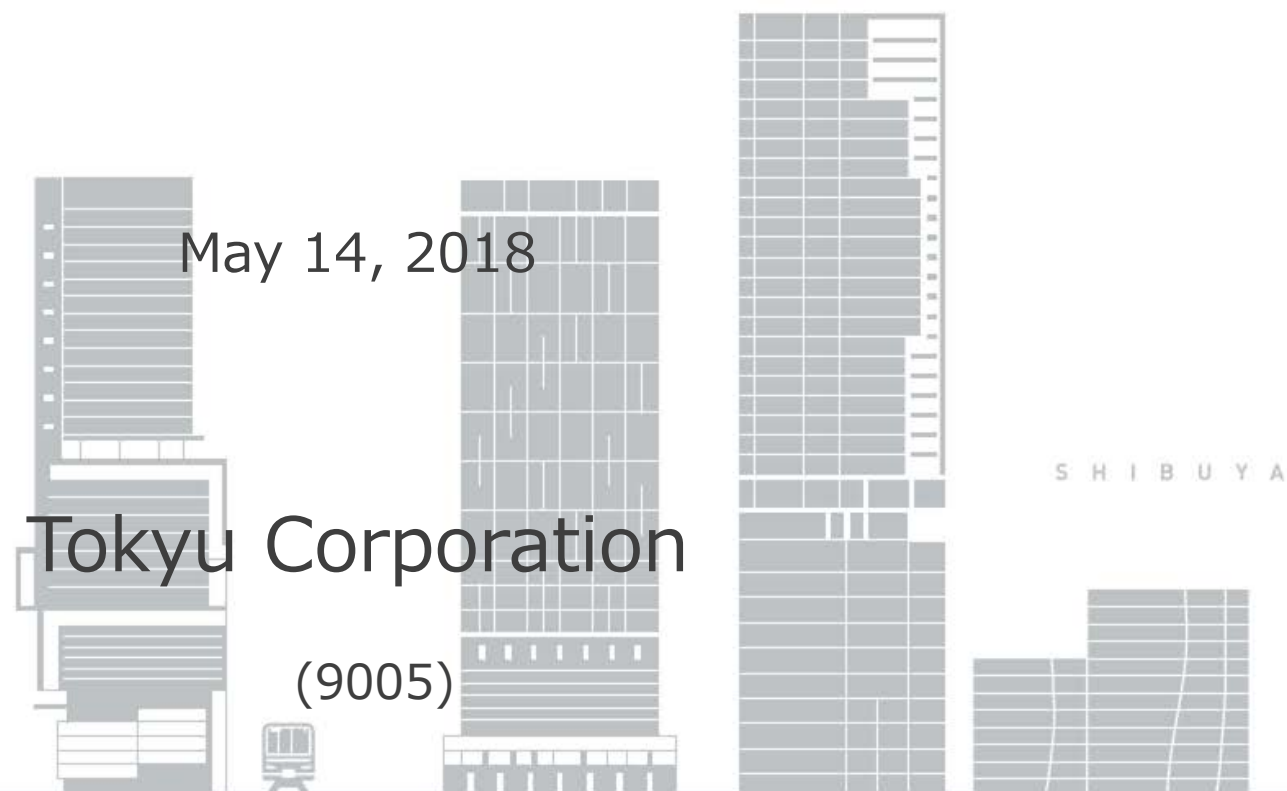


# FACT BOOK 2018



May 14, 2018

Tokyu Corporation

(9005)

S H I B U Y A

<https://www.tokyu.co.jp/>

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## Forward-looking statements

All statements contained in this document other than historical facts are forward-looking statements that reflect the judgments of the management of Tokyu Corporation based on information currently available. Actual results may differ materially from the statements.



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# Company Profile

## TOKYU CORPORATION

### Established

September 2, 1922

### Business Areas

Transportation, Real Estate, Life Service, etc

### Operating Revenue

1,138.6 Billion yen (Consolidated)  
FY2017

### Total Assets

2,264.6 Billion yen (Consolidated)  
as of March 31, 2018

### Total Net Assets

747.0 Billion yen (Consolidated)  
as of March 31, 2018

### Number of Employee

22,985 (Consolidated)  
as of March 31, 2018

### Stock Listing

Listed on the First Section of the Tokyo Stock Exchange



# The Consolidated Segment and Overview

Subsidiaries: 132 Affiliates: 25

as of March 31, 2018

<b>Transportation</b> 21		Railway Operations	
Operating Revenue	<b>211.5</b> Billion yen	Bus Operations	Tokyu Bus
Operating Profit	<b>29.0</b> Billion yen	Other	Sendai International Airport
<b>Real Estate</b> 26		Real estate leasing	
Operating Revenue	<b>182.5</b> Billion yen	Real estate sales	
Operating Profit	<b>32.3</b> Billion yen	Real estate management	Tokyu Facility Service
		Other	
<b>Life Service</b> 45		Department store operations	Tokyu Department Store
Operating Revenue	<b>700.3</b> Billion yen	Chain store operations	Tokyu Store Chain
Operating Profit	<b>15.9</b> Billion yen	Shopping center	Tokyu Malls Development
		C A T V	its communications
		Advertisement	Tokyu Agency
		Other	Tokyu Recreation Tokyu Power Supply
<b>Hotel and Resort</b> 42		Domestic hotels	Tokyu Hotels
Operating Revenue	<b>104.1</b> Billion yen	other	
Operating Profit	<b>5.1</b> Billion yen		

**Total** (Elimination)  
 Operating Revenue **1,138.6** Billion yen  
 Operating Profit **82.9** Billion yen

Total Assets

**2,264.6** Billion yen

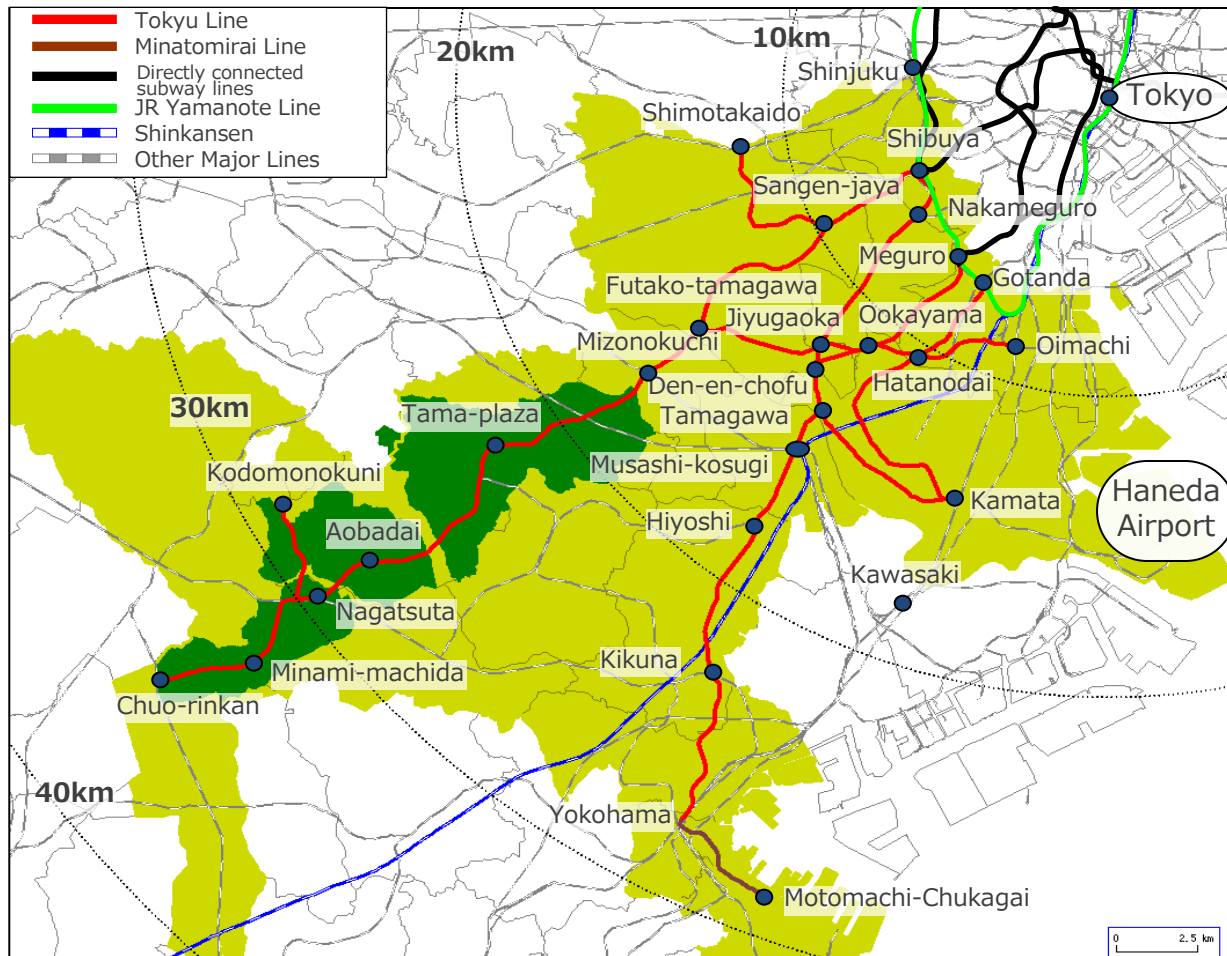
Number of Employee

**22,985**

\*The number stated in each segment is the number of subsidiaries.  
 Subsidiaries overlapping in more than one segment are counted in each segment.



# Regional Map of Tokyu Area



■ Areas served by Tokyu's railway lines  
(defined as the 17 cities and wards with Tokyu's railway lines)

- Area: 492km<sup>2</sup>
- Population 5.38 million (including foreign residents)  
5.25 million (Japanese only)

Both of the above account for 15% of the total for Tokyo and three prefectures in the Tokyo metropolitan area (Source: Basic Resident Register as of Jan 1, 2017)

- Taxable income per person: 1.5 times higher than the national average
- Number of households with household income of 10 million yen or more: 290,000  
22% of the total in Tokyo and three prefectures in the Tokyo metropolitan area (Source: Housing and Land Survey 2013)
- Amount of consumer spending in the areas: Estimated to be 8 trillion 490.3 billion yen\*

■ Tokyu Tama Den-en Toshi (Tokyu Tama Garden City)

- Area: 50km<sup>2</sup>
- Population: 630 thousand people

(as of March 31, 2018)

## Ranking of attractive towns to live 2017

1st	Ebisu	11th	Daikanyama
2nd	Jiyugaoka	12th	Musashi-kosugi
3rd	Futako-tamagawa	13th	Kamakura
4th	Kichijoji	14th	Yoyogi-uehara
5th	Meguro	15th	Aoyama-itcho
6th	Shinagawa	16th	Tokyo
7th	Nakameguro	17th	Azabu-juban
8th	Yokohama	18th	Nakano
9th	Omotesando	19th	Mitaka
10th	Hiroo	20th	Yotsuya

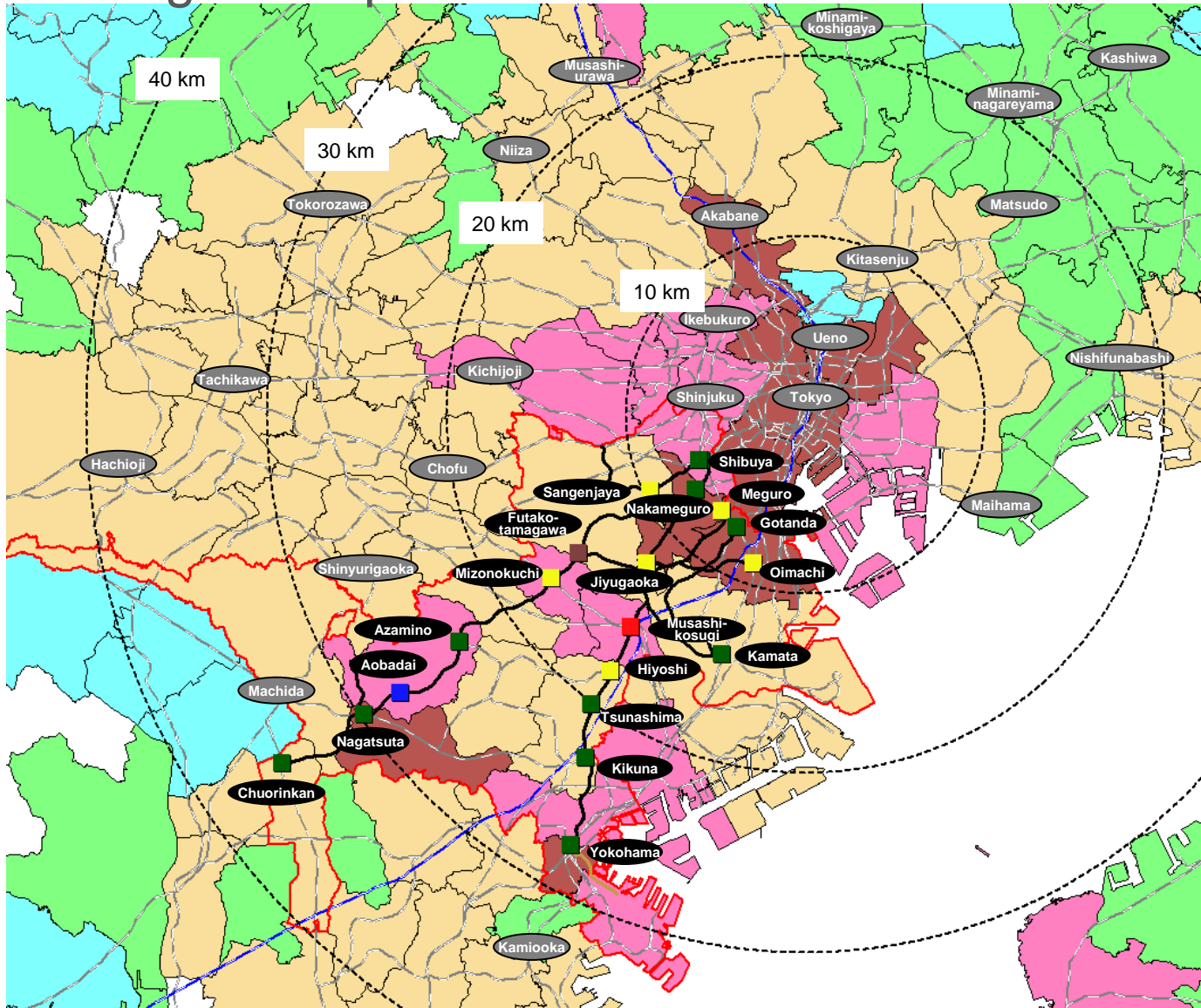
Source: Questionnaires of MAJOR 7

- Illustrations and figures prepared by Tokyu Retail Area Marketing System (TR · AMS)
- Map prepared by Copyright KOKUSAI KOGYO CO., LTD. - Sumitomo Electric Industries, Ltd.

\* Calculated by multiplying "average consumption expenditures of all households" in 5 wards of Tokyo, Yokohama City and Kawasaki City and "number of households" in the 17 cities and wards along Tokyu Lines respectively. (Source: Ministry of Internal Affairs and Communications)

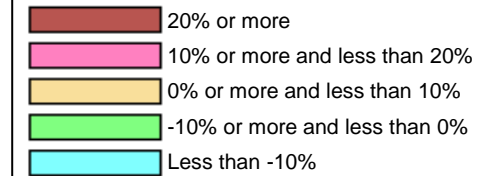


# Passengers at major stations on Tokyu Lines and average land price of residential area

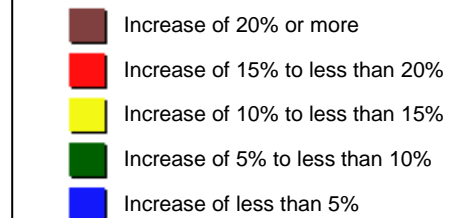


- Illustrations and figures prepared by Tokyu Retail Area Marketing System (TR・AMS)
- Map prepared by Copyright KOKUSAI KOGYO CO., LTD. - Sumitomo Electric Industries, Ltd.

Official land price of residential area for 2011 to 2016

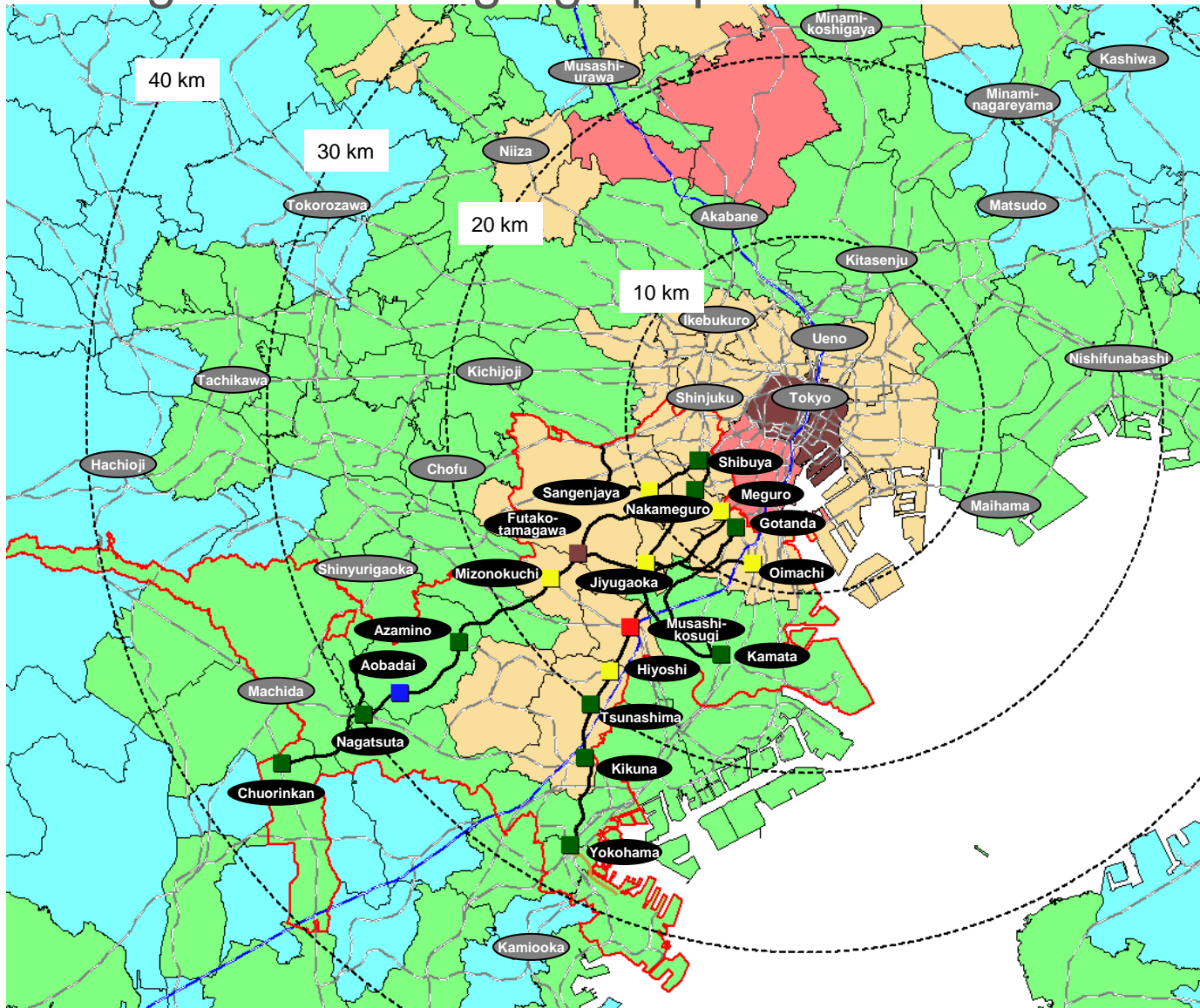


Passengers at major stations for FY2011 to FY2016



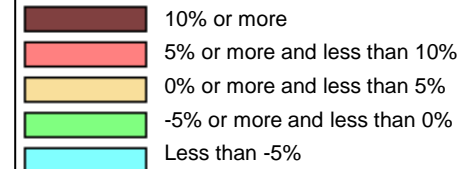
- Passengers at major stations on Tokyu Lines (over 100 thousand people, excluding those of JR and other lines): based on a survey carried out by Tokyu Corporation
- Official land price of residential area: based on an announcement made by the Ministry of Land, Infrastructure, Transport and Tourism

# Passengers at major stations on Tokyu Lines and changes in working-age population

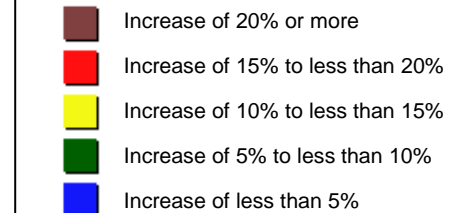


- Illustrations and figures prepared by Tokyu Retail Area Marketing System (TR · AMS)
- Map prepared by Copyright KOKUSAI KOGYO CO., LTD. - Sumitomo Electric Industries, Ltd.

Changes in working-age population for 2011 to 2016



Passengers at major stations for FY2011 to FY2016



- Passengers at major stations on Tokyu Lines (over 100 thousand people, excluding those of JR and other lines): based on a survey carried out by Tokyu Corporation
- Population: based on the population stated in the basic residential register published by the Ministry of Internal Affairs and Communications

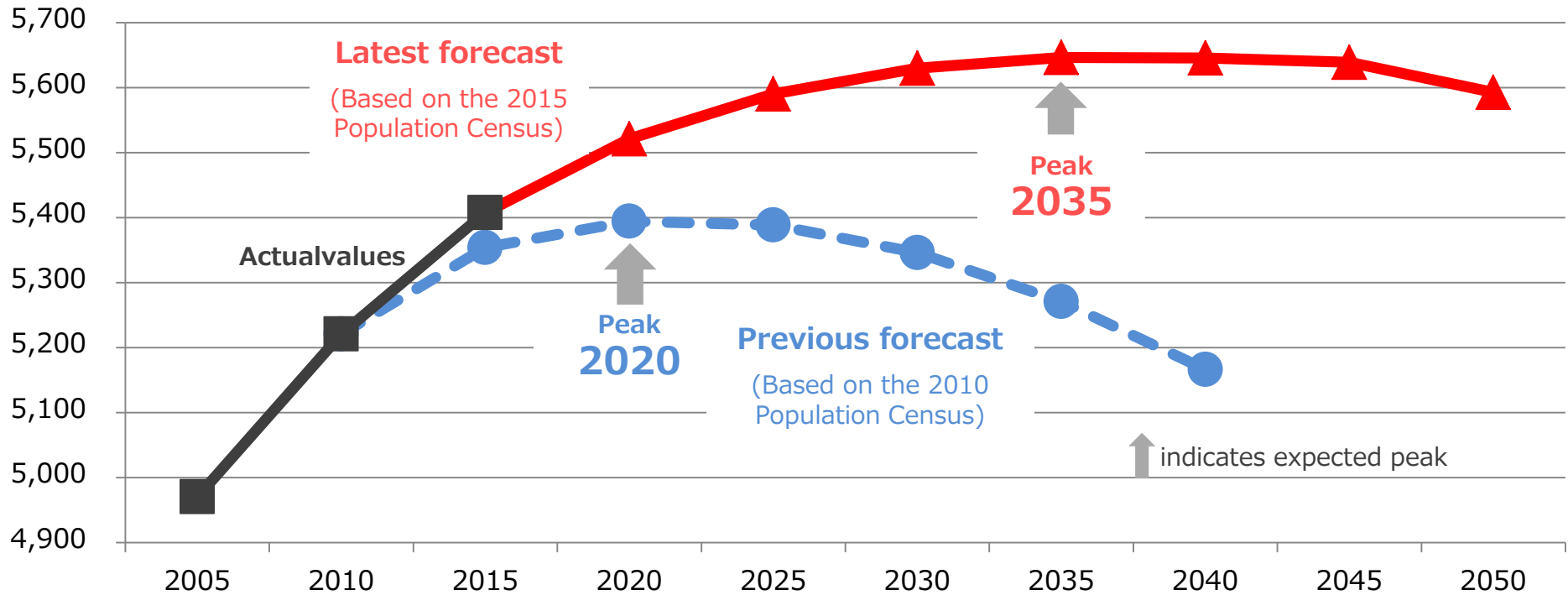


# Demographics in the TOKYU Area

- In the TOKYU area, the population peak is expected to move back from the existing prediction by about 15 years.
- Meanwhile, the working-age population has begun decreasing in the suburbs.

## Population in 17 cities and wards along TOKYU lines

(Thousands)



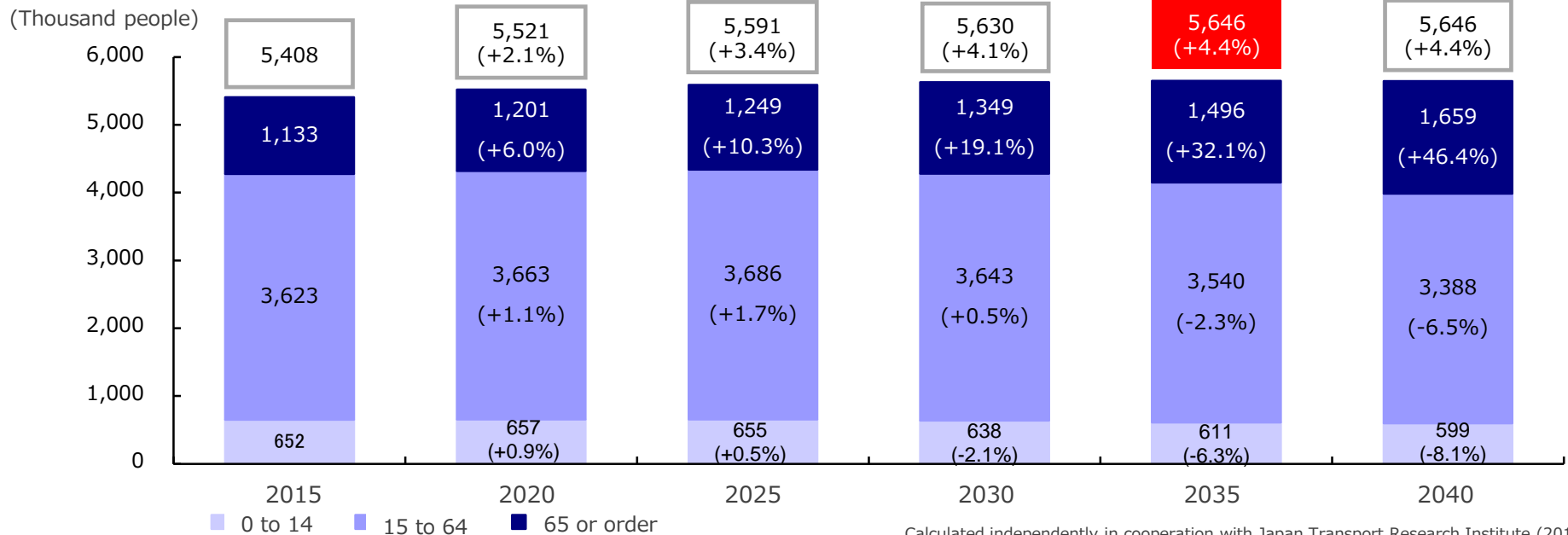
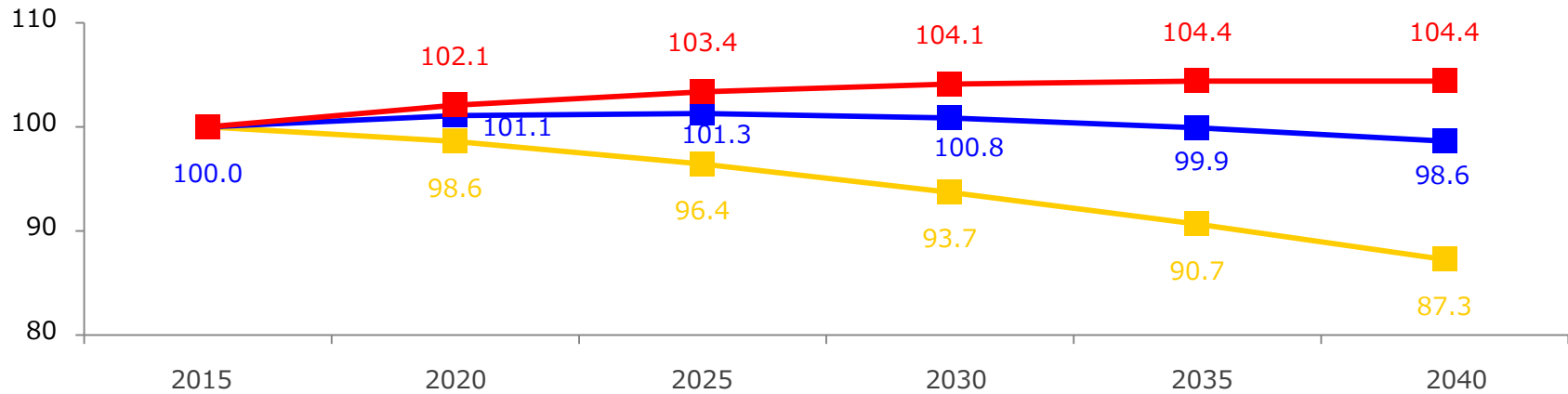
Based on the 2015 Population Census: Calculated independently in cooperation with Japan Transport Research Institute (2017 estimate)

Based on the 2010 Population Census: National Institute of Population and Social Security Research (2013 estimate)



# Population along the Tokyu Lines (Forecast)

■ Nationwide     
 ■ Tokyo, Kanagawa, Chiba, Saitama     
 ■ 17 cities and wards Served by Tokyu Line



Calculated independently in cooperation with Japan Transport Research Institute (2017 estimate)



