

TOBU Group
Integrated Report

2024



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Editorial Policy

This is the Tobu Group's first Integrated Report, which will be published annually from FY2024. In preparing the report, we have made an effort to provide a comprehensive overview ranging from the Tobu Group's history and activities to date to its strategies and measures for long-term value creation, and financial and non-financial information. In editing this report, we have used references such as the International Integrated Reporting Framework advocated by the IFRS Foundation, the GRI Standards of the Global Reporting Initiative (GRI), and the Guidance for Integrated Disclosure and Dialogue for Value Co-Creation by the Ministry of Economy, Trade and Industry. Through this report, we hope that all stakeholders, including shareholders and investors, will gain a deeper understanding of the Tobu Group.

* “TOKYO SKYTREE,” “SKYTREE,” “TOKYO SKYTREE TOWN” and “Skytree Line” are registered trademarks of TOBU RAILWAY Co., LTD. and TOBU TOWER SKYTREE Co., Ltd. In addition, “TOKYO Solamachi,” “TOKYO Mizumachi” and “SUMIDA RIVER WALK” are registered trademarks of TOBU RAILWAY Co., LTD.

Report Scope

TOBU RAILWAY Co., LTD. and Group companies

Period Covered

From April 1, 2023 to March 31, 2024. However, some information on before and after the period is included.

Publication Period

December 2024

Cautionary Note on Forward-Looking Statements

The forward-looking statements such as results forecasts set forth in this report are based on industry trends related to the business of Tobu Railway and Group companies and other such factors that impact business results, including the economy in Japan and other countries, which are made based on the information currently available to the Company. As such, the reader is asked to note that actual business results may differ from these forecasts due to changes in the business environment and other such factors.

Positioning of Publications

Publication	Content	Book	PDF	HTML
Integrated Report	See the Table of Contents of this report for details.		●	
Company Handbook	Contains information about the Company, including our business overview, Medium-Term Business Plan, initiatives, and business results.	●	●	
Annual Securities Report	A report that listed companies, etc., are required to prepare each fiscal year and submit to the Prime Minister and the securities exchange on which they are listed, in accordance with the Financial Instruments and Exchange Act. See this report for details on the Company's financial situation.	●	●	
Corporate Governance Report	This document describes our corporate governance philosophy and systems in accordance with Japan's Corporate Governance Code.		●	
Safety Report	A report that is required to be published under the Railway Business Act. It contains information such as the Company's approach to safety, basic policies, initiatives to ensure transportation safety, and the management system.	●	●	●



Tobu Group Management Philosophy

The Tobu Group has set forth the concepts of “dedication,” “enterprising spirit” and “affinity,” as the corner stone 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 congeniality 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 customer’s viewpoint, thereby aiming to create attractive destinations full of energy along the Tobu lines, providing the 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

Since Tobu Railway was founded in 1897, in addition to a railway network spanning 463.3km in five prefectures, the Tobu Group has operated 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 businesses that closely support customers’ daily lives.

Along the railway lines, there are international tourist destinations and tourist resources with convenient transportation access, such as Nikko National Park, which is brimming with natural beauty, including mountains, lakes, marshes, and wetlands, the Asakusa and TOKYO SKYTREE area, which is visited by 30 million tourists a year, and the Kawagoe area, which is overflowing with the atmosphere of Little Edo (KOEDO). We aim to improve the value of the areas along our railway lines and achieve sustainable growth for the Tobu Group by continuing to promote our business.

Overview of the Tobu Group

(As of March 31, 2024)

Financial Information		
Operating revenues	Operating profit	Profit attributable to owners of parent
635,964 million yen	73,883 million yen	48,164 million yen
Interest-bearing debt to EBITDA multiple	Dividend payout ratio	ROE
5.9x	23.6%	9.5%
Non-Financial Information		
Annual passengers carried (railways)	Annual visitors to TOKYO SKYTREE	Group companies
837 million	4,472 thousand	Consolidated subsidiaries: 68 Equity method affiliates: 3
Railway distance	GHG Emissions	Number of employees
463.3km	<div>Scope 1129,255 t-CO₂</div> <div>Scope 2343,024 t-CO₂</div> <div>Gases included: CO₂, HFCs, SF₆</div> <div>* CO₂: Caused by energy</div>	18,384 (Non-consolidated: 3,280)
Rolling stock		
1,775 cars		

Map of the Tobu Railway Network



Tobu Railway lines
 Other railway and Shinkansen lines



TOKYO SKYTREE



Nikko Toshogu Shrine



Lake Chuzenji (Nikko)



Kinugawa Onsen



TOBU DEPARTMENT STORE (Ikebukuro)



Time Bell Tower "Toki-No-kane" (Kawagoe)



Taking on challenges and engaging in cooperative creation with the aim of creating new value for sustained growth of the community and the Tobu Group

Yutaka Tsuzuki
President and Representative Director

Publication of the Integrated Report

In addition to financial reports for each fiscal year, the Tobu Group has been communicating the status of individual initiatives and future plans for each theme to stakeholders such as customers, shareholders, suppliers, business partners, and local communities through Safety Reports, Corporate Sustainability Reports, and other means.

However, in current corporate management, there is a need for cross-sectional measures to deal with increasingly complex issues such as corporate governance, the environment and social issues. In order

to accurately convey the Tobu Group's management strategy based on these factors to everyone, we have arranged various information that has been disclosed across multiple forms of media and compiled it into an Integrated Report. We hope that you will gain a deeper understanding of the Tobu Group by seeing the process of how we are using our management resources to enhance corporate value in response to the business environment and issues currently facing the Tobu Group.

Reflecting on the First Year and a Half as President

I joined Tobu Railway in 1984 as an engineer, and have held positions such as General Manager of the Transport Department of the Railway Business Division, Director and Head of the Railway Business Division and President & Representative Director of Tobu Shoji Co., Ltd., before being appointed as President & Representative Director and Executive Officer.

Looking back over the past few years, something I have felt more than anything else is the rapid changes in the business environment surrounding the Group. Due to the restrictions on behavior accompanying the spread of COVID-19, the main railway business was forced to steer a difficult course, and the tourism and leisure businesses, including hotels and travel agencies, were also severely impacted. Under these conditions, we formulated the

Medium-Term Business Plan in April 2022 and proceeded with business structure reforms centered on cost control in the wake of the COVID-19 pandemic. In May 2023, COVID-19 was reclassified as a Category 5 infectious disease under the Infectious Disease Act, and demand for inbound travel and going out rapidly recovered, and signs of a bright future for Group management finally began to appear. The Tobu Group was also able to achieve the quantitative targets set out in its Medium-Term Business Plan one year ahead of schedule, in March 2024. We recognize that this is a result of not only improvements in the external environment, such as the recovery of human traffic, but also the Group's employees working as one to overcome this predicament and striving to improve the efficiency of our business.

Thoughts behind the Long-term Management Vision

In April 2024, the Tobu Group established the new Long-term Management Vision of "Evolving Society and Areas along our Railway Lines by Taking on Challenges and Engaging in Cooperative Creation."

"Taking on Challenges and Engaging in Cooperative Creation" are not new concepts, but rather the spirit that is deeply rooted in the management philosophy of dedication, enterprising spirit and affinity that has been developed over the Company's long history. With this management vision, we hope to drive the sustainable development of local communities along our railway lines and of society as a whole, and also strongly hope to achieve further growth ourselves.

These two keywords are words that I have personally felt the importance of since I was young, and have always been careful to remember. Looking back on my roots, I was involved in manufacturing work in my twenties and thirties. In particular, for about a decade from my late twenties, I was involved in a project to develop a train operation management system for the Tojo Line as a representative of electrical engineers. This was a major project that had never been attempted before at the Company, involving the transfer of the operation management of the railway from humans that had handled it to a system. At the time, the Company was a latecomer to the field of operation management systems, so we had a strong determination to make something better than anyone else, and we had held discussions within the Company and with business partners day to day. We also included functions like the forerunners of today's AI. As a result, with the help of many people

involved, we were able to build a wonderful system that we can be proud of both inside and outside the Company. This was a very memorable experience of success for me. If you don't take on new challenges, you will fall behind the times. You will also be unable to meet the expectations of stakeholders. For the Tobu Group to continue to be chosen in the future, we must never be satisfied with the status quo, but always look ahead and take on challenges. That is what I think is important.

Also, the Company built TOKYO SKYTREE in 2012. It is the world's tallest freestanding broadcasting tower. This was also a challenge to do something new. Now, with 40 million annual visitors to TOKYO SKYTREE TOWN as a whole, along with 30 million visitors to the Sensoji Temple in the Asakusa area, it is a popular tourist destination for visitors from both Japan and overseas. As a result, employees have begun to engage in their work with a mindset of being able to take on new challenges. I want to fan the flames of taking on these challenges that has been ignited among our employees even more.

I have also learned the importance of "Cooperative Creation" on my own path. The teachings of my forebears saying, "There can be no development without the cooperation of everyone along the line," have become my backbone. The Tobu Group is a large organization made up of around 70 companies. By working together and forming a scrum between the divisions and companies within the Group, and with our business partners, local governments, and residents of the areas along our railway lines, we believe we can deliver better services in a variety of ways.

When conceiving the Long-term Management Vision for the Tobu Group in 10 years' time, I wanted to convey this kind of mindset, which I have always kept at the core of my work, as a message to people both inside and outside the Company, so I proposed the phrase "Taking on Challenges and Engaging in Cooperative Creation." By taking on "challenges" to look ahead changes in the business

environment and the needs of society, and engaging in "cooperative creation" to create value through collaboration with stakeholders, we aim to achieve the "medium- to long-term growth of the Tobu Group" and "a human-friendly society where people and communities continue to flourish together." We have put our unwavering determination into this Long-term Management Vision.

through collaboration between industry, government and academia. We are working on area development that contributes to the revitalization of the local area by creating a continuous buzz and interaction through collaboration with residents, businesses, and local groups. We will leverage our advantages as a railway company in area development to differentiate ourselves from others.

There can be no development of the Group without the development along our lines. Through these initiatives, we will work to expand and establish the inflow of both the resident population and the population that interacts with the area, and we will solidify the foundation for the continuation of our business into the future.



Tobu Group Medium-Term Business Plan 2024–2027

In line with the newly established Long-term Management Vision, we have formulated the Tobu Group Medium-Term Business Plan 2024–2027, which sets out our initiatives for the four-year period from FY2024 to FY2027. Within this, we have established four priority strategies: "establishment of businesses to drive growth", "ongoing strengthening of business foundation (along railway)", "development of new businesses to expand domain", and "reduction of environmental impact and enhancement of human capital."

Priority Allocation of Management Resources to "Tourism" and "Development"

In the first of our priority strategies, "establishment of businesses to drive growth," the "tourism business" and "development business (area development)" play an important role. In terms of tourism, there are many attractive tourist resources along our railway lines, including not only the TOKYO SKYTREE, but also Asakusa, Nikko, Kinugawa Onsen, and Kawagoe. We need to actively develop measures to encourage many people, including inbound tourists, to visit these areas.

As one example, we debuted the "SPACIA X" in July 2023. This is the first new limited express train for the Company in 33 years. In order to enjoy the time and space to your destination in a luxurious atmosphere, we have prepared a comfortable interior with six different seat variations, and you can also enjoy a cafe menu that makes use of local ingredients from Nikko. I think the reason why the "SPACIA X" is so popular is that there is a need among our customers to enjoy this kind of travel time. We must continue to respond to these needs.

Fortunately, another strength of the Company is that the Group also handles a wide range of tourism-related businesses, including secondary transportation such as buses, as well as hotels and restaurants. The Tobu Group currently operates 18 hotels in various locations, ranging from luxury hotels such as "The Ritz-Carlton, Nikko" to business hotels that principally offer accommodation. In order to further enhance the travel experience for many tourists, including inbound tourists, we will continue to develop accommodation facilities with high added value in addition to tourism transportation by rail. We will commit to investing more than 45 billion yen by FY2027 as we proceed to develop new hotels and renovate existing hotels.

The focus for development business and other is on strengthening the profitability of non-railway business in the face of the gradual decline in railway users due to the declining population, and this is the core of such efforts. The Company will not only work independently, but also actively collaborate with landowners and the government to promote redevelopment projects and joint ventures in front of train stations. The best example of this is the redevelopment of the Ikebukuro Station West Exit area. We aim to attract people to the area as an international art and culture city, expand the flow of people from the station to the town and make it walkable. In addition, on the west side of Dokkyodaigakumae Station, a large-scale stand-alone house development project is being carried out

Utilizing Digital Technology to Differentiate

In the second of our priority strategies, "ongoing strengthening of business foundation (along railway)," it is necessary to actively utilize digital technology in order to continue providing safe, high-quality transportation services in transportation businesses such as railway and bus. We have already begun conducting demonstration experiments with the aim of realizing automated and unattended operation in the future. Using DX to automate and streamline operations such as driving and infrastructure maintenance, we will let machines handle tasks that can be done by machines, while our employees will engage in tasks that only humans can do, such as providing warm hospitality, in an effort to add value to our services.

In addition, the "TOBU POINT" service available across the Tobu Group, which started in November 2020, aims to reach 1 million app downloads and 175 billion yen in transaction volume eligible for points by FY2027. It is a valuable tool that deepens the connection between members and the Tobu Group, such as by distributing coupons for discounts on the use of the Group's facilities, including Tobu Department Stores and Tobu Hotels. In March 2023, we opened the TOBU MALL shopping site. The site stocks a range of products that can only be purchased at the Tobu Group stores, such as railway and bus-related goods, railway experience events, and digital tickets for TOKYO SKYTREE, and is constantly evolving, for example by promoting the use of the "TOBU POINT" system. Furthermore, we will build long-term relationships with our customers by improving customer satisfaction such as providing information that is optimized for each individual in a timely manner based on the various marketing data obtained here.

Establishing Revenue Sources with a View to the Next Decade

In the third of our priority strategies, "development of new businesses to expand domain", we have launched the environmentally friendly NIKKO MaaS to make sightseeing in Nikko more convenient, and we have also launched the SAKULaLa payment and authentication service that uses biometric authentication. This "biometric authentication" is also one of the challenges we are taking on. You may wonder why a railway business operator would get involved in this, but the Tobu Group has a wide range of infrastructure based not only on railways, but also department stores and supermarkets, which can utilize these platforms, and we will also expand outside the Group in the future. This "biometric authentication" has significant advantages in terms of high authentication accuracy, fast authentication speed and high security. In addition to the everyday convenience of being able to go shopping without carrying anything, it can also be used to help solve social issues, such as being able to use it as a means of payment in the event of a disaster or to prevent the resale of event tickets. We will continue to provide convenient and excellent services for DX that will be appreciated by our users by making proactive investments ahead of other companies so that we do not find ourselves too late to react when we notice something.



Toward Sustainability

In the fourth of our priority strategies, “reduction of environmental impact and enhancement of human capital,” the Tobu Group is strengthening its environmental initiatives with the mandatory target of reducing the group’s overall CO₂ emissions by 30% by 2030 compared to FY2022. In the railway business, we have set a target of reducing emissions by 50% compared to FY2013. “SPACIA X” has reduced CO₂ emissions by up to 40% compared to previous models. We will also proceed to gradually switch other vehicles to energy-efficient models. Furthermore, Nikko is positioned as an “international eco resort” where history, culture, tradition and nature coexist, and we are working to reduce the environmental impact in collaboration with local governments. For example, “the NIKKO MaaS” service, which started in 2021, introduced EV and PHV car sharing and shared bicycles. Since 2022, the Company has been striving to reduce CO₂ emissions by operating trains that run on 100% renewable energy in the Nikko and Kinugawa areas, and will also conduct a demonstration experiment using biofuel derived from waste cooking oil for some of the buses operating in the Nikko area. In the future, the Company will further enhance the value of the “Nikko brand” by putting these into actual operation.

We also believe that investment in human capital is extremely important due to the expected decline in the working population. The key to achieving our Long-term Management Vision is the power of “people”. The growth of each employee supports the foundation of the Company, and this in turn leads to growth as a company. We will devote all our efforts to bringing out the full potential of our employees and encouraging their growth.

One specific measure is to promote diversity & inclusion and improve the working environment. In the past, the railway industry was mainly staffed by male employees, but now many female employees are also active in this field. We are also working to create an environment that allows employees to continue working with peace of mind while raising children, such as by providing company housing with on-site childcare facilities.

In addition, we actively hire foreign nationals and people with disabilities. Many foreign staff are active in Merchandise Sales and other areas of the Group, and we are also working on their training. At our special subsidiary, Symphonia Tobu, people with disabilities are able to demonstrate their talents in cleaning and other work, and play an active role as important members of our team.

Also, the most important part of our HR strategy is “education”. No matter how much mechanization and systemization progress, the last bastion is “people”. Even the best machines and systems are not perfect. They can also break down. Therefore, we are strengthening and enhancing a wide range of education, from training for new employees to training for each level, and we hope to foster self-motivated human resources who can think and act on their own, while deepening the bond between the Company and employees in a fulfilling workplace.

In relation to sustainability, I will also touch on corporate governance. The Company has been taking action based on systems in each instance, and we will continue to work on enhancing the Board of Directors, which is the cornerstone of corporate governance. Currently, four of the nine members of the Board of Directors are independent outside directors, resulting in an outside director ratio of over 40%. The Board of Directors is made of a diverse range of people and the right number of members, who, taking into account their balance of knowledge, experience and abilities, provide advice and management supervision on a regular basis to ensure the sustainable growth of the Group, and engage in a variety of discussions at each meeting.

Aiming to Be a Trusted Corporate Group

Now, we are entering an age of turmoil that is difficult to predict, with rising geopolitical risks and changes in the global economic environment. There are also many issues that the Tobu Group needs to overcome. In addition to responding to the serious decline in Japan’s population, companies are also required to make contributions aimed at responding to the accelerating digitization of society and solving social issues such as environmental problems. In particular, we recognize that the decline in the population along the railway lines and the working population due to the declining population is a major management issue for the Group. We must move away from a business model centered on the railway business and move towards a business portfolio that includes non-railway businesses such as tourism and development (area development).

For this reason, we plan to invest 270 billion yen in priority strategies during the period of the Medium-Term Business Plan. The Tobu Group’s business is not limited to the railway business, but many of its businesses require a long period to recover investment, and not all of these investments immediately lead to a return within the four-year period of the Medium-Term Business Plan. This Medium-Term Business Plan is seen as the start of various infrastructure improvements, and many of the full-scale returns on investment will come in the next Medium-Term Business Plan and beyond. Therefore, I believe that there would be no future without these four years. Fortunately, the business streamlining we implemented during the COVID-19 pandemic has paid off, and we now have a system in place that generates stable cash flow. While achieving short-term results, we will appropriately allocate the cash generated here to capital expenditures and human resource investment, and steadily implement investments with an eye to future growth.

Finally, we have adopted the keyword “challenge” in our Long-term Management Vision. We don’t just pursue change. We boldly take on the challenge of making changes to things that need to be changed or should be changed. However, we are determined to defend the essential values and beliefs that must never be changed, no matter what the circumstances.

As a company that operates trains carrying over 2 million passengers every day, something we must never change is our focus on “safety and security”. Since joining the Company, I have been drilled in the idea that “safety and security lead to customer trust, and business is built on



that trust,” and that spirit has permeated to the very marrow of my bones.

In addition, the Tobu Group has a wealth of management resources accumulated over its history of 127 years since its founding. During this period, we have also faced major difficulties that have threatened the very existence of the Company, such as war, earthquakes, other disasters, accidents, management difficulties, and the COVID-19 pandemic. One example of this is the DNA we have inherited from our predecessors, who have overcome these difficulties by making minor changes to tradition.

We will create added value by strategically utilizing the Tobu Group’s diverse management resources, and we will steadily implement the key strategies set out in our Medium-Term Business Plan to meet the expectations of all our stakeholders.

We sincerely ask for your continued understanding and support for the Tobu Group.

The Path to Value Creation

1899
Trial operation before commencing business



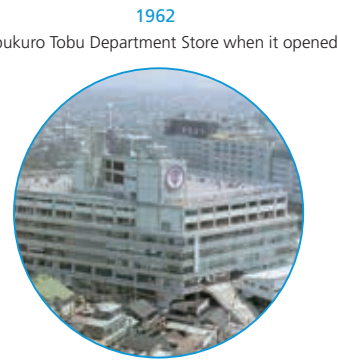
1931
Asakusa Station Building



1936
Map of Tokiwadai Residential Area



1960
1720 Series Deluxe Romance Car



1962
Ikebukuro Tobu Department Store when it opened

1993
Opened Tobu World Square



2012
Opened TOKYO SKYTREE TOWN



2017
Commenced operation of SL Taiju

2020-
Taking on challenges and engaging in cooperative creation as the source of evolution

Into the next 100 years with society and the community along our railway lines

Further strengthened ties with society and the local community, and actively promoted measures to realize a sustainable society.

- 2020 Opened TOKYO Mizumachi between Asakusa and TOKYO SKYTREE TOWN
Opened five hotels including The Ritz-Carlton, Nikko
Commenced the TOBU POINT system across the Tobu Group
- 2023 Commenced through services between Tojo Line, Tokyu Shin-yokohama Line and Sotetsu Line
Commissioned the N100 Series SPACIA X
- 2024 Commenced provision of a common platform for digital identity using biometric authentication (service name: SAKULaLa)

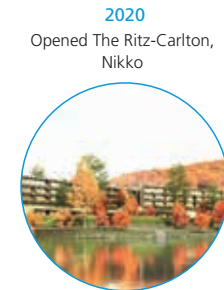
2000-
Blending the ordinary and the extraordinary

Selection and concentration of businesses

In addition to reviewing businesses, invested in high-profit businesses such as TOKYO SKYTREE, and established a solid business foundation.

- 2001 Completed quadruple tracks (between Kita-senju and Kita-koshigaya), the longest for a private railway network
- 2003 Commenced through service between Iseaki Line/Nikko Line, Eidan Chikatetsu (currently Tokyo Metro) Hanzomon Line and Tokyu Den-en-toshi Line
- 2006 Commenced limited express through services with East Japan Railway Company
Established "Safety Day"
- 2007 Commenced PASMO public transportation IC card service
Symphonia Tobu certified as a special subsidiary
- 2008 Commenced through service between Tojo Line and Tokyo Metro Fukutoshin Line
Commenced operation of TJ Liner
- 2012 Opened TOKYO SKYTREE TOWN
- 2013 Commenced through service between Tojo Line, Tokyu Toyoko Line and Yokohama Kousoku Minatomirai Line
Made Top Tour a Group company
- 2016 Opened the General Education & Training Center
- 2017 Commissioned the 500 Series Riberty, commenced operation of SL Taiju
- 2018 Commenced provision of the Tobu Line app, introduced an executive officer system
- 2019 Opened company housing with childcare support

2023
N100 Series SPACIA X



2020
Opened The Ritz-Carlton, Nikko

73,883

1960-
Enhancing value provided to daily life

Enhancing transportation capacity and expanding business

Promoted railway area development and worked to enhance transportation capacity such as conversion to quadruple tracks, in addition to promoting through service with other companies.

- 1960 Commissioned the 1720 Series Deluxe Romance Car
- 1961 Opened Asaka Public Golf Ground
- 1962 Opened Ikebukuro Tobu Department Store
Commenced through service between Iseaki Line and Eidan Chikatetsu (currently Tokyo Metro) Hibiya Line
- 1968 Completed the Takenotsuka Station Building rental apartments
- 1969 Established corporate motto (the Tobu Group Management Philosophy) and creed
- 1971 Completed Tobu Nishiarai Sunlight Mansion condominium
- 1974 Implemented the first quadruple tracks for a private railway company in Kanto (between Kita-senju and Takenotsuka)
- 1975 Opened Shibuya Tobu Hotel

1980-
Expansion of provision of value to the extraordinary

Promotion of diversified business

Expanded into new domain in order to respond to new needs arising from the diversification of lifestyles.

- 1981 Opened Tobu-Dobutsu-Koen (TOBU ZOO)
- 1987 Commenced through service between Tojo Line and Eidan Chikatetsu (currently Tokyo Metro) Yurakucho Line
Opened Ginza Tobu Hotel (currently Courtyard Marriott Ginza Tobu Hotel)
- 1990 Commissioned the 100 Series SPACIA
- 1993 Opened Tobu World Square
- 1998 Introduced the Tobu Cashback Club point card system at Soka VARIE



1990
100 Series SPACIA



2006
Commenced limited express through services with East Japan Railway Company

1897-
Establishment of management base

Establishment and expansion of rail network

1945-
Improving value along our railway lines

Post-war reconstruction

Worked to restore the devastated facilities and achieve post-war reconstruction, and also expanded into merchandise sales.

- 1949 Commenced operation of the Kegan and Kinu limited express trains
Listed on the Tokyo Stock Exchange
- 1959 Opened Tobu Supermarket Kasumigaoka Store (First Tobu Store)
Opened Tobu Utsunomiya Department Store



1962
Commenced through service with Eidan Chikatetsu (currently Tokyo Metro) Hibiya Line

Expanded a transportation network including railways, and established the management base of today.

- 1897 Established Tobu Railway
- 1899 Commenced operation between Kita-senju and Kuki
- 1920 Merged with Tojo Railway (currently Tojo Line)
- 1929 Opened entire line between Sugito (currently Tobu-Dobutsu-Koen) and Tobu Nikko
- 1931 Opened Asakusa Station Building (Asakusa Matsuya)
- 1934 Commenced operation of shared vehicles
- 1936 Commenced subdivision of residential land in front of Musashitokiwa (currently Tokiwadai) Station
- 1944 Merged with Sobu Railway (currently Tobu Urban Park Line)

Operating Profit
(Million yen)

* Consolidated accounting from FY1977

1900 1910 1920 1930 1940 1950 1960 1970 1980 1990 2000 2010 2023 (FY)

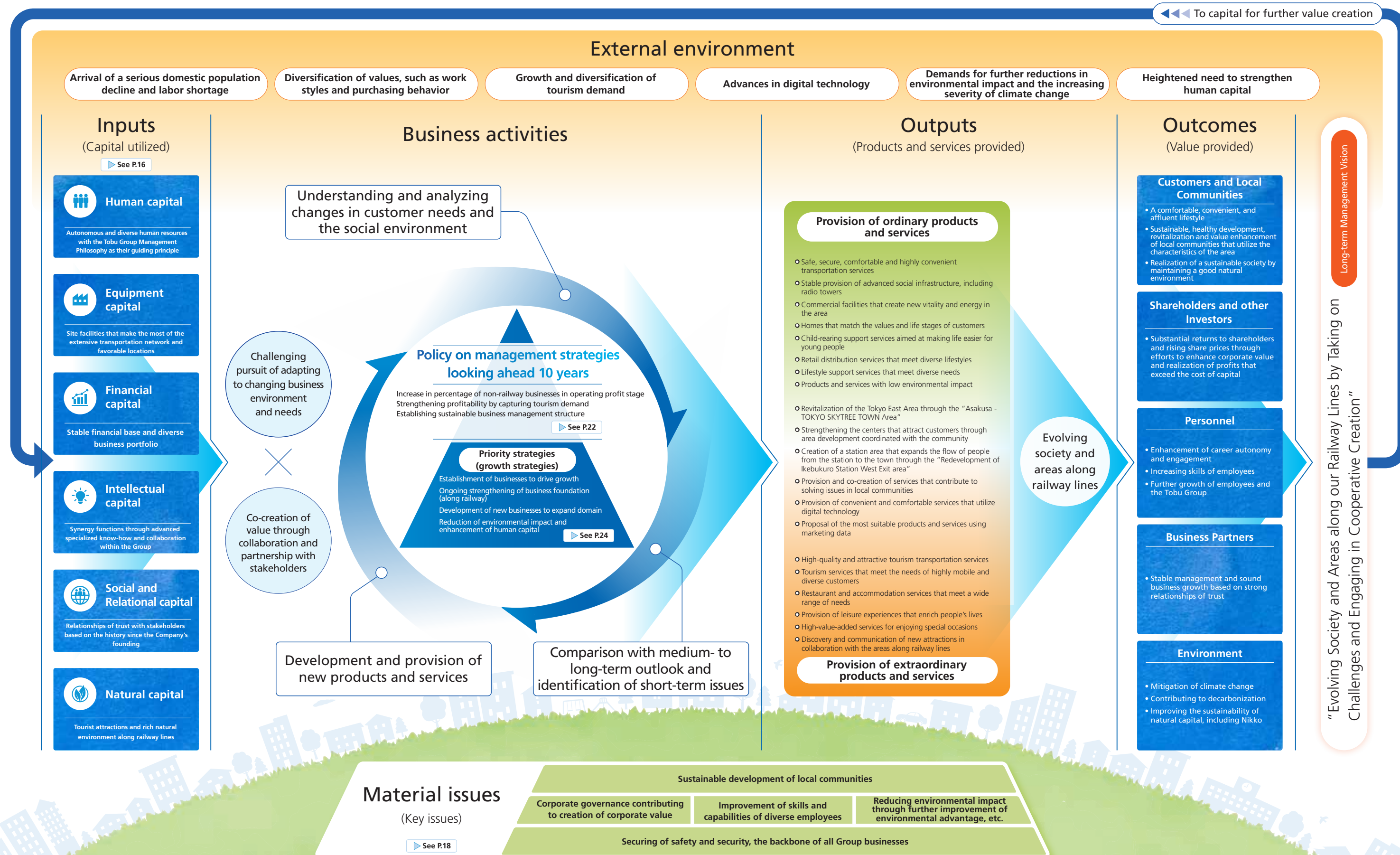
Value Creation Process

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.



Capital Utilized in the Value Creation Process

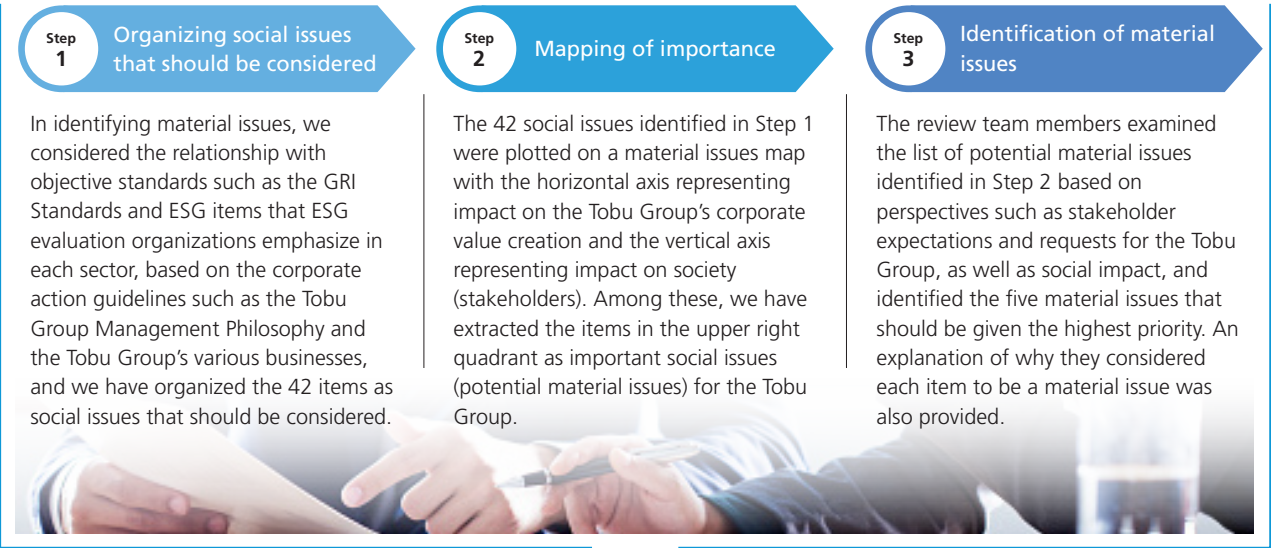
The Tobu Group fully utilizes the strengths of each form of capital to realize the value creation process.



