TOBU

TOBU Group

Integrated Report

2026



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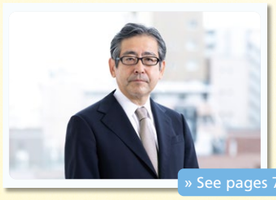




» See pages 19–22

The Story of "Taking on Challenges" and "Co-creation" Set Forth in the Long-Term Management Vision

Through a roundtable discussion on the theme of TOKYO SKYTREE TOWN®, we explore how "taking on challenges" and "co-creation" generate value, highlighting the thoughts of the employees who work there and the specific initiatives they are undertaking.



» See pages 7–12

Message from the President

In his own words, the President shares his thoughts on the path toward enhancing corporate value and realizing the Long-Term Management Vision, as well as the future envisioned under the Long-Term Management Vision.

Highlights of Integrated Report 2026



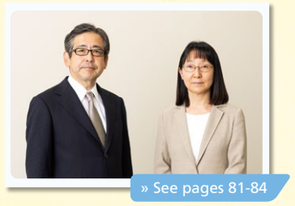
» See pages 59-60

Human Resources Strategy for "Taking on Challenges" and "Co-creation"

Through a three-employee discussion on human resources system reforms, we take an in-depth look at the initiatives being implemented to link human resources strategy to the realization of management strategy and at the Tobu Group as it moves toward transformation.

Dialogue between an Outside Director and the President

Through a dialogue between an outside director and the President, we present their views on the current state of corporate governance, a review of discussions at Board meetings, the effectiveness of the Board of Directors, and challenges related to governance and management as a whole, together with recommendations for addressing them.



» See pages 81-84

Enhanced Disclosure of Business Overview

We present an overview of the businesses in each segment of the Tobu Group, together with their initiatives and results. We also share the thoughts of employees engaged in value creation in each segment, as well as their efforts to take on challenges and engage in co-creation in the workplace.

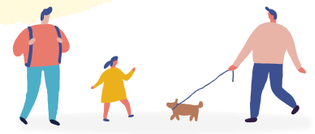
» See pages 39-48

Messages from Leaders of Major Projects

Through messages from the leaders of each major project, we share the thoughts and aspirations with which they are advancing their businesses and working to take on challenges and engage in co-creation to achieve the Company's Long-Term Management Vision.

» See pages 26-30





Editorial Policy

Our aim in preparing this report was to provide a comprehensive overview of the Tobu Group's operations, ranging from its history and activities to date to its strategies and measures for long-term value creation, as well as financial and non-financial information.
In editing this report, we have referenced the International Integrated Reporting Framework advocated by the IFRS Foundation, the GRI Sustainability Reporting Standards developed by the Global Reporting Initiative (GRI), and the Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation ("Guidance for Collaborative Value Creation") Through this report, we hope to provide all stakeholders, including shareholders and investors, with a deeper understanding of the Tobu Group.

Report Scope

TOBU RAILWAY CO., LTD. ("TOBU RAILWAY," "the Company") and Group companies (collectively, "the Tobu Group," "the Group")

Period Covered

From April 1, 2025 to March 31, 2026 (One Japanese fiscal year)
Note: Some information before and after this period is included.

Information Disclosure

Please refer to the "IR Information" section of TOBU RAILWAY official website.
https://www.tobu.co.jp/ir/

Reference Guidelines

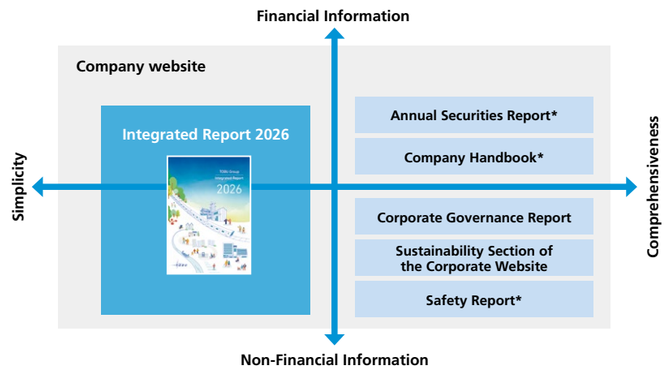
- International Integrated Reporting Framework of the IFRS Foundation
- GRI Sustainability Reporting Standards (GRI Standards) developed by the Global Reporting Initiative
- Guidance for Collaborative Value Creation issued by the Ministry of Economy, Trade and Industry

Cautionary Note on Forward-Looking Statements

Forward-looking statements such as results forecasts in this report are based on industry trends related to the business of the Company and Group companies and other factors that may impact business results, including the economy in Japan and other countries. These forward-looking statements are made based on the information currently available to the Group. Actual business results may differ from these forecasts due to changes in the business environment and other such factors.

Positioning of Publications

Specific documents are available from our website:
https://www.tobu.co.jp/en/ (Some segments are in Japanese language only)



Tobu Group Management Philosophy

The Tobu Group has set forth the concepts of "dedication," "enterprising spirit" and "affinity" as the cornerstones for its management

Dedication

The Tobu Group will contribute to materializing an affluent society based on the profound awareness that all of its businesses are supported by society.

Enterprising Spirit

The Tobu Group will keep taking up challenges with a pioneering spirit to pave the way to a new era through constant self-improvement without complacency.

Affinity

The Tobu Group will contribute to the evolution of society by promoting its business as well as the welfare of its employees based on the concept of geniality among people and harmony with the environment.

Tobu Group Management Policy

The Tobu Group will operate diversified and composite businesses on the basis of safety and security, including "transportation," "leisure," "real estate" and "retail distribution" as a corporate group contributing to the development of the areas along its railway lines, through the businesses that closely support customers' daily lives.

We will provide innovative and inventive services of high quality based on customers' viewpoints, thereby aiming to create attractive destinations full of energy along the Tobu lines, providing residents with comfortable lifestyle.

The Tobu Group will fulfill its corporate social responsibility through achieving sustainable growth along with local communities, as a corporate group that supports customers' lives by promoting eco-friendly management while constantly generating profit from its business operations.

At a Glance (As of March 31, 2026)

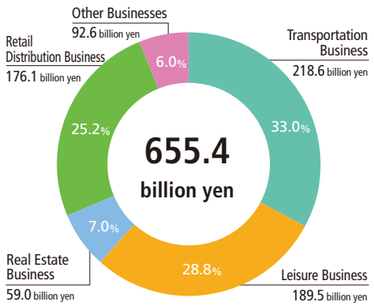
Since TOBU RAILWAY's establishment in 1897, the Tobu Group has continued to operate its core railway business (as TOBU RAILWAY) while expanding into other markets including transportation, leisure, real estate, and retail distribution. Today, the Tobu Group consists of TOBU RAILWAY, 68 consolidated subsidiaries, and three equity method affiliates.

The Company's lines provide access to the World Heritage site and national park at Nikko, as well as the Asakusa area and TOKYO SKYTREE TOWN®, which together are visited by more than 30 million tourists every year, and the Kawagoe area with its charming old-Japan atmosphere.

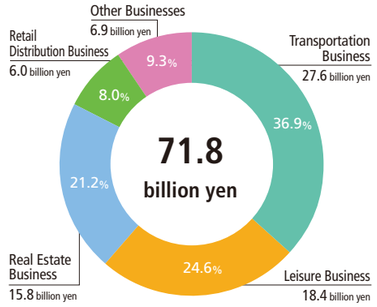
We will promote our businesses while improving the value of the areas along our railway lines with the objective of generating sustainable growth for the Tobu Group.

Tobu Group Operations and Performance

Operating Revenue



Operating Profit



Profit Attributable to Owners of Parent
55.6 billion yen

Interest-Bearing Debt to EBITDA Multiple
6.2 times

Dividend Payout Ratio
24.7%

ROE
9.5%

Tobu Group Businesses

Group Companies
Consolidated Subsidiaries: 68
Equity Method Affiliates: 3

Group Employees
18,148

Bus Network Length
10,764 km

Group Hotels and Guest Rooms
18 hotels / 3,384 guest rooms

Cumulative Number of Visitors to TOKYO SKYTREE TOWN®
450 million

Department Store Operating Revenue
63.5 billion yen

TOBU RAILWAY Primary Business Areas



Overview of TOBU RAILWAY's Train Operations

Railway Distance
463.3 km

Passenger Stations
205

Rolling Stock
1,772 cars

Annual Passengers Carried
880 million

Tobu Railway Passenger Revenue
149.3 billion yen

Message from the President



Based on our corporate culture of taking on challenges and engaging in co-creation, we are structuring a business portfolio that adapts to change to pave the way for the Tobu Group's next stage of growth.

Yutaka Tsuzuki
President

Introduction

On August 20, 2026, an accident occurred within the premises of Shin-Kanuma Station on the Tobu Nikko Line in which workers came into contact with a limited express train in operation, resulting in the deaths of four people.

We extend our thoughts to those who lost their lives in this accident and offer our heartfelt sympathies to their bereaved families.

We have always placed the highest priority on safety and implemented a range of initiatives to ensure safety. We take extremely seriously the fact that such a grave accident occurred. Going forward, we will thoroughly investigate the cause of the accident and, based on the findings, formulate and rigorously implement measures to prevent a recurrence so that an accident of this nature never happens again.

We are looking to realize our Long-Term Management Vision of "Evolving society and areas along our railway lines by taking on challenges and engaging in co-creation."

The three years since my appointment as president in June 2023 have flown by. Looking back on these three years, I feel a strong sense of progression regarding the steady implementation of important initiatives that will shape the future of the Tobu Group. In my first year as president, we announced our Long-Term Management Vision and the Tobu Group Medium-Term Business Plan 2024–2027 (the "Medium-Term Business Plan"), whose final fiscal year is FY2027. In my second year, taking into account changes in the Group's internal and external environment, we updated the target figures and timeframe for the Long-Term Management Vision. With a view toward realizing the vision, we have steadily advanced the priority strategies set out in the Medium-Term Business Plan.

What I have consistently focused on is fostering and establishing a corporate culture of taking on challenges and engaging in co-creation. Each and every Tobu Group employee is responsible for bringing our Long-Term Management Vision, "Evolving society and areas along our railway lines by taking on challenges and engaging in co-creation," to life. Over the past three years, I have communicated the significance of taking on challenges and engaging in co-creation in detail around the Company so that our employees can develop a deeper understanding of their importance.

Not just TOBU RAILWAY, but railway companies in general tend to have somewhat conservative corporate cultures because Safety and Security operations are a fundamental responsibility of the business. However, to achieve sustained growth over the long term, it is imperative that we boldly tackle challenges in new fields. And so, I have repeatedly emphasized to our employees the importance of taking on challenges to break out of our old ways of thinking and take a step forward. Two years after announcing our vision, I feel that a mindset of taking on challenges without hesitation in unfamiliar fields is beginning to take root across the Tobu Group.

Building a framework for close collaboration with external partners to drive value creation

As a railway company, caring for the communities along our railway lines has been an unwavering part of the Tobu Group's DNA since its founding. In the Nikko area and other communities along our railway lines, we work closely with local governments and residents to address a range of transportation and regional challenges, including revitalizing the tourism industry and improving the convenience of secondary transportation.

Engaging in co-creation with partners and stakeholders both within and outside the Group is another essential measure for enhancing corporate value. With operating revenue of more than 650 billion yen, the Tobu Group faces a structural issue—precisely because of its large scale its decision-making processes are prone to becoming siloed. To address this, we are deepening collaboration between our departments and Group companies, while building close working relationships with external partners, including business partners, to advance initiatives aimed at creating new value. Currently, we have finished the stage of embedding the philosophy of "co-creation" within the Group, and are moving into the implementation stage.

The SAKULaLa biometric authentication service, jointly developed by TOBU RAILWAY and Hitachi, Ltd., is one example that symbolizes our co-creation efforts. Following its initial introduction at Tobu store in 2024, SAKULaLa has expanded to an increasing number of facilities, including consumer electronics retailers and hotels. In May 2026, TOBU RAILWAY became the first major private railway in Japan to begin operating ticket gates with facial recognition on the Tobu Utsunomiya Line, followed in July by the launch at Tobu Ikebukuro Station (the first such deployment in Tokyo) and other locations in Tokyo. As a pioneering project that brings together Hitachi, Ltd.'s technology with TOBU RAILWAY's operational know-how and business infrastructure, it has attracted considerable attention from both within and outside the industry.

"Co-creation" is more than a simple matter of addition. By combining the strengths of the Tobu Group with the technology and expertise of our partner companies, we will create synergies achieving better results than just one and one making two.

I want to further strengthen the Group's ability to develop its businesses by accelerating our co-creation initiatives and taking on challenges in fields beyond the conventional boundaries of a railway company.

The Tobu Group's business performance remains solid. Profit attributable to owners of parent reached a record high for the third consecutive year from FY2023 through FY2025, while the Medium-Term Business Plan launched in April 2024 is also progressing largely as planned. I feel we are making steady progress. However, looking at the long-term horizon (the next 10 years through the mid-2030s), we have only just completed the initial stage, and there are still many things we need to address and strengthen for the future. Over the past three years, I have shared my thoughts as president on realizing the Long-Term Management Vision with people both within and outside the Group whenever the opportunity arose, working to ensure that these ideas take root throughout the Group. Going forward, I want to continue these efforts and further embed these ideas throughout the Group, making the Tobu Group's evolution a more certain reality.

Making tourism, area development and new businesses growth drivers to further strengthen our revenue base

The Tobu Group is currently focusing its management resources on executing the strategies and initiatives of the

Medium-Term Business Plan to make the Long-Term Management Vision a reality. The Long-Term Management Vision positions tourism, area development and new businesses as growth drivers. In tourism, we are steadily preparing for the construction of new hotels in Ginza 7-chome and Nihonbashi 3-chome in Tokyo, as well as the planned renovation of Nikko Kanaya Hotel. Our hotel business posted operating profit of approximately 8.3 billion yen in FY2025, and we plan to increase this to 12.0 billion yen by the mid-2030s. In area development, we are actively pursuing the redevelopment of the TOKYO SKYTREE TOWN® area. Once the elevated track construction project currently underway on the Tobu Isesaki Line is completed, the expansion of this area—utilizing the space created beneath the elevated tracks—as well as the redevelopment of the surrounding areas will begin in earnest. We plan to invest a total of around 80 billion yen in area development around TOKYO SKYTREE TOWN, and are aiming for a return on investment of 6% or more on a consolidated basis. As for SAKULaLa, our new business, we plan to expand its scope of use and deployment to railways, convenience stores, sports clubs and other facilities; integrate it into general-purpose systems such as payment terminals; expand corporate applications, including attendance management and building entry and exit; and establish connections with major loyalty point programs and government services. For example, in the railway business, the SAKULaLa facial recognition-based fare payment service, which began on the Tobu Utsunomiya Line, has been introduced on the Tobu Tojo Line, and we plan to further expand the service to the Tobu Urban Park Line.

Through this strategy, we are aiming for 20 million members and operating profit of 5.0 billion yen or more by the mid-2030s.

Taking on challenges and engaging in co-creation — A glamping business brought to life by the vision of a young employee

Let me introduce our glamping business as an example of taking on challenges and engaging in co-creation in practice. Recognizing the potential of glamping, which has been attracting attention as an outdoor leisure experience, TOBU RAILWAY and TOBU TOP TOURS established two joint venture companies in partnership with Nishigaki Co., Ltd. to develop and operate glamping facilities. One of the new companies opened Grand Forest Villa Nikko in August 2025, featuring one of the largest private dog parks in the Kanto region, while the other company opened Granfil Resorts Tobu in March 2026, where guests can enjoy experiential activities combining glamping, a zoo and an amusement park.

What I want to emphasize here is that this business was brought to life by the vision of a young Tobu Group employee. The efforts of young employees from across the Group to share ideas and develop this business as a new challenge that could leverage synergies across the Group ultimately led to its evolution into a Company-wide project. By introducing new initiatives such as adding a dog park and collaborating with Tobu Zoo, we are differentiating the facilities from other accommodations while creating new and unique experiences for guests.

What I am looking for through our efforts in taking on challenges and engaging in co-creation is synergies across the Group. I want to enhance these synergies by taking on challenges we have never attempted before as a railway company and engaging in co-creation.

Raising ROE and further improving capital efficiency

In April 2025, TOBU RAILWAY issued a news release titled *Notice Concerning Action to Implement Management That is Conscious of Cost of Capital and Stock Price.* It outlined a policy to further enhance corporate value through the two-pronged approach of improving return on equity and reducing the cost of capital. As concrete measures to achieve these goals, we set out three management themes that we will focus on: (1) strengthening profitability by promoting growth strategies, (2) utilizing financial leverage while maintaining financial soundness, and (3) increasing the expected growth rate. In the Long-Term Management Vision, we have set the following targets for the mid-2030s: maintaining and improving ROE at 8% or higher, keeping the interest-bearing debt-to-EBITDA ratio, an indicator of financial soundness, in the 6x range, and maintaining an equity ratio of 30% or higher.

It is true that institutional investors, analysts and other capital market participants have expressed the view that, given our recent ROE performance, we should aim for a higher level. Large-scale capital investment is essential to the successful execution of the growth strategy we have formulated. In the near term, investments will precede the returns from major projects such as the construction of new hotels in Ginza and Nihonbashi and the Ikebukuro Station West Exit Redevelopment Project. Nevertheless, by carefully assessing the viability of each business and maintaining disciplined project management, we will ensure that ROE remains firmly above 8% even in an uncertain business environment. Once these investments enter the recovery phase, we plan to further improve ROE.

In addition, we are steadily advancing the reshuffling of our assets, including by reducing cross-shareholdings, and will reallocate the funds generated to growth investments to further improve capital efficiency.

Aiming for an appropriate market valuation

One of our management priorities is to achieve a fair market valuation that reflects the Tobu Group's fundamentals and growth potential. In my view, our current price-to-book (P/B) ratio indicates that the market has yet to fully recognize our potential for future profitability and capital efficiency. Therefore, we will take responsibility for delivering the growth story expected by the market, steadily implementing growth investments and realizing returns from them, and strengthening capital discipline. I believe it is essential to visualize how each segment will grow over time toward achieving the target set out in the Long-Term Management Vision of operating profit of ¥100 billion or more by the mid-2030s, while linking this growth to our investment and financial strategies, and to communicate this effectively to the market.

We regard communicating information to the capital markets and engaging in dialogue with investors and analysts as important issues toward enhancing corporate value, and these matters are being actively discussed by the Board of Directors and the Management Meeting. We understand that many in the capital markets have concerns about the future of the railway business. However, the railway business is a core business of the Company, and the stable cash flow it generates provides the foundation for our growth. By leveraging this cash flow in area development, tourism, hotels and other businesses, we will broaden our sources of revenue. That is why the Tobu Group is making proactive investments in non-railway businesses as areas that will drive future growth. The railway business will remain the core of the Tobu Group, but we recognize that, in order to meet the expectations of our broad range of stakeholders, we must move away from a business structure that relies heavily on any single business for revenue and establish a diversified business portfolio.

Declining birthrate and population aging, and the advancement of DX: Two megatrends that require appropriate responses

Looking ahead over the next 10 years, the megatrends that are likely to have a significant impact on our railway business include the declining birthrate and population aging, as well as the advancement of digital transformation, particularly through the use of AI. The population decline resulting from the declining birthrate and population aging presents two challenges: a decline in railway passengers and labor shortages that could affect our ability to maintain stable business operations. We recognize both as important issues that need to be addressed. However, people will continue to travel, and the need for mobility will remain. As the new SPACIA X limited express remains so popular that reservations are difficult to secure, I believe there is an opportunity to create new demand by adding value to travel and transport, and this is an area we will focus on. It will also be important to encourage people to travel. We will create new flows of people by working to enhance the value of areas along our railway lines in collaboration with local governments and residents in communities with abundant tourism resources. Through these two initiatives—expanding the value we provide and enhancing the appeal of areas along our railway lines—we will further strengthen the foundation of the railway business.

Regarding the advancement of DX, the other major challenge, we will leverage cutting-edge digital technologies to improve efficiency and reduce labor requirements in the railway business. In doing so, we will address labor shortages



while further strengthening the stability of our revenue base. About 60% of our railway network has transitioned to one-person operation, and we are ahead of other companies in moving toward automated operation. In addition, we intend to actively invest in new businesses that incorporate DX, including SAKULaLa, and expand their applications.

Accelerating strategic investments and harvesting returns to begin in the early 2030s

In light of the megatrends I just mentioned, I would like to share my views on how the Tobu Group and society will change as we realize our Long-Term Management Vision. To achieve the Long-Term Management Vision, the first half of this period will be a time of "sowing," laying the groundwork with an eye to the future. From 2030 onward, we will enter the "harvest period," reaping the returns from the growth investments we have made up to that point.

In the hotel business, construction of the new hotels in Ginza 7-chome and Nihonbashi 3-chome, along with the renovation of Nikko Kanaya Hotel, are expected to be completed in succession around 2030, at which time they are projected to start contributing to consolidated earnings. By the mid-2030s, we expect our total number of guest rooms to exceed 4,500, making the hotel business a driving force for revenue growth.

On the other hand, TOKYO SKYTREE TOWN, which opened 14 years ago, posted record revenue of approximately 60 billion yen in FY2025, and is now one of Tokyo's top-performing commercial facilities by revenue. The Oshiage area was formerly a freight yard, but the Tobu Group has taken the lead in developing TOKYO SKYTREE®, TOKYO Solamachi and TOKYO Mizumachi, completely transforming the area. If through service between the TOBU SKYTREE Line and the Tokyo Metro Yurakucho Line is realized in the mid-2030s, we will be able to attract visitors from an even wider area. Strengthening the area's function as a transportation hub will further invigorate the area, including Asakusa. For 128 years, the Tobu Group has operated in Oshiage while building strong relationships with the local community. Building on the trust we have established with the local community, we will continue to take on challenges to create new value.

Toward a future where people can go about their daily lives "hands-free," enabled by the widespread adoption of SAKULaLa

Our new SAKULaLa business has steadily expanded into new areas of application and is gaining increased recognition among consumers. SAKULaLa is not just a means of payment. It is a platform that links biometric information with various forms of ID and attribute information, such as cards and membership cards held by users. We want to develop SAKULaLa into an important form of infrastructure supporting the society of the future. With an eye toward a future in which finger recognition and facial recognition can be used in all aspects of daily life, enabling people to go about their lives "hands-free," the Tobu Group is working to further expand the adoption of SAKULaLa. By linking with a wide range of services, SAKULaLa enhances convenience and creates added value. By integrating it with Tobu Card and TOBU POINT, we will promote its adoption as a next-generation service symbolizing DX that connects our railway, commercial facilities, hotels and other businesses across the Group, and work to expand its use throughout society.

In particular, in the Oshiage area we will expand the number of stores adopting SAKULaLa, particularly restaurants, and highlight the innovation and convenience of the new businesses being developed by the Tobu Group. Currently, SAKULaLa is limited to select locations, such as retail stores at TOKYO SKYTREE® and the TOBU RAILWAY head office. However, we want to first establish widespread adoption of SAKULaLa throughout the Oshiage area and use that as a foothold for expanding the service nationwide.

Changes in the external environment, including inbound tourism trends and the Middle East situation, and the impact on costs

With inbound tourism demand reaching record levels, the number of travelers visiting Japan from China has remained below the previous year's level, partly due to calls by the Chinese government for its citizens to refrain from traveling to Japan. However, the Tobu Group's hotels and TOKYO SKYTREE® attract guests from many countries, not just China, so the impact on revenue has been minimal. Going forward, we will seek further growth in our tourism business by capturing and responding to the needs of travelers from a wide range of countries and regions, as well as Japanese tourists.

In addition, various socioeconomic developments, including heightened geopolitical risks in Ukraine and the Middle East and the resulting increases in energy and raw material prices, have emerged as factors affecting smooth business operations. While the recent international situation has had some impact on the Tobu Group, mainly in the form of higher fuel and electricity costs, we believe that the scope and scale of the impact have been limited. In the construction of condominiums and detached houses, we have secured the necessary materials, and so far there have been no construction delays or other issues. However, with construction costs rising significantly, we intend to assess and verify the viability of each project more rigorously than ever when accepting orders and carrying out construction.

On the other hand, the costs required to operate our businesses are expected to continue rising, including higher labor, repair and maintenance costs, as well as increased depreciation expenses resulting from expanded capital investment to enhance safety, comfort and convenience and reduce our environmental impact. We are aiming for the early implementation of fare revisions, which will enable us to ensure the stable and sustainable operation of the railway business over the long term.

Contributing to the sustainability of the global environment and economy and society based on strong human capital

The Tobu Group is focusing on further advancing human capital management to establish a sustainable business operating structure. Our people are the source of our business activities and our most important asset. We want to develop people who can think and act for themselves and will practice our principle of taking on challenges and engaging in co-creation. I also hold lunch meetings where I speak directly with employees at the department manager and section manager levels. Through informal, open conversations over a meal, I share senior management's thinking and work to ensure that our values and goals are shared across the Group. In April 2026, to improve the efficiency of recruitment and workforce management, we consolidated three subsidiaries engaged in station operations and the maintenance of rolling stock, track and electrical facilities, and other railway infrastructure into TOBU RAILWAY. Against the backdrop of a declining working population, competition among companies to secure talent is becoming increasingly intense. Therefore, we need to secure capable personnel and concentrate our human resources on work that is difficult to automate and can only be performed by people. In addition, we will maintain and further enhance the specialized knowledge and skills of employees in various functions related to railway technology and safety, while developing people who take on challenges and establishing a structure in which diverse employees can play active roles across the Company and fully demonstrate their abilities. The Tobu Group will continue to establish and operate a personnel evaluation system that helps improve employee engagement, while enhancing skills in each job function and safety-related knowledge through a comprehensive education and training system, with the aim of continuously increasing corporate value.

Efforts to reduce our environmental impact are also a priority strategy of the Medium-Term Business Plan, and we are actively pursuing initiatives to achieve this goal. As a Group-wide initiative, we launched a new project in the Nikko area in August 2025 to build a local energy cycle based on the use of biofuel refined from used cooking oil generated at Tobu Group facilities in Tochigi Prefecture. The biofuel will be used to power fixed-route buses. It is rare for a single company to establish an entire cycle of this kind, including plant operations, and the project has also attracted considerable interest from local industries. In the railway sector, the introduction of new rolling stock plays a major role in reducing CO_2 emissions and supporting the transition to a decarbonized society. It also generates a range of other benefits, including reduced labor requirements through single-operator operation and more efficient maintenance of rolling stock and other equipment through the use of digital technologies. We expect to achieve our FY2030 target for reducing CO_2 emissions ahead of schedule, but we will not rest on this achievement. We will continue to implement advanced environmental measures and make proactive investments in rolling stock renewal.
The increase in maintenance and renewal investment in the railway business this time is aimed at accelerating rolling stock renewal. With environmental considerations and efficiency improvements in mind, we will continue to actively pursue rolling stock renewal and contribute to achieving carbon neutrality by 2050.

In the Tobu Group, which plays a central role in transportation infrastructure, safety is fundamental to our business, and all officers and employees work together to ensure safety. As part of our preparations for natural disasters, we are proceeding with seismic retrofitting of elevated structures and bridge renovations. In addition, we are focusing on improving accessibility—including the installation of platform barriers at stations—to create an environment where all passengers can travel with peace of mind. In addition, to pass on the foundations of transportation safety to the next generation and achieve sustainable growth, it is essential to address the population decline resulting from the declining birthrate and population aging. To that end, we are positioning the promotion of DX as a key pillar in safety and security as well.

There is no end to our efforts to ensure safety. Across all of the Tobu Group's businesses, not only the railway business, we will work to embed a strong safety mindset and thoroughly implement safety measures. By leveraging a range of solutions based on digital technologies, we will continue to provide safety and security and strive to be a corporate group that customers continue to choose.

Maximizing shareholder value through enhanced shareholder returns and improving dialogue with capital markets

At TOBU RAILWAY, shareholder returns are one of our top management priorities. Up to now, we have been targeting a total payout ratio of 40% or higher, including share buybacks, but based on recent circumstances and our dialogue with institutional investors and others, we have updated this target and will now aim for a total payout ratio of 50%. We believe that a total payout ratio of 50% is fully achievable in light of our business performance and financial position. The Tobu Group will continue to balance growth investment with shareholder returns.

In December 2025, we held small-group meetings with analysts and institutional investors for the first time, which I personally attended. As the saying goes, "Seeing is believing." It was a valuable opportunity that made me realize the importance of engaging directly with institutional investors and analysts and gaining a firsthand understanding of their views. Through this initiative, I was reminded once again that institutional investors and others have a strong interest in PBR and other capital-market valuation metrics, and that we need to strengthen our communication about our growth drivers and strategies. Looking ahead, we will further strengthen communication with the capital markets and communicate the Tobu Group's medium- and long-term strategies more clearly. By deepening this dialogue, we will apply the insights we gain to our future management and business operations. We sincerely ask our shareholders, investors and other stakeholders for their continued understanding and support of the Tobu Group.



The Path to Value Creation

A 100-year age of collaboration and new challenges begins

1897– TOBU RAILWAY is established, rail network expanded



1899: Trial operation before commencing business

1945– Tobu improves value along its railway lines



1951: The Nikko-Kinugawa Line Limited Express (5700 Series) car, the first newly built after the war, is put into service

1960– Transportation capacity is expanded and business grows



1962: Tobu Department Store Ikebukuro opens

1980– Tobu diversifies its business



1993: The "I'm Fujimino" condominium opens

2000– Selection and concentration of businesses



2012: TOKYO SKYTREE TOWN® opens

2020– Tobu transforms its business portfolio



Ikebukuro Station West Exit Area Urban Redevelopment Project (illustration)

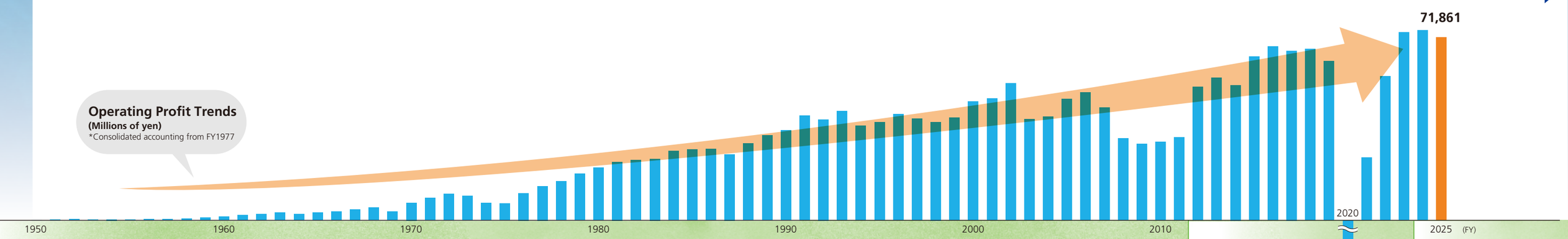
Historical Backdrop

- Japan modernizes
- Government sets policy of encouraging new industry
- Post-war reconstruction
- Lifestyles improve and stabilize
- Rapid economic growth
- Oil crisis
- Yen strengthens as U.S. dollar weakens
- The Bubble Era
- The bubble collapses
- Aging population and declining birthrate
- The COVID-19 pandemic
- Digital technology rapidly advances

Main Business Developments Driven by Societal Needs

- Extension of railway lines
- Activity is stimulated along railway lines with opening of the Asakusa Station building and residential land development at Tokiwadai Station
- Shared vehicle operations begin in the Kawagoe area
- The Group expands business to include "Kegon-go" and "Kinu-go" limited express trains and more with an eye on growth in tourism demand
- Entry into Merchandise Sales business begins with opening of Tobu store's first location, Tobu Supermarket Kasumigaoka Store
- Tokyo Metro Hibiya Line mutual through services with other companies' lines begin
- Promotion of housing development
- Promotion of labor saving through mechanization and business consolidation/restructuring, and more
- Expansion of business domains, including the opening of Tobu Zoo and TOBU WORLD SQUARE
- The Group expands into new domains to meet diversifying lifestyles and changes in needs, such as with New Town, I'm Fujimino and more
- Business restructuring and strengthening of financial position
- Completion of the longest quadruple-track railway in the private railway sector and interoperability with other companies' lines further expands railway network
- Concentration of investment into high-profit businesses such as TOKYO SKYTREE TOWN
- Expansion of non-railway business with concentrated investment in tourism and area development businesses
- Strengthening profitability by capturing tourism demand
- Building a sustainable framework by strengthening human capital to respond to the declining labor force and reduce environmental impact

Unwavering Conviction Since Our Founding → **Balancing Development Along Railway Lines with Business Growth**



Social Value Creation

From 1897: 1st social infrastructure provided
Transportation (Railway)

From 2012: 2nd social infrastructure provided
TOKYO SKYTREE® (Broadcasting tower)

From 2024: 3rd social infrastructure provided
SAKULaLa (Digital platform)

Value Creation Process

The Tobu Group's business foundation is the areas along the railway lines that span its extensive network, and we believe that achieving the sustainable development of society centered on these areas is the most important issue we face.

The external environment surrounding the Tobu Group is facing various social issues, and it is necessary to solve these issues and build new business models.

Since its establishment in 1897, the Tobu Group has sought to become a corporate group that is indispensable for society by working to solve social issues through its business and by realizing a society that is "a human-friendly society where people and communities continue to flourish together."

Based on this approach, the process of creating sustainable social development and corporate value by solving issues (value creation process) is shown as follows.

◀◀◀ Deploy capital to create additional value

Business Environment

- Arrival of serious domestic population decline and labor shortage
- Diversification of work styles, purchasing behaviors, and other values
- Growth and diversification of tourism demand
- Advances in digital technology
- Increasing severity of climate change, demand for further reduction in environmental impact
- Heightened need to strengthen human capital

Inputs

(Capital deployed)

» See page 17

Human capital
Autonomous and diverse human resources with the Tobu Group Management Philosophy as their guiding principle

Physical capital
Properties and facilities that make the most of the Group's extensive transportation network and favorable locations

Financial capital
Stable financial base and diverse business portfolio

Intellectual capital
Synergy functions through advanced specialized know-how and collaboration within the Group

Social and relationship capital
Relationships of trust with stakeholders based on the history since the Company's founding

Natural capital
Stewardship of forests as a social asset, and conservation of biodiversity

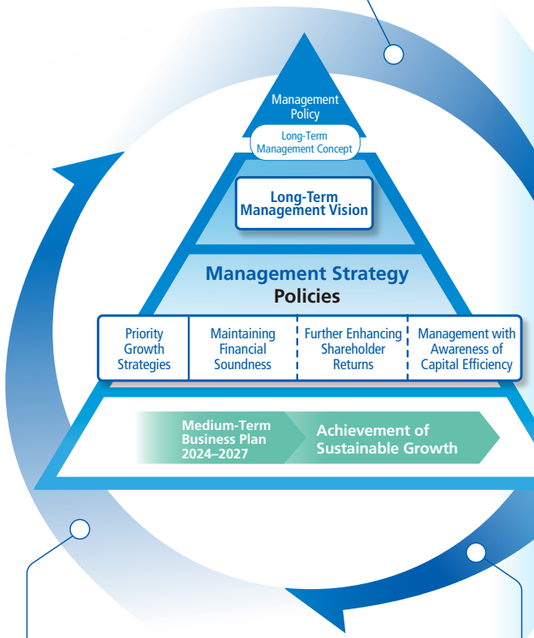
Business Activities

Understand and analyze changes in customer needs and the social environment

Embracing **the challenge** of adapting to changes in needs and the business environment

×

Co-creation of value through collaboration and partnership with stakeholders



Development and provision of new products and services

Comparison against the medium- to long-term outlook and identification of short-term issues

Outputs

(Products and services provided)

Everyday products and services

- Safe, secure, comfortable and highly convenient transportation services that are environmentally friendly
- Regular provision of advanced social infrastructure, including radio towers
- Commercial facilities that revitalize the communities around them
- Living spaces that match the values and life stages of customers
- Retail distribution services that address diverse lifestyles
- Revitalization of the Tokyo East Area through the "Asakusa - TOKYO SKYTREE TOWN® Area" project
- Collaboration with communities on area development that attracts customers, provides services and brings new appeal
- Creating a "Station Town" space that expands the flow of people from the station to the neighborhood through the Ikebukuro Station West Exit Redevelopment project
- Provision of convenient and comfortable services that employ digital technology
- High-quality and attractive tourism transportation services
- Restaurant and accommodation services that meet a wide range of needs
- Provision of leisure experiences that enrich people's lives

Extraordinary products and services

Evolve society and areas along railway lines

Outcomes

(Value provided)

Customers and Local Communities
- Comfortable, convenient, and rich lifestyles
- Sustainable, healthy development, revitalization and value enhancement of local communities that make use of the characteristics of the area
- Realization of a sustainable society by maintaining a healthy natural environment

Shareholders and Other Investors
- Substantial returns to shareholders and increased share price through initiatives to enhance corporate value and generate profits that exceed the cost of capital

Personnel
- Greater career autonomy and engagement
- Enhanced employee skills
- Further growth for employees and the Tobu Group

Business Partners
- Stable management and sound business growth based on strong relationships of trust

Environment
- Mitigation of climate impact
- Contribution to decarbonization
- Enhanced sustainability of natural capital, including in the Nikko area

Long-Term Management Vision

Evolving society and areas along our railway lines by taking on challenges and engaging in co-creation

Material Issues

(Key issues)

» See page 49

- Sustainable development of local communities
- Corporate governance contributing to creation of corporate value
- Improvement of skills and capabilities of diverse employees
- Reducing environmental impact through further improvement of environmental advantage, etc.
- Maintain the safety and security that are the backbone of all Group businesses

Capital Employed in the Value Creation Process

The Tobu Group fully deploys the strengths of each form of capital in the value creation process.