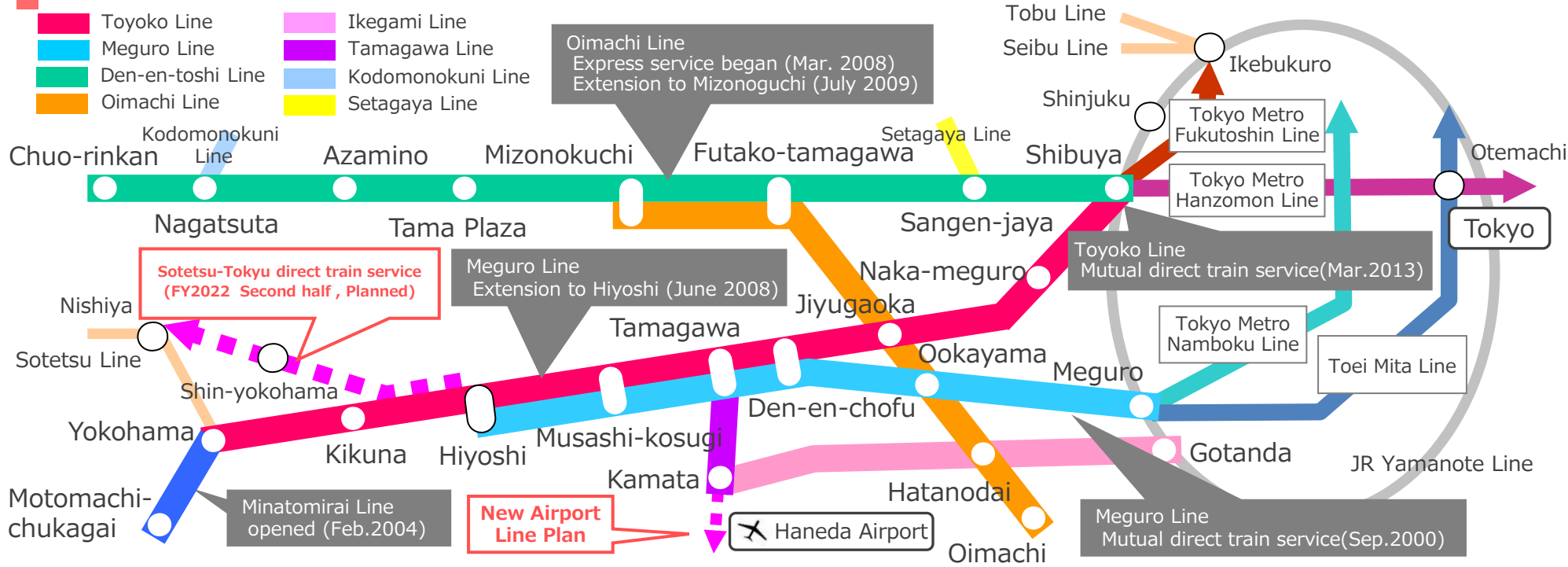
# Population along the Tokyu Lines



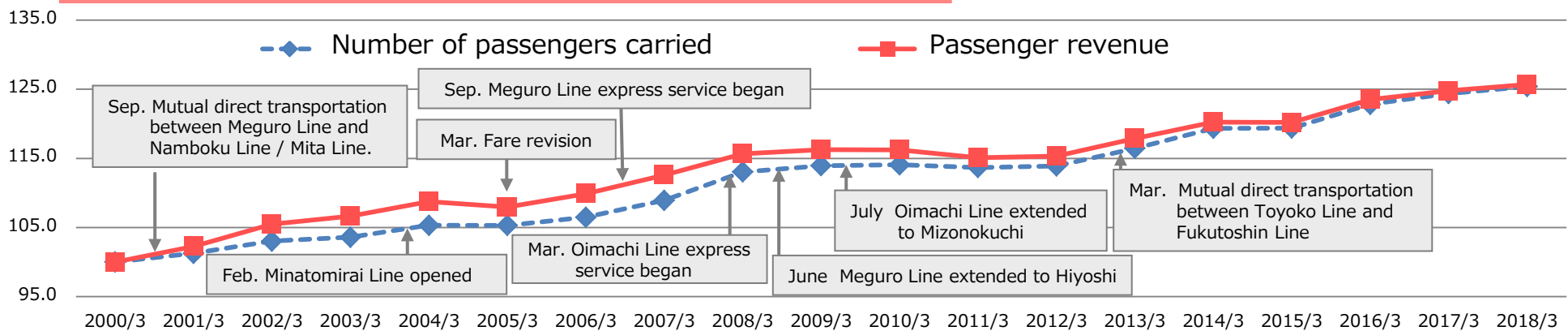
Source: "The Population Summary of the Basic Resident Register" (Ministry of Internal Affairs and Communications; 2008-2013:as of March 31 every year 2014-2017:as of January 1, every year)



# Effects of Development of Railway Networks



Changes in the number of passengers carried and passenger revenue (with the figures in 2000/3 as 100)

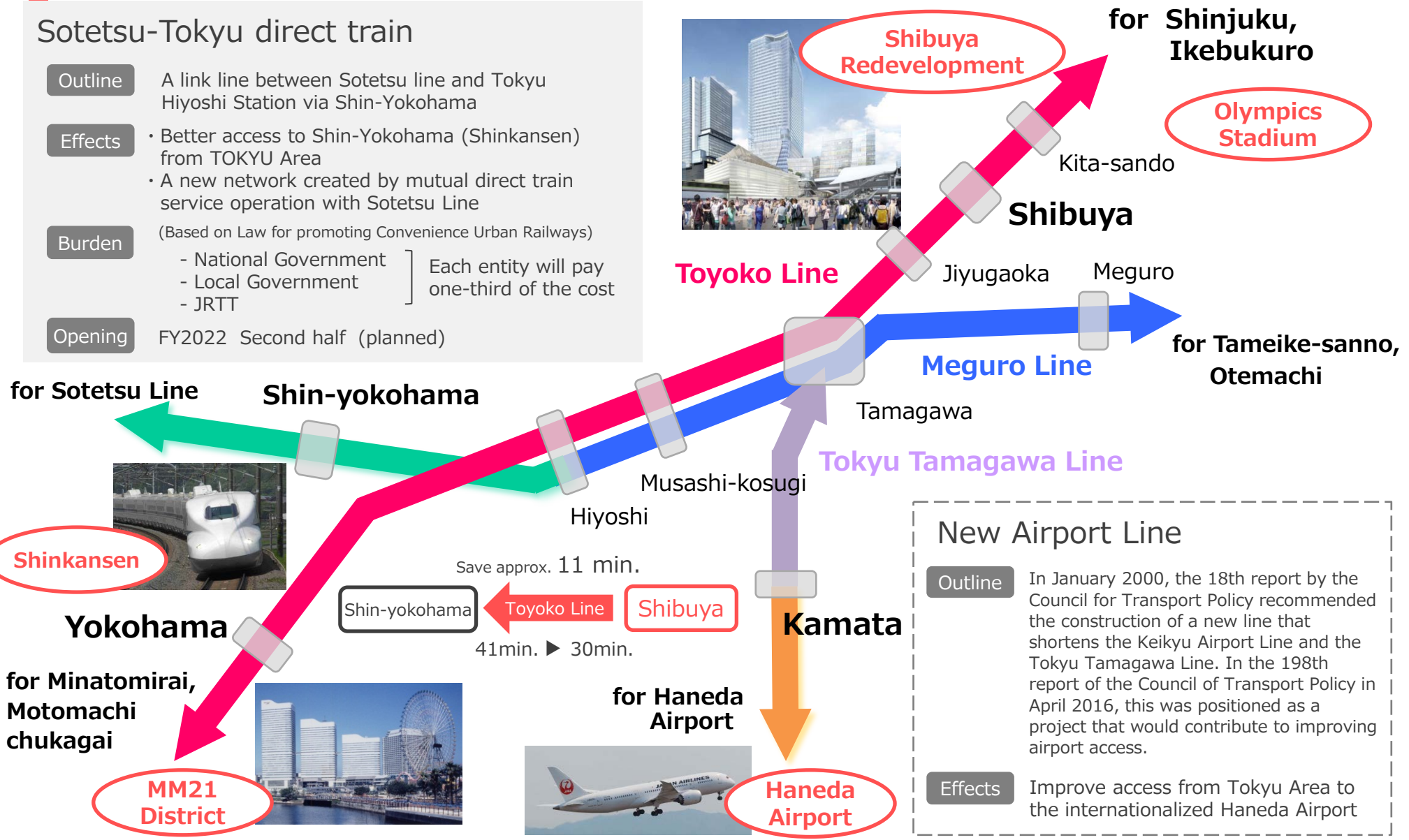


# Further Development of Railway Networks

## Sotetsu-Tokyu direct train

- Outline** A link line between Sotetsu line and Tokyu Hiyoshi Station via Shin-Yokohama
- Effects**
  - Better access to Shin-Yokohama (Shinkansen) from TOKYU Area
  - A new network created by mutual direct train service operation with Sotetsu Line
- Burden** (Based on Law for promoting Convenience Urban Railways)
 

- National Government	} Each entity will pay one-third of the cost
- Local Government	
- JRTT	
- Opening** FY2022 Second half (planned)



# Further Improvement of Safety Measures by Installing Platform Doors

(As of March 31,2018)

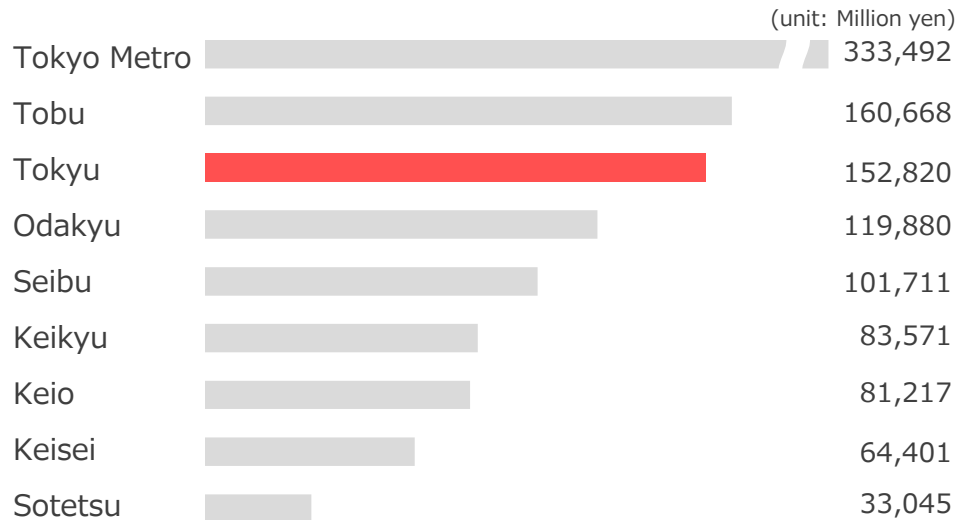
	Route	Number of stations	Total number of stations with home doors installed						2018	
			~2015		2016		2017		Forecasts	Station name
			Installed	Station name	Installed	Station name	Installed	Station name		
During installation	Toyoko Line	21	18	9 Shibuya, Daikan-yama, Naka-meguro, Gakugei-daigaku, Musahi-kosugi, Yokohama, Shin-maruko, Motosumiyoshi, Kikuna(Down line)	6 Toritsu-daigaku, Den-en-chofu, Hiyoshi, Okurayama, Kikuna (Up line), Tammachi	4 Yutenji, Jiyugaoka, Tsunashima, Myorenji	0			
	Den-en-toshi Line	27	8	1 Miyamaedaira	0	7 Sangen-jaya, Komazawa-daigaku, Yoga, Futako-tamagawa, Mizonokuchi, Eda, Ichigao	9	Shibuya, Ikejiri-ohashi, Sakura-shimmachi, Takatsu, Kajigaya, Tama-plaza, Azamino, Nagatsuta, Tsukimino		
	Oimachi Line	16	7	2 Oimachi, Mizonokuchi	3 Oyamadai, Midorigaoka, Nakanobu	2 Ebara-machi, Kaminoge	3	Jiyugaoka, Kuhombutsu, Futako-tamagawa		
	<b>Total</b>	<b>64</b>	<b>33</b>	<b>12</b>	<b>9</b>	<b>13</b>	<b>12</b>			
Installed	Meguro Line	13	13	13	-	-	-	-		
	Ikegami Line ※	15	15	15	-	-	-	-		
	Tokyu Tamagawa Line ※	7	7	7	-	-	-	-		
	<b>Total</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Total</b>	<b>99</b>	<b>68</b>	<b>47</b>	<b>9</b>	<b>13</b>	<b>12</b>				

※Fixed platform fence with sensor

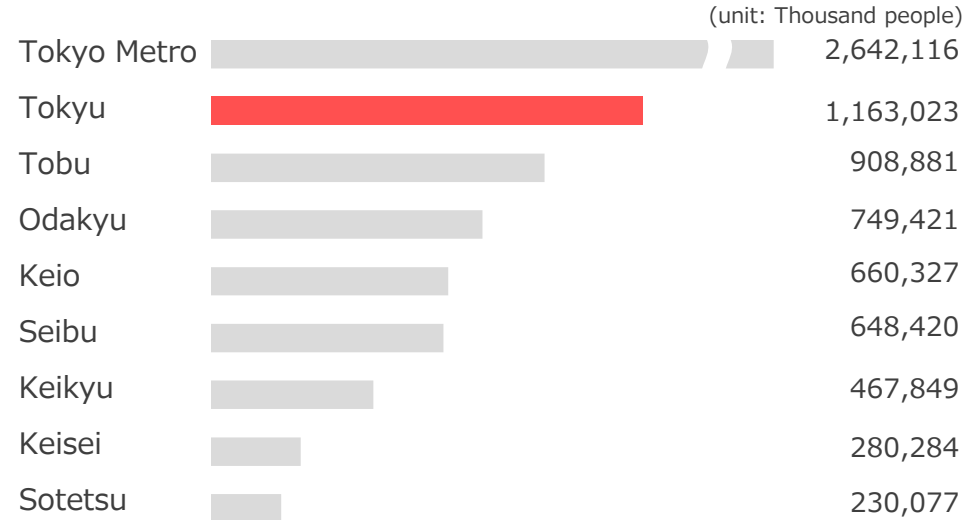


# Advantages of Railway Business

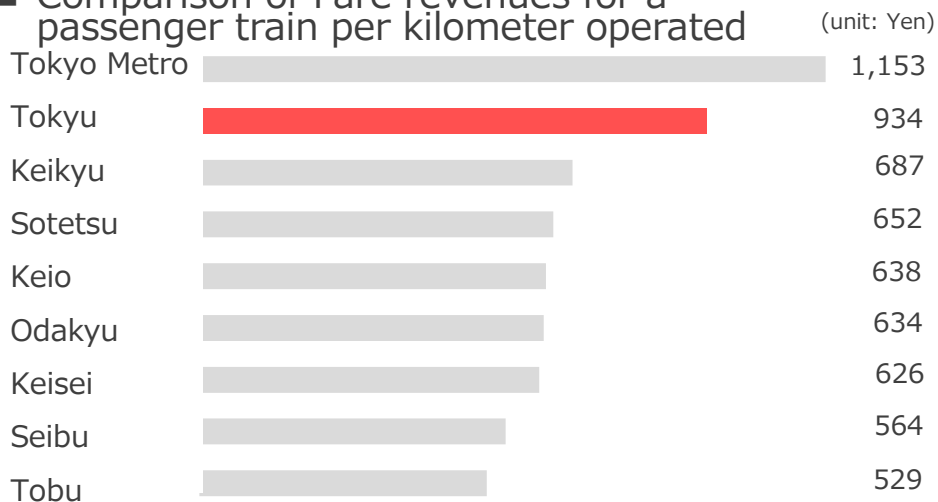
## ■ Comparison of Railway business revenue



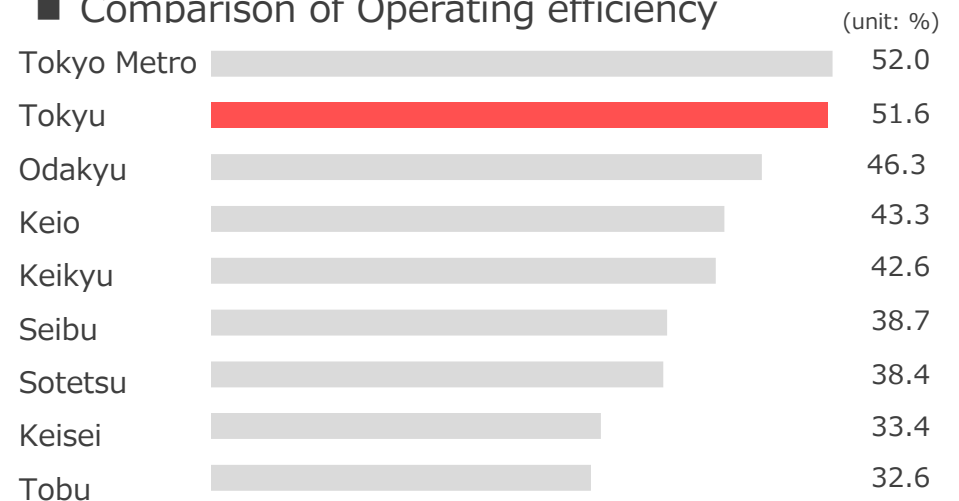
## ■ Comparison of Number of passenger carried



## ■ Comparison of Fare revenues for a passenger train per kilometer operated



## ■ Comparison of Operating efficiency



\* Source: Securities reports of FY2016 and Oote Mintetsu No Sugao (actual state of major private railway companies) published by the Association of Japanese Private Railways.



# Realization of business growth through strategic participation in airport management

Meaning of participation

Under consideration

7 airports in Hokkaido

Start of operation

Sendai Airport

Scheduled start of operation

Mt. Fuji Shizuoka Airport

Construct a business base in each region toward growth including the related group business

- ◆ Revenue from individual airport management business
- +
- ◆ Business expansion from the airport business into the group business (in addition to the capital region around Tokyo, "Tohoku," "Shizuoka/Izu," "Hokkaido," etc.)
- +
- ◆ Involvement in concession business centering around the airport business (business support, etc., Global Infrastructure Management Co., Ltd.)

## Sendai Airport business

Japan's first project for privatization of the airport managed by the national government

### Outline of the airport

(actual results for FY2017)

Number of passengers for a year:

3.43 million persons

Domestic flights: 3.15 million persons

International flights: 0.28 million persons

- The 10th largest number of passengers in Japan; the Tohoku's largest airport
- 17 minutes by the train for access to the airport from the Sendai Station
- Between Sendai and Tokyo: approx. 90 minutes (by bullet train Shinkansen)

Business management form

Business management by a new SPC which is to be established (a consolidated subsidiary of Tokyu Corporation)

Business management period

30 years (with the option to extend the period for not more than 30 years)  
In July 2016, airport management business started.

Members companies of the consortium

Tokyu Corporation (representative), Tokyu Land Corporation, Tokyu Agency Inc., Tokyu Community Corp., Tokyu Construction Co., Ltd., Maeda Corporation, Toyota Tsusho Corporation

## Mt. Fuji Shizuoka Airport

Second project for airport management in which Tokyu Corporation participates

### Outline of the airport

(actual results for FY2017)

Number of passengers for a year:

0.67 million persons

Domestic flights: 0.37 million persons

International flights: 0.29 million persons

- The airport closest to Mt. Fuji, one of the best tourist sites of Japan
- High rate of users of the international flights
- Between Mt. Fuji Shizuoka Airport and Tokyo: approx. 3 hours

Business management form

By acquiring the shares of Mt. Fuji Shizuoka Airport Co.,Ltd, to make it a SPC. (an affiliate accounted for using the equity method)

Business management period

20 years  
In April 2019, airport management business scheduled to start.

Member companies of the consortium

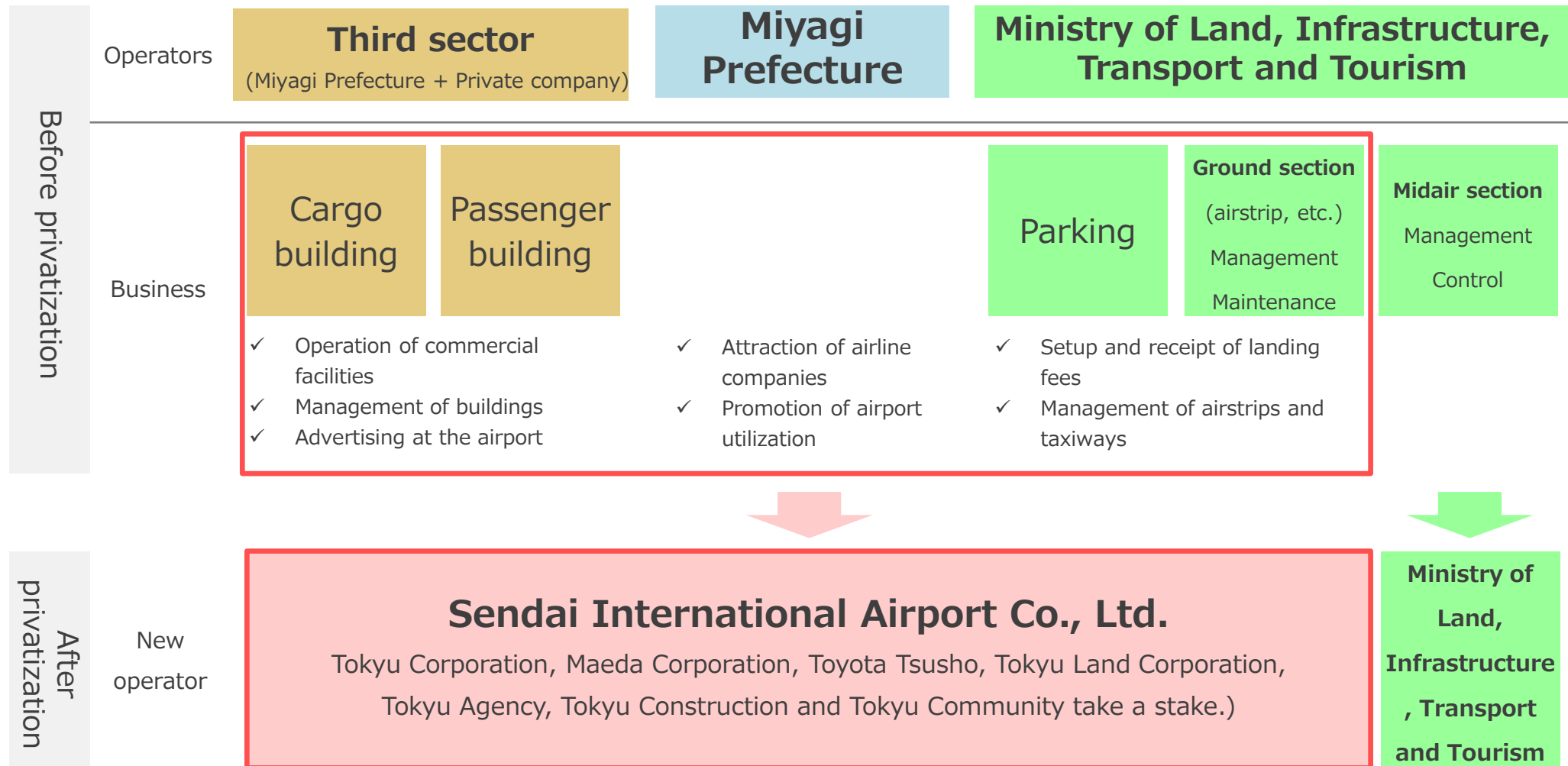
Mitsubishi Estate Co., Ltd. (representative), Tokyu Corporation





# Changes to Operating Structure due to Privatization of Sendai Airport

Realize integrated and agile management by consolidating operators



\*Continue to cooperate with Miyagi Prefecture in activities to attract airline companies.



# Expansion and improvement of the network and facilities through the privatization of Sendai Airport

## ■ Expansion of the network

Before (as of December 2015)

Airways

Domestic flights:  
9 cities, **49** round trips a day  
International flights:  
5 cities, **10** round trips a week

Secondary transport  
(regular highway express bus  
on a scheduled route)

No service

After contracting out to the private sector  
(as of April 2018)

Domestic flights:  
9 cities, **52** round trips a day  
International flights:  
4 cities, **21** round trips a week

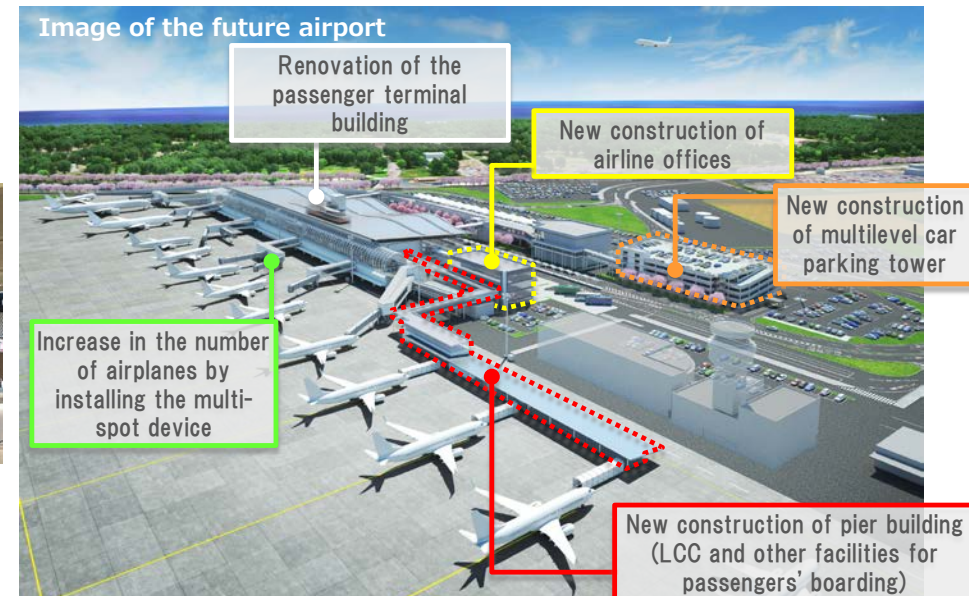
**19** round trips a day

## ■ Improvement of the facilities

Renovation of the passenger terminal building



Opening of the renovated ground floor



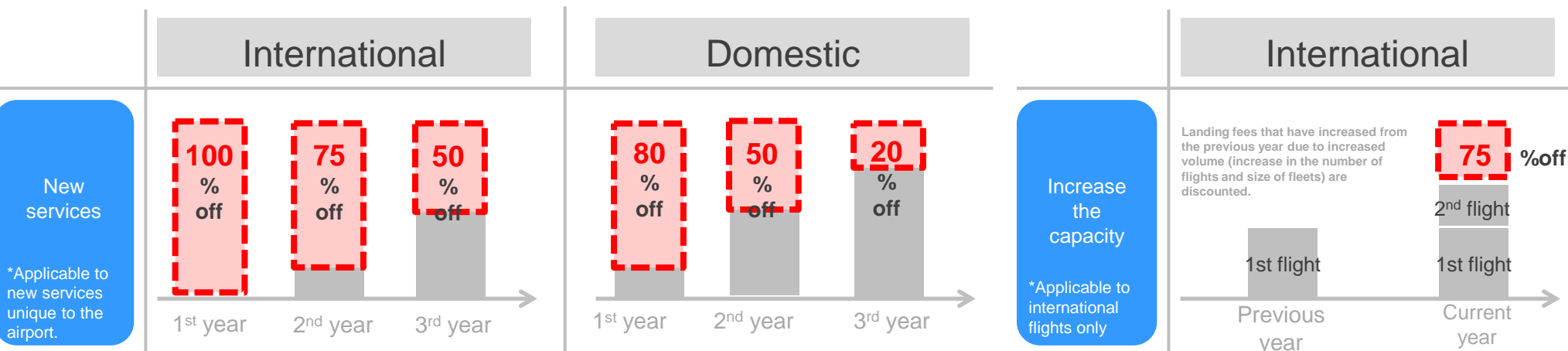
# Latest Information on Sendai International Airport

Target values : Passengers, Cargo

Record the largest number

	FY2014 (Results)	FY2015 (Results)	FY2016 (Results)	FY2017 (Results)	FY2018 (Forecast)	FY2020 (Plan)	FY2045 (Plan)
Passengers	<b>3.24</b> million people	<b>3.11</b> million people	<b>3.16</b> million people	<b>3.43</b> million people	<b>3.69</b> million people	<b>4.10</b> million people	<b>5.50</b> million people
Domestic	<b>3.07</b> million people	<b>2.95</b> million people	<b>2.94</b> million people	<b>3.15</b> million people	<b>3.38</b> million people	<b>3.62</b> million people	<b>4.35</b> million people
International	<b>0.17</b> million people	<b>0.16</b> million people	<b>0.22</b> million people	<b>0.28</b> million people	<b>0.31</b> million people	<b>0.48</b> million people	<b>1.15</b> million people
Cargo	<b>6,000</b> tons	<b>8,000</b> tons	<b>8,000</b> tons	<b>7,000</b> tons	<b>8,000</b> tons	<b>10,000</b> tons	<b>25,000</b> tons

Landing fee discount system: Introduced to promote launches of new services by airlines as well as an increase in the number of flights.