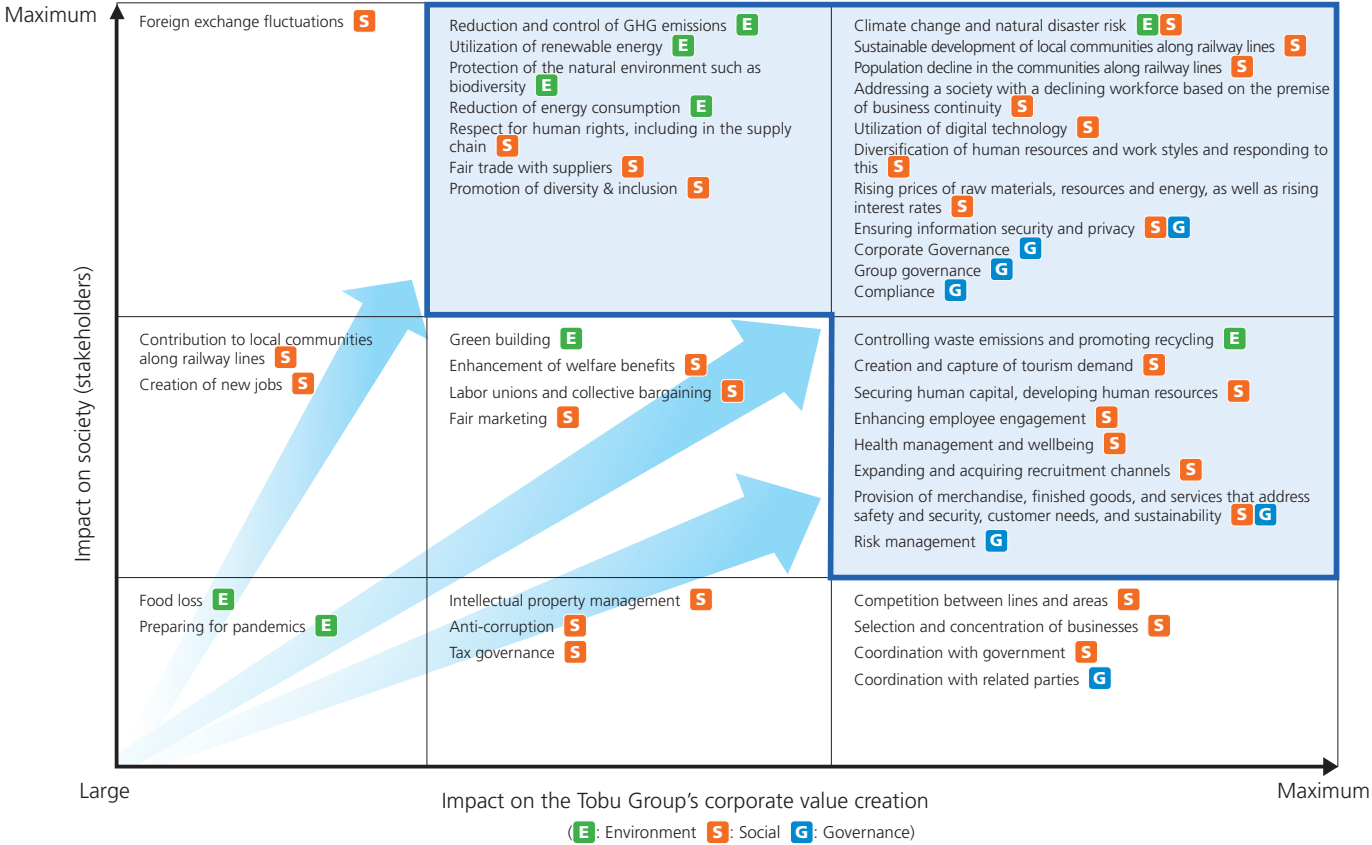
Material issues

The Tobu Group is made up of 71 Group companies centered on Tobu Railway, and its business is wide-ranging. Based on these businesses and the importance of ESG (Environment, Social, Governance) 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. All five of these items are issues that should be addressed as priorities from a medium- to long-term perspective, but we believe that “sustainable development of local communities” in particular has the strongest impact on value creation. The other four items are positioned as extremely important elements that are indispensable for the realization of sustained value creation. These material issues were deliberated at the Management Meeting and reported to the Board of Directors.

Process of Identifying Material Issues



Mapping potential material issues



Identified material issues

Sustainable Development of Local Communities ▶ See “Initiatives for Stakeholders” on P.65 for details

The Tobu Group has been operating its business based on an extensive railway network. Recently, economic stagnation due to the aging population and declining birthrate, as well as the intensification of competition between areas, have become more apparent. The Tobu Group has created much business value through collaboration and co-creation with local communities, growing together with the development of these areas, and we believe that strong ties with local communities are the basis for further development. Going forward, we will continue to enhance initiatives in cooperation with local communities and stakeholders, and work with local communities to discover and communicate the appeal of these areas, while also promoting the creation of a community that meets the needs of a society with diversified work styles and values, including new services. Through these initiatives, we aim to create areas that are comfortable for all generations to live in, and that people want to visit, and that satisfy the people who live there, while also increasing the number of people who visit the areas and creating sustainable area development.

- Relevant items
- Sustainable development of local communities along railway lines
 - Population decline in the communities along the railway lines
 - Utilization of digital technology
 - Diversification of human resources and work styles and responding to this
 - Rising prices of raw materials, resources and energy, as well as rising interest rates
 - Creation and capture of tourism demand
 - Provision of merchandise, finished goods, and services that respond to safety and security, customer needs, and sustainability
 - Fair trade with suppliers

Corporate Governance Contributing to Creation of Corporate Value ▶ See “Corporate Governance” on P.68 for details

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 director, executive officers carry out business execution, enhancing the flexibility of management. In addition, by appointing multiple independent outside directors with a wealth of 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.

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

Improvement of Skills and Capabilities of Diverse Employees ▶ See “HR Strategy” on P.50, “Occupational Safety and Health” on P.57 and “Respect for Human Rights” on P.67 for details.

With changes in the business environment and the labor environment, the HR strategy based on the Long-term Management Vision is also at a major turning point. In addition, through our priority strategy of “enhancing human capital,” we are taking steps to improve the engagement and productivity of each and every employee, who are responsible for the sustainable growth of our business and local communities, in an effort to achieve spiraling improvement. Specifically, we aim to maximize the performance of our human resources and organization capable of creating customers, by supporting the growth of human resources who can think and act on their own from the perspective of the three strategic approaches of recruitment, development, and the skill manifestation and employee retention, and by creating an internal environment in which employees can freely demonstrate their abilities and want to continue working.

- Relevant items
- Addressing a society with a declining workforce based on the premise of business continuity
 - Securing human capital, 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

Reducing Environmental Impact through Further Improvement of Environmental Advantage, etc. ▶ See “Initiatives Aimed at Reducing Environmental Impact” on P.61 for details.

The risk of climate change is increasing on a global scale, and it is urgent that we take 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, and in addition to reducing environmental impact and climate change risk, it will promote initiatives to reduce GHG emissions and strengthen the resilience of business facilities in all business fields, and will work to reduce the risk of natural disasters, contributing to the creation of a sustainable society, while also aiming to achieve corporate growth.

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

Securing of Safety and Security, the Backbone of All Group Businesses ▶ See “Safety and Security” on P.58 for details

The Tobu Group provides customers with a wide variety of products and services, but in recent years, there have been growing concerns for safety and security in customers’ lives due to factors such as natural disasters, terrorism and infectious diseases. The Tobu Group strives to provide safe and reliable products and services based on the belief in “safety as the foundation of all businesses operated by the Tobu Group.” Going forward, we will continue to ensure safety and security by further enhancing our education program to raise each and every employee’s sensitivity to awareness and encourage them to think and act on their own, as a foundation that is indispensable for business operations, while also promoting various measures such as investments in safety, and striving to provide products and services that our customers can use with even greater peace of mind.

- Relevant items
- Provision of merchandise, finished goods, and services that address safety and security, customer needs, and sustainability
 - Climate change and natural disaster risk

Long-term Management Vision

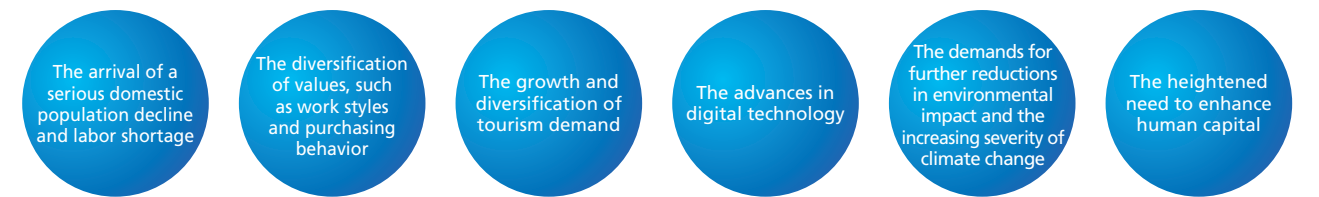
Analysis of Business Environment

The Tobu Group’s businesses can be broadly divided into two categories: businesses connected to everyday life offering transportation and lifestyle services targeting long-term residents mainly consisting of populations living along railway lines, and businesses promoting out-of-the-ordinary experiences at leisure facilities and tourist areas. As we look to operate these businesses continuously, we must also address our environmental impact and enhance human capital.

There are six major factors in the external environment that will greatly affect our 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) the 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.

Although these factors will have both a positive and negative impact, by flexibly addressing these environmental changes, the Tobu Group will achieve continuous growth.

Changes in the Tobu Group’s External Environment



IN FOCUS

The growth and diversification of tourism demand

Through rising tourism demand, and especially inbound tourism demand, the Tobu Group will gain profit-earning opportunities in varied and increasing ways, as the owner of the TOKYO SKYTREE, the world’s tallest broadcasting tower, and other railway area sightseeing spots in Asakusa, Nikko and Kawagoe. In particular, we believe that there is great potential for expansion within our tourism business.

The diversification of values, such as work styles and purchasing behavior

Human behavior is becoming more diversified and decentralized across all kinds of areas including work styles, purchasing behavior and product selection. The Tobu Group provides wide-ranging services for people’s daily lives and special occasions, with a focus on real-life settings. We must now pursue further business development in order to meet everyone’s diverse needs.

The arrival of a serious domestic population decline and labor shortage

It has been predicted that the Tokyo area will enter a period of population decline starting in roughly 2030. As the foundation of our business deal with creating a flow of people through our rail network, the Tobu Group recognizes the negative impact of such a trend due to the projected loss of rail users and patrons of railway area Group facilities as a result of population decline.

Major Impact on the Tobu Group

Details		
Positive Effect	<ul style="list-style-type: none">• Business expansion centered on the tourism business• Elimination of labor shortages due to the use of unmanned/automated technology• Use of accumulated data for marketing purposes• Growth of ethical demand with strong environmental awareness	Negative Effect
	<ul style="list-style-type: none">• Decline of demand for work commute due to the diversification of work styles• Loss of rail users and patrons of railway area Group facilities as a result of population decline• Reduction of value of physical stores due to the proliferation of e-commerce• Concerns about rising fuel expenses and other costs due to the soaring price of resources	

Long-term Management Vision: “Evolving Society and Areas along our Railway Lines by Taking on Challenges and Engaging in Cooperative Creation”

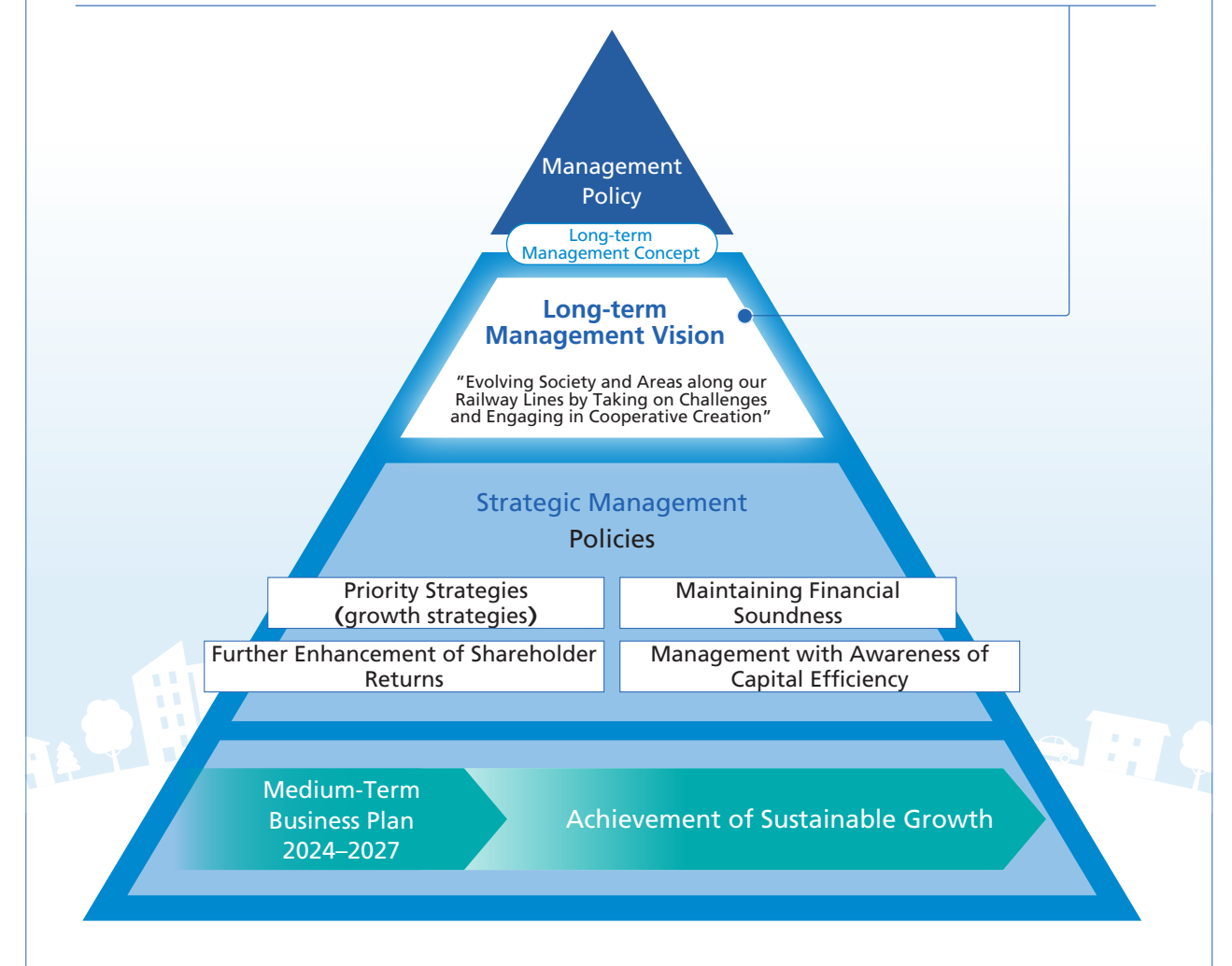
As a course of action for future business derived from changes in the external environment, we will transition to a new growth phase by capturing vigorous tourism demand, especially inbound tourism demand, and actively utilizing digital technology to address the arrival of a society with a declining population in the Tokyo area.

We will undertake challenges that address changes in needs and the business environment with an enterprising spirit, and embrace cooperative creation that generates value through cooperation and collaboration with partners both inside and outside of the Group. In this way, during medium-to long-term Group management, we will seek to maintain and increase revenue and profits through the sustainable development of our infrastructure along railway lines, while also bolstering profitability through the expansion of growth businesses in non-railway divisions and thereby achieving Group growth.

So that we can attain our goals for the Tobu Group of the future in ten years’ time, we have set **“Evolving Society and Areas along our Railway Lines by Taking on Challenges and Engaging in Cooperative Creation”** as our Long-term Management Vision.

Positioning of Long-term Management Vision

We manage our businesses in accordance with the Tobu Group Management Policy. Based on our strategic management policies and four priority strategies, we will carry out various plans, including the Medium-Term Business Plan, and achieve sustainable growth. By establishing a Long-term Management Vision, we have tied together those strategic management policies and set the goals for the entire Tobu Group for ten years in the future. As we further our business according to this vision, we will strive to realize **“sustainable growth for the Tobu Group”** and **“a human-friendly society where people and communities continue to flourish together”**, representing an ideal form of society. We will thereby endure as a corporate organization that is essential to society.



Strategic Management Policies for our Long-term Management Vision: Three Policies Focused on Ten Years in the Future

Under our Long-term Management Vision, we will carry out the following strategic management policies focused on ten years in the future (FY2033).

(1) Increasing percentage of non-railway businesses in operating profit stage

We will position the tourism business and development business (area development) as growth areas and carry out focused investments, and by generating group synergy through the utilization of accumulated data, the sharing of human resources and facilities, and other means, we will develop and expand the scope of businesses that contribute to increased medium-to long-term revenue and profits.

Business Category	
All	-Creating synergy through the strengthening of internal Group collaboration and increasing profitability
Railway	-Ensuring sustainable management and stable profits through the utilization of digital technology, measures addressing the business environment and other means
Non-railway	Development (area development)
	Hotels
	Other
	-Building structures that increase profitability through cooperation and collaboration, and strategically carrying out railway area development
	-Increasing revenue through new hotels, renovations and other means, and furthering discussions toward the strengthening and expansion of business bases
	-Expanding Group businesses by ascertaining market growth potential and business feasibility, and examining the selection and concentration of those businesses

(2) Strengthening profitability by capturing tourism demand

Within a tourism industry expected to achieve market growth on into the future, we will carry out our declared Group-wide goals of strengthening business bases, creating services, conducting branding and disseminating information in order to capture demand from inbound tourism and diversifying domestic tourism, and thereby maximize revenue.

- Building management structures for business that captures inbound tourism demand
- Increasing the power of our brand in rail-adjacent tourist areas by strengthening collaboration within our Group and with local regions

(3) Establishing sustainable business management structure

We will carry out the three initiatives of managing business to address population decline, reducing our environmental impact and enhancement of human capital.

To address population decline, we will mitigate the shrinking consumer market and reduced labor force by pursuing goals such as productivity enhancements and increased marketing capabilities through the utilization of digital technology.

To reduce our environmental impact, we will establish management structures that aim to propagate and strengthen decarbonization initiatives, while also pursuing goals such as bolstering collaboration with outside parties in the Okunikko area in order to create services that turn environment-related business into a brand.

To enhance human capital, we will recruit, develop, manifest their skill and retain employee, in accordance with our management strategy and business strategy.

- Establishing management structures addressing the reduced domestic population and labor force
- Advancing efforts to reduce environmental impact
- Promoting human capital strategy based on management strategy and business strategy

Targets for Ten Years in the Future (FY2033)

We aim to achieve the following targets in FY2033 (FY2030 for non-financial targets), ten years in the future following the planning of our Long-term Management Vision.

(1) Financial targets: operating income 80 billion yen

Railway business
Operating income
30 billion yen

Non-railway business
Operating income
50 billion yen

(2) Non-financial targets: reducing the Group's environmental impact by FY2030

Volume of CO₂ emissions compared to FY2022
30% reduction

Okunikko area
carbon neutrality

Income Portfolio Reforms Targeting Long-term Profit Growth

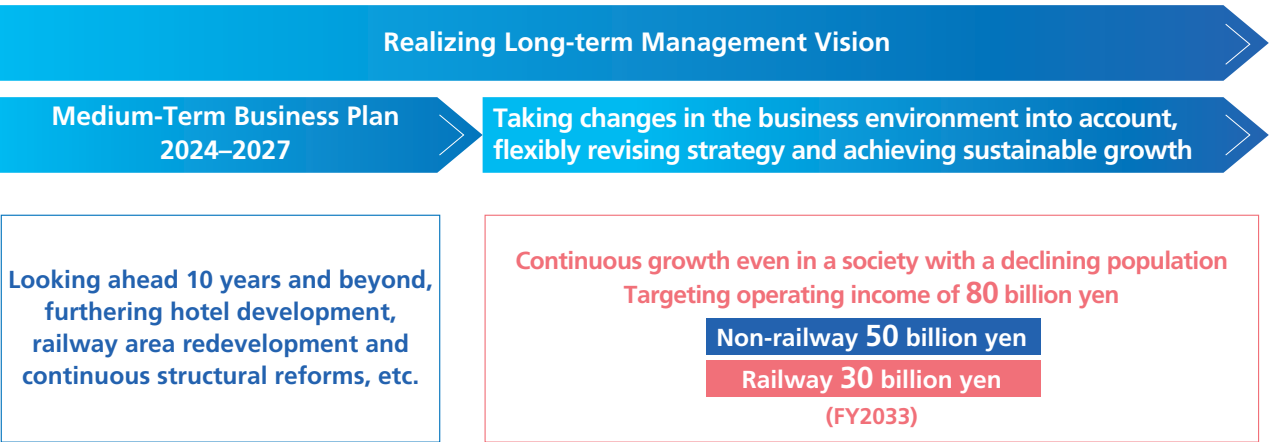
With Japan's population on a declining trend and the Tokyo area expected to enter a period of population decline starting in roughly 2030, our core railway business, which earns revenue as people move from one place to the next, will likely be impacted by such trends in the medium-to long-term future.

For this reason, we have set as core growth businesses both the tourism business, which encompasses hotels and the SKYTREE at world-famous railway area tourist sites, and is expected to enjoy market growth on into the future, especially in the area of inbound tourism, and also the development business (area development), which has room to expand further along railway lines. We will now allocate management resources to these businesses as a matter of priority.

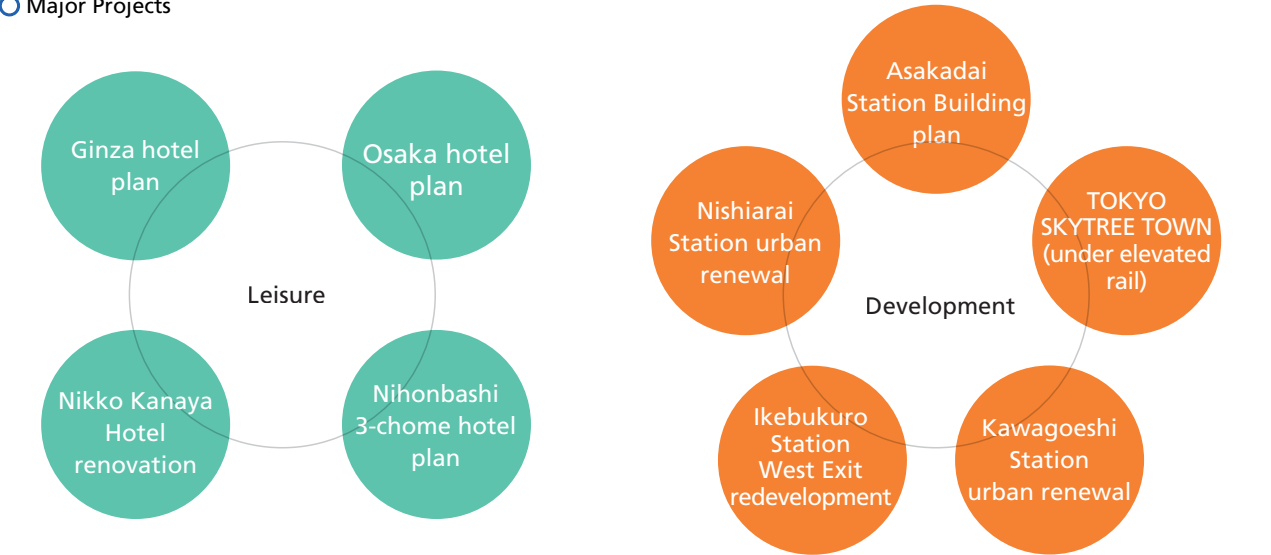
At the same time, we will continuously develop business infrastructure along railway lines and search for new types of businesses that eclipse existing frameworks, thereby bringing about sustainable growth.

In this way, the Group will work to reduce the railway business's percentage in the operating profit stage and achieve medium-to long-term growth.

Roadmap Based on Strategic Management Policies



Major Projects



Overview of “Tobu Group Medium-Term Business Plan 2024–2027”

Positioning of Medium-Term Business Plan

While aiming to meet the targets declared for ten years in the future by our Long-term Management Vision, we have set forth the Medium-Term Business Plan as a four-year plan spanning from FY2024 to FY2027.

During that period, while strongly considering the emergence of a society with a declining population in the Tokyo area starting from the 2030s, we will promote business development contributing to increased medium-to long-term revenue and profits by expanding the non-railway business and increasing its share within the operating income stage.

Throughout the Group, we will also expand business capturing recovering inbound tourism demand, and while establishing revenue bases, we will develop new business with a firm eye on expanding into new domain.

Please note that we will flexibly revise this plan according to changes in the business environment and updates to various other plans.

Projected Values for Key Management Indicators

Management Indicators	Estimate for FY2027	Management Indicators	Term Estimates
Operating Income	74 billion yen	Shareholder Returns	Total return ratio of 30% or higher
Interest-bearing debt to EBITDA multiple	6x	ROE	approx. 8%

Priority Strategies

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

Overview of Priority Strategies and Implementation Plans

(1) Establishment of businesses to drive growth

With the tourism business, which encompasses hotels and the SKYTREE and is expected to enjoy market growth, especially in the area of inbound tourism, and also the development business (area development) serving as core businesses, we will develop growth businesses for the purpose of strengthening medium-to long-term profitability. To meet those aims, we will carry out the four following items.

① Maximizing efforts to capture tourism demand, starting with inbound tourism demand

We will further discussions concerned with new hotel development and the renovation of existing hotels, while also advancing measures such as direct sales of digital tickets on company websites targeting inbound tourism. Furthermore, by carrying out floorspace expansion plans for TOKYO Solamachi in anticipation of the large-scale renovation of the TOKYO SKYTREE's observation area and the completion of continuous, multilevel, intersecting architecture in the vicinity of TOKYO SKYTREE Station, we will develop the Asakusa to TOKYO SKYTREE area as the premier location for tourism in East Tokyo.

② Maximizing the value of the international eco resort Nikko

We will increase the operation of SPACIA X trains, strengthen product creation, look into the renovation of the Nikko Kanaya Hotel and Akechidaira Ropeway, expand services offering new experiences such as glamping and thereby increase the value of the Nikko area. By making use of NIKKO MaaS website services in conjunction with a Nikko City ordinance targeting the realization of a zero-carbon city through regional circulation, we will promote a change of behavior in tourists to shift transportation methods from cars to trains and buses. We will also use data accumulated by NIKKO MaaS and achieve the timely dissemination of information, thereby facilitating improvements to the tourist experience.

③ Advancing plans targeting large-scale development

We will advance plans targeting the quick start of construction during the redevelopment of Ikebukuro Station's West Exit, and further discussions concerned with the development of core railway area bases in Nishiara, Asakadai and other locations for the purpose of stimulating the movement of people. Furthermore, by participating in redevelopment projects in various railway areas, we will improve the overall value of railway area businesses.

④ Strengthening businesses involved in social innovation

In order to strengthen business infrastructure, we will improve governmental collaboration and further participation in PPP/PFI businesses and businesses contributing to the promotion of local tourism.



(2) Ongoing strengthening of business foundation (along railway)

By making use of vast business areas in greater Tokyo, representing the strengths of the Tobu Group, as well as businesses expanding in diverse ways, and actively utilizing digital technology, we will improve profitability and productivity, generate Group synergy, achieve differentiation from other companies and continuously develop business infrastructure along railway lines. To meet those aims, we will carry out the four following items.

- ① Developing rental and for sale homes, carrying out commercial development near stations to increase the convenience provided to people and promoting the building of community through strengthened collaboration with local society, with the aim of expanding and retaining population inflow
- ② Furthering discussions concerned with the building of new transportation networks, increasing safety through measures such as the installation of platform fences and raising the level of transportation services by promoting continuous, multilevel structures and elevated stations, etc.
- ③ Establishing sustainable operating structures utilizing digital technology, such as by promoting corroboration that aids the implementation of automatic driving for trains and buses, eliminating magnetic paper tickets by introducing QR code tickets, and pushing labor reductions through the use of data and digital tools
- ④ Achieving improved Group profitability by promoting measures such as integrating IDs for limited express ticket services, issuing the new Tobu Card and carrying out digital marketing utilizing accumulated data



(3) Development of new businesses to expand domain

Among railway areas, it is projected that greater Tokyo will experience the start of population decline during the medium-to long-term. We will therefore search for new types of businesses that eclipse existing business domain, with the aim of establishing revenue sources in preparation for our future in 10 years' time (FY2033).

As major initiatives, we will develop a digital identity platform business utilizing biometrics and promote open innovation through collaboration with startup companies.

(4) Reduction of environmental impact and enhancement of human capital

As a foundation of our business, we will continuously reduce our environmental impact and enhance human capital.

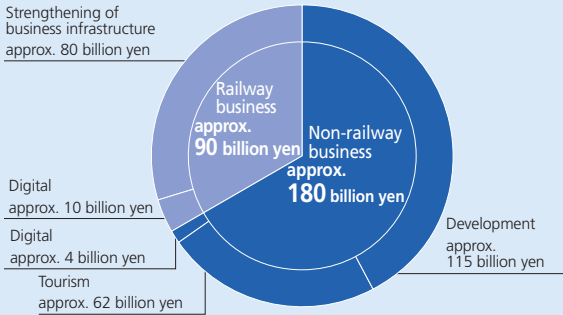
To reduce our environmental impact, we will promote the decarbonization of the Nikko area to achieve environment-based branding, while also reducing long-term energy costs by strategically switching to alternate equipment and energy sources.

To enhance human capital, we will conduct measures such as securing diverse recruitment paths, strengthening recruitment-related publicity in collaboration with schools, developing training systems and reviewing wage structures and evaluation systems to boost employee motivation, building systems encouraging senior employees to continue working with strong motivation, such as through the extension of the retirement age, and preparing environments allowing employees to work continuously for a long time in good health.

Amount of Investment Contributing to Priority Strategies

Total investment amount:
approx. **430 billion yen**

Amount of investment contributing to priority strategies:
approx. **270 billion yen**
(approx. 60% of total investment amount)



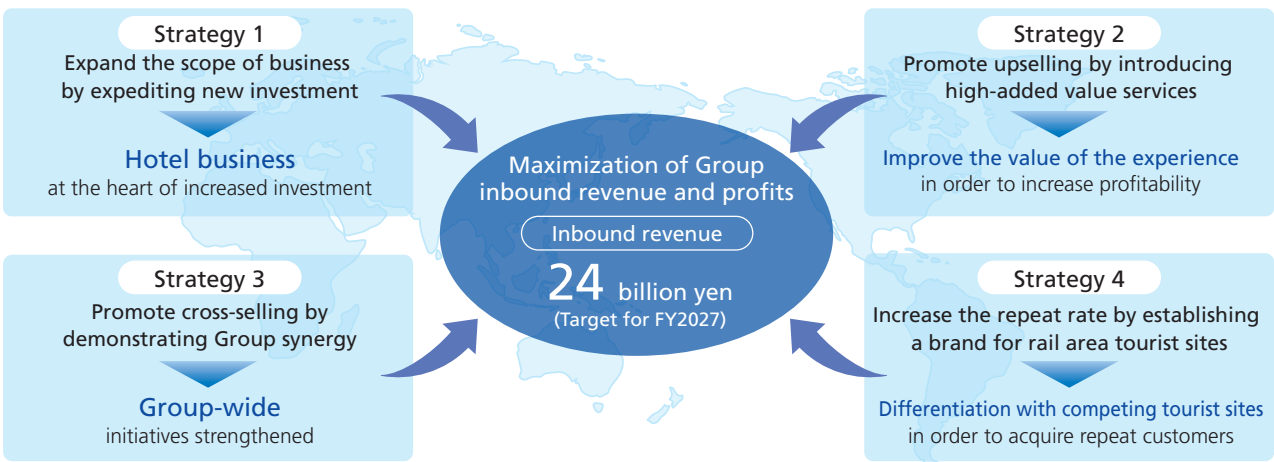
Maximizing Efforts to Capture Tourism Demand, Starting with Inbound Tourism Demand

Tobu Group Inbound Tourism Strategy

The Tobu Group will strengthen collaboration between all Group companies and establish a tourist site brand for railway areas. At the same time, outside of railway areas, we will aim to maximize Group revenue with a focus on the hotel business.