Capital	Features	Current Metrics by Numbers	Commentary
Human capital	Autonomous and diverse human resources with the Tobu Group Management Philosophy as their guiding principle	• Consolidated employees: 18,148 • Managers who are women (TOBU RAILWAY): 2.8% • Employees with disabilities: 3.08%	The Tobu Group aims to cultivate individuals who can think and act independently, enabling the Group to refine existing businesses, build trust and create new value through bold innovation, and seeks to connect business opportunities with the sustainable growth of local communities. Our employees are the driving force of our businesses. As such, we will improve the performance of the organization by maximizing the capabilities of each person employed by the Group. We will also foster a work environment in which people will want to continue working for the Group for the long term.
Physical capital	Properties and facilities that make the most of the Group's extensive transportation network and favorable locations	• Railway distance: 463.3 km • Rolling stock: 1,772 cars • TOKYO SKYTREE TOWN® total floor area: Approx. 230,000 m² • Number of Group hotels and guest rooms: 18 hotels, 3,384 rooms • Number of retail stores and total sales floor area: 5 department stores, Approx. 170,000 m² 59 stores, Approx. 87,000 m²	The Tobu Group has complemented its railway network, totaling 463.3 kilometers across five prefectures, by creating a secondary transportation network of bus routes that provide comfortable and convenient commuting services for businesses and schools and high-quality and attractive transportation services for tourists. Centered on these transportation services, we will continue to develop communities by providing commercial facilities and housing with a focus on the areas around our stations, and also develop tourist hubs such as TOKYO SKYTREE TOWN and hotels, with the aim of further improving value along our railway lines.
Financial capital	Stable financial base and diverse business portfolio	• Equity ratio: 33.0% • Consolidated net assets: 622.2 billion yen • EBITDA: 127.0 billion yen • Interest-bearing debt to EBITDA multiple: 6.2 times • Issuer rating: A+, Stable (The Japan Credit Rating Agency) A, Stable (Rating and Investment Information, Inc.)	The Group has a stable revenue base centered on the railway business, and is able to generate consistent operating cash flow every year by leveraging the diverse businesses of the Group companies in its portfolio. Furthermore, we will maintain sound finances over the medium to long term as we generate sustainable growth and increase corporate value by efficiently allocating funds to strategic investments for future growth and safety measures. In July 2025, Japan Credit Rating Agency, Ltd. raised TOBU RAILWAY's issuer rating from A (Positive) to A+ (Stable), and Rating and Investment Information, Inc. maintained the Company's credit rating at A (Stable).
Intellectual capital	Synergy functions through advanced specialized know-how and collaboration within the Group	• Intellectual property: 350 patents, trademarks & other rights • "SAKULaLa" biometric authentication service in use at: 60 locations, serving 20,000 members	The Tobu Group has accumulated a wealth of knowledge, including advanced railway business know-how on accurately operating up to 36 trains per hour, and expertise in area development that integrates real estate businesses and related businesses linked to the railway network, as well as experience with authentication technology integrating biometric information with digital IDs. The Group's business is divided into five segments: the transportation business, the leisure business, the real estate business, the retail distribution business, and other businesses. Through these, we will continue to create new value in ways such as providing new products and services, pursuing synergies between businesses and Group companies, addressing local characteristics and the needs of stakeholders, and combining the know-how and expertise of each business and Group company.
Social and relationship capital	Relationships of trust with stakeholders based on the Company's history since its founding	• Railway passengers carried annually: 880 million • Population along railway lines: Approx. 6.64 million • Annual number of visitors to TOKYO SKYTREE TOWN®: Approx. 37 million • Tobu Point app downloads: 1.29 million • Annual tourists Asakusa: More than 30 million Nikko City: Approx. 10 million; Kawagoe City: Approx. 7 million	Since its establishment in 1897, TOBU RAILWAY has expanded its railway network by building and merging lines, and has grown into development and related businesses in partnership with local stakeholders—starting in 1936 with the sale of Tokiwadai Residential Area, our first trackside development and the first we planned, developed and sold ourselves. By working with tourist destinations along our lines and responding to a wide range of needs, we have continued to raise the value of both local communities and the Tobu Group. Based on the strong relationships of trust we have built with stakeholders, including local communities and local governments, we will continue working to achieve sustainable development along our railway lines with roots in the local community as we work together with stakeholders both inside and outside the Group.
Natural capital	Stewardship of forests as a social asset, and conservation of biodiversity	• Forests under our care: Approx. 670 ha • J-Credits generated (cumulative amount including J-VER): 1,077t-CO_2 • Endangered and near-threatened species that are breeding (species conservation) Endangered species: 24 species, 102 individuals Near-threatened species: 7 species, 36 individuals • Electricity consumption related to railway operation: 520 million kWh	TOBU RAILWAY owns and properly maintains and manages forest areas mainly in the Kanto region. We promote the CO_2 absorption and sequestration functions of the trees in these areas, thereby contributing to the realization of a decarbonized society, while also working to preserve the forests' functions, through activities including water resource conservation, biodiversity conservation, and the prevention of landslides. Thinned timber generated through forest maintenance is used for station benches, interior materials, and other applications, promoting the effective use of forest resources while helping to reduce environmental impact. In addition, Tobu Leisure Planning operates the Tobu Zoo, and has been engaged in preservation of species since 1981, when the zoo opened. It continues to provide social value through its efforts to breed species whose survival has become difficult in the current natural environment.



Taking on Challenges and Co-creation at TOKYO SKYTREE TOWN®

TOKYO SKYTREE TOWN is a large-scale, mixed-use complex centered on TOKYO SKYTREE®, bringing together commercial facilities, cultural and leisure facilities, and offices. By leveraging the collective strengths of the Tobu Group, we continue to evolve into an attractive community by taking on challenges and engaging in co-creation.

Taking on the Challenge of New Area Development around the Tower

The Tobu Group's Objectives and Background

Opened in 1902, Azumabashi Station (now TOKYO SKYTREE Station) functioned for many years as a terminal for both freight and passengers. In 1993, it ceased handling freight, and its history as a logistics terminal came to an end. In December 2003, Tokyo-based broadcasting companies agreed on the need for a new transmission tower due to the digitalization of terrestrial TV broadcasts. Sumida City announced a bid to attract the new tower in November 2004 and requested the cooperation of local representatives and TOBU RAILWAY in December of the same year. In response, in February 2005 TOBU RAILWAY announced its commitment to pursuing the new tower project, to be built on the site of the former freight yard. Working in close cooperation with Sumida City and local stakeholders, the site was selected for the new tower in March 2006.

Preserving the *Shitamachi* Culture, Creating Urban Culture, and Becoming a Symbol of Japan

The Tobu Group's Conviction

TOKYO SKYTREE TOWN opened in 2012 as a hub for the east area of Tokyo, driven by the vision to "create a symbol of Japan focused on the historic culture of Shitamachi, and to create a hub for urban culture." TOKYO SKYTREE is a broadcasting tower constructed following an approach by six Tokyo-based broadcasters. It shares something in common with the transportation business, including the railway business that forms the foundation of the Tobu Group, in that radio waves play an indispensable role in people's daily lives. Since we are responsible for our businesses, especially those prominently in the public eye of an extremely public nature, we conduct our businesses with great pride, and aim to make TOKYO SKYTREE a symbol of Japan.

*FY2025 Results

- Annual number of visitors to TOKYO SKYTREE TOWN ..... **37** million
- Of those, who entered TOKYO SKYTREE ..... **4.46** million
- TOKYO Solamachi net sales..... **60.0** billion yen

Achieved record-high sales



Employee Roundtable

At TOKYO SKYTREE TOWN, value is created every day through the expertise and collaboration of companies across the Tobu Group. Four employees working on the front lines share the journey of taking on challenges and engaging in co-creation, as well as their vision for the future.

Bringing Different Areas of Expertise Together to Create Attractive Facilities and Experiences



Tsutomu Nakamura
Tobu Building Management Co., Ltd.
TOKYO SKYTREE TOWN Facility Management Office

T. Nakamura I work for Tobu Building Management, where I oversee the sites across TOKYO SKYTREE TOWN. Given the scale of operations, even a single equipment issue could inconvenience our customers. Although our role is to provide support behind the scenes, we are committed to ensuring that the vision and efforts of operators are never undermined by issues with its systems. I believe this is our responsibility. My experience of being seconded to the TOBU TOWER SKYTREE shop starting in 2016 and gaining an understanding of the perspectives and aspirations of the operators has also laid the foundation for my current work.

A. Nakamura I work in the Store Operations Division of TOBU TOWER SKYTREE, where I am responsible for operating TOKYO SKYTREE's directly managed shops, cafés, and restaurants, as well as leasing SKYTREE SPACE, the event space on the first floor. Many visitors to TOKYO SKYTREE are visiting for the first time, having traveled from far away, while others come to spend a special day there. I want to provide experiences that are as close as possible to their ideal, in a safe and secure environment, so that the day becomes a cherished memory when they look back on it.

Nishihara I work at TOBU TOWN SOLAMACHI, where I am responsible for merchandising planning and leasing for TOKYO Solamachi. In addition to approximately 300 permanent stores, our 14 event spaces within the facility welcome more than 200 brands each year. My mission is to maintain the freshness of our retail offerings and create a facility where visitors can discover something new every time they come. On the other hand, TOKYO SKYTREE TOWN is an "all-target" facility visited by everyone from local residents to tourists from around the world. Who are we targeting, and what types of stores should we attract? There is no single answer.

Hayano TOBU RAILWAY gathers feedback from on-site operations at TOBU TOWN SOLAMACHI and TOBU TOWER SKYTREE, reflects this feedback in budgets and investment plans, and also provides PR support utilizing media channels owned by the Group. For large-scale events, TOBU TOWER SKYTREE and TOBU TOWN SOLAMACHI work together to plan the events, using station advertising spaces, train wraps, and onboard advertisements to attract visitors and build momentum for the events. Rather than each company operating independently, we naturally reach out to and communicate with one another on a daily basis. I believe that the experience of working together at the same site during the opening period, as well as having employees who have been seconded to both companies, has helped foster collaboration based on an understanding of each other's perspectives.

A. Nakamura I joined the Company in January 2012, just before TOKYO SKYTREE TOWN opened for business, and was responsible for product planning. The months leading up to the launch were so hectic that it felt like the work would never end, no matter how much we did, and some of the finer details have even faded from my memory. However, because the opening came after the Great East Japan Earthquake and the facility carried the hopes and expectations of many people, I still remember the feeling of everyone working together to somehow reach the launch day.

Hayano I was also busy coordinating with government authorities and the police on matters such as traffic measures in preparation for the opening. We worked late into the night discussing how to guide customers the following day, only for operations to begin again early the next morning. We overcame those challenges together, across company boundaries and "under one roof," and I feel that the spirit of that experience continues to live on in the facility today. The reason we are able to operate smoothly even when events suddenly attract large numbers of visitors is that know-how is firmly embedded in our on-site operations, along with a culture of collaboration across the Tobu Group.

Investing in the Next Attraction at the Best Time

Hayano We see TOKYO SKYTREE TOWN's current strong performance as an opportunity to take proactive steps toward creating its next source of appeal. Once conditions deteriorate, it becomes much more difficult to attract desirable tenants. We need to take action with the future in mind while we are in a strong position to do so. Based on this approach, we are currently renovating the food retail areas and refreshing the tenant lineup. TOBU RAILWAY's role is to determine the right timing for investment by maintaining a clear outlook and stable financial performance, including at other commercial facilities along our railway lines, while anticipating temporary declines in revenue.

Nishihara Even with our pop-up stores, we took on challenges that went beyond conventional practices. We received a request from a brand that was beginning to attract

Taking on Challenges and Engaging in Co-creation at TOKYO SKYTREE TOWN®



attention at the time to operate for just two weeks in a roughly 50-tsubo (approximately 165 m²) space, which was normally intended for stores operating for more than one month. Young employees also voiced their opinion that we should go ahead with it, and after discussing it internally, we decided to proceed. As a result, the pop-up store recorded its highest-ever sales. Of course, not every initiative is a success. Even so, continuing to take on challenges every day as we respond to changes in our customers is what keeps the area fresh.

A. Nakamura At TOKYO SKYTREE®, we hold collaboration events with popular content approximately three times a year. Based on our experience of dealing with long lines at the observatory's retail space, we now forecast visitor demand through marketing research for each event and determine the venue and operational approach based on expected popularity. For example, when demand for merchandise is expected to be high, we utilize the spacious first-floor SKYTREE SPACE and work across departments to continuously refine visitor flow and operations.

T. Nakamura When large numbers of visitors arrive, even something as simple as adjusting the air conditioning requires careful attention. We also receive requests to combine two tenant spaces to create a new restaurant or to install a kitchen. Rather than simply saying "no" from a facility management perspective, we work with the facilities management department at TOBU TOWN SOLAMACHI and others to explore how we can make these ideas a reality while complying with safety requirements. Our challenge lies in supporting everyone's ambitious initiatives behind the scenes and bringing them to fruition by the launch day.

Nishihara Safety and security are our foremost priority whenever we pursue new store openings and initiatives. In merchandising, we are willing to explore new genres while always adhering to facility operating rules. This mindset has been firmly embedded in our operations since the area opened.

A. Nakamura For us, safety and security are fundamental to ensuring that customers leave with good memories. It is not simply because TOKYO SKYTREE is a high-profile facility; we do not want visitors who have been looking forward to their day here to have a disappointing experience. It is precisely because we share this understanding that we can consult with one another across departments on matters ranging from congestion management to facility-related issues.





Turning Community Connections into Lasting Co-Creation

A. Nakamura At TOKYO SKYTREE, we invite participants in Sumida City's "Hatachi no Tsudoi" coming-of-age ceremony to visit the observatory. When we see visitors arriving in traditional formal attire on the day of the event, we feel firsthand that TOKYO SKYTREE TOWN is playing a role in important milestones in the lives of local residents, and that we, as the people who work here, have the opportunity to be part of those moments. The support of many external partners, including rights holders and agencies, is also essential when planning events. Turning an initiative into an experience for our customers involves many forms of co-creation.

Nishihara Sumida City is also a community with a long history of manufacturing. Many local companies produce excellent products but have limited opportunities to interact directly with customers. To address this, we have established pop-up stores featuring products from multiple local companies, where we sell their products while showcasing the region's manufacturing expertise. Some local companies also operate permanent stores here. TOKYO Solamachi's value lies not only in generating sales, but also in providing a place where local manufacturers and customers can connect.

Hayano I believe that initiatives with the local community cannot be sustained through a one-sided relationship in which a company simply contributes to the community or, conversely, relies on it. I believe it is important to create a framework for co-creation that delivers value for both sides. At TOKYO Mizumachi, a development created beneath elevated railway tracks, we have also moved the project forward with the cooperation of local community members. It has been 14 years since TOKYO SKYTREE TOWN opened. As we see changes in the surrounding area and in the people walking through it, we feel that this facility has contributed to the community over the years. Rather than being a standalone destination, we believe the facility should grow together with the surrounding community. As people walk through the area, they discover its attractions, making the community more diverse and creating opportunities for new experiences and reasons for people to visit.

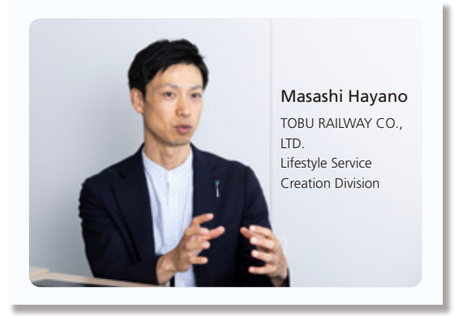
T. Nakamura TOKYO SKYTREE TOWN also serves as a disaster preparedness hub for the local community. In addition to routine disaster preparedness drills, we also conduct exercises based on scenarios involving potential damage caused by equipment failures. As this is a low-lying area, disaster preparedness is essential. We work closely with operators to share challenges and build strong relationships during normal operations so that we can protect the safety of this place in an emergency.

Hayano It is also important to extend the appeal of TOKYO SKYTREE TOWN beyond the facility itself. We aim to connect rail and bus services, TOKYO Mizumachi, and the surrounding neighborhoods to create a flow that encourages visitors to explore the area. By leveraging the Group's strengths in transportation and facility operation, we believe we can showcase the appeal of the East Tokyo area more broadly and contribute to its continued development.

Beyond the 15th Anniversary: What We Will Evolve and What We Will Continue to Protect

T. Nakamura As we approach the 15th anniversary of the opening of TOKYO SKYTREE TOWN, upgrading our facilities has become a major focus. Rather than replacing everything at once, we need to maintain equipment that can continue to be used through proper upkeep and carry out upgrades in stages while ensuring that comfort is not compromised. By working together with the facility management departments of TOBU TOWER SKYTREE, TOBU TOWN SOLAMACHI, and TOBU RAILWAY, we will build a solid facilities infrastructure with a view to the next 10 and 15 years.

Nishihara By staying close to our customers on the front lines, I want to stay alert to what they are looking for and continue making this a facility that always feels fresh. It is also important for TOKYO SKYTREE TOWN to continue evolving in step with the surrounding community, rather than developing in isolation. There is also potential to create further synergies by collaborating with the Group's various commercial assets, including EQUiA, VARIE, and Tobu department store. We want to go beyond the boundaries of individual companies and facilities and find more ways to combine the resources of the Tobu Group.



A. Nakamura While attracting new fans, we also want to preserve the enduring value of knowing that what people love about this place will always be here whenever they visit. The profile and needs of visitors to tourist facilities continue to change each year. We will continue to update our environment, products, and services by carefully observing the visitors who come to us at any given time, including inbound tourists. Our next challenge is to continue finding the right balance between what should evolve and what should be preserved.

Hayano TOKYO SKYTREE TOWN is a symbol of the Tobu Group and one of Japan's and the world's leading tourist destinations. That is precisely why we must never take for granted the basic responsibility of maintaining a clean and safe environment. Building on this foundation, we will carry out appropriate repairs and reinvest in renovations that enhance the facility's appeal. We need to create a virtuous cycle in which new customers are attracted, and the profits generated are reinvested in creating new attractions. TOKYO SKYTREE attracts visitors from around the world and gives them a sense of the authentic everyday life that thrives in Tokyo's traditional downtown neighborhoods, while TOKYO Solamachi offers new experiences, and the entire facility protects and provides the safety that underpins them. We will continue to evolve this facility together, bringing together the respective strengths of each company under one roof.



Long-Term Management Vision

Analysis of Business Environment

The Group's businesses are broadly divided into two categories: transportation, lifestyle services, and other businesses related to daily life that serve the population of residents along our railway lines; and businesses that offer special, singular experiences at leisure facilities and tourist areas. The Group is also committed to sustainable business operations and recognizes the necessity to address environmental impact and enhance human capital.

Six major factors in the external environment significantly impact the Group's businesses: 1) the arrival of a serious domestic population decline and labor shortage; 2) the diversification of values, such as work styles and purchasing behavior; 3) the growth and diversification of tourism demand; 4) advances in digital technology; 5) the demands for further reductions in environmental impact and the increasing severity of climate change; and 6) the heightened need to enhance human capital.

These factors will have both positive and negative effects, but by responding flexibly to changes in the business environment the Group aims to achieve sustainable growth.

TOBU RAILWAY's Operating Environment

External Factors

- Continued strong inbound demand
- Rising prices, labor costs, and interest rates
- Intensifying labor shortages
- Spread of varying work styles, such as remote work

Internal Factors

- Solid Group profitability
- Strong initiatives to capture tourism demand
- Deeper involvement in Oshiage area redevelopment plans
- New inter-operator through service on the Tokyo Metro Yurakucho Line

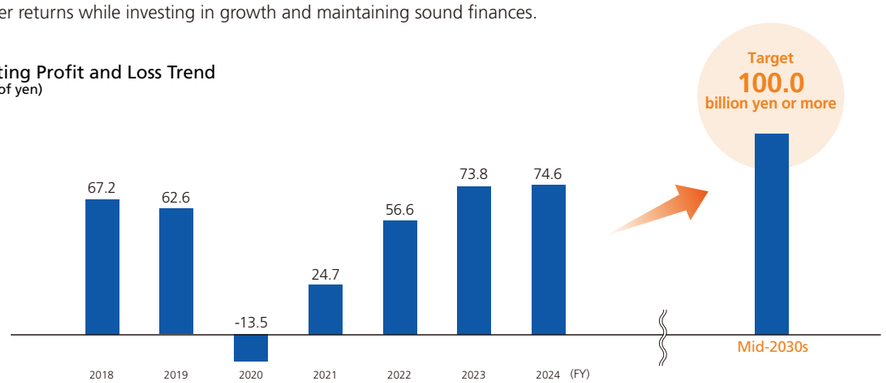
Accelerate implementation of growth strategies and promote investments based on changes in the business environment

Financial Targets

After achieving the FY2027 operating profit target of 74.0 billion yen set out in the Medium-Term Business Plan, the Group aims to achieve operating profit above 100 billion yen by the mid-2030s by accelerating growth businesses such as tourism (including hotels) and development (area development), and by implementing new through services such as those with the Tokyo Metro Yurakucho Line.

We will also improve corporate value through management that is conscious of cost of capital, and provide balanced shareholder returns while investing in growth and maintaining sound finances.

○ Operating Profit and Loss Trend
(Billions of yen)



Positioning of Long-Term Management Vision and Basic Policies

While inbound tourism and demand for going out are expected to remain firm, our business environment will feature increasingly uncertain and rapid change due to changing work styles, diversification of values, advances in digital technology, and other factors. Further, the Group expects the predicted decline in the population of the Tokyo Metropolitan Area beginning around 2030 to make continued business development along existing lines insufficient to achieve growth.

The Group's medium- to long-term management stance will therefore involve taking on challenges that address changes in needs and the business environment with an enterprising spirit, and embracing co-creation that generates value through cooperation and collaboration with partners both inside and outside the Group. This will enable us to grow through the sustainable area development along our railway lines that underpin our businesses. Specifically, the Tobu Group will conduct its business with three points of focus: increase the share of operating profit from non-railway businesses; strengthen profitability by capturing tourism demand; and establish a sustainable business management structure.

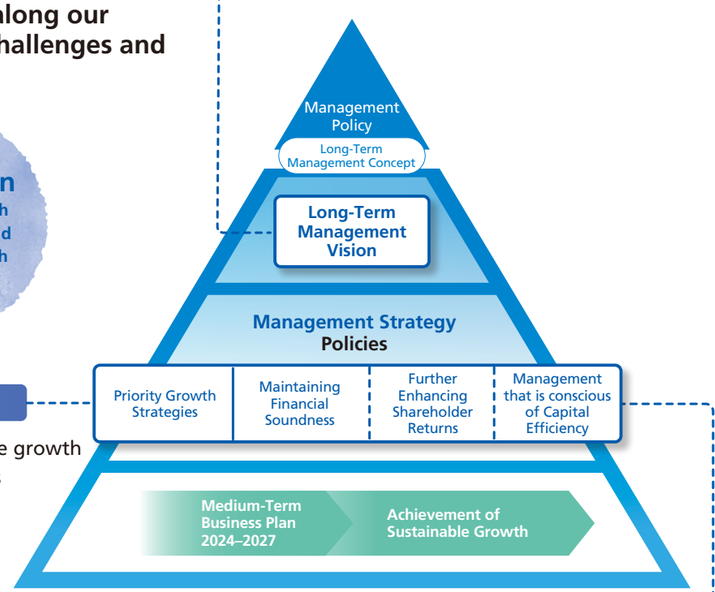
Accordingly, the Tobu Group's Long-Term Management Vision for achieving its goals through the mid-2030s is to evolve society and areas along the Group's railway lines by taking on challenges and engaging in co-creation. We will build our business according to this vision with the objectives of achieving sustainable growth for the Tobu Group and a human-friendly society where people and communities continue to flourish together. We will continue to serve as a corporate organization that is essential to society.

Long-Term Management Vision

Evolving society and areas along our railway lines by taking on challenges and engaging in co-creation

Embracing **the challenge** of adapting to changes in needs and the business environment

Co-creation of value through collaboration and partnership with stakeholders



Priority Growth Strategies

- Establishment of businesses to drive growth
- Ongoing strengthening of business foundation (along railway lines)
- Development of new businesses to expand domain
- Reduction of environmental impact and enhancement of human capital

○ Management Indicators and Expected Values to Watch

Maintaining Financial Soundness		Further Enhancing Shareholder Returns			Management that is Conscious of Capital Efficiency
Interest-bearing debt to EBITDA multiple	Equity ratio	Total return ratio	Dividend on Equity (DOE)		ROE
Into mid-2030s	Into mid-2030s	Projected for period of the Medium-Term Business Plan (FY2024–FY2027)	Projected for period of the Medium-Term Business Plan (FY2024–FY2027)	FY2028 and beyond	Into mid-2030s
6x range	**30**%+	Targeting **50**%	Increase in phases with 2.2%+ in mind	Consider further increase	Maintain at **8**% or exceed that level
Until FY2027		Until FY2027		Until FY2028	

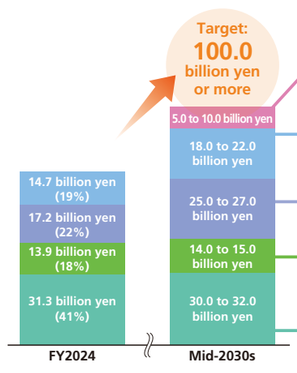
Roadmap of Major Projects in the Strategic Management Policies for Achieving the Long-Term Management Vision

We aim to achieve the numerical targets of our Long-Term Management Vision by executing numerous projects on schedule through to the mid-2030s. These projects center on hotels, the Tobu Group's core tourist hub in Nikko and other ventures in the tourism business, development plans for the TOKYO SKYTREE TOWN® area and Ikebukuro Station West Exit, as well as a new through service linking the TOBU SKYTREE Line and the Tokyo Metro Yurakucho Line.

Major Projects for Achieving the Long-Term Management Vision

		2027	2030	Mid-2030s	2040 onwards
Tourism	Nihonbashi 3-chome (Hotel)	Construction	Opening		
	Ginza 7-chome (Hotel)	Construction	Opening		
	Nikko Kanaya (Hotel)	Construction	Post-renovation opening		
	Osaka and elsewhere (Hotels)		Construction	Opening	
	Business expansion in the Nikko area	Akechidaira Ropeway renovation and functional improvements to Chuzenji Onsen Bus Terminal			
Area Development	TOKYO SKYTREE Station underpass development and TOKYO SKYTREE TOWN expansion		Construction	Sequential openings	
	Mukojima 1-chome (Redevelopment)	Plan	Construction	Completion	
	Oshiage 1-chome (Redevelopment)	Plan		Construction	Completion
	Ikebukuro Station West Exit (Redevelopment)		Construction		Sequential completion
	Nishiarai Station West Exit Development		Construction	Completion	
	Around Tobu-Utsunomiya Station	Area development centered on the west extension of the Utsunomiya Light Rail			
New Business/ Digital	Expansion of SAKULaLa participating stores	Railway ticket gates, hotels, etc. 100 Family Mart stores		Rollout in areas along our lines and elsewhere	Targeting 20 million users
	Strengthening digital marketing	New Tobu Card, integration into a single ID Toward the revenue expansion phase			
Railways	New through service with Tokyo Metro Yurakucho Line			Start of through service	
	Development of new express train models	Design and introduction of new express train models			
	Single-driver operation	Skytree Line (Local) Urban Park Line		Sequential expansion to all lines	
	Automated operation	Start of the Daishi Line field demonstration, consideration of introduction on Tobu Kameido Line			Sequential expansion

Operating Profit by Segment in the mid-2030s



New Businesses/ M&A
Growth driver businesses
Cultivate new businesses (e.g., making SAKULaLa profitable), and consider M&A in growth areas

Real Estate
Growth driver businesses, foundational businesses
Growth: Accelerate development of areas with future growth potential, such as Oshiage and Nishiarai
Foundational: Secure stable cash flow through real estate leasing

Leisure
Growth driver businesses
Increase profit by developing hotels in major Japanese cities, growing our business in the Nikko area, and renovating and adjusting prices at TOKYO SKYTREE®.

Retail Distribution, Other
Co-creation and strategically selected businesses
Retail distribution: Pursue efficiency and co-creation capabilities in business formats and locations; Increase profit accumulation by strengthening the card business
Other: Increase profit by winning more orders and passing on costs

Transportation
Foundational businesses
Promote automation and save manpower using digital technology, invest in comfort and convenience, and revise fares to quickly address labor shortages, thereby ensuring business sustainability

Initiatives by Roadmap

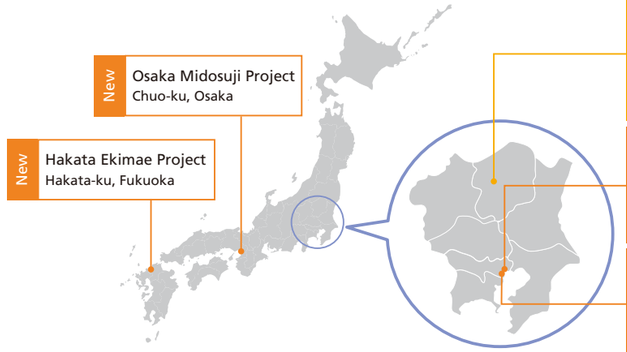
Tourism

We will achieve further growth by focusing investments in new hotels in highly profitable areas while also enhancing the value of our existing hotels.

The hotel market is forecast to continue growing, driven mainly by strong inbound tourism demand. The Tobu Group has positioned its hotel business as a field that can contribute significantly to profit, and is formulating an aggressive investment plan accordingly.

Leveraging the Tobu Group's hotel operation expertise, we will open new hotels in Tokyo, Osaka and Hakata, which are areas where we can secure solid room rates and occupancy levels. We are currently carrying out large-scale renovation of the Nikko Kanaya Hotel, the oldest resort hotel in Japan.

We will steadily implement this plan as a growth driver aimed at achieving operating profit of 12 billion yen by the mid-2030s.



Renewal Nikko Kanaya Hotel — Scheduled to open in FY2029
- A one-of-a-kind hotel where guests can experience tradition and innovation



New Nihonbashi 3-chome Project — Scheduled to open in FY2030
- Very near Tokyo Station
- Site area: approx. 700 m²
- An extremely comfortable and convenient hotel befitting the gateway to Japan

New Ginza 7-chome Project — Scheduled to open in FY2031
- Very near Marriott's CY Ginza[1] and AC Ginza[2]
- Site area: approx. 1,300 m²
- As a flagship hotel, we will create value through a new style of luxury

1. Courtyard Marriott Ginza Tobu Hotel
2. AC Hotel By Marriott Tokyo Ginza

○ Financial Targets for Mid-2030s (vs. FY2025)

Guest rooms	Operating revenue	Operating profit
3,384 → 4,500+	37.4 billion yen → Approx. 60 billion yen	8.3 billion yen → Approx. 12 billion yen

Making the hotel business a new pillar of growth for the Tobu Group

Developing the hotel business into a core business pillar alongside railway and development businesses by the mid-2030s is one of the major challenges we are taking on. We aim to capitalize on the growth opportunity presented by rising tourism demand and establish the hotel business as a powerful growth driver for the Tobu Group. Through initiatives such as the Nikko Kanaya Hotel renewal project, which will carry the Kanaya legacy, Japan's oldest classic hotel, into the future; the Nihonbashi 3-chome project, which will leverage its proximity to Tokyo Station to strengthen efforts to attract inbound visitors; and the Ginza 7-chome project, which will create synergies with our two existing hotels in Ginza, we will contribute to maximizing profits.

In addition, the Osaka Midosuji project and Hakata Station Front project represent new challenges we are tackling as they mark our first ventures into these areas. These projects can only be achieved through co-creation, combining the development expertise we have cultivated over the years with the knowledge and insights of partners who are deeply familiar with each area. We will continue to work together with all stakeholders to steadily move these projects forward.



Satoshi Ogawa
Executive Officer
Hotel-Business Strategy Department

Area Development

We will expand development in the TOKYO SKYTREE TOWN area to pursue group synergies and achieve further growth.

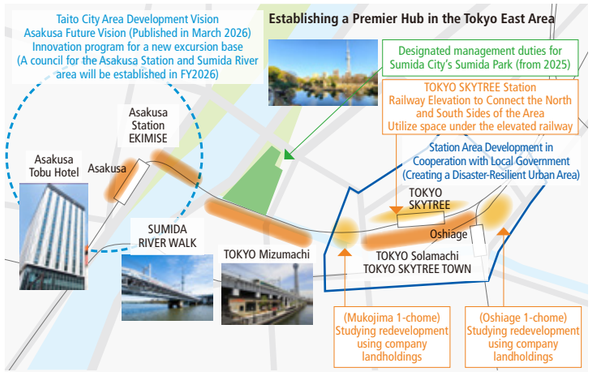
Asakusa, one of Tokyo's foremost tourist destinations, and TOKYO SKYTREE TOWN®—a new symbol of Japan—form a major tourism zone visited by approximately 30 million people from Japan and abroad each year.

In addition, both Asakusa Station and Oshiage Station offer excellent transport access, with direct connections to Haneda and Narita airports. The number of visitors is expected to continue rising, supported by growth in inbound tourism, including following the planned expansion of flight slots at Narita Airport.

With the value of TOKYO SKYTREE TOWN and the surrounding areas expected to increase further, we are carrying out expansion projects in three areas: locations under the elevated railway at TOKYO SKYTREE Station, the Mukojima 1-chome district, and the Oshiage 1-chome district. In the Oshiage 1-chome district, situated on the east side of TOKYO SKYTREE TOWN, a preparatory association was established in March 2026.

In addition to bringing out the full potential of TOKYO SKYTREE TOWN, and linking its ability to attract visitors to area expansion, we will accelerate "whole-area expansion" to support further growth by pursuing Group synergies.

○ Development Areas Under Consideration



○ Area Expansion Plan

Plan Overview and Development Roadmap (Tentative)		FY2025	FY2026	···	FY2028	FY2029	FY2030	Mid-FY2030
TOKYO SKYTREE Station area elevated railway development	Utilize the elevated railway to expand TOKYO SKYTREE TOWN				Completion of railway elevation project	Phased store construction and openings		Full opening
Mukojima 1-chome	Promote area development to lift the value of the entire surrounding district		Consultations with local government	Preparatory Association (Planned)	Urban planning procedures			Completion
Oshiage 1-chome	Assumes development of luxury hotels and housing, etc.		Preparatory association established March 22, 2026		Urban planning procedures			Completion

Estimated investment

Approx. 80 billion yen

Consolidated yield on cost

Target 6% or higher

Strategic area development initiatives that unlock the potential of our communities

The development of the Asakusa and Tokyo Skytree areas is an extremely important strategic project that will shape the future of the Tobu Group. As the executive responsible for this project, I view it as a mission in which we must deliver tangible results, and I remain committed to driving it forward without letting up, regardless of the circumstances.

When new urban axes were created through the development of the Sumida River Walk and Tokyo Mizumachi, I strongly realized that cities do not change unless those with a clear vision take action. Simply drawing up a vision does not transform a city. Only those who stand on the front lines, engage with stakeholders, and overcome challenges can move a city forward.

The ongoing development of spaces beneath elevated railway tracks following the track elevation efforts currently in progress, the expansion of TOKYO Solamachi, and the redevelopment of the Oshiage 1-chome and Mukojima 1-chome districts represent strategic, continuous investments designed to steadily enhance the value of the area.

We will continue to drive these initiatives forward with determination, creating future urban models from this area and generating value that contributes to the sustainable growth of the Tobu Group.



Takehiko Watanabe

General Manager, Railway Area Value Creation Management Department, Planning and Development Section, Lifestyle Service Creation Division

The Ikebukuro Station West Exit Redevelopment Project will enhance the value of not only the Ikebukuro area, our main base, but also the entire Tobu Tojo Line.

The planned Ikebukuro Station West Exit redevelopment site is located in front of the West Exit of Ikebukuro Station, which is served by four railway companies and boasts more than 2 million daily passengers across the four companies combined, making it one of the busiest stations in the world. In addition to its excellent transport accessibility, the site is located close to cultural resources such as the Tokyo Metropolitan Theatre and the Global Ring Theatre. As a result, this part of the Ikebukuro area offers a diverse range of arts and culture, from the traditional to the cutting edge and from high culture to subculture.

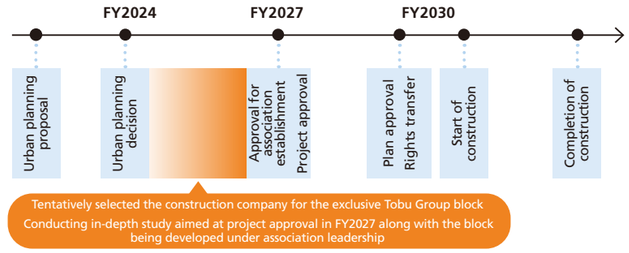
The Ikebukuro Station West Exit redevelopment consists of a block to be independently developed by the Company directly above Tobu Tojo Line Ikebukuro Station and a block to the west that will be developed by a redevelopment association.

We will steadily advance this project to enhance the value of the entire Tobu Tojo Line, with Ikebukuro serving as the starting point.