# Mt. Fuji Shizuoka Airport management business

## Integrated management through acquisition of shares

## Target number of passengers

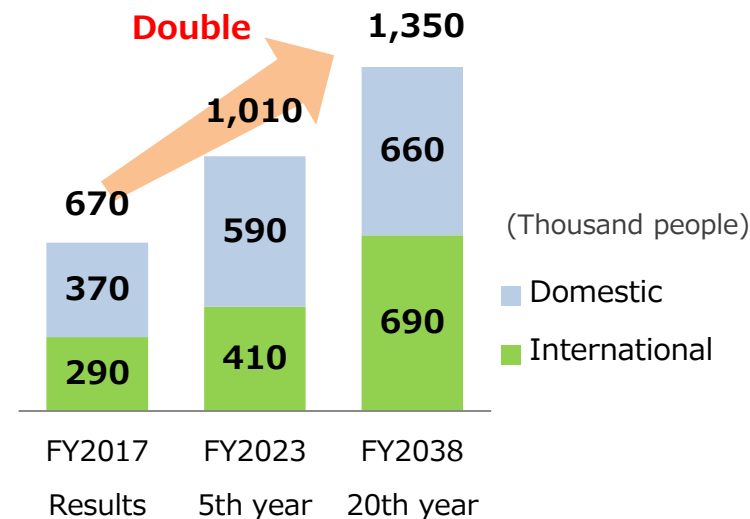
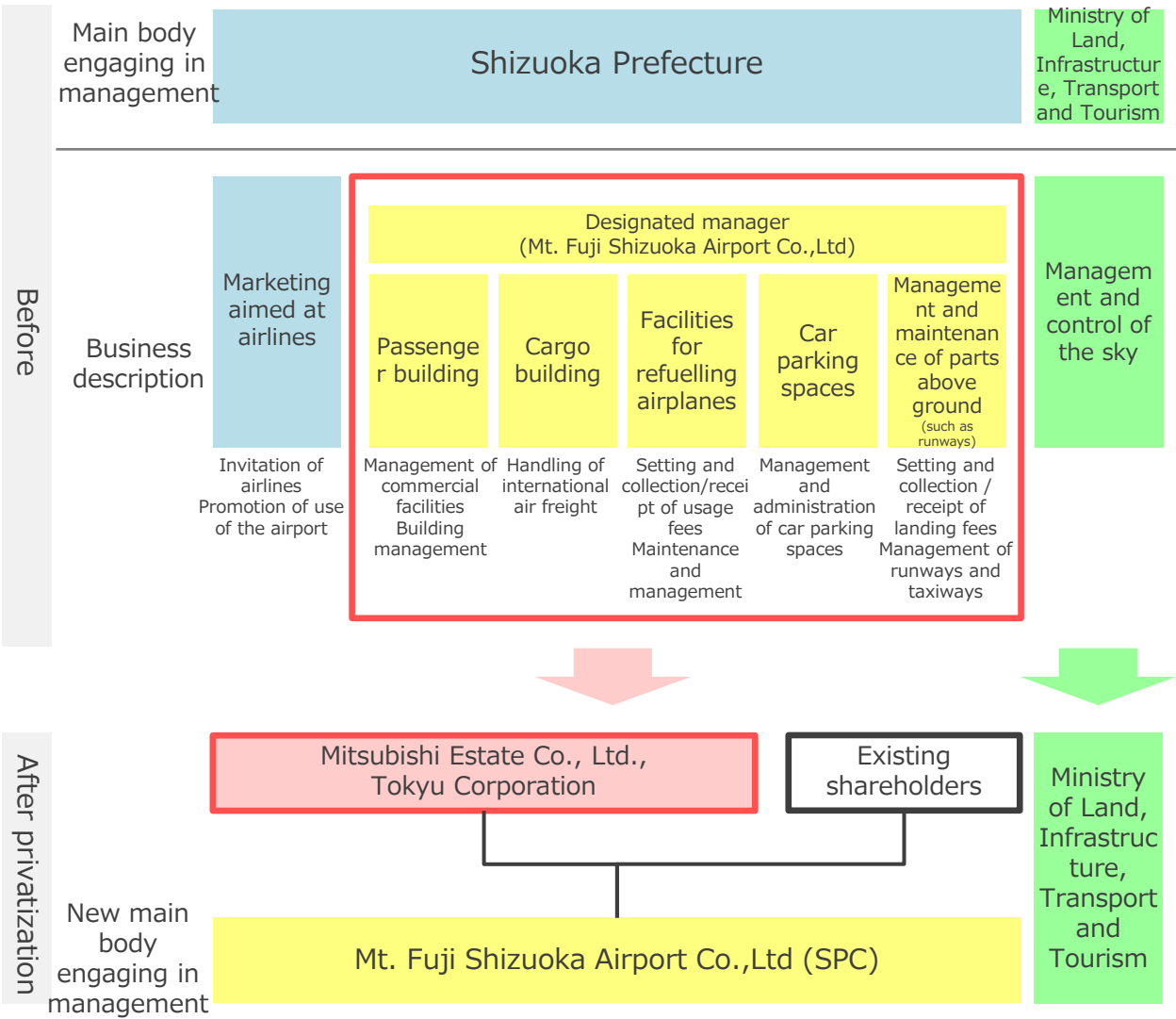


Image of the future airport



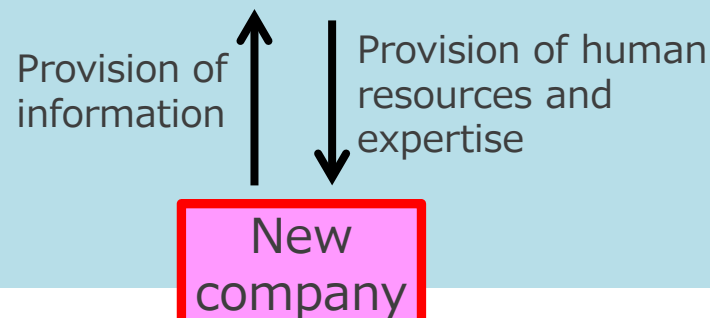
# Overview of Global Infrastructure Management Co., Ltd.

## [Background]

- The market for operating rights to public facilities (concession) is expanding with the revision of the PFI law, among other factors, in 2011.
- The inbound market is expanding and long-term growth is expected for aviation demand.
- Given the experience from managing projects for Sendai International Airport and other facilities, we realized again the importance of developing specialists and accumulating expertise

We will develop specialists and accumulate expertise in the management business for infrastructure including airports, and seek to acquire business opportunities in collaboration with companies that form the best consortiums for each business area, enabling us to respond to concession and other needs.

## Sendai International Airport Companies forming consortiums



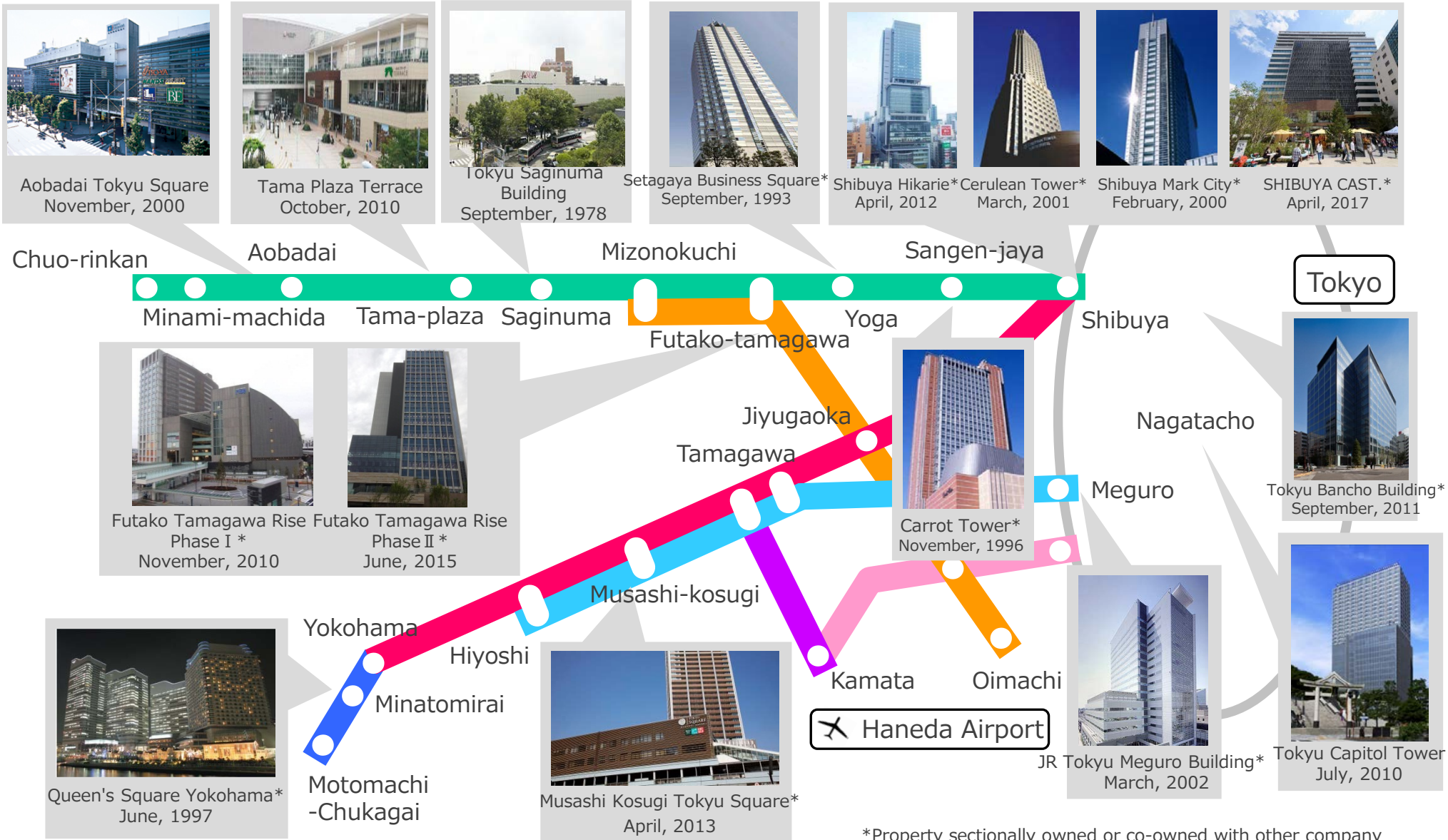
## [Overview of the company]

Name: Global Infrastructure Management Co., Ltd. (For our company affiliated company)

Establishment date: April 3, 2017

Shareholder: Tokyu Corporation, Maeda Corporation, five other companies

# Past Development Track Record (Leasing Business)



\*Property sectionally owned or co-owned with other company

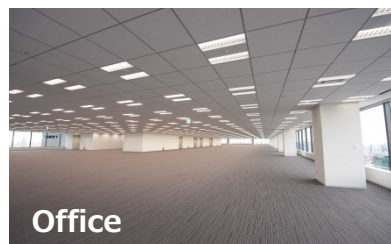


# Overview of Shibuya Hikarie

## Overview of Building

- Site area: 9,640m<sup>2</sup>
- Floor area: 144,550m<sup>2</sup>
- Height: 182m
- Floor-area ratio: 1,370%
- Primary uses: Stores, offices, cultural facilities, etc.
- Size: 34 stories above ground and 4 basement levels
- Opening: April 26, 2012

Shibuya **Hikarie**



Office

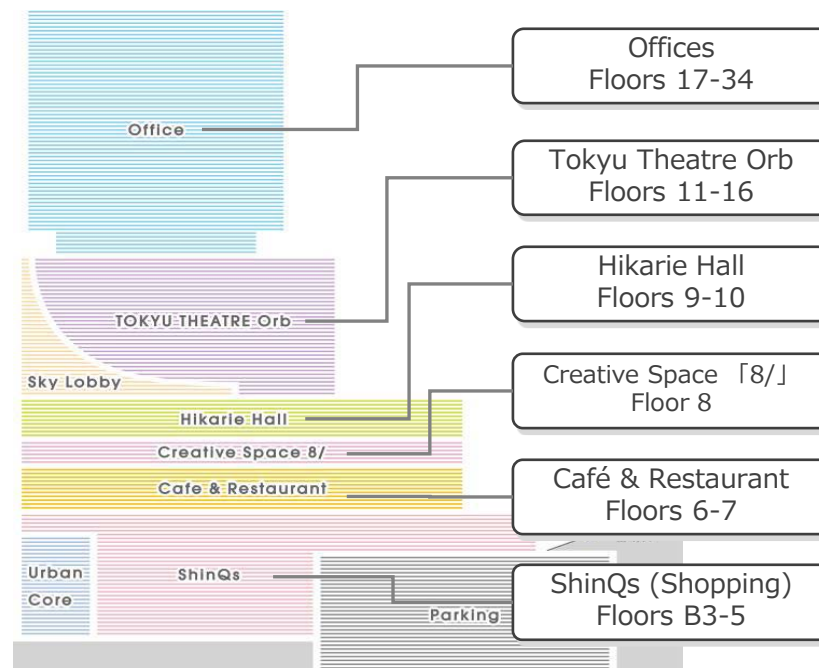


Tokyu Theatre Orb



ShinQs

## [Floor Guide]



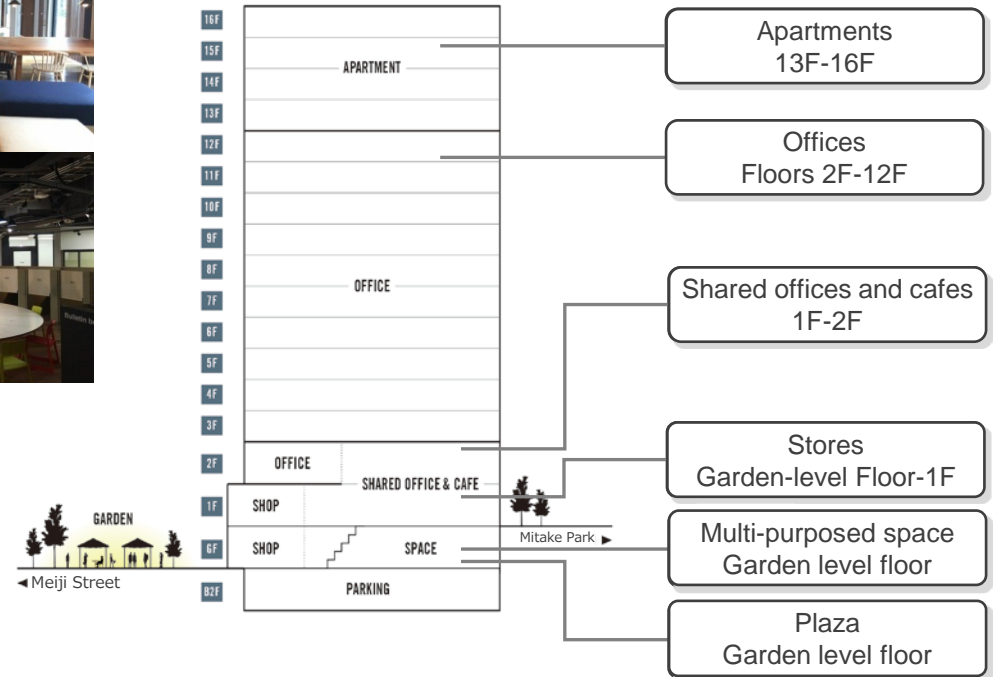
# Overview of SHIBUYA CAST.

## Overview of Building

- Site area: 5,020m<sup>2</sup>
- Floor area: 34,981m<sup>2</sup>
- Height: 71m
- Project scheme: A fixed-time leasehold was established by the Tokyo Metropolitan Government (operation period 70 years), and Shibuya Miyashitacho Realty Co., Ltd. facilitated the construction as the main business entity.
- Primary uses: Offices, stores, Apartments, etc.
- Size: 16 stories above ground and 2 basement levels
- Opening: April 28, 2017



## [Floor Guide]





# Overview of SHIBUYA STREAM

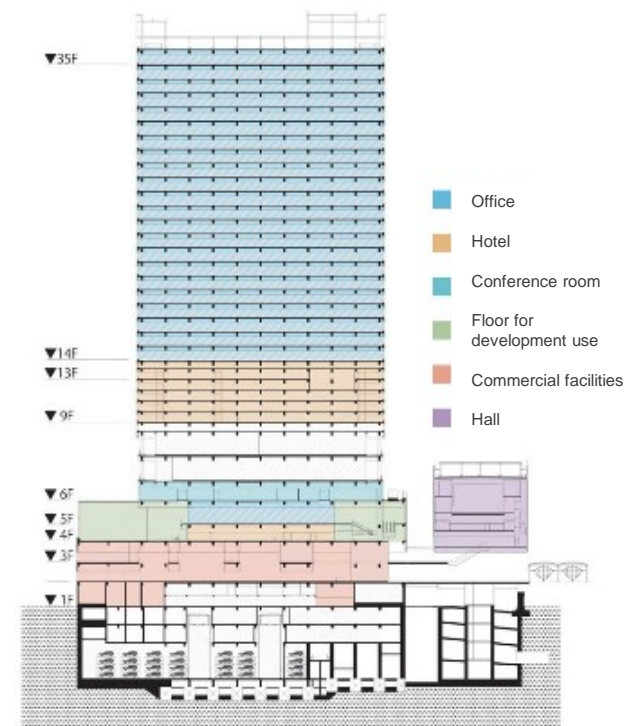
## (Shibuya Station South Block Project)

### Overview of Building

- Site area: approx. 7,100m<sup>2</sup>
- Floor area: approx. 116,700m<sup>2</sup>
- Height: approx. 180m
- Primary uses: Offices, stores, hotel, hall parking, etc.
- Size: 35 stories above ground and 4 basement levels
- Opening: Autumn, 2018



### [Floor Guide]



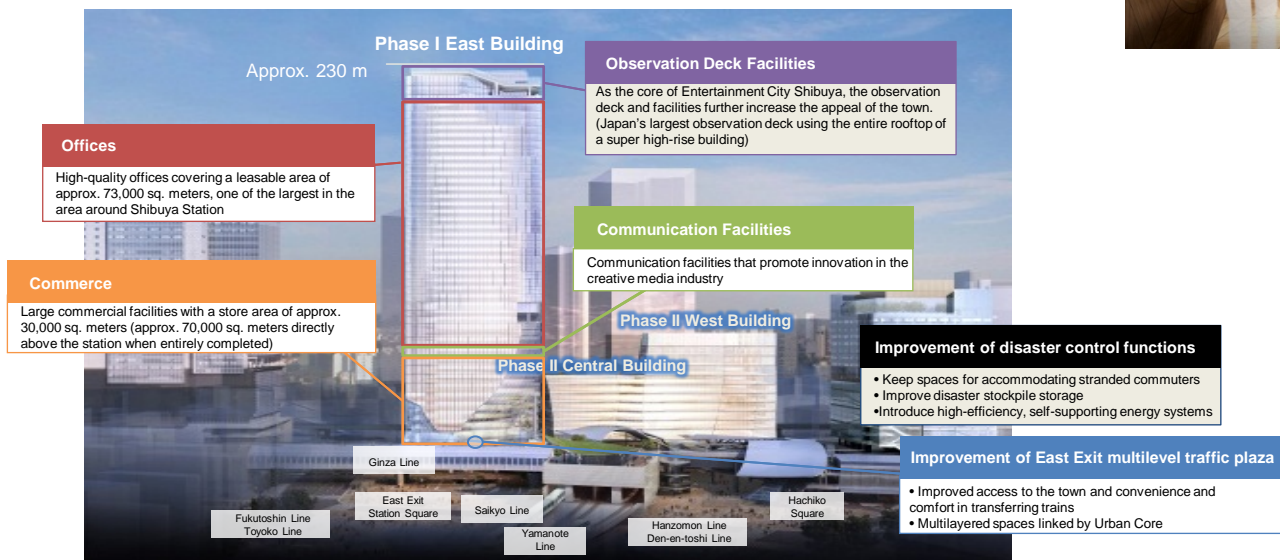
# Overview of SHIBUYA SCRAMBLE SQUARE East building (Shibuya Station Block )

## Overview of Building

- Site area: approx. 15,300m<sup>2</sup>  
(entire station area)
- Floor area: approx. 181,000m<sup>2</sup>
- Height: approx. 230m
- Primary uses: Offices, stores, observation facility, parking, etc.
- Size: 47 stories above ground and 7 basement levels
- Opening: FY2019



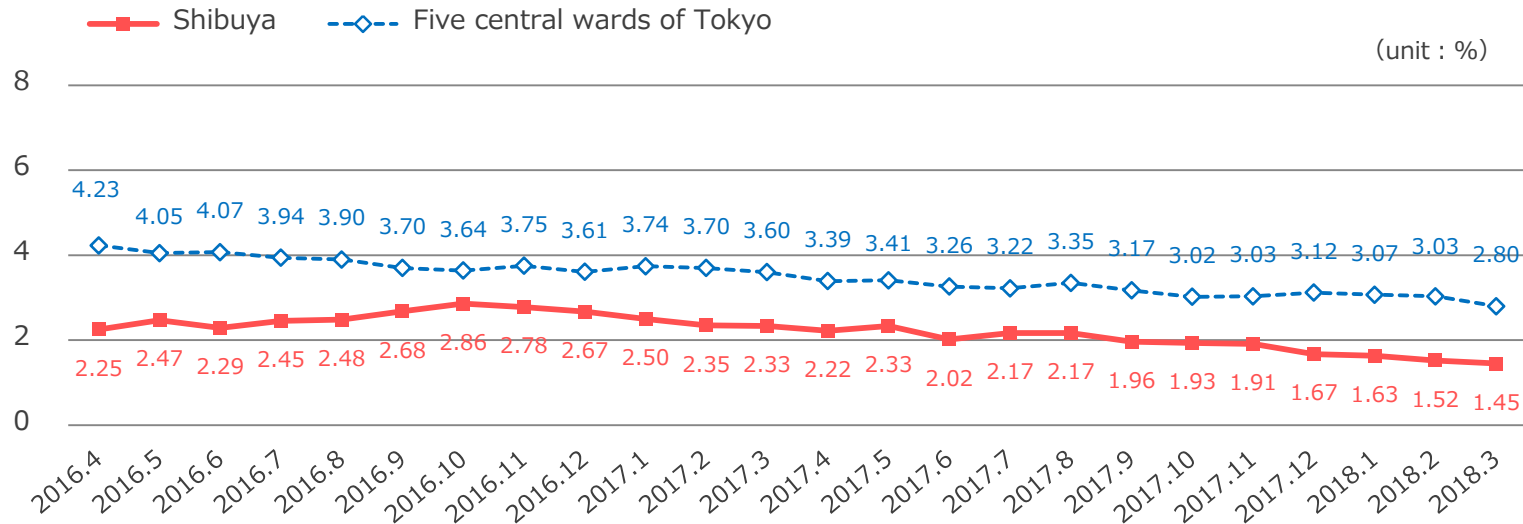
SHIBUYA  
SCRAMBLE  
SQUARE



# Office Market of Shibuya Area

## Average vacancy rate of office

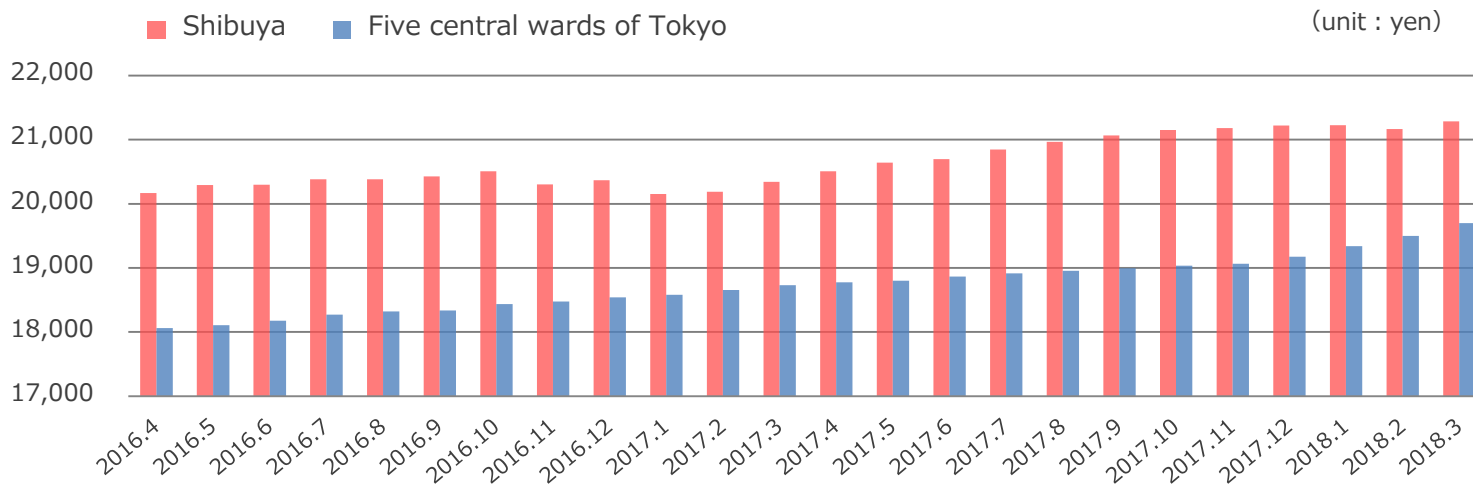
Source: MIKI Tokyo Office Market Data



### Vacancy Rate March 2018

1	Shibuya-ku	1.45 %
2	Shinjuku-ku	1.72 %
3	Chiyoda-ku	2.22 %
4	Minato-ku	3.43 %
5	Chuo-ku	3.97 %

## Average rent of office



### Rent of Office March 2018

1	Chiyoda-ku	22,031 yen
2	Shibuya-ku	21,284 yen
3	Minato-ku	20,103 yen
4	Chuo-ku	17,825 yen
5	Shinjuku-ku	17,017 yen



# Shibuya in 2027



SHIBUYA STREAM  
(Shibuya Station South Block)

Shibuya Hikarie

East building

SHIBUYA SCRAMBLE SQUARE  
(Shibuya Station Block)

Shibuya Station Sakuragaoka Exit Block\*

Hachiko Square

Dogenzaka 1-chome Station Front Block\*

Shibuya Mark City

\* Tokyu Land Corp. participates in an association



# Status of Property Ownership Around Shibuya Station

As of March 31, 2018

- Bunkamura  
Sep. 1989 / 31,990m<sup>2</sup>
- Tokyu Department Store HONTEN  
(Flagship store)\* Nov. 1967 / 61,460m<sup>2</sup>, etc.

- TOKYU REIT Shibuya Udagawa-cho Square  
July 1998 / 1,530m<sup>2</sup>
- QFRONT  
Oct. 1999 / 6,690m<sup>2</sup>

- SHIBUYA 109\*  
Mar. 1979 / 16,290m<sup>2</sup>

- Shibuya Mark City\*  
Feb. 2000 / 138,620m<sup>2</sup>
- Primary uses  
- Office - Commercial facilities  
- Office - Shibuya Excel Hotel Tokyu

- Top Hill Namiki bldg.  
May 1989 / 1,068m<sup>2</sup>

- Cerulean Tower  
Mar. 2001 / 105,950m<sup>2</sup>
- Primary uses  
- Office - Cerulean Tower Tokyu Hotel  
- Nohgakudo (Noh theater)

- Tokyu Nampeidai-cho bldg.  
July. 1992 / 7,000m<sup>2</sup>
- Tokyu Sakuragaoka-cho bldg.  
June. 1987 / 6,500m<sup>2</sup>
- Shibuya TSK Building  
June. 2008 / 2,104m<sup>2</sup>

- SHIBUYA SCRAMBLE SQUARE  
(Shibuya Station Block\*)  
FY2019, FY2027 (plan)  
/ 276,000m<sup>2</sup>
- Primary uses  
- Office - Shops  
- Observation facility  
- Parking etc.



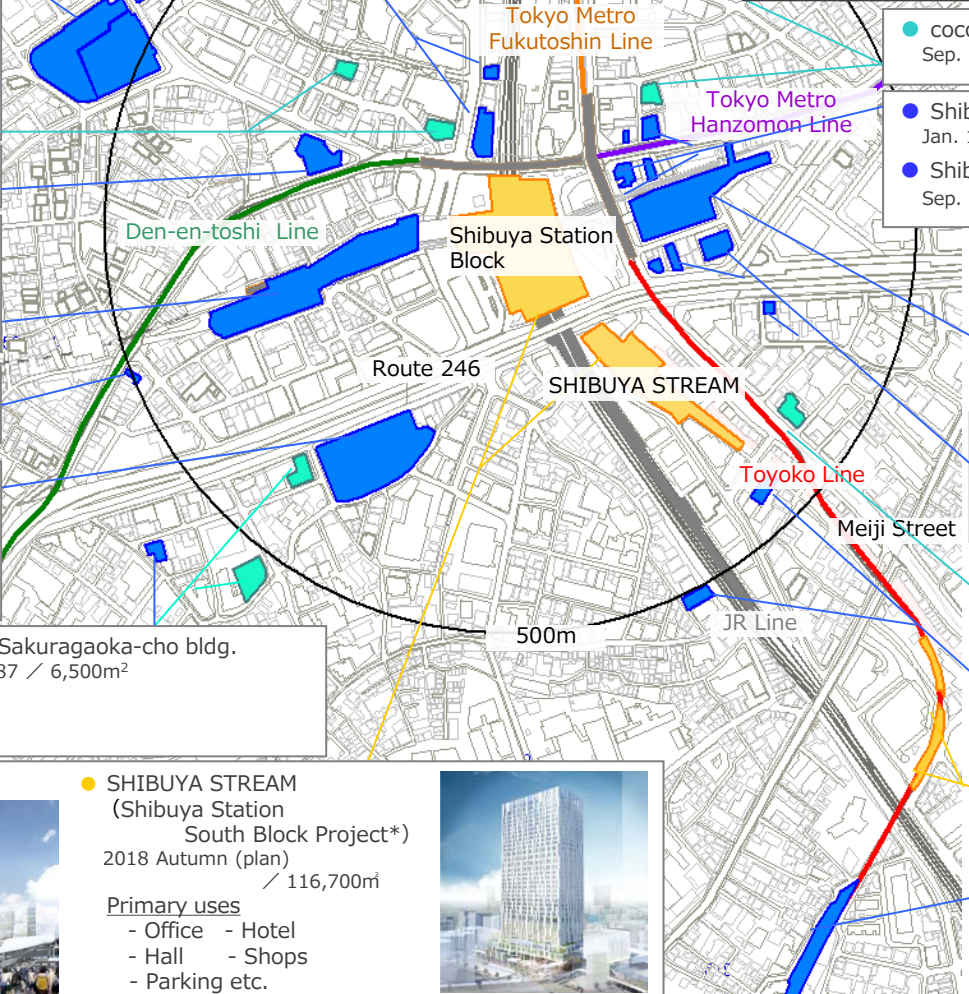
- 109 MEN'S\*  
Oct. 1987 / 11,780m<sup>2</sup>
- Shibuya Sumitomo Shintaku bldg.  
June 1962 / 3,270m<sup>2</sup>

- SHIBUYA CAST\*  
Apr. 2017 / 34,981m<sup>2</sup>
- Primary uses  
- Office  
- Shops  
- Apartments

- : Owned by Tokyu Corp. or its subsidiary
- : Owned by Tokyu REIT
- : Planned project

Completion / Total floor area

\* Property sectionally owned or co-owned with other company




- cocoti  
Sep. 2004 / 11,850m<sup>2</sup>

- KALEIDO Shibuya Miyamasuzaka  
Jan. 1992 / 4,480m<sup>2</sup>

- Shibuya Takugin bldg.\*  
Jan. 1983 / 4,820m<sup>2</sup>
- Shibuya Kyowa bldg.\*  
Sep. 1980 / 8,500m<sup>2</sup>

- Shibuya Nichiei bldg.  
Apr. 1985 / 2,120m<sup>2</sup>
- Towa Miyamasuzaka Bldg.  
Feb. 1988 / 1,150m<sup>2</sup>

- Shibuya Hikarie\*  
Apr. 2012 / 144,550m<sup>2</sup>
- Primary uses  
- Office - Tokyu Theatre Orb  
- ShinQs - Hikarie Hall



- Shibuya Higashiguchi bldg.\*  
Jan. 1980 / 17,040m<sup>2</sup>
- Shibuya 2-chome bldg.\*  
Feb. 1971 / 1,770m<sup>2</sup>
- East Shibuya bldg.  
Mar. 1985 / 1,650m<sup>2</sup>
- Takizawa bldg.  
Nov. 1982 / 1,101m<sup>2</sup>