To meet those goals, we will also expedite investment in railway areas and other businesses, and expand the scope of our inbound tourism business in particular, with the aim of solidifying foundation for inbound tourism demand and revenue. We will strive to increase approximately 14 billion yen in Group inbound tourism revenue in FY2019 to 24 billion yen in FY2027.

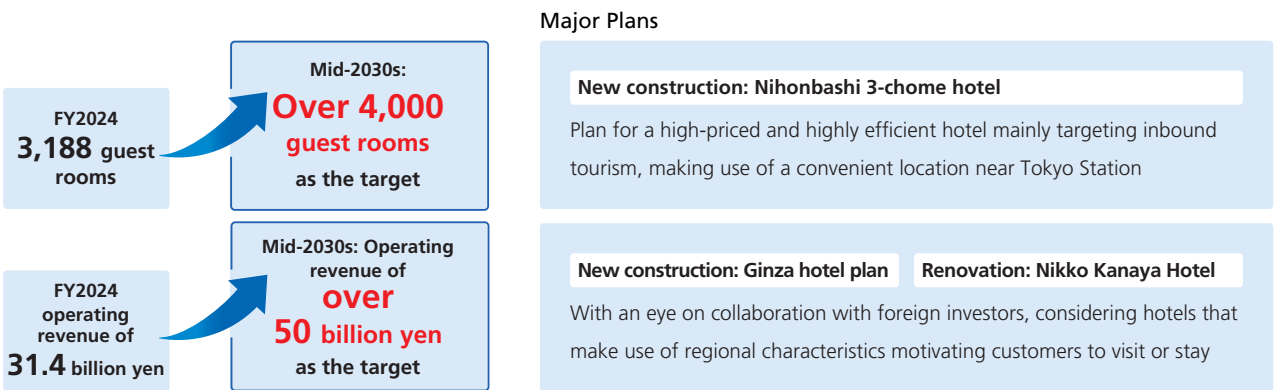
Overview



Concrete Measures

Capturing Tourism Demand Through the Hotel Business

The Tobu Group has positioned the hotel business as a segment that can greatly contribute to profit creation by undertaking a central Group role in initiatives such as capturing tourism demand, increasing the value of the Nikko area, capturing new tourism demand and increasing the value of real estate business. In the Medium-Term Business Plan, we have also set forth aggressive investment plans for key investment areas, and will now carry out both new development projects starting at full-scale and the renovation of existing hotels. Within a business environment that is undergoing change, we will strive to maximize operating income and establish this segment as a pillar of our business, second only to the railway and development businesses.



Amount of Investment in Hotels

During the Medium-Term Business Plan period, we plan to invest at least 45 billion yen in order to open new hotels around the year 2030.

Maximization of Value at International Eco Resort Nikko

Promotion of Branding as an International Eco Resort

As a premier tourist destination located along railway lines, Nikko is an area full of potential where prominent Japanese history, culture, traditions and nature coexist, as demonstrated by the World Heritage Site “The Shrines and Temples of Nikko,” Lake Chuzenji, which once prospered as an international summer retreat in the Meiji Era, Kegon Falls, one of the three most famous waterfalls in Japan, and Senjogahara, a wetland recognized by the Ramsar Convention. The Tobu Group develops transportation and tourism businesses in this area. By enhancing the tourist experience and increasing the area’s value through regional collaboration, we will reduce our environmental impact, strengthen our capacity to attract customers and promote the use of Group facilities at the same time, so as to boost recognition of this international eco resort and improve area revenue.

Concrete Measures

(1) Strengthening of Efforts to Attract Inbound Tourists

By preparing an environment that allows for Nikko’s unique history, culture, traditions and nature to be experienced with greater ease and convenience, and by conveying these benefits in an easier-to-understand manner, we will increase its recognition as a prominent Japanese international eco resort and strengthen the power of its brand.

Increased Operation of the New Limited Express, SPACIA X

While providing even more customers with opportunities to ride trains, we will create diverse products and present trips with even greater value added.

Updated NIKKO MaaS Website

So that inbound tourists can also undertake such trips conveniently, we have built a website allowing them to acquire free passes and purchase limited express tickets in one place.

Consideration of Nikko Kanaya Hotel Renovation

With an eye on collaboration with foreign investors, we will discuss this renovation with the aim of developing a hotel where customers will want to visit or stay, utilizing this new landmark as part of our Nikko strategy.

(2) Enhancement of Tourist Experience

In striving to increase the value of facilities and the level of service throughout the area as a whole, we will prepare an environment that allows customers to fully enjoy Nikko’s unique history, culture, traditions and nature, and thereby build a tourist spot that attracts frequent repeat use.

Akechidaira Ropeway Renovation

We will improve the transportation capacity of the ropeway so that even more customers can enjoy the view from Akechidaira’s observation area and take in what is regarded as Nikko’s most beautiful scenery.

Improvement of Outdoor Services

We will unveil new services, such as by opening glamping facilities at Lake Chuzenji’s waterfront area and other locations, while also improving existing services to meet diverse needs.

Improvement of Bus and Pleasure Boat Services

Through measures such as operating express buses that avoid congested spots during peak periods, we will improve speed and convenience, while increasing the value added to services.

(3) Increased Sustainability Through Greater Environmental Awareness and Forward Thinking

To ensure that, on into the future, customers from Japan and abroad can enjoy the benefits provided by Japan’s premier natural area, we will actively adopt cutting-edge technology, foster customers’ understanding and cooperation, and promote the building of a sustainable tourist location through public-private partnership.

Promotion of Public Transportation Usage in Conjunction with a Nikko City Ordinance Targeting the Realization of a Zero-carbon City Through Regional Circulation

To reduce the environmental impact caused by chronic traffic congestion, we will promote a modal shift toward a type of tourism that utilizes public transportation, by means of public-private partnership.

Automatic Driving Low-emission Buses in Okunikko

Considering the labor shortages occurring in the future, we will strive to implement automatic driving and strengthen our brand by allowing customers to experience cutting-edge eco technology.

Consideration of Functional Improvements to the Chuzenji Onsen Bus Terminal

Near Kegon Falls and the Lake Chuzenji waterfront area, we will make use of this great location with a direct view of Mount Nantai and apply functional improvements to this gateway to the Okunikko area.

Promoting Plans for Railway Area Development

Establishing Local Terminals at Core Railway Area Bases Originating from Rail Networks

Primarily along the Tojo Line and TOBU SKYTREE LINE, we will strive to improve the value of railway areas by furthering development and invigorating the movement of people from place to place within core bases, such as the Ikebukuro area and Asakusa/TOKYO SKYTREE area, which serve as central urban terminals, as well as areas including Itabashi, Wako-Asaka and Kawagoe on the Tojo Line and Kita-senju, Nishiaraï to Soka, and Kasukabe/Tobu-Dobutsu-Koen/Minami-kurihashi on the TOBU SKYTREE LINE. We will also further discussions about development in other areas (Utsunomiya, etc.) in collaboration with local governments.

Tojo Line Areas

The Tojo Line spans 85.9 kilometers across two connecting branches, with the Tojo Main Line running from the major central urban terminal of Ikebukuro, through Kawagoe, a core city in central Saitama Prefecture, and on to Yorii in northern Saitama Prefecture, while the Ogose Line stretches from Sakado to Ogose. Its primary role is to provide transportation for business and school commutation. Its Wakoshi Station also acts as a connecting hub, providing through service to the Tokyo Metro Yurakucho Line, Fukutoshin Line, Tokyu Line, Minatomirai Line and Sotetsu Line, allowing passengers to travel to central and bayside areas, as well as Kanagawa Prefecture, without having to transfer.

Amid this type of rail environment, we will carry out large-scale development in the four areas of Ikebukuro, Itabashi, Wako-Asaka and Kawagoe.



Ikebukuro is a Tojo Line terminal and serves the most passengers out of all Tobu stations. We will further plans to redevelop the area around Ikebukuro Station's West Exit, so as to maximize its value and spread those benefits both within and beyond railway areas.

In coordination with the redevelopment of Kami-itabashi Station's South Exit and the government-led building of continuous, multilevel, intersecting architecture in the vicinity of Oyama Station, we will also push initiatives such as a plan to develop Shimo-itabashi by making use of company-owned idle land and promote integrated development together with elevated rail projects, etc.

In coordination with the redevelopment of the North Exit of Wakoshi Station, the first departure point for the Tokyo Metro Yurakucho Line and Fukutoshin Line, we will also conduct projects such as plans for the station building at Asakadai Station, which connects with JR's Musashino Line, and promote area development close to work, housing, commercial and academic locations by making use of local resources.

We will add a substantial amount of new urban functions combining aspects of tourism and commerce, such as when discussing development using company-owned land near Kawagoeshi Station, which is an area that features both tourist attractions, like the Time Bell Tower "Toki-no-Kane", and housing sections for persons commuting for business or school to central Tokyo and Omiya, etc.



CLOSE-UP

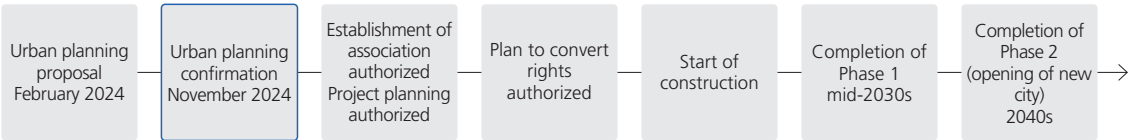
Expediting the Redevelopment of Ikebukuro Station's West Exit Area

The planned site for the redevelopment of Ikebukuro Station's West Exit area is conveniently located in front of the West Exit of one of the world's busiest stations in terms of passenger numbers, served by four railroad companies and eight lines. On top of being close to cultural resources such as the Tokyo Metropolitan Theatre and the Global Ring Theatre, the Ikebukuro area boasts a diverse range of arts and culture, from traditional to cutting-edge, and high culture to subculture. We will carry out this redevelopment project in order to revitalize and invigorate this area, while aiming to increase revenue.

Announcement of Urban Planning Decision on November 11, 2024

This plan will be carried out by our company and the Ikebukuro Station West Exit Area Urban Redevelopment Preparatory Association. It was approved by the Prime Minister as a designated project under the National Strategic Special Zones of the Tokyo metropolitan area, with an announcement by Tokyo Metropolitan Government and Toshima Ward on November 11, 2024 confirming the green-lighting of this urban planning.

Project Schedule



Initiatives of the Redevelopment of Ikebukuro Station's West Exit Area

This plan will consist of two projects that will be developed in an unified manner: the Ikebukuro Station West Exit Area Urban Redevelopment Project (enforced by the association) and the Aboveground Ikebukuro Station West Area Urban Redevelopment Project (exclusively enforced by Tobu). As part of this plan, we have declared the three following policies.

- (1) Development of urban infrastructure to promote the creation of walkable areas becoming the new face of the city
 - Preparing spaces connecting the station and the town, leading passengers to urban locations, and strengthening the station's network connecting east to west
 - Strengthening transit connection functions in front of the station through the reorganization of city blocks, and developing continuous pedestrian spaces
 - Creating pedestrian spaces supporting activities in the area of arts and culture
- (2) Introduction of urban functions that attract people from all over the world as "an international city of arts and culture"
 - Disseminating information about the area and preparing facilities that provide guidance about arts and culture to draw people from the station into the town
 - Developing facilities fostering and supporting arts and culture, providing places for nurturing people working in arts and culture, and supporting their activities
 - Developing lodging facilities that attract new visitors from Japan and abroad, while serving as a base for artists
- (3) Initiatives to strengthen disaster prevention/response capabilities and reduce environmental impact
 - Conducting initiatives to strengthen the area's capacity to prevent and respond to disasters
 - Carrying out initiatives to reduce our environmental impact

Through these measures, we will strive to achieve urban revitalization and transform Ikebukuro into an international city of arts and culture.



Promoting Plans for Railway Area Development

TOBU SKYTREE LINE Area

From a starting point at Asakusa, the TOBU SKYTREE LINE runs through the central region of Saitama Prefecture and ends at Tobu-Dobutsu-Koen. From Kita-senju to Kita-koshigaya, it boasts the longest privately owned quadruple-track line extending 18.9 kilometers, ensuring high-speed service even during commuting hours and operating at high frequency. It also provides a two-way through service with other lines including the Tokyo Metro Hibiya Line and Hanzomon Line, allowing passengers to travel to various areas without transferring.

Amid this type of rail environment, we will develop the following four areas in a focused manner: Asakusa to TOKYO SKYTREE, Kita-senju, Nishiarai to Soka, and Kasukabe/Tobu-Dobutsu-Koen/Minami-kurihashi.



**Asakusa to
TOKYO SKYTREE
Area**

While aiming to create a premier base in the east area of Tokyo, we will now consider area development in view of the completion of an elevation project near TOKYO SKYTREE Station, as well as redevelopment utilizing company-owned land near the TOKYO SKYTREE area. At Sumida Park, located between Asakusa and TOKYO SKYTREE TOWN, we will create ways to increase movement into the area, such as by undertaking designated management duties and hosting events integrating public spaces and commercial facilities (incl. TOKYO Mizumachi).



Kita-senju Area

At Kita-senju Station, the first departure point for the Tokyo Metro Hibiya Line, we will further area development utilizing local resources, including cooperation during the examination of future redevelopment at the East Exit.



**Nishiarai to Soka
Area**

By furthering discussions concerning development making use of company-owned land near Nishiarai Station and by carrying out measures such as area development at Dokkyodaigakumae Station's west side through academic/industrial/government cooperation, we will promote exchange between many generations of people and the creation of compact, walkable areas.



**Kasukabe/Tobu-
Dobutsu-Koen/
Minami-kurihashi Area**

In coordination with a continuous, multilevel, intersecting architecture project near Kasukabe Station, and while promoting measures such as area building conducted in Minami-kurihashi through academic/industrial/government cooperation, we will further plans to make use of this location's characteristics allowing for both the city and nature to be enjoyed.



Utsunomiya Area

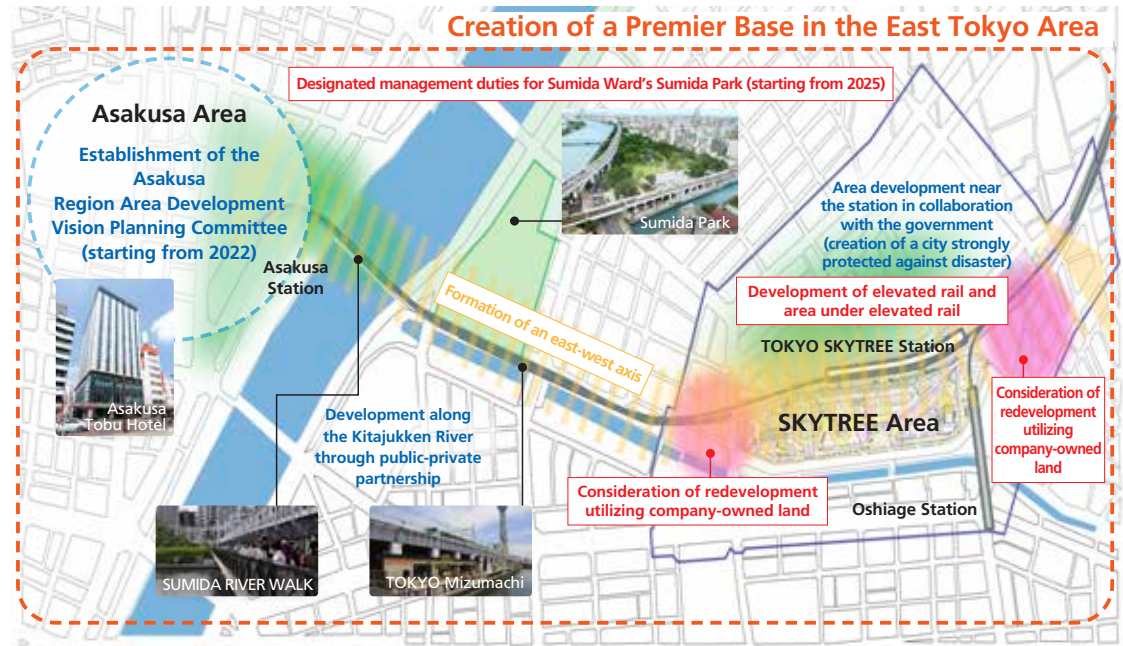
Amid ongoing discussions concerning the western extension of the Utsunomiya Light Rail by Utsunomiya City, this area is gaining a higher profile throughout Japan. Taking advantage of such changes in this nearby environment, Tobu will further examine potential development around Tobu-Utsunomiya Station and promote area development befitting this prefectural capital in collaboration with the local government.



CLOSE-UP

**Converting the Asakusa to TOKYO SKYTREE Area
into a Premier Base in East Tokyo**

This area encompasses Tokyo's leading tourist sites of Asakusa and TOKYO SKYTREE TOWN. Asakusa strongly maintains various aspects of traditional Japanese culture, while TOKYO SKYTREE TOWN is set amidst Tokyo's old-fashioned downtown culture. The number of foreigners visiting this area has also been increasing, as interest in Japanese culture has also been rising in recent years. With both tourist sites now receiving 30 million visitors a year from Japan and abroad, we will now strive to boost their appeal even more. Both Asakusa and Oshiage Station are blessed with convenient access, providing direct connections to Haneda and Narita Airports, and as bases through which many people come and go from Japan and abroad, we will develop these areas further in the future. Furthermore, we will promote redevelopment utilizing nearby company-owned land, in collaboration with the government. Tobu will thereby enable the growth of this overall area into a premier East Tokyo base that combines tourism, transportation and commerce, as well as office functions.



**Strengthening of Initiatives for Cooperative Creation
Within and Outside of the Tobu Group**

We will maximize Group revenue and profits by creating synergy through collaboration within the Tobu Group and also with outside parties. We will bring together the strengths of all Group companies and bolster cooperative creation initiatives, such as by undertaking designated management duties for Sumida Park starting from 2025.



Increasing the Level of Transportation Services

Realization of Highly Competitive Rail Services Frequently Chosen by Customers

Our rail lines stretch for 463.3 kilometers through Tokyo, Chiba, Saitama, Tochigi and Gunma, along one metropolitan area and four prefectures. Thanks to two-way through service, customers can travel across a wide distance exceeding 700 kilometers without transferring. Throughout this rail network, approximately 2.5 million passengers are using our trains each day. However, with the population of the Tokyo area expected to start declining from roughly 2030, we must now consider how to encourage customers to select our railway areas and how we can achieve labor reductions while ensuring safety amid a shrinking labor force.

Improving Convenience and Comfort

Continuous, Multilevel, Intersecting Architecture Projects (progress and future plans)

During continuous, multilevel, intersecting architecture projects, we are continuously carrying out construction based on deliberations with the relevant local governments. At the end of FY2023, we completed a long-term construction project near Takenotsuka Station. From FY2024 onward, we will carry out projects between Shimizu-koen and Umesato Station, and near TOKYO SKYTREE Station, Oyama Station and Kasukabe Station.



Platform Fence Development (progress and future plans)

We are pushing the development of platform fences in order to increase customer comfort and convenience through the reduction of disruptions to transportation. As of the end of FY2023, we have completed installation at 21 stations. By the end of FY2027, we plan to adopt fences at 58 stations. Further in the future, we aim to install platform fences at approximately 100 stations, including between direct service zones connecting to central areas, all Tobu Urban Park Line stations and transfer stations on the Iseaki Line (including Kuki Station).



Increasing Rates and Creating Demand

Stimulating Limited Express Demand Through AI Demand Forecasts

Beyond the sales results obtained through to the present, we use AI (machine learning) to statistically analyze internal and external big data, including weather, temperature and local events, and then visualize potential daily demand for each Nikko Line Limited Express train. By optimizing fare settings and train numbers for the Limited Express based on precise demand forecasts, we will stimulate demand and expand revenue, even amid the dizzying rate of change occurring within the railway business's external environment.



Furthering Discussions for the Building of a New Transportation Network Alongside the Extension of the Tokyo Metro Yurakucho Line (between Toyosu to Sumiyoshi)

Tokyo Metro's plan to extend the Yurakucho Line was authorized for railway operations in March 2022, with an announcement in June 2024 confirming the approval of urban planning. Tobu will consider measures improving the value of railway areas, taking into account increased opportunities for access from our lines due to the opening of new Yurakucho Line sections.

Utilizing Digital Technology to Achieve Continuous Operations Management

Realizing Sustainable Transportation Services

In declaring that we will realize sustainable transportation services, Tobu will pursue the three pillars of expanding one-man operation, implementing automatic driving on trains and buses, and increasing the efficiency of facilities and inspections using digital technology. In this way, we will improve safety and services and strive to achieve continuous operations management in consideration of full-scale population decline and labor shortages. At the current stage, approximately 60% of all train driving has been converted to one-man operation, while automatic driving is in the middle of verification testing. It is absolutely essential that they become the methods primarily used in the future so that we can improve the sustainability of transportation services. By emphasizing forward thinking and originality, we will also produce Tobu railway areas that are vibrant, comfortable to live in and appealing to visit.

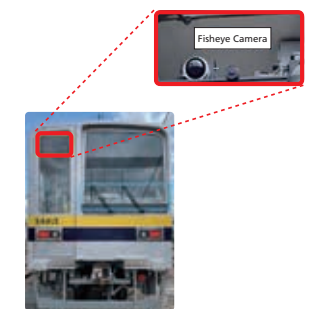
Expanding One-man Operation

Amid a low birthrate and aging populace, as well as a declining workforce and railway area population, the railway business's external environment is changing dramatically. We therefore consider the shortage of train crew due to such factors to be an important issue. In order to maintain highly safe and convenient transportation services on into the future, it is absolutely essential that we promote one-man operation. We have already introduced this method on the Iseaki Line (Tatebayashi to Iseaki), Nikko Line (Minami-kurihashi to Tobu-Nikko), Tojo Line (Shinrin-koen to Yorii), Kameido Line, Daishi Line, Sano Line, Koizumi Line, Kiryu Line, Utsunomiya Line, Kinugawa Line and Ogose Line. We are now planning for further expansion on other lines including slow trains on the TOBU SKYTREE LINE (Kita-senju to Kita-koshigaya). Further in the future, we aim to adopt one-man operation on all lines.



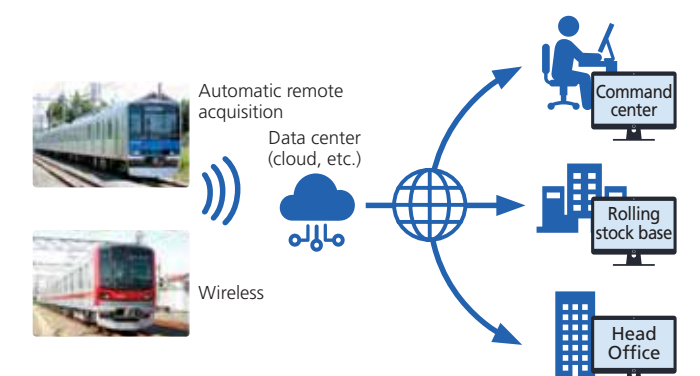
Implementing Automatic Driving on Trains and Buses

As part of further labor reduction/labor-saving measures, Tobu will continue to examine automatic driving. In the railway business, we aim to implement driving tests from FY2028 onward, with the goal of introducing GoA3 on the Daishi Line. We are also studying specifications for rolling stock and sensors. We will gradually expand automatic driving to other lines and thereby address further personnel shortages that are expected to increase in severity in the future. For buses, we implemented automatic driving verification tests in 2023 on low-emission bus routes in Okunikko. We are currently studying issues in preparation for the implementation of future tests. Ultimately, our aim is to repeatedly carry out similar tests on trains and accumulate knowhow, so as to achieve fully unmanned automatic driving on various lines.



Increasing the Efficiency of Facilities and Inspections Using Digital Technology

Through the utilization of digital technology, we can achieve labor reductions, increase safety and reduce costs to realize sustainable transportation services. For example, we plan to introduce QR code tickets by the end of FY2026, and will reduce expenses for maintaining and upgrading automatic ticket gates. We will also strive to adopt status monitoring systems for facilities, and instead of current visual inspections, we plan to install monitoring systems in operating vehicles to replace some operations, and thereby dramatically increase the frequency of inspections. On into the future, we will continue to promote digitization and take aim at achieving operations management that takes into account full-scale population decline and labor shortages.



Promotion of Housing and Commercial Development to Expand/Retain Population Inflow

Creation of Unique Tobu Towns Offering Comfort and a Meaningful Life, Increasing the Appeal of Railway Areas

We are promoting area development with a defined concept by making use of the features of Tobu railway areas located in regions with diverse characteristics across wide distances and promoting commercial development, housing development and complete ease-of-living in the area of soft infrastructure in an integrated manner, while also utilizing knowhow not found at our company during area development through academic/industrial/government collaboration and engaging in community building in collaboration with groups including local citizens and associations.

In the future as well, we will increase the value of railway areas, address diversifying needs in a quick and flexible manner, introduce high-quality services closely attuned to everyday life and create unique Tobu towns offering comfort and a meaningful life.

Commercial Development

• Improving the Convenience of Stations Available to the Town Ahead

While classifying stations with the great power to attract many people as business resources, we carry out a rental business focused on station buildings and in-station areas as locations providing services for everyday life.

With names such as Ekimise and VARIE for station building businesses, and EQUIA for in-station businesses, we have recently renovated Soka VARIE and Shin-koshigaya VARIE and opened EQUIA Takenotsuka. In this and other ways, we are working to improve the convenience of stations available to the town ahead.



Housing Development

• Expansion of Housing Making Use of Local Characteristics

Tobu is developing housing making use of the features of railway areas with diverse local characteristics.

Around Dokkyodaigakumae Station, we are carrying out commercial and housing development and the formation of local communities in an integrated manner by making use of combined features including educational and cultural facilities, starting with Dokkyo University, and various lifestyle conveniences, in addition to developing in-station commercial facilities, inviting in-station daycare centers and promoting community activities that unite new residents, students and locals.



Complete Ease-of-living in the Area of Soft Infrastructure

• Point Service Suited to Lifestyles

We have implemented the TOBU POINT Child Rearing Support Program, with the aim of increasing the population of long-term residents through the building of railway areas that support households with children and foster a desire to live in those locations permanently.

Through this service, child fares are essentially waived when a family travels together. By increasing the opportunities for families to ride trains and go out somewhere, we will support households with children and realize “a human-friendly society where people and communities continue to flourish together”.



• Local Activities Conducted Through Academic/Industrial/Government Collaboration

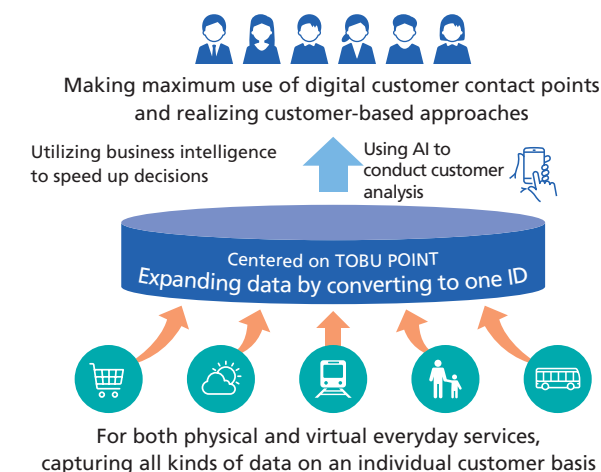
With the aim of creating towns that grow continuously, Tobu is carrying out area development based on academic/industrial/government collaboration in Minami-kurihashi and Dokkyodaigakumae.

In Minami-kurihashi, five partners made up of Kuki City, Toyota Home, AEON Retail, Waseda University's Onoda Lab and Tobu Railway are promoting the BRIDGE LIFE Platform plan, through which we will create sustainable areas through means such as developing automatic delivery robots and environmentally friendly net zero energy homes, and inviting commercial facilities and senior-oriented facilities.



Utilizing Digital Technology to Increase Revenue Through Marketing

Promoting the Use of One ID and Conducting Precise Digital Marketing



By expanding the range of data acquired both within and outside of the Tobu Group following the issuing of the new Tobu Card, and by broadening TOBU POINT's membership base through the rollout of the new ticketless service, Tobu-Chike!, we will further increase the volume of accumulated data.

By linking to the TOBU Group ID owned by each individual customer in order to gather such data, and then conducting data analysis using AI and other cutting-edge technology, we will carry out digital marketing suited to the preferences and lifestyles of each customer and strive to increase Group revenue and profits.

• Issuing of New Tobu Card (spring of 2025)

For the new Tobu Card, we will offer three separate grades, Standard, Gold and VIP, and thereby provide services suited to customers' diverse needs.

For customers using various Tobu Group facilities and riding trains with Mobile PASMO, we will establish the industry's highest reward rates and greatly increase convenience by allowing them to shop and travel using a smartphone thanks to mobile compatibility.

In this way, we will greatly increase the use of the Tobu Card both inside and outside of the Tobu Group, and by accumulating purchasing data and other information and then utilizing that data, we will carry out further digital marketing.



• Integration of Limited Express Ticketless Service with TOBU POINT

In January 2025, we will launch the new ticketless service, Tobu-Chike!.

With the Limited Express ticketless service used up to now, customers could only earn points when paying by Tobu Card. Through this new service, they can also acquire points when using other credit cards.

In this way, we will expand TOBU POINT's membership base, especially among rail-using customers, and broaden the type of data that is accumulated. The Tobu Group will utilize such data and carry out further digital marketing.



• Expansion of TOBU MALL content

Since March 2023, we have operated the Tobu Group's shopping site, TOBU MALL.

This new service directed at TOBU POINT members is a site that sells railway merchandise, digital tickets for interactive events and other carefully selected products that are specially available at this one place.

By providing opportunities for earning and using TOBU POINTS to many customers, especially including members who previously lived too far from facilities honoring these points, we will further increase the value of services, create and sell products offering experiences unique to the Tobu Group and carry out new market development.



Development of New Businesses to Expand Domain

Development of Digital Identity Platform Business Utilizing Biometrics

Pursuit of New Businesses Not Bound by Existing Frameworks or Areas: Creating New Businesses and Establishing Future Revenue Streams

Amid projections that the Tokyo area population will decline in the medium-to long-term, the Tobu Group, which manages railway areas as its business foundation, is expected to face a difficult business environment. For this reason, we have declared “Development of new businesses to expand domain” as a priority strategy and are pouring energy into the development of new revenue-earning businesses not bound by existing areas or operations.