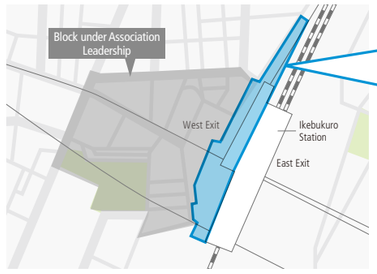
○ Policy

- Recognize this as a key area for TOBU RAILWAY
- Promote walkable area development
- Introduce urban functions befitting an international city of arts and culture to attract people from all over the world
- Strengthen disaster prevention response capabilities and reduce environmental impact

○ Roadmap to Completion



○ Plan Overview



Exclusive Tobu Group Block

- Create atriums as nodes that facilitate pedestrian traffic between station and neighborhood
- Create a plaza space above the Tobu Tojo Line tracks as a hub for art and cultural activities
- Convert Ikebukuro Station from a 3-platform/3-track layout to a 3-platform/4-track layout and create a high-quality station space



The Tobu Group Block

➡ Improve accessibility within the Ikebukuro area and facilitate pedestrian flow inside and outside the railway hub

The challenge of establishing Ikebukuro as a city brand synonymous with Tobu

The Ikebukuro Station West Exit redevelopment is one of the largest redevelopment projects in Tokyo, covering a total area of approximately 6.1 hectares. It is being advanced through two key components: a Company-led redevelopment block responsible for rebuilding the station building, including Tobu Tojo Line Ikebukuro Station, and an association-led redevelopment block developed together with landowners around the station.

The environment surrounding redevelopment projects has changed significantly, with factors such as rising construction costs and a shortage of construction personnel. However, for the Company-led block, we are steadily building a foundation for the project by securing a construction company at an early stage and establishing a framework for technical cooperation. Multiple redevelopment projects are underway around Ikebukuro Station, and rents in the real estate market, including offices, are rising. Against the backdrop of strong demand, the potential for medium- to long-term earnings growth is increasing further.

We view this redevelopment not simply as a facility renewal project, but as an important growth strategy aimed at establishing a new city brand in which Ikebukuro is widely recognized as a place where "Tobu" comes to mind. Centered around Ikebukuro Station, one of the world's leading transport terminals, we will create an attractive urban space where the station and surrounding community are integrated, establishing a new hub where people gather, work, and interact.



Mitsuo Hoshino

Lifestyle Service Creation Division
Ikebukuro Development Preparation Office
General Manager

New Business/Digital

We aim to establish the biometric authentication service SAKULaLa as the Tobu Group's third social infrastructure pillar, alongside its railway business and TOKYO SKYTREE®, and create new revenue streams that do not rely on our existing areas or businesses.

TOBU RAILWAY operates the biometric authentication service SAKULaLa in collaboration with Hitachi, Ltd. SAKULaLa links user information, such as names, dates of birth, credit cards, points, and membership cards, with biometric data, including finger vein and facial recognition data to one simple-to-use card. By simply using their finger or face for authentication, users can access their registered information and use it for identity verification, payments, and other purposes.

As SAKULaLa can be used as a shared platform, participating companies can provide services without holding users' personal attribute information or biometric data, while users can access services from various participating companies after registering their information with SAKULaLa just once. In addition, biometric authentication achieves a high level of security through the biometric authentication integrated platform service, which supports the Public Biometrics Infrastructure (PBI)* provided by Hitachi, Ltd.

To date, we have expanded the service to Tobu store, Tobu hotels, and other locations to increase the number of users. Going forward, we will develop a versatile platform that can be used in a wide range of situations, while building successful case studies through early adoption within the Tobu Group. We will then accelerate adoption by companies and local governments outside the Tobu Group and aim to generate new revenue through usage fees.

* Public Biometrics Infrastructure (PBI): This technology generates a public key and private key when biometric data is registered, stores only the public key in the cloud, and generates a private key each time biometric authentication is performed, enabling biometric data to be stored with an extremely high level of security.

○ Main Results of Implementation to Date

April 2024
Introduced at Tobu store (8 stores in total)



April 2025
Introduced at Joshin Denki electronics retail stores



August 2025
Introduced at hotel check-in machines and restaurants



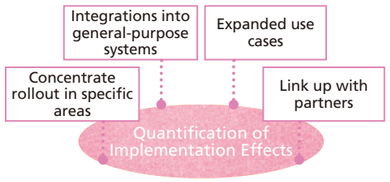
November 2025
Introduced at railway ticket gates





Facial recognition ticket gates using SAKULaLa

○ Future Expansion Strategy



○ Targets (mid-2030s)

Members	Operating profit
20 million	Over **5** billion yen

SAKULaLa: Addressing social challenges and pursuing new revenue opportunities

SAKULaLa is a project that aims to address various social challenges, including the digital divide and labor shortages, by serving as a next-generation social infrastructure for securely managing individuals' biometric information and IDs. We are advancing this initiative through co-creation with Hitachi, Ltd. We operate social infrastructure businesses, including railways and TOKYO SKYTREE (a broadcasting tower). For this reason, we believe that we have a role to play in creating new infrastructure for an increasingly digital society. By storing registered users' biometric information, which requires strict management, using PBI, a patented technology developed by Hitachi, we achieve a high level of security and enable both users and participating stores to use the service with confidence. SAKULaLa offers a range of advantages, including this technological capability, the ability to select from multiple biometric authentication methods, and the ability to use the service at all participating stores once registered. Since May 27, 2026, the service has been available at railway ticket gates, and it has received high praise from users. Going forward, we will further accelerate the pace of expansion, aiming to achieve operating profit of 5 billion yen by the mid-2030s and develop SAKULaLa into a new revenue-generating business for the Company. We look forward to your continued support for the growth of SAKULaLa.



Daisuke Ishibashi
Executive Officer
General Manager, Digital Platform Business Division

Railways

We are working toward autonomous train operation to continuously provide sustainable railway services.

TOBU RAILWAY has been conducting various verification tests for autonomous train operation to continue to provide safe and convenient transportation services amid Japan's declining birthrate and shrinking working-age population. We will introduce the new 1000 series of trains for the Tobu Kameido Line and Daishi Line in 2027, and begin full-scale verification of autonomous train operation on the Daishi Line in 2028.

The 1000 train series is designed on the concept of "SMART GATEWAY: Gateway to the Future." It expresses our goal of achieving autonomous train operation, based on TOBU RAILWAY's Long-Term Management Vision of "Evolving society and areas along our railway lines by taking on challenges and engaging in co-creation."

On the exterior, TOBU RAILWAY adopted a hexagonal design, considered the most stable shape in the natural world. It visually illustrates our commitment to prioritizing safety while pursuing advanced innovation, thereby reassuring passengers that they can ride this train with peace of mind. To achieve autonomous train operation on the Daishi Line, we will analyze the results of tests carried out so far, and then equip the train with the safety devices, sensors and other equipment for driverless operation that will be necessary in full-scale verification testing. Going forward, TOBU RAILWAY will continue to steadily conduct verification toward the realization of automated operation while maintaining safety and service quality, with the aim of creating a sustainable and attractive railway.

○ Overview of New "1000 Series" of Trains Compatible with Autonomous Operation on the Kameido and Daishi Lines

1. Train model: 1000 Series
2. Sets of train cars to be introduced (planned): Six train sets, 12 cars in total
3. Lines where trains will be introduced: Kameido Line, Daishi Line
   Note: For some train sets equipped with facility monitoring systems, we plan to operate them across the entire main line.
4. Introduction period: Sequentially from 2027 onward



Exterior image of the new 1000 Series trains



Image of the interior of the 1000 series trains

Infrastructure for Establishing a Sustainable Business Operation System

1. Installation of equipment for autonomous operation
   We will conduct verification testing to realize autonomous operation. Some trains will be equipped with safety devices, obstacle impact detection sensors, derailment detectors, and a forward obstacle detection system compatible with autonomous operation.
2. Installation of facility monitoring system ("MimaMoni")
   On some train sets, we will install a facility monitoring system (MimaMoni) to improve safety and efficiency. It will continuously monitor facilities during operation and precisely track and manage their condition.

Implementing and expanding autonomous train operation focusing on safety

To prepare for full-scale verification of autonomous train operation from FY2028 onward, we have established a cross-functional project team and are accelerating research and development as well as capital investment. On the Daishi Line, we have equipped some trains with the facility monitoring system "Mima Moni" and are conducting autonomous train operation while continuously monitoring the condition of tracks and facilities. We are also advancing verification of safety and operational procedures using simulated railroad crossing equipment and forward obstacle detection systems installed on trains. Through these initiatives, we aim to establish a next-generation operational model based on safety and stable transportation, and expand autonomous train operation to lines beyond the Daishi Line.



Noriyuki Takagi
Executive Officer
Railway Business Division
Executive Manager, Technology Management Department

Message from the Executive Officer in Charge of Finance



Enhancing Earnings Power and Capital Efficiency to Drive Sustainable Corporate Value Creation

Yoshimi Yokota
Director, Senior Managing Executive Officer
Executive Officer in charge of Finance

Review of FY2025 and Outlook for FY2026

The Tobu Group Medium-Term Business Plan 2024–2027 ("the Medium-Term Business Plan"), launched in FY2024, has now completed its first two years. Over these two years, we have refined our fundamental approach to capital policy and financial strategy, while reviewing our targets and cash allocation in light of changes in the business environment and progress in our performance. In April 2025, we raised the targets for return on equity (ROE), operating profit, and total return ratio in the Long-Term Management Vision and newly established targets for dividend on equity (DOE) and the equity ratio. In addition, in May 2026 we revised the target for total return ratio and cash allocation.

In FY2025, demand for railway services remained strong, and the hotel business continued to achieve high occupancy rates and high unit prices. The SKYTREE TOWN business also performed well. As a result, operating revenue increased year on year to 655.4 billion yen.

Operating profit decreased year on year to 71.8 billion yen, due to increases in maintenance and management costs, including repair expenses, in the railway business, higher personnel costs, and temporary expenses associated with the introduction of the new Tobu Card. Profit attributable to owners of parent was 55.6 billion yen, reflecting gains on the sale of cross-shareholdings, and reached a record high for the third consecutive fiscal year.

By segment, the transportation business recorded a decrease in profit due to higher expenses in the railway business. Meanwhile, the leisure business achieved both revenue and profit growth, as the travel business captured demand related to Expo 2025 Osaka, Kansai, Japan and corporate travel, and the hotel business benefited from high occupancy rates and high unit prices. The real estate business also recorded higher profit, as the SKYTREE TOWN business and leasing business continued to perform well.

In FY2026, we forecast operating revenue of 673.0 billion yen, supported by the continued strong performance of the railway and hotel businesses, as well as the impact of introducing variable pricing at TOKYO SKYTREE®. Operating profit is projected at 72.0 billion yen, as increases in depreciation expenses associated with progress on capital expenditures in the railway business are expected to be offset by the absence of temporary expenses related to the issuance of the new Tobu Card. Profit attributable to owners of parent is projected to reach a record high for the fourth consecutive fiscal year, driven by gains on the sale of strategic shareholdings and other factors.

Although inbound tourism demand is expected to continue expanding, personnel costs and prices continue to rise, and the transportation business needs to continue investing to renew facilities supporting safe and stable transportation and promote energy conservation and labor savings. Under these business conditions, during the second half of the Medium-Term Business Plan, we will leverage robust demand to achieve sustainable growth in profits and cash flow, further enhancing our earnings power and capital efficiency.



FY2025 Results and FY2026 Forecast

		FY2025 Results	YoY change	Actual vs. forecast[1]	FY2026 Forecast[2]	YoY change
Operating revenue	(Billions of yen)	655.4	+3.8%	+0.4%	673.0	+2.7%
Operating profit	(Billions of yen)	71.8	-3.7%	+2.7%	72.0	+0.2%
Ordinary profit	(Billions of yen)	68.8	-5.3%	+4.3%	63.5	-7.7%
Profit attributable to owners of parent	(Billions of yen)	55.6	+8.4%	+7.0%	56.0	+0.7%
ROE	(%)	9.5%	+0.1P	+0.5P	8.9%	-0.6P
Interest-bearing debt/ EBITDA	(Times)	6.2	+0.1P	-0.2P	6.1	-0.1P

1. Results compared to projected figures announced on February 4, 2026
2. Projected figures published on April 30, 2026

Enhancing Earnings Power and Capital Efficiency with a Focus on Cost of Capital

In FY2025, ROE was 9.5%, exceeding the medium- to long-term target of 8% or higher. Meanwhile, the price-to-book (P/B) ratio at the end of FY2025 remained below 1x. We recognize that one reason for this is that the market has yet to gain sufficient confidence in the sustainability of ROE, future profit growth, and the monetization of growth investments.

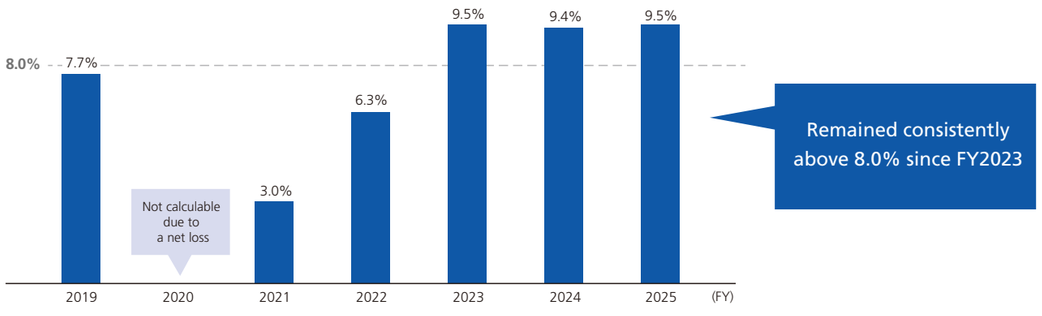
To sustainably enhance corporate value, it is necessary not only for ROE to consistently exceed the cost of equity, but also to steadily translate growth investments into profits and cash flow. While maintaining our medium- to long-term target of ROE of 8% or higher on a sustained basis, we will seek to further improve ROE through growth in business profit.



For each growth investment, we will make investment decisions after verifying that it delivers returns above the cost of capital, assessing the outlook for investment recovery, and confirming its alignment with the Group's growth strategy. As investments require a certain period of time to generate returns, we will continue to monitor the progress of each investment against its key performance indicators (KPIs) and the status of cash flow generation even after the investment has been made. If progress falls short of the plan, we will make the necessary adjustments and ensure that investments steadily contribute to enhancing our earnings power and cash flow generation capabilities.

In addition to reducing cross-shareholdings, we will further improve capital efficiency by continuously reviewing the business roles and cash-generating capabilities of our owned assets in light of changes in the business environment, asset values, and profitability, while promoting their effective utilization and replacement.

ROE



Financial Foundation and Discipline to Support Growth Investments

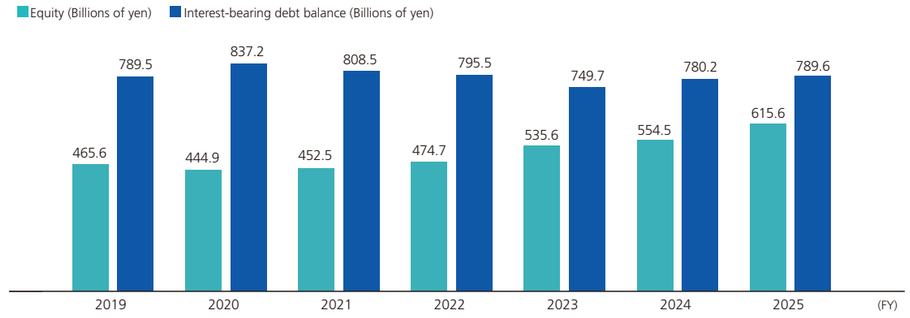
A sound financial foundation that enables us to secure the necessary funding in a stable manner is essential to the continued execution of our growth strategy. The Tobu Group aims to maintain an interest-bearing debt to EBITDA multiple in the 6x range and an equity ratio of 30% or higher through the mid-2030s.

In FY2025, the interest-bearing debt to EBITDA multiple was 6.2x and the equity ratio was 33%. In the FY2026 plan, the interest-bearing debt to EBITDA multiple is projected to be 6.1x. We position these metrics as guidelines for maintaining financial discipline and ensuring financial soundness while continuing to make necessary growth investments.

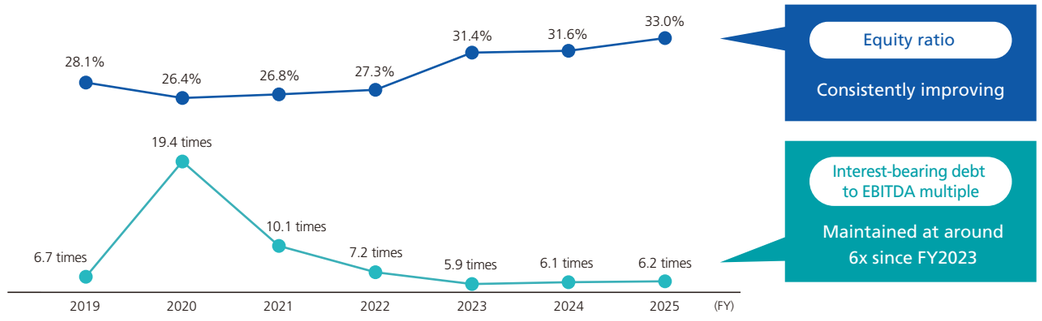
We recognize that the increase in interest expenses resulting from recent increases in interest rates is an important challenge. For financing, we will mitigate interest rate fluctuation risk by making long-term, fixed-rate financing our basic approach. We will also continue to pursue financial management aimed at maintaining an A-range credit rating and securing stable financing capabilities.

In the second half of the medium-term business plan, we will continue to actively invest in growth areas, including tourism, area development, and new businesses. The necessary funding will be secured primarily through operating cash flow and funds generated from asset replacement, with borrowings used as appropriate. For borrowings, we will determine the appropriate scale and timing by considering the levels of the aforementioned financial metrics, the period required for investments to generate returns, and the balance between future cash flow and interest expenses. In line with this financial discipline, we will secure the funding required for growth investments under the medium-term business plan, while maintaining financial flexibility with a view to future growth opportunities and funding needs beyond the plan.

Equity and Interest-Bearing Debt Balance



Equity Ratio and Interest-Bearing Debt to EBITDA Multiple



Revising Cash Allocation to Balance Growth Investments, Financial Soundness, and Shareholder Returns

We have formulated a cash allocation plan covering the four-year period of the Medium-Term Business Plan, taking into account the balance between growth investments, financial soundness, and shareholder returns. In May 2026, we revised the plan in light of progress in business performance, the clarification of investment plans, and changes in the business environment.

The updated cash allocation plan is funded by a total of approximately 590 billion yen, comprising around 430 billion yen from operating cash flow, about 65 billion yen from asset replacement, and about 95 billion yen from borrowings. Although borrowings will increase by approximately 40 billion to 50 billion yen from the previous plan, we will manage these borrowings within the scope of the aforementioned financial discipline. We plan to allocate these funds to priority strategic investments of approximately 315 billion yen, maintenance and renewal investments of approximately 175 billion yen, and shareholder returns of around 100 billion yen.

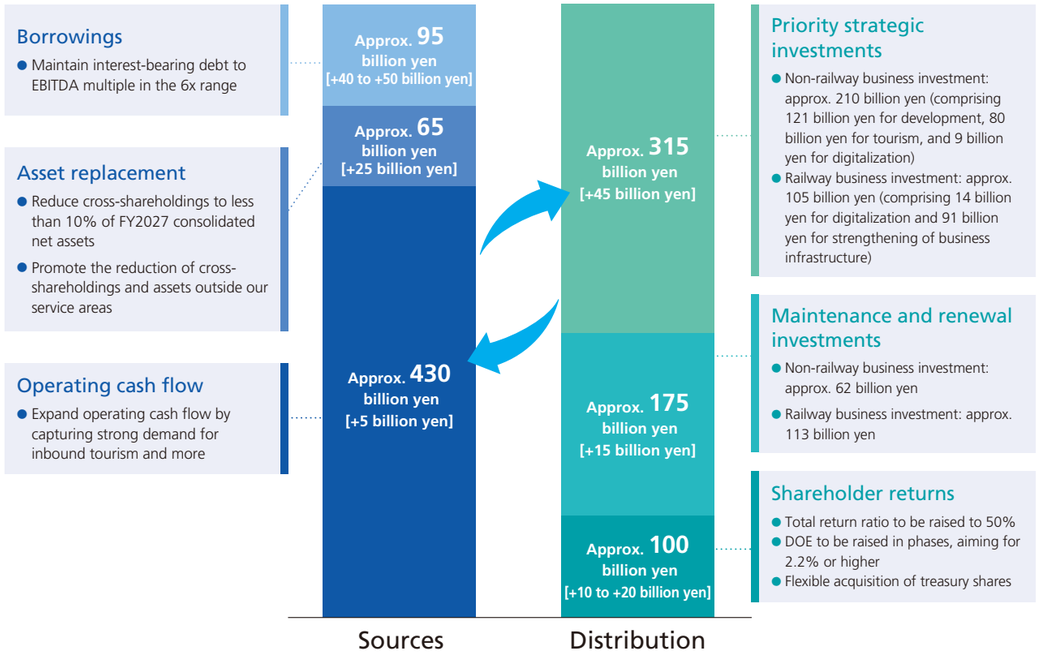
The allocation for priority strategic investments was increased by approximately 45 billion yen from the previous plan. We will increase investment in development projects aimed at area development and enhancing value along our railway lines, tourism-related investments centered on hotels, and new businesses in the digital field such as SAKULaLa. We will also expand investments to strengthen the foundation of the transportation business, including automated operation, new rolling stock, and platform door installations. Through these investments, we will strengthen the foundation of our existing businesses while expanding growth areas, thereby enhancing the Group's overall earnings base.

We will allocate 175 billion yen to maintenance and renewal investments required for safe and stable transportation and the maintenance of facilities, an increase of approximately 15 billion yen from the previous plan.

For shareholder returns, we have increased the allocation by approximately 10 billion to 20 billion yen from the previous plan and currently expect to allocate approximately 100 billion yen. The cash allocation presented here is based on the current outlook for business performance and investment plans. Going forward, we will review it as necessary based on factors including business performance, cash flow, progress on growth investments, and financial conditions.

Cash Allocation during the Medium-Term Business Plan 2024-2027

Figures in brackets indicate changes from April 2025.



Aiming for a Total Return Ratio of 50% Through Stable and Consistent Dividends

To further enhance shareholder returns, we revised our policy for the cumulative total return ratio over the medium-term business plan period from the previous target of 40% or higher to a policy of aiming for 50%.

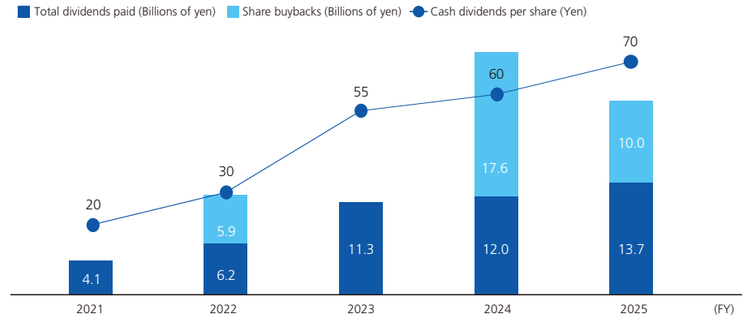
For dividends, we place emphasis on stability and continuity and use a DOE of 2.2% or higher as one benchmark. In FY2026, we plan to increase cash dividends per share by 5 yen, from 70 yen in the previous fiscal year to 75 yen, marking the fifth consecutive fiscal year of dividend increases. Going forward, we will continue to provide stable and consistent dividends based on our profit and cash flow performance, financial condition, and investment plans.

We will make decisions on share buybacks with agility after comprehensively considering investment opportunities, profit and cash flow conditions, share price levels, and financial soundness. Stable and consistent dividends will remain the foundation, while share buybacks will be used appropriately to enhance shareholder returns.

To earn the trust of shareholders and other investors, it is important not only to enhance shareholder returns but also to clearly communicate our growth strategies, capital policy, and the progress we are making. In FY2025, we worked to expand opportunities for dialogue by holding small meetings with institutional investors attended by members of top management. In FY2026, we will further enhance these initiatives, hold briefings on quarterly financial results, conduct overseas IR activities, and enhance our disclosure materials.

We will continue engaging in dialogue with shareholders and investors to accurately understand market evaluations and areas of interest, reflect these insights in management and information disclosure as necessary, and communicate the progress and outcomes of our capital policies, as well as future challenges, in an easy-to-understand manner. We will also pursue sustainable enhancement of corporate value by promoting appropriate capital allocation to growth investments and shareholder returns while maintaining financial soundness, thereby improving profitability and capital efficiency.

Dividends and Share Buybacks (FY2021–FY2025)



Total Return Ratio

Before revision	After revision
Projected for period of the Medium-Term Business Plan (FY2024–FY2027) **40% or higher**	Projected for period of the Medium-Term Business Plan (FY2024–FY2027) **Targeting 50%**

DOE

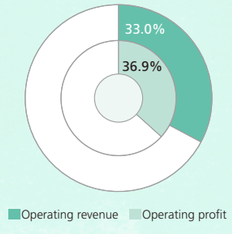
- FY2024: 2.2%
- FY2025: 2.4%

Overview of Businesses

Business	Operating Revenue and Profit Composition	Business Description	Major Group Companies	Performance

Transportation



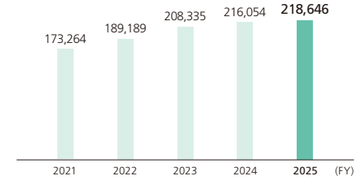


The transportation business encompasses rail, bus, taxi, and cargo transportation. With transportation safety as its highest priority, it provides precise, attentive services as well as next-level logistics services.

- TOBU RAILWAY
- ASAHI Motor Corporation
- TOBU BUS
- Tobu Transportation Corporation
- TOBU DELIVERY

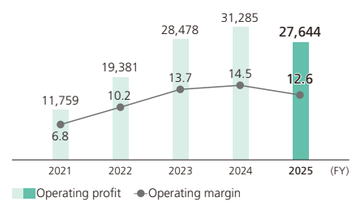
Operating Revenue

(Millions of yen)



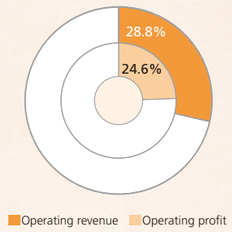
Operating Profit/Operating Margin

(Millions of yen/%)



Leisure

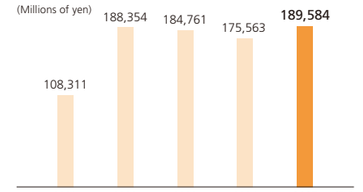




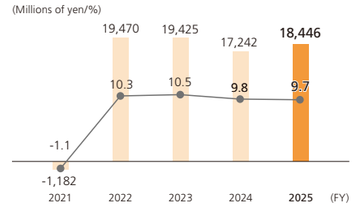
The leisure business encompasses tourism, hotels, amusement parks, theme parks, skiing, golf, sports clubs, ropeways, and pleasure boats, satisfying a diverse range of customer needs for fun and excitement.

- TOBU RAILWAY
- Tobu Kogyo
- TOBU TOP TOURS
- Tobu Hotel Management
- TOBU TOWER SKYTREE

(Millions of yen)

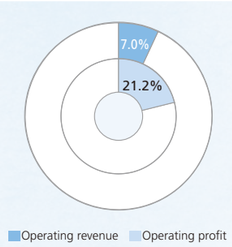


(Millions of yen/%)



Real Estate

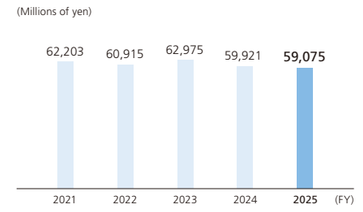




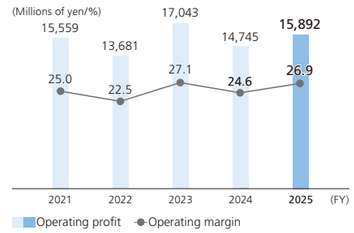
The real estate business encompasses real estate sales, leasing, and brokering, as well as building and property management businesses. Operations include the provision of high-quality real estate, consulting to optimize the use of real estate and assets, and the commercial management of TOKYO Solamachi.

- TOBU RAILWAY
- TOBU REAL ESTATE
- TOBU TOWN SOLAMACHI

(Millions of yen)

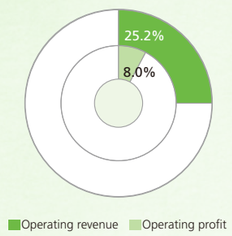


(Millions of yen/%)



Retail Distribution

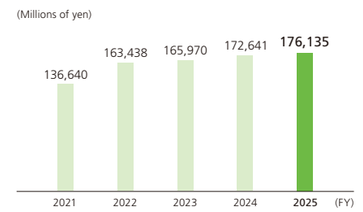




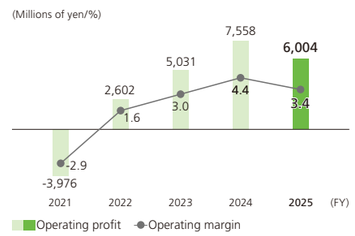
The retail distribution business comprises department stores and retail stores. It operates urban department stores leveraging the characteristics of terminal stations, while TOBU STORE aims to create the most convenient shopping experience in the communities it serves to enhance value.

- TOBU DEPARTMENT STORE
- TOBU UTSUNOMIYA DEPARTMENT STORE
- TOBU STORE
- Tobu Marketing
- Tobu Shoji

(Millions of yen)

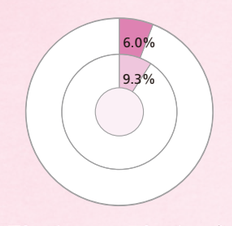


(Millions of yen/%)



Other

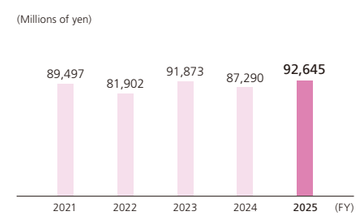




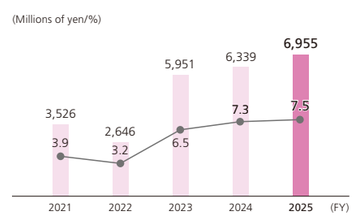
Other businesses include construction, facility and equipment management, building materials supply and heat supply businesses. Group companies collaborate with each other to help advance area development that builds communities where residents can live with peace of mind.

- TOBU CONSTRUCTION
- Tobu Yachida Construction
- Tobu Building Management

(Millions of yen)



(Millions of yen/%)



Figures for FY2023 are presented after retrospective application of the change in accounting treatment for expenses related to Group businesses, including TOBU POINT, implemented in FY2024.

Transportation



Overview of Businesses

The transportation business consists of TOBU RAILWAY, TOBU BUS, ASAHI Motor Corporation, Tobu Transportation Corporation, TOBU DELIVERY and other companies, engaging in operations such as railway, bus, taxi, freight transport and archive services.

In the railway business, TOBU RAILWAY's railway line network spans five prefectures—Tokyo, Chiba, Saitama, Ibaraki and Gunma. The main lines, which originate in Asakusa and extend to eastern Saitama, Ibaraki, Gunma and Chiba prefectures, are made up of three trunk lines—the TOBU SKYTREE Line, the Isesaki Line, and the Tobu Urban Park Line (Noda Line) and their branch lines. They can be broadly divided into the TOBU SKYTREE Line (the southern portion of the Isesaki Line) and the TOBU URBAN PARK Line (Noda Line), which primarily serves commuters and students, and the Nikko Line and northern portion of the Isesaki Line, which primarily serve tourists and businesses. The Tobu Tojo Line, which starts in the Ikebukuro district of Tokyo and extends into western Saitama Prefecture, serves primarily commuters and students as development continues along the line.

Among our bus and taxi businesses, our bus business provides transportation services under the management of two companies—TOBU BUS and ASAHI Motor Corporation—with transportation safety as the highest priority. In addition to local buses, express buses and community buses, they operate chartered buses according to demand from tourists, businesses, schools and others. In the taxi business, we provide attentive, personalized service tailored to individual customer needs.

In the cargo transportation business, the Tobu Transport Group operates as an integrated organization, providing comprehensive logistics services that cover not only cargo transportation and delivery, but also storage, logistics processing, and in-plant contract services, enabling us to respond to and propose solutions tailored to shippers' needs. Our business sites are primarily in the Kanto region, but also extend to Shizuoka, Nagoya and Osaka. We conduct logistics services built on the trust of consigners. At TOBU DELIVERY, we handle logistics operations that require high quality. Operations range from the provision of archiving services for storage and management of information assets to specialized transport services for items such as fitness machines and personal storage solutions.



Biofuel bus (TOBU BUS NIKKO)



Alphard Hybrid taxi (Nikko-koutsu)



Saitama East Distribution Center Branch (Tobu Transportation Corporation)

FY2025 Initiatives and Results

In the railway business, TOBU RAILWAY has made train schedule revisions on the TOBU SKYTREE Line, the Nikko Line and other lines to respond to increased demand for greater convenience and more express trains. In addition, we are increasing the number of limited express services, including the popular SPACIA X, and other special express trains to increase service availability and facilitate visits to the Nikko, Kinugawa and Ryomo areas. We have also promoted and communicated the appeal of regions through train operation in partnership with local governments along our train lines, and through collaboration projects with sports teams along these lines.

Furthermore, we began single-driver operation on the TOBU SKYTREE Line (local trains between Kitasenju and Kita-Koshigaya), and introduced facial recognition ticket gates utilizing the biometric authentication service SAKULaLa on the Tobu Utsunomiya Line. As part of our commitment to safety, we have taken on track elevation work. On the TOBU SKYTREE Line, we have begun using the outbound platform near TOKYO SKYTREE Station, and a temporary outbound line and platform near Kasukabe Station. Additionally, we have been steadily installing platform barriers to enhance platform safety.

In the bus and taxi businesses, TOBU BUS CENTRAL and other Group companies implemented fare revisions for route buses and obtained approval for Level 4 autonomous driving operations in the Kashiwa-no-ha area, where they subsequently began providing the service. We also introduced biofuel made from used cooking oil in all TOBU BUS NIKKO buses, and in the Oku-Nikko area we conducted pilot tests of large, self-driving EV buses to promote next-generation transportation and reduced environmental impact.

IN FOCUS

Tokyo Metro Yurakucho Line Extension to Launch Through Service with the TOBU SKYTREE Line

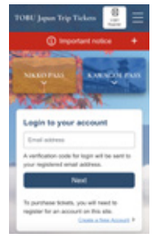
Tokyo Metro Co., Ltd. and TOBU RAILWAY have signed a basic agreement on through service that will link the planned Tokyo Metro Yurakucho Line extension (between Toyosu and Sumiyoshi) with the TOBU SKYTREE Line. With this through service, the TOBU SKYTREE Line, the Isesaki Line and the Nikko Line will be directly connected, from the waterfront area that includes tourist hubs such as Toyosu Market, which is considered a base for strengthening international competitiveness, and Oshiage, where TOKYO SKYTREE® is located. This will greatly improve the accessibility of Tokyo Waterfront City from Tokyo and eastern Saitama Prefecture. Improving transportation convenience and speed in ways such as shortening the time required and reducing the number of transfers, will contribute to development of the areas along the railway lines of both companies. It will also strengthen the international competitiveness of the Tokyo area, and cultivate new rail transportation demand.



Opening of Directly Operated Ticket Site for International Visitors

From June 2025, we opened TOBU Japan Trip Tickets, a directly managed ticket website for international visitors. Through this website, tourists can purchase express tickets for SPACIA X and other express trains, reserved-seat tickets for the SL Taiju steam locomotive, and unlimited-ride passes for the Nikko and Kinugawa area and the Kawagoe area. By promoting ticket digitalization through the launch of this website, we are creating an environment where visitors can use our trains and buses smoothly on the day of their trip with just their smartphones, without having to wait to redeem their tickets.

"TOBU Japan Trip Tickets" official website tobu-japantrip-tickets.com



"TOBU Japan Trip Tickets" official website

Point Rewards Make Children's Fares Effectively Free

Starting in January 2026, children's fares have been made effectively free to help children and their families living along Tobu railway lines enjoy everyday life and outings even more. Through the "Parent-Child Registration" feature in the Tobu Group's shared points app, TOBU POINT App, customers receive TOBU POINTs equivalent to the full amount of their child's Tobu Line fare or commuter pass, allowing children to use the Tobu Line at effectively no cost.



A poster advertising children's fare reimbursement

Full-scale operation of buses powered by biofuel made from used cooking oil

TOBU BUS NIKKO is undertaking CO_2 reduction initiatives and in August 2025 commenced full-scale commercial operation of buses that run on environmentally friendly biofuel made from used cooking oil on routes within the Nikko Business Office jurisdiction, which includes buses to the Chuzenji Onsen and Yumoto Onsen bus stops. In preparation for the full-scale operation, TOBU BUS NIKKO newly constructed a plant at the Nikko Business Office site to refine B5 biodiesel-blended diesel fuel made from used cooking oil, and the plant began operating in stages in conjunction with the full-scale operation of the biofuel buses. We established a system to refine waste cooking oil generated at Tobu Group facilities in Tochigi Prefecture at a biofuel plant, thereby creating a cycle of local energy production and consumption.