- TOKYU REIT Shibuya R Building  
Mar. 1990 / 7,290m<sup>2</sup>

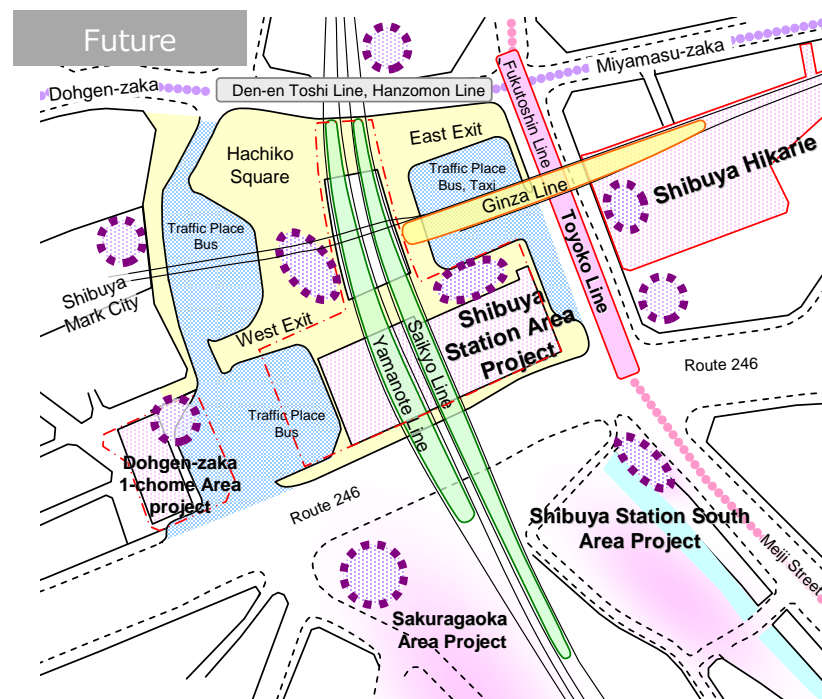
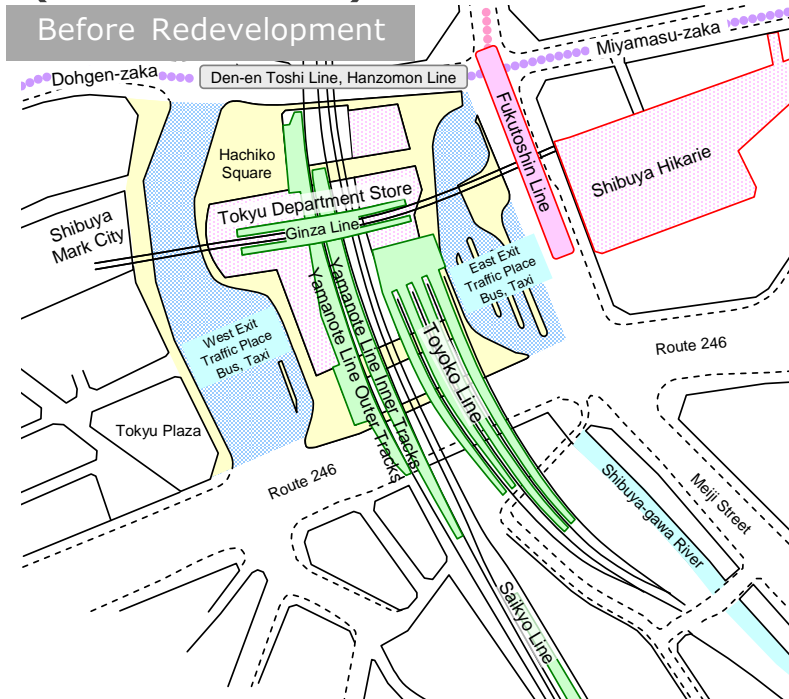
- 100BANCHI  
Sep. 1976 / 1,056m<sup>2</sup>
- Sakuragaoka Cherry Garden  
Aug. 1981 / 3,415m<sup>2</sup>


- Shibuya Daikanyama R Project  
2018 Autumn (plan) / 5,640m<sup>2</sup>

- LOG ROAD DAIKANYAMA  
Apr. 2015 / 3,200m<sup>2</sup>

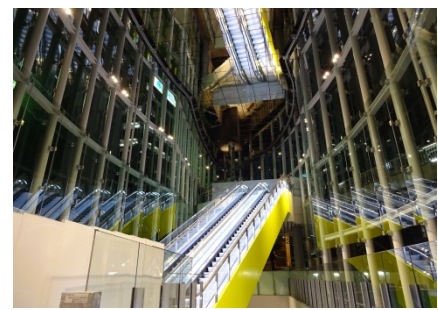
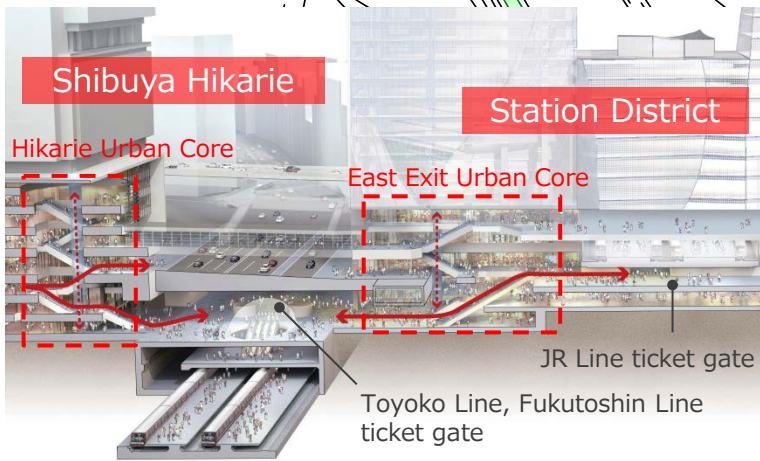
Graphic: Prepared with TR, AMS  
MAP: Copyright Kokusai Kogyo - Increment P

# Redevelopment of the Area Around Shibuya Station (Plan view)



 Urban Core

\* Shibuya Station Area Infrastructure Development Policy, October 2012 (Shibuya ward)



# Status of Initiatives for Redevelopment of Shibuya

## Opens 2018 Autumn

SHIBUYA STREAM (Shibuya Station South Block Project)



Completion image

Site area: Approx. 7,100m<sup>2</sup>  
 Total floor area: Approx. 116,700m<sup>2</sup>  
 Use: Offices, shops, hotel, hall, parking, etc.  
 Office rentable area: Approx. 46,000m<sup>2</sup>  
 Commercial store area: Approx. 3,000m<sup>2</sup>  
 Number of hotel rooms: Approx. 180  
 Number of stories: 35 stories above ground and 4 stories underground  
 Height: Approx. 180 meters  
 Construction cost: 67.1 billion yen\*<sub>2</sub>

## Opens FY2019

Shibuya Station Block, East building



Completion image

Site area: Approx. 15,300m<sup>2</sup>\*<sub>1</sub>  
 Total floor area: Approx. 181,000m<sup>2</sup>  
 Use: Offices, shops, observation facility, parking, etc.  
 Office rentable area: Approx. 73,000m<sup>2</sup>  
 Commercial store area: Approx. 30,000m<sup>2</sup>  
 Number of stories: 47 stories above ground and 7 stories underground  
 Height: Approx. 230 meters  
 Construction cost: 49.8 billion yen\*<sub>2</sub>

※Reference Case

## Cerulean Tower

Site area: 9,409m<sup>2</sup>  
 Total floor area: 105,950m<sup>2</sup>  
 Use: Offices, hotel, shops, parking, etc.  
 Office rentable area: Approx. 65,969 m<sup>2</sup>  
 Number of hotel rooms: 411  
 Number of stories: 41 stories above ground and 6 stories underground  
 Height: 184m  
 Opening: March, 2001



※Reference Case

## Roppongi Hills

Site area: Approx. 93,389m<sup>2</sup>  
 Total floor area: Approx. 758,208m<sup>2</sup>  
 (Mori Tower Approx. 379,408m<sup>2</sup>)  
 Use: Offices, residence, hotel, shops, museum, movie theater, TV studio, etc  
 Office rentable area: Approx. 179,000m<sup>2</sup>  
 Commercial store area: Approx. 38,000m<sup>2</sup>  
 Number of hotel rooms: 387  
 Number of stories: 54 stories above ground and 6 stories underground  
 Height: 238m  
 Opening: April, 2003

\*<sub>1</sub> Only the site area is the area of the entire station area block. \*<sub>2</sub> For the construction cost, the amount to be incurred by the Company and its subsidiaries is stated

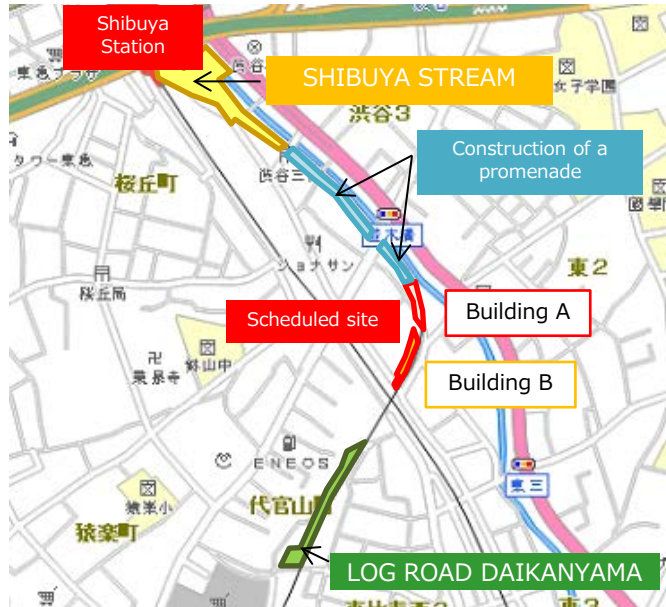


# Other property development projects in Shibuya

Beside a promenade along the Shibuya River leading to SHIBUYA STREAM, a nursery school and hotel will be constructed as measures for addressing the number of children on the waiting list and accepting foreign visitors to Japan.

To provide a location for achieving new ways of working and living by utilizing and making the necessary changes to the existing assets of the town according to the needs of the times in addition to large-scale redevelopment work around Shibuya Station.

## Shibuya Daikanyama R Project



▲ Image of Building A (nursery school)



▲ Image of Building B (hotel, office, store)

	Building A	Building B
<b>Construction</b> · Scale (above ground)	Steel structure Three stories	Steel structure Seven stories
<b>Total floor area</b>	1,282㎡	4,370㎡
<b>Height of buildings</b>	Approx. 15m	Approx. 26m
<b>Use of buildings</b>	Nursery school	Hotel, Office, Store
<b>Scheduled time of opening</b>	Autumn 2018	

Aiming to make Shibuya "the most popular town to visit in Japan" by providing an opportunity to enjoy walking around the area from SHIBUYA STREAM to Daikanyama.

## Turn Table (February 2018)



New construction of Japan's first new showroom with an accommodation function in Shibuya in cooperation with Tokushima Prefecture

## 100BANCH (July/November 2017)



Conversion of the three-storied building built 41 years ago, which was used as offices and warehouses, into spaces for Mediterranean seafood dining, working and collaboration use of Panasonic

## SHIBUYA Cherry Garden (December 2017)



Conversion of the used building, which was built 36 years ago, into spaces for small offices for creators and serviced apartments



# Effects of Futako-Tamagawa Redevelopment

## New functions added by redevelopment

Office

Hotel

Cinema Complex



## Effects on the town

- Increase in population  
(within a 1 km radius of Futako-Tamagawa Station)

**Increase of approx. 4.5%**

(The rate of increase in Setagaya 1.5 times)

April 2014

42,663 people

Among them, the 0 -year-old to 14 -year-old 5,866 people

April 2017

44,570 people

Among them, the 0 -year-old to 14 -year-old 6,402 people

Increase of approx. 9%

(The rate of increase in Setagaya 1.7 times)

- Rise in land price

(price at a point 200 m from Futako-Tamagawa Station)

**Rise of approx. 17.1%**

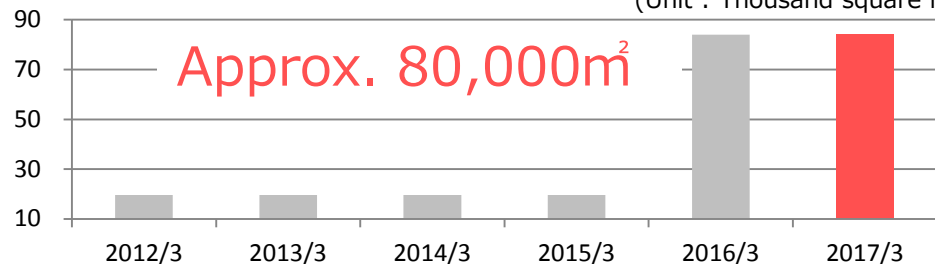
If the land price in January 2014 is 100

117.1

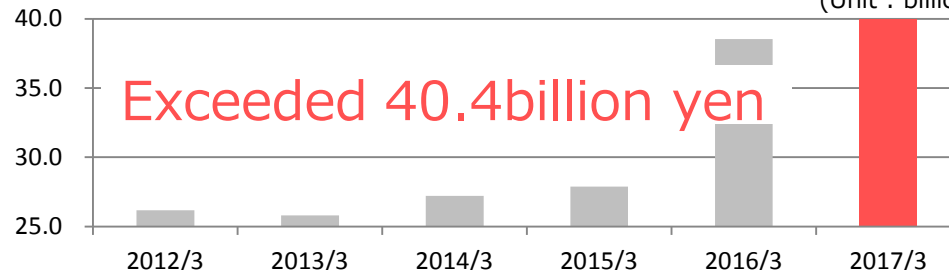
in January 2017

## Expansion of the Company's Business

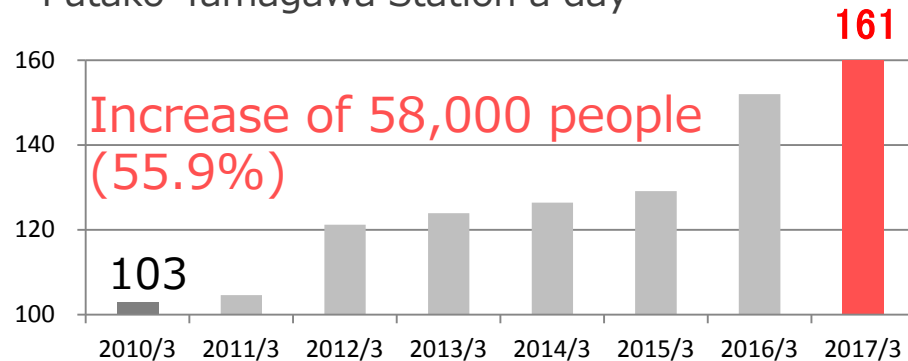
- Office area (Property's total area, including areas co-owned with other company)  
(Unit : Thousand square meters)



- Futako-Tamagawa Rise SC Tenant sales  
(Unit : billion yen)



- Average number of passengers using Futako-Tamagawa Station a day  
(Unit : Thousand people)



# MINAMIMACHIDA GRANDBERRY PARK (urban development project for creating Minami-Machida hub)

- Hub space where nature and festivities merge in cooperation and joint promotion with Machida City
- Creation of a totally new lifestyle center offering both time-consumption and entertainment factors to enrich the lives of people with different backgrounds, including locals and visitors



## Summary

- Development area: Approx. 200,000 square meters (Approx. 1.2 times larger than the Futako-Tamagawa development area)
- Floor area: Approx. 53,000 square meters (almost equal to the Futako-Tamagawa development area)
- Operation will commence in autumn 2019

## Excellent access conditions

- Opposite Minami-Machida Station on the Tokyu Denentoshi Line (Approx. 35 minutes by train from Shibuya)
- Adjacent to Route 16 and Route 246
- Approx. one kilometer from Yokohama-Machida IC on the Tomei Freeway via national road 16



# Shinjuku Tokyu Milano Redevelopment Plan

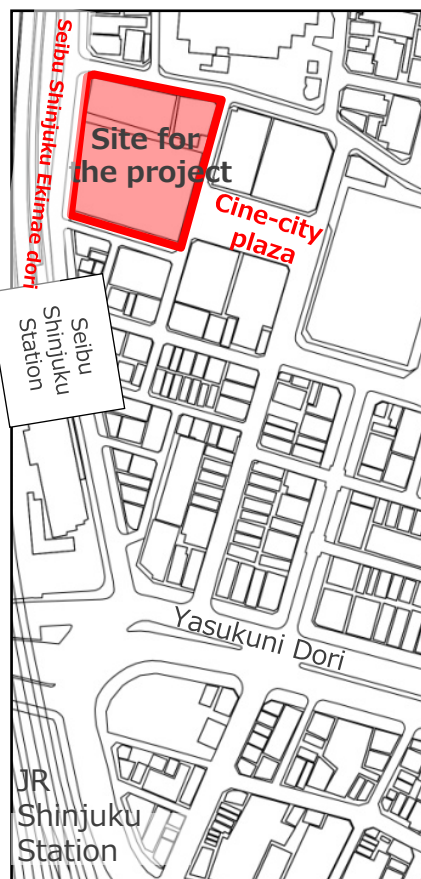
## ◆ Overview of Building

- Site area: approx. 4,600 m<sup>2</sup>\*
- Floor area: approx. 85,800 m<sup>2</sup>\*
- Height: approx. 225 m\*

- Use: accommodation facilities, entertainment facilities, stores, parking spaces, etc.
- Scale: 40 stories above ground with five basement levels
- Completion: FY2022

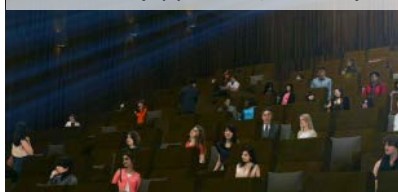
\*The outline above is the urban development plan proposed by the developer.  
The official plan will be decided upon the approval of the Prime Minister for national strategic special zones in 2018.

## To create a new base for urban tourism, the core of the “world's entertainment city Kabukicho”



1. Entertainment complex to communicate diverse popular entertainment cultures to the world

Cinema (approx. 5,800 m<sup>2</sup>)



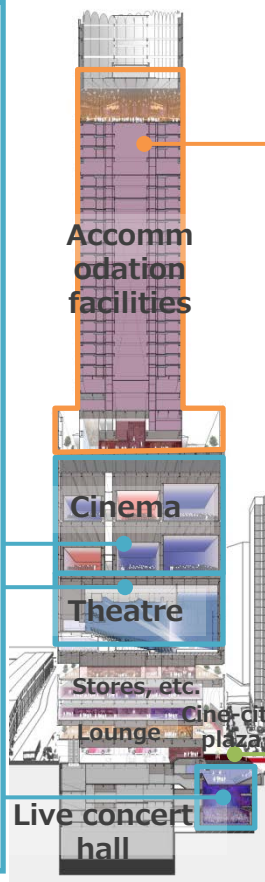
Theatre (approx. 3,300 m<sup>2</sup>)



Live concert hall (approx. 3,200 m<sup>2</sup>)

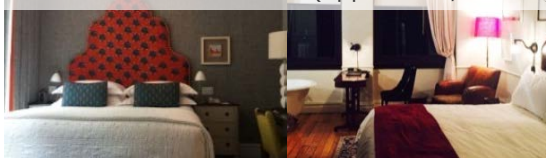


Accommodation facilities

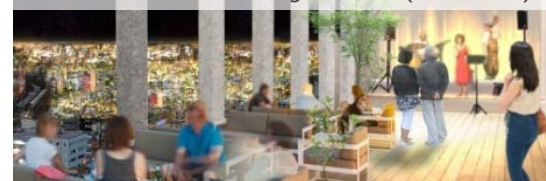


2. Accommodation facilities to meet various needs for stays of global tourists

Accommodation facilities (approx. 33,000 m<sup>2</sup>)



Location for social meetings in town (restaurant)



3. Formulation of an urban space like an outside theatre integrated with Cine-city plaza and construction of a base for urban tourism

Platform for the bus for access to the airport



Urban space like an outside theatre



# Development Project in Areas Served by Tokyu Area

## Class I Urban Redevelopment Project in the Yokohama Station North Nishiguchi Tsuruya District



### Japan's first housing construction project in a national strategic special zone

Site area: Approx. 6,700 m<sup>2</sup>  
 Floor area: Approx. 80,000 m<sup>2</sup>  
 Purposes: Multi-unit residence, Hotel, Stores, Parking garages, etc.  
 Schedule: Completion in FY 2021  
 Commencement of operation in spring 2022(planned)

- Tokyu Corporation participates in the project as a member of the association for preparations for the project.

## Model project for a sustainable residential area in the surroundings of Tokaichiba



Yokohama City and three representative companies have concluded a project implementation agreement.

Development area: Approx. 23,200 m<sup>2</sup>  
 Completion: FY2019 (planned)  
 Overview of development:  
 houses for sale, childcare center, senior residence, community cafe, rental apartments, etc.

## Ikegami Station development project



### Conveyance of the attractiveness of the temple town of Ikegami

To increase the attractiveness of Ikegami Honmonji Temple and other locations as the entrance to sightseeing, an appearance reminiscent of the atmosphere of the temple town will be designed to stimulate the activities in the area.

Site area: 3,600m<sup>2</sup>  
 Floor area: 9,990m<sup>2</sup>  
 Purposes: Station building, stores for sales of goods, restaurants, stores for offering services (day nursery, etc.)  
 Scheduled opening: end of September 2020  
 Number of passengers: 35,850 persons per day (FY2016)



# Latest Acquisitions of Properties

## FY2015

- Jiyugaoka Tokyu Building  
Location: Jiyugaoka 1-chome, Meguro-ku  
Total floor area: 5,825m<sup>2</sup>
- Shibuya TSK Building  
Location: 3 Nanpeidai-cho, Shibuya-ku  
Total floor area: 2,104m<sup>2</sup>
- The former site of  
Shinjuku TOKYU MILANO  
Location: Kabuki-cho 1-chome, Shinjuku-ku  
Site area: 3,773m<sup>2</sup>
- Tokyu Saginuma Building  
Location: Saginuma 1-chome,  
Miyamae-ku, Kawasaki  
Total floor area: 18,326m<sup>2</sup>



Tokyu Saginuma Building

## FY2016

- Shibuya Dogenzaka Sky Building  
Location: 28 Maruyamacho, Shibuya-ku  
Total floor area: 5,645m<sup>2</sup>
- DRESSTERIOR Jinnan Head  
Office Building  
Location: Jinnan 1-chome, Shibuya-ku  
Total floor area: 580m<sup>2</sup>
- Green Plaza Shinjuku  
Location: Kabuki-cho 1-chome,  
Shinjuku-ku  
Total floor area : 9,301m<sup>2</sup>
- Tokyu Saginuma No. 2 Building  
Location: Kodai 1-chome,  
Miyamae-ku, Kawasaki  
Total floor area: 4,409m<sup>2</sup>



Tokyu Saginuma No. 2 Building

## FY2017

- Aoyama Oval Building  
Location: 52 Jingumae 5-chome,  
Shibuya-ku  
Total floor area : 29,296m<sup>2</sup>
- Turn Table  
Location: 10 Shinsen-cho, Shibuya-ku  
Total floor area : 864m<sup>2</sup>



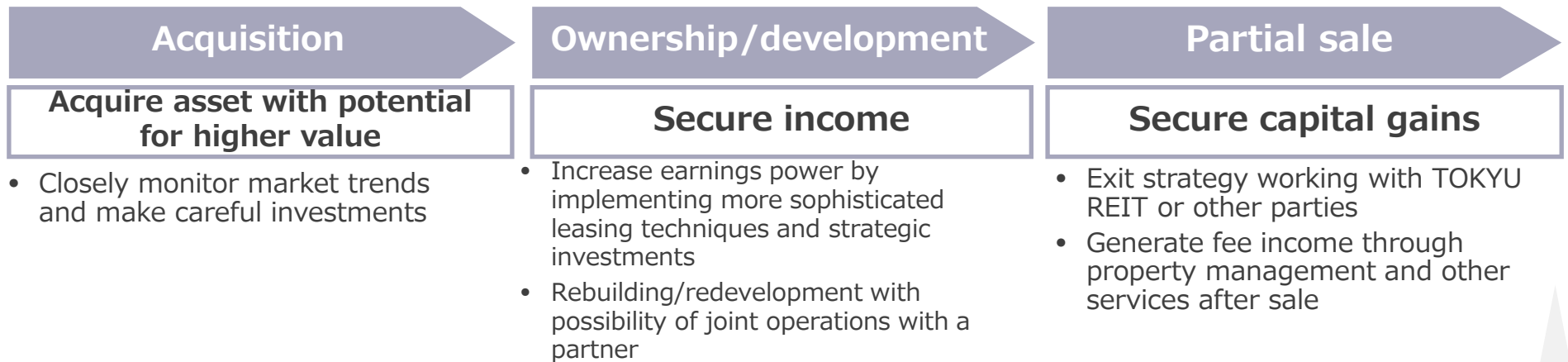
Aoyama Oval Building

Include property sectionally owned or co-owned with other company

The land and building of the entire building are indicated



# Efforts toward optimization of real estate portfolio



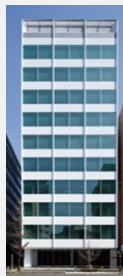
## <Case 1: STYLIO Yamashita Koen>



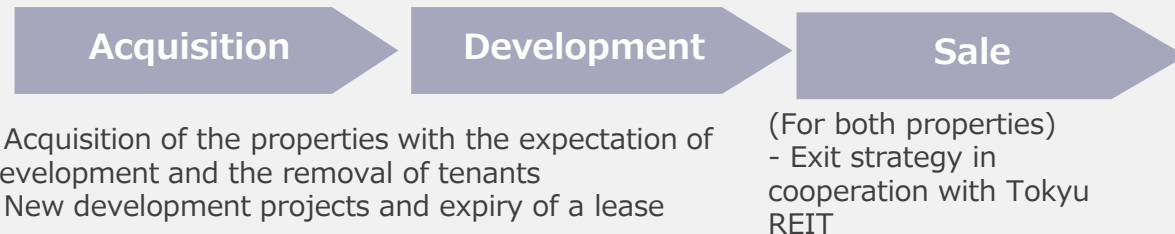
Site area: 1,676.56 m<sup>2</sup>  
 Floor area: 15,009.19 m<sup>2</sup>  
 Stories: 18 stories above ground with two basements  
 Date of completion: January 2008  
 Date of acquisition: November 2008  
 Date of sale: April 2017



## <Case 2: Tokyu Toranomom Building>



Site area: 1,769.40 m<sup>2</sup>  
 Floor area: 12,557.47 m<sup>2</sup>  
 Stories: 10 stories above ground  
 Date of completion: April 2010  
 Date of acquisition: December 2005  
 Date of sale: August 2013



# Next-Generation Suburban Development

In June 2013, Yokohama City and Tokyu Corporation developed the Basic Concept of Next-Generation Suburban Development under the agreement on encouraging next-generation suburban development that they concluded in April 2012. We have been undertaking various joint pioneering projects with Yokohama City in the model district (the area to the north of Tama-Plaza Station). Going forward, with the agreement renewed in April 2017, the activities for achieving community living will be accelerated in the model district. The achievements of the activities will be applied to create new business opportunities along the Den-en-toshi Line.

## Community living



\*Community living is a concept that closely combines various town functions in the walking-distance living area in the residential suburbs, including houses based on which life is lived, exchanges among residents, medical care, nursing care of the elderly and infants, childcare support, education, environment, energy, transport and movement, disaster prevention and working.

## Main initiatives in FY2017

### Leading project

Under the themes of “community and leaders,” “the suburbs and working,” “nursing and rearing children,” “health,” “life and living” and “increase in information communication,” various activities were conducted to contribute to the residential suburbs and their sustainable development along the Tokyu railway lines in the new era jointly with Yokohama City.

### Achievement of community living

To achieve community living, the base for activities and the location for exchanges, “WISE Living Lab,” was opened on a full scale in May 2017. It is working on “living labo” in the residential suburbs. In addition, in fall 2018, the facilities for local conveniences to be established in the lower part of a condominium, “Co-NIWA Tama Plaza,” are scheduled to be opened (the date for the full-scale opening is April 2019).



Details on the Next-Generation Suburban Development are available on the official website: <http://jisedaikogai.jp/>

# Commercial Facilities Built by Utilizing Main Railroad Facilities Effectively

As of March 31, 2018

## Use of spaces under elevated railways

	Project name	Number of stores	Opening date
1	GAKUDAI KOUKASHITA	38	Apr,2012
2	Underneath Toritsu-Daigaku Station	7	Sep,2015
3	Underneath Musashikosugi Station	5	Nov,2015
4	Underneath Naka-meguro Station	28	Nov,2016
5	Underneath Ikegami Line Gotanda Station	13	Mar,2018



## Commercial facilities directly connected to the station

	Project name	Number of stores	Opening date
1	etomo Eda	4	Dec,2013
2	etomo Jiyugaoka	13	Mar,2014
3	etomo Unoki	4	Dec,2014
4	etomo Ichigao	19	Apr,2015
5	etomo Chuorinkan	25	Dec,2015
6	etomo Oimachi	5	Oct,2016
7	etomo Nagatsuta	16	Apr,2017
8	etomo Musashi-koyama	12	Sep,2017

### Underneath Ikegami Line Gotanda Station

For promotion aimed at commuters using bicycles as seen among many venture enterprises, stores selling bicycles, etc. with shower rooms, laundrettes and spaces to have a cup of tea/coffee, etc. are accepted as tenants.



## Utilization of railway premises

	Project name	Number of stores	Opening date
1	Trainchi	13	Oct,2006
2	LOG ROAD DAIKANYAMA	5	Apr,2015

## Support for the development and management of Shanghai subway LINE plus Xujiahui

It was opened within the station building of Xujiahui station of the Shanghai Metro in October 2017. By applying the know-how of "etomo," support for development and management was provided. In the invitation of stores, the characters of the individual stations of the Shanghai Metro are considered to provide users with greater convenience and higher quality of daily life.