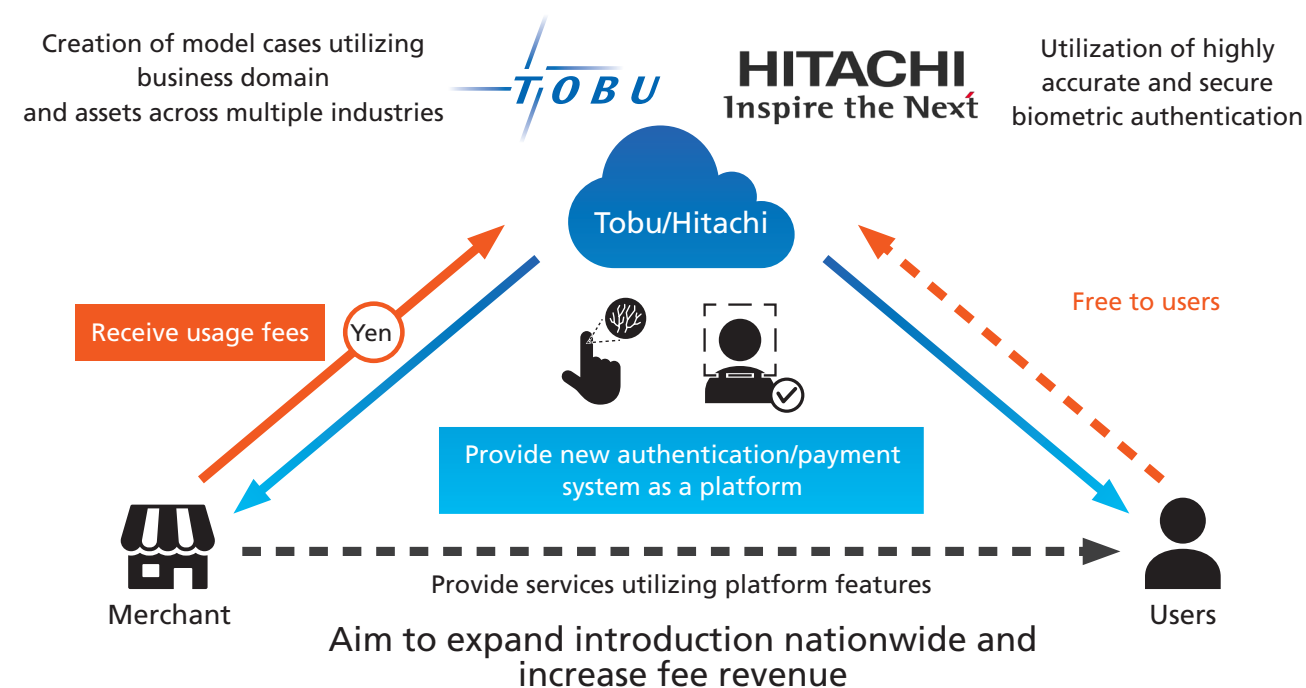
As part of those initiatives, through a joint partnership with Hitachi, Ltd. (hereafter, Hitachi), we have launched a digital identity platform utilizing biometrics. Next to railways and the TOKYO SKYTREE, which serves the role of a broadcasting tower, this business can be said to make up the Tobu Group’s third type of social infrastructure. After naming this service SAKULaLa, Tobu and Hitachi are now aiming to earn new revenue by expanding it throughout Japan.

Digital Identity Platform Utilizing Biometrics

The digital identity platform utilizing biometrics is a system used for personal identification and payments by linking biological information such as finger veins with attribute data (digital identities) registered online.

Specifically, by connecting finger vein or facial information with attribute data including the user’s name, date of birth, credit card number and various member numbers, it will call up the required attribute data at stores or facilities when the user simply presents their finger or face. Operations such as payments, the awarding of points and personal identification can then be carried out together all at once.

SAKULaLa is a jointly managed platform that can be adopted by not only the Tobu Group, but also wide-ranging companies and local governments, who can then earn service usage fees based on its use. As increased use directly leads to greater revenue, we will expand SAKULaLa throughout Japan and develop it as a service that is used every day as social infrastructure.



Benefits to Service Users and Adopters

Since SAKULaLa allows for payments, the awarding of points, and personal identification to be carried out when the user simply presents their finger or face, it is exceptionally convenient to use considering that there is no need to produce one’s wallet or smartphone when making purchases or entering a facility.

It also provides benefits to parties adopting this service. For example, by initiating the use of SAKULaLa at full self-checkout registers, Tobu Store has reduced customer purchasing times and improved register turnover. Despite fears about increased labor shortages in the future, we believe that it will be possible to make labor reductions in the future through the greater use of this service at full self-checkout registers.

There are also benefits to expanding SAKULaLa as a jointly managed platform. After a user registers their information once initially, they can use this service at all adopting locations without conducting any additional procedures. From an adopter’s standpoint, there is no need to collect attribute data or biological information from the user, or to build a system for storing information or implementing special security measures. This system is therefore easier to adopt than something installed independently.

The Keys to the Platform’s Success

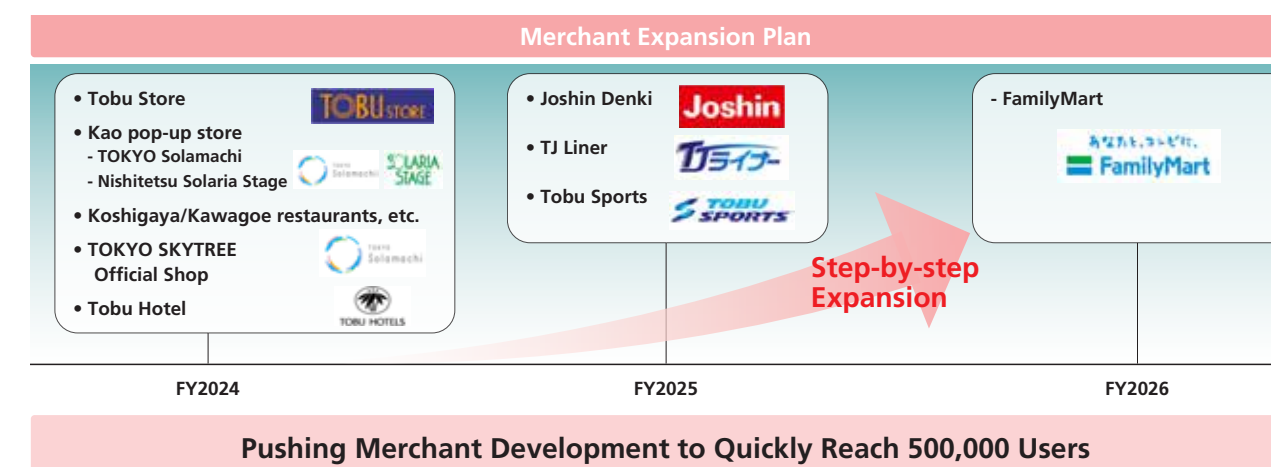
Looking at this platform’s strengths, the Tobu Group has developed a wide range of businesses, while Hitachi owns advanced security technology.

With the Tobu Group operating businesses in the transportation, leisure, real estate and distribution sectors, our Group companies will first adopt SAKULaLa and build up success cases, so that we can create models that demonstrate how this service is used. By widely disseminating those results, we will push the increased adoption of SAKULaLa by companies outside of the Group and local governments, as they will gain a strong sense of its appeal.

Meanwhile, Hitachi owns exceptionally advanced security technology known as PBI* that deals with biological information, and also boasts systems capable of advanced information management, allowing both adopters and users to employ this service without worry.

Thanks to these strengths, the home appliance mass merchandiser Joshin Denki and leading convenience store chain FamilyMart have already decided to adopt SAKULaLa. From here forward, Tobu and Hitachi will develop SAKULaLa further as social infrastructure, with the aim of acquiring new revenue.

*PBI: Public Biometric Infrastructure



Reducing Environmental Impact While Striking a Balance Between Resolving Societal
Issues and Earning Economic Value

In order to promote sustainability management, the Tobu Group is aiming to reduce its environmental impact through the further improvement of our environmental advantage, representing one of our material issues.

Although our core railway business practices transportation measures with high energy efficiency, we will not rest on our laurels. By further increasing our strong environmental advantage, bringing about reductions to our business’s environmental impact and climate change risks and encouraging a shift from other transportation modes, we are working to reduce CO₂ emissions, mitigate climate change and contribute to decarbonization. Within all of the Group’s business areas, we will promote environmental conservation efforts, such as waste disposal controls, and initiatives reducing the risk of natural disasters, and thereby contribute to the building of a sustainable society and also achieve corporate growth.

When dealing with the challenge of reducing our environmental impact, in addition to decreasing energy use, we have also raised the key policy of “Maximizing value creation through initiatives by striking a balance between resolving societal issues and earning economic value as a company,” as that will lead to new business opportunities.

FY2030 Group Targets for Reducing Environmental Impact

- (1) Okunikko Area Carbon Neutrality
- (2) CO₂ Emissions -30% (compared to FY2022)

FY2030 Group Targets for Reducing Environmental Impact

FY2030 Group Targets
for Reducing Environmental
Impact, Part 1

Okunikko Area
Carbon Neutrality

To establish the Nikko/Kinugawa area as a world-leading international eco resort where history, culture, traditions and nature coexist, the Tobu Group is aiming to completely eliminate its environmental impact in cooperation with local governments in railway areas.

Nikko City, the Tochigi General Branch of TEPCO Power Grid, Inc. and Tobu Railway made a joint proposal responding to the third call for regions pioneering decarbonization by the Ministry of the Environment in February 2023, which targeted local governments nationwide. As a result, the Okunikko area, which includes Nikko National Park, was selected as one such region in April 2023. The Okunikko area is facing the issues of traffic congestion during tourist seasons and infrastructure disruptions during disasters. While treating this project as an opportunity, we hope to mitigate congestion through a shift to public transport in collaboration with the NIKKO MaaS website managed by Tobu Railway and also increase recognition of this area as a safe, secure, appealing and sustainable resort. As specific initiatives, Nikko City has set forth an ordinance aimed at realizing a zero-carbon area and we will promote the shift to public transport by visitors in collaboration with NIKKO MaaS and the expanded use of electric vehicles by citizens and visitors, while also running local buses that use fuel derived from waste cooking oil collected from lodging facilities and other locations.

► Reuse of Waste Cooking Oil (progress of biofuel bus)

As a transportation initiative for a region pioneering decarbonization, the Tobu Group carried out the test driving of three biofuel buses (large, mid-size and tourist-type) from TOBU BUS NIKKO using B5 diesel blended with biodiesel fuel starting in August 2023, for the purpose of examining factors such as fuel efficiency and the effect on the vehicles’ machinery. From here forward, we will refine biodiesel fuel using waste cooking oil produced at Tobu Group facilities in Tochigi Prefecture and use that fuel in transportation including buses running within the Nikko area, with the aim of establishing energy recycling based on the local consumption of locally produced products.



► Solar Power Installation and
Use of Hot Springs Heat

At hotels and other locations managed in the Okunikko area, we will work together with the initiatives of a region pioneering decarbonization and advance decarbonization efforts through measures such as solar power installation and the introduction of thermal devices using hot springs heat.

FY2030 Group Targets
for Reducing Environmental
Impact, Part 2

CO₂ emissions -30%
(compared to FY2022)

To achieve the target declared by the government in 2021 for reducing greenhouse gases by 46% by FY2030 in comparison to FY2013, we have raised the target of decreasing CO₂ emissions by 30% by FY2030 in comparison to FY2022 throughout the Group as a whole.

Taking into account trends in recent years toward decarbonization and the introduction of renewable energy, we are carrying out various initiatives so that the Tobu Group can contribute to reducing society’s environmental impact.

The Group’s core railway business consumes power in many ways, including that used to run trains, and also to improve comfort, such as by operating air conditioning, and to utilize installed equipment including elevators and various other kinds of barrier-free devices. Meanwhile, we are striving to carry out measures such as the effective use of regenerated power and the adoption of low-energy vehicles and equipment, so that we can contribute to further reductions to the environmental impact, making use of our environmental advantage by practicing transportation measures with high energy efficiency.

Furthermore, we are striving to meet targets by carrying out initiatives across various avenues to increase our environmental advantage and reduce the environmental impact. Among other things, we have carried out the self-transmission of solar power using Tobu Group assets, received certification for TOKYO SKYTREE TOWN as a top-level business operator under the Tokyo Metropolitan Ordinance on Environmental Preservation and earned three stars from the third-party certification system BELS for the energy conservation capabilities of the buildings at TOBU icourt in Dokkyodaigakumae and commercial facilities at Tobu-Dobutsu-Koen Station’s West Exit.

► Increased Installation of Power
Regeneration Inverters

Power regeneration inverters are energy-saving devices that convert energy (DC power) that is generated when trains decelerate and not absorbed by other trains into AC power, and then supply that power to station lighting and air conditioning equipment, etc. By introducing these devices, we can effectively utilize regenerated energy that could not be used previously, thereby leading to a reduction in the volume of electricity consumed.

Furthermore, we are working to realize the stable supply and effective use of power by introducing regenerated power storage devices that store the regenerated power produced when trains decelerate and supply it to other trains when they accelerate.



Ceiling lights at Takenotsuka Station’s ticket gate

► Further Introduction of LED Lighting

We are carrying out the gradual upgrade of lighting on trains and at station facilities to LEDs with strong energy-saving capabilities. By updating fluorescent lights to LED lighting, we are increasing the life of equipment and reducing energy consumption by roughly 70% in comparison to the older lighting.

► Streamlining of Rolling Stock Numbers

On the Tobu Urban Park Line, we plan to introduce the new 80000 rolling stock series from the spring of 2025. We will thereby reduce the electricity consumed by at least 40% compared to 8000 series rolling stock, and achieve a reduced environmental impact through advanced energy-saving capabilities and low noise levels. We will introduce this series in five-car formations, with the aim of accommodating usage trends and maintaining appropriate train numbers, so as to strike a greater balance between improved efficiency and service. In this way, we will work to reduce our environmental impact through energy conservation and lower CO₂ emissions.



Maximizing the Performance of Human Resources and the Organization to Create New Customers

Philosophy Behind the Enhancement of Human Capital

With railway areas spanning a wide rail network serving as the foundation of our business, the Tobu Group aims to achieve “a human-friendly society where people and communities continue to flourish together”. To meet this goal, we require human resources who, upholding the Group’s management philosophies of dedication, enterprising spirit and affinity as behavioral principles, will be able to think and act independently, challenge new areas of business and enable various kinds of business models that connect different towns and people together.

To spur on the contributions of such employees, we must nurture both skills that will be continuously developed across many years, such as safety techniques, and skills used to 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 Development Policy and Internal Environment Development Policy, and on into the future, we aim to improve the skills and capabilities of diverse employees and boost the sustainability of our corporate value.

Concepts of HR Strategy

The Tobu Group is now dealing with a business environment that is dramatically changing due to the ongoing recovery of factors such as inbound tourism and demand for out-of-home activities, as well as reasons including changing work styles, the diversification of values and the rapid shift to digital technology. During medium-to long-term Group management amid this type of environment, we will undertake challenges that address changes in needs and the business environment with an enterprising spirit, and embrace cooperative creation that generates value through cooperation and collaboration with partners both inside and outside of the Group. In this way, we believe that we can maintain and increase Group-wide profits by continuously developing railway area infrastructure and expanding the railway business and growth businesses in non-railway divisions.

Based on our Long-term Management Vision of “Evolving Society and Areas along our Railway Lines by Taking on Challenges and Engaging in Cooperative Creation,” in order to achieve the Medium-Term Business Plan and management strategy focused on ten years in the future, we consider the enhancement of human capital, which was raised as a priority strategies (growth strategies), to be an essential undertaking as a driving force for business progress. For these reasons, we will clarify the ideal human resources we are looking for and the HR strategy that will lead to those personnel, while summarizing within our Human Resources Development Policy a basic philosophy for employee development that will contribute to the necessary human resources. At the same time, we will prepare our Internal Environment Development Policy that summarizes our philosophy for the employee support required for developing those human resources, and based on that policy, we will work alongside efforts to increase productivity and improve the bonds and engagement uniting the company and employees, and thereby advance various concrete initiatives to enhance human capital for the purpose of maximizing the performance of employees and the organization.

HR Strategy

The driving force responsible for sustainable growth among businesses and local communities will especially originate from employees who contribute to the challenges and cooperative creation declared in the Long-term Management Vision while upholding our management philosophies (dedication, enterprising spirit, affinity) as behavioral principles. Based on this belief, we will conduct the three strategic approaches of recruitment, development and skill manifestation/employee retention, and through their coordination, we will steadily promote new measures and increased support that will work in tandem with diverse human resources and the organization. In this way, we aim to maximize the performance of human resources and the organization to create new customers.



New measures and increased support	Three strategic approaches of recruitment, development and skill manifestation/employee retention
Major themes that must be undertaken	Efforts conducted alongside improvements to productivity and engagement
Enhancement of human capital	Maximizing the performance of human resources and the organization to create new customers

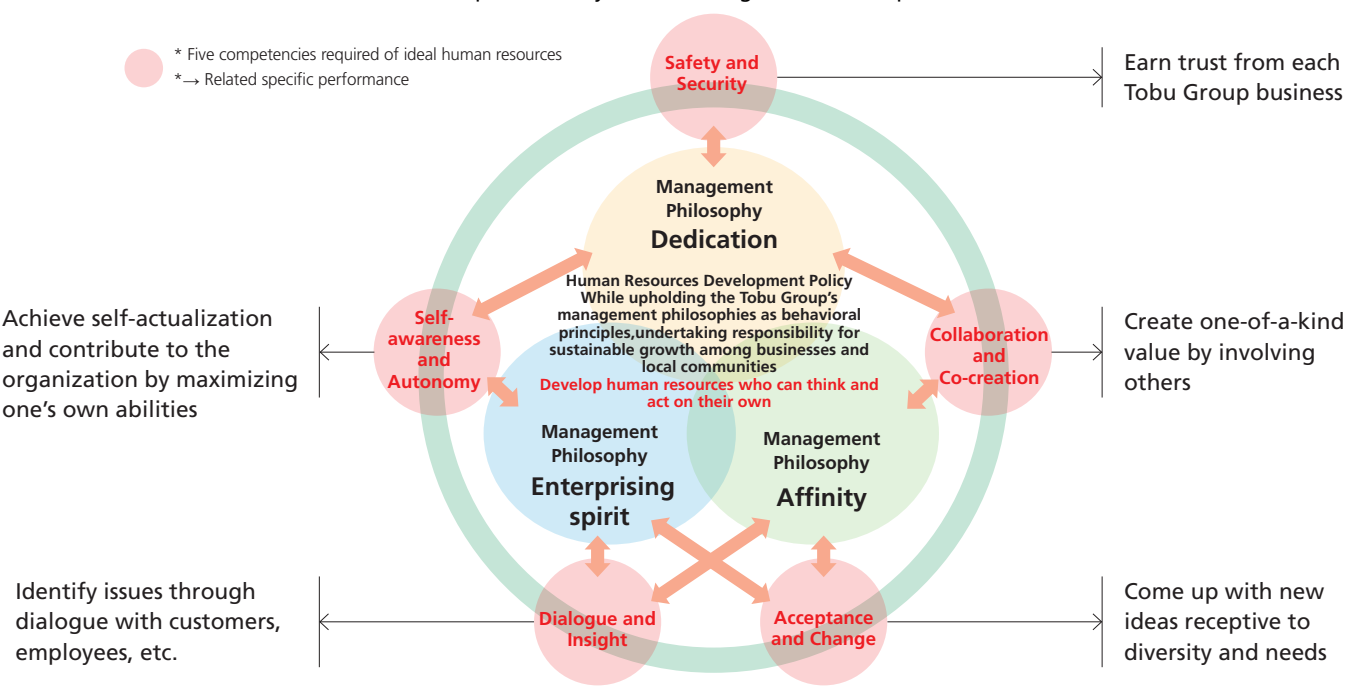
Human Resources Development Policy

While Upholding the Tobu Group’s Management Philosophies as Behavioral Principles, Undertaking Responsibility for Sustainable Growth Among Businesses and Local Communities

Ideal Human Resources
This is defined as human resources who will connect the development of business opportunities to the sustainable growth of local communities through trust gained by further improving existing businesses and value creation achieved by producing new ideas without a fear of change.

Develop human resources who can think and act on their own

Human Resources Development Policy: Three Management Philosophies and Five Behavioral Characteristics



Internal Environment Development Policy

(philosophy for the employee support required for developing ideal human resources)

(Policy 1) Support human resources development that stimulates change in response to the times

By transferring safety practices and techniques, we will support the development of human resources capable of collaborating with other fields while expanding their own specialized areas, as well as human resources capable of responding flexibly to changes in the company’s environment and creating value.

- (1) Transfer safety practices and techniques
- (2) Support manager and supervisor-level employees (including future candidates for those roles)
- (3) Support autonomous career development

(Policy 2) Develop work styles allowing employees to work without worry and demonstrate their abilities continuously

While promoting diversity and inclusion, we will develop work styles that allow each employee, regardless of their personal attributes or stage of life, to engage in mutual respect with others, work comfortably with a sense of ease and demonstrate their abilities to the maximum extent. We will also carry out initiatives to maintain and improve employee health, while aiming to provide further value through increased job satisfaction.

Priority Initiatives Under the HR Strategy for the Medium-Term Business Plan for 2024–2027

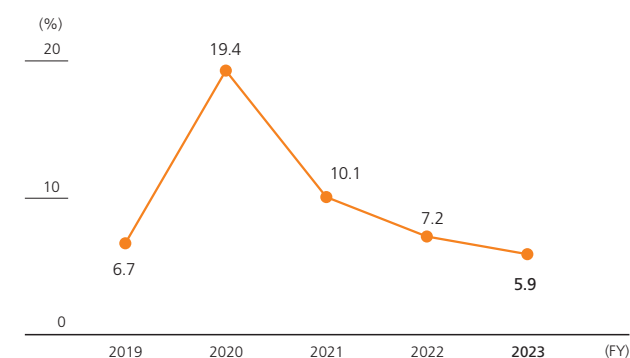
	Recruitment	Development	Skill manifestation/employee retention
① Human resources development and support for autonomous career development		○	○
② Promotion of diversity and inclusion	○	○	
③ Optimization of human capital and system planning	○		○
④ Health management and promotion of well-being		○	○

Financial and Capital Policy Required for Executing the Medium-Term Business Plan

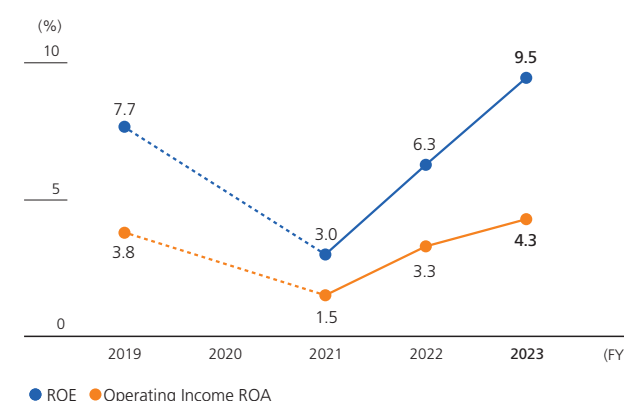
In FY2023, we recorded an all-time high consolidated operating income, while continuing to improve our financial footing, such as by reaching an interest-bearing debt to EBITDA multiple of 5.9. Based on these results, the evaluations we received this fiscal year from rating agencies consisted of an upgrade to our issuer rating from Rating and Investment Information, Inc. and a change in outlook from stable to positive from Japan Credit Rating Agency, Ltd.

Through our Long-term Management Vision and the Medium-Term Business Plan for 2024–2027, we will make further investments directed at priority strategies targeting further growth, control interest-bearing debt with an eye on large-scale investment for the redevelopment of Ikebukuro Station's West Exit area, maintain an interest-bearing debt to EBITDA multiple in the 6-range as the expectation for FY2027 and manage business with an ROE of 8% in mind as the expectation during the plan period. We will also focus on improving profit levels by achieving our growth strategy, and on controlling assets and liabilities with an awareness of capital cost.

Interest-bearing debt to EBITDA multiple

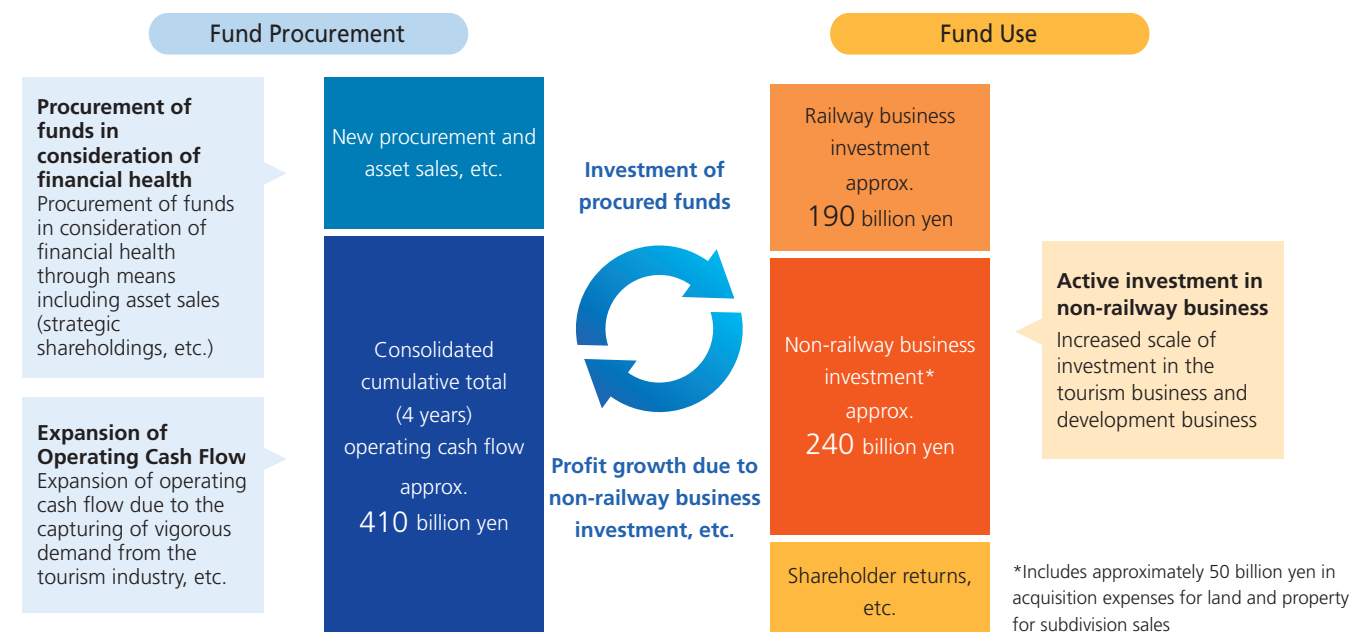


ROE/Operating Income ROA



Cash Allocation in the Medium-Term Business Plan for 2024–2027

We will allocate funds raised through means such as operating cash flow, new procurement and asset sales in a well-balanced manner toward capital expenditures aimed at increasing the profits of non-railway business and shareholder returns, etc.



Fund Procurement Philosophy

For short-term working capital, in addition to operating cash flow generated by each business, we will enter into loan commitments totaling 90 billion yen with partner banks, issue commercial paper and make effective use of surplus funds in the Tobu Group via a cash management system (CMS). We earn daily cash receipts, mainly from our transportation business and retail distribution business, ensure the necessary liquidity and own an adequate level of funds.

For capital expenditures and other capital required long term, in addition to funds earned through business activities, we use optimal procurement methods from a diverse range of options including loans, leases, the issuing of corporate bonds and the formation of syndicated loans, for the purpose of carrying out steady long-term fund procurement in consideration of the characteristics of our core railway business.

At the same time, we strive to reduce future refinancing risks by avoiding a concentration of annual repayment amounts, while also considering the remaining balances of fixed rate and variable rate debt in anticipation of the risk of interest rate hikes.

Investment Targeting Priority Strategies During the Medium-Term Business Plan Period

Investment Targeting Priority Strategies During the Medium-Term Business Plan Period

Out of a total of approximately 430 billion yen invested during the Medium-Term Business Plan period, we anticipate a capital requirement of approximately 270 billion yen for investment made toward priority strategies.

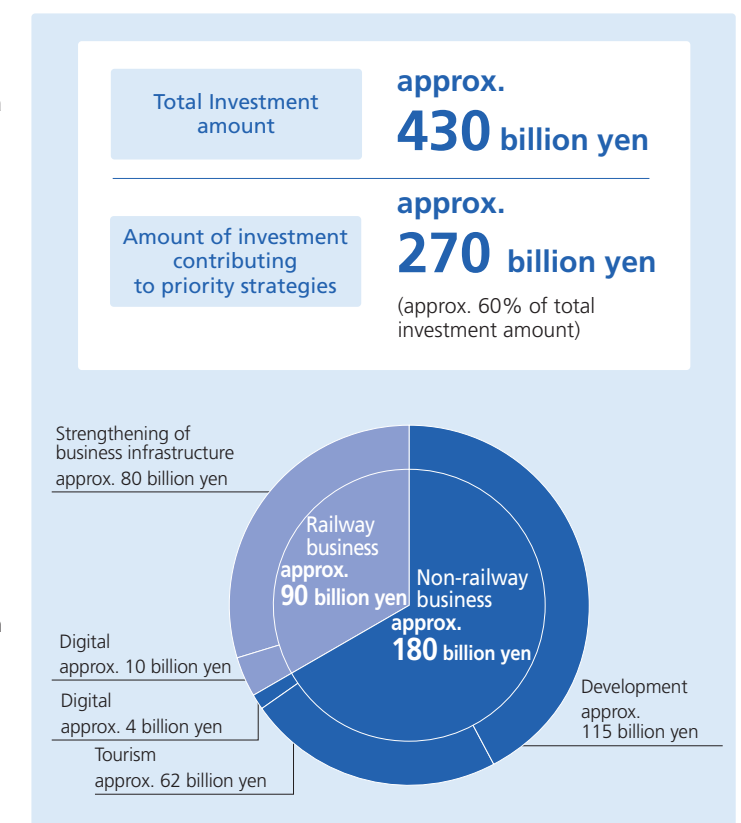
The following presents a breakdown of major priority strategy investments.

Non-railway business approx. 180 billion yen

- (1) Development approx. 115 billion yen
 - Redevelopment of Ikebukuro Station's West Exit area
 - Redevelopment of Nishiarai Station's West Exit area, and other projects
- (2) Tourism approx. 62 billion yen
 - Ginza hotel plan
 - Nihonbashi 3-chome hotel plan, and other projects
- (3) Digital approx. 4 billion yen
 - Biometric authentication
 - TOBU POINT, and other projects

Railway business approx. 90 billion yen

- (1) Digital approx. 10 billion yen
 - Automatic driving on the Daishi Line
 - Introduction of QR code tickets, and other projects
- (2) Strengthening of business infrastructure approx. 80 billion yen
 - Introduction of rolling stock with one-man operation
 - New construction of platform fences
 - Construction of elevated area near TOKYO SKYTREE Station, and other projects



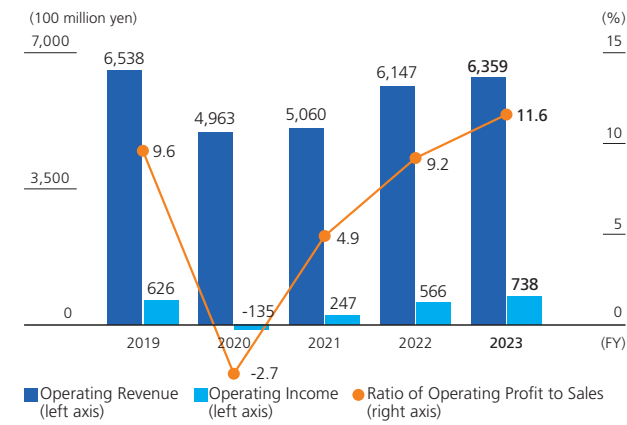
Shareholder Returns

With the goal of expanding our business foundation over the long term, our basic policy is to pay stable dividends while considering financial health and taking performance and business foundation into account in a comprehensive manner. During the Medium-Term Business Plan period, we will focus on controlling assets and liabilities with an awareness of capital cost, and while taking into account future performance trends and the balance between growth investment and financial health, we will enhance shareholder returns through a flexible combination of dividends and share buybacks, with a view to achieving a total return ratio of at least 30% during the plan period.