Employee Messages



Kazuhiro Kamasawa
TOBU BUS CENTRAL Co., Ltd.
Transportation Management Department
East Operations Section

Taking on the Challenge of Introducing Autonomous Buses in Anticipation of a Driver Shortage

Anticipating a worsening shortage of bus drivers, we are participating in pilot tests of Level 4 autonomous buses to verify new autonomous driving technologies. Applying knowledge gained through industry-government-academia collaboration, we will work to maintain and sustain our route network by optimizing operating schedules and efficiently allocating human resources, while also contributing to the sustainable development of local transportation infrastructure.

Leisure



Overview of Businesses

The leisure business consists of TOBU TOWER SKYTREE, Tobu Hotel Management, TOBU TOP TOURS, Tobu Kogyo, and other companies, which operate businesses including TOKYO SKYTREE®, hotels, travel, sports clubs, amusement parks and theme parks, skiing, golf, ropeways, and sightseeing boats.

As a broadcasting tower, TOKYO SKYTREE continues to serve as social infrastructure that supports people's lives. At the same time, as an observation facility, we welcome visitors with a robust operational structure that places safety and security first, so that we can meet the expectations of visitors from Japan and around the world, with the aim of making TOKYO SKYTREE "the world's most beloved tower."

In the hotel business, we strive to operate hotels of choice by providing high-quality services, including accommodations and dining, to meet tourism and business demand in Japan and abroad. Currently, we are pursuing new hotel development and renovations of existing hotels, primarily in major cities in Japan, both along our railway lines and elsewhere, where strong demand and high room rates are expected, while leveraging the locations and traditions of each hotel. Going forward, we will continue to enhance the hotel experience in line with consumer needs and contribute to increasing revenue and revitalizing the area by working with local communities and leveraging tourism resources in the surrounding areas.

TOBU TOP TOURS continues to actively take on challenges in new business fields beyond the conventional boundaries of the travel business. By leveraging the travel business expertise it has cultivated over many years to provide a variety of services, TOBU TOP TOURS will create a cycle that enables both the Company and society to achieve sustainable growth.

Since its establishment in 1984, TOBU SPORTS has operated full-service sports clubs (with pools, machine gyms, studios, and other facilities), primarily in areas near train stations in Saitama and Chiba prefectures. With a focus on "health and enjoyment," TOBU SPORTS contributes to the revitalization of local communities through events such as swimming competitions and dance recitals, while also working with local governments to address educational challenges, including through outsourced swimming instruction at elementary schools. Through these initiatives, we also contribute to promoting health.

TOBU WORLD SQUARE opened in April 1993 with the theme "Let's protect the world's historical sites and architectural culture." It intricately recreates a total of 102 famous structures at a 1:25 scale, including 47 UNESCO World Heritage sites.

Tobu Zoo opened in March 1981 to mark TOBU RAILWAY's 80th anniversary. It is a large-scale leisure facility spanning approximately 53 hectares and featuring a zoo, amusement park, pool, and members-only riding club.

Tobu Kogyo and other companies operate golf courses, with three in Tochigi Prefecture, two in Gunma Prefecture, and one each in Saitama Prefecture and Hokkaido.

In the Nikko-Kinugawa area, home to hot springs and World Heritage sites including Nikko Toshogu Shrine, the Tobu Group operates a variety of facilities, including hotels, theme parks, ski resorts, ropeways, and sightseeing boats. Together with the local community, we are implementing various initiatives to further develop the area as an international tourist destination.



Courtyard by Marriott Tokyo Ginza Hotel

FY2025 Initiatives and Results

In the SKYTREE business, we implemented various strategies to increase the number of visitors at TOKYO SKYTREE and increase revenue. Strategies included extending business hours, holding collaborative events with popular content, attracting interactive events to the SKYTREE SPACE on the first floor, and strengthening promotions in cooperation with overseas online travel agencies. We also enhanced the distribution of promotional coupons as a measure to attract inbound tourists.

In the hotel business, TOBU RAILWAY and Tobu Hotel Management worked to increase occupancy rates and room rates, primarily in Tokyo, against the backdrop of strong inbound demand and the weak yen. At The Ritz-Carlton, Nikko, we worked to increase revenue by introducing a dedicated shuttle bus that allows guests to enjoy a comfortable journey while taking in views of Irohazaka in its seasonal colors through the bus windows.

In the travel business, TOBU TOP TOURS worked to increase revenue by undertaking operations for the Transportation Operations Headquarters, including the Park & Ride business, and selling admission tickets at Expo 2025 Osaka, Kansai, to ensure the safe and smooth transportation of visitors. Against the backdrop of the expanding inbound tourism market, the company also developed its cruise business.

IN FOCUS

Introducing Hotel Self-Check-In Machines Utilizing SAKULaLa

While accommodation demand, particularly from inbound tourists, is increasing, the hotel industry is facing a labor shortage. To address this issue, Tobu Hotel Management is rolling out new self-check-in machines linked to the SAKULaLa service.

With these self-check-in machines, guests who have registered with SAKULaLa can complete the check-in process simply by holding their finger over the scanner, without having to enter the name of the person who made the reservation or other information. This makes check-in more convenient for guests who are unfamiliar with operating machines or who have a lot of luggage, while also reducing the workload of front desk staff. Furthermore, the time saved by reducing the workload of front desk staff can be devoted to serving guests and providing more attentive assistance. This not only improves customer convenience and reduces staff workload but also contributes to the provision of higher-quality services.



Hotel check-in using finger vein authentication

Providing Transportation-Related Services at Expo 2025 Osaka

Together with Hankyu Travel International Co., Ltd., TOBU TOP TOURS formed the "TOBU TOP TOURS–Hankyu Travel International Joint Venture" and was responsible for operating shuttle bus services from the Park & Ride parking facilities outside the Sakai and Amagasaki venues, as well as operating the Transportation Operations Headquarters for visitor transportation. The joint venture participated in the development of the transportation plan from an early stage in preparation for the Expo. To respond to the anticipated large-scale transportation demand, the companies worked to establish a transportation system and enhance operational management, while strengthening the operational structure and ensuring thorough operation management during the Expo to provide visitors with safe and smooth transportation.



Shuttle bus operations

Introduction of Dynamic Pricing and Direct Entry at TOKYO SKYTREE

TOKYO SKYTREE has fundamentally revised the pricing structure for observation deck admission tickets, including the Tembo Deck Ticket and Tembo Deck + Tembo Galleria Set Ticket, and introduced dynamic pricing for individual admission tickets for visits from April 2026. This will help level out visitor numbers between peak and off-peak periods, alleviate congestion, and create a more comfortable environment for visitors to enjoy the observation deck.

Previously, visitors used an issued QR code to exchange for a paper admission ticket at the ticket counter, which they then scanned at the entrance gate. From April 2026, visitors have been able to enter directly using a QR code displayed on a smartphone or other device.



©TOKYO-SKYTREE



The new entry gate

Renewal of the Amur Leopard and Jaguar Exhibits

At Tobu Zoo, the jaguar and Amur leopard exhibits reopened in March 2026, as new facilities designed to encourage the animals' natural behaviors seen in the wild. The Amur leopard and jaguar exhibits now feature two-story structures, allowing visitors to observe the animals' natural behaviors, such as climbing trees and stalking prey, from closer up. In addition, the Cat World section was developed around the concept "Rulers of the Night" as a nighttime-focused area where visitors can experience the distinctive movements of nocturnal cats. New smoke and lighting effects have also been introduced to enhance the experience.



Amur leopard enclosure

Employee Messages



Hideki Kumagai
Tobu Leisure Planning Co., Ltd.
Business Department

Creating a Special Glamping Experience Leveraging the Appeal of the Park

From the beginning, we believed that a glamping facility would be a natural fit for the park, and have continued to explore the concept in collaboration with the glamping operator to provide guests with an experience that can only be found here. Following the recently launched "Adventure Night" and "Savanna Terrace Morning" activities, we will continue to create activities that leverage the appeal of the park and contribute to providing a special glamping experience.

Overview

Real Estate



Overview of Businesses

The real estate business consists of TOBU RAILWAY, TOBU REAL ESTATE, TOBU TOWN SOLAMACHI, and other companies. They operate businesses including real estate brokerage and building and facility management.

TOBU RAILWAY strives to enhance the value of the areas along its railway lines, respond flexibly and quickly to customers' diversifying needs, and create high-quality services closely connected to daily life, with the aim of area development that helps build communities that are comfortable places to live and attractive destinations to visit.

In our leasing, condominium sales, area development, and other businesses, we build, own, lease, and operate buildings for a wide range of uses, including department stores, stores, station buildings, and other commercial facilities; offices; condominiums; hotels, sports clubs, and other leisure facilities; and warehouses and other business facilities. Through these businesses, we propose ways to enrich the lives of people in communities, primarily along our railway lines, while supporting the Tobu Group's business development from an asset perspective.

In the condominium development and sales business, with the aim of increasing the permanent resident population along the Tobu railway lines, we leverage our strength in high-quality, distinctive product planning to promote area development by providing high-quality homes and creating attractive streetscapes, while constructing and selling condominiums and detached houses.

In area development, we work with local communities to discover and leverage the unique appeal of each area—promoting area development and sharing information, while also advancing businesses that respond to social needs. Through these efforts, we provide customers with a high quality of life and foster the sustainable development of local communities, thereby creating distinctive areas along our railway lines.

We are also working with local communities on station-area redevelopment projects and other initiatives throughout the areas along the Tobu railway lines to create vibrant areas where the richness of local community life thrives.

TOBU REAL ESTATE, which is engaged in real estate brokerage and the operation and management of parking lots and bicycle parking facilities, provides high-quality real estate information, primarily in the Tokyo metropolitan area, including along the Tobu railway lines, and offers proposals for the optimal use of real estate and other assets. In addition, in the Oshiage area, we are developing the T-home business, an apartment hotel-style accommodation business, to meet inbound tourism demand.

TOBU TOWN SOLAMACHI manages the facilities at TOKYO SKYTREE TOWN® and operates the commercial facilities at TOKYO Solamachi, working continuously to strengthen profitability.



Tokyo Hikifune Hospital



EQUiA Koshigaya



Solaie Terrace



BRIDGE LIFE Platform Minami-Kurihashi

FY2025 Initiatives and Results

Regarding the SKYTREE TOWN business, TOKYO SKYTREE TOWN successfully captured tourism demand from both Japan and abroad by hosting a variety of events throughout the year—such as a beer garden and illumination events—and by attracting visitors through merchandise sales centered on character-based content. As a result, we achieved record-high annual sales for the second consecutive year.

In the leasing business, TOBU RAILWAY opened the Phase 2 area of EQUiA Koshigaya and held the grand reopening of Soka Varie following its renovation, thereby increasing revenue and enhancing customer convenience.

In the real estate sales business, TOBU RAILWAY sold condominiums, including Solaie Terrace West in Soka City and Solaie Minami-Sakurai in Kasukabe City, with the aim of enhancing the value of areas along its railway lines and increasing the permanent resident population along the lines.

IN FOCUS

Soka Varie Phase 3 Grand Reopening

In December 2025, 17 new stores opened at Soka Varie, a shopping facility directly connected to Soka Station on the TOBU SKYTREE Line. For this renovation, under the concept "SOKA station BRIDGE," we aimed to create retail spaces that enrich everyday life by serving as a bridge connecting the daily experiences of Soka Station users. The renewed area features seven sweets shops, including "Sweets de Smile," a pop-up sweets shop operated by Tobu Building Management, Dalloyau, a patisserie originating in Paris, and Mammies an Sourire, a popular apple pie shop in Yanaka, Tokyo. It also includes Dashi Chazuke + Niku Udon En, making its first appearance along one of the Tobu railway lines, Starbucks, which has been popular with customers since before the renovation, and stores offering everyday necessities and lifestyle goods.



Soka Varie

Solaie Brand Refresh and Website Renewal

Since its launch in 2012, Solaie has been developed as an integrated lifestyle brand across businesses including for-sale and rental condominiums. In March 2026 we completely redesigned the official Solaie website. Under the brand concept "The Whole Future, Together with This Sola," the new official website presents, in an integrated manner, cityscapes, scenes of daily life, and TOBU RAILWAY's unique vision for area development, positioning Solaie as a brand that responds not only to functional and practical needs but also to sensibilities such as "comfort in daily life" and "being true to oneself."



Official Solaie website
https://www.solaie.jp

TOKYO Solamachi Record Revenues and Renewal Plan

At TOKYO Solamachi, sales in FY2025 were 60.0 billion yen (up 5.7% year on year), marking a record high for the third consecutive year since FY2023.

TOKYO Solamachi also received the Fighting Spirit Award for the third consecutive year at the 28th Developer Awards (selected by tenants) sponsored by Senken Shimbun Co., Ltd., in recognition of various initiatives, including the continued hosting of approximately 160 events annually to give visitors more reasons to visit and efforts to broaden its visitor base.

Furthermore, for the first time since TOKYO SKYTREE TOWN opened in May 2012, the "Food Marche" food floor will undergo renovation in stages through spring 2028. Through the renovation of Food Marche, we will continue to showcase new lifestyles and the unique appeal of the Shitamachi area, while striving to bring customers pleasant surprises and discoveries.



Food Marche renovation concept

Opening of T-home Kei Accommodation Facility in Oshiage

In February 2026, TOBU REAL ESTATE opened "T-home Kei," a new facility in the T-home series of apartment-style hotels where large families and groups can stay at reasonable rates, with long-term stays also available. The facility has 29 guest rooms and can accommodate up to 200 guests. Inspired by Edo-period nagaya row houses, it is the largest T-home accommodation facility to date. There are currently seven T-home facilities in the Oshiage-Narihira area, with more scheduled to open successively in the future.



T-home Kei

Employee Messages



Takashi Mochizuki
TOBU REAL ESTATE CO., LTD.
Development Department

Promotion of Short-Term Investment-Turnover Real Estate Business to Enhance Asset Efficiency

TOBU REAL ESTATE is promoting a development business that accelerates the cycle of early recovery and reinvestment of funds by strengthening its short-term real estate investment and turnover business, thereby improving profitability and asset efficiency. We will continue to develop projects such as Vista Court Hatagaya (completed in July 2026), as well as projects near Nakano-Sakaue and Higashi-Nagasaki stations in Tokyo.

Retail Distribution



Overview of Businesses

The retail distribution business comprises TOBU DEPARTMENT STORE, TOBU UTSUNOMIYA DEPARTMENT STORE, TOBU STORE, Tobu Shoji, and other companies.

TOBU DEPARTMENT STORE and TOBU UTSUNOMIYA DEPARTMENT STORE capitalize on the advantages of their terminal locations to offer merchandise and services tailored to the diverse needs and evolving preferences of customers living along the Tobu railway.

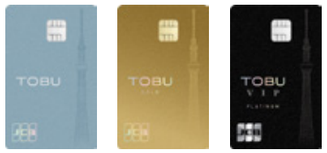
Guided by its management philosophy of "Contributing to Better Living for Our Customers," TOBU STORE aims to be the easiest place to shop in the community. To achieve this, it is enhancing every aspect of the shopping experience, including quality and freshness, pricing, product selection, cleanliness, and customer service. In FY2026,TOBU STORE plans to open its Kasukabe Store as part of its ongoing efforts to create stores that are even more closely rooted in local communities along Tobu railway lines. Since April 2024, selected stores have also introduced a service powered by the SAKULaLa biometric authentication service, allowing customers to complete payment, earn loyalty points, and verify their age for alcohol purchases simply by scanning their finger at self-checkout. Going forward, TOBU STORE plans to expand the service to additional locations.

As the Tobu Group's core trading company, Tobu Shoji operates a diverse range of businesses both within and beyond the areas served by the Tobu railway network, including franchise operations, product planning and development, tourism and local specialty products, energy, trading, and advertising. As part of its efforts to expand businesses along the Tobu railway lines, including in-station businesses, Tobu Shoji opened FamilyMart EQUiA Koshigaya, KFC Coop Kasukabe Terrace, and Doutor Coffee Shop Aoto 3-chome. Going forward, in addition to expanding its existing franchise business, Tobu Shoji will renovate existing stores to drive further business growth and improve profitability.



Tobu Store Takenotsuka

Marking the 40th anniversary of the Tobu Marketing on May 29, 2025, Tobu Marketing launched new Tobu Card services. Based on the theme of "Stylish & Powerful," the new services are designed to offer greater convenience through three card tiers—Standard, Gold, and VIP—with tier-specific point rewards and original smartphone insurance. Tobu Marketing will continue to provide convenient and attractive services while striving to make the Tobu Card even easier for customers to use.



Tobu Card©
TOKYO SKYTREE Tobu Card

Tobu Foods Service operates a variety of food and beverage establishments, including restaurants, shops at expressway service areas, restaurants at golf courses and Tobu Zoo, as well as company cafeterias. Tobu Foods Service is guided by its mission of delivering exceptional satisfaction and memorable dining experiences across a wide range of dining occasions while staying attuned to evolving food trends.

FY2025 Initiatives and Results

In the department store business, the TOBU DEPARTMENT STORE in Ikebukuro sought to increase revenue by developing merchandising strategies and sales plans tailored to the local retail environment, the diverse needs of the surrounding community, and inbound tourism demand. It also hosted collaborative events featuring popular content, as well as community and industry-academia partnership events, to attract visitors of all generations.

In the store business, TOBU STORE reopened its Nishikawaguchi and Asaka stores following renovations. It also sought to attract customers and increase revenue by focusing on the development and sale of its own original products.

In addition, Tobu Marketing launched a new Tobu Card with enhanced features and worked to increase revenue by encouraging greater card usage through improved convenience and by creating synergies among the Group's businesses.

IN FOCUS

Renovation of the Basement Food Floor at Tobu Department Store Ikebukuro

On July 31, 2025, Tobu department store completed the renovation of the area surrounding Entrance No. 3 on Basement Level 1 at its Ikebukuro Store. The objective of this renovation was to refresh the store's image and create a new sense of vibrancy by reimagining the B1F Entrance No. 3—the busiest entrance in the store—as the gateway to Tobu department store. Taking advantage of its direct connection to the terminal station, the entrance, which adjoins the station concourse and is used by large numbers of customers, has been transformed into a retail space that offers something new to discover with every visit. At the relocated, expanded and independently curated Zenkoku Meikasen (Selected Famous Confections from Across Japan) we not only maintain a constant stock of famous sweets from all 47 prefectures but have also significantly increased the number of brands and products available to meet a wide range of customer needs. Hanasan Terrace, a weekly rotating event space centered on sweets, now features a live demonstration kitchen, creating an engaging atmosphere while allowing customers to enjoy freshly prepared sweets at any time.



Renovated Zenkoku Meikasen section

Major Renovation of Tobu Store Asaka

In January 2026, Tobu Store Asaka reopened following a major renovation. With a focus on ready-to-eat foods, stock-up items, and convenience, the selection of prepared foods and frozen products was expanded by approximately 30% and 40%, respectively. In addition, with a fresh produce section notable for its vibrant presentation and the introduction of checkout lanes compatible with SAKULaLa, the first biometric payment service of its kind in the area, the store is offering customers a new shopping experience for 2026.



Tobu Store Asaka

Launch of the New Tobu Card and Renewal of the TOBU POINT Service

To mark the 40th anniversary of the Tobu Card, TOBU RAILWAY and Tobu Marketing launched the new Tobu Card from May 2025 under the theme "Stylish & Powerful" and renewed the TOBU POINT service. Through this renewal, the card and point services, which serve as key customer touchpoints with the Tobu Group, have been enhanced to provide greater convenience and value in everyday life, delivering a wide range of benefits to cardholders and communities along the Tobu railway lines. The new Tobu Card is available in three tiers—Standard, Gold, and VIP—allowing customers to choose the card that best suits their individual lifestyles and needs.

TOBU POINT トブポ

Promoting CO_2-Free Electricity for Tobu Group Facilities

Since October 2025, Tobu Shoji has been promoting the use of CO_2-free electricity supplied by Idemitsu Kosan Co.,Ltd. to Tobu Group facilities. Contracts for TOBU NO DENKI, Idemitsu Kosan's electricity service, are being gradually switched to the Green Plus plan, which uses effectively 100% renewable energy and is CO_2-free, for supply to Tobu Group facilities. We will continue our efforts to further reduce CO_2 emissions.



Green Plus Supply Certificate

Employee Messages



Satoshi Matsukawa
Tobu Marketing Inc.
Financial Planning Department

Creating New Value in the Card Business Through Internal and External Collaboration

In launching the new Tobu Card, close cooperation with other Tobu Group companies has led to higher point reward rates. Moreover, collaboration with JCB Co.,Ltd. led to the introduction of mobile payment and the Tobu Card app, significantly enhancing customer convenience. The card design also incorporated ideas from younger employees, reflecting the Company's commitment to creating new value by embracing diverse perspectives. Through collaborative efforts within and outside the Tobu Group, we aim to achieve sustainable growth and enhance the value of communities along the Tobu railway lines.

Other



Overview of Businesses

Other businesses (TOBU CONSTRUCTION, Tobu Yachida Construction, Tobu Building Management, and others) engage in construction, facility management, building materials supply, heat supply, and other businesses.

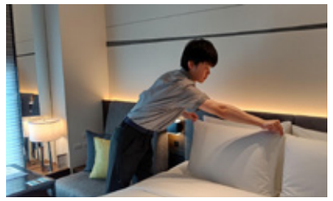
As comprehensive construction companies, TOBU CONSTRUCTION and Tobu Yachida Construction have established a strong track record across a wide range of projects, from large-scale buildings such as condominiums and office buildings to various civil engineering works. They develop businesses rooted in the local communities they serve. In other businesses, TOBU DENSETSU KOGYO engages in electrical equipment installation work, while Tobu Ryokuchi provides planting, landscaping, and greening services for parks, golf courses, and other facilities, with each company drawing on its specialized expertise.

Tobu Building Management comprehensively handles the management and operation of equipment management, cleaning, and security/disaster-prevention services for large buildings, condominiums, and other properties, while TOBU KAIHATSU works to ensure a stable supply of high-quality aggregates such as gravel and crushed stone, as well as ready-mixed concrete. Furthermore, TOBU ENERGY MANAGEMENT supplies community energy to the TOKYO SKYTREE TOWN® area, while Nishi-Ikebukuro Heating & Cooling Supply and Kinshicho Heating & Cooling Supply ensure a stable supply of thermal energy in the Nishi-Ikebukuro and Kinshicho North Exit districts, respectively. Working together, these Group companies contribute to the creation of communities where people can continue to live with peace of mind.

In addition, the Sumida Park Management Group, a joint venture comprising TOBU RAILWAY, Tobu Ryokuchi, Tobu Building Management, and PROJECT BRAIN CORPORATION, has been managing and operating Sumida City's Sumida Park since April 2025.



Shimonita Country Club course management project (Tobu Ryokuchi)



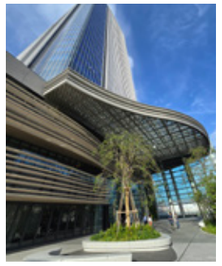
Housekeeping services for Marriott's AC Hotel Tokyo Ginza (Tobu Building Management)



Train exterior cleaning (Tobu Building Management)



Control center for alarm monitoring and dispatch (Tobu Building Management)



Takanawa Gateway City THE LINKPILLAR2 Landscaping (Tobu Ryokuchi)



Chemical Research Institute (Kita City) (Tobu Yachida Construction)

FY2025 Initiatives and Results

In the construction business, TOBU CONSTRUCTION completed construction of a driving school in Tachikawa City, while Tobu Yachida Construction completed construction of a chemical research laboratory in Kita City.

Tobu Building Management worked to increase revenue by securing a contract to provide park cleaning services in Toshima City.

IN FOCUS

Building a Sustainable Building Management Structure and Strengthening Community Partnerships

As part of its response to the decline in the working-age population, Tobu Building Management is actively recruiting foreign workers and introducing the latest technologies. The company has hired more than 200 employees from Vietnam, Cambodia, and Sri Lanka, who are engaged in cleaning services at hotels, hospitals, and other facilities. It is also introducing the latest technologies, including cleaning robots and AI cameras, to improve efficiency by streamlining existing work processes.

In addition, it has entered into partnership agreements with three sports teams—a professional basketball team based in Koshigaya City (the Koshigaya Alphas), a professional futsal team based in Sumida City (Fugador Sumida), and a soccer club based in Nagareyama City (Nagareyama FC)—to help support the revitalization of communities along the Tobu railway lines.



Trainee training

Beginning Designated Management Duties at Sumida Park to Enhance Local Value

Sumida Park Management Group, a joint venture comprising Tobu Ryokuchi, TOBU RAILWAY, Tobu Building Management, and PROJECT BRAIN CORPORATION, began serving as designated manager for part of Sumida City's Sumida Park from April 1, 2025. By participating in the management and operation of Sumida Park, located at the heart of the Asakusa and TOKYO SKYTREE TOWN® area, the Group, led by TOBU RAILWAY, aims to help make the area an even more attractive destination by promoting it as an integrated tourist destination.

Under the operating policy of creating a community walking hub where visitors can experience everyday life in Sumida and discover the local area, the Group will not only maintain and manage the park's facilities on a day-to-day basis, but also leverage the Tobu Group's expertise in community collaboration developed in the Kitajukken River area. In addition, it will promote greater use of the park and enhance the value of the surrounding area by sharing information about the area (centered on the park) through its website and social media, and by introducing an online reservation system to improve operational efficiency.



Sumida Park

Tobu Yachida Construction Evolves Through Stronger External Business and DX

Tobu Yachida Construction was awarded the contract for construction of the new Bunka Children's Center as a public works project for Sumida City, and also successfully completed major projects including the reconstruction of TOBU BUS CENTRAL's Shonan Office.

Building on the Group's stable business foundation, we are expanding our earnings capacity by strengthening external sales to private-sector and government clients, while contributing to local communities through reliable construction capabilities.

With the aim of improving productivity through the use of digital technologies, TOBU CONSTRUCTION has promoted construction DX initiatives, including system-based management of skilled workers and safety documentation, while also making active use of ICT, such as AI, to facilitate the transfer of skills and knowledge. To address rising construction material costs and procurement challenges, the company is also implementing a range of measures, including optimizing material selection and design, procuring materials through multiple channels, and responding flexibly to price fluctuations.



TOBU BUS CENTRAL Shonan Office

Employee Messages



Masashi Sato
Tobu Yachida Construction Co., Ltd.
Assistant Manager, Building Department II

New Children's Center Project to Enrich Local Life

The new children's center project involves replacing an aging center as part of a broader redevelopment project in Sumida City's Bunka district—an area that also includes a university campus, tennis courts, parks, and other facilities. We are engaging in co-creation with the local community, and are working with a strong sense of responsibility to ensure the project is completed in time for its scheduled opening date, with the goal of enriching the lives of local residents through a high-quality multi-purpose facility that reflects the needs and wishes of the community.

Sustainability Management

Approach to Sustainability

The Tobu Group's business foundation lies in the communities served by its extensive railway network. We believe more than ever that realizing the sustainable development of society centered on these communities is the Group's most important challenge.

The Tobu Group's business environment is characterized by societal changes driven by increasingly diverse workstyles and values and advances in digital technology, as well as a wide range of social challenges, including a declining birthrate and aging population and environmental issues such as climate change and waste management. Along with developing new business models, addressing these challenges is essential.

Since its establishment in 1897, the Tobu Group has grown by helping solve social challenges through its businesses while contributing to the sustainable development of society.

Going forward, we will continue to leverage the unique characteristics of the communities along our railway lines and the Group's management resources to help solve social challenges. By realizing "a human-friendly society where people and communities continue to flourish together," we aim to become a corporate group that is indispensable to society.

Identification of Material Issues

The Tobu Group is made up of 71 Group companies centered on TOBU RAILWAY, and the Group's businesses are wide-ranging. Based on these businesses and the importance of environment, social, and governance (ESG) values in corporate management, we analyzed risks and opportunities and identified five material issues (key issues) that have a substantial impact on the value creation process. We need to address our five material issues as priorities from a medium- to long-term perspective, and we believe that "sustainable development of local communities" has the greatest impact on value creation. The other four material issues are positioned as extremely important elements that are indispensable for the realization of sustained value creation.

Process for Identifying Material Issues



Step 1 Organize social issues that should be considered

In identifying material issues, we considered the relationship with objective standards such as the GRI Standards and ESG items that ESG evaluation organizations emphasize in each sector, based on the corporate action guidelines such as the Tobu Group Management Philosophy and the Tobu Group's various businesses. We organized 42 items as social issues that should be considered.

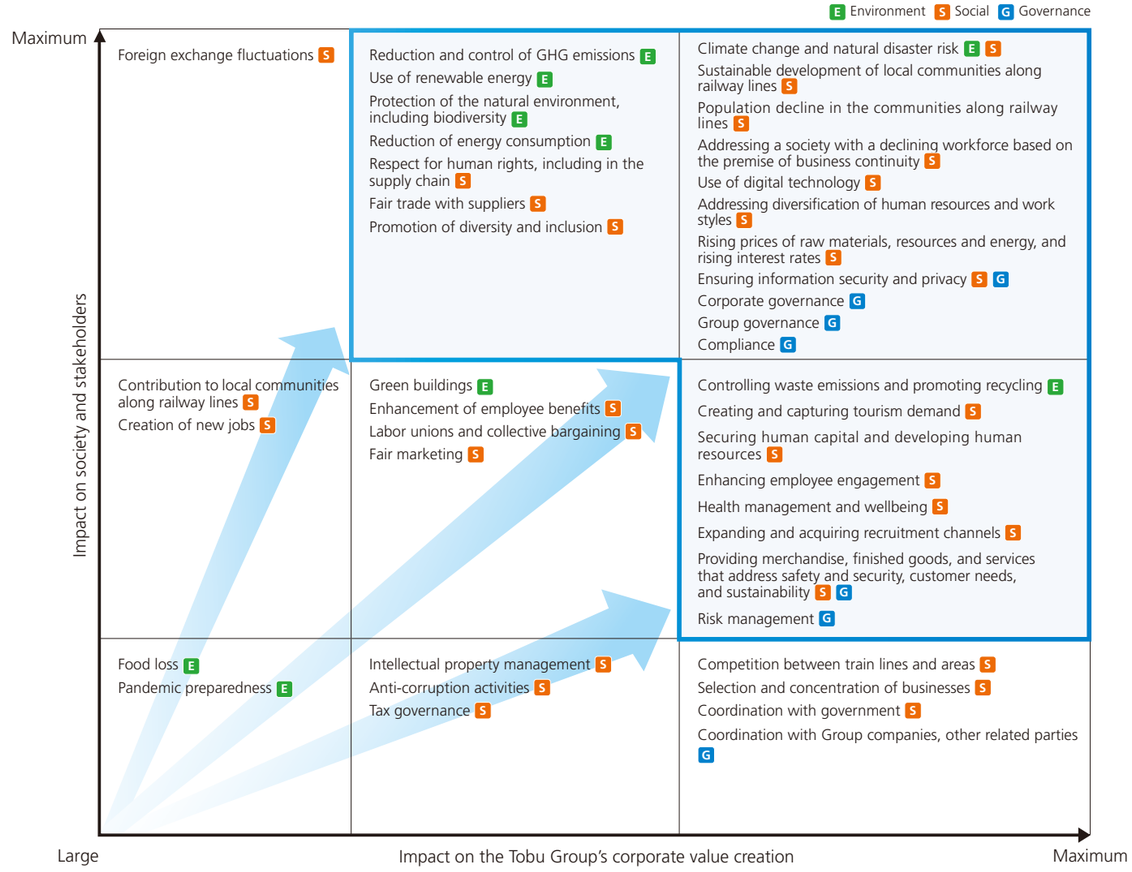
Step 2 Map importance

The 42 social issues identified in Step 1 were plotted on a material issues map with the horizontal axis representing impact on the Tobu Group's corporate value creation and the vertical axis representing impact on society and stakeholders. Among them, the items located in the upper-right quadrant were identified as important social issues for the Tobu Group (potential material issues).

Step 3 Identify material issues

The review team members examined the list of potential material issues identified in Step 2 based on perspectives such as social impact and expectations and requests gathered through dialogue with stakeholders, and then identified the five material issues that the Group should assign the highest priority. The team also explained why they considered these issues material.

Material Issues Map



Material Issues Identified

- **Sustainable development of local communities**
- **Corporate governance contributing to creation of corporate value**
- **Improvement of skills and capabilities of diverse employees**
- **Reducing environmental impact through further improvement of environmental advantage, etc.**
- **Securing safety and security, the backbone of all Group businesses**

Identified Material Issues



Sustainable development of local communities

Relevant items

- Sustainable development of local communities along railway lines
- Population decline in the communities along railway lines
- Use of digital technology
- Addressing diversification of human resources and work styles
- Rising prices of raw materials, resources and energy, and rising interest rates
- Creating and capturing tourism demand
- Providing merchandise, finished goods, and services that address safety and security, customer needs, and sustainability
- Fair trade with suppliers

▸ For details, see Initiatives for Stakeholders on page 71.

The Tobu Group's businesses are intrinsically connected to its extensive railway network. Recently, economic stagnation and increased regional competition due to factors such as Japan's declining birthrate and an aging society have become apparent. The Group has, through collaboration and co-creation with local communities, created significant business value and mutual growth, and we believe that these strong ties with local communities are the basis for further development. We will continue to enhance collaborative efforts with local communities and stakeholders, and work with local communities to discover and communicate the appeal of these areas, while also promoting area development and new services that meet the needs of a society with increasingly diverse work styles and values. The objective of these initiatives is to ensure that the areas along our railway lines are comfortable places to live for all generations and are appealing places to visit. We want to support the satisfaction of residents of these areas, while also increasing the number of people who visit those areas, creating sustainable area development.



Corporate governance contributing to creation of corporate value

Relevant items

- Corporate governance
- Group governance
- Compliance
- Ensuring information security and privacy
- Risk management

▸ For details, see Corporate Governance on page 73.

Based on the Tobu Group Management Philosophy, we believe that establishing a flexible and fair corporate governance system is essential for the Tobu Group to achieve sustainable growth and enhance medium- to long-term corporate value. The main role of the Board of Directors is to make management decisions and supervise business execution. Under the direction and supervision of the representative directors, executive officers carry out business execution and enhance management flexibility. Further, by appointing multiple independent outside directors with extensive experience and insight, we are working to ensure that the Board of Directors is diverse and well-balanced in terms of knowledge, experience and ability. In addition to strengthening the functions of the Board of Directors through the Nomination and Remuneration Committee and the Governance Committee, we are also working to ensure fairness by promoting compliance management based on the Tobu Group Compliance Basic Policy as a code of conduct, establishing a crisis management system, and strengthening and enhancing the monitoring functions for the Company and Group companies.



Improvement of skills and capabilities of diverse employees

Relevant items

- Addressing a society with a declining workforce based on the premise of business continuity
- Securing human capital and developing human resources
- Health management and wellbeing
- Respect for human rights, including in the supply chain
- Enhancing employee engagement
- Promotion of diversity and inclusion
- Expanding and acquiring recruitment channels

▸ For details, see Human Resources Strategy on page 53, and Respect for Human Rights on page 61.

With businesses based around areas along a geographically extensive railway network, the Tobu Group aims to achieve a "human-friendly society where people and communities continue to flourish together." To achieve this goal, we require human resources who uphold the Group's management philosophies of dedication, enterprising spirit and affinity as behavioral principles, and who are able to think and act independently, take on new business challenges, and develop varied business models that connect towns to towns, people to towns and more. Furthermore, over many years we must encourage contribution from such employees by continuously nurturing and developing skills, including safety techniques, as well as skills that will help create value through the provision of new products and services within a constantly changing business environment. We have incorporated this basic philosophy into our Human Resources Strategy and various human resource management initiatives. Going forward, we will continue to enhance the "skills and potential" of our diverse employees and strive to sustainably enhance corporate value.



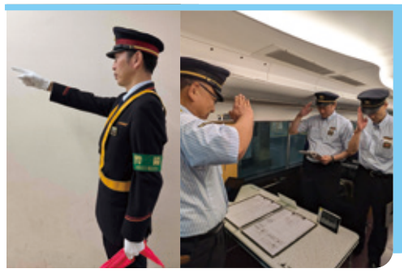
Reducing environmental impact through further improvement of environmental advantage, etc.

Relevant items

- Climate change and natural disaster risk
- Reduction and control of GHG emissions
- Protection of the natural environment, including biodiversity
- Controlling waste emissions and promoting recycling
- Use of renewable energy
- Reduction of energy consumption
- Rising prices of raw materials, resources and energy, and rising interest rates

▸ For details, see Initiatives to Reduce Environmental Impact on page 67.

The seriousness of climate change is increasing on a global scale, creating the urgent need for action such as preventing global warming and building a sustainable, recycling-oriented society. The Tobu Group will further improve its high level of environmental superiority centered on the railway business. In addition to reducing environmental and climate change impact, the Group will promote initiatives to reduce GHG emissions and strengthen the resilience of business facilities in all business fields. The Group will also work to reduce the threat of natural disasters in contributing to the creation of a sustainable society, while also aiming to achieve corporate growth.



Securing safety and security, the backbone of all Group businesses

Relevant items

- Providing merchandise, finished goods, and services that address safety and security, customer needs, and sustainability
- Climate change and natural disaster risk

▸ For details, see Safety and Security on page 63.

Guided by the belief that "safety is the foundation of all businesses operated by Tobu Group," we strive to provide safe and reliable products and services. In recent years, customers have become increasingly conscious of safety and security in light of natural disasters, terrorism, infectious diseases, and other threats. We will continue to ensure safety and security by further strengthening our efforts to develop employees who are more aware of potential risks and who think and act independently. At the same time, we will promote a range of initiatives, including safety investments, to provide products and services that customers can use with even greater peace of mind.