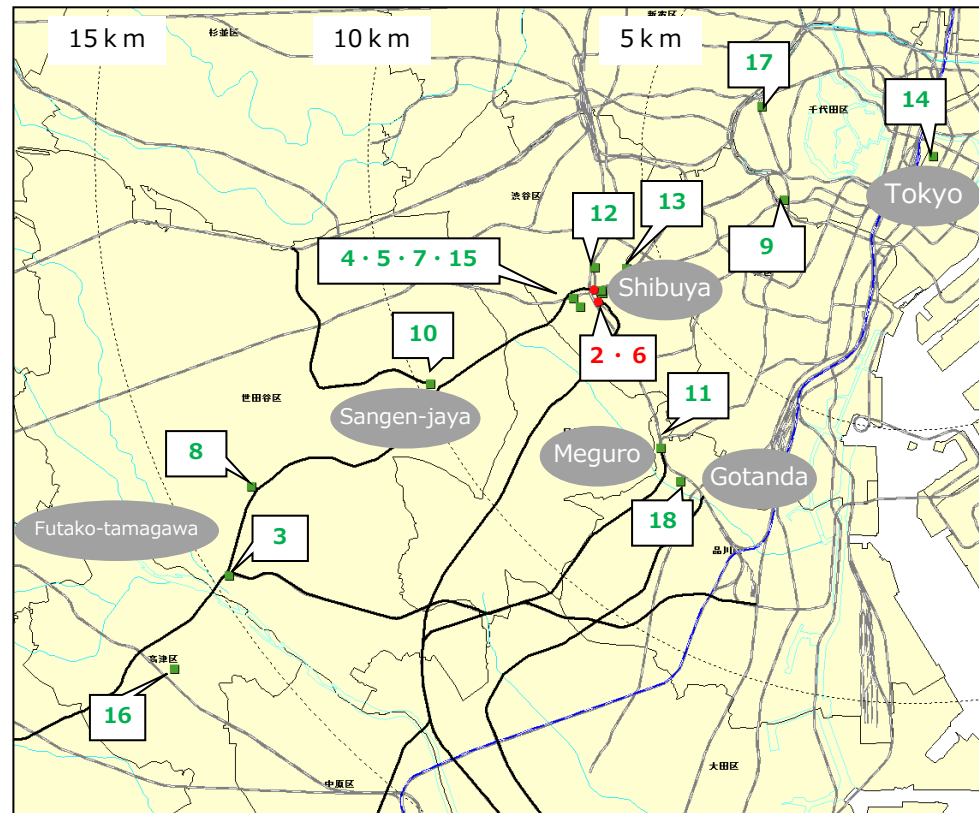




# Major Office Properties

As of March 31, 2018

Project name	Planned completion date	Total floor area (m <sup>2</sup> )	Building height
1 Queen's Square Yokohama	June 1997	496,596	36 stories above ground and 5 basement levels (entire bldg.) ※1※3
2 SHIBUYA SCRAMBLE SQUARE (Shibuya Station Block)	FY2019 (East building) FY2027 (Central, West building)	approx. 276,000	47 stories above ground and 7 basement levels (East building), etc. ※3
3 Futako Tamagawa Rise (Phase I & II)	Nov. 2010 (Phase I) June. 2015 (Phase II)	263,766 (Total) 106,750 (Area I - b) 157,016 (Area II - a)	16 stories above ground and 2 basement levels (Area I - b) 30 stories above ground and 2 basement levels (Area II - a) ※1※3
4 Shibuya Hikarie	Apr. 2012	144,546	34 stories above ground and 4 basement levels ※1※3
5 Shibuya Mark City	Feb. 2000	138,620	23 stories above ground and 1 basement level (Office Tower) ※1※3
6 SHIBUYA STREAM (Shibuya Station South Block Project)	2018 Autumn	approx. 116,700	35 stories above ground and 4 basement levels ※3
7 Cerulean Tower	Mar. 2001	105,950	41 stories above ground and 6 basement levels ※2※3
8 Setagaya Business Square	Sep. 1993	94,374	28 stories above ground and 2 basement levels (tower) ※1※2 ※3
9 Tokyu Capitol Tower	July 2010	87,428	29 stories above ground and 4 basement levels ※3
10 Carrot Tower	Nov. 1996	77,365	27 stories above ground and 5 basement levels ※1※3
11 JR Tokyu Meguro Building	Mar. 2002	52,221	17 stories above ground and 4 basement levels ※1※3
12 SHIBUYA CAST. (Miyashitacho Plan)	Apr. 2017	34,981	16 stories above ground and 2 basement levels ※1※2 ※3
13 Aoyama Oval Building	Oct. 1988	29,296	16 stories above ground and 2 basement levels ※1※3
14 Yaesu Center Building	Sep. 1992	17,243	14 stories above ground and 3 basement levels ※1
15 Shibuya Higashiguchi Building	Oct. 1980	17,037	11 stories above ground and 3 basement levels ※1
16 Shin Mizonokuchi Building	Jan. 1988	16,784	5 stories above ground and 1 basement levels, etc ※1
17 Tokyu Bancho Building	Sep. 2011	16,756	11 stories above ground ※1
18 Gotanda Fujikura Building	Oct. 1977	12,858	9 stories above ground and 1 basement level ※1



Illustrations and figures prepared by Tokyu Retail Area Marketing System (TR・AMS)

- Planned project sites
- Occupancy properties

- \*1 Property sectionally owned or co-owned with other company
- \*2 Property belonging to our consolidated SPC
- \*3 Property's total area, including areas used for other purposes



# Relocation related Facilities



STYLIO (Rental apartment)  
TOP-PRIDE (Rental apartment)

Name	Rooms
STYLIO Ikejiri-ohashi	27
STYLIO Kamata	94
STYLIO Yokohama Tammachi	25
STYLIO Nakanobu	28
STYLIO Myorenji	50
STYLIO Shimomaruko	57
Azamino Heim	14
Court Mates Hatanodai	46
STYLIO Hatanodai	44
STYLIO Nakanobu II WEST	40
STYLIO Nakanobu II EAST	42
STYLIO Motosumiyoshi	29
STYLIO Den-en-chofu Honcyo	16
STYLIO Myorenji II	12
Musashikosugi Apartments	32
STYLIO Musashikoyama	15
STYLIO Hatanodai II	45
STYLIO Shinagawa Nakanobu	158
STYLIO Nakanobu Ekimae	32
STYLIO With Daikanyama	21
STYLIO With Kamiikedai	68
STYLIO Motosumiyoshi II	63
Alcazar Togoshi-koen	14
NEC Dormitory Shinmaruko	40
STYLIO Kajigaya	66
a・cube	23
F・BLANC	25
Rete tamaplaza	18
Tama Plaza dwell	12
29 facilities	1,156



Tokyu Welina  
Tokyu Welina Care

(Senior Residences with Nursing Care Services)

Name	Rooms
Tokyu Welina Ookayama	165
Tokyu Welina Hatanodai	67
Tokyu Welina Care Oyamadai	68
Tokyu Welina Care Jiyugaoka	51
4 facilities	351



Ohana (Nursing Care Services)

Name	Capacity
Ohana Ikejiri-ohashi	36
Ohana Tama Plaza	52
Ohana Shibuya Sakuragaoka	29
Ohana Nakanobu	43
Ohana Kikuna	23
Ohana Motosumiyoshi	34
Ohana Minami-Machida	32
Ohana Kajigaya	30
Ohana Hakuraku	27
Ohana Fujigaoka	26
Ohana Kakio	33
Ohana Meidaimae	33
Ohana Togoshi-ginza	32
13 facilities	430



As of March 31, 2018  
Concierge of Residence and Living

Name
Meguro
Tama Plaza terrace
Saginuma Ekimae
Futako tamagawa Rise S.C.
Musashikosugi Tokyu Square
5 facilities



Kuramo (Rental storage)

Name	Storages
Kuramo Futako tamagawa	225
Kuramo Takatsu	152
Kuramo Hatanodai I	81
Kuramo Hatanodai II	155
Kuramo Hiyoshi	370
Kuramo Saginuma	410
Kuramo Light Shimo-shimmei	66
7 facilities	1,459



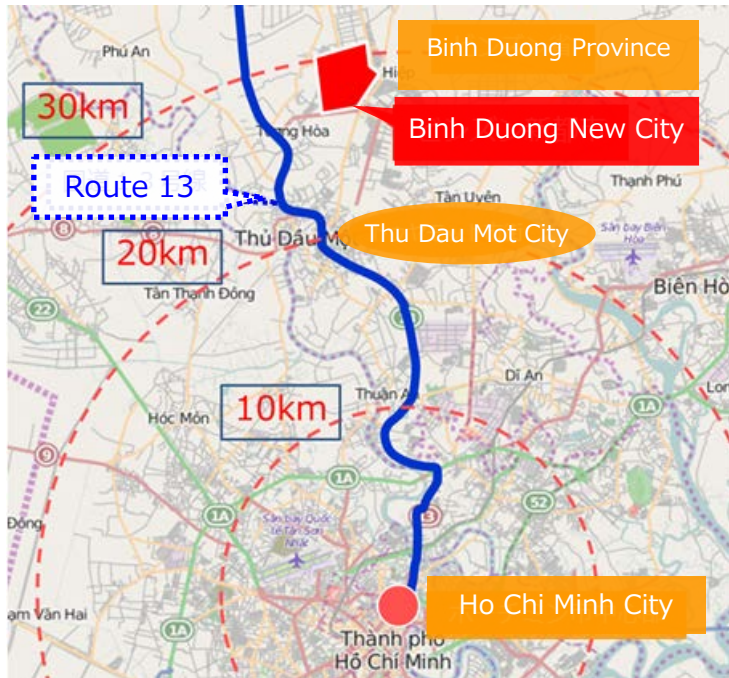
STYLIO Kajigaya



Tokyu Welina Ookayama



# Urban development in Vietnam



© OpenStreetMap contributors



Export an urban development package to fast-growing Vietnam, leveraging our expertise cultivated in the Tokyu Tama Den-en-toshi area.

## ■ Execution entity

Becamex Tokyu Co., Ltd.  
(2012 Established Tokyu Corporation: 65%, Becamex: 35%)

## ■ Location

Vietnam, Binh Duong Province, "Binh Duong New City"  
Project area: approx. 110 hectare (site area: approx. 71 hectare)

## ■ Overview of Binh Duong New City

- Total development area: approx. 1,000 ha
- Development amalgamating government, industry, academia, housing and leisure
- Aiming at population of 125,000 people and employment of 400,000 people

## ■ Profile of Binh Duong Province, Vietnam

- Located 30 km north of the center of Ho Chi Minh City, Binh Duong Province is one of the key economic zones in the south of Vietnam
- The government of Binh Duong Province is proactive in promoting business, and Binh Duong Province is one of the leading economic growth sectors in the country.
- With an influx of Japanese and other foreign companies into the industrial parks in recent years, the area is noted for its development potential

# Urban Development in Binh Duong New City

## Condominiums



Name: SORA gardens I  
 Site area: 9,082m<sup>2</sup>  
 Occupation area: approx. 67m<sup>2</sup>–105m<sup>2</sup>

Floors: 24 above ground  
 Total no. of residential units: 406  
 Start of sales: April 2013

## Detached house



Name: HARUKA terrace  
 HARUKA residence  
 Site area: approx. 100m<sup>2</sup>-  
 Building area : approx. 300m<sup>2</sup>-

Floors: 4 above ground  
 Total no. of residential units: 68  
 Start of sales: November 2016

## Commercial Facilities



## Bus

Name: KAZE SHUTTLE  
 Bus routes: Binh Duong New City—Old provincial area Thu Dau Mot City, circular route within Binh Duong New City  
 Bus Services: total 6 lines  
 Frequency: Every 10–20 min (peak time)  
 Opening date: commenced full-scale operation as of Dec 2014

Name: hikari  
 Shop floor area: approx. 1,600m<sup>2</sup>  
 No. of plots: 14 units  
 Opening date: Jan 2015  
 (some stores opened Nov 2014)

## <Project outside Bing Duong New City>

■ In Ho Chi Minh City, the Company participated in the joint project for condominiums with the local developer, Hung Thinh Corporation.



Name: Moonlight Residence  
 Number of units: 535 units  
 State of sales: all the contracts for the units were completed.



# Yanchep District Land Development in Western Australia

Commence an employment promotion project (enticement of companies and education facilities, etc. and leasing and sale of plots), in addition to the ongoing development and sales business of residential land, in Yanchep located in the suburbs of Perth, the fourth largest city in Australia where population is growing.

## Local subsidiary

- Yanchep Sun City PTY.LTD.
- ST Andrews Private Estate PTY.LTD.

## Area being developed

approx. 2,100 hectares  
(owned by Tokyu Corporation and its subsidiary)

- Railway: Arrives within 11km to the south
- Freeway: Arrives within 16 km to the south
- Main road: Opened in November 2008



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## Progress and Future Plans

- 1995: Signed an MOU with the government of Western Australia
- 1999: Signed a Strategic Cooperation Agreement (SCA) with the government of Western Australia
- 2004: Entered a joint venture on the development of residential lots
- 2006: Launched a joint employment promotion project
- 2012: Shopping center opened by a local partner
- 2013: The joint venture on the development of residential lots was selected as the best project in all of Australia
- 2019 The government of Western Australia plans to start work on the extension of the railway to Yanchep Station.

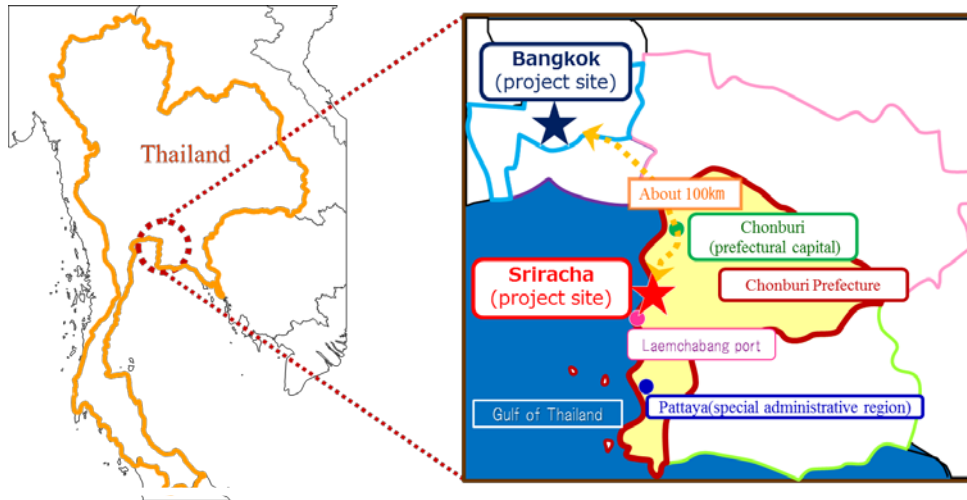
Housing development joint venture



Joint project for urban development (facilities for cooperation among industry, government and academia)



# Residential business in Thailand



## Dwellings for rent offered to Japanese in Sriracha

### ■ Overview of Sriracha

- Approximately 100km southeast of Bangkok.
- Many Japanese companies have moved. One of the largest Japanese towns in the world.

### ■ Overview of Business

- Supplying rental apartments to Japanese expatriates and their families as the main customers.
- Located opposite the second Japanese school in the Kingdom of Thailand.

### ■ Project Implementing Body

Saha Tokyu Corporation Co., Ltd.  
(Established in 2014, Tokyu Group 50%, Saha Group 50%)

### ■ Overview of Property

Name: HarmoniQ Residence Sriracha  
Land area: Approx. 55,000m<sup>2</sup>  
Structure: Two-story building of light-gauge steel structure (maisonette type)  
Number of units: 180 (2LDK:122m<sup>2</sup> - 3LDK:122-139m<sup>2</sup>)  
Planned completion: Partially opened in December 2015 ,  
completion of the entire building in April 2016.

## Dwellings built for sale in Bangkok

### ■ Business outline

- Supply of dwellings built for sale aimed at Thais who commute to the city center, and Thais and foreign investors who have the intention of leasing their own dwellings to foreign employees assigned to an overseas office for rent.
- Located in a quiet residential area with excellent convenience for commuting to Ekamai, Bangkok with a lot of commercial facilities and high-rise condominiums, offering a lot of life conveniences.

### ■ Main entity to conduct the project

Siri TK One Company Limited  
(established in 2017, Tokyu Group: 30%,  
Sansiri Public Company Limited: 70%)

### ■ Property outline

Name: taka HAUS  
Site area: 5,316 m<sup>2</sup>  
Structure: Two buildings of reinforced concrete structure with 8 stories and 7 stories, respectively  
Facilities for common use: Lounge, gymnasium, outdoor pool, parking spaces, etc.  
Number of units: 269 units  
Completion: 2019 (scheduled)



Dwellings for rent offered to the Japanese in Sriracha  
An environment in which families can live their lives safely and comfortably is provided.



Image of appearance of dwellings built for sale in Bangkok

# Concept Behind the Life Service Business

Continuously improve the TOKYU area's value and life value

Transportation Business

Real Estate Business

Life Service Business

"IENAKA" service

Stores and services downtown

CATV

Internet

Telephone

Electric power retail

Smart home

Tokyu Bell

Security service&Elderly care service

Department stores

Supermarkets

Shopping Center

After-school day-care /  
Preschool childcare

Sports / Culture schools

Cinema Complex



POINT / Credit cards



TOKYU ROYAL CLUB

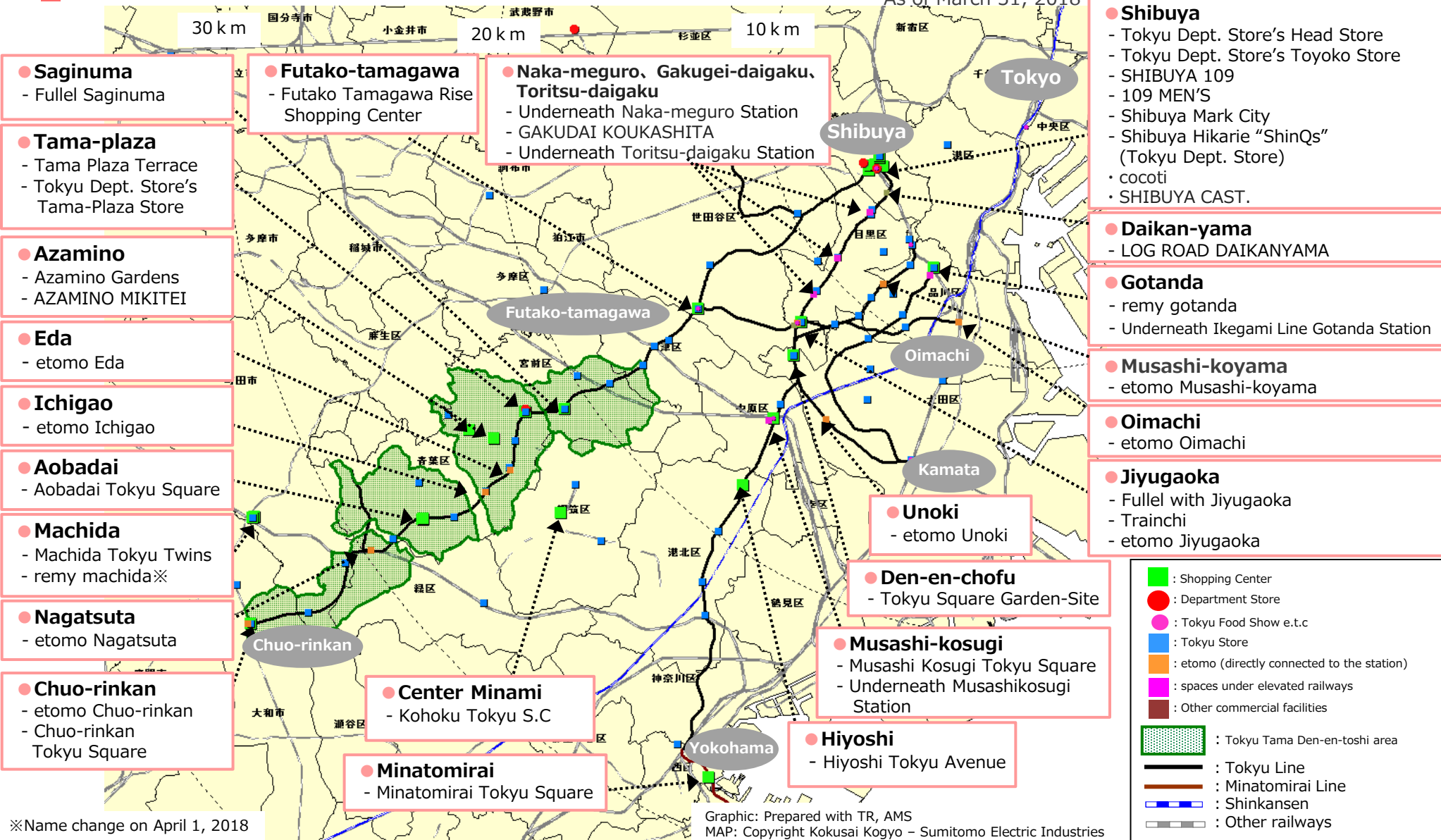
Outdoor / Transport advertising

Credit settlement solution for smartphones



# Major Commercial Facilities along the Tokyu Lines

As of March 31, 2018



※Name change on April 1, 2018

Graphic: Prepared with TR, AMS  
MAP: Copyright Kokusai Gogyo - Sumitomo Electric Industries



# Retail related Facilities

## < Department Store >

Tokyu Dept. Store	Department area
Head Store	35,637m <sup>2</sup>
Toyoko	19,662m <sup>2</sup>
Kichijoji	31,731m <sup>2</sup>
Tama-Plaza	32,519m <sup>2</sup>
Sapporo	30,084m <sup>2</sup>
Food Patio Re·Ci·Pe Aobadai	3,163m <sup>2</sup>
NaganoTokyu	22,166m <sup>2</sup>
Futako Tamagawa FoodShow	5,288m <sup>2</sup>
ShinQs (Shibuya Hikarie)	15,817m <sup>2</sup>
Musashi-Kosugi TOKYU Foodshow Slice	630m <sup>2</sup>
mikke Kamata Store	120m <sup>2</sup>
HINKA RINKA	1,948m <sup>2</sup>
Total 12 stores	198,765m <sup>2</sup>

## < Shopping Center >

	Leasable space
Shibuya Mark City	8,673m <sup>2</sup> ※1 ※5
Futako Tamagawa Rise Shopping Center	46,152m <sup>2</sup> ※5 ※6
■ Tokyu Malls Development (TMD): Total 13 facilities	
KOHOKU TOKYU S.C.	46,112m <sup>2</sup>
TAMAPLAZA TERRACE	31,405m <sup>2</sup> ※2 ※3
Aobadai Tokyu Square	26,250m <sup>2</sup> ※4
Minato Mirai Tokyu Square	24,861m <sup>2</sup>
Musashi-Kosugi Tokyu Square	11,072m <sup>2</sup>
Hachioji Tokyu Square	10,118m <sup>2</sup>
TOKYU SQUARE KORINBO□	9,438m <sup>2</sup>
Chuo-Rinkan Tokyu Square	7,748m <sup>2</sup> ※2
Shizuok Tokyu Square	7,314m <sup>2</sup>
remy gotanda	6,839m <sup>2</sup>
TOKYU SQUARE garden-site	4,422m <sup>2</sup> ※2
remy machida	4,653m <sup>2</sup> ※7
Azamino MIKITEI	3,029m <sup>2</sup>
■ Shibuya 109 Entertainment(109E): Total 6 facilities	
SHIBUYA109	7,226m <sup>2</sup>
SHIBUYA109ABENO	2,831m <sup>2</sup>
SHIBUYA109KAGOSHIMA	1,545m <sup>2</sup>
SHIBUYA109 Hong Kong Harbour City Store□	587m <sup>2</sup>
109MEN'S (109-②)	3,362m <sup>2</sup>
109MEN'S TENJIN CORE	643m <sup>2</sup>
■ Tokyu Department Store: Total 2 facilities	
Machida Tokyu Twins	31,423m <sup>2</sup> ※2
Hiyoshi Tokyu Avenue	16,755m <sup>2</sup>
■ Tokyu Store: Total 2 facilities	
fullel Saginuma	7,775m <sup>2</sup> ※2
fullel · with Jiyugaoka	4,374m <sup>2</sup> ※2
Total 25 facilities	324,607m <sup>2</sup>

## < Chain Store >

■ Tokyu Store (Supermarket)	Sales space
· Tokyo Metropolis Total 35 stores	
Ayase Store	1,385m <sup>2</sup>
Ebara-Nakanobu Store	563m <sup>2</sup>
Ookayama Store	996m <sup>2</sup>
Omori Store	2,721m <sup>2</sup>
Gakugeidaigaku Store	615m <sup>2</sup>
Kamiikedai Store	1,085m <sup>2</sup>
Kugahara Store	925m <sup>2</sup>
Koenji Store	696m <sup>2</sup>
Gotanda Store	2,053m <sup>2</sup>
Komazawa-Dori Nozawa Store	718m <sup>2</sup>
Sangenjaya Store	3,766m <sup>2</sup>
Kiyomizudai Store	615m <sup>2</sup>
Jiyugaoka Store	1,376m <sup>2</sup>
Senzoku Store	883m <sup>2</sup>
Takashimadaira Store	3,619m <sup>2</sup>
Tachikawa Station Minamiguchi Store	1,277m <sup>2</sup>
Tsukushino Store	1,331m <sup>2</sup>
Toritsu-Daigaku Store	1,452m <sup>2</sup>
Nakanobu Store	187m <sup>2</sup>
Nagahara Store	1,326m <sup>2</sup>
Nakameguro Head Store	1,935m <sup>2</sup>
Nishi-Koyama Store	557m <sup>2</sup>
Parm Musashi-Koyama Store	991m <sup>2</sup>
Higashi-Nagasaki Store	1,438m <sup>2</sup>
Futako Tamagawa Rise Store	1,082m <sup>2</sup>
Fudomae Store	773m <sup>2</sup>
Machida Store	1,466m <sup>2</sup>
Mitaka Store	532m <sup>2</sup>
Mitaka Center Store	722m <sup>2</sup>
Musashikoyama Station building Store	1,067m <sup>2</sup>
Meguro Store	1,100m <sup>2</sup>
Yutenji Store	1,031m <sup>2</sup>
Youga Store	238m <sup>2</sup>
Minami Machida Kasetu Store	424m <sup>2</sup>
Shibuya CAST. Store	195m <sup>2</sup>

	Sales space
· Total of 28 stores in Kanagawa Prefecture	
Azamino Store	2,219m <sup>2</sup>
Ichigao Store	1,266m <sup>2</sup>
Eda Store	664m <sup>2</sup>
Ookurayama Store	351m <sup>2</sup>
Kajigaya Store	1,297m <sup>2</sup>
Kikuna Store	2,016m <sup>2</sup>
Saginuma Store	2,485m <sup>2</sup>
Shinmaruko Store	1,406m <sup>2</sup>
Sugita Store	2,082m <sup>2</sup>
Susukino Store	4,346m <sup>2</sup>
Takatsu Store	672m <sup>2</sup>
Tachibanadai Store	981m <sup>2</sup>
Tana Store	821m <sup>2</sup>
TamaPlaza Terrace Store	998m <sup>2</sup>
Tsunashima Store	998m <sup>2</sup>
Totsuka Store	1,710m <sup>2</sup>
Nakamachidai Store	1,228m <sup>2</sup>
Negishi Store	1,309m <sup>2</sup>
Higashi-Rinkan Store	2,134m <sup>2</sup>
Fujigaoka Store	1,639m <sup>2</sup>
Mizonokuchi Store	930m <sup>2</sup>
Miyamaedaira Store	1,401m <sup>2</sup>
Miyazakidai Store	914m <sup>2</sup>
Mukogaoka-Yuen Store	693m <sup>2</sup>
MALera Higashi-Totsuka Store	1,319m <sup>2</sup>
Yokodai Store	965m <sup>2</sup>
Yokohama Chikagai Store	1,094m <sup>2</sup>
Center Kita Store	819m <sup>2</sup>
· Total of 5 stores in Chiba, Saitama, and Shizuoka Prefectures	
LaLaport KASHIWANOHA Store	1,961m <sup>2</sup>
Kita-Koshigaya Store	1,609m <sup>2</sup>
Shimoda Store	2,846m <sup>2</sup>
Izu Kogen Store	383m <sup>2</sup>
Kawana Store	469m <sup>2</sup>
Tokyu Store (Supermarket): Total 68 stores	87,165m <sup>2</sup>

As of March 31, 2018

■ Tokyu Store (GMS)	Sales space
Akiruno Store	3,163m <sup>2</sup>
Kanamachi Store	3,673m <sup>2</sup>
Kawabe Store	5,855m <sup>2</sup>
Kamakura Store	3,247m <sup>2</sup>
Kamata Store	3,917m <sup>2</sup>
Shonan Store	8,509m <sup>2</sup>
Chuo-Rinkan Store	2,831m <sup>2</sup>
Chofu Store	4,275m <sup>2</sup>
Nakayama Store	5,712m <sup>2</sup>
Tokyu Store (GMS): Total 9 stores	41,182m <sup>2</sup>

■ Precce	Sales space
Denenchofu Store	949m <sup>2</sup>
Naka-Meguro Store	1,095m <sup>2</sup>
Meguro Store	1,202m <sup>2</sup>
Premium Tokyo MidTown Store	1,065m <sup>2</sup>
Precce: Total 4 stores	4,311m <sup>2</sup>

Chain Store: Total 81stores	132,658m <sup>2</sup>
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\*1: Entire commercial facilities

\*2: Including Tokyu Store or Precce

\*3: Not including Tokyu Department Store TamaPlaza Store

\*4: Including Food Patio Re·Ci·Pe Aobadai

\*5: Sectional ownership, Part is in common possession

\*6: Including Futako Tamagawa FoodShow, Tokyu Store

\*7: Name change on April 1, 2018



# Home Convenience Service Business “Tokyu Bell”

## Services menu

Tokyu Store Net Super service

Tokyu Bell Select

IENAKA Service

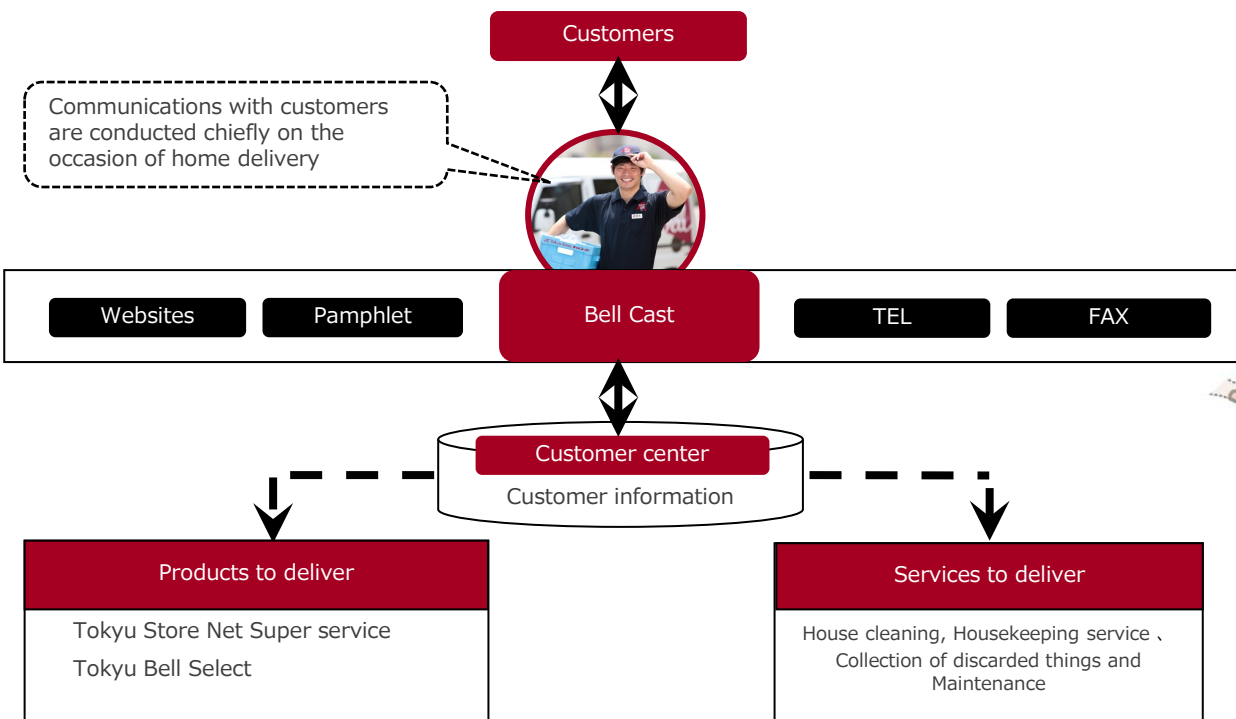
## Latest efforts

**Form a comprehensive business alliance with honestbee to establish a community-based sharing economy**

While addressing social issues, including logistics issues and labor shortages, the two companies will combine their services, expertise, and data for the sustainable revitalization of the areas serviced by Tokyu lines.