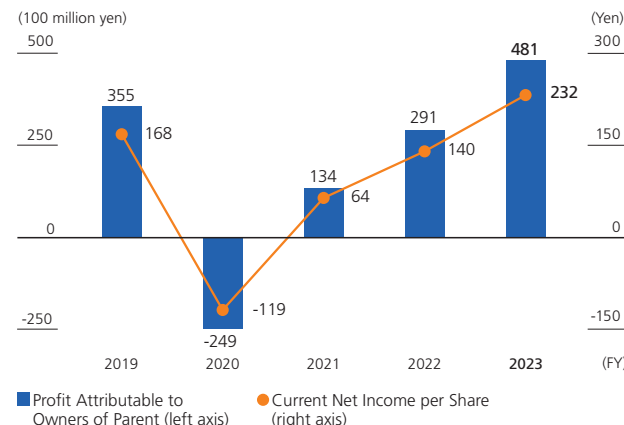
Financial and Non-Financial Highlights

Financial Data

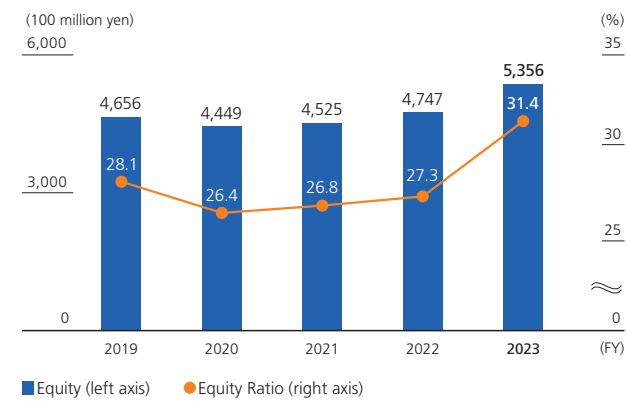
Operating Revenue/Operating Income/
Ratio of Operating Profit to Sales



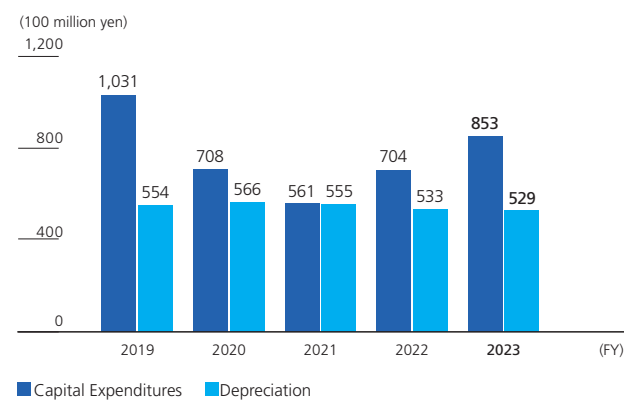
Profit attributable to Owners of Parent/
Current Net Income per Share



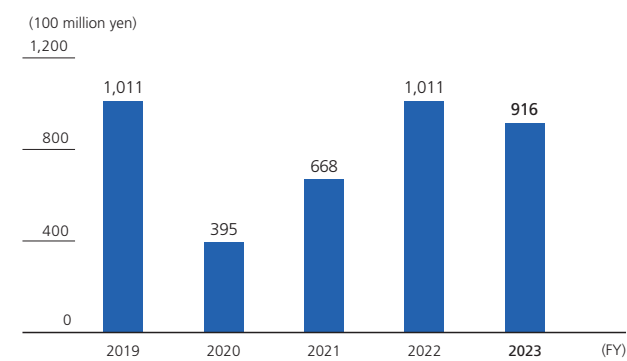
Equity/Equity Ratio



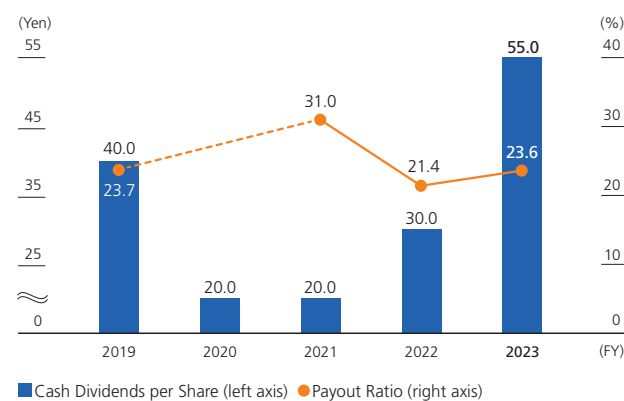
Capital Expenditures/Depreciation



Operating Cash Flow

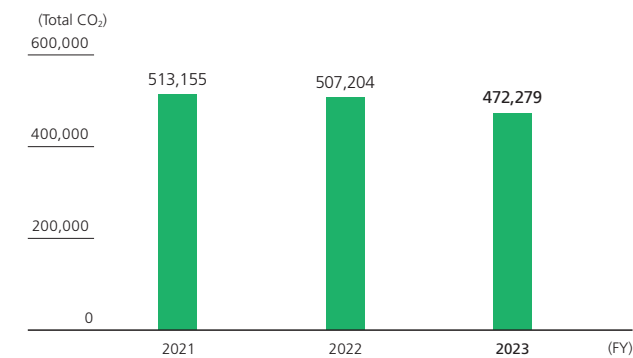


Cash Dividends per Share/Payout Ratio



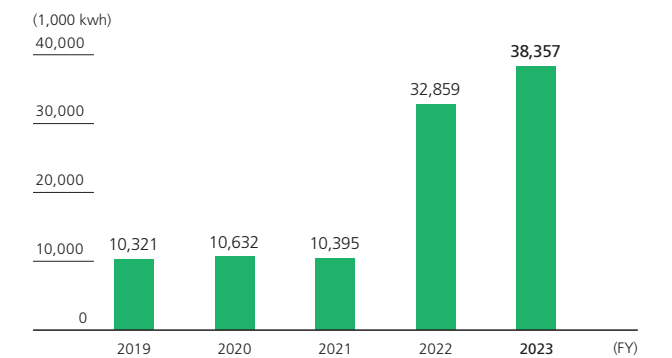
Non-financial Data

GHG Emissions



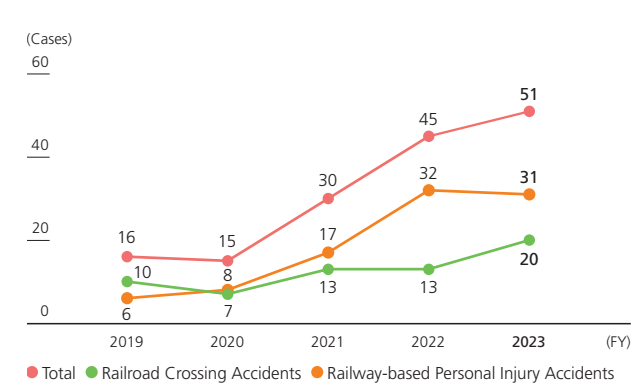
-Started aggregation of consolidated companies in FY2021
Applicable gases: CO₂ (energy-derived), HFCs, SF₆

Volume of Renewable Energy Produced



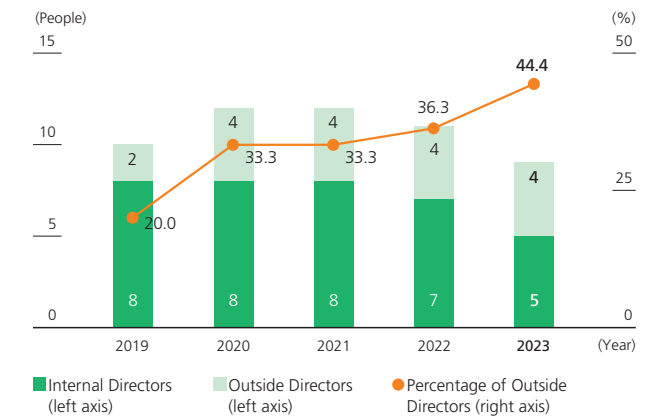
-Aggregate includes volume of electricity sold under FIT until FY2021
Aggregation based on non-fossil certificates (with tracking) since FY2022

Number of Railway Traffic Accidents*

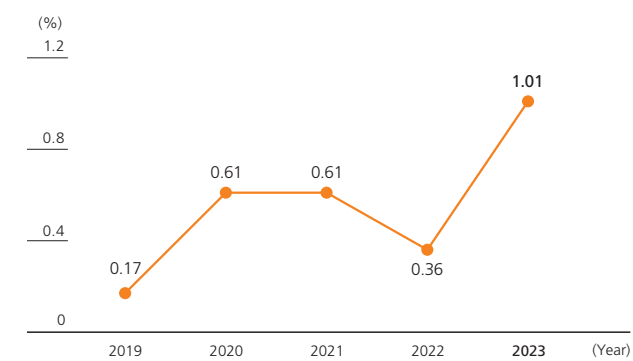


*Suspected suicides are not included in railway traffic accidents.

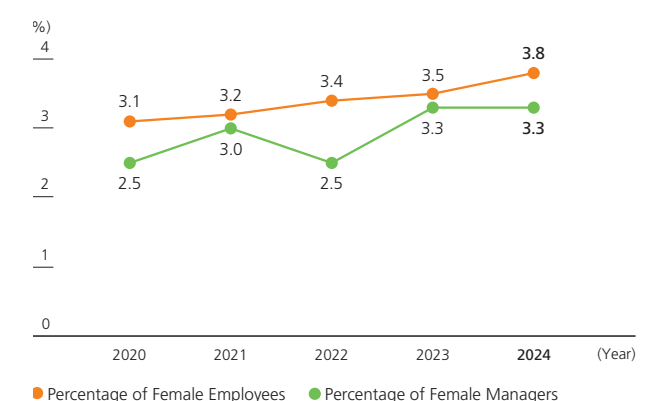
Composition of Board of Directors





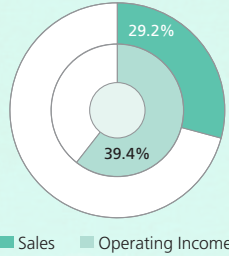
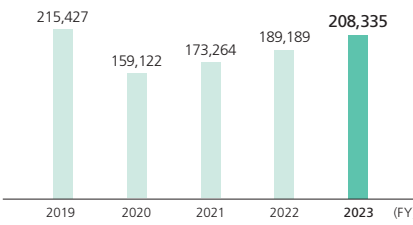
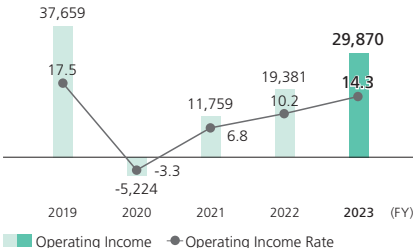


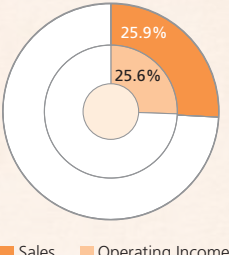
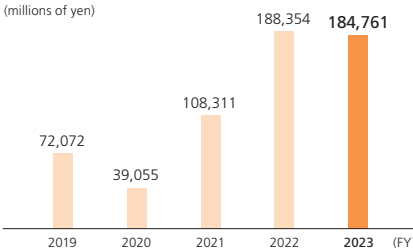
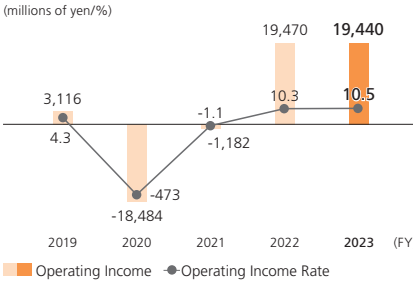


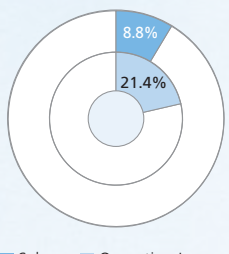
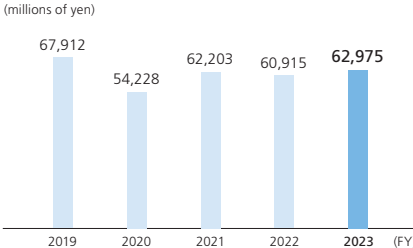
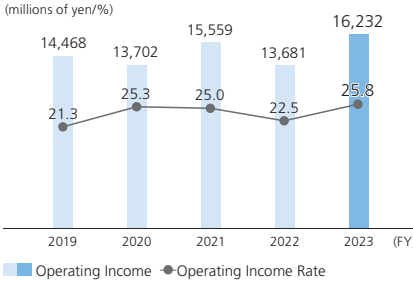


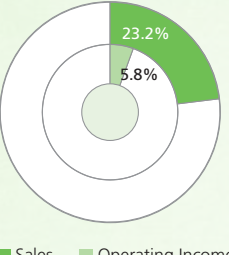
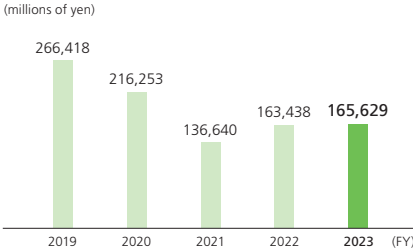
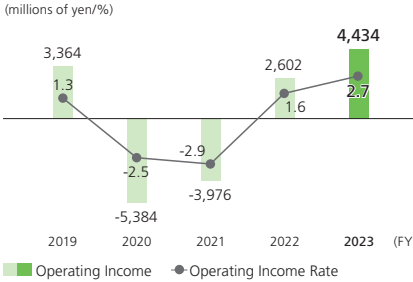


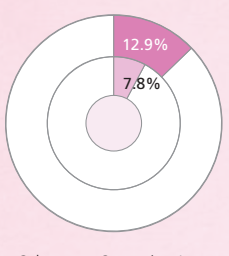
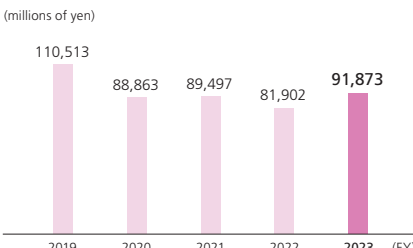
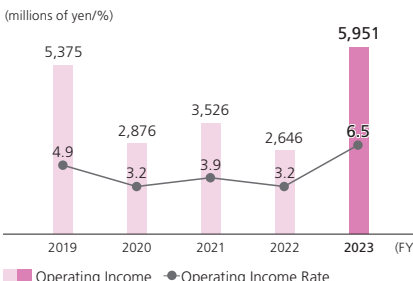
Rate of Accidents that Cause Work Absence



Percentage of Female Employees/Female Managers



Business Overview

Businesses	Sales/Income Ratio	Business Description	Major Group Companies	Performance Progress
 Transportation	  Sales Operating Income	<p>The transportation business is made up of a railway business, bus and taxi business, cargo transportation business and other businesses. With transportation safety as its greatest priority, it provides precise, attentive services and carries out logistics services at a superior level.</p>	<ul style="list-style-type: none"> Tobu Railway Tobu Bus ASAHI Motor Tobu Transportation TOBU DELIVERY 	<div> <div> Sales (millions of yen)  </div> <div> Operating Income/Operating Income Ratio (millions of yen/%)  </div> </div>
 Leisure	  Sales Operating Income	<p>The leisure business encompasses tourism, hotels, amusement parks, theme parks, skiing, golf, sports clubs, ropeways, pleasure boats and various other leisure businesses, satisfying a diverse range of customer needs.</p>	<ul style="list-style-type: none"> Tobu Railway Tobu Kogyo TOBU TOP TOURS Tobu Hotel Management TOBU TOWER SKYTREE 	<div> <div> Sales (millions of yen)  </div> <div> Operating Income/Operating Income Ratio (millions of yen/%)  </div> </div>
 Real Estate	  Sales Operating Income	<p>The real estate business encompasses real estate sales, leasing, and brokering, building and property management businesses, and other businesses. It is engaged in pursuits such as the provision of high-quality real estate information, consulting concerned with the optimal use of real estate and assets, and the commercial management of TOKYO Solamachi.</p>	<ul style="list-style-type: none"> Tobu Railway TOBU REAL ESTATE TOBU TOWN SOLAMACHI 	<div> <div> Sales (millions of yen)  </div> <div> Operating Income/Operating Income Ratio (millions of yen/%)  </div> </div>
 Retail Distribution	  Sales Operating Income	<p>The retail distribution business is made up of a department store business, supermarket business, and other businesses. It operates city department stores that make use of the characteristics of terminal stations, and through TOBU STORE, aims to create the easiest stores to shop at in local areas, thereby increasing the value of stores further.</p>	<ul style="list-style-type: none"> TOBU DEPARTMENT STORE TOBU UTSUNOMIYA DEPARTMENT STORE TOBU STORE 	<div> <div> Sales (millions of yen)  </div> <div> Operating Income/Operating Income Ratio (millions of yen/%)  </div> </div>
 Other	  Sales Operating Income	<p>Other businesses include construction, facility and equipment management, building materials supply and heat supply businesses. With all Group companies collaborating together, they contribute to the development of areas where people can live continuously with a sense of ease.</p>	<ul style="list-style-type: none"> TOBU CONSTRUCTION Tobu Yachida Construction Tobu Building Management 	<div> <div> Sales (millions of yen)  </div> <div> Operating Income/Operating Income Ratio (millions of yen/%)  </div> </div>

Currently, as of March 2024, the Tobu Group includes Tobu Railway, 68 consolidated subsidiaries and 3 equity-method affiliates in the scope of consolidation, and is made up of five segments consisting of a railway business, leisure business, real estate business, retail distribution business and other businesses.

The Group earned operating revenue of 635.9 billion yen in FY2023 and employed 18,384 workers as of the end of FY2023.

Transportation Business

Performance Highlights from Term Ending March 2024

In the railway sector, the number of passengers carried increased, including both commuters and non-commuters, due to a recovery in use for business/school commutes and pleasure outings. Following the introduction of a barrier-free fare system at rail stations and the start of operation for SPACIA X trains, the transportation business as a whole recorded operating revenue of 208,335 million yen (10.1% increase year-on-year) and operating income of 29,870 million yen (54.1% increase year-on-year).

Major Initiatives

Through the railway business, we carry out initiatives with the aim of providing railway areas that customers will select and that provide safety, security and comfortable living.

On the business front, we have increased the operation of SPACIA X, new rolling stock for the SPACIA Limited Express, and have worked to expand travel opportunities and attract customers. To create and convey regional appeal, we decorated stations and rolling stock for the Tobu-Utsunomiya Line based on its nickname, the Strawberry Kingdom Line, and then operated Strawberry SPACIA trains. While in the Tatebayashi area, we ran the Ryomo Calpico EXPRESS for the purpose of promoting local appeal and invigorating the region.

In the area of safety, Tobu has implemented measures to ensure transportation safety. Near the TOKYO SKYTREE Station, Takenotsuka Station, Kasukabe Station and other locations, we have carried out the construction of elevated sections, and are working to improve safety and connectivity, while increasing each area's overall appeal. We have also utilized barrier-free fares at rail stations and developed platform fences (fixed and movable types) as safety measures at station platforms.

As accident and disaster prevention measures, we have engaged in comprehensive emergency drills, vehicle evacuation drills and drills to guide evacuations for persons with difficulty returning home.

Meanwhile, even amid a difficult business environment, we have reliably implemented structural business reforms and reduced fixed expenses, so as to build a framework that will ensure stable profits.

In the bus and taxi business, the Tobu Bus Group has carried out demonstration tests for automatic driving buses, with the aim of contributing to the resolution of transportation issues by achieving unmanned automatic driving in the future.



Newly running SPACIA X train



Strawberry SPACIA private room

Leisure Business

Performance Highlights from Term Ending March 2024

While the SKYTREE business and hotel business earned increased revenue and profits, the tourism business suffered a reduction in commission earnings. As a result, the leisure business as a whole recorded operating revenue of 184,761 million yen (1.9% decrease year-on-year) and operating income of 19,440 million yen (0.2% decrease year-on-year).

Major Initiatives

In the SKYTREE business, the TOKYO SKYTREE worked to attract customers through methods such as hosting various events and strengthening PR efforts targeting inbound tourists. We also remodeled SKYTREE SHOP on the fifth floor and celebrated a full reopening.

In the hotel business, our city hotels strove to increase the utilization rate and room rates by capturing demand from domestic and inbound tourists. We also renovated the Courtyard Marriott Ginza Tobu Hotel and Nikko Kanaya Hotel, while working to acquire further business from inbound tourists.

In the tourism business, TOBU TOP TOURS worked to capture business centered especially on group travel, such as educational tours, in line with the recovery of tourism demand. We also promoted a solutions business utilizing digital technology and conducted outsourcing including support for local governments' regional tourism businesses, thereby increasing revenue through business expansion beyond tourism sales.



SKYTREE SHOP



Courtyard Marriott Ginza Tobu Hotel

Real Estate Business

Performance Highlights from Term Ending March 2024

Thanks to the SKYTREE TOWN business earning increased revenue and the real estate sales business implementing price setting in line with demand, the real estate business as a whole recorded operating revenue of 62,975 million yen (3.4% increase year-on-year) and operating income of 16,232 million yen (18.7% increase year-on-year).

Major Initiatives

In the SKYTREE TOWN business, TOKYO SKYTREE TOWN conducted various events throughout the year, including a Taiwan Fair and winter illumination, to capture domestic and foreign tourism demand and achieve annual sales at an all-time high.

In the real estate leasing business, we opened EQUIA Yatsuka and EQUIA Koshigaya, and also renovated and reopened Soka VARIE's VARIE1, in order to boost revenue and increase customer convenience. In Soka City, we also opened Minor Terrace Soka, a complex of rental housing and stores renovated from employee housing with a plaza and farm annex, thereby carrying out area development connecting people and the local community.

In the real estate sales business, we carried out sales for the condominiums Solaie Shin-kamagaya (Kamagaya City) and Solaie Wakaba Station Villa (Sakado City), with the aim of increasing each railway area's value and long-term population.



TOKYO SKYTREE TOWN event



Solaie Shin-kamagaya

Retail Distribution Business

Performance Highlights from Term Ending March 2024

In the department store business, through strong sales of cosmetics and women's goods due to increased opportunities for out-of-home activities, the retail distribution business as a whole recorded operating revenue of 165,629 million yen (1.3% increase year-on-year) and operating income of 4,434 million yen (70.4% increase year-on-year).

Major Initiatives

In the department store business, TOBU DEPARTMENT STORE expanded the sales floor for outdoor goods at the Ikebukuro Store to reorganize a highly profitable category, while also bolstering product assortments on the children's floor as a means of acquiring the next generation of customers. Meanwhile, the Funabashi Store conducted large-scale renovations on the food floor and completed sales areas addressing the wide-ranging needs of both local and railway area customers, while also working to increase customer convenience further.

In the supermarket business, TOBU STORE opened Tobu Store Koshigaya in EQUIA Koshigaya. It also worked to increase revenue by focusing on the development and sale of original Tobu Store products with high added value that suit customer needs.



Funabashi Tobu Department Store Food Floor



Tobu Store Koshigaya

Other Businesses

Performance Highlights from Term Ending March 2024

Due to the construction business achieving increased revenue and an improved cost ratio following a rise in completed construction, other businesses as a whole recorded operating revenue of 91,873 million yen (12.2% increase year-on-year) and operating income of 5,951 million yen (124.9% increase year-on-year).

Major Initiatives

In the construction business, TOBU CONSTRUCTION completed construction on support facilities for disabled persons for a social welfare corporation in Nikko City, while Tobu Yachida Construction finished large-scale repair work on public facilities in Sumida Ward.

Elsewhere, Tobu Building Management worked to increase revenue, such as by undertaking orders for hotel cleaning operations in Minato Ward.



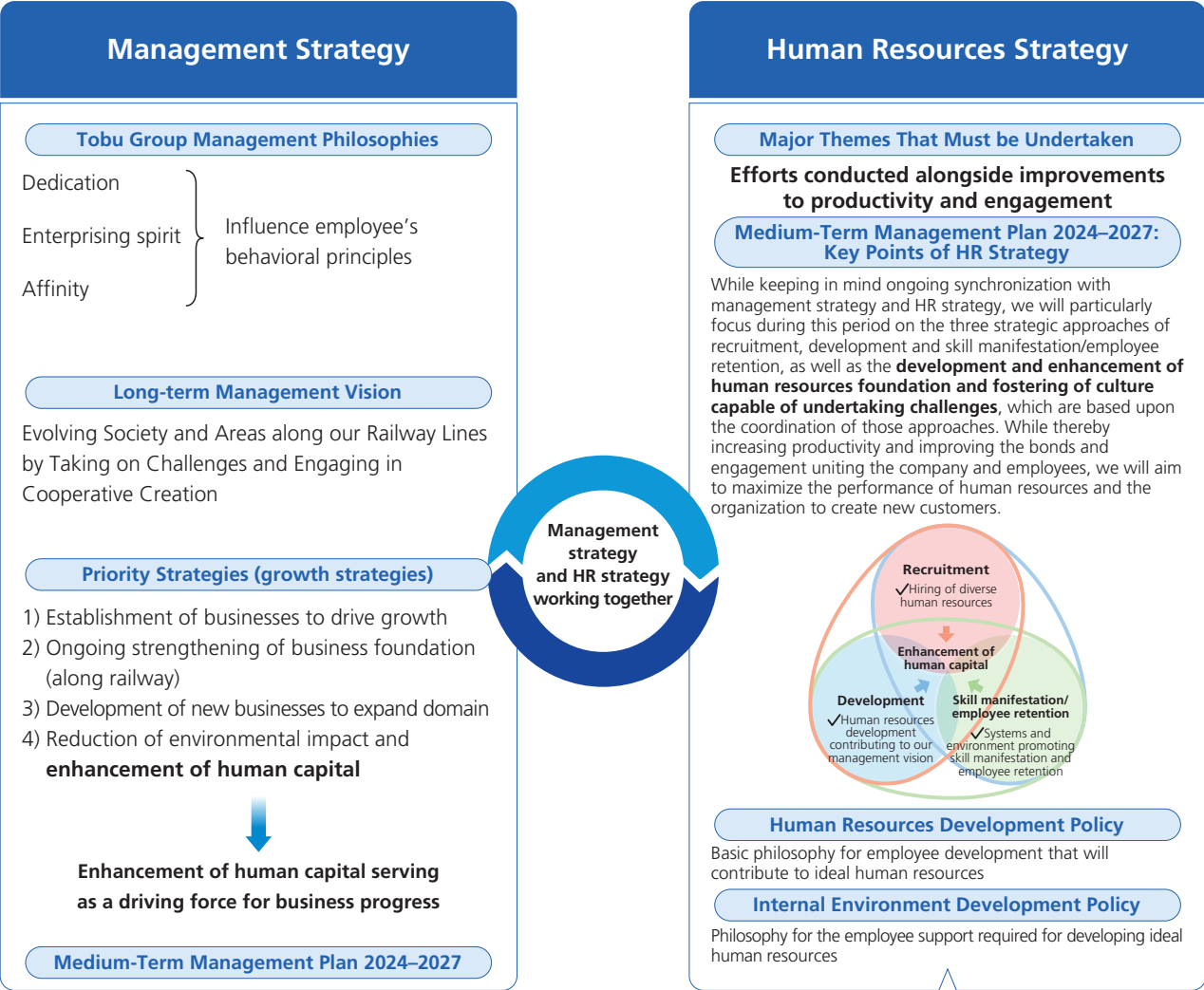
Support facilities for disabled persons (Nikko City)



Public facilities (Sumida Ward)

Basic Philosophy

The driving force responsible for sustainable growth among businesses and local communities will especially originate from employees who contribute to the challenges and cooperative creation declared in the Long-term Management Vision while upholding our management philosophies (dedication, enterprising spirit, affinity) as behavioral principles. Based on this belief, we will conduct the three strategic approaches of recruitment, development and skill manifestation/employee retention, and through their coordination, we will steadily promote new measures and increased support that will work in tandem with diverse human resources and the organization. In this way, we aim to maximize the performance of human resources and the organization to create new customers.



Ideal Human Resources This is defined as human resources who will connect the development of business opportunities to the sustainable growth of local communities through trust gained by further improving existing businesses and value creation achieved by producing new ideas without a fear of change. (In other words, human resources who can create new customers.)



Priority Initiatives Under the HR Strategy for the Medium-Term Business Plan for 2024–2027

	Recruitment	Development	Skill manifestation/employee retention
① Human resources development and support for autonomous career development		○	○
② Promotion of diversity and inclusion	○	○	
③ Optimization of human capital and system planning	○		○
④ Health management and promotion of well-being		○	○

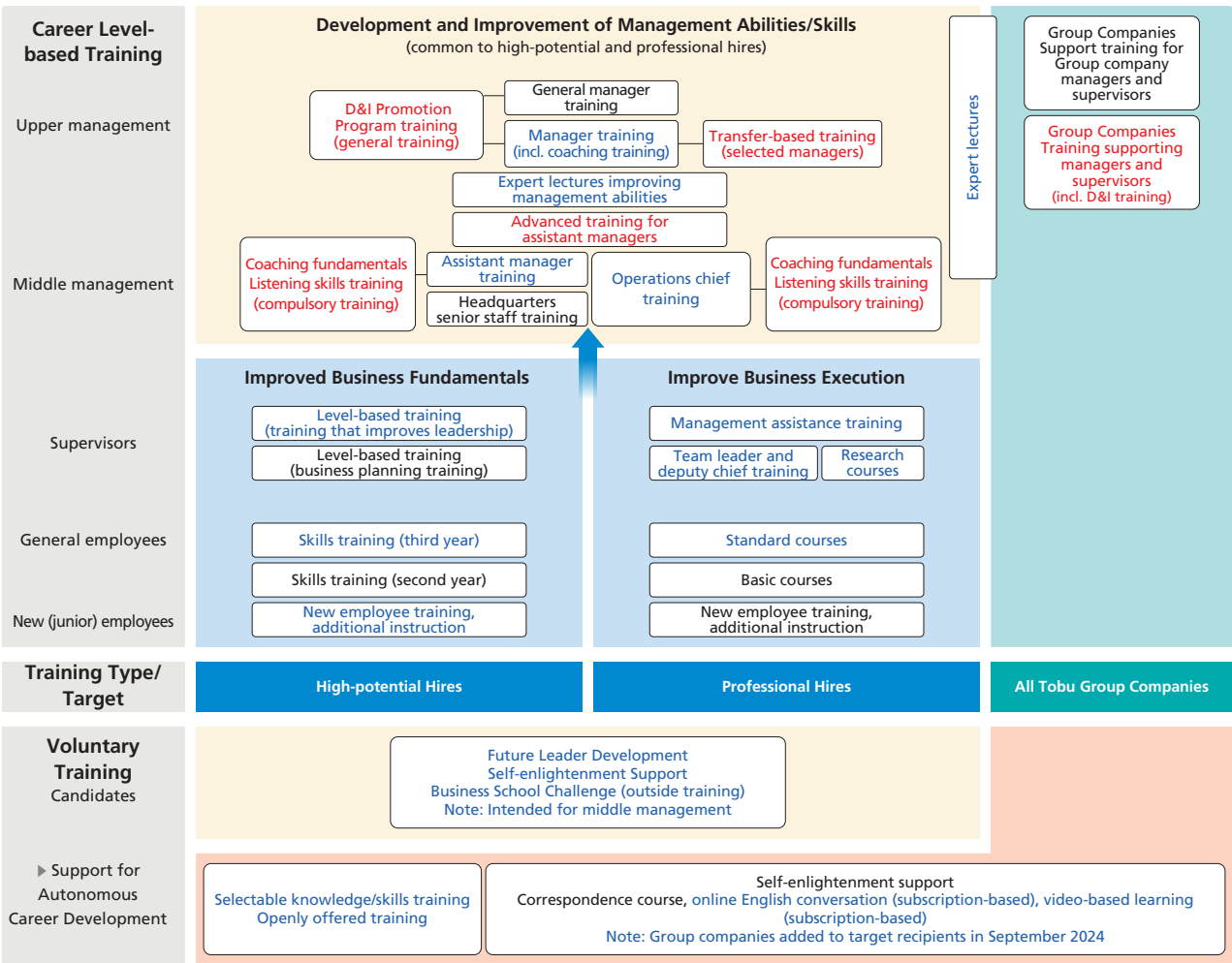
Priority Initiatives Under the HR Strategy

① Human Resources Development and Support for Autonomous Career Development

To support this driving force that will cultivate trust by improving the safety and security offered by the Tobu Group, promote challenges and cooperative creation, and create value, we are actively carrying out measures such as the enhancement of on-the-job training, off-the-job training, training conducted at outside schools and various kinds of voluntary training in order to ensure staff reacknowledge the meaning of being an employee and to develop human resources 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 build an upward growth spiral, we will incorporate into our educational systems an increased level of support and a new set of training programs aligned with employees' objectives, so as to conduct human resources development that contributes to the organization and supports autonomous career development as employees polish up their knowledge and skills.

