

Presentation for Investors for the 2nd quarter of year ended March, 2023

November 15, 2022

Tokyu Corporation

(9005)

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

 TOKYU CORPORATION



Contents

I .	Executive Summary	2
II .	Topics of the fiscal year	12
III .	Key Performance Indicators for Each Business	20
IV .	Details of Financial Results for the First Half of FY2022	26
V .	Details of Financial Forecasts for FY2022	40
VI .	(reference) Our Business Model and Competitive Advantage	52
VII .	(reference) ESG information	64

I . Executive Summary

Main Points in the Results for 1H FY2022

(Unit: Billion yen)	Results	YoY Comparison	
Operating Revenue	434.6	- 8.3	(- 1.9%)
Operating Profit	21.8	- 3.1	(- 12.5%)
Recurring Profit	24.7	- 1.8	(- 7.1%)
Profit attributable to owners of parent	18.4	- 5.7	(- 23.6%)

[Operating revenue]

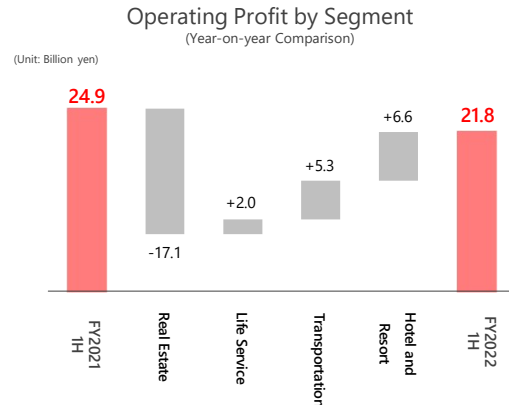
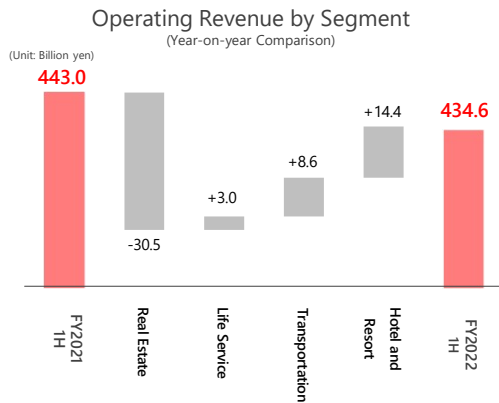
- Operating revenue decreased 8.3 billion yen year on year, mainly reflecting a decline in revenue in the Real Estate Business, which is attributed to the absence of the sale of a large-scale property recorded in the previous year, more than offsetting the year-on-year increase in revenue in each segment along with a recovery in demand following the COVID-19 pandemic.

[Operating profit]

- Operating profit decreased 3.1 billion yen year on year. Operating profit increased and losses were improved except in the Real Estate Business segment, in which a sale of a large-scale property was recorded in the previous fiscal year.

[Profit attributable to owners of parent]

- Profit attributable to owners of parent decreased 5.7 billion yen year on year due to the absence of a gain on sale of fixed assets recorded in the previous fiscal year.



○ This slide shows the main points in the results in the first half of FY2022.

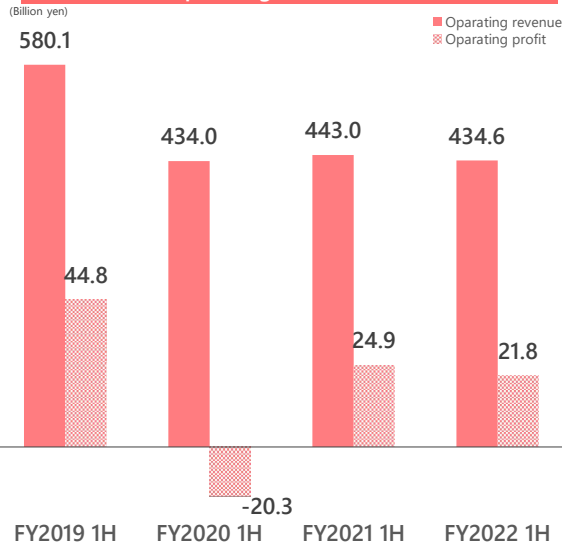
○ Operating revenue stood at 434.6 billion yen. Operating profit was 21.8 billion yen. Profit attributable to owners of parent stood at 18.4 billion yen.

○ Both operating profit and profit attributable to owners of parent decreased year on year due to the absence of the sale of a large-scale property and a gain on sale of fixed assets, which were recorded in the previous fiscal year. We understand that, excluding these impacts, each business recovered steadily.