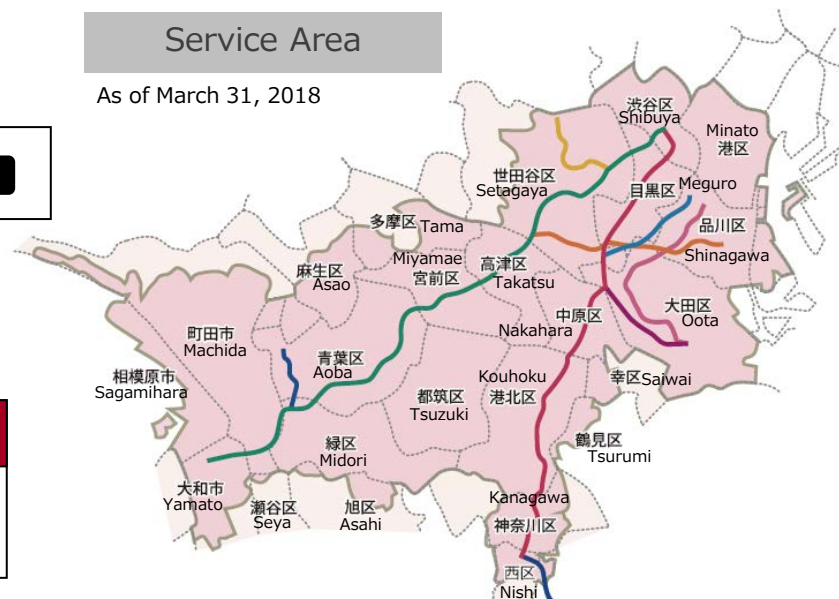


honestbee



## Service Area

As of March 31, 2018



# In-house Services Using Cable Infrastructure

TV Service

Internet Service

Phone Service

Power Service

Mobile Service

IoT service

its communications, Cable Television Shinagawa  
Yokohama Cable Vision, YOU Communications  
Izuky Cable Network

its communications  
Cable Television Shinagawa  
Yokohama Cable Vision  
Izuky Cable Network

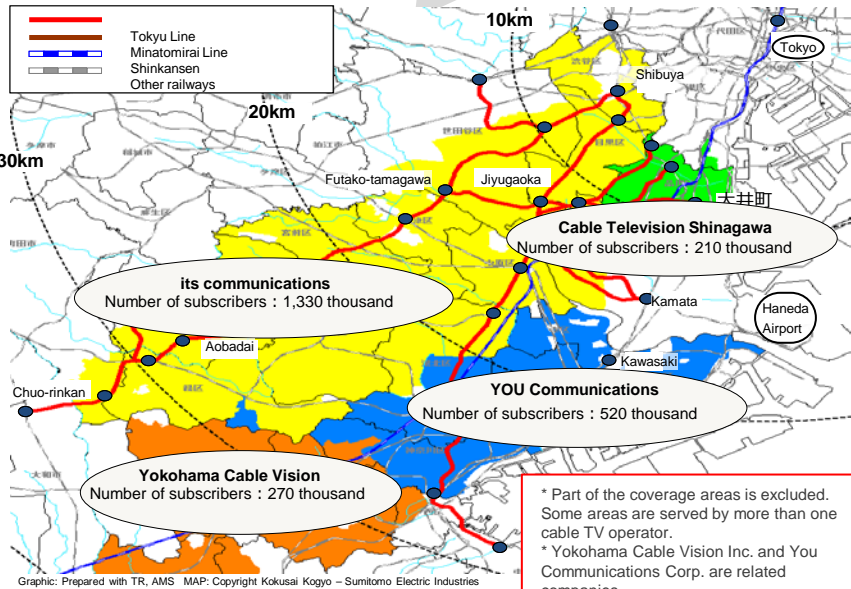
its communications  
Cable Television Shinagawa  
YOU Communications

its communications  
Cable Television Shinagawa

Along the Tokyu Lines

Nationwide

As of March 31, 2018



Graphic: Prepared with TR, AMS MAP: Copyright Kokusai Kogyo - Sumitomo Electric Industries

Izuky Cable Network  
Number of subs. in coverage area : Approx. 50,000 households  
Coverage area : Yugawara-machi, in Kanagawa Prefecture and Atami-shi, Itoh-shi, and part of Higashi-izu-cho in Shizuoka Prefecture

Cable operators accept applications for Tokyu Denki service.

\*The service is sold by Tokyu Power Supply through sales agents, namely, cable operators.



## Tokyu Smart Security

We provide advanced services, which combine the home security provided with safe, reliable security system from Tokyu Security and functions for convenient life enabled by the IoT platform of Intelligent Home provided by iTSCOM.

\*Sold and provided by iTSCOM only



## Intelligent Home

- Users can control their homes freely from outside through smartphones and tablets
- Users can customize their devices freely so that they can be tailored for different purposes, such as smart locks for locking and unlocking their homes and home appliances controllers for switching on or off air conditioners and lights.
- Joint operation with Connected Design



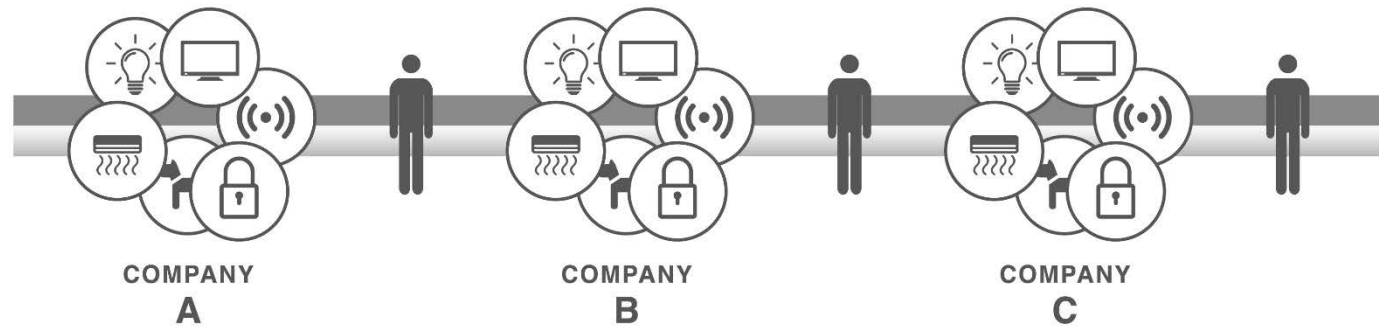
# Outline of Connected Home Alliance

## (Mission)

Bring leading companies in diverse industries together to work across boundaries in creating valuable services of *Japan quality* from a consumers' perspective, in the field of IoT related to lifestyles (IoT for individuals and households)

## (Partner Companies)

Mitsubishi Estate Group, Mitsui Fudosan Group, Daiwa House Industry, LIXIL, Miwa Lock, Panasonic Group, Hitachi, Ltd., Secom, Toyota Motor Corporation, and companies from various other industries including electric power, gas, finance, insurance, trading companies, retailing, and food (30 companies as of its establishment in July 2017 and 101 as of March 2018)



## (Activities)

Technology research and service development through government-industry-academia partnerships

- ✓ Study meetings/ subcommittee meetings
- ✓ Proof of concept (PoC) for service development

Sharing information on Connected Home technologies and trends

- ✓ Sharing domestic and overseas IoT information for alliance companies
- ✓ Organizing tours to study cutting-edge technologies

Increasing the visibility of Connected Home and promoting it

- ✓ Holding Connected Home events
- ✓ Disseminating information via the website



# Transit and Outdoor Advertising Media TOKYU OOH

- We are expanding the Tokyu OOH Business, leveraging the locational advantage of operating in Shibuya and along the Tokyu railway lines.
- We offer advertising package including on-train exclusive advertisements in Tokyu trains and area-based exclusive advertisements around Shibuya Station.

## Billboard ads

Tokyu Group's advertising media in areas mainly around Shibuya Station (Large sheets)



## Transit ads

Advertising media such as posters, billboards, and on-train TV screens used for advertisements in Tokyu trains and stations



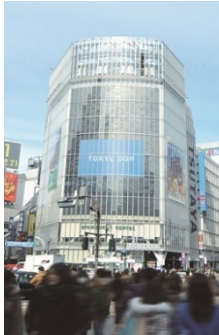
## SALUS

Free newspaper available in Tokyu stations (230,000 copies)

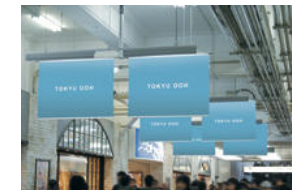
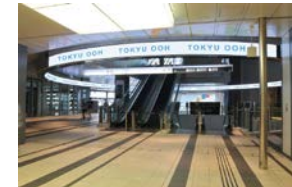


## QFRONT

Large TV screens and sheet located on the side walls of the QFRONT Building in front of the Chukenhachiko Intersection in Shibuya



## On-premise media located in Tokyu Department Stores and the Hikarie



## Buses



Details are available on the Tokyu Group website [www.tokyu-oooh.jp/](http://www.tokyu-oooh.jp/)



# Life Service related Facilities

As of March 31, 2018

## Kids Base Camp (After School Day Care)

KBC Sangen-jaya	Oomori kita Jidoukan
KBC Sakura-shimmachi	Nakamagome Jidoukan
KBC Yoga	Higashi Azabu Gakudou Club
KBC Gotanda · Oosaki	Minami Azabu Gakudou Club
KBC Ooimachi	Nakai Jidoukan
KBC Yukigaya	Takadanobaba Daini Gakudou Club
KBC Shimomaruko	Totsuka Daini primary school Gakudou Club
KBC Mizonokuchi	Totsuka Daini primary school Houkago Kodomo Hiroba
KBC Mizonokuchi Sakado	Yaguchi Jidoukan
KBC Miyamaedaira	Onaduka primary school Houkago Hiroba
KBC Musashi-Kosugi Tokyu Square	Aioi primary school Houkago Hiroba
KBC Musashi-Kosugi · Motsumiyoshi	Magome primary school Houkago Hiroba
KBC Tama-Plaza Terrace	Kugahara Jidoukan
KBC Aobadai	Sannnou Houkago Hiroba
KBC Hiyoshi	Magome Daisan Houkago Hiroba
KBC Ookurayama	Kugahara Houkago Hiroba
KBC Toyosu · Shinonome	Yaguchi Houkago Hiroba
KBC Shinmaruko	Tamagawa Houkago Hiroba
KBCa Toritsu-Daigaku	Iriaraimachi Daigo Houkago Kodomo Kyoushitsu
KBCa Tama-Plaza	19 properties

## Kids Base Camp (Public trustee)

Oomori kita Jidoukan
Nakamagome Jidoukan
Higashi Azabu Gakudou Club
Minami Azabu Gakudou Club
Nakai Jidoukan
Takadanobaba Daini Gakudou Club
Totsuka Daini primary school Gakudou Club
Totsuka Daini primary school Houkago Kodomo Hiroba
Yaguchi Jidoukan
Onaduka primary school Houkago Hiroba
Aioi primary school Houkago Hiroba
Magome primary school Houkago Hiroba
Kugahara Jidoukan
Sannnou Houkago Hiroba
Magome Daisan Houkago Hiroba
Kugahara Houkago Hiroba
Yaguchi Houkago Hiroba
Tamagawa Houkago Hiroba
Iriaraimachi Daigo Houkago Kodomo Kyoushitsu

KBC Futako-tamagawa	
KBC Futako-tamagawa	<b>Tokyu Seminar BE (Culture Schools)</b>
KBC Musashi-Kosugi	Futako-tamagawa
23 properties	Jiyugaoka
	Yukigaya
	Aobadai
	Tama Plaza
	5 properties

## 109CINEMAS chain (cinema complex) Fitness Clubs

109CINEMAS TOMIYA
109CINEMAS KIBA
109CINEMAS FUTAKOTAMAGAWA
109CINEMAS KOHOKU
109CINEMAS KAWASAKI
109CINEMAS SHONAN
109CINEMAS SHOBU
109CINEMAS SANO
109CINEMAS TAKASAKI
109CINEMAS NAGOYA
109CINEMAS MEIWA
109CINEMAS YOKKAICHI
109CINEMAS MINOH
109CINEMAS OSAKA-EXPOCITY
109CINEMAS HAT KOBE
109CINEMAS HIROSHIMA
109CINEMAS SAGA
MOVIL
18 properties

※Grandberrymall : Under Renovation

## Other Entertainment Facilities

Kasai Tokyu Bowl
Shonan Tokyu Bowl
TOKYO CULTURE CULTURE
3 properties

Atrio Azamino
Atrio Due Himonya
Atrio Due Tama-Plaza
Atrio Due Aobadai
Atrio Due Musashi-koyama
Atrio Due Futako-tamagawa
Strech&studio FUN UP Azamino
7 properties

## Other Sports Facilities

Den-en Tennis Club
Tokyu Azamino Tennis Garden
Tokyu Azamino Golf Garden (Golf Range)
S-Ing Himonya(Golf Range)
Tokyu Golf Park Tamagawa(7Holes Short Course)
Tokyu Swimming School Tamagawa
Tokyu Swimming School Tama Plaza
Tokyu Swimming School Azamino
Adidas Futsal Park Shibuya
Adidas Futsal Park Yokohama Kanazawa
Adidas Futsal Park Azamino
Adidas Futsal Park Ikebukuro
Adidas Futsal Park Kawasaki
Adidas Futsal Park Tama-Plaza
Adidas Futsal Park Seisekisakuragaoka
15 properties

## Tokyu Travel Salon&TECO PLAZA (Travel agency)

Tokyu Travel Salon Tama Plaza Terrace
Tokyu Travel Salon Azamino
Tokyu Travel Salon remy gotanda
Tokyu Travel Salon Musashi-Kosugi Tokyu Square
Tokyu Travel Salon Futako-tamagawa
Tokyu Travel Salon Jiyugaoka
Tokyu Travel Salon Tokyu Dept. Tama Plaza Store
Tokyu Travel Salon Aobadai
Tokyu Travel Salon Mizonokuchi
Tokyu Travel Salon Sangen-jaya※
Tokyu Travel Salon Kamata
Tokyu Travel Salon Meguro
Tokyu Travel Salon Hiyoshi
Tokyu Travel Salon Oimachi
TECO PLAZA Shibuya
TECO PLAZA Tokyu Dept. Head Store Travel Salon
16 properties

\*: April 11 , 2018 Closes

## ranKing ranQueen

ranKing ranQueen Jiyugaoka
ranKing ranQueen Azamino
ranKing ranQueen EQUiA Kitasenju
ranKing ranQueen Shin-Yokohama
Pick Up ranking Shibuya Chikamichi
5 stores



# Hotel and Resort Facilities

As of March 31, 2018

## TOKYU HOTEL



TOKYU HOTELS

Name	Rooms
The Capitol Hotel Tokyu	251
Cerulean Tower Tokyu Hotel	410
Yokohama Bay Hotel Tokyu	480
Urabandai Gran Deco Tokyu Hotel※1	103
Hakuba Tokyu Hotel	102
Tateshina Tokyu Hotel※1	78
Izu Imaihama Tokyu Hotel	134
Shimoda Tokyu Hotel	112
Kanazawa Tokyu Hotel	232
Nagoya Tokyu Hotel	564
Kyoto Tokyu Hotel	408
The Park Front Hotel at Universal Studios Japan®※2	598
Miyakojima Tokyu Hotel & Resorts	246
<b>13 properties</b>	<b>3,718</b>

※1 Franchise Agreement Hotel ※2 Management contract Hotel

## EXCEL HOTEL TOKYU



TOKYU HOTELS

Name	Rooms
Sapporo Excel Hotel Tokyu	382
Akasaka Excel Hotel Tokyu	487
Shibuya Excel Hotel Tokyu	408
Futakotamagawa Excel Hotel Tokyu	106
Haneda Excel Hotel Tokyu	386
Toyama Excel Hotel Tokyu	210
Matsue Excel Hotel Tokyu	163
Hakata Excel Hotel Tokyu	308
<b>8 properties</b>	<b>2,450</b>

## Tokyu REI Hotel



TOKYU HOTELS

Name	Rooms
Sapporo Tokyu REI Hotel	575
Shinbashi Atagoyama Tokyu REI Hotel	431
Shibuya Tokyu REI Hotel	225
Omori Tokyu REI Hotel	197
Kichijoji Tokyu REI Hotel	234
Nagano Tokyu REI Hotel※2	143
Ueda Tokyu REI Hotel※1	133
Nagoya Sakae Tokyu REI Hotel	297
Shin-Osaka Esaka Tokyu REI Hotel	363
Osaka Tokyu REI Hotel	402
Kobe Sannomiya Tokyu REI Hotel	235
Kobe Motomachi Tokyu REI Hotel	191
Hiroshima Tokyu REI Hotel※1	239
Tokushima Tokyu REI Hotel※1	138
Takamatsu Tokyu REI Hotel	191
Matsuyama Tokyu REI Hotel	245
Hakata Tokyu REI Hotel	204
Kumamoto Tokyu REI Hotel※1	140
Kagoshima Tokyu REI Hotel	190
Naha Tokyu REI Hotel	215
<b>20 properties</b>	<b>4,988</b>

※1 Franchise Agreement Hotel ※2 Management contract Hotel

## Affiliate Hotels

Name	Rooms
Viale Osaka	36
Outrigger Reef Waikiki Beach Resort	635
Outrigger Waikiki Beach Resort	524
Ambassador Taipei	400
Ambassador Kaohsiung	451
Ambassador Hsinchu	257
<b>6 properties</b>	<b>2,303</b>



Cerulean Tower Tokyu Hotel

<b>Tokyu Hotels※</b>	<b>41 properties</b>	<b>11,156</b>
<b>Affiliate Hotels</b>	<b>6 properties</b>	<b>2,303</b>
<b>Total</b>	<b>47 properties</b>	<b>13,459</b>

※Including Franchise Agreement Hotel and Management contract Hotel

## TOKYU VACATIONS (Time-share resort)



Name	Rooms
TOKYU VACATIONS Sapporo	3
TOKYU VACATIONS Nasu	8
TOKYU VACATIONS Karuizawa	30
TOKYU VACATIONS Tatehina	31
TOKYU VACATIONS Kanazawa	6
TOKYU VACATIONS Tokyo Futako tamagawa	2
TOKYU VACATIONS Yamanakako	6
TOKYU VACATIONS Hakonegora	30
TOKYU VACATIONS Atami	8
TOKYU VACATIONS Izukogen	26
TOKYU VACATIONS Izu Imaihama	5
TOKYU VACATIONS Kyoto	21
TOKYU VACATIONS Style Select Kyoto Rakuryuan※	2
TOKYU VACATIONS Okinawa	3
TOKYU VACATIONS Miyakojima	2
<b>15 properties</b>	<b>183</b>

※Grand opening is Apr. 2018

## Golf Courses



Name
Tokyu Seven Hundred Club
Five Hundred Club
Tokyu Grand Oak Golf Club
Grand Oak Players Course
Emerald Coast Golf Links
Three Hundred Club
<b>6 properties</b>



# Opening of Tokyu Hotels

Openings in 2018

## Tokyo Bay Tokyu Hotel

- Opening in May 1, 2018
- Will be opened as another large-scale hotel in the two major theme park areas of Tokyo and Osaka, following the Park Front Hotel at Universal Studio Japan™.
- Urban resort hotel with all guest rooms overlooking Tokyo Bay
- Number of guest rooms: 638



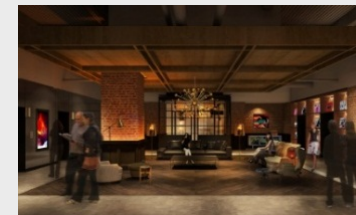
## Kawasaki King Sky Front Tokyu REI Hotel

- To be opened in June 1, 2018
- Will be opened in the King Sky Front, an international strategic base located opposite Haneda Airport, which is a district where many life science research and development facilities are based.
- The world's first hotel to use low-carbon hydrogen derived from waste plastic for about 30% of its energy, such as electricity and heat.
- Number of guest rooms: 186



## SHIBUYA STREAM Excel Hotel Tokyu

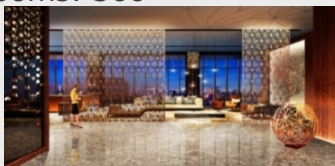
- To be opened in autumn 2018
- Will be opened within SHIBUYA STREAM.
- Design hotel that will offer a new Shibuya culture to domestic and overseas customers with high sensitivity
- The lobby on the 4th floor is intended to become a casual hub with festivities for interaction.
- Number of guest rooms: 177



To be opened in or after 2019

## (Tentative name) Osaka Excel Hotel Tokyu

- To be opened in winter 2019
- To be opened as Japan's first hotel above a temple gate
- Number of guest rooms: 360 (planned)



## (Tentative name) Yokohama Minato Mirai Tokyu REI Hotel

- To be opened in spring 2020
- Will be opened in a commercial complex with (tentative name) KT Zepp Yokohama, a live house-type hall.
- Number of guest rooms: 230 (planned)



## Project for west block at the south exit of Mishima Station

- To be opened in 2020.
- Store opening at Mishima facing Mt. Fuji, one of the popular sites, as a base for tourism in Hakone and Izu, with target customers both in Japan and abroad
- Number of guest rooms: 200 (planned)





# Initiatives for Inbound Tourism

## Improving services provided to foreign tourists

### Shibuya Chikamichi General Information

- Provides tourist and transportation information
- Provides maps and guidebooks
- Provides a baggage checkroom
- Sells passenger tickets (Greater Tokyo Pass, etc.)
- Arranges tours



### Tokyu Tokyo Metro Shibuya Station Tourist Center

- Provides tourist and transportation information
- Provides maps and guidebooks



## Strengthening nationwide efforts to attract customers

Service to provide tourist information to inbound tourists  
「LIVE JAPAN PERFECT GUIDE TOKYO」

**LIVE JAPAN**  
PERFECT GUIDE **TOKYO**

- An alliance formed by 37 companies including railway companies, airline companies and airports
- Providing accurate and detailed information on tourist spots, restaurants and shopping, etc. in real time.
- One-stop tourist information service focusing on the convenience of foreigners visiting Japan

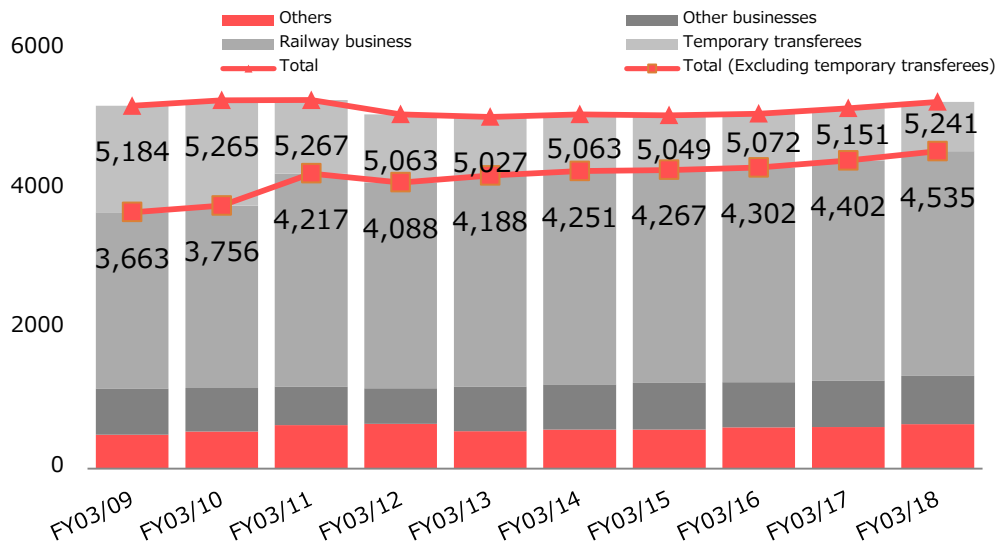
## Other initiatives

- Placed ticket vending machines providing information in seven languages (at most Tokyu Line stations)
- Introduced multilingual interpretation service for foreign visitors to Japan (at most Tokyu Line stations)
- Introduced English training of station staff and Tokyu Railway Information Board
- Promoting Tokyu rail service areas at travel fairs held overseas
- Launched strategy to attract customers to Tokyu rail service areas in cooperation with Huber. Inc.

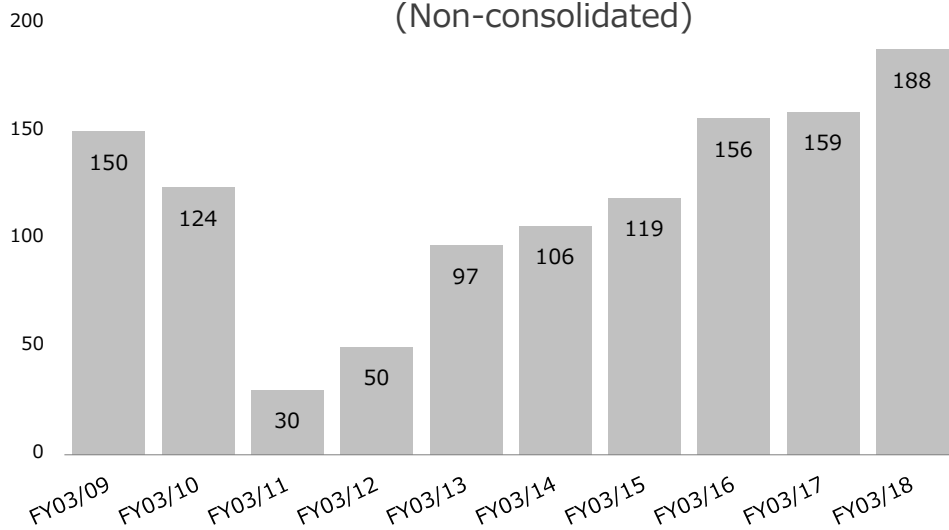


# Outline of Employees

## History of the Number of Employees (Non-consolidated)

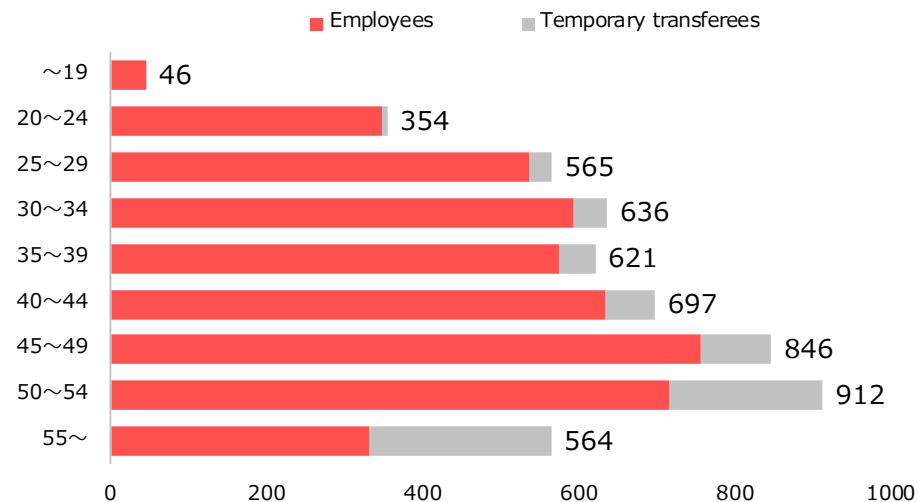


## History of New Recruits (Non-consolidated)

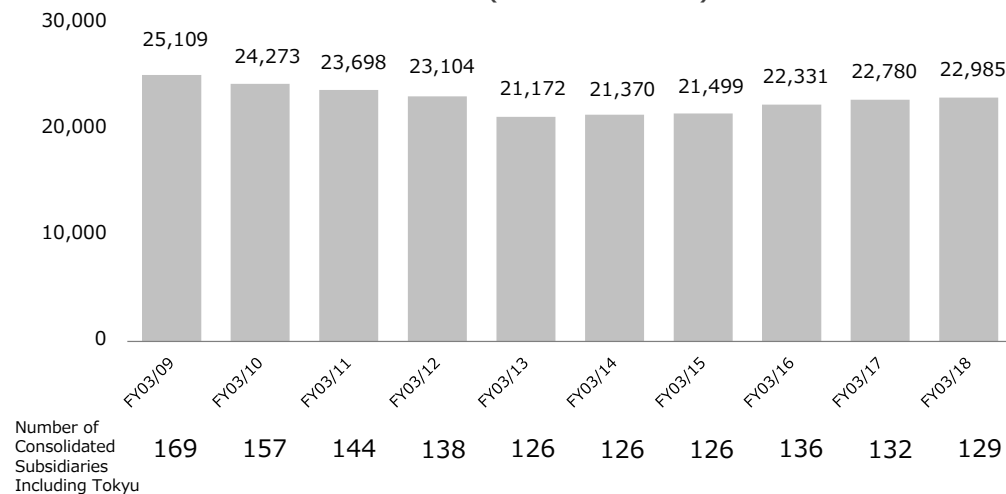


## Age Structure of Employees (Non-consolidated)

As of March 31, 2018



## History of Number of Employee (Consolidated)



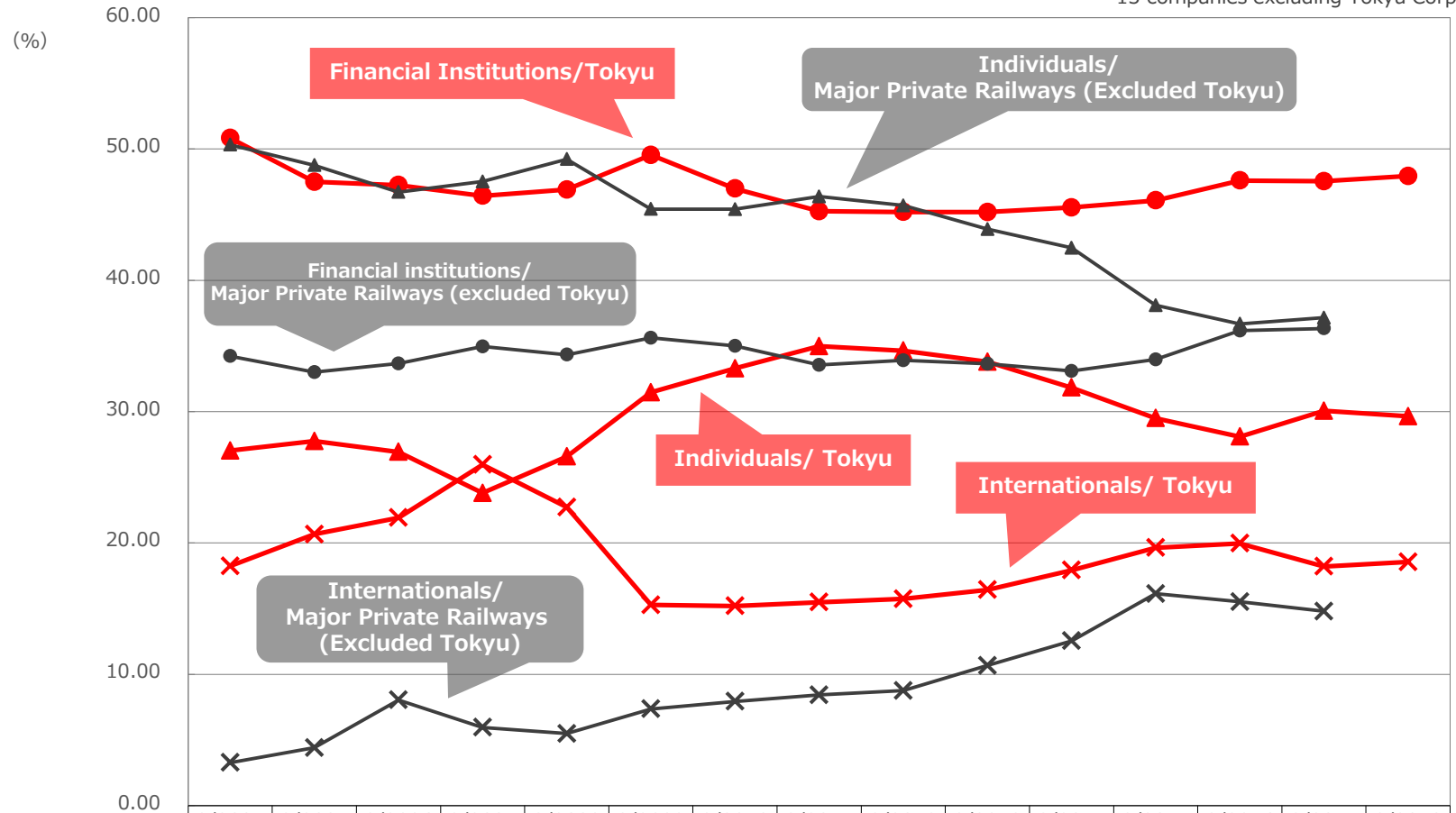
Number of Consolidated Subsidiaries Including Tokyu