We also hold an educational council chaired by our company president, through which we set annual educational priorities taking into account the commitment pledged by upper management and examine current conditions based on the PDCA cycle.

○ Educational Systems Plan: Off-the-job Training, Outside Training and Self-enlightenment Support (incl. educational support for Tobu Group companies)



Red entries: Newly implemented in FY2023 or later Blue entries: Content and targeted employees revised in FY2023 or later

Example 1 Training Supporting Managers and Supervisors

General Training: Support for Employee Career Development and Conversation Skills (listening, one-on-one conversation) Bringing Out Employee Potential

From FY2023–2025, we have prioritized general training (harassment, conversation skills, coaching, etc.) directed at managers and supervisors, who act as the starting point for personal development and organization building. This training provides knowledge required of management personnel, and by offering conversation training, we aim to promote a new awareness among managers and push environmental changes that make it easier to talk with assigned employees. We consider this as part of the development and enhancement of foundation required for coordinating improvements to employee engagement and productivity.

In order to develop and enhance common foundation for management personnel at all Tobu Group companies in the same way, we have launched support training for Group company managers and supervisors, and will reliably implement these support measures for all Group company management personnel on into the future.



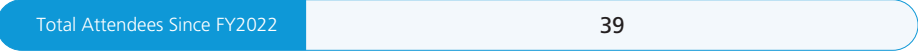
Support training for Group company managers and supervisors

Example 2 Research Course: Training Supporting the Fostering of Leadership

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 1.5 months. Based on the themes “Know the outside and make use of it on the inside” and “Acquiring a multifaceted sensitivity seamlessly,” attendees move beyond the limits of their own workplaces and conduct learning by visiting other sections of their own company, Group companies, other companies in the same industry and other types of businesses, and thereby discover and share issues with a team and discuss and announce the corresponding 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 cooperative creation.



SDGs Board Game training

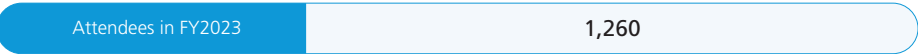


Example 3 Expansion of Voluntary Training

To further support for autonomous career development, also targeting Group company employees, and contributions to the organization, in accordance with the Human Resources Development Policy and Internal Environment Development Policy, we have enhanced voluntary learning opportunities intended for all Group employees and are actively developing and supporting self-reliant personnel. They freely participate in openly offered training with titles such as “Marketing” and “Poster Designs That Move the Observer, a Professional Artist Teaches All About the Secrets of Design!” In this way, we support self-enlightenment accompanied by exchanges between Group-wide personnel. Starting with the September 2024 lectures, we have also made online English conversation and video-based, subscription-based learning available to Group company employees. In this and other ways, we will continue to further self-enlightenment support for all Group personnel and provide learning opportunities that lead to improvements in the organization’s performance.



One type of openly offered training: “Poster Designs That Move the Observer, a Professional Artist Teaches All About the Secrets of Design!”

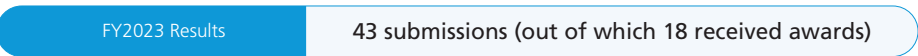


Example 4 Proposal Program

We broadly encourage employees to submit ideas, with the aim of boosting productivity through originality and ingenuity, and increasing employees’ motivation to make work improvements. This program has been carried on and revised over many years, since the establishment of regulations in 1955. In FY2022, we updated this program so that, in addition to improvement proposals directly connected to operations, it is now possible to make suggestions including new plans and business planning ideas. By assessing and encouraging employees’ ideas and concepts, the system contributes to the development of self-reliant personnel.



Example proposal: Initiative to acquire Tobu fans and human resources by producing an anime about Tobu Railway titled “Yarigai” (meaning “fulfillment”) and shown on YouTube - Created and proposed by an employee team during a research course (mentioned in Example 2)



Major Indicators and Trends

Indicator	Target	FY2022 Results	FY2023 Results
Implementation of conversation skills (listening, one-on-one conversation) training	From FY2023–FY2025, general training provided to all applicable assistant managers and operations chiefs	—	206 attendees (79.2%)
Implementation of support training for Group company managers and supervisors	Conducted each year on a continuous basis	—	20 attendees (17 companies)
Expansion of voluntary training to Group company employees	50% or more of all participants	47.6% (570/1,197 attendees)	46.7% (589/1,260 attendees)

2 Promotion of Diversity and Inclusion

RecruitmentDevelopment

In accordance with the Tobu Group Diversity & Inclusion Declaration, the Tobu Group aims to foster a suitable work environment and organizational climate and improve employee engagement and productivity by ensuring that, regardless of any individual’s gender, age, nationality, disability, sexual orientation, gender identity, values or work style, employees engage in mutual respect and can cooperate and grow together with each individual expressing their own abilities to the maximum extent.

For further details, please visit the following link. Tobu Group Diversity & Inclusion Declaration (Japanese only)
<https://www.tobu.co.jp/corporation/employee/dai/>

Example 1 Diversity and Inclusion Promotion Training

To promote diversity and inclusion (D&I), it is essential that we endeavor to prepare a workplace environment where each and every employee, who are valuable human resources that serve as the source of our continuous growth, are capable of demonstrating their individual abilities to the maximum extent.

We have therefore provided D&I Promotion Program training to management personnel (general managers and managers) at the heart of workplace management so that they may adopt D&I perspectives, build relationships of trust with subordinates and fulfill a guiding role that enables subordinates to make use of their talents and abilities. This consisted of skills training focused on areas including conversation and listening, so as to deepen each superior’s self-understanding and ensure practical implementation in the workplace.

In further promotion of D&I and as initiatives based upon a deep respect for human rights, we have introduced D&I education to level-based training and will continue to carry out measures such as expanding D&I education to all employees.

As initiatives to further develop and promote female managers, Tobu has raised the number of female appointees among management candidates (assistant managers) and increased the ratio of women among new graduate hires to 50% within our general business owner action plan in accordance with the Act on Promotion of Women’s Participation and Advancement in the Workplace



D&I Promotion Program training for general managers and managers

Example 2 Career Support Through Compatibility Support Interviews

For employees dealing with important life events (mainly pregnancy, childbirth, before and after childcare leave and returning to work), we have introduced compatibility support interviews in which HR Division staff who received prior training serve as interviewers.

Based on the support situation at employees’ homes, we aim through these interviews to explain post-return work styles and our in-house compatibility support program, and also to help prevent resignations and resolve the concerns employees may have about their career after returning to work when planning their medium-to long-term career path.

In accordance with their children’s age, we carry out both group and one-person interviews, allowing employees who seldom interact during normal operations to form bonds together. In these ways, we are working to ensure that this program provides such employees with at least some manner of benefit.



Online interviews for employees on childcare leave

Impressions of employees after interviews

✓ “I could talk together with people from other workstations and build up an image of what work will be like after my return, and that dispelled my concerns.”

✓ “I conveyed my general worries and was compelled to think about how I would like to continue working in the future, and that has allowed me to become more forward thinking.”

✓ “Thanks to the interviews, I was given the opportunity to firmly convey to my boss post-return work styles and ideas there were well thought-out.”

Example 3 Hiring and Contributions of Disabled Persons

We believe that the hiring of disabled persons is an important social responsibility. Many disabled employees are now thriving in their roles.

Primarily through our special affiliate company, Symphonia Tobu, we are gradually expanding the range of duties for which disabled persons are hired, and are steadily increasing the number of hires as a result. Symphonia Tobu undertakes operations outsourced from Tobu Railway and Group companies involved in the railway business and is working to increase Group-wide application. Currently, as of June 1, 2024, 90 disabled persons are employed at the five companies of Tobu Railway, Symphonia Tobu, Tobu Intertech, Tobu Engineering and TOBU STATION SERVICE, equating to a 3.37% rate of employment for disabled persons. To give one example of a role in which disabled persons thrive, while working in collaboration with a disabled persons welfare service business located in a railway area, we have sold sweets made by hand at that business through “the Tobu Fan Festa” held annually.



Major Indicators and Trends

Indicator	Target	FY2022 Results	FY2023 Results
D&I Promotion Program training for management personnel	Attendance by all applicable employees (general managers and managers)	—	100% (211 attendees)
Career support through compatibility support interviews	Attendance by all applicable employees	—	90.9% (40 attendees)
Hiring rate of persons with disabilities	Maintaining a level higher than the legally mandated hiring rate of 2.5%	3.37%	3.35%

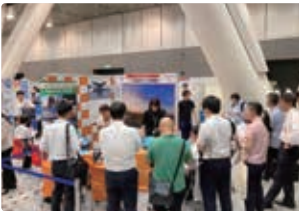
New Systems Aiding the Hiring and Retainment of Human Resources

In order to improve our hiring competitiveness and secure exceptional human resources that will assume responsibility for future generations, we have planned an increase of up to 20,000 yen to new graduates’ initial salaries, and have set initial salaries for university graduates (high-potential hires) entering the company in FY2025 at 250,000 yen and initial salaries for high school graduates (professional hires) entering the company in FY2024 at 210,000 yen.

To recruit experienced workers, we have set initial salaries commensurate with experience starting from FY2024, and in addition to recruiting contract workers and full-time employees, we are improving employee treatment by converting some current contract workers into full-time employees. In this and other ways, we are advancing initiatives aimed at strengthening human resources hiring.



Internship (high-potential hires)



Joint information session (professional hires)

Example 2 Development of Programs Ensuring Continued Employment

Passing Down and Utilizing Accumulated Knowledge: Hiring (Rehiring) Older Workers

To make use of experience and skills cultivated over many years, we have developed a rehiring program for employees up to 65 years old who meet company-stipulated conditions and are seeking re-employment. Regarding employment following the completion of the rehiring period, we are currently reconsidering our approach by taking into account the sudden changes occurring recently in the business environment and reassessing all aspects of methods for utilizing human resources.

Compatibility with Child Rearing: Promotion of the Taking of Paternity Leave

During childcare leave taken by male employees within eight weeks of childbirth, salaries are paid for the first five days after taking leave. Since April 2024, that leave has been taken at a rate of 100%.

For employees and spouses preparing for childbirth, we also distribute the Work and Child Rearing Compatibility Support Guide. While deepening their understanding regarding the relevant procedures and program details before and after childbirth, we provide support that allows employees to focus their attention on child rearing with a sense of ease based on the circumstances faced by each individual family.

In this way, we are working to support the compatibility of work and child rearing and prepare comfortable work environments. By continuing to advance these initiatives at a high level, the Company received “the Platinum Kurumin Certification” from the Minister of Health, Labour and Welfare in February 2024.



the Platinum Kurumin Certification

Major Indicators and Trends

Indicator	Target	FY2022 Results	FY2023 Results
Hiring of human resources with diverse knowledge and experience	Recruitment channel expansion and employee hiring (hiring of human resources outside of new graduates)	—	22.6%
Rate of transition to rehiring	Level continuing close to 100%	89.3%	88.6%

3 Optimization of Human Capital and System Planning

Recruitment Skill manifestation/employee retention

While strengthening functions that disseminate information outside of the company and recruitment-related publicity efforts leading to the hiring of human resources, we strive to prepare an in-house environment that aims to optimize these human resources through measures such as the planning of programs that convince each and every employee to want to continue working and to demonstrate their abilities fully over a long period of time.

Example 1 Recruitment Channel Expansion and Hiring of Human Resources

Recruitment Channel Expansion

Amid a declining working population and the diversification of values associated with work styles, we are striving to expand recruitment channels as an approach essential to achieving the growth strategy of the railway business and non-railway business and securing human resources capable of taking on challenges in new areas.

- Recruitment of New Graduates
- Recruitment of Graduates Looking to Change Companies and Experienced Workers
- Recruitment of Rehires, Private Railway Career Train Participants and Alumni

Recruited Employment Categories

- High-potential Hires:..... TOBU RAILWAY Co., LTD.
 - Professional Hires: Tobu Intertech Co., Ltd., Tobu Engineering Co., Ltd., TOBU STATION SERVICE Co., LTD., Tobu Shared Service, Co., Ltd.
- Note: This lists the employment categories recruited for undertaking work duties at the Company and our railway business.

4

Health Management and Promotion of Well-being

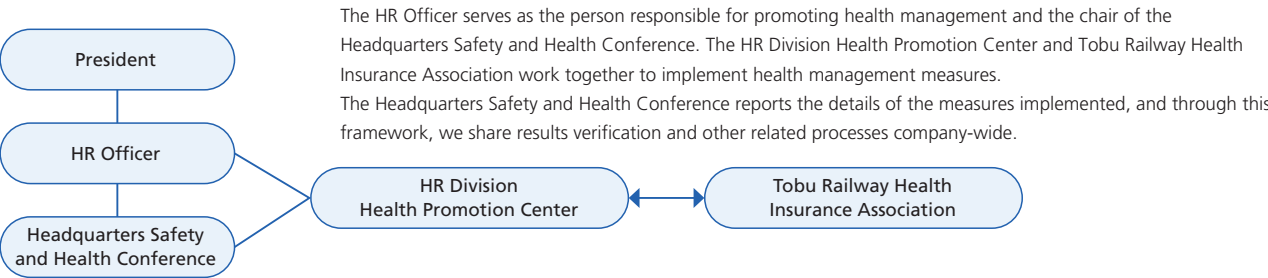
Development

Skill manifestation/
employee retention

Health Declaration and Health Management Promotion System

In order to support customers' rich daily lives, it is our mission to maintain safe and secure railway operation. For that purpose, employees must be able to work vigorously in good health both physically and mentally. We believe that attaining that goal will lead to sustainable growth for the Company.

We hereby declare that the Company, employees and Health Insurance Association will work in unison to contribute to society through our businesses by actively engaging in measures supporting good health so as to prevent employees and their families from suffering physical and mental illnesses and to ensure they can demonstrate their abilities without worrying about their health.



Example 1 Approaches for the Early Prevention of Lifestyle-related Diseases in Younger Employees

The obesity rate among male employees is higher than the national average. As this trend is also seen within younger employees 39 years of age or younger, we encourage persons of that age group with a BMI 25 or higher to undertake preventive screening for lifestyle-related diseases, and we are carrying out initiatives to reduce the number of persons subject to health guidance for metabolic syndrome. In FY2023, approximately 30% of employees who responded to our request and undertook an examination ultimately required detailed testing or treatment, demonstrating that this successfully led to such persons acquiring proper awareness. In FY2024, we expanded the number of age-specific recipients undertaking preventive screening for lifestyle-related diseases, while also initiating health guidance for persons exceeding the determined standards among those recipients aged 39 or younger. At the same time, we have been educating all younger employees in order to raise health awareness by bringing about good exercise habits and improved diets.

Obesity Rate Among Men Aged 39 or Lower	
Company average in 2023	31.9%
National average in 2019	21.8%

Note: Percentages taken from company health screening data from the autumn of FY2023 and from the National Health and Nutrition Survey from 2019.

Example 2 Improvement Toward Health Issues Specific to Women

Women face specific health problems related to menstruation, pregnancy, childbirth and menopause, and they often feel ill during work. We have therefore provided management personnel with training aimed at improving understanding regarding health issues specific to women. In January 2022, we established the Women's Health Consultation Desk, which is run by a public health nurse, as a place where female workers can discuss their concerns freely.



Women's Health Consultation Desk

Major Indicators and Trends

Indicator	Target	FY2022 Results	FY2023 Results
Rate of undertaking regular health screenings	Maintaining a rate of 100%	100%	100%
Number of days taken per employee as paid holidays*	20 days or more taken	23.4 days	22.9 days

* We have written the number of days taken per employee to include annual paid holidays and the paid holiday system unique to the Company.

From the standpoint of health management, we have thereby conducted various initiatives to promote the well-being of each and every employee. For this reason, in March 2024, we were nominated by the Nippon Kenko Kaigi (Japan Health Council) as a Corporation Conducting Exceptional Health Management in 2024 (large-scale corporation category).

For further details, please visit the following link. Health Management (Japanese only)
<https://www.tobu.co.jp/corporation/employee/health/>



Workplace Safety and Health

Workplace Safety and Health/Safety and Health Philosophy

In order to "guarantee the safety and health of workers at workplaces and promote the creation of comfortable work environments," representing goals set forth by the Industrial Safety and Health Law, the Company has established Safety and Health Management Regulations for the purpose of stipulating the requirements of employee safety and health management, preventing workplace accidents and promoting health maintenance. In this way, we are engaging in safety and health management on a company-wide basis.

Indicator	2021	2022	2023
Severity rate of accidents that cause work absence ^{*1}	0.02	0.02	0.08
Frequency rate of accidents that cause work absence ^{*2}	0.61	0.36	1.01
Number of deaths due to workplace accidents	0	0	0

^{*1} Severity rate of accidents that cause work absence = days of lost labor/total number of actual work hours × 1,000
^{*2} Frequency rate of accidents that cause work absence = number of persons dead or injured due to workplace accidents / total number of actual work hours × 1,000,000

Workplace Safety/Safety and Health Management Systems

As the persons who will engage in safety and health management, we have appointed 1) central safety and health managers, 2) senior safety and health managers, 3) safety and health managers, 4) general safety and health managers, 5) safety managers, 6) health managers, 7) safety and health promotion officers, 8) medical officers, 9) work supervisors or other personnel as Safety and Health Operations Managers, and we have clarified their roles, by which they have carried out corresponding duties.

We have also investigated and deliberated safety and health items and established a Safety and Health Committee comprised of persons from labor and management for the purpose of preventing workplace labor accidents and promoting health maintenance.

This committee promotes safety and health, and is made up of three organizational bodies: the Headquarters Safety and Health Conference, Divisional Safety and Health Committee and Workplace Safety Committee.

Furthermore, through the Accident Prevention and Disaster Prevention Liaison Conference, we strive to prevent accidents and disasters involving contracting companies dealing with railway construction in the areas of engineering and electricity.

Initiatives to Improve Workplace Safety and Health (1) Education and General Awareness

In accordance with annual plans for safety and health management operations, we hold the following types of training and educate employees through medical officers, the persons in charge of health and safety operations and outside lecturers.

Training for KYT trainers, training for psychological counselors, lectures by industrial physicians on safety and health, safety and health management courses, support for obtaining health manager licenses

We also promote common awareness and the publicizing of information among all employees by means of internal bulletins, posters and other means in relation to disaster prevention, the prevention of frequent occurrences of lifestyle-related diseases and good health practices.

Initiatives to Improve Workplace Safety and Health (2) Health Screenings and Environmental Surveys

In addition to regular health screenings conducted twice a year, we strive to manage aspects of safety and health for employees through the various types of health screenings listed below.

Various special health screenings for applicable persons, physical function examinations, lifestyle-related disease examinations for age-specific recipients and interested persons, colon cancer examinations for interested persons and diagnosis through stress check surveys

In the area of environmental health, we also conduct environmental surveys at required workplaces, and when countermeasures are needed, address those matters in a timely and appropriate manner and carry out improvements.

Safety and Security

Basic Policy

Based on the belief that safety is the backbone of all Group business, Tobu Railway considers rail transportation safety to be our most vital mission, and while aiming to ensure that Tobu Railway is a trusted company, carries out safety improvements through its officers and all of its employees.

As our basic safety philosophy, we have set forth safety policies and safety action standards, and have worked to establish safety management systems. On into the future, we will continuously revise those guidelines and carry out initiatives aimed at creating a culture of safety.

Safety Objectives

Continued Operation Free of Major Accidents or Incidents

We will build and establish a climate and culture of safety within the Company, thoroughly comply with safety first principles and related laws, and for the purpose of ensuring that safety and security are treated as absolute requirements, we will strive to continue operating free of major accidents or incidents, while actively promoting initiatives that look to guarantee transportation safety.

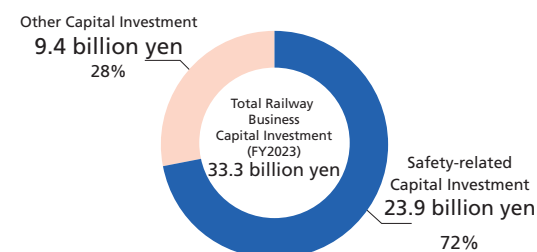
Systems Used to Guarantee Safety

Through general safety managers selected by the President, we define matters such as the roles and powers of the responsible persons in each division and the in-house systems that promote and manage safety.

During conferences concerned with transportation safety, employees ranging from upper management to on-site staff work together to carry out revisions and improvements to safety management systems. Through these conferences, we deliberate wide-ranging safety initiatives and strive to ensure the reliable implementation of safety measures and the introduction of autonomous and continuous improvements (upward spiral).

Investment in Safety

As capital investment concerned with safety, we applied funds totaling 23.9 billion yen (approximately 72% of railway business capital investment) in FY2023. By maintaining the safety of railroad crossings, developing elevators, platform fences (movable and fixed types) and other equipment as station safety measures, renovating tracks and electrical facilities, and augmenting and improving rolling stock, we are carrying out various equipment-related measures and striving to strengthen and improve our safety measures.



Priority Safety Measures in FY2024

In FY2024, we are prioritizing the implementation of the following items, with the aim of continuing to operate free of major accidents or incidents, as according to our safety objective.

1. Create a culture of safety

- (1) Develop human resources and pass down techniques to further encourage a climate of safety
- (2) Improve response capabilities by enhancing practical education
- (3) Promote initiatives spreading Safety II*

2. Enhance safety management systems

- (1) Collect, analyze and utilize information including the root causes of accidents, potential dangerous minor incidents and good examples, and engage in recurrence and advance prevention concerning similar events

- (2) Further enhance communication

- (3) Further enhance maintenance management systems

3. Promote safety improvement measures

- (1) Improve safety in relation to stations, rolling stock and railroad crossings
- (2) Promotion of safety measures targeting natural disasters, terrorism and infectious diseases, etc.
- (3) Improve safety by utilizing cutting-edge technology

* Safety II is a safety philosophy that recognizes that everyday work is being carried out well if it proceeds promptly without issue, analyzes what can be done to ensure that work runs smoothly and aims for situations where work proceeds favorably on many occasions.

Initiatives to Maintain and Improve Transportation Safety

To maintain and improve transportation safety, we have established a Safety Day so that everyone company-wide will reacknowledge transportation safety. We are also carrying out various other initiatives, such as safety promotion activities conducted with outside experts, the exchange of views between headquarters and on-site staff, safety patrols and safety audits.

Safety Patrols

The President and other officers in the railway business make rounds at on-site locations, converse directly with on-site employees and perform checks concerned with initiatives and actual operations dealing with safety.

Having divided all lines into seven areas in FY2023, we patrol on-site workplaces across all work functions within each area and strive to improve safety awareness through communication with on-site employees.



Safety Audits (Internal Audits of Rail Transportation Safety)

The purpose of safety audits is to confirm conformity with initiatives dealing with the building and improvement of safety management systems by each division and also verify the effectiveness of those safety management systems, while establishing structures that will continuously improve all in-house safety management systems. During audits, the auditing officer (Safety Division General Manager) and other auditing staff perform tasks such as conducting interviews and browsing records.



Example Initiative Conducted During Current Operations

Facilities Division Implementation of Joint Unannounced Drills Conducted by All Work Functions in Preparation for Emergencies and Disasters for Station Control, Crew Management, Track and Electrical Sections

We carry out joint drills to create systems through which all work functions will work together during emergencies. While referencing examples of accidents that have occurred in the past, we project the resulting situations when damages occur and implement unannounced drills (with no scenario given) that involve checking communications systems, the initial responses made by station staff and train crew, or the recovery carried out by engineering and electrical staff after damages arise. In this way, we perform effective drills that increase the sense of presence and urgency felt by employees and improve their overall response capabilities when emergencies occur, including their ability to make decisions based on the situation.



Joint unannounced drills conducted by all work functions



Session for reflecting and exchanging views

Initiatives Promoting Customer Safety

So that customers can use our railways safely and securely, we thoroughly ensure that safety checks are performed by station staff and train crew, and carry out equipment-related measures and response drills.

Safety Assurance

We conduct various measures dealing with equipment for stations, rolling stock and railroad crossings, etc. We also carry out measures concerned with natural disasters.



Platform fence (movable type) at Koshigaya Station



Railroad crossing obstruction alarm device (button type)



Evacuation ladder



Slope repairs (between Fujioka and Shizuwa)

Security Assurance

In accordance with the Response Guidelines for Terrorism Conducted on Trains drafted by the Ministry of Land, Infrastructure, Transport and Tourism, we have prepared the Manual for Responding to Suspicious Persons or Items, and for the purpose of deterring the outbreak of terrorism on trains, we have been conducting various initiatives, such as the installation of security cameras and emergency intercoms, measures preventing trespassing and patrols by officers wearing security armbands.



Security camera installation



Security armband



Anti-terrorism and terrorism response drill

Employee Safety Education

For the purpose of ensuring transportation safety, we conduct educational training allowing employees to learn the necessary knowledge and techniques. We carry out training for all work categories at the General Educational Training Center using actual machinery and materials. To educate employees effectively, we also provide various training such as by hosting an exhibition room where visitors can learn from past accidents.

Simulator Training

In addition to nurturing new crew members and providing educational training for active crew members, we utilize training simulators depicting train operations so as to provide a more practical education concerning station attendants' basic behavior, methods for checking safety and methods for handling accidents when they occur.



Education Using Training Lines

To improve employees' techniques further, we utilize training lines so as to offer a more practical education centered on field training that cannot be replicated on regularly operating lines.

Training and Drills at Engineering Divisions

At the Rolling Stock Division, we are working to improve knowledge and techniques by carrying out preliminary instruction and exercises under the themes of attention-requiring tasks that may lead to accidents and rarely conducted tasks that still require that techniques are passed on. We then hold skills training sessions where employees can demonstrate the results.

At the Facilities Division, we also conduct various training and drills for the purpose of passing on and improving knowledge and techniques.



Skills training session
Minami-kurihashi
plant, air brake
workstation



Skills training session
Minami-kurihashi plant,
rotary workstation

Comprehensive Emergency Drills

In anticipation of natural disasters and accidents where trains and cars collide at railroad crossings, we conduct comprehensive emergency drills at Minami-kurihashi's rolling stock management section and Shinrin-koen's inspection and repair section.



Comprehensive
Emergency Drills



Occurrence of Accidents

Number of Railway Traffic Accidents

In FY2023, the railway traffic accidents experienced by the Company consisted of 20 railroad crossing accidents and 31 railway-based personal injury accidents.

Note: Railway traffic 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 automobile collide or make contact with a person or vehicle of some type crossing the road section of a railroad crossing. The Company has experienced 63 railroad crossing accidents in the most recent five-year period, the majority of which were caused by automobiles stopping in a crossing's road section or attempts to cross the road directly in front of a train.

Major Causes of Railway-based Personal Injury Accidents

Railway-based personal injury accidents occur when a person suffers death or injury due to the operation of a train or rolling stock. The Company has experienced 94 railway-based personal injury accidents in the most recent five-year period, the majority of which were caused by persons trespassing on rail lines or coming in contact with trains from the station platform.

Disruptions to Transportation

The Company experienced a total of 67 disruptions to transportation in FY2023, the majority of which were caused by accidents instigated by third parties (e.g., persons trespassing in forbidden areas) or natural disasters.

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

For further details, please visit the following link. "Safety Report" (Japanese only)
https://www.tobu.co.jp/pdf/corporation/2024_anzenhoukokusyo.pdf

Initiatives Aimed at Reducing Environmental Impact

Basic Policy

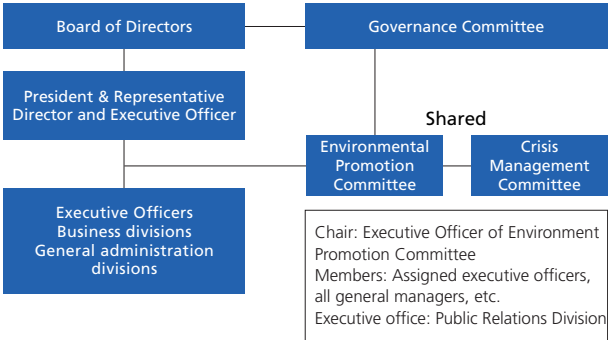
The Tobu Group will further increase our strong environmental advantage with a focus on the railway business and bring about reductions in our environmental impact and climate change risks. Across all areas of business, we will conduct initiatives including the reduction of emissions containing CO₂ and other greenhouse gases, while promoting initiatives that reduce risks caused by 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 further details, please visit the following link. "Tobu Railway Environmental Philosophy and Environmental Policy"
<https://www.tobu.co.jp/corporation/environment/en/index.html>

Framework Promoting the Environmental Management System

In order to attain the goals declared by the Basic Policy, including the reduction of environmental impact and climate change risks, we employ an environmental management system that sets objectives for environmental conservation efforts and other initiatives. We thereby promote those initiatives, while continuously striving to make improvements and revisions. In applying this system, we monitor the state of progress through the Environment Promotion Committee and report the items deliberated by that committee to the Governance Committee, which is attended by Representative Directors and Outside Directors, who then deliberate and evaluate those items, ensuring the effectiveness of this system.

Environmental Management System Diagram



For further details, please visit the following link. "Environmental Management Systems"
<https://www.tobu.co.jp/corporation/environment/en/index.html>

Countermeasures Against Climate Change

Governance and Risk Management

Within all of the Group's business areas, we promote environmental conservation efforts, such as waste disposal controls, and initiatives that reduce risk caused by natural disasters.

To promote these initiatives, the Company has established the Environment Promotion Committee, which is chaired and overseen by an assigned executive officer and made up of all general managers, executive officers responsible for departments and offices dealing with environmental management and the heads of those departments and offices. Through this committee, we discuss and verify risks and opportunities related to climate change (hereafter, climate change risks and opportunities).

The chair of the Environment Promotion Committee then provides reports on action plans and activities in relation to those climate change risks and opportunities, and also offers suggestions, at the Governance Committee, which is made up of an Outside Director who serves as the chair and presides over meetings and committee members 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.

Considering that such initiatives also play an important role during crisis management conducted by the Tobu Group, we share that information with the Crisis Management Committee and create appropriate management systems.