Human Resources Strategy

Message from the Executive Officer in Charge of Human Resources



Tetsunori Iwahiro
Executive Officer (Executive Officer in Charge of Human Resources)

To realize our Long-Term Management Vision of "Evolving society and areas along our railway lines by taking on challenges and engaging in co-creation," we recognize the importance of advancing our management strategy and human resources strategy in an integrated manner. To maximize the capabilities of the people and organizations responsible for executing our management strategy, we have positioned our human resources strategy around three pillars: enhancing productivity, creating new value, and fostering a culture of safety. We are advancing initiatives under each pillar through three approaches: recruitment, development, and skill manifestation and talent retention.

We believe that challenges emerge and create a chain reaction through the interaction between individuals who take on challenges and the organization that supports them.

Our fundamental belief regarding individuals who take on challenges remains unchanged: each employee should take an active role in shaping their career, continue learning, and broaden their capabilities. Based on this belief, we are creating an environment that makes learning more accessible than ever before, including by providing self-development programs for employees and expanding financial support for learning. In addition, starting this fiscal year, we plan to introduce new training programs for employees at different stages of their careers to reflect on their career paths, thereby supporting employees' self-directed career development.

As part of efforts to create an organization that enables employees to take on challenges, we have been reviewing various HR systems, including our performance evaluation system, which serves as a foundation for enabling each employee to maximize their capabilities. We have also expanded our flextime and telework programs and reviewed the work environment to provide employees with greater choice in how they work, supporting self-directed work styles that contribute to results. Moreover, we are strengthening support for our management and supervisory personnel by introducing coaching and management training programs for section managers and assistant section managers, who play a central role in fostering a culture of challenge.

With regard to co-creation, we believe it is important for employees to view changes in the business environment as matters that concern them personally and translate their own growth into organizational results. To this end, we provide employees with numerous opportunities to interact with people from different industries through self-development programs and training, broadening their perspectives and learning.

In addition, we will strengthen the recruitment of diverse talent through mid-career hiring, alumni hiring, and other approaches, while promoting training across Group companies. Through these efforts, we will build a talent base of people who continue to take on challenges and engage in co-creation, thereby establishing a framework for sustainable business operations.

We believe the strength of our employees lies in their spirit of "pursuing customer safety and security," their determination to see things through to the end once they have made a commitment, and their ability to steadily build on improvements. With regard to human resources, we are steadily working to bridge the gap between our current state and our desired future. To that end, we are systematizing the competencies required for each business unit and role, sharing this with all employees, and striving to develop our workforce in a way that contributes to the realization of our Long-Term Management Vision.

HR Strategy Overview

AS IS

Key Management Strategy Priorities

- Increase the share of operating profit from non-railway businesses
- Strengthen profitability by capturing tourism demand
- Establish a sustainable business management structure

Current State

Pursuing customer safety and security
- Providing products and services primarily to customers along our railway lines, guided by a spirit of pursuing safety and security.

Continuously improving and seeing things through
- Once a course of action has been decided, steadily making improvements and seeing it through to completion.

Changing mindsets toward challenge and strengthening organizational support
- A shift in mindset is underway, where people are taking on challenges and viewing changes in the business environment as something that directly affects them.
- Efforts to foster a culture in which the organization supports challenge are ongoing.

Aligning organizational and individual goals
- Efforts to foster a culture that balances organizational performance with individual growth are ongoing.
- Stronger communication of organizational goals by department heads is needed.

Integration of human resources strategy and management strategy
- Efforts to translate management strategy into concrete human resources initiatives and actions are ongoing.
- Stronger collaboration between the Human Resources Department and business divisions is needed.

ACTION

Building the talent and organizations that autonomously drive transformation

Human Resources Strategy

Enhancing productivity | Creating new value | Fostering a culture of safety

- Role and competency definitions: Define the roles and competencies required for each business based on the direction established for the talent we seek.
- Support managers and supervisors in transforming the organization into one that embraces challenge.
- Support for autonomous career development: Develop individuals who embrace challenge.
- Optimize the deployment of the talent needed to enable every employee to maximize their potential.

Strengthening the three approaches to execute ACTION

① Recruitment	Hiring of diverse human resources / Strengthening recruitment communications / Raising starting salaries » See page 55
② Development	Support for managers and supervisors / Support for autonomous career development » See page 55
③ Skill manifestation and talent retention	Creating higher added value through improved operational efficiency / Reviewing the work environment » See page 57

TO BE

Desired state

- Developing and enabling talent to thrive in creating new value and enhancing existing businesses
- Developing and enabling talent who think and act independently
- Establishing leaders and organizations with a long-term perspective
- Creating a virtuous cycle of organizational performance and individual growth
- Optimizing talent deployment and maximizing value creation based on business characteristics

Taking on Challenges and Engaging in Co-creation to Achieve our Long-Term Management Vision of Evolving Society and Areas Along Our Railway Lines

❶ Recruitment (Talent Acquisition)

As the Tobu Group's business domains continue to expand, we are committed to fostering a culture in which employees active in a wide range of fields, from railway-related operations to development, leisure, and general administration, embrace challenges in their respective roles and experience personal growth through their work. Achieving this goal requires the contributions of diverse talent with different employment backgrounds, experience, and values. Guided by the belief that people are the driving force behind our businesses, we are strengthening our recruitment activities to secure the talent needed to support our sustainable growth.

Example 1 Strengthening the Recruitment Of Diverse Talent to Realize Our Management Strategy

We are strengthening our recruitment activities to secure talented people who will lead the Tobu Group into the future. In addition to continuously recruiting new graduates with diverse potential, we are expanding the recruitment of experienced professionals who can fully leverage their expertise and experience, as well as alumni recruitment for individuals with prior work experience at TOBU RAILWAY. Through these initiatives, we are securing the talent needed to respond flexibly to changes in the business environment. In light of the declining working-age population, we have also begun recruiting foreign workers with Specified Skilled Worker status to ensure a stable supply of the human resources needed to operate our businesses. By strategically combining these recruitment channels, we are bolstering our recruitment capabilities and securing the talent needed to support sustainable business operations.



Potential-based hire internship participants

Example 2 Strengthening Recruitment-Related Communications

We are expanding our applicant pool by using internships and our website to actively showcase the achievements and career paths of our female employees, thereby promoting understanding among prospective applicants of the diverse ways of working and opportunities for growth available within the Tobu Group. We also work to reduce mismatches after joining the Company by providing detailed information about job responsibilities and employment systems through joint recruitment information sessions featuring multiple Tobu Group companies and other recruitment events. These initiatives help communicate that the Tobu Group offers a workplace where diverse talent can maximize their potential, thereby boosting our competitiveness in recruitment.



Company information session for high school students (professional hires)

Key Objectives	Indicator	Target	FY2024 Results	FY2025 Results
Expanding and acquiring recruitment channels	Ratio of new graduate hires who are women	Approx. 50%	36.0%	32.0%
	Ratio of experienced hires among total hires	Approx. 30%	30.8%	26.3%
Empowering diverse talent	Hiring rate of persons with disabilities*	Maintain a level higher than the legally mandated hiring rate	3.37%	3.08%

* Includes indicators and targets for TOBU RAILWAY and Symphonia Tobu Co., Ltd. (a special-purpose subsidiary for the employment of persons with disabilities).

❷ Development

We have reaffirmed that the driving force that will cultivate trust by improving the safety and security offered by the Tobu Group, promote co-creation and taking on challenges, as well as create value, is our employees. We are actively implementing measures such as the enhancement of on-the-job training, off-the-job training, training conducted at outside schools and various kinds of discretionary training to develop employees capable of thinking and acting on their own, as set forth in the Human Resources Development Policy. To coordinate the performance achieved by both diverse human resources and the organization and to build an upward growth spiral, we will incorporate into our educational systems an increased level of support and a set of training programs aligned with employees' objectives. This will lead to human resources development that contributes to the organization and supports autonomous career development as employees build their knowledge and skills. We also hold an educational council (chaired by our company President), through which we set annual education-related priorities taking into account the commitment pledged by upper management, and examine current conditions based on the Plan-Do-Check-Act (PDCA) cycle.

Self-development programs

- Open-enrollment training programs (20 one-day courses)
- Correspondence courses and English conversation (using smartphones and AI)
- Business school
- Business video courses
- Audiobooks ➡ Example 3

Training Framework

Recruitment Category	Potential-based hires	Professional hires
New employees	New employee training Follow-up skills training	New employee training Follow-up coaching and basic course Standard courses Research courses ➡ Example 1
Supervising administrative employees	Supervisor training Business planning training Training that improves leadership skills	Supervisor training Team leader and deputy chief training Management assistance training
Senior staff Station managers and district managers Assistant managers	Headquarters senior staff training Operations manager training and assistant manager training ➡ Example 2 (Newly appointed, advanced, and workplace management)	Group companies Group fundamentals training Manager and supervisor training ➡ Example 2
Managers	Manager training ➡ Example 2	Director and Audit & Supervisory Board member training
General managers	General manager training	

Example 1 Research Course: Leadership Development Support Training

The next generation of managerial candidates expected to perform capably as workplace managers and leaders in the future volunteer to participate in this group training held for one and a half months. Based on the themes of "Know the outside and make use of it on the inside" and "Acquire a multifaceted sensitivity seamlessly," participants move beyond the confines of their own workplaces and learn by visiting other sections of their own company, Group companies, other companies in the same industry and other types of businesses. Through this, they discover issues to share with their team and discuss and propose solutions. In this way, this training, which has been implemented since FY2022, encourages employees to think for themselves and conduct activities that lead them to take on challenges and engage in co-creation.



A Leadership Development Support Training session

Example 2 Support Training for Managers and Supervisors

We place particular emphasis on training for managers and supervisors, who serve as the starting point for developing both people and organizations. We also provide support training for Group company managers and supervisors.

- Coaching training for all managers and supervisors (Japanese language only) https://www.yell4u.jp/case/tobutetsudo
- Management improvement training (Japanese language only) https://www.yell4u.jp/magazine/posts-1/zaa5zmyL



Support training for managers and supervisors at Group companies

Example 3 Expanding Self-Development Programs

We are expanding the scope of discretionary training as a way of supporting autonomous career development, including for Group company employees. Our group training courses cover a wide range of topics, from "Marketing" and "PC Skills" to "Human Error Countermeasures Learned from ANA" and "Business Talk Secrets Learned from Announcers." For e-learning, we offer courses across a wide range of categories, including English conversation and business seminars, as well as a business school where employees can acquire specialized business knowledge. Since FY2025, we have introduced audiobooks as a self-development tool.

- Audiobooks (Japanese language only) https://business.audiobook.jp/voice/l9DLqyR4



Poster design training

Indicators and Targets

Key Objectives	Indicator	Target	FY2024 Results	FY2025 Results
Support for managers and supervisors, including future candidates for these roles	Implementation of dialogue skills (listening, one-on-one dialogue) training	All eligible employees completed the training during FY2023–FY2025	98 persons	All 116 eligible employees completed the training. (420 employees in total)
	Implementation of support training for Group company managers and supervisors	Conducted each year on a continuous basis	33 persons (23 companies)	50 persons (35 companies)
Expanding support for autonomous career development	Expansion of voluntary training to Group company employees	50% or more of all participants	52.1% (552 persons/1,060 persons)	46% (570 persons/1,238 persons)

❸ Skill Manifestation and Talent Retention

Based on the Tobu Group Diversity & Inclusion Declaration, we are working to foster an organizational culture in which diverse talent respect one another.

At TOBU RAILWAY, we are creating an environment in which employees can continue working over the long term by enhancing our talent management framework and our personnel and compensation systems, including our employee evaluation system, so that all employees can maximize their potential and create new value.

Human Resources Management Framework

By revising our employee evaluation system and introducing regular meetings between supervisors and employees, we have established a framework that enables us to continuously understand each employee's abilities, aptitudes, preferences, and aspirations. We have also introduced a talent management system to centrally manage and utilize employee information.

Reviewing Human Resources Systems

1. Extension of the retirement age

We have raised the mandatory retirement age to 65 to broaden opportunities for utilizing talent and create an environment in which employees aged 60 and over with extensive experience and technical expertise can fully demonstrate their abilities. We also plan to introduce a continued employment system for employees aged 65 to 70.

2. Revision of personnel and compensation systems

We have restructured our "Qualification and Role Grading System," which is based on employees' competencies (qualifications) and responsibilities (roles), and revised our compensation and retirement benefits systems in conjunction with changes to the railway business operating structure and the extension of the mandatory retirement age.

3. Review of work styles

We have expanded options for work locations and working hours and introduced a reduced working hours system that employees can use not only for childcare and caregiving, but also for medical treatment and hospital visits. We have also introduced flextime and teleworking systems in our Head Office divisions to promote more autonomous ways of working. In addition, we are advancing digital transformation (DX) initiatives and reviewing business processes to further improve productivity and shift toward higher value-added work.

4. Expansion of work-life balance support programs

In addition to expanding programs that support employees in balancing work with childcare and caregiving responsibilities, we have also reviewed and updated various programs, such as by introducing "self-care leave," to help employees balance work with their own health needs.

5. Enhancement of employee benefits

To enhance our employee benefits programs in line with each employee's life stage and individual needs, we introduced a meal subsidy program and a cafeteria plan.

Creating a Workplace Environment That Brings Out the Best in People and Organizations

We renovated our Head Office workspaces in conjunction with initiatives such as the introduction of a new employee evaluation system, expanded use of flextime and teleworking, and paperless operations through the promotion of DX.

Based on feedback from employee surveys, we transformed the cafeteria into a multifunctional space for focused work, web meetings, and relaxation. In addition to serving as a dining area, it has now become a versatile environment for use in a wide range of work and break-time activities.

By integrating improvements to our systems, digital technologies, and the work environment, we support higher productivity and more autonomous ways of working for each employee while fostering a workplace that encourages communication and generates new ideas.






Indicators and Targets

Key Objectives	Indicator	Target	FY2024 Results	FY2025 Results
Promotion of diversity and inclusion	Percentage of women among assistant manager candidates	50% increase from 4.6% at the end of FY2020 (to 6.9%)	6.3%	8.3%
	Percentage of eligible male employees taking childcare leave	Maintain level close to 100%	100.0%	98.0%
	Rate of transition to rehiring	Maintain level close to 100%	90.1%	87.7%
	Employee turnover rate	–	3.0%	2.8%

Promoting Health and Productivity Management

Promoting Health and Productivity Management

Under our health and productivity management initiatives, we promote Company-wide efforts in collaboration with our health insurance association. Efforts include measures that support employees' physical and mental health and enhance job satisfaction, enabling each employee to maximize their potential and contribute to transportation safety and the Company's sustainable growth.

In June 2021, TOBU RAILWAY established the Health Promotion Center and put in place a framework for promoting health and productivity management in earnest. In October of the same year, we adopted a Health Declaration and have since implemented a wide range of initiatives. We also developed a health and productivity management strategy map. In recognition of our efforts to support employees in maintaining and enhancing their health through initiatives such as lifestyle disease prevention, promoting the habit of regularly recording blood pressure and body weight, and smoking-related measures, we have been recognized as an Outstanding Organization of KENKO Investment for Health in the large enterprise category for five consecutive years since 2022.

Indicators and Targets

Key Objectives	Indicator	Target	FY2024 Results	FY2025 Results
Enhancing employee well-being and performance	Percentage of employees receiving regular health screenings	Maintaining a rate of 100%	100.0%	100.0%
	Percentage of paid holidays taken per employee	80% or more taken	84.2%	84.8%
	Employees reporting high stress	Lower figure than the previous year	14.7%	14.9%

Health and Productivity Management (Japanese language only) https://www.tobu.co.jp/corporation/employee/health/

Workplace Safety and Health

Employee Safety and Health

At TOBU RAILWAY, we have established a Headquarters Safety and Health Conference to carry out employee safety and health activities aimed at preventing occupational accidents, raising health awareness, and promoting measures to prevent overwork. The conference shares information on conditions across the Company while implementing a range of initiatives, including safety and health education-related activities. We continue to share information and analyze accident data to prevent the recurrence of similar occupational accidents, along with other related initiatives. We also check workplace safety and health management during National Safety Week, National Occupational Health Week, and through workplace inspections conducted by occupational physicians. We use the findings to support the development and review of an appropriate workplace environment.

Indicators and Targets

Key Objectives	Indicator	Target	FY2024 Results	FY2025 Results
Reducing occupational accidents	Work accident frequency rate[1]	Zero occupational accidents	0.08	0.02
	Lost-time injury severity rate[2]		1.20	0.55
	Workplace accidents resulting in loss of life	Maintained zero accidents	0	0

1. Frequency rate = Days of lost labor/Total number of actual work hours × 1,000
2. Frequency rate = Number of injuries or deaths due to workplace accidents/Total number of actual work hours × 1,000,000

Workplace Safety and Health (Japanese language only) https://www.tobu.co.jp/corporation/employee/safety/

Human Resources Strategy Supporting Human Capital Management: From HR's Own Perspective



TOBU RAILWAY is advancing fundamental HR system reforms centered on its employee evaluation system to create an environment where every employee can maximize their potential.
Three employees responsible for designing and implementing the system and promoting diversity and inclusion shared their perspectives on the background to the reforms, the discussions that shaped them, the thoughts and aspirations embedded in the system, and the future direction of an organization that supports taking on challenges and engaging in co-creation.

Human Resources Department
Left: **Takafumi Hashimoto**
Center: **Sawako Yamada**
Right: **Hiromasa Tatsumi**

Toward an Organization Where Diverse Talent Takes on Challenges and Engages in Co-creation

Fundamental Reform Centered on the Employee Evaluation System

Tatsumi I am in charge of planning various human resources systems, including compensation. I consider the overall framework of these systems and, through daily discussions with Mr. Hashimoto and others, work out the details to ensure they are as effective as possible when applied to each individual employee. Because systems and their implementation go hand in hand, I place importance on making adjustments based on the realities of the workplace.



Hashimoto I am responsible for personnel matters related to employees, including personnel transfers, performance evaluations, promotions, and advancement. As part of this reform, I was involved not only in reviewing the employee evaluation system but also in developing a framework for regular one-on-one meetings between supervisors and their team members. Since evaluations are linked to compensation and other employment-related matters, I worked closely with Mr. Tatsumi to ensure consistency across the overall system as we moved forward.

Yamada I am responsible for promoting D&I and consider how to inform employees of the system and encourage them to make effective use of it. My role is to translate the background and aspirations behind the system we created together into words that resonate both internally and externally. I have also contributed to system design where necessary, such as by incorporating into the one-on-one meeting framework an approach that takes into account each employee's individual circumstances, including their family situation and health.

Hashimoto The background to these reforms includes not only the issue of labor shortages but also changes in lifestyles and attitudes toward work. To ensure sustainable business operations, it is essential to create an environment where every employee can maximize their potential, even with a limited pool of human resources. We needed to move away from conventional uniform approaches to talent management and establish systems that allow employees to choose working styles suited to their individual circumstances. The development of our internal IT environment also supported these reforms as they helped create a foundation for managing and utilizing human resource information that had previously been accumulated in words and as individual insights.

Tatsumi At TOBU RAILWAY, older employees with extensive technical expertise and knowledge account for a significant proportion of our workforce. To maintain the safety and specialized expertise of our railway operations, it is essential that employees remain active in their roles for many years and that their technical expertise is passed on to the next generation. Sustainable business operations cannot be achieved by simply hiring the same number of new employees as those who leave. Accordingly, we revised our systems, including extending the retirement age, to enable employees to continue leveraging the capabilities they have developed and work with confidence over the long term.

Yamada The main catalyst for this series of reforms was the employee evaluation system. There were limits to how far we could make work locations and working hours more flexible without changing the underlying evaluation framework. When I first began taking responsibility for D&I, we had already recognized the need for more flexible working styles, but the difficulty was that we could not move forward without reforming the evaluation system. By reviewing the evaluation framework first, we were able to accelerate a range of initiatives that had been under consideration, including the flextime system, telework, and work-life balance support programs.

Hashimoto In reviewing the evaluation system, we established a cross-functional team within the HR Department and held weekly discussions for approximately three months. Because everyone involved had their own ideas about how to improve a system that had been in place for many years, we began by sharing our views regardless of position and aligning our ideas on the principles we considered important. While employees in corporate departments are expected to take initiative, develop plans, and generate results, in operational divisions, strictly following established procedures is essential to ensuring safety. Accordingly, while setting evaluation criteria tailored to each job function, we standardized "job performance" as the criterion for final evaluations.



An Environment That Supports Self-Directed Work Styles and Taking on Challenges

Tatsumi Flextime and telework are not merely systems that allow employees greater flexibility in how they work. They are frameworks that enable employees to consider how they can work most effectively, enhance their capabilities and productivity, and independently choose when and where they work. The foundation of this approach is an evaluation system that objectively assesses work outcomes rather than the amount of time spent working or the location from which work is performed. When introducing these systems, we also emphasized to employees the importance of individually making choices and taking responsibility for them.

Hashimoto The new evaluation system emphasizes a cycle of identifying challenges, execution and progress management, evaluation and reflection, and the next stage of growth. The aim is not to make evaluations a one-time event solely for determining compensation and other employment decisions, but rather to align the achievement of organizational goals with each employee's own path for growth. To this end, we also established a one-on-one meeting system in our corporate departments, in which supervisors and their subordinates meet for approximately 30 minutes three times a year to review work progress and challenges.

Yamada However, simply telling managers to "hold meetings" would likely result in differences in the content and approach depending on the individual manager. We therefore provided specific guidance on the purpose of these meetings, how to conduct them, what should be communicated at the outset, and what responses to avoid.
It is important not only to understand work progress but also each employee's individual circumstances, including their family situation and health, and connect them with the support they need. We aim to embed a culture in which employees and their supervisors engage in meaningful dialogue with each other as an integral part of our organization.

Hashimoto In our operational divisions, we had previously recorded employees' outstanding actions and conduct in workplace-specific notebooks. By transferring this information to the talent management system, we are now able to carry forward each employee's contributions even after they are transferred to a different position or workplace. We have created a system that continuously records employees' day-to-day actions and enables them to be appropriately reflected in evaluations even when their work environment changes.

Tatsumi Providing options within our systems also contributes to employees' sense of security and motivation. In the railway business, it is essential for employees to develop specialized technical expertise over many years of work and pass it on to the next generation. To help employees feel the benefits of continuing to work with us, we have also revised our employee benefits programs to allow them to choose options suited to their individual needs.



Yamada For operational uniforms, we are also introducing options such as allowing employees to wear sneakers, choose whether to wear a tie year-round, and use fan-equipped vests and quick-drying shirts. These initiatives are not simply about providing greater freedom; they enable employees to make responsible choices based on their duties and individual circumstances so that they can work safely and comfortably. By creating a better working environment, we aim to help employees focus on delivering the value they should be providing to customers.

Hashimoto Systems are not something we can simply put in place and consider finished. In our engagement surveys for corporate departments, satisfaction with "diverse ways of working" has improved significantly. However, the new evaluation system has only recently been introduced. Going forward, our challenge is to continue improving the system by gathering feedback through employee surveys and dialogue with each department, while promoting understanding of the system and embedding it throughout the organization.

HR That Supports "Taking on Challenges" and Engaging in "Co-creation"

Hashimoto TOBU RAILWAY has a deeply rooted culture of co-creation, in which employees work together as a team. At the same time, when disruptions occur, employees need the ability to think and act independently even in situations not covered by manuals. Building on the power of co-creation that we have cultivated over many years, we aim to create an organization where employees can confidently take on challenges and where their growth and achievements are appropriately recognized and evaluated. HR aims to support each employee in taking a proactive approach to their work and expanding their potential.

Yamada As DX advances, the work that only people can perform and the value that only people can create are becoming increasingly important. While valuing the strengths cultivated by those who came before us, creating greater value with limited human resources is itself a "challenge." Going forward, we hope to share the experience gained through these reforms more broadly and work alongside diverse businesses and employees to create an environment where they can each demonstrate their individual strengths and continue working for many years.

Tatsumi As our businesses become increasingly diverse, including non-railway businesses, the talent and working styles we require will also become more diverse. Despite these changes, our fundamental approach of having employees continue working for many years and passing on the specialized skills and knowledge they have developed remains unchanged. When employees understand and embrace the system and are able to make the most of their abilities, this also contributes to sustainable business operations. We will support the evolution of our organization into one where employees can autonomously take on challenges and engage in co-creation with one another by staying attuned to employees' changing needs while also considering the Company's vision for the future.

Respect for Human Rights

Tobu Group Human Rights Policy

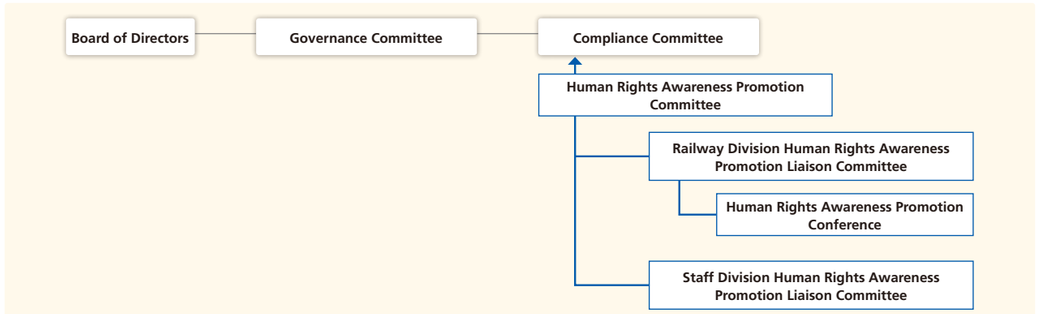
Considering the expanding scope of human rights infringement risks that companies must consider in their business activities, the Tobu Group has set forth the Tobu Group Human Rights Policy in accordance with the United Nations' Guiding Principles on Business and Human Rights, for the purpose of further promoting initiatives establishing respect for human rights.

In parallel with the enactment of this policy, we will work to widely spread awareness of its content, and through collaboration between the Human Rights Awareness Promotion Committee governing body and relevant internal departments and Group companies, we will promote initiatives instilling respect for human rights in employees. Measures include continuous awareness and enlightenment exercises, as well as required due diligence-related initiatives supporting the awareness and prevention of human rights infringement risks.

For details, see the following: Tobu Group Human Rights Policy (Japanese language only) https://www.tobu.co.jp/corporation/employee/humanrights/

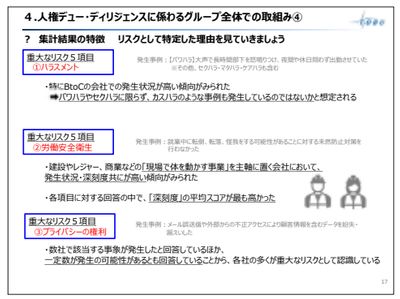
Respect for Human Rights Promotion Structure

We have established the Human Rights Awareness Promotion Committee as the governing body that will oversee the promotion of human rights awareness, as well as deliberate and determine important matters and basic plans for initiatives promoting respect for human rights among all persons related to our business activities. With this committee playing the central role, we have established a structure that can ascertain the progress of human rights awareness and promote enlightenment exercises throughout the Group. It also gauges the impact of business activities on human rights, and promotes communication and coordination between all divisions.



Continuing Education Regarding Respect for Human Rights

Since 1980, TOBU RAILWAY has addressed human rights issues, including the Dowa issue and harassment, and has continuously conducted human rights awareness-raising activities and education. Based on the Tobu Group Human Rights Policy established in 2024, we have since expanded the scope of human rights issues covered and extended the target audience for human rights education to all Tobu Group employees. We conduct human rights awareness education primarily through e-learning. The curriculum used in new employee training and level-based training includes materials for preventing human rights violations and discrimination. We will continue to work on specific, easy-to-understand awareness-raising activities to ensure that employees can respond appropriately to corporate human rights risks. At the same time, we will bolster initiatives for respecting human rights in order to deepen awareness of human rights and understanding of the need for companies to address them.



Some of the educational materials used to promote human rights awareness

Human Rights Consultation Desk

TOBU RAILWAY has established the Harassment and Human Rights Consultation Desk as a system for receiving consultations on human rights issues and promoting a workplace where employees can work comfortably. In addition, the Compliance Hotline has been established both internally and at an outside law firm as a reporting and consultation contact for compliance matters.

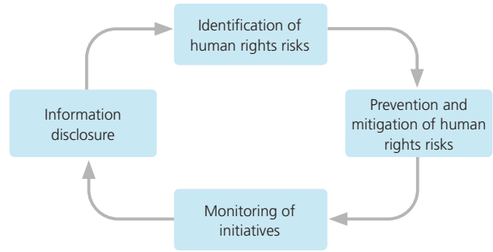
In FY2025, one matter was raised with the Harassment and Human Rights Consultation Desk.

Human Rights Due Diligence

Based on the Tobu Group Human Rights Policy, we worked with relevant internal departments and Group companies to identify the most significant human rights risks requiring priority action. This fiscal year, we reviewed and assessed our efforts to address each of the five identified material human rights risks, clarified and shared our response policies and measures, and clarified key points for fostering employees' awareness and sense of personal responsibility regarding these issues.

Going forward, we will foster a sense of ownership among each employee regarding these risks and establish a continuous cycle of monitoring the effectiveness of our awareness-raising efforts and initiatives, thereby helping to prevent and mitigate human rights risks.

Human Rights Due Diligence Cycle

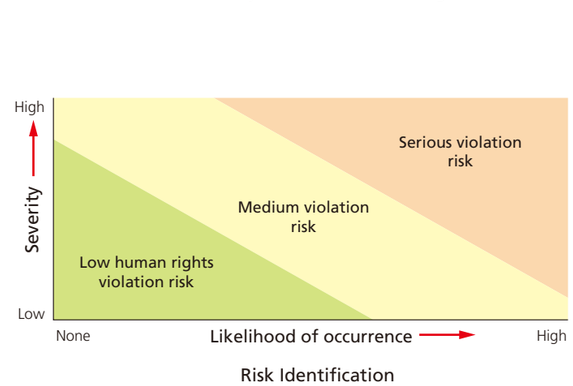


Identification of Serious Human Rights Risks

We created a human rights risk map with two axes—likelihood of occurrence and severity—and after considering the order of priority, identified the five most serious issues.

The five most serious human rights issues identified:

1) Harassment
2) Workplace safety and health
3) Right to privacy
4) Forced labor
5) Working hours



Risk Identification

Develop a Common Annual Theme and Educational Content across the Group

- Annual Theme

2024: Identification of Serious Human Rights Risks
2025: Review and Sharing of Initiatives to Prevent and Mitigate Identified Risks

- Educational Content Based on the Annual Theme

2024: Understanding Human Rights and Initiatives to Promote Respect for Human Rights
2025: Deepening Understanding of Human Rights Due Diligence: Identifying Serious Human Rights Risks

The Human Rights Awareness Promotion Committee will deliberate on and determine these measures, which will then be promoted and put into practice throughout the Group.

Looking Ahead

For the five identified serious human rights risks, we investigated our initiatives from two perspectives: preventive measures and corrective measures. From the perspective of human rights awareness, we will develop and share response procedures and checklists for each risk, promoting the creation of a workplace environment where both the Company and employees can work with confidence and security. At the same time, we will work to raise awareness across the entire Group by linking these efforts with human rights education and awareness-raising activities.

Safety and Security

Basic Policies in Ensuring Transportation Safety

Safety is the foundation of all businesses within the Tobu Group and the basis for providing services that customers can use with confidence. Accordingly, we are working together across the Group to ensure safety. In addition, we are leveraging digital technologies to address social issues such as population decline and environmental impacts, thereby enabling us to provide safety on a sustainable basis.

Safety Policy

Based on our corporate motto and creed, we pledge to observe the following policies to ensure safety and security for our customers.

1. We believe that safety is the foundation of all businesses operated by Tobu Group, and pledge to make it our highest priority, with the aim of earning the highest public trust.
2. We pledge to comply with laws, ordinances and regulations in the spirit of the Tobu Group Compliance Basic Policy.
3. We will continuously review our safety framework, while keeping in mind that the work of ensuring safety never ends.
4. Each and every officer and employee will promote a culture of safety by reflecting on lessons learned, and thinking and acting in the interest of safety on their own.

Safety Objectives

Based on our Safety Policy and Safety Action Standards, we have built and established a culture of safety within the Company, and thoroughly comply with safety-first principles and related laws. We have also taken measures to further improve safety, with the goal of continuing to operate free of major accidents or incidents. As a result, in FY2025, we achieved continuous operation with zero major accidents or incidents. However, on August 20, 2026, an accident occurred at Shin-Kanuma Station in which workers came into contact with a limited express train in operation. Going forward, we will thoroughly investigate the cause of the accident and, based on the findings, formulate and rigorously implement measures to prevent a recurrence so that an accident of this nature never happens again.

For details, see the following: Safety Policy and Safety Action Standards (Japanese language only) https://www.tobu.co.jp/corporation/policy/#ANC02

Policy

In FY2025, in addition to achieving our objective of operating free of major accidents or incidents, we took a number of actions based on our safety management system and FY2025 priority safety measures.

To further enhance safety, we promoted initiatives such as continuous, multilevel, intersecting architecture projects, the installation of platform barriers and onboard security cameras, and the utilization of advanced technologies.

As part of our training programs, we conducted suspicious person response drills in collaboration with relevant organizations. We also carried out practical “blind training” exercises without the use of predetermined scenarios, as well as workshops, to enhance our ability to respond to emergencies.

We also actively worked to raise safety awareness by producing new videos and posters to promote awareness of emergency stop buttons and prevent railroad crossing accidents.

FY2026 Priority Safety Measures

In FY2026, we will focus on implementing the following initiatives to ensure transportation safety.

❶ Further Foster a Culture of Safety

1) Provide training to teach the value of safety from past accident case studies
2) Further enhance training to pass down skills and technologies
3) Promote “Safety II”[1] initiatives
4) Review of training designed to help prevent human error

❷ Promote Measures Based on Safety Management Systems

1) Further enhance drills
2) Further strengthen objective-driven communication
3) Analyze causes of incidents[2] and near-misses[3] to prevent accidents and recurrences
4) Promote safety measures against natural disasters, terrorism, and infectious diseases

❸ Promote Safety Improvement Measures

1) Take accident prevention measures in train station facilities, vehicles and railroad crossing equipment
2) Enhance safety using cutting-edge technology

1. Safety-II is an approach that analyzes the factors that enable everyday operations to go well and seeks to maintain and strengthen them. Safety-I, meanwhile, is an approach that seeks to prevent recurrence by eliminating the causes of accidents, problems, and other incidents.
2. Safety risk events that could lead to accidents or problems.
3. Experiences that did not result in accidents or “signs of accidents,” as well as information useful for preventing accidents before they occur.

Safety Promotion Structure

TOBU RAILWAY has established Safety Management Regulations and developed a safety management system centered on the Safety Administrator appointed by the President. Through various meetings concerning transportation safety, we deliberate on a wide range of safety-related initiatives and promote the continuous review and improvement of our safety management system, with everyone from top management to frontline employees working together as one.

Internal Systems for Promoting and Managing Safety



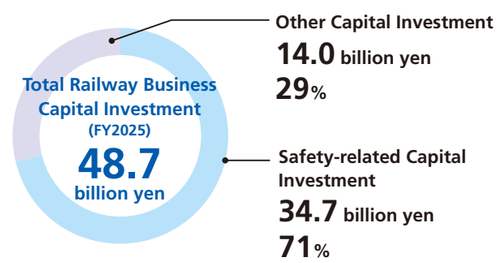
President, general safety managers, Head of Railway Business Division, officers in the railway business, GM of Transport Department, and GMs of related departments
General safety managers and the Head of the Railway Business Division report the status of the safety initiatives of the Railway Business Division overall to top management, and also submit reports on revisions to safety management systems.

General safety managers, Head of Railway Business Division, officers in the railway business, and department managers and section managers in the Railway Business Division
Accident prevention for railways in general, disaster prevention, terrorism countermeasures, and safety measures planned by each department are discussed by the Railway Business Division in order to enhance our safety promotion system.

Department managers, section managers, assistant managers, and on-site operations departments
Through communication between on-site staff and head office, we verify challenges to implementing measures.

Note: TOBU RAILWAY previously outsourced station operations to TOBU STATION SERVICE, certain railway vehicle maintenance operations (general inspections and inspections of important components) to Tobu Intertech, and the maintenance of track, electrical, and building facilities to Tobu Engineering. On April 1, 2026, TOBU RAILWAY absorbed the three companies in a merger.

In FY2025, safety-related investment totaled 34.7 billion yen (approximately 71% of railroad business investment). To fundamentally eliminate railroad crossing accidents, we promoted multilevel, intersecting architecture projects and implemented various facility-based safety measures, including the installation of platform barriers (movable and fixed types) at stations, the introduction of new trains, and the renewal of track, electrical, and other facilities, thereby strengthening and enhancing safety.



Initiatives to Maintain and Improve Transportation Safety

As part of our efforts to maintain and enhance transportation safety, we established Safety Day to ensure that employees across the Company reaffirm the importance of transportation safety. Other initiatives include safety audits, opinion exchange meetings between frontline employees and headquarters staff, and safety patrols. These initiatives ensure the reliable implementation of safety measures and promote an autonomous cycle of continuous improvement.