169 157 144 138 126 126 126 136 132 129



# Comparison of Shareholder's Structure

- Above one unit of shares
- "Major Private Railways" are 13 companies excluding Tokyu Corp



	3/2004	3/2005	3/2006	3/2007	3/2008	3/2009	3/2010	3/2011	3/2012	3/2013	3/2014	3/2015	3/2016	3/2017	3/2018
● Tokyu: Financial Institutions	50.83	47.50	47.24	46.43	46.91	49.54	46.99	45.26	45.20	45.19	45.54	46.08	47.59	47.54	47.93
✕ Tokyu: Internationals	18.25	20.67	21.93	25.97	22.72	15.28	15.20	15.49	15.74	16.43	17.93	19.64	19.97	18.21	18.56
▲ Tokyu: Individuals	27.03	27.75	26.93	23.80	26.58	31.47	33.29	34.98	34.64	33.79	31.82	29.50	28.10	30.06	29.64
● Major Private Railways: Financial Inst.	34.22	33.00	33.66	34.95	34.33	35.61	35.00	33.55	33.90	33.64	33.10	33.97	36.17	36.33	
✕ Major Private Railways: Internationals	3.27	4.41	8.04	5.95	5.49	7.36	7.93	8.43	8.76	10.67	12.55	16.13	15.52	14.80	
▲ Major Private Railways: Individuals	50.32	48.76	46.72	47.52	49.22	45.42	45.41	46.37	45.70	43.90	42.47	38.10	36.69	37.16	



## II . Financial Data

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# Management Indices

		139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
		2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
<b>Profitability</b>												
Tokyu EBITDA (million yen)	*1	160,316	148,224	142,101	138,406	147,603	149,624	148,803	151,549	163,655	174,312	174,965
Tokyu EBITDA margin (%)	*2	11.7	11.4	11.6	12.0	13.5	14.0	13.7	14.2	15.0	15.6	15.4
Tokyu EBITDA/total assets (%)	*3	8.2	7.5	7.1	7.1	7.5	7.6	7.5	7.6	8.0	8.2	7.9
ROA [Return of assets] (%)	*4	4.5	2.8	2.3	2.7	2.7	2.9	3.1	3.3	3.4	3.6	3.8
ROE [Return of equity] (%)	*5	13.4	3.0	4.0	10.3	8.6	9.5	11.4	7.7	9.8	11.2	10.6
<b>Soundness</b>												
Interest-bearing Debt / TOKYU EBITDA Multiple(times)	*6	-	-	-	-	-	-	-	-	5.7	5.5	5.5
D/E ratio (times)	*7	2.8	2.9	2.8	2.6	2.4	2.1	1.9	1.7	1.6	1.5	1.4
Equity ratio (%)		18.4	18.5	19.0	20.6	21.7	24.2	25.3	27.5	27.6	29.2	30.8
<b>Balance-sheet Indicators</b>												
Net assets (million yen)		390,733	384,654	386,341	416,565	441,920	499,545	537,711	579,596	623,297	678,382	747,049
Shareholders' equity (million yen)		358,518	371,204	373,017	402,843	431,043	476,174	511,789	551,332	576,873	628,308	696,526
Total assets (million yen)		1,943,590	2,010,746	1,965,794	1,955,077	1,984,591	1,964,476	2,021,794	2,002,532	2,092,546	2,148,605	2,264,636
<b>Cash-flow Indicators</b>												
Interest-bearing debt at end of term (million yen)		995,957	1,072,476	1,042,674	1,041,345	1,036,015	999,567	990,038	911,446	937,467	964,397	969,794
Free cash flow (million yen)	*8	16,209	-38,693	34,317	263	18,542	31,804	50,573	88,729	8,009	-5,954	7,179
Capital expenditure (million yen)		143,965	161,605	134,123	142,953	132,028	128,737	140,231	93,556	157,252	145,398	181,265
Depreciation and amortization (million yen)		58,871	66,784	69,382	71,491	72,788	74,916	72,762	70,041	72,391	76,986	74,901
<b>Investment Indicators</b>												
Dividend per share - Annual (yen)	Annual *9	6.00	6.00	6.00	6.50	6.50	7.00	7.50	8.00	8.50	9.00	19.00
	Interim *9	3.00	3.00	3.00	3.00	3.00	3.50	3.50	4.00	4.00	4.50	9.00
EPS [Earnings per share] (yen)	*10	37.79	8.65	11.88	32.05	28.68	34.33	44.96	32.88	44.81	55.01	115.42
DOE [Dividends on equity] (%)	*11	2.1	2.0	2.0	2.1	2.0	1.9	1.9	1.9	1.9	1.8	1.7

\*1 Tokyu EBITDA=Operating profit + Depreciation and amortization + Amortization of goodwill + Disposal cost of fixed assets + Interest and dividend income + Investment gains (loss) from equity method□  
Until 2015/3, Tokyu EBITDA=Operating profit + Depreciation and amortization + Amortization of goodwill + Disposal cost of fixed assets

\*2 Tokyu EBITDA margin = Tokyu EBITDA / Operating revenue

\*3 Tokyu EBITDA/Total assets = Tokyu EBITDA / Total assets (average for term)

\*4 ROA = Recurring profit / Total assets (average for term) ×100

\*5 ROE= Profit attributable to owners of parent / Shareholders' equity (average for term) ×100

\*6 Interest-bearing Debt / TOKYU EBITDA Multiple = Interest-bearing debt (at end of term) / Tokyu EBITDA

\*7 D/E ratio = Interest-bearing debt (at end of term) / Shareholders' equity (at end of term)

\*8 Free cash flow = Cash flows from operating activities + Cash flows from investing activities

\*9 On August 1, 2017, the Company conducted a reverse stock split (every two common shares were merged into one).

\*10 EPS=Profit attributable to owners of parent / Number of shares issued (average for term)

\*11 DOE = Total dividends / Shareholders' equity (average for term)



# Consolidated Statements of Income

(Unit : million yen)

	139th 2008/3	140th 2009/3	141st 2010/3	142nd 2011/3	143rd 2012/3	144th 2013/3	145th 2014/3	146th 2015/3	147h 2016/3	148th 2017/3	149th 2018/3
Operating revenue	1,372,952	1,304,231	1,230,132	1,152,125	1,094,209	1,068,046	1,083,070	1,067,094	1,091,455	1,117,351	1,138,612
Cost of operating revenue											
Operating expenses & cost of sales (transportation etc.)	1,042,884	997,709	953,080	887,121	842,593	816,932	820,996	797,133	814,925	833,215	849,412
SG&A expenses	243,329	241,220	224,311	207,884	196,583	195,371	199,884	198,446	201,050	206,161	206,281
Total cost of operating revenue	1,286,214	1,238,929	1,177,391	1,095,005	1,039,176	1,012,303	1,020,880	995,580	1,015,975	1,039,376	1,055,693
Operating profit	86,738	65,301	52,741	57,119	55,032	55,742	62,190	71,514	75,480	77,974	82,918
Non-operating profit											
Interest income	455	434	441	242	478	925	286	281	211	205	301
Dividend income	898	971	1,438	1,031	1,292	1,208	1,284	1,226	822	882	970
Reversal of administrative fees for entrusted construction	723	979	-	-	-	-	-	-	-	-	-
Investment gains from equity method	7,732	871	3,523	4,157	6,191	5,223	6,163	6,358	7,451	8,314	8,372
Amortization of negative goodwill	2,732	533	3,833	3,457	3,456	3,443	3,441	-	-	-	-
Gain on investment in silent partnerships	5,783	2,098	-	-	-	-	-	-	-	-	-
Others	5,660	4,661	4,700	5,287	5,631	6,816	5,247	4,087	4,279	4,660	5,334
Total non-operating profit	23,986	10,551	13,937	14,176	17,049	17,617	16,424	11,954	12,765	14,063	14,978
Non-operating expenses											
Interest expenses	18,010	17,567	17,243	16,052	14,918	13,924	13,058	11,737	10,803	10,030	9,415
Expenses for demolishing fixed assets	-	-	-	-	-	-	-	-	2,085	790	-
Others	4,676	3,412	3,297	2,369	3,096	3,155	2,938	5,110	5,318	4,768	4,734
Total non-operating expenses	22,687	20,979	20,540	18,421	18,014	17,080	15,997	16,848	18,206	15,588	14,149
Recurring profit	88,037	54,872	46,138	52,873	54,068	56,279	62,618	66,619	70,038	76,449	83,746
Extraordinary gains											
Gains on revision of profit and loss in the previous year	75	-	-	-	-	-	-	-	-	-	-
Gains on sale of fixed assets	3,830	960	8,839	7,763	2,726	844	6,017	197	16,691	712	14,383
Subsidies received for construction	3,155	12,972	781	2,017	8,892	8,614	14,762	1,635	1,699	8,660	3,173
Gain on reversal of urban railways improvement reserve	7,200	1,893	1,893	1,893	1,893	1,893	1,893	1,893	2,510	2,510	2,510
Gain on sale of subsidiary stock	-	-	2,790	245	-	-	-	-	-	-	-
Gain on change in equity	-	-	-	-	-	-	7,364	-	-	-	-
Gain on establishment of retirement benefit trust	-	-	3,144	-	-	-	-	-	-	-	-
Gains on sale of investment securities	1,349	315	-	-	-	-	-	-	-	-	-
Others	3,691	2,144	6,635	1,460	2,087	1,923	1,123	1,153	5,664	252	3,719
Total extraordinary gains	19,303	18,286	24,086	13,379	15,600	13,276	31,161	4,879	26,566	12,134	23,786
Extraordinary losses											
Loss on revision of profit and loss in the previous year	270	-	-	-	-	-	-	-	-	-	-
Loss on sale of fixed assets	410	566	87	98	60	-	-	-	2,380	4	-
Loss on reduction of subsidies received for construction	2,326	11,748	765	1,201	3,618	7,494	8,878	1,372	1,477	6,613	2,719
Loss on disposal of fixed assets	6,514	2,593	927	5,240	846	-	-	1,558	927	-	1,264
Loss on valuation of real estate for sale	1,637	-	-	-	-	-	-	-	-	-	-
Loss on sales of investment securities	-	-	9,129	1,492	-	-	-	-	-	-	-
Transfer to urban railways improvement reserve	2,531	2,544	2,543	2,519	2,524	2,582	2,634	2,272	-	-	-
Impairment loss	16,079	6,511	6,782	32,295	2,865	5,615	1,272	3,342	3,861	2,187	2,855
Loss on the application of asset retirement obligations	-	-	-	3,222	-	-	-	-	-	-	-
Provision of allowance for loss on transfer of business	-	-	-	-	4,800	-	-	-	-	-	-
Expenses for demolishing fixed assets	-	-	-	-	-	-	-	-	10,601	-	-
Loss on liquidation of subsidiaries and associates	-	-	-	-	-	-	-	-	-	-	2,607
Others	6,174	8,993	7,173	12,985	6,659	4,680	2,686	1,009	2,899	1,970	2,018
Total extraordinary losses	35,943	32,957	27,409	59,057	21,375	20,372	15,473	9,555	22,148	10,775	11,464
Income before income taxes and minority interests	71,397	40,201	42,815	7,195	48,293	49,183	78,306	61,943	74,456	77,808	96,069
Income taxes											
Income taxes	13,654	17,394	15,487	5,385	6,336	7,427	9,341	9,370	23,230	17,024	26,402
corporate taxes in previous years	-	-	-	1,840	-	-2,284	-379	-398	-	-	-
Income tax adjustment	12,737	10,849	10,818	-41,312	4,857	-297	11,929	11,192	-4,261	-8,009	-2,015
Total income taxes	26,392	28,244	26,305	-34,085	11,194	4,845	20,892	20,164	18,968	9,014	24,386
Profit or losses (-) attributable to non-controlling intereests	-1,001	1,173	1,611	1,230	-1,176	1,262	-915	-728	-239	-1,503	-1,586
Profit or losses (-) attributable to owners of parent	46,007	10,783	14,898	40,051	35,922	43,075	56,498	41,051	55,248	67,289	70,095



# Consolidated Balance Sheets (Assets)

(Unit : million yen)

	139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
<b>Assets</b>											
<b>Current Assets</b>											
Cash and deposits	38,851	42,419	40,738	29,987	32,091	27,241	55,749	41,328	39,614	40,500	39,007
Trade notes & accounts receivable	134,928	125,320	121,699	105,026	119,041	101,830	117,285	123,676	133,442	139,830	156,642
Securities	22	-	-	-	-	-	-	-	-	-	-
Inventories	142,113	-	-	-	-	-	-	-	-	-	-
Merchandise and products	-	23,274	18,882	17,664	17,321	17,180	15,992	15,656	15,393	14,975	14,454
Land and buildings for sale	-	82,194	57,534	51,338	48,855	48,522	52,176	45,323	31,937	40,453	44,299
Wok in progress	-	27,166	23,833	23,639	24,711	5,203	4,794	4,439	5,821	7,264	11,533
Raw materials and supplies	-	8,879	7,908	6,935	7,218	5,103	5,661	5,476	5,921	6,838	7,581
Deferred tax assets	17,688	13,115	10,245	15,231	11,450	14,812	15,727	8,579	7,233	7,814	7,696
Others	25,873	31,830	29,310	28,015	33,088	34,475	29,815	31,515	37,921	33,771	39,876
Allowance for doubtful accounts	-1,099	-1,089	-1,099	-995	-965	-921	-746	-798	-812	-901	-1,001
<b>Total current assets</b>	<b>358,378</b>	<b>353,111</b>	<b>309,054</b>	<b>276,842</b>	<b>292,813</b>	<b>253,447</b>	<b>296,456</b>	<b>275,197</b>	<b>276,472</b>	<b>290,545</b>	<b>320,088</b>
<b>Fixed Assets</b>											
<b>Tangible fixed assets</b>											
Buildings & Structures (net)	533,204	575,668	597,780	640,237	632,524	720,903	710,020	695,470	723,130	720,125	728,891
Rolling stock & machinery (net)	58,856	60,718	60,487	56,745	59,808	59,834	56,436	54,748	57,782	56,641	62,967
Land	487,160	560,191	571,346	561,762	560,781	562,741	606,991	615,756	653,977	683,067	697,118
Construction in progress	155,067	148,955	143,563	132,338	161,802	86,945	92,863	110,972	113,806	120,547	158,858
Others (net)	17,734	19,297	18,104	19,623	18,491	19,925	20,797	20,162	24,725	24,652	25,667
<b>Total tangible fixed assets</b>	<b>1,252,023</b>	<b>1,364,832</b>	<b>1,391,281</b>	<b>1,410,707</b>	<b>1,433,408</b>	<b>1,450,350</b>	<b>1,487,109</b>	<b>1,497,111</b>	<b>1,573,421</b>	<b>1,605,034</b>	<b>1,673,502</b>
<b>Intangible fixed assets</b>											
Goodwill	10,336	-	-	-	-	-	-	-	-	-	-
Others	33,694	33,448	27,900	25,777	27,961	28,707	26,133	26,295	29,670	33,380	35,633
<b>Total intangible fixed assets</b>	<b>44,030</b>	<b>33,448</b>	<b>27,900</b>	<b>25,777</b>	<b>27,961</b>	<b>28,707</b>	<b>26,133</b>	<b>26,295</b>	<b>29,670</b>	<b>33,380</b>	<b>35,633</b>
<b>Investments &amp; others</b>											
Investment securities	145,753	123,048	109,515	101,279	107,368	119,449	130,810	133,610	132,223	141,580	154,814
Long-term loans receivable	390	-	-	-	-	-	-	-	-	-	-
Deferred tax assets	12,507	8,701	5,449	28,990	25,840	20,209	16,585	5,780	9,626	6,593	7,314
Net defined benefit assets	-	-	-	-	-	-	3,421	5,944	5,245	7,147	8,638
Others	131,996	129,150	124,786	113,417	99,447	94,485	61,996	59,250	66,396	64,867	65,261
Allowance for doubtful accounts	-1,489	-1,545	-2,194	-1,937	-2,249	-2,173	-718	-657	-511	-543	-617
<b>Total investments and others</b>	<b>289,157</b>	<b>259,355</b>	<b>237,557</b>	<b>241,749</b>	<b>230,407</b>	<b>231,971</b>	<b>212,094</b>	<b>203,928</b>	<b>212,981</b>	<b>219,644</b>	<b>235,411</b>
<b>Total fixed assets</b>	<b>1,585,212</b>	<b>1,657,635</b>	<b>1,656,739</b>	<b>1,678,234</b>	<b>1,691,777</b>	<b>1,711,028</b>	<b>1,725,338</b>	<b>1,727,334</b>	<b>1,816,073</b>	<b>1,858,060</b>	<b>1,944,548</b>
<b>Total Assets</b>	<b>1,943,590</b>	<b>2,010,746</b>	<b>1,965,794</b>	<b>1,955,077</b>	<b>1,984,591</b>	<b>1,964,476</b>	<b>2,021,794</b>	<b>2,002,532</b>	<b>2,092,546</b>	<b>2,148,605</b>	<b>2,264,636</b>



# Consolidated Balance Sheets (Liabilities, Net Assets)

(Unit : million yen)

	139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
<b>Liabilities</b>											
<b>Current Liabilities</b>											
Trade notes & accounts payable	143,430	132,920	114,568	93,208	97,851	88,023	97,905	102,364	94,824	90,074	99,958
Short-term debt	258,132	306,057	308,192	262,919	263,242	234,589	291,101	229,626	319,531	308,464	305,355
Commercial paper	-	20,000	-	-	8,000	-	-	-	-	-	-
Current portion of corporate bonds	64,697	37,000	18,000	21,000	22,000	24,800	38,000	24,000	20,000	8,000	25,000
Accrued income taxes	11,637	12,737	7,700	3,362	4,925	5,067	6,446	5,357	20,614	8,082	17,958
Reserve for employees' bonuses	12,422	12,359	11,786	11,179	11,258	10,092	10,053	10,350	11,080	11,405	11,448
Advances received on construction	42,841	-	-	-	-	-	-	-	-	-	-
Advances received	-	30,450	37,394	35,858	35,474	26,126	16,657	30,598	24,777	23,375	37,541
Others	102,968	103,140	108,700	108,281	116,793	97,255	117,724	120,941	117,355	120,352	120,768
<b>Total current liabilities</b>	<b>636,129</b>	<b>654,667</b>	<b>606,342</b>	<b>535,810</b>	<b>559,546</b>	<b>485,954</b>	<b>577,888</b>	<b>523,238</b>	<b>608,183</b>	<b>569,754</b>	<b>618,030</b>
<b>Long-term Liabilities</b>											
Corporate bonds	154,800	154,800	207,800	236,800	224,800	223,138	210,228	206,228	196,228	228,228	203,228
Long-term debt	518,328	554,618	508,682	520,625	517,972	517,039	450,709	451,592	401,707	419,705	436,210
Reserve for employees' retirement benefits	37,743	37,612	29,423	31,748	30,306	27,437	-	-	-	-	-
Allowance for loss on redemption of merchandise coupons	1,796	1,666	1,777	1,817	1,948	1,966	1,982	2,009	2,019	2,151	2,319
Net defined benefit liability	-	-	-	-	-	-	34,047	35,133	40,506	38,374	37,958
Long-term deposits from tenants and club members	115,750	115,703	111,058	110,522	111,514	110,600	110,090	112,974	118,556	119,231	127,925
Deferred tax liabilities	30,533	38,996	42,791	28,782	26,963	27,041	27,096	26,489	28,055	20,320	21,920
Deferred tax liabilities from revaluation	11,383	11,313	11,254	11,243	9,922	9,922	9,922	9,404	9,176	9,174	9,171
Negative goodwill	-	6,647	8,646	9,433	4,230	1,495	-	-	-	-	-
Others	25,657	28,684	29,643	29,068	32,176	36,354	37,396	30,764	42,224	43,202	43,252
<b>Total long-term liabilities</b>	<b>895,994</b>	<b>950,041</b>	<b>951,076</b>	<b>980,042</b>	<b>959,834</b>	<b>954,996</b>	<b>881,473</b>	<b>874,596</b>	<b>838,474</b>	<b>880,388</b>	<b>881,986</b>
<b>Special Legal Reserves</b>											
Urban railways improvement reserve	20,732	21,383	22,033	22,659	23,290	23,980	24,721	25,100	22,590	20,080	17,570
<b>Total Liabilities</b>	<b>1,552,856</b>	<b>1,626,092</b>	<b>1,579,452</b>	<b>1,538,512</b>	<b>1,542,671</b>	<b>1,464,930</b>	<b>1,484,083</b>	<b>1,422,935</b>	<b>1,469,248</b>	<b>1,470,223</b>	<b>1,517,587</b>
<b>Net Assets</b>											
<b>Shareholders' Equity</b>											
Common stock	121,724	121,724	121,724	121,724	121,724	121,724	121,724	121,724	121,724	121,724	121,724
Capital surplus	117,192	140,842	140,806	140,647	140,503	140,497	140,793	131,386	131,666	131,842	133,132
Retained income	102,089	105,222	112,169	144,901	169,915	204,660	252,355	280,685	327,405	383,565	442,691
Treasury stock	-2,448	-2,039	-6,711	-5,709	-4,525	-3,594	-3,139	-3,171	-19,088	-29,696	-29,092
<b>Total shareholders' equity</b>	<b>338,557</b>	<b>365,750</b>	<b>367,988</b>	<b>401,564</b>	<b>427,618</b>	<b>463,289</b>	<b>511,734</b>	<b>530,625</b>	<b>561,708</b>	<b>607,436</b>	<b>668,455</b>
<b>Accumulated other comprehensive income</b>											
Net unrealized gains (losses) on investment securities	11,417	1,960	-191	-2,255	-1,449	6,177	5,614	14,470	12,577	14,366	15,551
Net unrealized gains (losses) on hedging instruments	-16	-58	-81	-15	38	72	90	107	43	-8	-35
Land revaluation reserve	8,868	8,948	9,329	8,462	9,873	9,392	9,364	9,442	8,338	8,388	8,384
Foreign currency translation adjustment account	-308	-5,396	-4,027	-4,912	-5,038	-2,756	3,704	9,067	6,835	4,787	6,083
Remeasurements of defined benefit plans	-	-	-	-	-	-	-18,718	-12,380	-12,630	-6,663	-1,912
<b>Total accumulated other comprehensive income</b>	<b>19,961</b>	<b>5,454</b>	<b>5,028</b>	<b>1,278</b>	<b>3,424</b>	<b>12,885</b>	<b>54</b>	<b>20,706</b>	<b>15,164</b>	<b>20,871</b>	<b>28,070</b>
non-controlling shareholders Interest	32,214	13,450	13,324	13,721	10,877	23,370	25,921	28,264	46,424	50,074	50,522
<b>Total Net Assets</b>	<b>390,733</b>	<b>384,654</b>	<b>386,341</b>	<b>416,565</b>	<b>441,920</b>	<b>499,545</b>	<b>537,711</b>	<b>579,596</b>	<b>623,297</b>	<b>678,382</b>	<b>747,049</b>
<b>Total Liabilities and Net Assets</b>	<b>1,943,590</b>	<b>2,010,746</b>	<b>1,965,794</b>	<b>1,955,077</b>	<b>1,984,591</b>	<b>1,964,476</b>	<b>2,021,794</b>	<b>2,002,532</b>	<b>2,092,546</b>	<b>2,148,605</b>	<b>2,264,636</b>

- Capital reserve is indicated as capital surplus.
- Losses are indicated as negative figures in earned surplus.
- Gains and losses on revaluation are indicated as gains and losses on land revaluation.
- The shares of the parent company, which owns treasury stocks and shares in subsidiaries, are indicated as treasury stocks.





# Consolidated Statements of Cash Flows

(Unit : million yen)

	139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Cash flows from operating activities	119,098	123,530	150,930	113,369	144,540	122,588	156,703	163,965	129,616	126,356	152,558
Cash flows from investing activities	-102,889	-162,223	-116,613	-113,106	-125,998	-90,784	-106,129	-75,235	-121,606	-132,310	-145,378
Payments for purchases of fixed assets	-145,182	-164,790	-130,713	-137,598	-133,357	-121,847	-130,378	-92,520	-158,734	-140,171	-176,991
Proceeds from sale of fixed assets	12,551	2,113	7,719	16,032	7,684	2,646	19,937	297	29,615	2,404	23,309
Payments for acquisition of securities	-2,656	-10,731	-19,560	-1,674	-11,485	-1,712	-3,786	-1,165	-1,353	-1,161	-5,258
Proceeds from sale of securities	14,266	576	18,276	4,803	3,468	2,594	664	14,074	3,925	88	2,716
Proceeds from subsidies received for construction	17,829	9,597	7,254	6,741	7,192	7,895	7,385	5,694	7,282	8,495	12,753
Cash flows from financing activities	-9,044	43,726	-36,773	-11,030	-16,410	-37,979	-22,322	-103,064	-5,296	3,078	-7,892
Increase (decrease) in debt, net	-12,865	51,429	-21,716	-1,005	-5,385	-36,662	-9,682	-79,158	17,733	26,899	5,447
Dividends paid	-7,982	-8,360	-8,073	-8,053	-8,719	-8,791	-8,804	-10,016	-9,923	-11,080	-10,973
Acquisition of Own Shares	-	-	-5,274	-	-	-	-169	-10,150	-15,310	-10,079	-583
Effect of exchange rate changes on cash and cash equivalents	141	-279	248	143	-81	1,335	83	339	-509	-210	-788
Increase (decrease) in cash and cash equivalents	7,275	4,754	-2,207	-10,624	2,050	-4,840	28,334	-13,995	2,203	-3,086	-1,501
Cash and cash equivalents at beginning of period	29,959	37,234	41,988	39,780	29,156	31,207	26,367	54,701	40,705	42,909	39,823
Cash and cash equivalents at end of period	37,234	41,988	39,780	29,156	31,207	26,367	54,701	40,705	42,909	39,823	38,322

# Segment Information (1)

## Operating revenue

(Unit : million yen)

		139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
		2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Transportation	*1	197,777	199,362	194,931	187,344	188,453	187,250	192,099	191,260	200,593	207,494	211,557
Real Estate	*2	139,187	138,666	164,046	157,883	131,219	163,697	193,020	175,800	199,018	172,288	182,574
Life Service	*3	649,428	621,293	557,957	515,494	490,712	527,670	524,875	520,176	644,127	689,169	700,352
Leisure and Services	*4	182,747	176,057	153,329	155,707	151,583	-	-	-	-	-	-
Hotel and Resort	*5	100,458	96,209	86,993	82,816	78,673	89,615	92,452	96,081	103,859	105,502	104,104
Business Support	*6	189,790	155,984	149,376	126,038	126,945	175,669	159,772	160,417	-	-	-
Elimination, etc.		-86,437	-83,342	-76,503	-73,160	-73,378	-75,855	-79,148	-76,643	-56,141	-57,103	-59,976
Total		1,372,952	1,304,231	1,230,132	1,152,125	1,094,209	1,068,046	1,083,070	1,067,094	1,091,455	1,117,351	1,138,612

## Operating profit

(Unit : million yen)

		139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
		2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Transportation	*1	33,907	25,806	23,229	28,481	18,319	18,048	21,191	25,854	29,279	26,706	29,002
Real Estate	*2	24,945	23,587	22,851	16,923	22,429	26,803	30,128	33,358	28,093	29,985	32,357
Life Service	*3	14,903	10,896	3,866	7,632	10,114	5,968	5,882	6,997	13,438	14,817	15,999
Leisure and Services	*4	3,275	2,215	1,461	2,741	2,877	-	-	-	-	-	-
Hotel and Resort	*5	3,618	682	-1,422	-1,443	-828	1,440	1,514	3,191	4,488	6,111	5,103
Business Support	*6	6,035	2,018	2,611	2,628	2,515	3,052	3,457	1,959	-	-	-
Elimination, etc.		51	93	142	155	-395	428	16	152	181	353	456
Total		86,738	65,301	52,741	57,119	55,032	55,742	62,190	71,514	75,480	77,974	82,918

## Tokyu EBITDA

(Unit : million yen)

		139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
		2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Transportation	*1	73,225	72,713	73,344	71,521	72,567	71,744	70,439	69,658	71,525	74,643	73,328
Real Estate	*2	31,712	31,032	32,156	29,643	36,485	47,904	49,670	51,845	47,246	48,744	49,757
Life Service	*3	32,789	28,976	22,898	22,094	23,071	20,664	19,272	20,033	27,619	30,921	32,587
Leisure and Services	*4	7,361	6,868	6,422	7,923	8,746	-	-	-	-	-	-
Hotel and Resort	*5	6,883	3,942	1,990	1,988	2,443	5,189	5,351	7,295	8,683	10,324	9,268
Business Support	*6	8,218	4,677	5,225	5,154	4,796	3,883	4,228	2,723	-	-	-
Interest and dividend income	*7	-	-	-	-	-	-	-	-	1,034	1,088	1,271
Investment gains (loss) from equity method	*7	-	-	-	-	-	-	-	-	7,451	8,314	8,372
Elimination, etc.		118	8	64	81	-509	237	-159	-6	94	275	380
Total		160,315	148,224	142,101	138,406	147,603	149,623	148,803	151,549	163,655	174,312	174,965

# Segment Information (2)

## Capital expenditure

(Unit : million yen)

		139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
		2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Transportation	*1	91,162	76,877	59,869	55,608	50,007	51,828	53,321	46,692	58,015	62,162	71,426
Real Estate	*2	14,533	44,257	41,594	54,053	52,183	52,089	60,503	25,907	75,938	52,936	77,235
Life Service	*3	20,706	26,955	16,721	16,568	12,674	16,542	18,230	13,689	17,676	22,760	20,174
Leisure and Services	*4	3,226	5,781	4,278	7,180	7,556	-	-	-	-	-	-
Hotel and Resort	*5	6,468	4,237	5,067	6,235	1,835	4,067	6,033	5,234	6,164	7,614	9,380
Business Support	*6	3,293	3,065	2,610	1,303	4,639	1,485	892	990	-	-	-
Elimination, etc.		4,573	430	3,981	2,004	3,131	2,724	1,250	1,041	-544	-75	3,048
Total		143,965	161,605	134,123	142,953	132,028	128,737	140,231	93,556	157,252	145,398	181,265

## Depreciation and amortization

(Unit : million yen)

		139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
		2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Transportation	*1	31,761	38,173	38,827	37,253	35,781	36,197	37,106	35,778	36,475	39,194	37,973
Real Estate	*2	6,349	6,534	7,891	11,314	13,399	20,419	18,711	17,492	18,302	18,087	16,442
Life Service	*3	11,667	11,953	12,292	12,436	12,808	14,035	12,741	12,318	13,627	15,763	16,533
Leisure and Services	*4	3,787	4,425	4,587	4,721	5,459	-	-	-	-	-	-
Hotel and Resort	*5	3,207	3,201	3,328	3,393	3,252	3,703	3,631	3,864	4,072	4,018	4,027
Business Support	*6	2,181	2,580	2,532	2,445	2,201	751	747	745	-	-	-
Elimination, etc.		-83	-85	-78	-73	-113	-190	-175	-158	-86	-77	-75
Total		58,871	66,784	69,382	71,491	72,789	74,916	72,762	70,041	72,391	76,986	74,901

## Total assets

(Unit : million yen)

		139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
		2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Transportation	*1	666,433	671,943	685,882	722,394	683,647	700,455	706,438	705,357	780,588	784,994	804,945
Real Estate	*2	341,098	430,461	434,152	431,675	490,423	636,718	684,192	690,587	713,262	752,430	823,951
Life Service	*3	391,596	394,944	362,294	324,921	316,406	275,688	307,513	277,823	407,820	412,684	410,353
Leisure and Services	*4	125,002	124,546	118,911	106,948	110,520	-	-	-	-	-	-
Hotel and Resort	*5	81,322	77,667	76,124	73,240	74,122	101,515	103,878	106,650	113,274	115,848	111,243
Business Support	*6	164,183	178,994	155,790	127,410	149,450	117,287	120,900	143,152	-	-	-
Elimination, etc.		173,952	132,188	132,639	168,486	160,020	132,810	98,871	78,960	77,601	82,647	114,142
Total		1,943,590	2,010,746	1,965,794	1,955,077	1,984,591	1,964,476	2,021,794	2,002,532	2,092,546	2,148,605	2,264,636

(\*1) A portion of the business was changed to the Hotel and Resort business in FY2012, a portion of the business was changed to the Life Service business in FY2015

(\*2) A portion of the business was changed to the Life Service business and the Hotel and Resort business in FY2012, a portion of the business was changed to the Life Service business in FY2015

(\*3) The name was changed from the Retail business starting in FY2012, and a portion of the business was changed to the Real Estate business.