Strategy

Within our consolidated accounts, we looked at the impact of climate change on the railway business, which bears the largest financial impact. Among the socioeconomic scenarios (SSP scenarios) used by the National Institute for Environmental Studies in the field of climate change research, we compared the sustainable society scenario (SSP1, scenario with warming under 2°C) and the divided region society scenario (SSP3, scenario with warming of 4°C), and analyzed the risks and opportunities of each society and the impact on revenue.

For both SSP1 and SSP3, we classified the physical risks (e.g., destruction caused by abnormal weather such as flooding or rainstorms) and transitional risks/opportunities (e.g., the strengthening of regulations and introduction of new technologies due to the shift to a low carbon economy, changes in markets and reputations due to changes in consumer preferences and behavior) that may impact the Company's railway business due to climate change and carried out the following analysis.

Shared Socioeconomic Pathways (SSP) Scenarios



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. During this analysis, we used a flood risk evaluation model^{*1} and climate forecast database^{*2} and assessed the extent to which separate railway business assets (station buildings, tracks, electrical equipment, etc.) might be physically damaged by flooding. Based on past weather data, we calculated the amount of damage caused by disasters on all of our lines at a once-in-a-century level. We also made an approximate calculation of the impact on our income if rail operation is impeded by the outbreak 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 amounts increasing beyond current levels, we observed that the damages under SSP1 would be smaller. Therefore, as we operate our business, and also in view of decreasing water hazard risks, we recognize the importance of realizing a sustainable society and keeping the global temperature rise under 2°C.

Meanwhile, the Company has been working to increase the resilience of rail facilities, such as by reinforcing slopes and bridges. On into the future, while striving to reduce our environmental impact, we will also promote initiatives that decrease risk.

*1: Model that uses a computer to virtually replicate and evaluate 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

Transitional Risk/Opportunities

Under SSP1, due to reasons including the adoption of carbon taxes and strengthening of regulations promoting decarbonization, there is a risk of energy and material procurement costs increasing, providing a greater financial burden. On the other hand, considering the opportunities provided by the proliferation of next-generation technologies, including the advance of green energy technologies, and especially measures the Company has already engaged in, such as MaaS and automatic driving tests, it is assumed that we will gain opportunities for increasing revenue due to reasons including the potential for increased operational efficiency and reduction in relevant costs for areas such as railway operation, as well as the shift from alternative transportation methods after maintaining the environmental advantage of railways.

Impact on Revenue

We analyzed the impact on railway income due to future demographic changes. In comparison to the SSP1 scenario that would allow society to prepare a child-rearing environment, it is projected that population decline would further worsen under SSP3 due to factors including economic stagnation.

As a result, when looking at both scenarios, we see that railway income in FY2050 would decrease much more under SSP3. Therefore, as we operate our business, and also in view of ensuring our future revenue, we recognize the importance of realizing a sustainable society and keeping the global temperature rise under 2°C.

Based on the above, we will consider the importance of realizing SSP1 while carrying out our business, and promote various initiatives concerned with climate change from here forward.

Indicators and Targets

We have declared that, in FY2030, the Tobu Group as a whole will reduce CO₂ emissions by 30% in comparison to FY2022 and strive to achieve carbon neutrality in the Okunikko area, which is a region pioneering decarbonization.

The railway business, representing the foundation of the Tobu Group’s business, is projected to achieve a reduction of approximately 50% in CO₂ emissions in FY2030 in comparison to FY2013. To realize that aim, we are carrying out various initiatives to reduce our environmental impact, especially including efforts to introduce energy-saving rolling stock in place of existing cars.

Most notably, we have achieved train operations free of CO₂ emissions in the Nikko-Kinugawa area. We have also expedited the environmentally friendly NIKKO MaaS project and other initiatives in collaboration with Nikko City and the local region, with the aim of strengthening the international eco resort Nikko as a brand.

To meet the goal of net-zero CO₂ emissions in 2050, the Tobu Group will now promote initiatives that reduce our environmental impact on into the future.

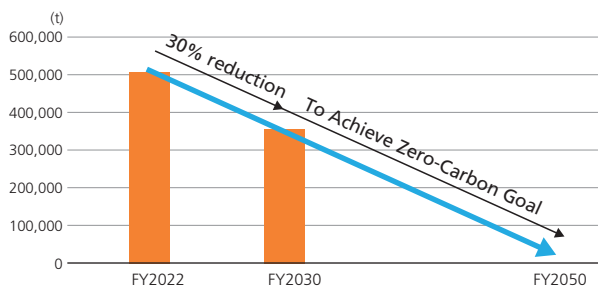
For further details, please visit the following link. “Task Force on Climate-related Financial Disclosures”
<https://www.tobu.co.jp/corporation/kankyo/tcfd/en/index.html>

Reduction of CO₂ Emissions

Among the greenhouse gases making a large impact on climate change, we aim to reduce CO₂ emissions in FY2030 by 30% in comparison to FY2022, and to achieve net-zero CO₂ emissions in FY2050. In the Okunikko area designated as a region pioneering decarbonization by the Ministry of the Environment, we aim to achieve carbon neutrality at an early time by FY2030.

In order to meet these objectives, we are working to reduce CO₂ emissions by conducting initiatives aimed at conserving energy, such as introducing energy-saving rolling stock, LED lighting and high-efficiency air conditioning equipment, and also by actively promoting the adoption of renewable energy including solar power.

Roadmap to Achieve Decarbonization at the Tobu Group



For further details, please visit the following link. “Reduction of CO₂ Emissions”
https://www.tobu.co.jp/corporation/kankyo/emissions_reduction/en/index.html

Energy-saving Initiatives

- Transitioning from the older Limited Express SPACIA (100 series) to SPACIA X (N100 series), which has achieved an approximately 40% reduction in power consumption



- Reducing power consumption by approximately 70% through the introduction of LED lighting equipment (ceiling lights at Takenotsuka Station’s ticket gate)



Utilization of Renewable Energy (1)

- On-site Power Purchase Agreement (PPA)**
Tobu Shoji has installed two solar power generating stations atop the roofs of logistic warehouses owned by Tobu Transportation. Through an on-site PPA, Tobu Transportation uses the electricity generated, while another generating station makes use of a self-transmission system to supply power to Tobu-Dobutsu-Koen (TOBU ZOO) located approximately 4 kilometers away.



Utilization of Renewable Energy (2)

- Adoption of Green Buildings (Certification by the Building-Housing Energy-efficiency Labeling System (BELS))**
To promote energy conservation at commercial facilities, we are actively adopting green buildings. As part of this initiative, the commercial facilities at Tobu-Dobutsu-Koen Station’s West Exit and one other property have earned a strong evaluation from the third-party certification system BELS for their energy conservation capabilities. As approximately one-third of the power consumed by those facilities comes from solar power, they were awarded the highest grade of five stars, highlighting their role as environmentally friendly green buildings.



Commercial facilities at Tobu-Dobutsu-Koen Station’s West Exit awarded five stars by BELS

Conservation of Forest/Water Resources and Maintenance of Biodiversity

To achieve sustainable growth for local society along railway lines, the Tobu Group is engaging in the conservation of forest/water resources and maintenance of biodiversity at forests owned by the Company.

While focusing on the functions possessed by forests, including the cultivation of water resources, the prevention of disasters owing to soil conservation, the conservation of biodiversity and the mitigation of global warming through the absorption of CO₂, we strive to conserve forests appropriately by conducting measures such as regular thinning and undergrowth removal, allowing such functions to be manifested to the maximum extent.

In collaboration with local governments in railway areas, as well as other companies and associations, we also conduct seminars on the maintenance of semi-natural areas and actively engage in activities that broaden understanding toward forest conservation.

Furthermore, the volume of CO₂ absorbed by forests through appropriate management is then converted to credits certified by the government and widely circulated on the market, as that contributes and is utilized toward measures combating global warming.

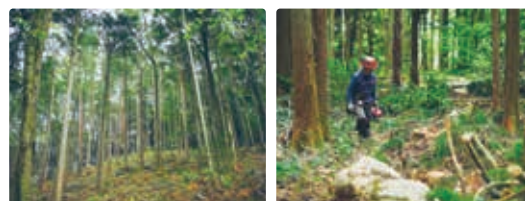
To maintain biodiversity, we believe that wide-ranging values derived from the coexistence and co-creation of diverse organisms are essential to the sustainable development of local communities along railway lines, and so the Tobu Group is undertaking various initiatives designed to help meet that end.

Specifically, we have carried out the natural cultivation of fireflies in Nikko, and by introducing a variety of animals at Tobu-Dobutsu-Koen, we are working to promote an understanding of the importance of biodiversity, while also engaging in the preservation of species through the breeding of animals at the zoo.

For further details, please visit the following link. "Maintenance of Forest/Water Resources and Biodiversity"
https://www.tobu.co.jp/corporation/social_contribution/conservation/en/index.html

Forest Conservation

- Appropriate forest conservation (including thinning and undergrowth removal) conducted at mountain and forest areas owned by the Company



- At Dobutsu no Mori Central Tochigi, we collaborate with partners such as the village of Mibu in Tochigi Prefecture and conduct hands-on seminars in semi-natural areas directed at elementary school students living along railway lines. Through activities such as trimming/weeding and tree planting, we work to promote an understanding of forest conservation.



Seminar participants trying their hand at trimming/weeding

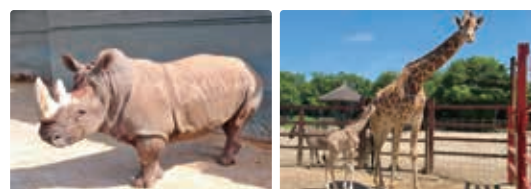
Conservation of Biodiversity

- At the Kuragasaki SL Flower Field located along the Tobu Kinugawa Line, we aim to cultivate fireflies naturally by releasing their larvae and raising mud snails and marsh snails as their food.



Kuragasaki SL Flower Field dedicated to the natural cultivation of fireflies

- At Tobu-Dobutsu-Koen (TOBU ZOO), we exhibit and introduce a variety of animals, while also engaging in the preservation of species through breeding programs.



A southern white rhinoceros introduced for the purpose of species preservation, and parent and child reticulated giraffes who were bred successfully

Initiatives for Stakeholders

Basic Policy

Together with our various stakeholders, including residents living along railway lines, our customers and business partners, the Tobu Group has created much 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 conduct greater initiatives in collaboration with our stakeholders, such as by creating a sense of community, providing local communities that are easy to live in and creating appealing features within local communities. While discovering and publicizing those appealing features together with local areas, we will promote community-building that satisfies various needs, including the new services required of a society with diverse work styles and values. Through such initiatives, we aim to realize communities that will satisfy residents, providing all generations with a comfortable lifestyle and producing railway areas that attract visitors. While increasing the population that interact with these locations, we will contribute to the sustainable development of local areas.

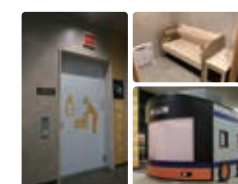
For Our Customers

The Tobu Group is working to increase customer convenience by gaining an understanding of customers' needs and then creating and providing wide-ranging services based on those needs, such as by establishing the Tobu Railway Customer Center. Through efforts including the publishing of a public relations magazine, we look to introduce the services provided by the Tobu Group and also provide customers with useful information and create a sense of community, so as to increase customer loyalty toward the Group and achieve the sustainable development of both business and local railway areas.

For further details, please visit the following link. "For Our Customers"
https://www.tobu.co.jp/corporation/social_contribution/customer/en/index.html

Gathering of Customers' Opinions

By establishing the Customer Center, we are working to improve, create and provide services based on the opinions expressed by our customers.



- Baby rest area and family toilet installed based on customer feedback expressing the desire for more comfortable station toilets

Public Relations Magazine "Monthly Tobu"

For over 70 years since its founding in April 1951, Monthly Tobu has helped us build loyalty in local railway areas by providing customers with a magazine-based community and various information about the Tobu Group and other topics.



Public Relations Magazine "Monthly Tobu"

For further details, please visit the following link. "Monthly Tobu" (Japanese only)
<https://www.tobu.co.jp/monthly/>

For Local Society

Local communities along railway lines are a vital source of business to the Tobu Group. In cooperation with residents, local governments, schools and other stakeholders, we develop initiatives with aims such as providing highly convenient facilities, transporting railway areas' local specialties and creating a local sense of community. We thereby strive to build communities, provide local societies that are easy to live in and create appealing features within local communities.

For further details, please visit the following link. "For Local Society"
https://www.tobu.co.jp/corporation/social_contribution/region/en/index.html

Provision of Highly Convenient Facilities

We aim to provide local railway areas with highly convenient facilities, to create local regions that offer comfortable living over a long period of time and to increase the value of those local railway areas.



Exterior view of Solaie I'll Nerima Kitamachi

Solaie I'll Nerima Kitamachi kids room

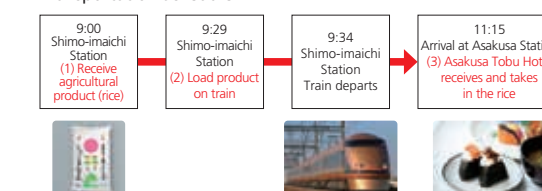
- Rental housing such as Solaie I'll provides a highly convenient living environment, annexed to child-rearing support facilities and offering work spaces.

Transportation and Provision of Railway Areas' Local Specialties

By transporting and providing railway areas' local specialties to other regions by means of our railways, the Tobu Group spreads the appeal of railway areas and strives to increase the value of local society, such as by helping to promote the local industries in question.

- We transport Sharimanten, a rare rice variety grown in Nikko, via a Limited Express train and provide it to a Group hotel in Tokyo.

Transportation Schedule



Sharimanten grown in Nikko

Limited Express SPACIA

Asakusa Tobu Hotel

Creation of Community Within Local Society

In addition to providing various services to local communities along railway lines, the Tobu Group engages in cooperation and co-creation with local governments, schools and other stakeholders in railway areas. Through aims such as creating a community led by residents, we strive to increase loyalty toward local society and achieve the sustainable development of these local communities located along railway lines.

- Promotion of area development at Dokkyodaigakumae Station's west side through five-party academic/industrial/government collaboration



Detached houses will be sold under the name "WELL BIND CITY Dokkyodaigakumae"

Supplier Engagement

By strengthening relationships enabling coexistence and co-creation with our business partners, Tobu Railway aims to improve supplier engagement with Group businesses and promote sustainable business. In terms of specific initiatives, we have implemented a Partnership Building Declaration with respect to our suppliers, hosted communications sessions with suppliers based on the themes of safety and security, and set forth Green Purchasing Guidelines in consideration of the environment.

- For further details, please visit the following link. "Supplier Engagement"
https://www.tobu.co.jp/corporation/supplier_engagement/en/index.html

Partnership Building Declaration

To demonstrate that we will build relationships with business partners allowing us to work and thrive together, we have made a Partnership Building Declaration.



- For further details, please visit the following link. "Partnership Building Declaration" (Japanese only)
<https://www.biz-partnership.jp/declaration/28388-08-00-tokyo.pdf>

Hosting of Accident and Disaster Prevention Liaison Conference with Contracting Companies

Tobu Railway hosts the Accident and Disaster Prevention Liaison Conference, looking to play a useful role in staving off accidents and disasters, such as by sharing examples of safety initiatives with contracting companies involved in railway construction dealing with engineering and electrical areas. In a timely and appropriate manner, we also engage in accident and disaster prevention by carrying out certifications for various in-house qualifications, training for the renewal of qualifications and safety inspections/ checks at construction sites and other locations. On a daily basis, we conduct these initiatives so that accidents and disasters do not occur.



Safety inspections/checks conducted at construction sites, etc.

Green Purchasing Guidelines

When buying products, Tobu Railway will strive to make green purchases that prioritize goods that impact the environment as little as possible. We have therefore established Green Purchasing Guidelines that look to promote environmental conservation activities at the Company. We aim to improve supplier engagement in environmental areas, such as by purchasing materials and other products based on standards including: minimal consumption of resources and energy during manufacturing and use, gathering and use of natural resources (from forests, etc.) based on sustainable methods, use of recyclable materials and reusable parts, and purchases from businesses working to reduce their environmental impact.

- For further details, please visit the following link. "Green Purchasing Guidelines"
https://www.tobu.co.jp/corporation/supplier_engagement/en/index.html

Respect for Human Rights

Tobu Group Human Rights Policy

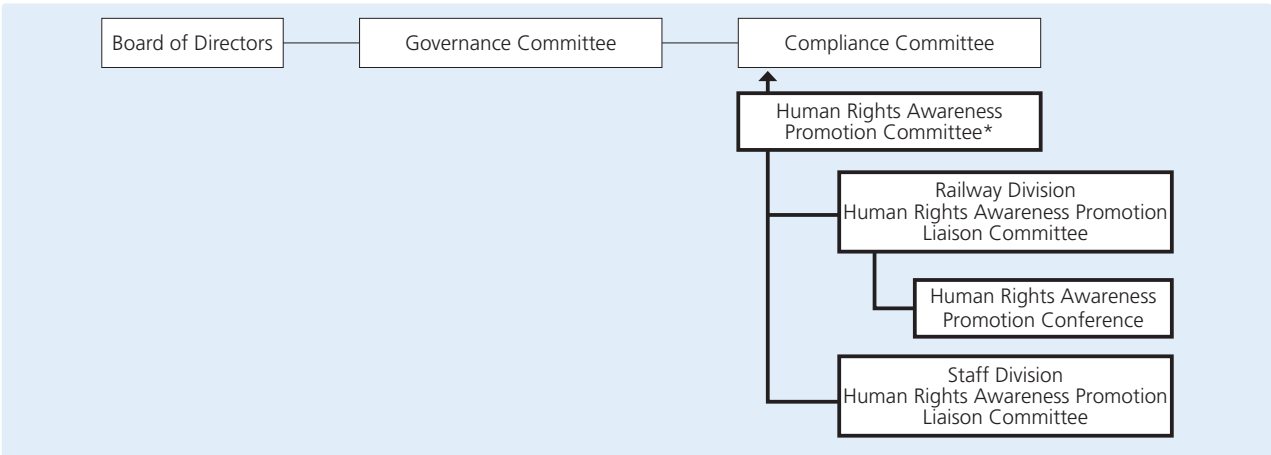
Considering the expanding scope and application of human rights infringement risks that companies must consider in their business activities, the Tobu Group has set forth the Tobu Group Human Rights Policy in accordance with the United Nations' Guiding Principles on Business and Human Rights, for the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

Alongside the enactment of this policy, we will work to widely spread awareness of its contents, and in collaboration with the Human Rights Awareness Promotion Committee in particular as the governing structure, as well as relevant internal departments and Group companies, we will promote initiatives dealing with instilling respect for human rights in employees through continuous awareness and enlightenment exercises, as well as initiatives supporting the understanding and prevention of human rights infringement risks through the required due diligence.

- For further details, please visit the following link. "Tobu Group Human Rights Policy" (Japanese only)
<https://www.tobu.co.jp/corporation/employee/humanrights/>

Promotion Structure

We have established the Human Rights Awareness Promotion Committee as the governing structure that will oversee the promotion of human rights awareness, and 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 undertaking a central role, we have prepared a structure that ascertains the state of progress of awareness and enlightenment exercises concerned with human rights throughout the Group, gauges the impact of business activities on human rights, and promotes communication and coordination between all divisions.



Awareness and Enlightenment

So that each and every employee can deepen their awareness of human rights and understanding of the necessity of corporate initiatives, during new employee training, level-based training, new manager training and the like, we provide human rights training that looks to prevent human rights infringements and unfair discrimination. We also hold study sessions intended for staff responsible for internal consultation desks.

We endeavor to provide continuous awareness and enlightenment exercises for all employees, such as by utilizing in-house bulletins to provide an opportunity to think about respect for human rights.



Study sessions for staff responsible for in-house consultation desks

Human Rights Consultation Desk

Tobu Railway has established the Harassment and Human Rights Consultation Desk to prepare a framework for receiving questions and concerns about human rights. While working to build a comfortable workplace, we have also set up the Compliance Hotline as a reporting and consultation desk dealing with compliance.

In FY2023, three matters were raised with the Harassment and Human Rights Consultation Desk.

Tobu Group Customer Harassment Prevention Policy

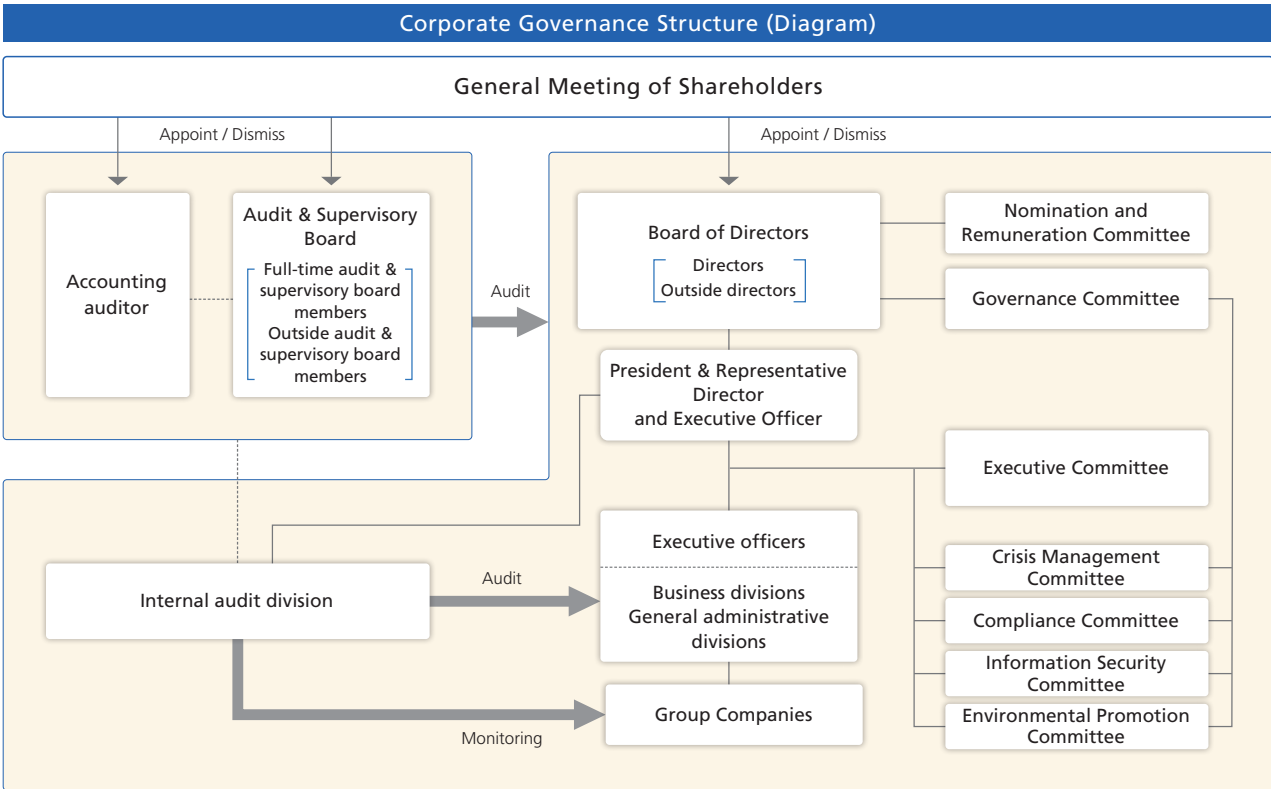
In September 2024, we set forth the Tobu Group Customer Harassment Prevention Policy so that we can deepen mutual understanding between customers and the Tobu Group by continuing to provide high-quality services meeting customers' expectations, and by expressly stating our efforts to develop a work environment allowing our employees to work with peace of mind and in good health both physically and mentally, in protection of their human rights.

- For further details, please visit the following link. "Tobu Group Customer Harassment Prevention Policy" (Japanese only)
<https://www.tobu.co.jp/corporation/employee/humanrights/>

Basic Views and Basic Policy

In order to earn the trust of all its stakeholders including shareholders, and to ensure sustainable growth and enhancement of corporate value over medium to long-term, the Company believes that it is essential to establish a fair and transparent management structure. We will further reinforce the Board of Directors, the Executive Officer system, and the Audit & Supervisory Board Members system, and actively make appropriate information disclosure on a timely basis. Furthermore, we will be committed to the enhancement of corporate governance, through conscientious corporate activities based on business ethics and compliance with laws and regulations (Basic Views).

In addition, under the views mentioned above, the Company will comply with all of the principles set forth in the Corporate Governance Code, respecting the purpose and intention ingrained therein, in an effort to enhance its corporate value.



Changes in the Corporate Governance System

Period	Details	Changes in the Composition of the Board of Directors			
2015	Increase in the number of outside directors from one to two (first appointment of a female outside director)		Inside Directors	Outside Directors	Percentage of Outside Directors
2016	Establishment of the Nomination and Remuneration Committee				
2018	Introduction of an executive officer system, reduction in the number of directors (20 to 15) → Separated execution and supervision, and strengthened the functions of the Board of Directors Implementation of an evaluation of the effectiveness of the Board of Directors utilizing a third-party organization Establishment of the Governance Committee Partial revision of the Nominating and Remuneration Committee Regulations (the chairperson appointed from among the outside directors presides over meetings)	2021	8	4	33.3%
		2022	7	4	36.3%
		2023	5	4	44.4%
2019	Introduction of stock remuneration system for directors				
2020	Increase in the number of outside directors from two to four (including one female outside director) → No fewer than one third of directors are outside directors				
2023	Partial revision of the Nominating and Remuneration Committee Regulations (increase in the number of outside directors from two to three)				

Main Meeting Bodies

Meeting Body	Members		Roles and objectives	Number of meetings and main topics of discussion in 2023	
Board of Directors	Chair	Chairman	In addition to matters stipulated in laws and regulations and the Articles of Incorporation, the Board of Directors makes decisions on important management matters, such as specific management strategies and management plans, in accordance with the provisions of the "Board of Directors Regulations" and based on the "Tobu Group Management Philosophy" and "Tobu Group Management Policy," and also supervises the status of execution of duties by each director.	Number of meetings held in FY2023	12
	Composition	5 full-time directors 4 outside directors 2 full-time audit & supervisory board members 3 outside audit & supervisory board members		Major topics of discussion	Resolutions <ul style="list-style-type: none">• Matters related to the General Meeting of Shareholders and shares• Matters related to corporate governance• Management strategy/management planning• Budgeting/loans• Important organizations/personnel• Matters related to the execution of important operations, etc. Reports <ul style="list-style-type: none">• Status of sales• Results of implementation by the Governance Committee• Results of implementation of resolutions, etc.
Nomination and Remuneration Committee	Chair	Outside Director	When considering matters related to the nomination and compensation of directors, this committee is set up as an advisory body to the Board of Directors in order to strengthen the independence and objectivity of the Board of Directors' functions.	Number of meetings held in FY2023	2
	Composition	2 representative directors 3 outside directors		Major topics of discussion	<ul style="list-style-type: none">• Appropriateness of the proposed appointment of candidates for director and the proposed selection of representative directors• Appropriateness of the remuneration levels
Governance Committee	Chair	Outside Director	In order to further improve the effectiveness of corporate governance at the Company, the committee receives activity plans, activity reports, and proposals from the chairs of the Risk Management Committee, Compliance Committee, Information Security Committee, Environmental Promotion Committee, and Asset Management Committee, etc., and deliberates and evaluates them, and then submits them to the Board of Directors, in order to strengthen the supervisory functions of the Board of Directors.	Number of meetings held in FY2023	2
	Composition	2 representative directors 2 outside directors 2 full-time Audit & Supervisory Board members		Major topics of discussion	<ul style="list-style-type: none">• Matters related to crisis prevention• Compliance hotline, compliance incident reporting• Compliance education plan/implementation results• Information security management implementation plan / implementation status• Environmental management system (EMS) action goals / implementation results• Results of the CDP response• Production of a Social and Environmental Report• Pension assets investment policy / results report
Executive Committee	Chair	Executive Officer in charge of Corporate Planning Department	In order to supplement the functions of the Board of Directors and improve management efficiency, the Executive Committee deliberates on important management matters to be submitted to the Board of Directors, and also makes decisions on business execution delegated by the Board of Directors and shares important management information.	Number of meetings held in FY2023	22
	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	<ul style="list-style-type: none">• Matters related to items to be discussed/ reported at meetings of the Board of Directors• Management planning• Organizations/personnel• Matters related to the execution of operations, etc.

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

The Company believes that to improve its corporate value, it is desirable that the Board of Directors be composed of Directors from within the Company who have a thorough understanding of the business characteristics and are well-versed in the business operations and back-office divisions that support business, and Independent Outside Directors who strengthen the oversight function and contribute to ensuring the fairness and transparency of management. The Company also strives to create a well-balanced composition in terms of diversity, knowledge, experience, and skill-sets.

In the future business environment, in addition to uncertain and rapid changes, the Tokyo area is also expected to experience a decline in population from 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 achieve growth of the Group by strengthening profitability through expansion of growth businesses in the non-railway divisions.

Based on the above, we have identified the areas of expertise and insight (skills) that we consider important in light of the material issues (key issues) we have identified, our long-term management vision "Evolving Society and Areas along our Railway Lines by Taking on Challenges and Engaging in Cooperative Creation," and the priority strategies in our medium-term management plan. The Board of Directors of the Company appoints candidates for the Board of Directors who are expected to demonstrate these skills.

The Company has introduced the executive officer system, whereby the Company as a whole, including the executive officers in charge, is equipped with the necessary skills in each business field of the entire Group. In addition, the Company strengthens the functions of the Board of Directors by having executive officers attend Board of Directors meetings as necessary.

▶ See "Skill Matrix" on P.73 for details

Evaluation of the Effectiveness of the Board of Directors

To ensure the effectiveness of the Board of Directors, an analysis and evaluation of the effectiveness of the Board of Directors is carried out annually on the basis of the self-evaluations conducted by each Director, etc., and the outline of the evaluation results thereof shall be disclosed in the Corporate Governance Report. In order to ensure greater objectivity, a questionnaire shall be conducted once every three years by a third party.

Evaluation Method

After conducting a questionnaire survey of each director, etc., we compiled and analyzed the results, and based on interviews with the representative director regarding the questionnaire results and issues of the Board of Directors, etc., we compiled the evaluation results together with the opinions from the Audit & Supervisory Board.

Overview of Evaluation Results

Self-evaluation results mainly based on questionnaires with each of the Directors, etc., confirmed that a system for ensuring free discussions had been developed overall, and that the Board had been promoting measures to further enhance its functions based on the results of the effectiveness evaluation in the previous fiscal year. Accordingly, the Board of Directors was found to be largely functioning adequately, whereby its effectiveness was ensured.

Initiatives and Opinions on Measures to Enhance the Functions Identified in the Previous Evaluation

- Monitor the progress of the Medium-Term Business Plan and deepen discussions regarding reviews of the business portfolio, etc.
- Further enhance information provision to outside officers by having Executive Officers and corporate managers of the Group companies give explanations to them and resuming a tour of our business establishments, etc.
- Enhance opportunities for Outside Directors to confirm that candidates for Directors are qualified and suitable
- Enhance opportunities for discussion of sustainability issues, etc.

Items Considered to Require Further Functional Enhancement in the Future

- Enhance information sharing regarding dialog with shareholders, including institutional investors, and opportunities to share information among outside officers
- Further enhance opportunities for Outside Directors to confirm the qualifications and suitability of the candidates to become the next Directors, including advancement of human resources development through reporting about financial results and issues as well as greater opportunities for communication
- Share information forming the basis of decision making by outside officers as well as continual discussions concerning management plans and discussions to enhance information disclosures to help improve stakeholders' understanding of the Company

Training of Directors/Audit & Supervisory Board Members

In order to help Directors/Audit & Supervisory Board Members to understand and carry out the roles and duties expected of them, the Company organizes lecture presentations as appropriate, while arranging for them to attend external seminars and symposiums, etc., if necessary, that can help them to carry out their duties, by actively providing support including payment of associated expenses.