Safety Day is held annually with the aim of ensuring that employees across the Company deepen their understanding of the importance of ensuring transportation safety and further strengthening their commitment to prioritizing safety above all else. In 2025, we celebrated the 20th anniversary of Safety Day. In messages from the President and the Safety Administrator, employees were reminded of the lessons learned from the Takenotsuka railroad crossing accident in 2005 and the importance of ensuring the reliable succession of safety initiatives. In addition, expert lectures and presentations on safety promotion initiatives at each workplace were held, providing opportunities for employees to reflect on and deepen their awareness of safety.



Initiatives to Maintain and Improve Transportation Safety

Safety Patrols / Opinion Exchange Meetings Between Frontline Employees and Headquarters

In our safety patrols, the entire railway network is divided into seven areas, and railway-related executives, including the President, conduct workplace visits in each area to confirm safety initiatives and actual work practices while engaging in direct dialogue with frontline employees.

At opinion exchange meetings between frontline departments and headquarters, managers from frontline departments, railway-related executives including the President, and representatives from relevant headquarters departments exchange views to facilitate the sharing of safety-related information and strengthen cross-functional collaboration.

Through these communication-focused initiatives, we work to improve safety measures and enhance safety awareness.



Opinion exchange meeting in the Tochigi area

Tobu Group Transportation Business Operators Safety Liaison Committee

We hold meetings attended by Tobu Group transportation operators to share information on safety initiatives within the Tobu Group. These meetings have been held since FY2011 with the objective of enhancing the safety management systems of Group companies.

In FY2025, we invited an external lecturer to give a presentation, deepening our understanding of the Transportation Safety Management System. Furthermore, the Safety Administrators and railway-related executives of Group companies exchanged views on recent issues involving transportation safety.



Opinion exchange meeting

Initiatives Promoting Customer Safety

To ensure that customers can use our services safely, we are taking a comprehensive approach that includes facility improvements at stations, on trains, and at railroad crossings, as well as various training exercises and awareness-raising activities designed for dealing with emergencies. In addition to enhancing facilities, we are working with customers and local communities on safety initiatives at railway crossings to help prevent accidents and further improve safety.

Promoting Safety Enhancement Measures

We are promoting multilevel, intersecting architectural projects in various locations along our lines, including around Kasukabe Station, with the aim of fundamentally eliminating level crossing accidents and contributing to urban revitalization and development through the utilization of space beneath elevated railway structures.

We are also advancing initiatives such as the installation of railroad crossing obstruction detection systems and onboard security cameras to further enhance safety.



Emergency response training on a moving train (between Edogawadai Station and Unga Station)

Terrorism Response Drills

We conduct response capability enhancement training in cooperation with the police and fire departments, based on scenarios involving terrorist attacks and other emergencies, with the aim of improving our ability to respond to suspicious persons, suspicious objects, and other threats.

Additionally, to prepare for possible injury incidents on station property or aboard rolling stock, we conduct training and drills covering initial response by train crew members, customer evacuation guidance, and defense against knife attacks.



Safety awareness poster

Railroad Crossing Safety Awareness Activities

To raise awareness of precautions at railroad crossings and promote safety awareness, we created new posters, videos, and a dedicated website to widely disseminate information. These initiatives encourage safe behavior when using railway services and promote accident prevention and the creation of an environment where customers can use our services with confidence.

Human Resources Development

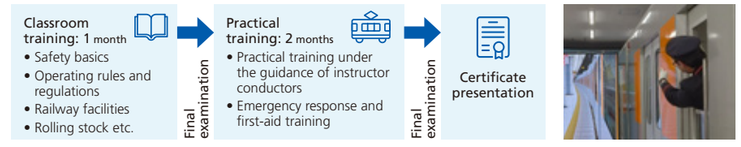
TOBU RAILWAY positions human resources development as an important foundation supporting transportation safety and provides education and training to ensure that employees acquire the necessary knowledge and skills, in accordance with its education regulations. Training is provided at the General Educational Training Center for employees in all occupational categories, including station staff, train crew, and technical staff, using actual equipment and training materials to enhance safety awareness and professional expertise.

Train Crew Training

At the Train Crew Training Center, we provide training for conductors and, as a train operator training institute designated by the Minister of Land, Infrastructure, Transport and Tourism, we provide training for train drivers, including instruction in the knowledge and skills required of train crew members.

Conductor Training

After gaining experience as station staff, employees become conductors by completing classroom and practical training and passing various examinations.



Train Driver Training

After gaining experience as station staff and as a conductor, employees become train drivers by completing classroom and practical training and passing various examinations.



Number of Accidents in FY2025

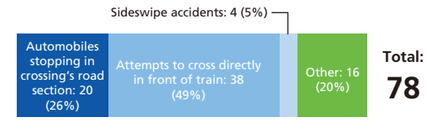
In FY2025, TOBU RAILWAY experienced 15 accidents involving railroad crossing obstructions and 21 accidents involving personal injury. Under this fiscal year's priority safety measures, we are promoting accident prevention measures for station facilities, rolling stock, and railroad crossing facilities to proactively prevent risks and reduce accidents.

Note: Railway accidents consist of accidents involving train collisions, train derailments, train fires, railroad crossing obstructions, road obstructions, railway-based personal injuries and physical damage to railways.



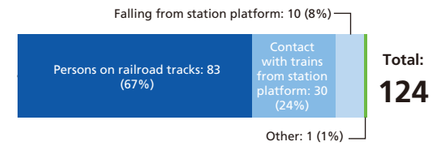
Major Causes of Railroad Crossing Accidents

Railroad crossing accidents occur when a train or rolling stock collides or makes contact with a person or vehicle crossing the road section of a railroad crossing. TOBU RAILWAY experienced 78 railroad crossing accidents over the most recent five-year period, with the main causes being vehicles stopping within level crossings and attempts to cross immediately before the arrival of trains.



Major Causes of Railway-Based Personal Injury Accidents

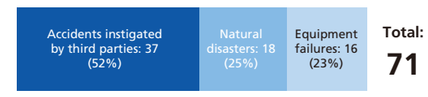
Railway-based personal injury accidents denote accidents resulting in injury or death of an individual due to the operation of a train or rolling stock. TOBU RAILWAY experienced 124 railway personal injury accidents over the most recent five-year period, with the main causes being unauthorized entry onto railway tracks and contact with trains on station platforms.



Disruptions to Transportation

TOBU RAILWAY recorded 71 transportation disruptions in FY2025, with the main causes being third-party-related accidents (such as people entering restricted areas) and natural disasters.

Note: Disruptions to transportation are defined as events that hinder transportation by rail other than railway traffic accidents.



For details, see the following: Safety Report (Japanese language only) https://www.tobu.co.jp/pdf/corporation/2026_anzenhoukokusyo.pdf?2026

Initiatives to Reduce Environmental Impact

Basic Policy

The Tobu Group will further increase its strong environmental advantage with a focus on the railway business and reduce its environmental impact and address climate change risks. Across all areas of business, we will conduct initiatives that include reducing CO_2 emissions and other greenhouse gases, while promoting initiatives that mitigate risks related to natural disasters, such as by strengthening the resilience of business facilities. We will thereby contribute to the building of a sustainable society, while maintaining an appropriate balance with our corporate growth objectives.

For details, see the following: TOBU RAILWAY Environmental Philosophy and Environmental Policy https://www.tobu.co.jp/corporation/environment/en/index.html

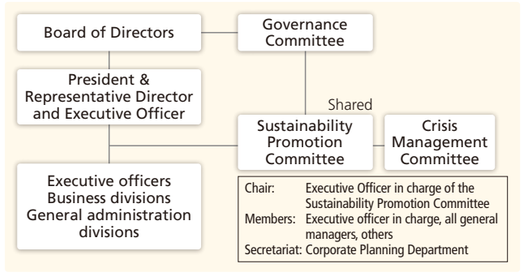
Countermeasures Against Climate Change

Governance and Risk Management

The Tobu Group employs an environmental management system that sets targets for environmental conservation activities, including emissions reduction, and activities mitigating risks from natural disasters across all business sectors.

To promote these initiatives, TOBU RAILWAY established the Sustainability Promotion Committee, which discusses and reviews climate change-related risks and opportunities.

The chair of this committee formulates environmental and climate change risk reduction activity plans, submits reports on those activities and makes proposals. These plans and proposals are submitted to the Governance Committee, consisting of representative directors, outside directors and full-time Audit & Supervisory Board members. The Governance Committee builds governance structures for initiatives concerned with climate change risks and opportunities, such as by deliberating and evaluating the corresponding items and providing reports to the Board of Directors.



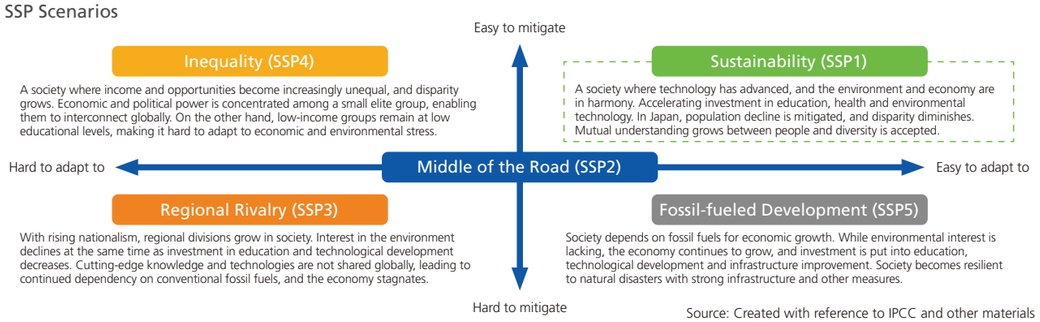
Furthermore, we consider initiatives addressing climate change-related risks and opportunities to be important from a crisis management perspective within the Tobu Group. We share information with the Crisis Management Committee and have established an appropriate management framework.

Strategy

(1) Scenario Analysis

On a consolidated basis, we analyzed the impact of climate change on TOBU RAILWAY's railway business, which has the greatest potential financial impact. Among the socioeconomic scenarios (Shared Socioeconomic Pathways, or SSP scenarios) used in climate change research by the National Institute for Environmental Studies, we compared the sustainable society scenario (SSP1, a scenario with warming below 2°C) and the regional rivalry scenario (SSP3, a 4°C warming scenario), and analyzed the climate change-related risks and opportunities and their impact on revenue under each scenario.

SSP Scenarios



Source: Created with reference to IPCC and other materials

For both SSP1 and SSP3, we classified the impacts of climate change on TOBU RAILWAY's railway business into physical risks, such as damage caused by extreme weather events such as flooding, and transition risks and opportunities, including stricter regulations and the introduction of new technologies associated with the transition to a low-carbon economy, and conducted the following analysis as described in sections (2) and (3).

(2) Physical Risk

We analyzed the financial impact on the railway business's facilities and equipment from water hazard risks resulting from an increase in abnormal weather. As part of this analysis, we used a flood risk evaluation model[1] and climate forecast database[2] and assessed the extent to which each railway business asset (station buildings, tracks, electrical equipment, etc.) might be physically damaged by flooding. Based on historical weather data, we calculated the estimated damage costs from once-in-a-century disasters across the entire Tobu railway network. We also made an approximate calculation of the impact on our income if rail operation is impeded due to the occurrence of disasters.

As a result, regarding the impact of water hazard risks on the railway business as a whole, while both SSP1 and SSP3 present the risk of damage totals increasing beyond current levels, we observed that the damages under SSP1 would be smaller.

(3) Transition Risks and Opportunities

SSP1 entails the risk of greater financial burden if new carbon taxes, more stringent decarbonization regulations, and other factors increase the cost of procuring energy and materials. On the other hand, we identified opportunities arising from the widespread adoption of next-generation technologies, including advances in clean energy technologies, as well as from initiatives already being undertaken by TOBU RAILWAY, such as mobility as a service (MaaS) and autonomous driving demonstrations. These opportunities include reducing costs associated with railway operations and improving operational efficiency, as well as increasing revenue through modal shifts from other transportation modes by maintaining the environmental advantages of rail.

1. Computer model that virtually replicates and evaluates tens of thousands of precipitation possibilities based on past weather data
2. Large-scale weather prediction database produced by the *Climate Change Risk Data Creation Project* under the Ministry of Education, Culture, Sports, Science and Technology

Risk and Opportunity Assessment

Category	Major risks and opportunities	Description	Evaluation		Impact level		Time horizon	
			Category	Overview	SSP 1	SSP 3	Short term	Long term
Physical	Increase in extreme weather events	Impact from extreme weather events	Risk	Potential impacts on railway facilities and operations from extreme weather events such as flooding, typhoons, and landslides	Medium	High	●	●
Transition	Stricter regulations	Introduction of carbon pricing	Risk	Potential increase in financial burdens due to strengthened greenhouse gas emission regulations, including carbon taxes	High	Medium		●
	Rising energy and resource prices	Increase in procurement costs due to rising resource prices	Risk	Potential increase in procurement costs for energy and materials due to strengthened decarbonization-related regulations and other factors	Medium	Low		●
	Widespread adoption of next-generation technologies	Advances in and widespread adoption of clean energy technologies	Opportunity	Potential reduction in introduction costs for energy-efficient rolling stock and renewable energy facilities, as well as energy-related costs for railway operations, due to advances in and widespread adoption of clean energy and energy-saving technologies	High	Low	●	●
		Advances in and widespread adoption of railway autonomous driving technologies	Opportunity	Potential improvement in operational efficiency through advances in technology and the widespread adoption of railway autonomous driving technologies in a sustainable society	Medium	Low		●
		Increased demand for public transportation due to the widespread adoption of MaaS	Opportunity	Potential increase in demand for public transportation, including railways, through the realization of seamless mobility services enabled by the widespread adoption of MaaS	Medium	Low	●	●
	Improvement/ deterioration of reputation	Potential deterioration of reputation due to delays in climate change initiatives	Risk	Potential criticism from customers, investors, and others due to insufficient climate change initiatives	Medium	Low	●	●
		Potential improvement of reputation through advanced climate change initiatives	Opportunity	Potential for customers to actively choose rail as a mode of transportation due to recognition of its environmental advantages Potential acceleration of ESG investment inflows due to increased recognition from investors and others	Medium	Low	●	●

For further details, including our initiatives, please visit our website. (Japanese language only)
https://www.tobu.co.jp/_assets/images/corporation/kankyo/greenbond/corporation_climate.pdf

(4) Impact on Revenue

In addition to physical and transition risks, we analyzed the impact of future demographic changes on railway revenue as another factor to be considered. Although Japan's population is expected to decline due to the declining birthrate and aging population, the SSP1 scenario assumes a society with an improved environment for raising children, whereas population decline is expected to accelerate under SSP3 due to factors such as economic stagnation. As a result, we found that railway revenue would be significantly lower under SSP3 than under SSP1 by FY2050.

Based on these findings, the Tobu Group, which aims to achieve sustainable growth together with local communities, recognizes the importance of striving to realize SSP1 from the perspective of securing future revenue as it operates its businesses. Accordingly, we will continue to promote various initiatives related to climate change.

Indicators and Targets

We have declared that the Group will aim to reduce FY2030 CO_2 emissions by 30% compared to FY2022, reach net-zero CO_2 emissions by FY2050 and achieve carbon neutrality in the Okunikko area, a Decarbonization Pioneer Region as designated by the Ministry of Environment.

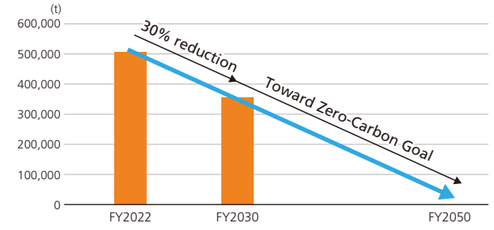
In the railway business, which serves as the foundation of the Tobu Group's operations, we aim to reduce CO_2 emissions by approximately 50% from FY2013 levels by FY2030.

To achieve these targets, we are implementing a range of initiatives to reduce our environmental impact, centered on replacing rolling stock with energy-efficient models and optimizing the number of vehicles owned, converting lighting at stations and in rolling stock to LEDs, and upgrading to high-efficiency transformers. From April 1, 2026, we began replacing the electricity equivalent to the power used by trains operating across the entire Tobu railway network and station facilities with electricity derived from renewable energy sources, effectively bringing CO_2 emissions from train operations to zero. As a result, we expect to achieve ahead of schedule both our railway business target of reducing CO_2 emissions by approximately 50% from FY2013 levels by FY2030 and the Tobu Group-wide target of reducing CO_2 emissions by 30% from FY2022 levels by FY2030.

In the Okunikko area, we are promoting initiatives based on "Nikko MaaS," an environmentally friendly MaaS service. These initiatives include operating buses powered by biofuel derived from used cooking oil, which has a lower environmental impact; using local buses to transport both passengers and freight; and introducing energy-saving equipment at Group facilities in the area.

In addition, we are accelerating these efforts in collaboration with Nikko City and other stakeholders promoting initiatives under the Decarbonization Leading Area program, with the aim of enhancing the Nikko area's brand value.

Roadmap for the Tobu Group



For details, see the following: Reduction of CO_2 Emissions
https://www.tobu.co.jp/corporation/kankyo/emissions_reduction/en/index.html

Promoting Decarbonization Through Local Production and Consumption in the Okunikko Area

TOBU BUS NIKKO is undertaking CO_2 reduction initiatives and in August 2025 commenced full-scale commercial operation of buses that run on environmentally friendly biofuel made from used cooking oil on routes within the Nikko Business Office jurisdiction, which includes buses to the Chuzenji Onsen and Yumoto Onsen bus stops. Supporting the operation of biofuel buses, TOBU BUS NIKKO constructed a plant at the sales office site to refine the B5 biodiesel blend made with waste cooking oil generated at Tobu Group facilities in Tochigi Prefecture.

In addition, TOBU BUS NIKKO plans to progressively introduce renewable energy systems including rooftop solar power and geothermal heat utilization systems at Tobu Group affiliated Okunikko area hotels.



Biofuel buses

Energy Conservation and Renewable Energy Initiatives

The 80000 series trains introduced on the Tobu Urban Park Line in 2025 and the 90000 series trains introduced on the Tobu Tojo Line in 2026 reduce power consumption by more than 40% compared with the previous 8000 and 9000 series trains, respectively, and we plan to progressively introduce these energy-efficient trains.



80000 series trains and 90000 series trains

Tobu Shoji has installed three solar power plants on the roof of Tobu Transport's logistics warehouse. The electricity generated is utilized by Tobu Transport through an off-site PPA. One of these plants supplies power to Tobu Zoo, located approximately 4 kilometers away, utilizing the self-delivery system.



A Tobu Shoji solar power generating station



Tobu Zoo receives power from the solar station

Conservation of Forest/Water Resources and Maintenance of Biodiversity

The Tobu Group is working to conserve forest and water resources and preserve biodiversity in order to achieve the sustainable growth of communities along its railway lines.

To conserve forest and water resources, we are implementing appropriate forest management practices to maximize the many functions of forests owned by the Tobu Group, including their roles in erosion control, water resource conservation, disaster prevention, biodiversity conservation, and CO_2 absorption.

For biodiversity conservation, we recognize that the various values created through the coexistence and co-creation of diverse forms of life are essential to the sustainable development of communities along our railway lines. To contribute to this goal, the Tobu Group is undertaking a variety of initiatives.

For details, please visit our website. Conservation of Forest & Water Resources and Maintenance of Biodiversity
https://www.tobu.co.jp/corporation/social_contribution/conservation/en/index.html

Conservation of Forest & Water Resources

The Tobu Group conducts regular thinning and undergrowth clearing in its forests to ensure that they can continue to perform their functions to the fullest extent. At Tobu no Mori Tochigi Chuo, we are also actively undertaking initiatives to promote greater understanding of forest conservation, including in-field experience-based learning programs for elementary school students along our railway lines in collaboration with Mibu Town, Tochigi Prefecture, and other partners.



Participants experiencing proper forest conservation practices, including thinning and undergrowth clearing, in a company-owned forest

Natural Breeding of Fireflies

TOBU RAILWAY is working to promote the natural breeding of fireflies, in cooperation with Tobu Zoo, by releasing firefly larvae, which have become increasingly rare, into their former natural habitat at Kuragasaki Steam Locomotive Flower Garden along the Tobu Kinugawa Line.



Releasing firefly larvae at Kuragasaki Steam Locomotive Flower Garden and Firefly Creek

Education on Biodiversity

Tobu Zoo was designated as a "registered museum" under the Museum Act in January 2026, becoming the first zoo in Saitama Prefecture to receive this designation.

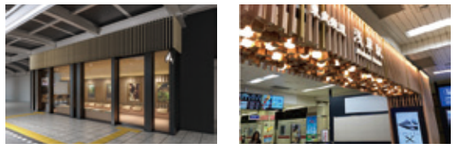
While continuing its initiatives to deepen understanding of the importance of life and the natural environment through animal exhibits, Tobu Zoo will further enhance its role as a responsible center for learning that contributes to the local community.



Animal interaction class

Use of Timber from Forest Area Owned by the Company

TOBU RAILWAY utilizes thinned wood generated through the management of its company-owned forests for benches and interior features at certain stations undergoing renovation. Wood chip paving blocks made from offcuts of thinned wood are used at the limited express train waiting room on the Kitasenju Station platform, which was renovated in April 2026.



Renovated Kitasenju Station limited express train waiting room and Asakusa Station decorations made from thinned wood

National Park Official Partnership

TOBU RAILWAY and TOBU TOP TOURS entered into a National Park Official Partnership Agreement with Japan's Ministry of the Environment in March 2017. This partnership program is designed to promote mutual cooperation between the Ministry of the Environment and companies or organizations to share with the world the beautiful landscapes of Japan's world-renowned national parks and the appeal of staying in these parks. By increasing the number of visitors to national parks from Japan and overseas, the program aims to deepen people's understanding of the importance of conserving the natural environment and contribute to the revitalization of communities where national parks are located.



National Park Official Partnership

Conservation of Endangered Species

At Tobu Zoo, we are engaged in the exhibition and breeding of a wide variety of rare animals. We are also actively working to breed a wide variety of animals for species conservation, including southern white rhinoceroses introduced from Taiwan's Leofoo Village Theme Park. Going forward, we will continue to contribute to species conservation by leveraging the knowledge and expertise in animal care and breeding that we have cultivated over the years.



An axis deer born in May 2026

Initiatives for Stakeholders

Basic Policy

Together with our various stakeholders, including residents living along our railway lines, customers, and business partners, the Tobu Group has created significant value through coexistence and co-creation with local society in railway areas and has achieved growth alongside the development of local communities. On into the future, we will intensify initiatives in collaboration with our stakeholders, such as by creating a sense of community, developing local communities that are easy to live in and creating appealing features within local communities. While discovering and publicizing those appealing features together with people and institutions in these local areas, we will promote community-building that meets needs, including the new services required of a society with diverse work styles and values. Through such initiatives, we aim to create communities that will fulfill residents, providing all generations with a comfortable lifestyle and maintaining railway areas that attract visitors. While increasing the population that interacts with these locations, we will contribute to the sustainable development of local areas.

For Our Customers

The Tobu Group is committed to improving customer convenience by incorporating customer feedback, identifying customer needs, and creating and providing a variety of services that address those needs, including through the establishment of the TOBU RAILWAY Customer Center. Through initiatives including the publication of the magazine *Monthly Tobu*, which has been issued continuously for more than 70 years since its launch in April 1951, we aim not only to introduce services provided by the Tobu Group but also to provide customers with useful information and foster a sense of community. These efforts will help enhance customer loyalty toward the Tobu Group and contribute to the sustainable development of communities along our railway lines and our businesses.



July issue of *Monthly Tobu*

For details, see the following: For Our Customer
https://www.tobu.co.jp/corporation/social_contribution/customer/en/index.html

For Local Society

Local communities along our railway lines are a vital source of business for the Tobu Group. We collaborate with residents, local governments, schools and other stakeholders in initiatives to build communities and make them more attractive while developing commercial facilities and residential projects.

For details, see the following: For Local Society
https://www.tobu.co.jp/corporation/social_contribution/region/en/index.html


Creating local communities and fostering attachment to the area through the "PICNIGOOD sokamatsubara" market held in collaboration with local residents

Supplier Engagement

TOBU RAILWAY aims to strengthen relationships of coexistence and collaboration with its business partners, thereby enhancing supplier engagement across the Group's businesses and promoting sustainable business operations. Specific initiatives include a Partnership Building Declaration with respect to our suppliers; communication sessions with suppliers based on the themes of safety and security; and the creation of our Green Purchasing Guidelines in consideration of the environment.

For details, see the following: Supplier Engagement
https://www.tobu.co.jp/corporation/supplier_engagement/en/index.html


Accident Prevention and Disaster Prevention Liaison Conference

Dialogue with Investors

We believe it is important to enhance dialogue and communication with shareholders and investors and reflect their input in our management. With this in mind, we enacted the below initiatives in FY2025.

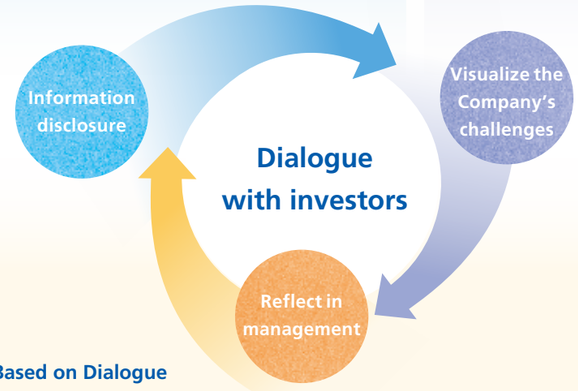
Additionally, in October 2025 we established the Investor Relations Department within the Corporate Planning Headquarters as a dedicated department to further promote dialogue and communication with shareholders and investors. We actively communicate the Tobu Group's growth strategies and engage in dialogue through financial results briefings, facility tours along our railway lines for institutional investors, and various meetings.

Status of Dialogue Implementation

Primary opportunities for dialogue	Primary contacts	Times implemented (FY2025)
Shareholders' meeting	Directors and Auditors	1
Financial results briefing	President, financial officers, heads of businesses	2
President's small-group meetings	President, Executive Officer in Charge of Finance	1
Supplementary financial results briefings	Head of the Investor Relations Department	1
IR meeting	Executive Officer in charge of the Investor Relations Department, Head of the Investor Relations Department, section managers, others	100
Shareholder relations meeting	Executive Officers in charge of the General Affairs and Legal Department and Investor Relations Department, department and office heads, section managers, others	9
Perception study	—	10
Facility tours	Executive Officer in charge of the Investor Relations Department, Head of the Investor Relations Department, and relevant business department section managers, others	1

Main Topics and Areas of Interest in Dialogue

- ✓ Updates to the Long-Term Management Vision and evaluation of management that is conscious of cost of capital and stock price
- ✓ Initiatives to enhance corporate value, stock valuation
- ✓ Key issues for the next Annual General Meeting
- ✓ Voting rights exercise criteria revision direction
- ✓ Evaluate the Integrated Report and sustainability initiatives



Primary Responses Based on Dialogue

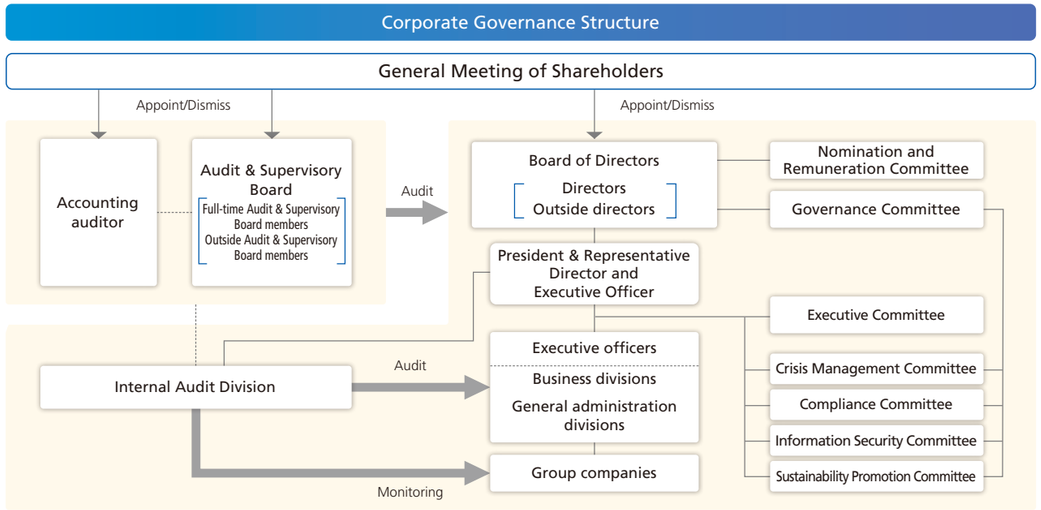
Shareholder returns	Update the basic shareholder return policy (total payout ratio) for the Medium-Term Management Plan period
Governance	Make efforts towards Increasing the number of independent outside directors by two, making them a majority of the Board of Directors
	Increase the number of female directors by one to two, thereby raising the proportion of female directors
Dialogue with investors	Hold small-group meetings with the President
	Conduct online supplementary financial results briefings each quarter
Information disclosure	Organize and enhance disclosure materials, including financial results briefing materials and the FACTBOOK
	Enhance IR information on the official TOBU RAILWAY website
Provide internal feedback	Enhance internal feedback on dialogue with investors
Strengthen internal systems	Establish a dedicated IR department (Investor Relations Department)

Corporate Governance

Basic Approach and Policy

The Tobu Group believes that it must have a fair and transparent management structure to ensure sustainable growth, increase corporate value over the medium- to long-term and maintain the trust of its shareholders and other stakeholders. We will further reinforce the Board of Directors, the executive officer system, and the Audit & Supervisory Board system, and actively disclose information in a timely manner. Furthermore, we are committed to our approach to enhancing corporate governance through conscientious corporate activities aligned with business ethics and legal and regulatory compliance.

Guided by this approach, the Company will also comply with the letter and spirit of all the principles of Japan's Corporate Governance Code as a means to enhance corporate value.



Enhancing Supervisory Functions and Strengthening Effectiveness

2016

Establishment of the Nomination and Remuneration Committee

2018

Introduction of an executive officer system; number of directors reduced (20 to 15)
→ Separated execution and supervision, and strengthened the functions of the Board of Directors

Implementation of a system to evaluate the effectiveness of the Board of Directors utilizing a third-party organization

Establishment of the Governance Committee

Partial revision of the Nomination and Remuneration Committee Regulations (the chairperson appointed from among the outside directors presides over meetings)

2019

Introduction of a stock remuneration system for directors

2023

Partial revision of the Nomination and Remuneration Committee Regulations
→ Increased the number of outside directors comprising the Committee from two to three

2025

Environment Promotion Committee renamed as the Sustainability Promotion Committee to promote initiatives for identified material issues

Changes in the Composition of the Board of Directors

* Number of directors (or members) as of the conclusion of the Annual General Meeting of Shareholders

Category	2015	2017	2018	2019	2020	2022	2023	2026
Inside	13	14	7	8	8	7	5	4
Outside	2	2	2	2	4	4	4	6
Percentage of Outside Directors	13.3%	12.5%	22.2%	20.0%	33.3%	36.3%	44.4%	60.0%
Woman Position Holders	1	1	0	0	1	1	1	2

First woman outside director appointed

Over 1/3 of directors are outside directors

A majority of directors are outside directors

Main Meeting Bodies

Based on the Tobu Group Management Philosophy, we believe that flexible and fair corporate governance is essential to achieve sustainable growth and enhance our medium- to long-term corporate value. The main role of the TOBU RAILWAY's Board of Directors is to make management decisions and supervise business execution. Under the direction and supervision of the representative directors, executive officers carry out business execution, enhancing management flexibility. In addition, by appointing multiple independent outside directors with a wealth of experience and insight, we are ensuring that the Board of Directors is diverse and balanced in knowledge, experience and ability.

In addition to strengthening the functions of the Board of Directors through the establishment of the Nomination and Remuneration Committee and the Governance Committee, we are also working to ensure fairness by promoting compliance management based on the Tobu Group Compliance Basic Policy as a code of conduct, establishing a crisis management system, and strengthening and enhancing the monitoring functions for TOBU RAILWAY and Group companies.

Meeting Body	Members		Roles and Objectives	Number of Meetings and Main Topics of Discussion in FY2025	
Board of Directors	Chair	Chairperson	In addition to matters stipulated in laws and regulations and the Articles of Incorporation, the Board of Directors makes decisions regarding important management matters, such as specific management strategies and management plans, in accordance with the provisions of the Board of Directors Regulations and with reference to the Tobu Group Management Philosophy and Tobu Group Management Policy. The Board also supervises the status of execution of duties.	Number of meetings	12
	Composition	4 full-time directors 6 outside directors 2 full-time audit & supervisory board members 3 outside audit & supervisory board members		Major topics of discussion	• Discussion about the Long-Term Management Vision • Measures taken on Action to Implement Management That is Conscious of Cost of Capital and Stock Price • Analysis and evaluation of the effectiveness of the Board of Directors • Matters related to governance of Group companies • Matters related to executive appointments and remuneration • Verification of rationale for holding strategic shareholdings • Key business execution matters • Matters related to Governance Committee • Dialogue with shareholders and other stakeholder • Matters related to the Integrated Report
Nomination and Remuneration Committee	Chair	Outside director	This committee strengthens the functional independence and objectivity of the Board of Directors as an advisory body for the Board regarding matters related to the nomination and compensation of directors.	Number of meetings	5
	Composition	2 representative directors 3 outside directors		Major topics of discussion	• Appropriateness of the proposed appointment of candidates for director and the proposed selection of representative directors • Appropriateness of remuneration levels • Matters related to evaluation metrics for short-term incentive remuneration
Governance Committee	Chair	Outside director	The committee works to improve the effectiveness of the Company's corporate governance by deliberating and evaluating activity plans, activity reports, and proposals from the chairs of bodies including the Crisis Management Committee, Compliance Committee, Information Security Committee, Sustainability Promotion Committee, and Asset Management Committee. It then reports outcomes to the Board of Directors to strengthen the Board's supervisory functions.	Number of meetings	3
	Composition	2 representative directors 3 outside directors 2 full-time audit & supervisory board members		Major topics of discussion	• Crisis prevention • Compliance hotline, compliance incident reporting • Compliance education plan/implementation results • Information security management implementation plans/implementation status • Environmental management system (EMS) action goals/implementation results • Carbon Disclosure Project (CDP) response and outcomes • Pension asset investment policy/results report • Integrated Report production
Executive Committee	Chair	Executive Officer in charge of Corporate Planning Department	The Executive Committee supplements the functions of the Board of Directors and improves management efficiency by deliberating on important management matters to be submitted to the Board. It also makes decisions on business execution delegated by the Board and shares important management information.	Number of meetings	24
	Composition	Full-time directors, head of Group Administration Division, head of Railway Business Division, head of Lifestyle Service Creation Division, and other persons appointed by the president, as well as full-time Audit & Supervisory Board members		Major topics of discussion	• Items to be discussed or reported at Board of Directors meetings • Management planning • Personnel • Business execution matters, and other matters

Approach to the Composition of the Board of Directors and Skill Matrix

The Company believes it is desirable to enhance corporate value by structuring its Board of Directors with directors possessing deep expertise in the Company's business operations and supporting functions, in addition to independent outside directors who strengthen oversight and contribute to ensuring management fairness and transparency. The Company also strives to create a balanced composition in terms of diversity, knowledge, experience, and skill sets.

In terms of the future business environment, the Company expects rapid and uncertain change, and a decline in the population of the Tokyo area beginning around 2030. Accordingly, the medium- to long-term management direction of the Group is to maintain and increase the profits of the entire Group through sustainable development of areas along our railway lines, and to strengthen profitability through expansion of growth businesses in non-railway divisions.

Based on the above, TOBU RAILWAY has identified the areas of expertise and insight that we consider important in light of the material issues we have identified, our Long-Term Management Vision of "Evolving society and areas along our railway lines by taking on challenges and engaging in co-creation," and the priority strategies in our medium-term business plan. The Board of Directors of the Company appoints candidates for the Board who are expected to demonstrate these qualities.

Further, the Company has adopted an executive officer system and maintains a structure designed to ensure that the necessary qualities across all business fields of the Tobu Group are collectively possessed by the relevant parties, including the executive officers in charge. In addition, the functioning of the Board of Directors is strengthened by having executive officers attend Board of Directors meetings as necessary.

Reasons for Selecting the Items in the Skill Matrix

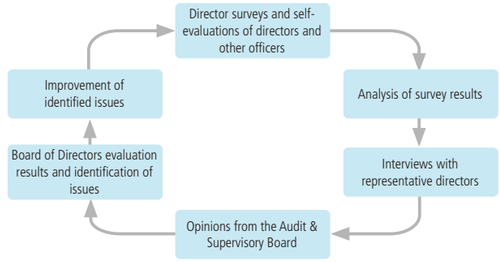
Item	Reason for Selection
Corporate management & strategy	To promote our priority strategies (growth strategies) by taking on "challenges" to look ahead at changes in the business environment and needs and engaging in "co-creation" to create value through cooperation and collaboration with stakeholders, as well as to achieve the "sustainable growth of the Tobu Group" and "a human-friendly society where people and communities continue to flourish together"
Finance & accounting	To achieve accurate and appropriate financial reporting and maintain financial soundness, as well as to promote accurate financial and capital strategies that support growth investment and enhance shareholder returns to sustainably increase corporate value
Human resources development & organizational strategy	To promote human capital strategies in accordance with management and business direction, recognizing that human capital is the foundation of the Group's business
Legal affairs and risk management	To establish flexible and fair corporate governance based on compliance management and appropriate risk management, and to promote the Group's sustainable growth and medium- to long-term enhancement of corporate value
Sustainability	To promote further efforts to reduce environmental impact, including the realization of environmental branding and long-term energy cost reduction, as well as sustainable development with local communities
Digital transformation	To promote business transformation that increases revenues and reduces costs through the active use of digital technology
Transportation business	To promote sustainable development of the business base encompassing areas along our railway lines by improving transportation services and establishing a sustainable operation system
Area development business	To improve profitability by developing areas along our railway lines with potential for development as a core business that will drive future growth
Tourism business	To improve profitability of the tourism business as a core business that will drive future growth in light of expected growth of this market, centering on inbound tourism

Evaluation of the Effectiveness of the Board of Directors

The Company analyzes and evaluates the effectiveness of the Board of Directors every year based on self-evaluations of each director, etc., and discloses a summary of the evaluation results in the Corporate Governance Report. To enhance objectivity, the Company engages a third-party organization once every three years to conduct a survey.