(\*4) Included in the Hotel and Resort business as well as the Business Support business starting in FY2012.

(\*5) Stated separately from the Leisure and Service business starting in FY2001, the name was changed from the Hotel business in FY2012

(\*6) The name was changed from Other business in FY2012, Included in the Transportation business, Real Estate business, Life Service starting in FY2015

(\*7) From 2016/3, Tokyu EBITDA=Operating profit + Depreciation and amortization + Amortization of goodwill + Disposal cost of fixed assets + Interest and dividend income + Investment gains (loss) from equity method□

Until 2015/3, Tokyu EBITDA=Operating profit + Depreciation and amortization + Amortization of goodwill + Disposal cost of fixed assets



# Non-Consolidated Data (1)

## Statements of Income

(Unit : million yen)

	139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Operating revenue											
Railway operations	145,938	147,808	147,254	145,797	147,171	148,307	152,549	151,723	151,636	152,819	154,870
Real estate business	110,229	114,423	135,542	129,342	100,161	110,895	141,197	124,070	131,023	109,709	95,353
Real estate sales	56,595	60,000	82,207	76,039	40,407	40,209	63,657	45,557	41,524	15,154	20,286
Real estate leasing	53,633	54,423	53,335	53,302	59,754	70,685	77,539	78,512	89,499	94,554	75,066
Other business	*1	-	-	-	-	-	-	-	-	-	19,101
Total operating revenue	256,167	262,231	282,797	275,139	247,333	259,202	293,747	275,793	282,659	262,528	269,326
Operating profit											
Railway operations	32,207	24,767	20,977	26,680	16,072	15,444	18,475	23,299	25,882	22,333	24,609
Real estate business	26,835	28,269	25,045	18,504	21,989	23,139	24,446	29,211	26,839	29,731	26,799
Real estate sales	12,387	15,461	14,684	12,066	10,946	9,972	6,822	10,113	6,467	3,973	7,011
Real estate leasing	14,447	12,808	10,361	6,438	11,042	13,166	17,623	19,097	20,371	25,757	19,787
Other business	*1	-	-	-	-	-	-	-	-	-	4,572
Total operating profit	59,043	53,036	46,023	45,184	38,062	38,584	42,921	52,510	52,721	52,064	55,981
Recurring profit	52,757	44,813	36,495	37,466	31,091	33,253	35,663	47,029	47,663	49,289	57,790
Net income	18,388	21,592	5,668	43,174	26,979	29,173	29,759	30,058	30,827	51,319	42,978

# Non-Consolidated Data (2)

## Capital expenditure

(Unit : million yen)

	139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Railway operations	81,300	70,100	55,600	51,700	46,800	45,400	41,100	40,900	52,100	51,100	59,400
Of which, the Company's construction	63,900	60,900	48,700	45,000	41,200	38,000	32,400	36,200	45,100	42,800	50,500
Of which, contract construction	17,400	9,200	6,900	6,600	5,600	7,300	8,600	4,600	7,000	8,300	8,900
Real estate business	38,100	61,000	46,800	55,000	53,900	43,500	47,300	24,800	75,900	46,700	71,400
Real estate sales	1,500	400	300	500	600	400	400	400	300	100	300
Real estate leasing	36,500	60,500	46,500	54,500	53,200	43,000	46,800	24,400	75,600	46,600	71,000
Other business	*1	-	-	-	-	-	-	-	-	-	1,700
Others	*2	4,300	1,900	1,500	5,800	3,600	2,000	5,500	3,700	2,200	3,300
<b>Total</b>		123,800	133,000	104,100	112,600	104,400	90,900	93,900	69,500	131,100	136,000

## Expense for land and buildings for sale

(Unit : million yen)

	139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
	35,598	24,632	25,390	52,325	15,871	22,692	36,735	21,079	22,002	11,348	11,097

## Depreciation and amortization

(Unit : million yen)

	139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Railway operations	26,296	32,541	34,024	33,007	31,984	32,989	33,914	32,476	32,756	34,374	33,015
Real estate business	8,451	8,997	9,487	13,524	15,248	18,479	16,667	15,521	17,098	16,816	13,467
Real estate sales	528	616	559	431	383	346	343	296	205	162	110
Real estate leasing	7,922	8,380	8,927	13,092	14,864	18,133	16,323	15,224	16,893	16,653	13,357
Other business	*1	-	-	-	-	-	-	-	-	-	1,432
<b>Total</b>		34,747	41,538	43,512	46,532	47,232	51,469	50,581	47,997	49,854	47,915

\*1 Stated separately from the Real estate business starting in FY2017

\*2 The name was changed from the Other in FY2017



# Passenger revenue / Number of passengers carried

## Passenger revenue

(Unit : thousand yen)

	139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Non-commuter	71,887,980	72,076,720	71,931,054	70,736,352	70,990,273	72,788,803	73,466,074	73,506,815	75,498,774	75,834,100	76,382,761
commuter	56,617,683	57,088,790	57,197,663	57,138,581	57,127,303	58,184,331	60,146,094	60,032,161	61,736,540	62,786,427	63,856,508
Commuter passes	51,011,073	51,477,349	51,558,564	51,413,667	51,395,034	52,322,967	54,019,487	54,144,992	55,655,786	56,658,123	57,724,108
Student commuter passes	5,606,610	5,611,441	5,639,099	5,724,914	5,732,269	5,861,363	6,126,607	5,887,168	6,080,754	6,128,303	6,132,400
Total	128,505,663	129,165,510	129,128,717	127,874,933	128,117,577	130,973,133	133,612,168	133,538,976	137,235,314	138,620,527	140,239,269

## Passenger revenue(Change)

(Unit : %)

	139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Non-commuter	2.7	0.3	-0.2	-1.7	0.4	2.5	0.9	0.1	2.7	0.4	0.7
commuter	2.8	0.8	0.2	-0.1	-0.0	1.9	3.4	-0.2	2.8	1.7	1.7
Commuter passes	2.9	0.9	0.2	-0.3	-0.0	1.8	3.2	0.2	2.8	1.8	1.9
Student commuter passes	1.6	0.1	0.5	1.5	0.1	2.3	4.5	-3.9	3.3	0.8	0.1
Total	2.7	0.5	-0.0	-1.0	0.2	2.2	2.0	-0.1	2.8	1.0	1.2

## Number of passengers carried

(Unit : thousand people)

	139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Non-commuter	438,331	441,168	440,205	433,890	435,972	447,003	450,458	449,040	461,956	464,259	468,163
commuter	618,646	624,271	626,468	628,699	629,392	642,485	666,175	667,269	686,613	698,764	710,496
Commuter passes	489,845	495,170	496,550	496,509	496,871	506,829	524,195	529,752	544,651	555,458	566,836
Student commuter passes	128,801	129,101	129,918	132,190	132,521	135,656	141,980	137,517	141,962	143,306	143,660
Total	1,056,977	1,065,439	1,066,673	1,062,590	1,065,364	1,089,488	1,116,633	1,116,309	1,148,569	1,163,023	1,178,659

## Number of passengers carried(Change)

(Unit : %)

	139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Non-commuter	5.3	0.6	-0.2	-1.4	0.5	2.5	0.8	-0.3	2.9	0.5	0.8
commuter	2.7	0.9	0.4	0.4	0.1	2.1	3.7	0.2	2.9	1.8	1.7
Commuter passes	3.0	1.1	0.3	-0.0	0.1	2.0	3.4	1.1	2.8	2.0	2.0
Student commuter passes	1.7	0.2	0.6	1.7	0.3	2.4	4.7	-3.1	3.2	0.9	0.2
Total	3.8	0.8	0.1	-0.4	0.3	2.3	2.5	-0.0	2.9	1.3	1.3

## Passenger volume

(Unit : thousand people)

	139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Toyoko Line	412,946	413,564	412,002	408,600	407,933	418,141	428,844	429,597	439,542	444,364	449,511
Meguro Line	103,342	113,484	118,590	117,412	118,603	121,395	124,845	126,977	131,128	134,461	138,412
Den-en toshi Line	441,513	434,348	426,022	424,233	425,503	433,883	442,950	441,605	456,008	461,057	465,194
Oimachi Line	143,828	146,532	154,006	158,616	160,666	165,437	170,892	171,335	177,513	180,716	183,784
Ikegami Line	78,522	79,578	79,290	79,438	79,365	81,194	82,998	83,068	85,397	86,753	88,577
Tamagawa Line	51,166	51,669	51,436	51,602	51,720	52,431	54,186	54,308	55,027	55,067	56,086



# Scope of Consolidated Accounting / Number of Employees / History of Shareholder's Structure

## Scope of Consolidated Accounting

	139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Number of consolidated subsidiaries	172	168	156	143	137	126	126	126	136	129	129
Number of equity-method affiliates	22	22	22	15	15	16	17	18	17	17	22

## Number of Employees(Non-Consolidated)

(Unit : persons)

	139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Railway business	2,230	2,522	2,604	3,048	2,941	3,020	3,052	3,042	3,067	3,147	3,212
Other businesses	421	660	622	551	508	633	645	667	649	661	687
Others	752	481	530	618	639	535	554	558	586	594	636
Temporary transferees	1,563	1,521	1,509	1,050	975	839	812	873	770	749	706
Total	4,966	5,184	5,265	5,267	5,063	5,027	5,063	5,049	5,072	5,151	5,241

## Number of Employees(Consolidated)

(Unit : persons)

	139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Number of Employees	24,768	25,109	24,273	23,698	23,104	21,172	21,370	21,499	22,331	22,780	22,985

## History of Shareholder's Structure

(Unit : %)

	139th	140th	141st	142nd	143rd	144th	145th	146th	147th	148th	149th
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Tokyu: Financial Institutions	46.91	49.54	46.99	45.26	45.20	45.19	45.54	46.08	47.59	47.54	47.93
Tokyu: Internationals	22.72	15.28	15.20	15.49	15.74	16.43	17.93	19.64	19.97	18.21	18.56
Tokyu: Individuals	26.58	31.47	33.29	34.98	34.64	33.79	31.82	29.50	28.10	30.06	29.64
Major Private Railways: Financial Inst.	34.33	35.61	35.00	33.55	33.90	33.64	33.10	33.97	36.17	36.33	-
Major Private Railways: Internationals	5.49	7.36	7.93	8.43	8.76	10.67	12.55	16.13	15.52	14.80	-
Major Private Railways: Individuals	49.22	45.42	45.41	46.37	45.70	43.90	42.47	38.10	36.69	37.16	-



## Ⅲ. Non-Financial Information, etc.

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# About the Tokyu Group

## Group Slogan

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Toward a Beautiful Age – The Tokyu Group

## Group Philosophy

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We hold this philosophy in common as we work together to create and support the Tokyu Group.

### Mission Statement

We will create a beautiful living environment, where each person can pursue individual happiness in a harmonious society.

### Management Policy

Work independently and in collaboration to raise Group synergy and establish a trusted and beloved brand.

- Meet current market expectations and develop new ones.
- Manage in harmony with the natural environment.
- Pursue innovative management from a global perspective.
- Value individuality and make the most of each people.

Through these means, we will fulfill our corporate social responsibilities.

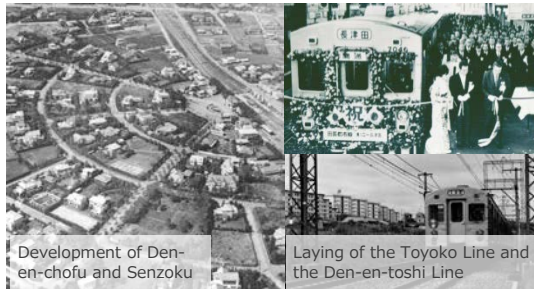
### Guidelines for Action

Fulfill your responsibilities. Collaborate to enhance each other's abilities. Reinvent yourself with a global awareness.

# Aiming to be a Growing Company That Will Still Exist in 100 Years' Time

We will create a beautiful living environment, where each person can pursue individual happiness in a harmonious society.

## Foundation



Began as Meguro-Kamata Railway Company, which was born as a result of separating the railway division of Den-en Toshi Company that was established for urban development.

**DNA of urban development**

## Provision of added value to society

Changes in lifestyle  
Population declining, low birth rate & aging population  
Harmony with natural environment

Contraction of domestic market

**Pursuing the happiness of each individual by facing ever-changing social challenges**

**Creation of a beautiful living environment**

## Creation of economic value

Increase in population in areas served by Tokyu's railway lines

Increase in the number of passengers carried

Increase in real estate value

Increase in Tokyu users

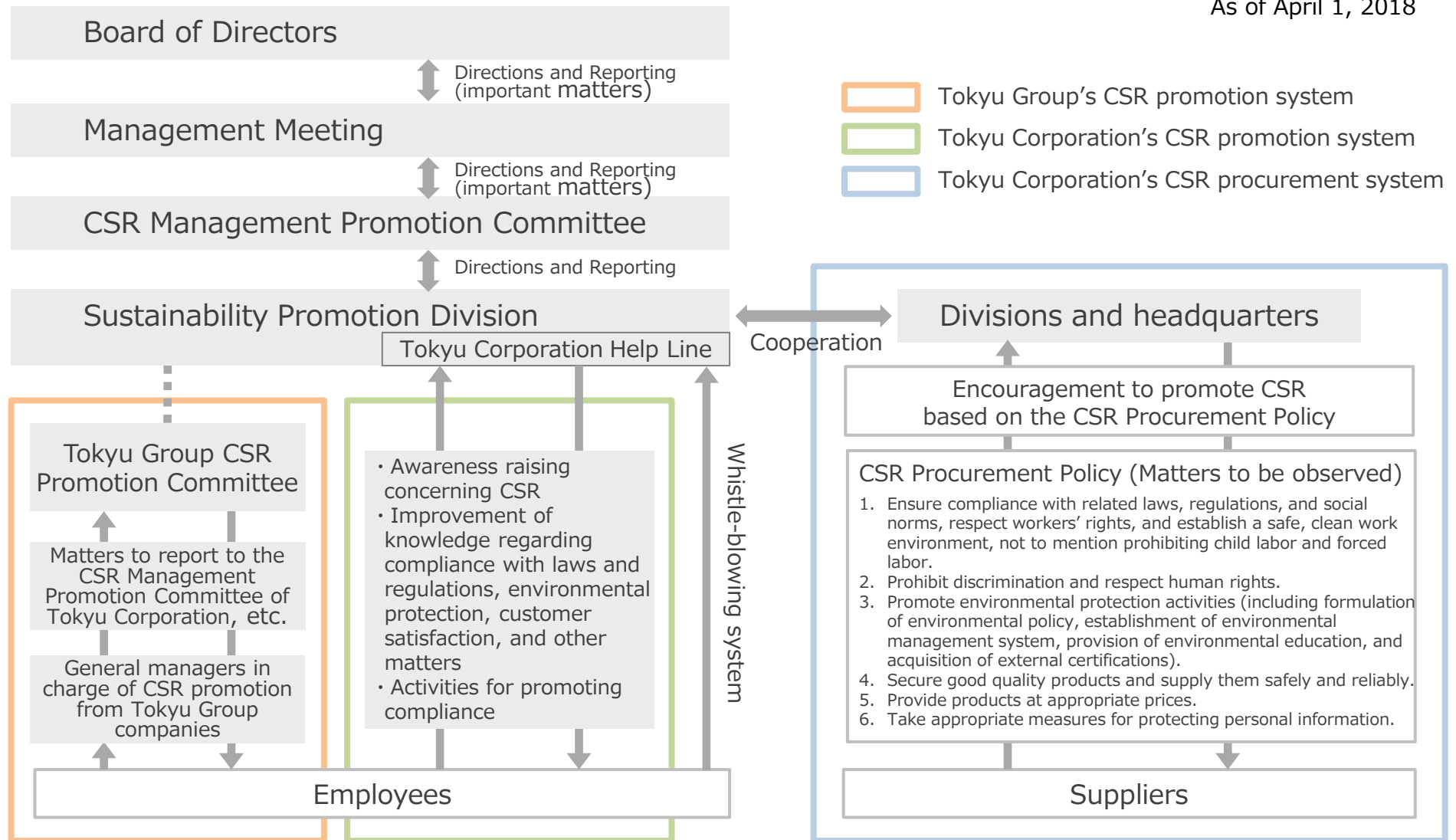
**Keeping Tokyu's rail service areas as the main focus as a result of providing added value**

**Expansion of business**

**Reinvestment (perpetual cycle)**

# CSR Management

As of April 1, 2018



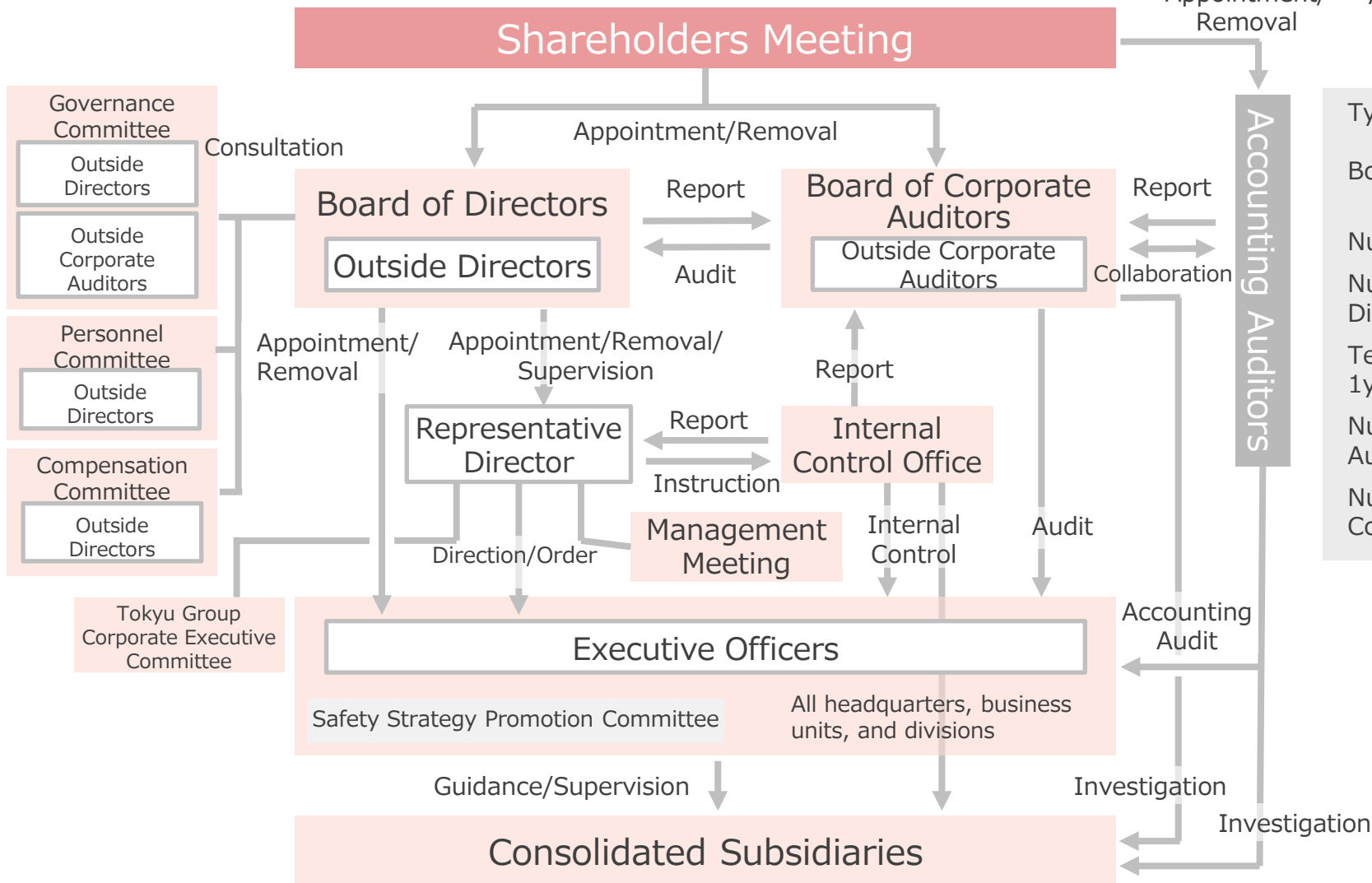
Details of our CSR initiatives are available for viewing at: <http://www.tokyu.co.jp/company/csr/management/> (Japanese language version only)



# Corporate Governance

Appointment/  
Removal

As of April 1, 2018



Type of organization:  
Company with the  
Board of  
Corporate Auditors

Number of Directors: 18  
Number of Outside  
Directors: 4  
Term of office of Directors:  
1 year  
Number of Corporate  
Auditors: 4  
Number of Outside  
Corporate Auditors: 3

The Corporate Governance Report is available for viewing at [www.tokyu.co.jp/ir/english/manage/governance.html](http://www.tokyu.co.jp/ir/english/manage/governance.html)



# Safety Report

- Safety measures taken for platforms and railroad crossings in anticipation of changes in our social environment, such as a declining birthrate and aging population
- Safety measures expanded to prepare for major earthquakes and other natural disasters

## Enhancement of facilities for higher level of safety

### ■ Installation of platform doors

Installing platform doors at all 64 stations on the Toyoko Line, Den-en-toshi Line, and Oimachi Line, aiming for completion in FY2019



### ■ Installation of obstacle sensors

Installing 3D obstacle sensors at all railway crossings, aiming for completion in FY2021 (Excluding Setagaya Line and Kodomonokuni Line)

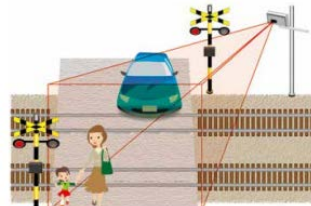


Illustration of a 3D obstacle sensor

### ■ In-car security cameras

Promoting installation in all cars in view of the 2020 Tokyo Olympic and Paralympic Games



## Strengthening safety infrastructure

### ■ Accident prevention

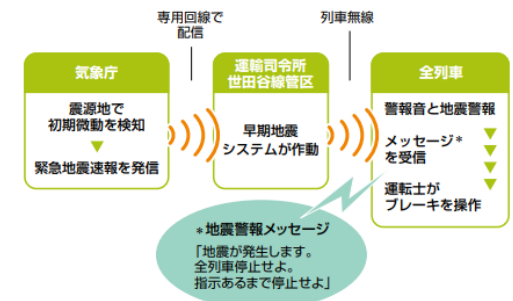
Establishing specific measures based on serious accidents that happened in the past, various potential accidents, and the conditions at individual sites



Evacuation guidance training

### ■ Early earthquake warning system

Introducing the early earthquake warning system, which is aimed at preventing or reducing damage from a major earthquake, to all lines



The Safety Report 2017 (Japanese language version only) is available for viewing at: [www.tokyu.co.jp/csr/tkk\\_anzen/anzen\\_report\\_2017.pdf](http://www.tokyu.co.jp/csr/tkk_anzen/anzen_report_2017.pdf)

# Environmental Report

## Major environmental initiatives of Tokyu Corporation

Developing environmentally friendly towns through railway business, real estate business, and other activities

### ■ Revision of environmental policy

The environmental policy was revised in 2017 to clarify the policy for tackling environmental problems through business, to contribute to building a sustainable society.

### ■ Railway business

Introducing *train cars that are friendly to people and the environment*, to achieve both greater passenger comfort and environmentally friendly operation



### ■ Real estate business

Promoting initiatives that are friendly to global and local environments, in *urban development* as the mainstay of the business



### ■ Contributing to recycling-oriented society

Promoting reuse and recycling of resources through efficient use of them, such as transferring retired train cars to other companies



### ■ Contributing to symbiotic society

Reducing pollutants by considering the impact of our business on the natural environment



### ■ Environmental communication

Environmental classes for families given by issuing 10,000 copies of a booklet designed to provide environmental education to children as the next generation of leaders



The Environmental Report 2017 (Japanese language version only) is available for viewing at: [www.tokyu.co.jp/csr/tkk\\_kankyo/index.html](http://www.tokyu.co.jp/csr/tkk_kankyo/index.html)

# Social Contribution Activities

Continuously conduct social contribution activities in an effort to embody sustainability.

## Education



Gotoh Educational Corporation (Tokyo City University Group/Tokyu Driving School)  
(Established in 1929)



Asia Gakuen (Asia University)  
(Established in 1941)



Tokyu Foundation for Foreign Students (Grant of scholarship to foreign students and their support)  
(Established in 1975)

## Culture



The Gotoh Museum (Conservation and exhibition of artworks and valuables)  
(Opened in 1960)



Tokyu Bunkamura, Inc. (Operation of cultural facilities such as Bunkamura)  
(Started in 1989)



The Gotoh Memorial Foundation (Honoring and grants in the art field)  
(Established in 1990)

## Environment



The Tokyu Foundation for Better Environment (Environmental protection and improvement in the Tama River basin)  
(Established in 1974)



Tokyu Group Environmental Award (Commendation for excellent efforts in environmental activities)  
(Established in 2008)



Winning the grand prize for the 25<sup>th</sup> Global Environment Award (Efforts in Futako-Tamagawa Redevelopment)  
(Awarded in 2015)

Activities of school corporations and foundation corporations is available for viewing at: [tokyugroup.jp/about/pdf/ja\\_pamph\\_foundation.pdf](http://tokyugroup.jp/about/pdf/ja_pamph_foundation.pdf) (Japanese language version only)



# External Evaluation

" We will create a beautiful living environment, where each person can pursue individual happiness in a harmonious society. " That Management in line with the Mission Statement has led to the external evaluation

## ESG

An indicator that points to a business showing an ability to sustain growth: ESG

- Introduce barrier-free facilities, trains
- Introduce new types of trains with the aim of achieving greater fuel efficiency
- Promote renewable energy use at the facilities owned by the Tokyu Group



## Work style innovation

Put workstyle reforms into practice ourselves by, for example, having employees who live close to work and who balance childcare and work, and expand these reforms into society. Become No. 1 company in Japan for retaining its employees through sustainable development of human resources

### Rewarding work and a comfortable working environment

- Systematic groupwide development of consolidated management human resources
- Realization of flexibility in working "time" and "place."
- Diversity management for sustainable growth (Target number of female managers by FY2020: 40)
- Firm establishment of health management to become a company where anyone can work in good health
- Support for employee's career development and good communication

### Improvement of productivity and creation of innovation

- Implementation of "Workstyle Reform Project" across all business units
- Improvement of efficiency of decision-making process and meetings
- Establishment of framework for the accumulation and handing-down of technology and knowledge
- Development of ICT platform and active adoption of new technology
- Shift in emphasis of management thinking toward productivity, management of working hours
- Provision of personnel programs and opportunities that support the creation of innovation