Newly appointed Directors/Audit & Supervisory Board Members shall be offered opportunities to have better understanding about the roles and duties expected of them and other relevant matters, while newly appointed Outside Directors/Outside Audit & Supervisory Board Members shall be offered opportunities to receive explanations on corporate information including the management environment, etc.



Outside officers touring a Tobu Group facility

Strategic Shareholdings

The Company retains strategic shareholdings in comprehensive consideration of the smooth running of business through maintenance and reinforcement of relationships with business partners of the Company, and of synergy effects on the businesses of the Tobu Group. Our basic policy is to gradually reduce strategic shareholdings when they are no longer justified by an adequate rationale from a medium- to long-term perspective, based on the following verifications.

Regarding each listed stock held as strategic shareholdings, the Board of Directors annually conducts careful examinations to check progress regarding the achievement of the initial objectives of the acquisition of such holdings, and to verify whether the benefits and risks associated with such holdings are in line with profitability based on capital costs, etc., considering whether the initial objectives, such as “maintenance and reinforcement of business transactions” and “synergy effects on the businesses of the Group” have been met as the primary criteria. The Board also verifies listed stock held as strategic shareholdings 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 the consideration on whether or not such exercise contributes to a medium- to long-term increase in the corporate value of both the Tobu Group and the investees. Thus, with respect to proposals that are likely to impair the increase in corporate value of the Tobu Group and the investees over the medium- to long-term, we shall conduct a careful review regarding the exercise of voting rights, based on dialog with the investees.

Details		Unit: Millions of yen
Consolidated net assets on the balance sheet	(A)	541,713
Strategic shareholdings	Unlisted shares	1,044
	Shares other than unlisted shares	84,711
	Total	(B) 85,755
(Number of stocks)		99
Percentage of consolidated net assets	(B)/(A)	15.8%

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, responsibilities according to the duties they are in charge of, 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. The individual performance-linked portion of short-term incentive remuneration is determined based on each person’s status of carrying out their duties such as their financial performance and contribution to improving corporate value to obtain each person’s overall evaluation. The corporate performance-linked portion of remuneration is evaluated based on the achievement of the figures set out in the Medium-Term Business Plan, etc., for consolidated revenue from operations and consolidated operating income, as these are indicators of the company’s original business activities, or the source of its “earning power.” In addition, necessary adjustments may be made within reasonable limits in consideration of external factors such as economic conditions and abnormal weather, etc.

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 more clear, 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. A board benefit trust is used, and in principle, the Company’s stock and money are delivered through this trust at the time of retirement based on the points granted according to the position of the director.

The structure of remuneration is based on standard amounts determined for each position, with the basic remuneration at 55% to 65%, short-term incentive remuneration at 20% to 30%, and medium- to long-term incentive remuneration at around 15%. Compensation for outside directors is limited to the basic monetary remuneration in order to ensure their independence.

Total Remuneration for Each Executive Category, Total Remuneration by Type, and Number of Eligible Executives (FY2023)

Executive category	Total remuneration (millions of yen)	Remuneration by type (millions of yen)			Number of eligible executives
		Monetary remuneration		Stock-based compensation	
		Basic remuneration	Short-term incentive remuneration	Medium- to long-term incentive remuneration	
Directors (excluding outside directors)	224	131	59	33	8
Audit & Supervisory Board members (excluding outside Audit & Supervisory Board members)	42	42	—	—	3
Outside Executives	60	60	—	—	7

Notes: 1. The above includes three directors and one Audit & Supervisory Board member who retired at the conclusion of the 203rd Ordinary General Meeting of Shareholders held on June 23, 2023.
2. The above short-term incentive remuneration is performance-linked remuneration, etc., and consists of individual performance-linked compensation and corporate performance-based compensation.
3. The above medium- to long-term incentive remuneration is non-monetary remuneration, etc., through a board benefit trust, and the amount is the amount recorded as expenses for FY2023.

See the following for the reasons for nomination as a candidate for Outside Director or Outside Audit & Supervisory Board Member. “Corporate Governance Report”https://www.tobu.co.jp/ir/governance/pdf/governance20240705_en.pdf

Directors



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 (current)
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)

Yoshizumi Nezu

Male

Representative Director
& Chairman

Status of significant concurrent positions
Outside Director, Matsuya Co., Ltd.
External Audit & Supervisory Board Member, FUKOKU MUTUAL LIFE INSURANCE COMPANY



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)

Yutaka Tsuzuki

Male

President &
Representative Director
and Executive Officer



April 1974 Joined Japan Development Bank
October 2006 Senior Executive Director of Development Bank of Japan
October 2008 Director and Managing Executive Officer of Development Bank of Japan Inc.
June 2011 Deputy President of Development Bank of Japan Inc.
June 2015 President and CEO of Development Bank of Japan Inc. (retired in June 2018)
August 2018 President, The Japan Economic Research Institute (current)
June 2020 Director of the Company (current)

Masanori Yanagi

Male

Director

Status of significant concurrent positions
President, The Japan Economic Research Institute
Outside Director, Kintetsu Group Holdings Co., Ltd.
External Director, FUKOKU MUTUAL LIFE INSURANCE COMPANY (retired on July 2, 2024)



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
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)

Yoshimi Yokota

Male

Director
Senior Managing
Executive Officer



April 1979 Joined Fuji Bank
March 2006 Executive Officer of Mizuho Corporate Bank, Ltd.
April 2008 Managing Executive Officer of Mizuho Corporate Bank, Ltd.
May 2010 Senior Managing Director of TOBU DEPARTMENT STORE CO., LTD.
May 2011 Representative Senior Managing Director of TOBU DEPARTMENT STORE CO., LTD.
April 2013 President and Representative Director of TOBU DEPARTMENT STORE CO., LTD.
June 2015 President of Tobu Hotel Management Co., Ltd.
June 2020 Director and Managing Executive Officer of the Company
June 2021 Director and Managing Executive Officer, Head of Group Administration Division
June 2022 Director and Managing Executive Officer, Head of Group Administration Division and Executive Manager of Group Business Management Department
April 2023 Director and Managing Executive Officer, Head of Group Administration Division
April 2024 Director and Managing Executive Officer (current)

Atsushi Shigeta

Male

Director
Managing
Executive Officer



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 (current)

Takao Suzuki

Male

Director
Managing Executive
Officer
Head of Railway
Business Division



April 1977 Joined Furukawa Electric Co., Ltd.
June 2008 Corporate Vice President of Furukawa Electric Co., Ltd.
June 2009 Corporate Senior Vice President of Furukawa Electric Co., Ltd.
June 2010 Director, Corporate Senior Vice President of Furukawa Electric Co., Ltd.
April 2012 President and Representative Director of Furukawa Electric Co., Ltd.
April 2017 Chairman of the Board of Furukawa Electric Co., Ltd.
June 2018 Director of the Company (current)
April 2023 Director of Furukawa Electric Co., Ltd.
June 2023 Special Adviser of Furukawa Electric Co., Ltd. (current)

Mitsuyoshi Shibata

Male

Director

Status of significant concurrent positions
Special Adviser of Furukawa Electric Co., Ltd.
Outside Director, Isuzu Motors Limited
Outside Statutory Auditor, Asahi Mutual Life Insurance Company



April 1972 Joined National Police Agency
August 1999 Director of Public Security Bureau of Tokyo Metropolitan Police Department
August 2004 Director General of Commissioner General's Secretariat of National Police Agency
June 2009 Commissioner General of National Police Agency (retired in October 2011)
June 2018 Director of the Company (current)

Takaharu Ando

Male

Outside Director

Independent Director

Director

Status of significant concurrent positions
External Director, AMUSE INC.
Outside Director, ZENSHO HOLDINGS CO., LTD.
Outside Director (Audit & Supervisory Committee Member), The Nissin Seifun Group Inc.
Outside Director, Rakuten Group, Inc.



April 1987 Joined Sumitomo Bank
October 1989 Presiding Chief Researcher of Consulting Division of The Japan Research Institute, Limited
October 2008 Director of the Japan Tourism Agency, Ministry of Land, Infrastructure, Transport and Tourism (in charge of Tourism Economy)
July 2011 Research 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 (current)

Noriko Yagasaki

Female

Director

Status of significant concurrent positions
Professor, Department of Community Design, Division of Global Social Sciences, School of Arts and Sciences at Tokyo Woman's Christian University
Outside Director, Japan Freight Railway Company
Outside Director, East Nippon Expressway Company Limited

Reasons for Selecting Each Item of 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 “cooperative 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 resource development / organizational strategy	To promote human capital strategies in accordance with management and business strategies since human capital is the foundation of the Group's business.
Legal affairs / 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 the local communities.
Digital transformation	To promote business transformation to increase revenues and reduce costs through the active use of digital technology.
Transportation business	To promote sustainable development of the business base (areas along our railway lines) by improving the level of transportation services and establishing a sustainable operation system.
Development (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 by focusing on the inbound market that is expected to grow as a core business that will drive future growth.

Skill Matrix of the Board of Directors

Name	Expertise and knowledge								
	Corporate management / strategy	Finance / accounting	Human resource development / organizational strategy	Legal affairs / risk management	Sustainability	Digital transformation	Transportation business	Development (area development) business	Tourism business
Yoshizumi Nezu	○		○		○				
Yutaka Tsuzuki	○	○	○	○	○	○			
Yoshimi Yokota	○	○		○	○			○	
Atsushi Shigeta	○	○	○					○	○
Takao Suzuki	○			○		○	○		○
Mitsuyoshi Shibata	○	○		○	○	○			
Takaharu Ando			○	○	○				
Noriko Yagasaki			○				○		○
Masanori Yanagi	○	○		○			○	○	

Audit & Supervisory Board Members



Tomoya Sugiyama Male

Full-time Audit & Supervisory Board Member

April 1985 Joined the Company
June 2013 General Manager of Finance and Accounting Department
June 2015 General Manager of 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 Male

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 Business Division
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 Male

Outside Director Independent Audit & Supervisory Board Member

Audit & Supervisory Board Member

Status of significant concurrent positions
Honorary CEO and Chairman of the Board of Directors, KIKKOMAN CORPORATION
Outside Director, Calbee, Inc.
External Executive Director, Oriental Land Co., Ltd.
Outside Director (Audit & Supervisory Committee Member), FUJI MEDIA HOLDINGS, INC.

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)



Shuji Fukuda Male

Outside Director Independent Audit & Supervisory Board Member

Audit & Supervisory Board Member

Status of significant concurrent positions
Honorary Advisor of TAIHEIYO CEMENT CORPORATION

April 1974 Joined Onoda Cement Co., Ltd. (currently 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 TAIHEIYO CEMENT CORPORATION
April 2018 Chairman and 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 Counselor of TAIHEIYO CEMENT CORPORATION (current)



Nobuhide Hayashi Male

Outside Director Independent Audit & Supervisory Board Member

Audit & Supervisory Board Member

Status of significant concurrent positions
Advisor, Mizuho Financial Group, Inc.
Outside Director, NSK Ltd. (assumed office on June 27, 2024)
Outside Company Auditor, JTB Corp.

April 1980 Joined Fuji Bank
April 2007 Executive Officer of Mizuho Corporate Bank, Ltd.
April 2009 Managing Executive Officer, Officer in charge of Sales of Mizuho Corporate Bank, Ltd.
June 2011 Managing Director, Chief 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 MHC International Unit Cooperation of Mizuho Bank, Ltd., Director and Deputy President, Deputy President in charge of International Unit of 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 of Mizuho Financial Group, Inc. (current)



Management Team

1 Yoshizumi Nezu

Representative Director & Chairman

2 Yutaka Tsuzuki

Representative Director & President

3 Yoshimi Yokota

Director

4 Atsushi Shigeta

Director

5 Takao Suzuki

Director

6 Mitsuyoshi Shibata

Outside Director

7 Takaharu Ando

Outside Director

8 Noriko Yagasaki

Outside Director

9 Masanori Yanagi

Outside Director

10 Tomoya Sugiyama

Full-time Audit & Supervisory Board Member

11 Tatsuo Yoshida

Full-time Audit & Supervisory Board Member

12 Yuzaburo Mogi

Outside Audit & Supervisory Board Member

13 Shuji Fukuda

Outside Audit & Supervisory Board Member

14 Nobuhide Hayashi

Outside Audit & Supervisory Board Member

Basic Approach to Compliance

The Tobu Group is aware that it is supported by its stakeholders, and has established the “Tobu Group Compliance Basic Policy” as principles for conduct related to compliance to ensure that directors, executive officers, and employees act with integrity and in an appropriate manner as trusted promoters of the Tobu Group, with a high level of ethical awareness and in compliance with laws and regulations. The Group will also work to establish and expand its compliance management system, and aims to become a corporate group that is trusted by society, such as by raising awareness of compliance through various educational and training programs.

Tobu Group Compliance Basic Policy

Each and every one of us will ensure integrity and proper conduct as a promoter of the trusted Tobu Group.

For customers

We will meet the expectations of our customers by placing the highest priority on safety and security and by continuing to provide high-quality services and products that meet the needs of our customers.

For investors

We aim to increase corporate value through business development that responds to changes in the business environment, based on the trust of investors through timely and appropriate information disclosure, and enhance integrity in our corporate activities.

For business partners

In order 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 create attractive local communities through our business activities, and act as a good corporate citizen in consideration of communication with society and the global environment.

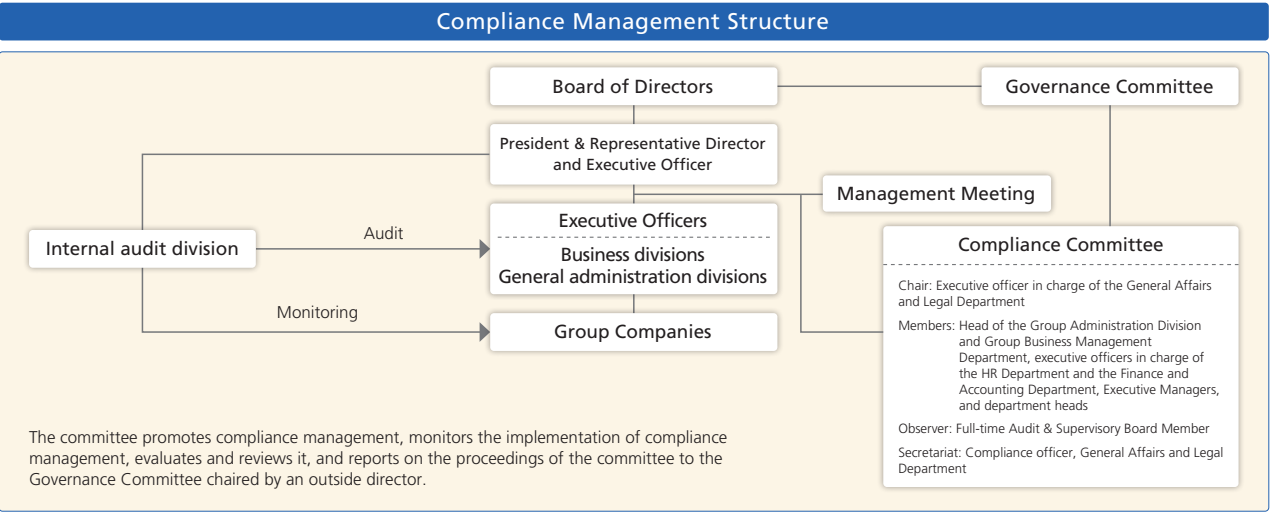
As a member of the Tobu Group

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, Tobu Railway has created a compliance manual and compliance card as action guidelines, has distributed them to all directors, executive officers and employees, etc., and is 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 service, we are working to build and promote a compliance management system 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”, we provide management and support for the management and business operations of subsidiaries, etc., and have 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 subsidiaries, etc., and providing guidance on improvements based on the results of that monitoring, 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, etc., and a compliance management system for the entire Group is being established in collaboration with subsidiaries, etc.



Compliance Training and Education

Tobu Railway and its railway business affiliates* provide compliance education for new employees and candidates for new management and supervisory positions, as well as compliance theme education for all employees. In addition, we closely monitor legal amendments and social trends, and conduct compliance education throughout the company or in individual departments and companies as needed.

Moreover, Group companies are implementing e-learning education related to the Tobu Group Compliance Basic Policy, in order to raise awareness of compliance throughout the Group.

* Tobu Intertech Co., Ltd., Tobu Engineering Co., Ltd., TOBU STATION SERVICE Co., LTD., Tobu Shared Service CO., LTD

Main Compliance Education Conducted in FY2023
Tobu Railway and the Group’s railway business affiliates

Details	Total enrollment
Training for new employees and candidates for new management and supervisory positions	110
Compliance theme education (handling of personal information, Whistleblower Protection Act)	7,793
Education on social media policy	5,599

Internal Reporting System (Compliance Hotline)

Tobu Railway has established the Tobu Railway Compliance Hotline, both internally and externally, as a compliance-related reporting and consultation service, and has put in place a system to facilitate the early detection and correction of compliance violations. In addition, the number of cases handled by the Tobu Railway Compliance Hotline in FY2023 was seven.

Furthermore, we have established the “Whistleblower Protection Regulations” to prohibit any disadvantageous treatment of whistleblowers, and have also established systems such as those for submitting the content of reports and consultations, as well as corrective and recurrence prevention measures, to the Compliance Committee to ensure that appropriate measures are taken.

Anti-corruption Initiatives

In order to build relationships of mutual trust with our business partners, Tobu Railway stipulates in its Compliance Manual that we will conduct fair, impartial and transparent selection and transactions in accordance with laws and regulations and sound business practices, and we are engaged in the prevention of bribery and corruption through means such as training and education. In addition, we are working to ensure the prohibition of insider trading by strictly managing insider information and providing education through e-learning and other methods.

Furthermore, the Tobu Group takes a resolute stance against anti-social forces and, in order to eliminate them, holds the “Tobu Group Liaison Council” to strengthen defenses against anti-social forces within the Group and build a system for sharing information and countermeasures, etc. In addition, in case it is found out that a party is an anti-social force after a transaction has started, we have introduced an antisocial force exclusion clause in the wording of contracts.

In April 2023, we announced our “Declaration of Partnership Development” with the aim of building a relationship of coexistence and co-prosperity with our business partners. By promoting the initiatives of this declaration, we will contribute to the business continuity and proper transactions of our business partners.

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 our company and fulfill our social mission.

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 the “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.

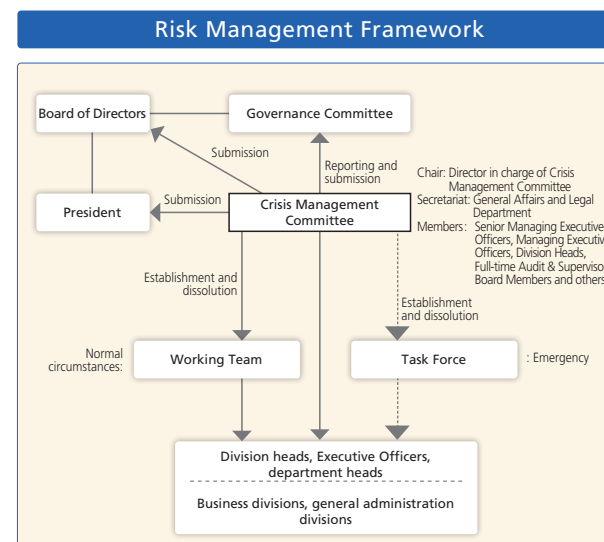
The Crisis Management Committee is chaired by the director in charge of the Crisis Management Committee and consists of the executive officers in charge of each division. In addition to holding regular meetings once every six months, it also holds extraordinary meetings as necessary.

In addition, in order to prevent crises that affect multiple departments, we have established a working team for crisis prevention made up of relevant departments.

Each business division and department collects and analyzes information to create a “risk map” that visualizes the frequency of occurrence and impact of each risk, as well as a “crisis prevention report” that lists responses for each event, and we are working to reduce or disperse the causes of crises in order to prevent crises from occurring. The Crisis Management Working Team compiles these contents once every six months and reports them to the Crisis Management Committee.

The Risk Management Committee reports important matters that may affect the company as a whole to the President, the Governance Committee, and the Board of Directors. 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.



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.

BCP (Business Continuity Plan)

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.

Each plan prioritizes the work of each department according to the situation of the head office building, the state of infection, and other circumstances, and selects the work that will continue. In addition, we review the plans once a year to ensure that they remain highly effective.

Information Security

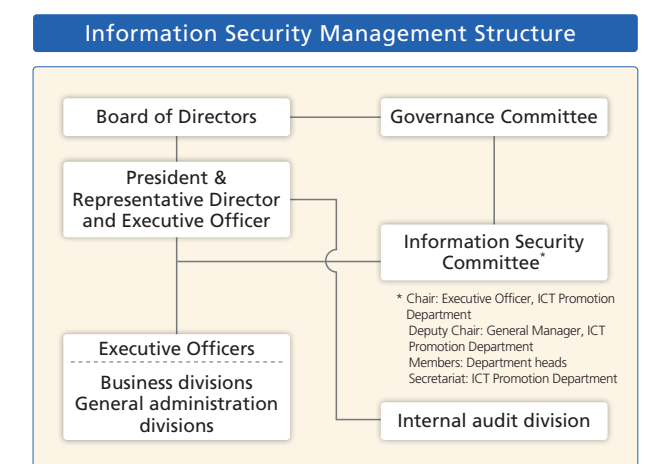
▶ See the following for details. "Tobu Railway Information Security Policy" (Japanese only)
<https://www.tobu.co.jp/corporation/policy/#ANC03>

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.

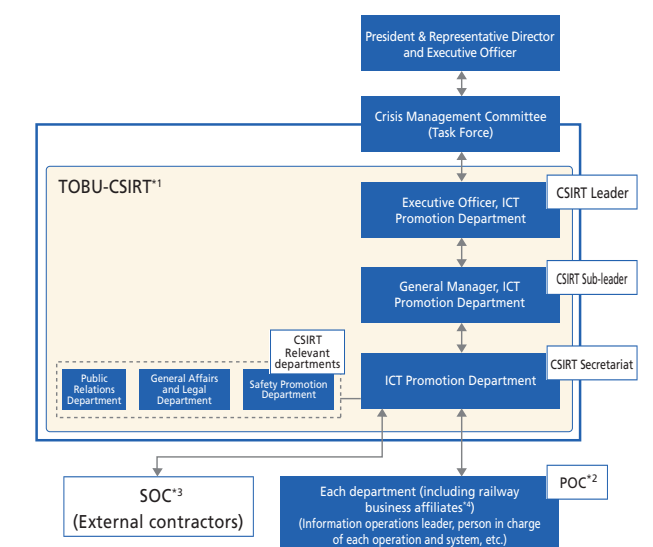
As a governance structure for information security management, we have established an Information Security Committee, chaired by the executive officer in charge of the ICT Promotion Department, which reports on the status of management implementation and implementation plans, and reports on the proceedings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

We are also working to raise awareness of information security among all computer users, including executives, through measures such as information security e-learning and hands-on training simulating targeted email attacks.



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 response in emergencies” and “preventative activities in normal times.” We have a system in place where external experts constantly monitor our business network and can respond quickly in the event of an abnormality being detected, and we also conduct training in anticipation of the occurrence of information security incidents 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 also being set up by government agencies and corporations. Point of Contact. A liaison and reception point for each department.

*2 POC:

Security Operation Center. Its role is to provide advice and technical support from external information security specialists.

*3 SOC:

Technical support from external information security specialists.
 Sites: Tobu Intertech Co., Ltd., Tobu Engineering Co., Ltd., TOBU
 STATION SERVICE Co., LTD., Tobu Shared Service CO., LTD

*4 Railway business affiliates:

STATION SERVICE Co., LTD., Tobu Shared Service CO., LTD

Financial and Non-Financial Data

											(Unit: Millions of yen)
FY	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Consolidated Operating Results											
Revenue from operations	593,649	583,268	574,334	568,887	569,519	617,543	653,874	496,326	506,023	614,751	635,964
Operating profit	56,013	53,158	64,399	68,335	66,645	67,295	62,653	(13,577)	24,732	56,688	73,883
Recurring income	51,931	46,138	56,006	62,128	62,286	62,972	58,414	(9,892)	27,406	54,815	72,033
Profit attributable to owners of parent	31,521	30,653	27,277	36,137	36,025	28,024	35,530	(24,965)	13,453	29,179	48,164
Capital expenditures	72,049	168,798	85,411	71,936	84,971	87,466	103,116	70,871	56,149	70,458	85,349
Depreciation	52,669	51,629	52,912	52,780	52,499	53,477	55,442	56,664	55,570	53,354	52,916
EBITDA	108,682	104,787	117,311	121,115	119,144	120,772	118,095	43,087	80,302	110,043	126,799
Consolidated Financial Position											
Total assets	1,480,938	1,596,725	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
Net assets	354,066	394,826	411,282	442,772	460,582	469,276	473,969	453,103	459,219	480,575	541,713
Equity	336,135	376,012	391,189	421,870	446,987	461,359	465,648	444,954	452,567	474,754	535,693
Interest-bearing debt	776,010	830,035	823,474	799,737	790,290	793,137	789,533	837,279	808,507	795,502	749,777
Consolidated Cash Flows											
Cash flows from operating activities	97,832	94,825	78,114	87,470	91,967	88,191	101,136	39,504	66,851	101,115	91,690
Cash flows from investing activities	(53,196)	(142,903)	(63,593)	(55,881)	(66,951)	(76,094)	(75,621)	(66,283)	(30,964)	(52,711)	(61,625)
Cash flows from financing activities	(36,758)	46,830	(12,102)	(29,907)	(34,111)	(8,598)	(22,577)	40,362	(35,005)	(25,285)	(67,918)
Free cash flows	44,636	(48,078)	14,521	31,589	25,016	12,097	25,515	(26,779)	35,887	48,404	30,065
Per share data											
Profit (EPS) (Yen)	29.42	28.70	25.54	168.79	168.87	132.65	168.84	(119.67)	64.49	140.06	232.99
Net assets (BPS) (yen)	314.73	352.17	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
Dividends (DPS) (Yen)	30.00	30.00	30.00	32.50	35.00	35.00	40.00	20.00	20.00	30.00	55.00
Dividend payout ratio (%)	20.3	20.9	23.5	19.3	20.7	26.4	23.7	—	31.0	21.4	23.6
Management Indicators											
Return on sales (%)	9.4	9.1	11.2	12.0	11.7	10.9	9.6	(2.7)	4.9	9.2	11.6
ROE (%)	9.7	8.7	7.1	8.9	8.3	6.2	7.7	—	3.0	6.3	9.5
Operating profit ROA (%)	3.8	3.5	4.0	4.3	4.1	4.1	3.8	—	1.5	3.3	4.3
Equity ratio (%)	22.7	23.5	24.6	26.4	27.6	28.1	28.1	26.4	26.8	27.3	31.4
Interest-bearing debt to EBITDA multiple (multiple)	7.1	7.9	7.0	6.6	6.6	6.6	6.7	19.4	10.1	7.2	5.9
Total asset turnover (times)	0.40	0.37	0.36	0.36	0.35	0.38	0.39	0.29	0.30	0.35	0.37
Financial leverage (times)	4.4	4.3	4.1	3.8	3.6	3.6	3.6	3.8	3.7	3.7	3.2
Non-Financial Indicators											
Number of employees (consolidated)	19,799	19,559	19,770	19,514	19,211	20,347	20,112	20,345	19,621	18,599	18,384
Percentage of people with disabilities (%)	3.05	3.00	3.25	3.33	3.48	3.38	3.39	3.37	3.43	3.37	3.35
Number of railway accidents	24	28	23	17	14	19	16	15	30	45	51
GHG emissions (t-CO ₂)	—	—	—	—	—	—	—	—	513,155	507,204	472,279
Renewable energy generated (thousand kwh)	—	—	—	—	—	—	10,321	10,632	10,395	32,859	38,357

Notes: 1. The Company carried out a reverse split of common stock, combining five shares into one share, effective October 1, 2017.
The actual dividends paid up to FY2017 are the amounts converted after the relevant reverse stock split.
2. Capital are listed on a construction basis.
3. GHG emissions have been calculated for companies included in the scope of consolidation from FY2021. Gases included are CO₂ (from energy), HFCs and SF₆.

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 range
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.	Operation 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

Leisure business: 17 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
Oku-Nikko Development Co., Ltd.	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.	Prepaid specified installment sales business
TOBU CARD BUSINESS CO.,LTD	Credit card business
TOBU UTSUNOMIYA DEPARTMENT STORE CO.,LTD.	Department store business
Tobu Shoji Co., Ltd.	Convenience stores, oil wholesale business
Tobu Foods Service Co., Ltd.	Restaurant business, hotel business
TOBU STORE CO., LTD.	Store business
TOBU Keibi Support Co., Ltd.	Security business, maintenance business

Other business: 15 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
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 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: 18,384
Fiscal year: From April 1 to March 31

- Business lines
1. General transportation business by rail, track, and cableway
 2. Vehicle transportation business
 3. Real estate sales, leasing, brokerage, appraisal, and management services
 4. Information provision and processing services business, telecommunications services business, and cable broadcasting business

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:209,815,421 shares

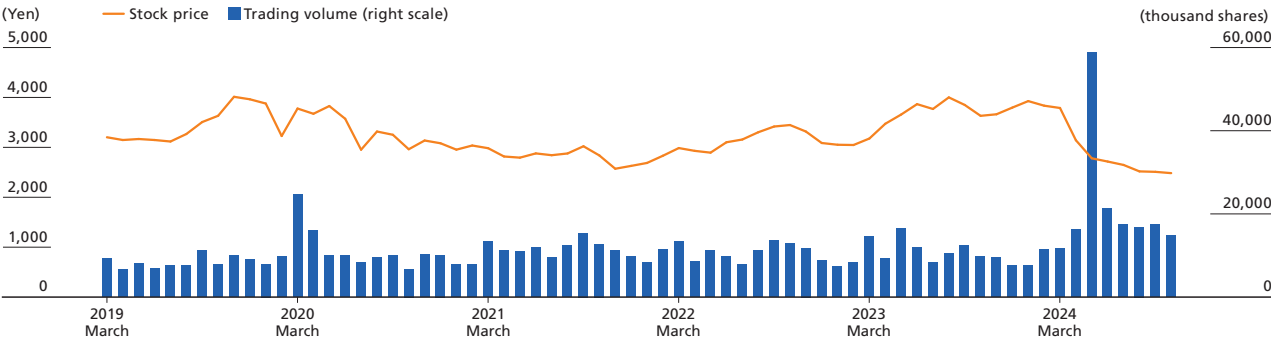
Number of Shareholders: 64,031

Major Shareholders (Top Ten)

Shareholder	Number of shares held (thousand shares)	Percentage of total shares outstanding (%)
The Master Trust Bank of Japan, Ltd. (trust account)	31,838	15.35
Custody Bank of Japan, Ltd. (trust account)	10,776	5.19
FUKOKU MUTUAL LIFE INSURANCE COMPANY	5,235	2.52
STATE STREET BANK WEST CLIENT – TREATY 505234	4,945	2.38
Nippon Life Insurance Company	3,187	1.53
Mizuho Bank, Ltd.	3,102	1.49
JP MORGAN CHASE BANK 385781	2,812	1.35
Saitama Resona Bank, Limited	2,201	1.06
East Japan Railway Company	2,024	0.97
SSBTC CLIENT OMNIBUS ACCOUNT	1,948	0.93

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

Stock price/trading volume trends



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

Shareholders by Type