Evaluation Method

The Company uses an evaluation method that begins with compiling and analyzing the results of the surveys from each director. We then draw on interviews with the representative directors that encompass the survey results and issues for the Board of Directors, and also solicit opinions from the Audit & Supervisory Board, to compile the final evaluation results.



Last Fiscal Year's Issues and Initiatives

Opinions on and initiatives toward functional enhancement measures determined from the previous round of evaluations are:

	Issue	Initiatives	Opinions
1	In light of active discussion at Board of Directors meetings about ways to achieve management that is mindful of capital cost, stock price and other matters, create timely and appropriate opportunities for officers to stay up to date and acquire new knowledge, such as through regular seminars.	• Started an executive training program (Web version) • Talks by Group company presidents • Organized on-site inspections of the Integrated Operations Command Center and the operations areas for outside directors	• For directors, in addition to training for newly appointed directors, we hold executive study sessions for full-time officers and lectures by experts aimed at Group management. We also inform directors about various seminars held by economic organizations, industry groups, and other such bodies, and encourage them to attend. In FY2025, we introduced a new e-learning-based executive training program as well, continuing to build an environment that supports voluntary learning.
2	Enhance the environment for outside directors so that they can easily confirm the qualifications and suitability of the next director candidates, such as by increasing opportunities for executive officers to speak and explain proposals at Board of Directors meetings.	• All executive officers attended Board of Directors meetings where quarterly financial results were deliberated • Executive officers other than directors explained proposals	• It is necessary to systematically create a process for succession and development of key executives, including the CEO. It is also necessary for the Nomination and Remuneration Committee to continue discussions regarding the objectivity and transparency of appointments, removals, and remuneration decisions.
3	Enhance discussions on sustainability and other issues including the Tobu Group Human Rights Policy and the Tobu Group Customer Harassment Prevention Policy, which were established in FY2024.	• Safety reports • Reports concerning human capital • Renaming of the Environment Promotion Committee as the Sustainability Promotion Committee, and report on issuance of the Integrated Report	• At Board of Directors meetings, the response to ESG and social issues is discussed as a priority management theme, and in FY2025 a wide range of sustainability and ESG issues were discussed and reported, including the promotion of decarbonization (electric buses, autonomous driving demonstrations), digital transformation, use of biometric authentication technology, promotion of regional tourism, strengthening of human capital and the reorganization of wholly owned subsidiaries that supports this, and work-style reforms.

This Fiscal Year's Issues and Responses

Going forward, through more constructive discussions we will work to strengthen and improve the strategic, decision-making and supervisory functions of the Board of Directors. In addition, we believe that the Board of Directors should further strengthen its functionality with regard to the following:

1 To facilitate the sharing of information that serves as the basis for decision-making, we will continue the lectures delivered by Group company presidents—which were initiated in FY2025—and enhance the sharing of information, such as agenda materials.

2 Further deepen discussion of capital policy, and specifically reflect outcomes in medium- to long-term management plans, referring to evaluations and issues in the status of dialogue with shareholders and investors.

3 In light of the cost increases due to inflation and higher interest rates, and the fact that shareholders and investors call for greater profitability and investment efficiency, use new metrics for assessing investment effectiveness with the aim of maximizing consolidated profit and investment effectiveness, and further deepen discussions on our business portfolio and the growth potential of each business.

Training of Directors and Audit & Supervisory Board Members

In order to help directors and Audit & Supervisory Board members to understand and carry out the roles and duties expected of them, the Company organizes lectures as appropriate, while arranging for them to attend external events such as seminars and symposiums. In addition, we have introduced a web-based executive training program that provides timely information that is relevant and practical. We are proactively providing support that includes paying for program expenses.

Newly appointed directors and Audit & Supervisory Board members are offered opportunities to better understand the roles and duties expected of them and other relevant matters, while newly appointed outside directors and outside Audit & Supervisory Board members shall be offered opportunities to become privy to corporate information that includes the management environment.



Outside officers touring a Tobu railway facility (Kasukabe Crew District)

Strategic Shareholdings

The Company retains strategic shareholdings pursuant to comprehensive consideration of facilitating business operations through maintaining and strengthening relationships with business partners of the Company, and through the synergistic effects on the businesses of the Tobu Group. Our basic policy is to gradually reduce strategic shareholdings when they are no longer justified based on an adequate rationale from a medium- to long-term perspective, based on the following verifications.

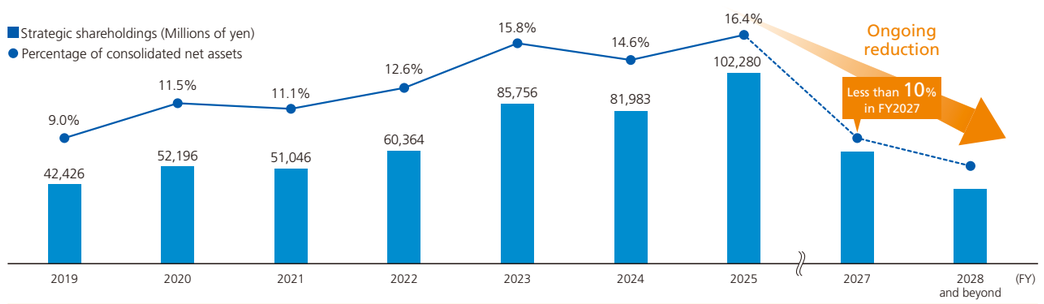
The Board of Directors carefully examines each listing in the shareholding portfolio to check progress toward achievement of the initial objective for acquiring the shares, and to verify whether the benefits and risks associated with each listing are in line with profitability based on capital cost and other factors, considering whether initial objectives, such as maintaining and reinforcing business transactions and synergistic effects on the businesses of the Group, have been met as the primary criteria. The Board also verifies each listing held as a strategic shareholding by comprehensively taking into account the economic rationality, necessity and future prospects associated with continuing such holdings from a medium- to long-term perspective.

Voting rights for strategic shareholdings are exercised based on consideration of whether or not doing so contributes to a medium- to long-term increase in the corporate value of both the Tobu Group and the investees. Regarding proposals that could potentially undermine the medium- to long-term corporate value of the Tobu Group and its investee companies, we carefully consider the exercise of voting rights based on dialogue with the investee companies.

Strategic Shareholdings

(Millions of yen)

Description			FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Consolidated net assets on the balance sheet		(A)	473,969	453,103	459,219	480,575	541,713	560,753	622,227
Strategic shareholdings	Unlisted shares		1,503	1,473	1,074	1,047	1,044	1,044	1,043
	Shares other than unlisted shares		40,923	50,722	49,971	59,316	84,711	80,939	101,236
	Total	(B)	42,426	52,196	51,046	60,364	85,756	81,983	102,280
	(Number of investees)		120	115	111	103	99	97	97
	Percentage of consolidated net assets	(B)/(A)	9.0%	11.5%	11.1%	12.6%	15.8%	14.6%	16.4%



- **The Tobu Group divested strategic shareholdings totaling approximately 13.0 billion yen during FY2025. Strategic shareholdings accounted for 16.4% of consolidated net assets as of March 31, 2026.**
- **We intend to reduce strategic shareholdings to less than 10% of consolidated net assets by the end of FY2027, and will subsequently reduce them further.**

Director Remuneration

In the Policy for Determining Remuneration for Directors determined by the Board of Directors, after the Board of Directors consults with and receives a report from the Nominating and Remuneration Committee, remuneration for directors is determined in consideration of factors such as each individual's position, their duties, corporate and individual performance, management environment, and social conditions, with the objective of raising awareness of enhancing corporate value and social evaluation, as well as contributing to an increase in shareholder value.

Remuneration for directors is comprised of monetary compensation consisting of position-based basic remuneration and short-term incentive remuneration (individual performance-linked portion and the corporate performance-linked portion), and stock-based compensation as medium- to long-term incentive remuneration. Regarding the portion of compensation linked to Company performance, progress toward the consolidated operating profit and return on equity targets of the medium-term business plan will be the indicators for determining corporate performance-linked compensation, with the objective of promoting management that is mindful of capital cost and stock price. In addition, the Board may make necessary adjustments within reasonable limits in consideration of external factors such as economic conditions and inclement weather affecting operations. Stock-based compensation that is medium- to long-term incentive remuneration is intended to make the link between remuneration of directors (excluding outside directors) and the value of the Company's stock clearer, and to raise awareness of the need to contribute to the improvement of medium- to long-term business performance and the increase of corporate value by having directors share the profits and risks of stock price fluctuations with shareholders. The Company has established a Board Benefit Trust, and in principle, the Company's stock and monetary compensation are extended through this trust at the time of retirement based on the points granted according to the position of the director.

Outside directors only receive basic monetary compensation with a view to ensuring independence.

Composition of Director Remuneration

Monetary compensation			Stock-based compensation
Basic compensation 55–65%		Short-term incentive remuneration 20–30%	Medium- to long-term incentive Approx. 15%

Remuneration by type		Determination method
Basic compensation		Determined by position
Short-term incentive remuneration	Individual performance-linked portion	Determined according to individual job performance based on factors such as financial results and contribution to increased corporate value
	Corporate performance-linked portion	Determined using progress toward the consolidated operating profit and return on equity targets of the medium-term business plan as indicators
Medium- to long-term incentive remuneration		Determined by position using a Board Benefit Trust, with the goal of raising directors' awareness of contributing to the improvement of medium- to long-term performance and the enhancement of corporate value

Total Remuneration for Each Executive Category, Total by Type, and Number of Eligible Executives (FY2025)

Executive category	Total remuneration (Millions of yen)	Total compensation by type (Millions of yen)			Number of eligible executives
		Monetary compensation		Stock-based compensation	
		Basic compensation	Short-term incentive	Medium- to long-term incentive	
Directors (excluding outside directors)	252	147	64	40	5
Audit & Supervisory Board members (excluding outside Audit & Supervisory Board members)	46	46	–	–	2
Outside directors	67	67	–	–	7

Group Governance

We have established a department to oversee and manage subsidiaries, etc., and, based on the Group Company Management Regulations, this department provides management and support for the business operations of subsidiaries, etc. We have further established systems for reporting to the Company, crisis management systems, and systems to ensure the efficiency of business execution in subsidiaries, etc. In addition, based on the Regulations Concerning Group Company Monitoring, we work with the corporate auditors of subsidiaries, etc., to share and accumulate information, while monitoring these entities and providing guidance on improvements, further strengthening Group governance. In addition, Tobu Group Corporate Meetings are held regularly to communicate the Group's management policies and share information on management.

Management Team (As of June 23, 2026)

Directors



Yoshizumi Nezu

Chairman and Director

April 1974 Joined the Company
April 1988 General Manager with special assignment of Group Administration Office
May 1990 General Manager of Group Administration Office
June 1990 Director, General Manager of Group Administration Office
April 1991 Managing Director
June 1993 Representative Director
June 1993 Senior Managing Director
June 1995 Vice President and Representative Director
June 1999 President and Representative Director
April 2018 President & Representative Director, and Executive Officer
June 2023 Chairman and Representative Director (current)

Significant concurrent positions

External Audit & Supervisory Board member, FUKOKU MUTUAL LIFE INSURANCE COMPANY (from July 2002)



Yutaka Tsuzuki

President & Representative Director and Executive Officer

April 1984 Joined the Company
July 2008 General Manager of Transport Department, Railway Business Division
July 2013 President & Representative Director of Tobu Engineering Co., Ltd.
June 2015 Director, Deputy Head of Railway Business Division, and General Manager of Transport Department of the Company
April 2016 Director, Head of Railway Business Division
June 2017 Managing Director, Head of Railway Business Division
April 2018 Managing Director and Managing Executive Officer, Head of Railway Business Division
June 2018 Managing Executive Officer, Head of Railway Business Division
October 2019 Vice President and Representative Director of Tobu Shoji Co., Ltd.
June 2020 President & Representative Director of Tobu Shoji Co., Ltd.
April 2023 Executive Officer of the Company
June 2023 Representative Director (current)
June 2023 President & Representative Director and Executive Officer (current)



Yoshimi Yokota

Representative Director and Senior Managing Executive Officer

April 1984 Joined the Company
June 2012 General Manager of Corporate Planning Department
April 2015 General Manager of Corporate Planning Department and General Manager of Ikebukuro Development Project
June 2015 Director, General Manager of Corporate Planning Department and General Manager of Ikebukuro Development Project
January 2016 Director, General Manager of Corporate Planning Department
June 2017 Managing Director, General Manager of Corporate Planning Department
July 2017 Managing Director, Deputy Head of Corporate Planning Division
April 2018 Managing Director and Managing Executive Officer, Deputy Head of Corporate Planning Division
June 2018 Managing Executive Officer, Deputy Head of Corporate Planning Division
July 2018 Managing Executive Officer
June 2019 Managing Executive Officer, Executive Manager of Area Development Management Department of Lifestyle Service Creation Division
June 2020 Director and Managing Executive Officer, Executive Manager of Area Development Management Department of Lifestyle Service Creation Division
June 2021 Director and Managing Executive Officer, Head of Lifestyle Service Creation Division
June 2022 Director and Managing Executive Officer, Head of Lifestyle Service Creation Division and Executive Manager of Railway Area Value Creation Management Department
April 2023 Director and Managing Executive Officer
April 2024 Director and Senior Managing Executive Officer (current)
April 2026 Representative Director (current)



Takao Suzuki

Director, Senior Managing Executive Officer
Head of Railway Business Division

April 1986 Joined the Company
April 2012 General Manager of Railway Facilities Department, Railway Business Division
April 2016 General Manager of Transport Department, Railway Business Division and Office Manager of Train Crew Training Center
June 2019 General Manager of Railway Vehicles Department, Railway Business Division
June 2021 Executive Officer, Deputy Head of Railway Business Division, Executive Manager of Technology Management Department and General Manager of Railway Vehicles Department
June 2022 Director and Managing Executive Officer, Head of Railway Business Division
April 2026 Director and Senior Managing Executive Officer, Head of Railway Business Division (current)



Noriko Yagasaki

Outside Director
Independent Director
Director

April 1987 Joined Sumitomo Bank
October 1989 Presiding Chief Researcher of Consulting Division of the Japan Research Institute
October 2008 Director of the Japan Tourism Agency, Ministry of Land, Infrastructure, Transport and Tourism (in charge of Tourism Economy)
July 2011 Associate Professor of Faculty of Urban Environmental Sciences at Tokyo Metropolitan University
April 2014 Associate Professor of Faculty of Regional Development Studies at Toyo University
June 2015 Director of the Company
April 2018 Professor of Faculty of International Tourism Management at Toyo University
April 2019 Professor of Department of Community Design, Division of Global Social Sciences, School of Arts and Sciences at Tokyo Woman's Christian University
June 2020 Director of the Company (current)
April 2022 Vice President, Professor of Department of Community Design, Division of Global Social Sciences, School of Arts and Sciences at Tokyo Woman's Christian University
April 2024 Professor of Department of Community Design, Division of Global Social Sciences, School of Arts and Sciences at Tokyo Woman's Christian University
April 2025 Professor of Department of Economics and Management, School of Arts and Sciences at Tokyo Woman's Christian University (current)

Significant concurrent positions

Professor, Department of Economics and Management, School of Arts and Sciences, Tokyo Woman's Christian University (from April 2025)
Outside Director, Japan Freight Railway Company (left June 25, 2026)
Outside Director, East Nippon Expressway Company Limited (from June 2021)



Masaya Kawata

Outside Director
Independent Director
Director

April 1975 Joined Nisshinbo Spinning Co., Ltd. (now Nisshinbo Holdings Inc.)
June 2006 Managing Officer of Nisshinbo Industries, Inc.
June 2007 Director and Managing Officer of Nisshinbo Industries, Inc.
April 2009 President and Representative Director of Nisshinbo Brake Inc.
June 2010 Director and Managing Executive Officer of Nisshinbo Holdings Inc.
June 2011 President and Representative Director of Nisshinbo Chemical Inc.
June 2012 Director and Senior Executive Managing Officer of Nisshinbo Holdings Inc.
June 2012 President and Representative Director of Nisshinbo Mechatronics Inc.
June 2013 President and Representative Director of Nisshinbo Holdings Inc.
March 2019 Director and Senior Managing Executive Officer of Nisshinbo Holdings Inc.
March 2022 Chairman and Director of Nisshinbo Holdings Inc. (retired in March 2023)
June 2026 Director of the Company (current)

Significant concurrent positions

Outside Member of the Board, Meiji Holdings Co., Ltd. (from June 2021)
Outside Director, Central Glass Co., Ltd. (from June 2021)



Masaki Akita

Outside Director
Independent Director
Director

April 1983 Joined Hankyu Corporation
July 1991 Joined Matsuya Co., Ltd.
May 1999 Director of Matsuya Co., Ltd.
May 2001 Managing Director of Matsuya Co., Ltd.
March 2005 Senior Managing Director of Matsuya Co., Ltd.
May 2005 Representative Director and Vice President of Matsuya Co., Ltd.
May 2007 Representative Director and President of Matsuya Co., Ltd.
May 2008 Representative Director, President and Executive Officer of Matsuya Co., Ltd.
March 2023 Director, Chair and Chairperson of the Board of Matsuya Co., Ltd. (current)
June 2026 Director of the Company (current)

Significant concurrent positions

Director, Chair and Chairperson of the Board of Matsuya Co., Ltd. (from March 2023)
Outside Director, Meiji Yasuda Life Insurance Company (left July 2, 2026)
Outside Director, Seven & i Holdings Co., Ltd. (from May 2025)



Mitsuhiro Matsumoto

Outside Director
Independent Director
Director

April 1983 Joined National Police Agency
October 2009 Chief of Fukushima Prefectural Police
April 2012 Director, Personnel Division, Commissioner-General's Secretariat, National Police Agency
April 2013 Director-General of Public Security Department of Tokyo Metropolitan Police
April 2014 Chief of Kanagawa Prefectural Police
August 2015 Director-General of Foreign Affairs and Intelligence Department of National Police Agency
September 2016 Director-General, Security Bureau, National Police Agency
January 2018 Director-General, Commissioner, General's Secretariat, National Police Agency
September 2018 Deputy Commissioner-General, National Police Agency
January 2020 Commissioner General of National Police Agency (retired in September 2021)
June 2026 Director of the Company (current)

Significant concurrent positions

Outside Director, Japan Exchange Group, Inc. (from June 2023)



Chieko Sugisaki

Outside Director
Independent Director
Director

April 1986 Entered the Tokyo Metropolitan Government
August 2011 Director in charge of Policy Planning, Governor's Bureau of the Tokyo Metropolitan Government
July 2013 Director of Tourism Department, Bureau of Industrial and Labor Affairs of the Tokyo Metropolitan Government
July 2015 Director of Business Site Management Department, Bureau of Construction of the Tokyo Metropolitan Government
October 2016 Director of Roads Management Department, Bureau of Construction of the Tokyo Metropolitan Government
April 2019 Director of General Affairs Department, Bureau of Construction of the Tokyo Metropolitan Government
July 2020 Executive Director of the Office of the Governor for Policy Planning of the Tokyo Metropolitan Government
April 2022 Secretary General of the Expropriation Committee of the Tokyo Metropolitan Government (retired in March 2024)
April 2024 Chairman of Tokyo Zoological Park Society (current)
June 2026 Director of the Company (current)

Significant concurrent positions

Chairman, Tokyo Zoological Park Society (from April 2024)



Masaaki Komiya

Outside Director
Independent Director
Director

April 1981 Joined The Japan Development Bank
June 2012 Member of the Board of Directors, Managing Executive Officer of Development Bank of Japan Inc.
June 2015 Executive Director of the Research Institute of Capital Formation, Development Bank of Japan Inc. (retired in June 2016)
June 2016 Vice Director-General, The Tokyo Organizing Committee of the Olympic and Paralympic Games
June 2022 Full-time Statutory Auditor of AIRPORT FACILITIES CO., LTD. (retired on June 26, 2026)
June 2026 Director of the Company (current)

Significant concurrent positions

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Tomoya Sugiyama

Full-time Audit & Supervisory Board Member

April 1985 Joined the Company
June 2013 General Manager of Finance and Accounting Department
June 2015 General Manager, Internal Audit Department
September 2017 Managing Director of Tobu Hotel Management Co., Ltd.
June 2019 Executive Officer of the Company
June 2020 Executive Officer, General Manager of Group Administration Department (Group Administration Section)
June 2021 Full-time Audit & Supervisory Board Member (current)



Tatsuo Yoshida

Full-time Audit & Supervisory Board Member

April 1982 Joined the Company
April 2009 General Manager of Real Estate Business Department, Real Estate Subdivision Business Division
April 2010 General Manager with special assignment of Railway Area Development
June 2012 General Manager of Asset Management Department
April 2018 Executive Officer, General Manager of Asset Management Department
June 2020 Executive Officer, General Manager of Asset Strategy Department, Lifestyle Service Creation Division
June 2021 Executive Officer, Executive Manager of Asset Strategy Department, Lifestyle Service Creation Division
April 2023 Executive Officer, Deputy Head of Lifestyle Service Creation Division
June 2023 Full-time Audit & Supervisory Board Member (current)



Yuzaburo Mogi

Outside Director
Independent Director
Audit & Supervisory Board Member

April 1958 Joined Noda Shoyu Co., Ltd. (currently KIKKOMAN CORPORATION)
March 1979 Director of KIKKOMAN CORPORATION
March 1982 Managing Director of KIKKOMAN CORPORATION
March 1989 Senior Managing Director of KIKKOMAN CORPORATION
March 1994 Director and Deputy President of KIKKOMAN CORPORATION
February 1995 Representative Director and President of KIKKOMAN CORPORATION
June 2001 Audit & Supervisory Board Member of the Company (current)
June 2004 Representative Director, Chairman of the Board and Chief Executive Officer of KIKKOMAN CORPORATION
June 2011 Honorary CEO and Chairman of the Board of Directors of KIKKOMAN CORPORATION (current)

Significant concurrent positions

Honorary CEO and Chairman of the Board of KIKKOMAN CORPORATION (from June 2011)
External Executive Director, Oriental Land Co., Ltd. (from June 2016)



Shuji Fukuda

Outside Director
Independent Director
Audit & Supervisory Board Member

April 1974 Joined Onoda Cement Co., Ltd. (now TAIHEIYO CEMENT CORPORATION)
April 2008 Executive Officer of TAIHEIYO CEMENT CORPORATION
August 2010 Director, Managing Executive Officer of TAIHEIYO CEMENT CORPORATION
April 2012 President and Representative Director of Furukawa Electric Co., Ltd.
April 2018 Chairman and Representative Director of TAIHEIYO CEMENT CORPORATION
June 2020 Audit & Supervisory Board Member of the Company (current)
April 2022 Director and Executive Advisor of TAIHEIYO CEMENT CORPORATION
June 2022 Executive Advisor of TAIHEIYO CEMENT CORPORATION
April 2024 Honorary Advisor of TAIHEIYO CEMENT CORPORATION (current)

Significant concurrent positions

Honorary Advisor of TAIHEIYO CEMENT CORPORATION (from April 2024)



Nobuhide Hayashi

Outside Director
Independent Director
Audit & Supervisory Board Member

April 1980 Joined The Fuji Bank, Limited
April 2007 Executive Officer of Mizuho Corporate Bank, Ltd.
April 2009 Managing Executive Officer (in charge of Sales), Mizuho Corporate Bank, Ltd.
June 2011 Managing Director, Executive Officer of International Banking Unit of Mizuho Corporate Bank, Ltd.
April 2013 Deputy President and Executive Officer, Deputy President in charge of International Unit of Mizuho Financial Group, Inc., Deputy President & Executive Officer, Deputy President in charge of MHCB International Unit Cooperation of Mizuho Bank, Ltd., Director and Deputy President, Deputy President in charge of International Unit, Mizuho Corporate Bank, Ltd.
June 2013 Director and Deputy President, Deputy President in charge of International Unit of Mizuho Financial Group, Inc.
July 2013 Director and Deputy President, Deputy President in charge of International Unit of Mizuho Bank, Ltd.
April 2014 President & CEO of Mizuho Bank, Ltd.
April 2017 Chairman of Mizuho Bank, Ltd.
April 2019 Standing Advisor of Mizuho Bank, Ltd.
June 2020 Audit & Supervisory Board Member of the Company (current)
April 2023 Advisor, Mizuho Financial Group, Inc. (current)

Significant concurrent positions

Advisor, Mizuho Financial Group, Inc. (from April 2023)
Outside Director, NSK Ltd. (from June 2024)
Outside Company Auditor, JTB Corp. (retired on June 30, 2026)

Skill Matrix of the Board of Directors

Name	Expertise and Knowledge								
	Corporate Management & Strategy	Finance & Accounting	Human Resources Development & Organizational Strategy	Legal Affairs & Risk Management	Sustainability	DX	Transportation Business	Area Development Business	Tourism Business
Yoshizumi Nezu	○		○		○				
Yutaka Tsuzuki	○	○	○	○	○	○			
Yoshimi Yokota	○	○		○	○			○	
Takao Suzuki	○			○		○	○		○
Noriko Yagasaki			○				○		○
Masaya Kawata	○	○	○		○	○			
Masaki Akita	○	○		○	○	○			
Mitsuhiro Matsumoto			○	○	○				
Chieko Sugisaki			○					○	○
Masaaki Komiya	○	○		○			○	○	

Dialogue between an Outside Director and the President



Aiming for the sustainable enhancement of corporate value through “substantive discussions” concerning management and business and by strengthening the effectiveness of Group governance

Recognition and Assessment of the Tobu Group’s Current Corporate Governance

Yagasaki At TOBU RAILWAY, safety is fundamental to the business, and there is a clear understanding of what must be valued and what must be protected. This forms the basis of employees’ awareness and actions, and also provides a high degree of stability in terms of governance. As mentioned in last year’s Message from an Outside Director, for Tobu to evolve into a more resilient corporate group, it is essential to further enhance the functions and presence of each Group company through appropriate capital allocation. I find it encouraging that the Board of Directors consistently operates with Group governance in mind.

I believe the challenge in the Tobu Group’s governance lies in the need to consider not only the pursuit of corporate profitability but also the sustainability of areas along its railway lines. For example, when making investments aimed at enhancing the value of areas along our railway lines, it is essential to clearly explain to external stakeholders the expected outcomes, as well as the rationale behind the need for such investments. In my view, we need to further refine our approach to communication so that external stakeholders can better understand our initiatives and become supporters of Tobu.

Enhancing Discussions at Board Meetings

Yagasaki It has now been eight years since I was appointed as an outside director of TOBU RAILWAY, and the Board of Directors continues to maintain the same open and candid atmosphere that encourages directors to express their views freely. Each outside director draws on his or her respective areas of expertise to provide objective perspectives and recommendations. In recent years, issues that need to be addressed from the perspectives of shareholders and investors, such as the cost of capital, have become more clearly defined. These perspectives are now reflected in Board agendas, with more discussions taking place on topics such as the management vision and business portfolio.

Tsuzuki In last year’s Message from an Outside Director, Director Shibata emphasized the importance of having substantive discussions on the Company’s overall direction and medium-to long-term strategy. Looking back over the past year, have you seen any changes in the discussions at Board of Directors meetings?

Yagasaki I believe there has definitely been greater awareness of the importance of substantive discussions. Using the process of loom weaving as an analogy, to deepen discussions, outside directors approach the dialogue by weaving their own insights—acting as the weft—into the warp of substantive discussion, striving to offer comprehensive perspectives that cover the full scope of the issues.

At the same time, I believe the executive side needs to further strengthen the internal foundation that supports substantive discussions, including through forums such as the Management Meeting.

Tsuzuki From the executive side, we set two goals at the beginning of FY2025. One was to realize management that is conscious of the cost of capital and stock price, and the other was to update our Long-Term Management Vision and medium-term business plan. We devoted considerable time to discussing these topics at Board meetings as well. Outside directors have consistently provided valuable opinions and recommendations from their respective areas of expertise, including on the progress of our strategies and initiatives.

Yagasaki Before Board meetings begin, the outside directors engage in friendly and informal exchanges of information in the waiting area. These exchanges often begin with topics such as stock price and then move into discussions in their respective areas of expertise. When the Chairperson and President join, the conversation naturally develops into a kind of prelude to the substantive discussions at Board meetings. This time is extremely valuable and provides an important opportunity for communication among all participants.

Tsuzuki These exchanges have led to more active discussions at Board meetings. Looking back over the past year, I feel that our discussions have become more substantive and lively. For example, amid rising construction costs and interest rates, we have engaged in extensive discussions with outside directors on the business feasibility of major projects, such as new hotel developments and the Ikebukuro and Oshiage redevelopment projects, as well as their financing. In addition, we have reflected feedback received through dialogue with shareholders and investors in our initiatives, including the revision and establishment of targets and the enhancement of our IR activities.

Tourism Business Positioned as a Growth Driver

Yagasaki In the Long-Term Management Vision, the tourism business is positioned as the first of the Group’s growth drivers, and one that I consider to be highly ambitious. Tourism is susceptible to risks arising from unforeseen events and inherently involves demand volatility, but it also has significant growth potential when conditions are favorable. The key question is how to transform these demand characteristics into a business that serves as a growth driver. I believe the management team has a clear understanding of both the risks and opportunities associated with the tourism business. We focus on both the domestic travel market and the inbound tourism market, with particular emphasis on the latter, continuing to show strong growth. In Tokyo, the Company has built a strong platform for welcoming visitors by leveraging its assets along its railway lines, with Asakusa serving as a hub, TOKYO SKYTREE® located nearby, and hotels also located in Ginza. As a result, we have been able to attract visitors not only from Asian markets, including Taiwan, but also from regions such as Europe, North America, and Australia, giving us a well-balanced customer base. This balance is one of Tobu’s distinctive strengths. In addition, the Group operates businesses spanning transportation, accommodation, food and beverage, and tourism facilities,



enabling it to leverage its comprehensive capabilities.

The Group has also built strong relationships with local communities and demonstrates a strong commitment to its tourism initiatives. Tourism is a business, an industry, and a core component of the nation’s growth strategy. The resources underpinning it are the history and culture created and preserved by local communities, as well as the natural environment shaped by the Earth itself. For this reason, sustainability begins with respect for and consideration of local communities and nature.

Tsuzuki TOBU RAILWAY has a DNA shaped by 128 years of history, developed in partnership with the communities along its railway lines, which include some of Japan’s most famous tourism destinations, such as Asakusa, Nikko, and Kawagoe. The Tobu Group has both the foundation and the systems in place to make effective use of its tourism resources in its business. This was the rationale and intent behind identifying the tourism business as our foremost growth driver. I believe it is important for us to capture the strong demand for tourism and turn it into growth for the Tobu Group.

Yagasaki Looking ahead, the challenge will be how to make effective use of valuable management resources, such as the hotels the Group owns in Nikko and elsewhere. Those resources can serve even high-net-worth customers, and create benefits for both the Tobu Group and local communities. As markets continue to evolve, it will be essential to continue refining these resources, in terms of both physical assets and services, so that we remain the choice of tourists from Japan and overseas.

Tsuzuki The Ritz-Carlton, Nikko, located on the shores of Lake Chūzenji, serves as a litmus test for how well a hotel caters to affluent customers. We will use this as a starting point to further refine our hospitality capabilities. Going forward, we will continue to benefit from your various recommendations and steadily build on our initiatives so that we remain a destination of choice for tourists from Japan and overseas.

Effectiveness of Governance in the Tobu Group

Yagasaki In terms of their satisfaction with the information provided by the Company, the effectiveness evaluation indicates a slight difference between internal and outside directors, as well as among individual directors. I see this as a sign that outside directors want more information in order to fulfill their responsibilities, and I believe this is a healthy difference. In practice, our outside directors and outside Audit & Supervisory Board members are highly conscious of the importance of gathering information on a daily basis, and I feel that when they identify potential signs or issues through this process, it leads to questions and discussions at Board meetings.

Before Board meetings, a variety of information is provided and shared by the executive side and the secretariat, and Board

materials are distributed in advance, giving us sufficient time to prepare. More recently, a new initiative has been introduced whereby the heads of Group companies explain their respective business situations and strategies. This is a very positive initiative, as it has led to active questions and proposals during Board discussions.

Tsuzuki Further to that, we introduced a session last year as part of the lunch meetings held after Board meetings, during which the heads of Group companies explain their respective businesses, based on feedback from outside directors saying that they wanted greater insight into the activities of Group companies. We have held these sessions twice to date, and the positive feedback received from outside directors has heightened our confidence as we continue to further our governance efforts. At the same time, we recognize that outside directors serving on the Nomination and Remuneration Committee may find it difficult to fully understand the qualities and suitability of potential candidates through the current executive appointment process. To address this, we are taking measures such as increasing opportunities for executive officers to speak at Board meetings.

Composition of the Board of Directors

Tsuzuki In June of this year, we increased the number of outside directors by two, resulting in a Board structure in which six of the 10 directors are outside directors. This marked the first time that outside directors have outnumbered inside directors. As the Company operates a diverse range of businesses, effective Group management requires a Board composed of members with expertise across a broad range of fields. With the increase in outside directors, I expect we will receive an even wider range of opinions from objective perspectives, further invigorating discussions at Board meetings.

Yagasaki As the Tobu Group provides essential infrastructure for society and has a strong public-service mission, it is important to have outside directors who bring broad perspectives. From the perspective of organizational diversity, however, one point I consistently raise at meetings of the Nomination and Remuneration Committee is the importance of promoting women to executive positions from within the Company. The executive side has provided detailed explanations regarding potential candidates and initiatives to support their promotion, and I understand that steady progress is being made in this area.



Tsuzuki You have long emphasized the need to increase the representation of women in management, and we have recognized this as an urgent issue and have been advancing initiatives accordingly. In the past, the railway industry was often perceived as a male-dominated workplace. Today, however, women are playing active roles across a wide range of fields, and more women employees are steadily being promoted into management positions.

Yagasaki The appointment of an additional woman outside director is another sign of the Company's steady progress. The Company's approach and initiatives toward achieving its target of having women account for at least 30% of executive positions give me confidence that women will also be promoted to executive positions from within the Company in the near future. Looking at the backgrounds of internal candidates, I find it very encouraging to see that they have accumulated extensive experience, including in the management of Group companies. If there is one challenge in advancing women's participation and promotion, it is how to nurture the next generation. Drawing on my own experience, I believe that, in order to continue expanding the pool of female candidates, the entire management team, including current women managers, needs to consider what messages we should convey to encourage younger women employees.

Linking Succession Planning and Executive Compensation

Yagasaki For any company, developing the next generation of management talent is a challenging task. In order to do so effectively, it is important to establish clear evaluation criteria. The development of future management leaders and succession planning must be considered together with the evaluation and calculation methods for executive compensation. We need to establish an appropriate evaluation framework while considering the best approach to evaluating executives for the Company and the messages that those evaluations send throughout the organization.

Tsuzuki Evaluation indicators for director remuneration need to be made as transparent and easy to understand as possible. When existing indicators no longer align with our objectives, they must be revised promptly. Last year, we reviewed our remuneration system and added return on equity as a key performance indicator. At the same time, I believe it is also necessary to clarify the criteria for appointment as executive officers.

Future Commitments and Initiatives as Chair of the Governance Committee

Yagasaki I was appointed Chair of the Governance Committee as the successor to former Director Shibata. I am deeply honored by this important responsibility and am approaching the role with a strong sense of commitment. Governance is a critical foundation of the Group, and I believe it is important to continue building on this foundation through ongoing efforts. As a company responsible for a social infrastructure that safeguards people's lives, safety and security must remain our highest priorities. With this as our starting point, it is important that we move beyond governance focused solely on risk prevention and bring together the collective strengths of the Group to take on new challenges. Under the leadership of the Chairperson and President, the Company must work together as one to enhance not only corporate value but also the value of areas along its railway lines. As Chair of the Governance Committee, I will do my utmost to support these efforts and contribute to the Group's continued growth.

In my own field of expertise, tourism, risk management research has also examined how to respond when tourists encounter disasters or other emergencies in unfamiliar destinations. One approach is to train ourselves on a daily basis to narrow the scope of what we consider unforeseen events, while responding to actual crises from the perspective of disaster mitigation. I believe this way of thinking also applies to governance. I hope to contribute the knowledge and insights I have gained through my own area of expertise to the governance of TOBU RAILWAY.

Tsuzuki You have a deep understanding of the Company and bring extensive knowledge and insight, so I believe you are ideally suited to serve as Chair. I am confident that your judgment and balanced perspective will be a significant asset as you coordinate the various committees under the Governance Committee.

Message to Shareholders, Investors, and Other Stakeholders

Yagasaki I believe one of my strengths is having experience across academia, government, and the private sector. As a trusted third party for the Tobu Group, I will continue to fulfill my responsibilities as an independent outside director. Currently, my primary area of research is destination management, which examines how tourism resources and destinations should be managed and operated. Destination management involves coordination with diverse stakeholders, understanding market trends, and bringing together the collective strengths of the local community to achieve shared goals. This means we must set goals that gain the understanding and support of stakeholders both within and outside the community, and clearly communicate the rationale behind them. For the Tobu Group as well, it is important to convey—in a way that is easy to understand—what goals we aim to achieve and what path we intend to take together with the local community. We hope to contribute to this effort in whatever small way we can.
In addition, as one of the Group's female outside directors, I hope to be someone that women employees across the Tobu Group feel comfortable approaching, and a person who can encourage female managers to consider taking on challenges toward executive roles.

Tsuzuki Thank you for sharing your valuable insights and recommendations regarding the Tobu Group's management structure and governance. We will incorporate the insights gained from this dialogue into our future management and business initiatives. Going forward, we will continue working together with our various stakeholders, including customers, shareholders and investors, business partners, and local communities, to enhance our corporate value and contribute to the realization of richer, more comfortable lives.

Message from the Board Chair



Yoshizumi Nezu
Chairperson of the Board of Directors

Looking back on the past year in my role as Chair of the Board of Directors, I have worked to foster active discussions that draw on the diverse knowledge and experience of each director. In particular, I feel that we have had more opportunities for robust discussions on the fundamental issues facing the Group. Guided by our Long-Term Management Vision, "evolving society and areas along our railway lines by taking on challenges and engaging in co-creation," we aim to achieve sustainable growth by enhancing the value of the areas we serve and evolving our business portfolio. At Board meetings, we engage in forward-looking, robust discussions centered on growth strategies and management conscious of cost of capital and stock price, including the balance between growth investment and shareholder returns and the optimization of our business portfolio.

Moreover, enhancing corporate value requires growth not only for the Company itself but for the Group as a whole. With regard to strengthening Group governance, which we recognize as one of our challenges, we are advancing initiatives to strengthen the effectiveness of governance, including efforts related to risk management and compliance, while leveraging the unique characteristics of each Group company. We aim to achieve value creation across the Group as a whole by strengthening our management foundation through dialogue with each Group company and appropriate monitoring.

As the Tobu Group reaches a major turning point, I believe, as also highlighted in Director Yagasaki's message, that it is important for governance to go beyond simply protecting the Group from risks, to leverage the collective strengths of the Group as a whole to take on new challenges. In June of this year, we increased the number of outside directors, transitioning to a Board structure in which outside directors constitute a majority. We are further enhancing the independence and objectivity of the Board of Directors and strengthening the framework for reflecting diverse knowledge and expertise in management. Going forward, we will continue to further enhance the effectiveness of the Board of Directors by incorporating the opinions and advice of our outside directors, including Director Yagasaki, who brings extensive experience, with the aim of enhancing corporate value over the medium to long term and achieving sustainable growth.

Compliance

Basic Approach to Compliance

The Tobu Group recognizes that it is supported by its stakeholders and has established the Tobu Group Compliance Basic Policy as a set of compliance principles to ensure that directors, executive officers, employees, and other personnel comply with laws, regulations, and internal rules, maintain a high standard of ethical conduct, and act with integrity and appropriately as trusted representatives of the Tobu Group. The Group also works to strengthen and enhance its compliance management system by raising compliance awareness through various education and training programs, with the aim of becoming a corporate group trusted by society.

Tobu Group Compliance Basic Policy

Every Tobu Group employee shall ensure integrity and proper conduct to promote trust in the Tobu Group.

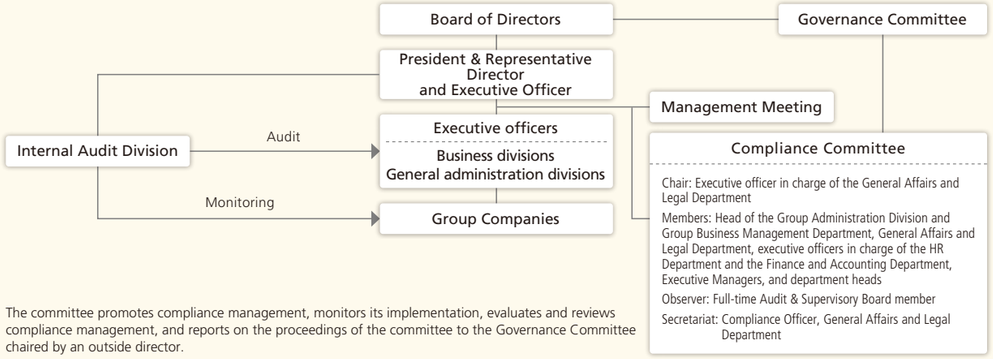
For our customers	We will meet the expectations of our customers by placing the highest priority on safety and security and continuing to provide high-quality services and products that meet their needs.
For investors	Working from a base of investor trust established through timely and appropriate information disclosure, we aim to increase corporate value through business development that responds to changes in the business environment, and further enhance integrity in our corporate activities.
For business partners	To build mutual trust with our business partners, we will conduct fair, impartial and transparent transactions in accordance with the law.
For society	We will strive to enhance the appeal of local communities through our business activities, and act as a good corporate citizen through communication with society and based on consideration of the global environment.
As members of the Tobu Group	We will create and maintain a healthy workplace by observing the law, respecting civility, and fulfilling our roles with pride and responsibility.

Compliance Promotion Structure

In accordance with the Tobu Group Compliance Basic Policy, we have created a compliance manual and compliance card as action guidelines, and have distributed them to all directors, executive officers, employees, and other eligible individuals. We are also implementing ongoing education and training. Furthermore, in addition to establishing a specialized department to oversee compliance initiatives across the Company and a compliance-related reporting and consultation framework, we are working to build and promote a compliance management system that will include taking actions such as establishing a Compliance Committee to monitor the progress of compliance initiatives.

Moreover, we have established a dedicated department to oversee and manage subsidiaries, etc., and, based on the Group Company Management Regulations, this department provides management and support for the management and business operations of subsidiaries, etc. We have further established systems for reporting to the Company, crisis management systems, and systems to ensure the efficiency of business execution in subsidiaries, etc. In addition, based on the Group Company Monitoring Regulations, we work with the auditors of subsidiaries, etc., to share and accumulate information, while monitoring these entities to provide guidance on improvements, further strengthening Group governance. In addition, Tobu Group Corporate Meetings are held regularly to communicate the Group's management policies and share information on the progress of business and management at subsidiaries, among other action items. Further, a compliance management system for the entire Group is being established in collaboration with subsidiaries and other stakeholders.

Compliance Management Structure



The committee promotes compliance management, monitors its implementation, evaluates and reviews compliance management, and reports on the proceedings of the committee to the Governance Committee chaired by an outside director.

Compliance Training and Education

The Tobu Group and its railway business affiliates* provide compliance education for new employees and candidates for new management and supervisory positions, and also provide compliance-themed education for all employees. In addition, we closely monitor legal amendments and trends in the social environment and provide compliance training Company-wide or at the departmental level, as necessary.

* Tobu Intertech Co., Ltd., Tobu Engineering Co., Ltd., TOBU STATION SERVICE Co., LTD., TOBU Shared Services CO., LTD.
TOBU RAILWAY absorbed Tobu Intertech, Tobu Engineering, and TOBU STATION SERVICE through mergers on April 1, 2026.

Main Compliance Education Conducted in FY2025
(TOBU RAILWAY and the Group's railway business affiliates)

Description	Total Enrollment
Training and research courses for new employees and candidates for new management and supervisory positions	257
Compliance and Theme-Based Education (Relationships with business partners and protection of intellectual property)	8,147

Anti-Corruption Initiatives

We have established policies for conducting fair, impartial, and transparent supplier selection and business transactions in accordance with laws, regulations, and sound business practices. We work to prevent bribery and corruption through training and education. We also strictly manage insider information and reinforce compliance with the prohibition on insider trading through e-learning and other training programs. In addition, the Group has established an information-sharing framework to ensure the complete exclusion of antisocial forces.

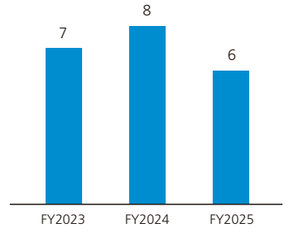
We strive to build mutually beneficial relationships and conduct appropriate transactions with our business partners based on our Declaration of Partnership Development, which we announced in April 2023.

Internal Reporting System (Compliance Hotline)

We have established the Whistleblower Protection Regulations, which prohibit any retaliatory or otherwise disadvantageous treatment of whistleblowers and establish appropriate procedures for handling reports, including a system for submitting reports, consultations, corrective measures, and measures to prevent recurrence to the Compliance Committee.

Based on these regulations, we have established the TOBU RAILWAY Compliance Hotline with both internal and external reporting channels and have put in place a system to facilitate the early detection and correction of violations through reports and consultations from directors, executive officers, employees, and other personnel. Reports may be submitted anonymously by telephone, in writing, or by email. After a report or request for consultation is received, an investigation is conducted if necessary, and we take appropriate response measures based on the facts and notify the person who made the report of the results. Furthermore, we strive to promote awareness of this hotline internally.

Number of Compliance Hotline Reports/Consultations



Risk Management

Basic Approach to Risk Management

We define a crisis as any incident or event that has a significant impact on our business operations, including compliance issues, natural disasters such as earthquakes, the leakage of personal information, and the unauthorized infringement of our assets, including intellectual property. Our principle is to prevent crises from occurring, and we work to reduce or disperse the causes of crises. In the event of a crisis, we minimize damage to our customers, shareholders, business partners, and other stakeholders, as well as to the Company and employees, in order to maintain and improve trust in the Company and to fulfill our social mission.

For details of our privacy policy, see the following:
https://www.tobu.co.jp/en/privacy/

Risk Management Framework

In order to systematize the risk management framework and minimize the risk of various losses associated with business activities, we have established Crisis Management Regulations and built and promoted a crisis management framework led by the Crisis Management Committee, an organization that oversees crisis management, to prevent and respond to any risks and share information.

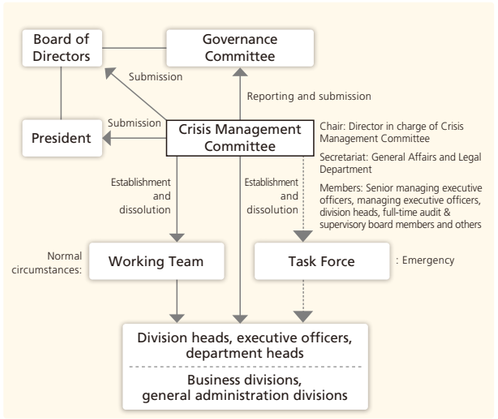
The Crisis Management Committee is chaired by a director in charge of the committee and consists of the executive officers in charge of each division. In addition to holding regular meetings once every six months, it also holds extraordinary meetings as necessary. To prevent crises that affect multiple departments, we also have established a working team for crisis prevention made up of relevant departments.

Divisions and departments collect and analyze information to prepare a risk map that visualizes the likelihood and potential impact of each risk, as well as a Crisis Prevention Report that outlines responses for each event. To prevent crises from occurring, they work to reduce or diversify identified risks and their underlying causes. The Crisis Management Working Team compiles these contents once every six months and reports them to the Crisis Management Committee.

Important matters that may affect the Company as a whole are reported to the President, the Governance Committee, and the Board of Directors by the Crisis Management Committee. In addition, the chair reports on the committee's activities and activity plans, and makes proposals in the Governance Committee.

In the event of a crisis, we will establish a task force under the Crisis Management Committee, and in addition to the Disaster Task Force established in the event of an earthquake or other disaster, and the Railway Business Division Accident and Disaster Task Force established in the event of a railway accident, we will consider and implement countermeasures, and provide customers with prompt and accurate information as necessary, fulfilling our social mission as a company.

Risk Management Framework



Crisis Management

In accordance with our Crisis Management Regulations, we have established Accident and Disaster Countermeasures Regulations and victim support plans for railway accidents, and we have also established TOBU RAILWAY's Standard Rules on Information Security and operate TOBU-CSIRT for information security. We have also established emergency public relations guidelines for handling public relations, and have established emergency response systems in advance to minimize the risk of a crisis occurring and the damage caused in the event of a crisis, according to the event and response.

Business Continuity Plans

As part of our crisis management, we have formulated business continuity plans for use in the event of an earthquake or the outbreak of a new strain of influenza or other infectious disease. Each plan prioritizes the work of each department according to the situation of the head office building, the state of infection in the case of infectious illness, and other circumstances, and selects the work that will continue. In addition, we review the plans once a year to ensure that they remain as effective as possible.

Information Security

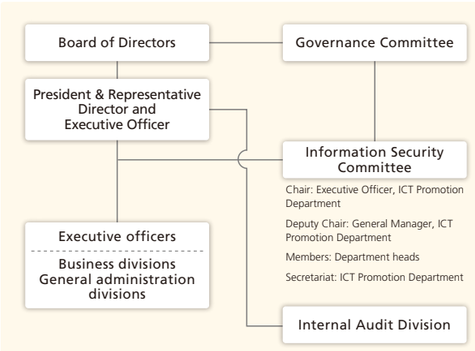
Operating Framework

In accordance with the TOBU RAILWAY Information Security Policy, we have established a Company-wide operating framework as a company that possesses important social infrastructure.

As a governance structure for information security management, we have established an Information Security Committee, chaired by the executive officer in charge of the ICT Promotion Department, which reports on the status of management implementation and implementation plans, as well as reporting on the proceedings of the committee to the Governance Committee.

We are also working to raise awareness of information security among all employees who use computers for work, including executives, through measures such as information security e-learning and hands-on training simulating targeted email attacks.

Information Security Management Structure

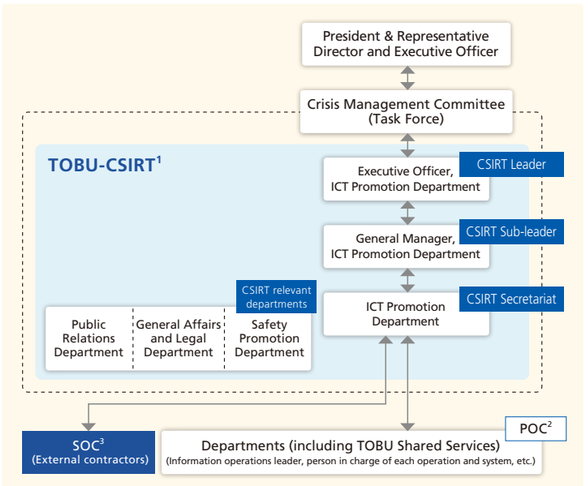


Operation of TOBU-CSIRT

In order to respond to information security incidents such as increasingly sophisticated and complex cyber attacks, a specialized team, TOBU-CSIRT, is working on rapid responses in emergencies and preventative activities during times of normal operation. We have a system in place where external experts continuously monitor our business network and can respond quickly in the event an abnormality is detected, and we also conduct training in preparation for the event of an information security incident within the Company.

1. CSIRT: Computer Security Incident Response Team.
   This is a system and team set up to respond effectively to security incidents and is often established at government agencies and corporations.
2. POC: Point of Contact.
   A liaison and reception point for each department.
3. SOC: Security Operation Center.
   Its role is to provide advice and technical support from external information security specialists.

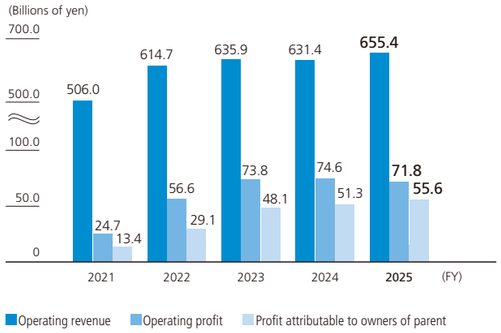
For details, see the following:
TOBU RAILWAY Information Security Policy (Japanese language only)
https://www.tobu.co.jp/corporation/policy/#ANC03



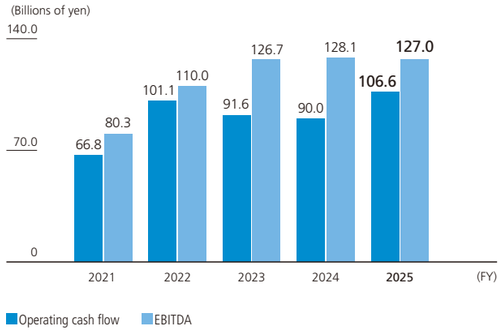
Financial and Non-Financial Data

Financial Data

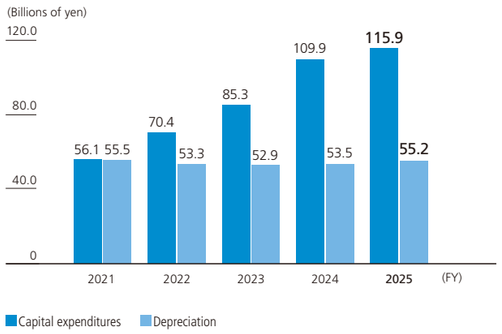
Operating Revenue/Operating Profit/Profit Attributable to Owners of Parent



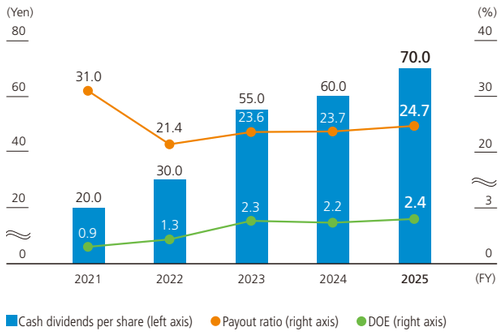
Operating Cash Flow/EBITDA



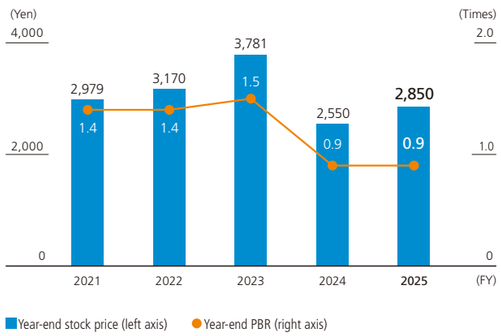
Capital Expenditures/Depreciation



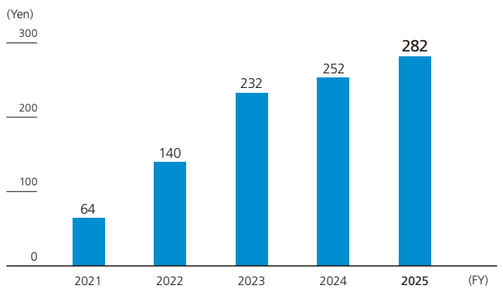
Cash Dividends per Share/Payout Ratio/Dividend on Equity Ratio (DOE)



Year-end Stock Price/Year-end PBR

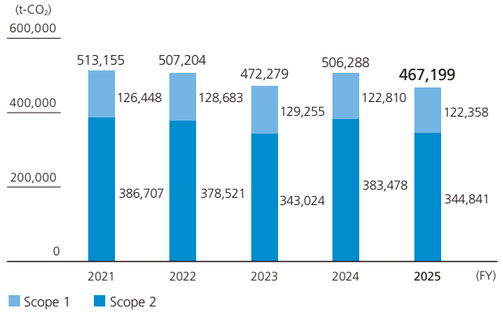


Basic Earnings per Share



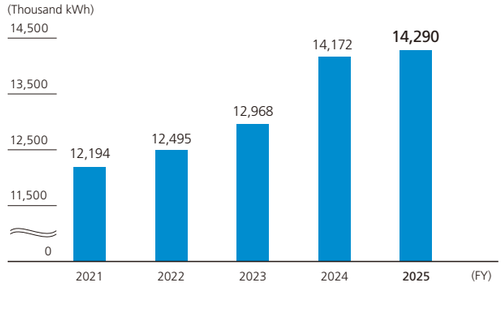
Non-Financial Data

GHG Emissions (CO_2 equivalent)



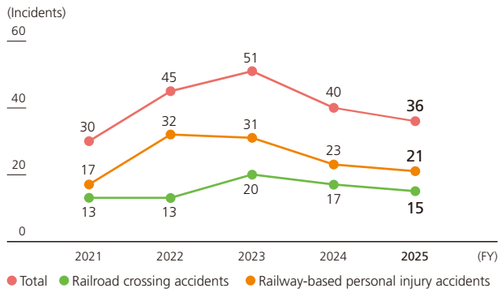
*1 Applicable gases: CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3
*2 We obtained third-party certification from LRQA Limited to ensure the reliability of our Scope 1 and Scope 2 GHG emissions figures from FY2024.
For details, see the following (LRQA Independent Assurance Statement)
https://www.tobu.co.jp/corporation/kankyo/data/en/index.html

Volume of Renewable Energy Produced



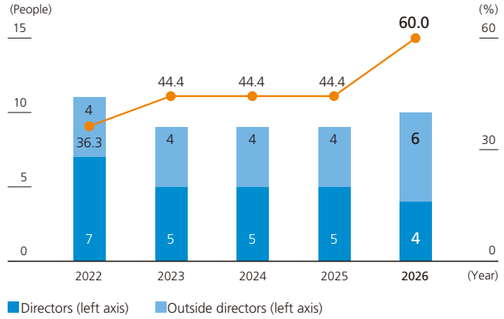
Note: Totals through FY2021 include feed-in tariff (FIT) electricity sales

Number of Railway Accidents*



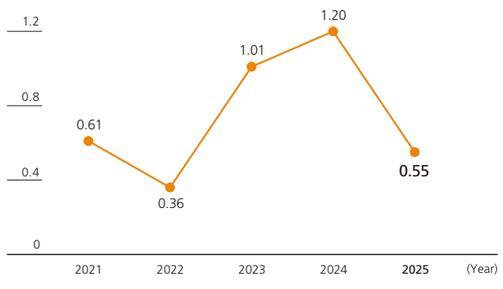
*Suspected suicides are not included in railway traffic accidents

Composition of Board of Directors

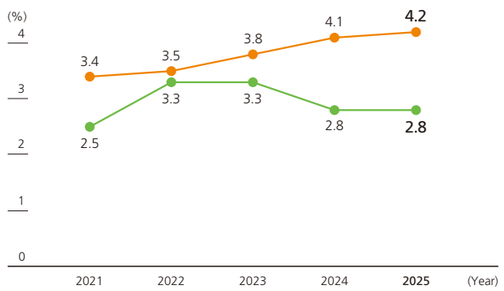


Note: Number of directors as of the conclusion of the Annual General Meeting of Shareholders

Rate of Accidents That Cause Work Absence



Percentage of Women Employees and Managers



(Millions of yen)

FY	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	**2025**
Consolidated Operating Results											
Operating revenue	574,334	568,887	569,519	617,543	653,874	496,326	506,023	614,751	635,964	631,461	**655,435**
Operating profit	64,399	68,335	66,645	67,295	62,653	(13,577)	24,732	56,688	73,883	74,604	**71,861**
Ordinary profit	56,006	62,128	62,286	62,972	58,414	(9,892)	27,406	54,815	72,033	72,716	**68,831**
Profit attributable to owners of parent	27,277	36,137	36,025	28,024	35,530	(24,965)	13,453	29,179	48,164	51,330	**55,620**
Capital expenditures	85,411	71,936	84,971	87,466	103,116	70,871	56,149	70,458	85,349	109,941	**115,936**
Depreciation	52,912	52,780	52,499	53,477	55,442	56,664	55,570	53,354	52,916	53,539	**55,213**
EBITDA	117,311	121,115	119,144	120,772	118,095	43,087	80,302	110,043	126,799	128,144	**127,075**
Consolidated Financial Position											
Total assets	1,592,475	1,597,733	1,618,274	1,643,190	1,656,092	1,682,497	1,689,855	1,738,195	1,704,063	1,753,200	**1,863,562**
Net assets	411,282	442,772	460,582	469,276	473,969	453,103	459,219	480,575	541,713	560,753	**622,227**
Equity	391,189	421,870	446,987	461,359	465,648	444,954	452,567	474,754	535,693	554,507	**615,605**
Interest-bearing debt	823,474	799,737	790,290	793,137	789,533	837,279	808,507	795,502	749,777	780,253	**789,673**
Consolidated Cash Flows											
Cash flows from operating activities	78,114	87,470	91,967	88,191	101,136	39,504	66,851	101,115	91,690	90,072	**106,640**
Cash flows from investing activities	(63,593)	(55,881)	(66,951)	(76,094)	(75,621)	(66,283)	(30,964)	(52,711)	(61,625)	(86,778)	**(82,720)**
Cash flows from financing activities	(12,102)	(29,907)	(34,111)	(8,598)	(22,577)	40,362	(35,005)	(25,285)	(67,918)	321	**(14,652)**
Free cash flow	14,521	31,589	25,016	12,097	25,515	(26,779)	35,887	48,404	30,065	3,294	**23,920**
Per Share Data											
Profit (EPS) (yen)	25.54	168.79	168.87	132.65	168.84	(119.67)	64.49	140.06	232.99	252.99	**282.92**
Net assets (BPS) (yen)	365.43	1,970.65	2,115.70	2,183.82	2,232.01	2,132.83	2,169.34	2,296.65	2,591.47	2,777.78	**3,148.37**
Dividends (DPS) (yen)	30.00	32.50	35.00	35.00	40.00	20.00	20.00	30.00	55.00	60.00	**70.00**
Dividend payout ratio (%)	23.5	19.3	20.7	26.4	23.7	—	31.0	21.4	23.6	23.7	**24.7**
Management Indicators											
Return on sales (%)	11.2	12.0	11.7	10.9	9.6	(2.7)	4.9	9.2	11.6	11.8	**11.0**
ROE (%)	7.1	8.9	8.3	6.2	7.7	—	3.0	6.3	9.5	9.4	**9.5**
Operating profit ROA (%)	4.0	4.3	4.1	4.1	3.8	—	1.5	3.3	4.3	4.3	**4.0**
Equity ratio (%)	24.6	26.4	27.6	28.1	28.1	26.4	26.8	27.3	31.4	31.6	**33.0**
Interest-bearing debt to EBITDA multiple (times)	7.0	6.6	6.6	6.6	6.7	19.4	10.1	7.2	5.9	6.1	**6.2**
Total asset turnover (times)	0.36	0.36	0.35	0.38	0.39	0.29	0.30	0.35	0.37	0.36	**0.35**
Financial leverage (times)	4.1	3.8	3.6	3.6	3.6	3.8	3.7	3.7	3.2	3.2	**3.0**
Dividend on equity (DOE) (%)	1.7	1.7	1.7	1.6	1.8	0.9	0.9	1.3	2.3	2.2	**2.4**
Non-Financial Indicators											
Number of employees (consolidated)	19,770	19,514	19,211	20,347	20,112	20,345	19,621	18,599	18,384	18,247	**18,148**
Hiring rate of persons with disabilities (%)	3.25	3.33	3.48	3.38	3.39	3.37	3.43	3.37	3.35	3.37	**3.08**
Number of railway accidents	23	17	14	19	16	15	30	45	51	40	**36**
GHG emissions (t-CO_2)	—	—	—	—	—	—	513,155	507,204	472,279	506,288	**467,199**
Renewable energy generated (thousand kWh)	8,266	10,823	10,689	11,563	11,535	12,264	12,194	12,495	12,968	14,172	**14,290**

Notes: 1. The Company carried out a 1-for-5 reverse split of common stock, effective October 1, 2017.
The actual dividends paid up to FY2017 are the amounts converted after the reverse stock split.
2. Capital expenditures are listed on a construction basis.
3. GHG emissions have been calculated for companies included in the scope of consolidation from FY2021. The calculation covers Scope 1 and Scope 2 emissions.
Applicable gases: CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3
Regarding emissions, from FY2024, we have obtained third-party assurance from LRQA Group Limited ensuring the credibility of the figures presented.

For more information, see the LRQA Independent Assurance Statement: https://www.tobu.co.jp/corporation/kankyo/data/en/index.html

List of Group Companies (As of March 31, 2026)

Transportation business: 28 companies (including 1 equity method affiliate)

Company name	Main business lines
Tobu Intertech Co., Ltd.*	Rolling stock inspection and maintenance
Tobu Engineering Co., Ltd.*	Railway engineering/electrical inspection and maintenance
TOBU STATION SERVICE CO., LTD.*	Railway business
TRAVEL SERVICE CO., LTD.	Commuter pass and multi-ride ticket sales
Jomo Electric Railway Co., Ltd.	Railway business
Joden-Kosan Co., Ltd.	Golf practice ranges
ASAHI Motor Corporation	Passenger vehicle transportation business
BANDO BUS inc.	Passenger vehicle transportation business
Nikko-koutsu co.,ltd.	Passenger vehicle transportation business, cableway business
Kan-Etsu Kotsu Co., Ltd.	Passenger vehicle transportation business
KAWAGOE Motor Corporation	Passenger vehicle transportation business
IBAKYU Motor Corporation	Passenger vehicle transportation business
Kokusai Juo Co., Ltd.	Passenger vehicle transportation business
KIRYU-ASAHI Motor Corporation	Passenger vehicle transportation business
ASAHI CAR MAINTENANCE Co., Ltd.	Vehicle maintenance business
TOHOKU KYUKO BUS Co., Ltd,	Passenger vehicle transportation business
TOBU BUS CO., LTD.	Operations management company
TOBU BUS WEST CO., LTD	Passenger vehicle transportation business
TOBU BUS CENTRAL CO., LTD.	Passenger vehicle transportation business
TOBU BUS NIKKO CO., LTD	Passenger vehicle transportation business
Tobu Transportation Corporation	Freight forwarding business, warehouse business
Tobu Physical Distribution Service Co., Ltd.	Truck transportation business, warehouse business
Gunma Logistic Systems Co., Ltd.	Truck transportation business, warehouse business
Tochigi Logistic Systems Co., Ltd.	Truck transportation business
Tokai Logistic Systems Co., Ltd.	Truck transportation business
Saitama Logistic Systems Co., Ltd	Truck transportation business
TOBU DELIVERY CO.,LTD.	Truck transportation business, warehouse business, distribution processing business
YAGAN TETSUDO RAILWAY Co., Ltd.	Railway business

*Merged into TOBU RAILWAY effective April 1, 2026

Leisure business: 16 companies (including 2 equity method affiliates)

Company name	Main business lines
Tobu Leisure Planning Co., Ltd.	Zoo business, amusement park business
TOBU WORLD SQUARE Co., Ltd.	Tourist facilities business
TOBU SPORTS Co., Ltd.	Sports club business
Tobu Kogyo Co., Ltd.	Golf course business, driving school, hotel business, pleasure boat business, hot spring supply business
Tobu Golf Service Co., Ltd.	Golf course business
TOBU TOP TOURS CO.,LTD.	Travel business
TOPSTAFF.INC.	Temporary staffing business
TTA INC.	Travel business
TOPTOUR EUROPE LIMITED	Travel business
SENDAI KOKUSAI HOTEL Co., Ltd.	Hotel business
Tobu Hotel Management Co., Ltd.	Hotel business
KANAYA HOTEL Co., Ltd	Hotel business
Lakeside Hotel Systems Co., Ltd.	Hotel business
TOBU TOWER SKYTREE Co., Ltd.	Facility leasing business (broadcasting tower), tourism business (observation deck)
Nikko Natural Science Museum Co., Ltd.	Management and operation of the Tochigi Prefectural Nikko Natural Science Museum
Zao Ropeway Co., Ltd.	Ropeway, lift, hotel and restaurant business

Real estate business: 3 companies

Company name	Main business lines
Nihon Parking Building Service Co., Ltd.	Parking lot management and operation
TOBU REAL ESTATE CO., LTD.	Real estate distribution, real estate consulting, parking lot management and operation
TOBU TOWN SOLAMACHI CO., LTD.	Building management business

Retail distribution business: 8 companies

Company name	Main business lines
TOBU DEPARTMENT STORE CO., LTD.	Department store business
Tobu Tomonokai Co., Ltd.	Specified prepaid transactions business
TOBU UTSUNOMIYA DEPARTMENT STORE CO., LTD.	Department store business
TOBU STORE CO., LTD.	Store business
TOBU Keibi Support Co., Ltd.	Security business, maintenance business
Tobu Marketing Inc.	Credit card business
Tobu Shoji Co., Ltd.	Convenience stores, oil wholesale business
Tobu Foods Service Co., Ltd.	Restaurant business, hotel business

Other businesses: 16 companies

Company name	Main business lines
TOBU DENSETSU KOGYO CO.,LTD.	Electrical construction business
TOBU CONSTRUCTION Co., Ltd.	General construction business
TOBU Tochiginamakon Co., Ltd.	Production and sale of ready-mixed concrete
TOBU KAIHATSU Co., Ltd.	Sale of construction materials and ready-mixed concrete
Tobu Yachida Construction Co.,Ltd	General construction business
Tobu Ryokuchi Co., Ltd.	Landscape gardening business, golf course maintenance business
TOYO Co., Ltd.	Water supply and drainage plumbing work
TOBU Shared Services CO., LTD.	Deposits and loans with group companies, general affairs, accounting, and social insurance calculation outsourcing
TOBU Insurance Service Co., Ltd.	Insurance agency business
Tobu Building Management Co., Ltd.	Building management business, cleaning business, parking business, retail store leasing business
Tamahiro Kogyo Co., Ltd.	Air-conditioning equipment installation business
Nishi-Ikebukuro Heating & Cooling Supply Co., Ltd.	Heat supply business
Kinshicho Heating & Cooling Supply CO., LTD	Heat supply business
TOBU ENERGY MANAGEMENT CO.,LTD.	Heat supply business
Symphonia Tobu Co., Ltd.	Cleaning business, in-house mail. sorting and shipping business
Tobu Business Solution Corp.	Information service business

Company Profile / Stock Information (As of March 31, 2026)

Company Name: TOBU RAILWAY CO.,LTD.
Date of Establishment: November 1, 1897
Registered Office: 1-2 Oshiage 1-chome, Sumida-ku, Tokyo 131-8522, Japan
Head Office: 18-12 Oshiage 2-chome, Sumida-ku, Tokyo 131-8522, Japan
Common Stock: 102,135,971,747 yen
Consolidated employees: 18,148
Fiscal year: From April 1 to March 31

Business Lines:
1. General transportation business by rail, track, and cableway
2. Vehicle transportation
3. Real estate sales, leasing, brokerage, appraisal, and management services
4. Information provision and processing services, telecommunications services, and cable broadcasting
5. Management of entertainment, sports and educational institutions, as well as the hotel business, food and beverage business, goods sales business, travel business, advertising business and other service businesses
6. Design and construction contracting business for civil engineering, construction, landscaping, and electrical work
7. Electricity generation and supply business
8. Businesses incidental or related to the preceding items

Stock Information

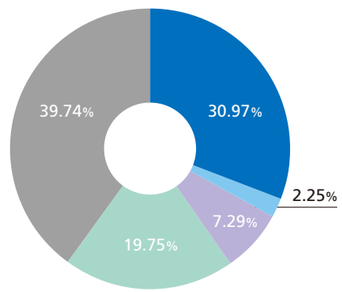
Total Number of Shares Authorized: 400,000,000 shares
Total Number of Shares Issued and Outstanding: 197,266,821 shares
Number of Shareholders: 83,860

Major Shareholders (Top Ten)

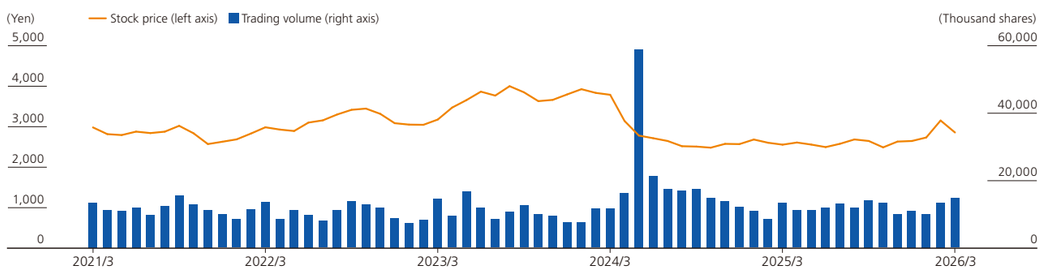
Shareholder	Number of shares held (thousands of shares)	Percentage of total shares outstanding (%)
The Master Trust Bank of Japan, Ltd. (trust account)	29,087	14.81
Custody Bank of Japan, Ltd. (trust account)	9,720	4.95
FUKOKU MUTUAL LIFE INSURANCE COMPANY	5,235	2.66
JP MORGAN CHASE BANK 385781	2,871	1.46
STATE STREET BANK AND TRUST COMPANY 505001	2,678	1.36
STATE STREET BANK AND TRUST COMPANY 505223	2,483	1.26
Mizuho Bank, Ltd.	2,326	1.18
Saitama Resona Bank, Limited	2,031	1.03
East Japan Railway Company	2,024	1.03
GOVERNMENT OF NORWAY	2,014	1.02

Notes: 1. Percentage of total shares outstanding is calculated excluding the number of treasury shares
2. Apart from the shares above, FUKOKU MUTUAL LIFE INSURANCE COMPANY holds as trustee 1,164,000 shares in the Company in a retirement benefit trust, where the Company retains the authority to give instruction on the exercise of voting rights.

Shareholders by Type



Stock Price/Trading Volume



Note: Stock prices and trading volume are as of the end of each month.