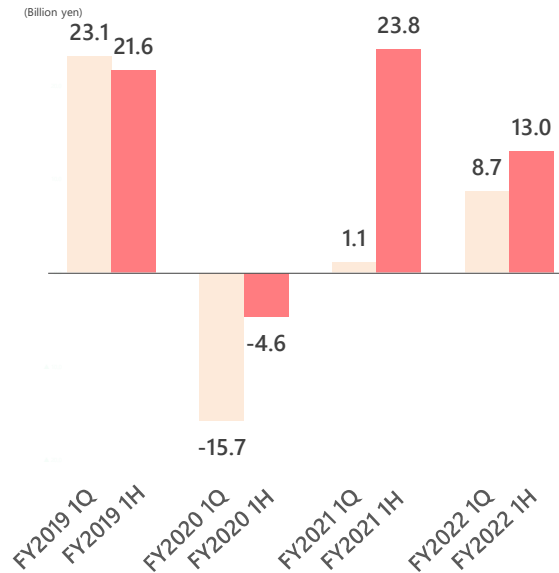
Consolidated Financial Results for 1H FY2022

- Excluding the First Half of the previous fiscal year, which saw the sale of a large property in the real estate business, the First Half of the current fiscal year was the strongest since Corona disaster.
- In each quarter, stable operating income was recorded as in the first quarter of the current fiscal year.

Consolidated Operating Revenue and Operating Profit Trends



Quarterly Consolidated Operating Profit Trends



○ The graph on the left shows trends in first-half operating revenue and operating profit since FY2019. The one on the right shows changes in quarterly operating profit.

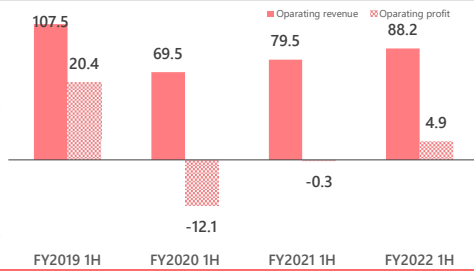
○ In the current fiscal year, operating profit has remained stable since the first quarter, showing the recovery trend that I mentioned just now.

○ The next page shows performance by business segment.

Each Business Performance for 1H FY2022

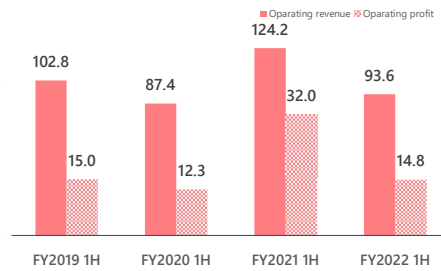
Transportation

Railway business and bus operations returned to operating profitability with a recovery in the number of passengers transported.



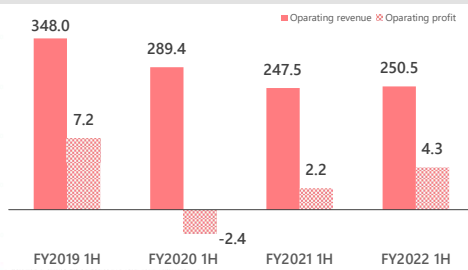
Real Estate

Although there is a reactionary decline from the previous year's large-scale property sales, the real estate leasing business remains stable.



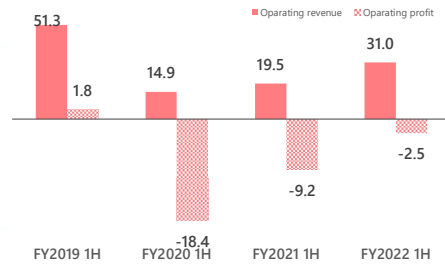
Life Service

Although there was a decrease in demand for home-dining in retail and the impact of price hikes, profit increased due to a recovery in demand in other businesses.



Hotel and Resort

Tokyu Hotels improved its loss due to a rebound from the previous year. (Occupancy rate in the first half: 64.7%, YoY+29.5P)



Assumptions for FY2022 Forecasts

- The business environment will continue to recover, as no restrictions on activities due to the COVID-19 are expected, and in addition, immigration will be eased.
- The impact of rising energy prices, such as power costs and electricity, is factored in in each business.

■ Status of each business segment

Transportation

■ Tokyu Railways

Passengers Carried is higher than Forecast as of May, but operating profit is unchanged due to higher power costs.

- Passengers Carried : -19.0% from FY2019 (Forecasts as of May : -21.0% from FY 2019)
- Power costs : 9.2 billion yen (YoY : +3.8 billion yen \ Forecasts as of May : +2.2 billion yen)

Real Estate

■ Real estate leasing

Vacancy rates and rent levels are the same as current levels. (Unchanged from the Forecasts as of May)

Life Service

■ Tokyu Department Store

Sales are recovering from the previous year, but Forecasts were not achieved due to the pre-emergency measures until March.

- Sales : YoY +2.8% (Forecasts as of May : YOY +3.5%)

■ Tokyu Store Chain

Sales are decreased reflecting subsiding stay-at-home demand, coupled with restrained buying due to price increases.

- Sales : YOY -0.4% (Forecasts as of May : YOY +2.2%)

Hotel and Resort

■ Tokyu Hotels

Occupancy rates exceeded expectations in the first half of the year and ADRs are expected to rise in the second half of the year due to easing of entry restrictions, etc.

- The full-year occupancy rate : 71% (3Q : 77% , 4Q : 76%) * Forecasts as of May : 69% (3Q : 77% , 4Q : 74%)
- ADR : 12,154 yen (Forecasts as of May : 11,819 yen)

Consolidated operating revenue and operating profit will remain unchanged from the Forecasts as of May, although the segment breakdown will be revised to reflect changes in the business environment and increased costs such as railway's power costs and electricity costs.

Energy costs in the consolidated are expected to increase by approx. 10 billion yen year-on-year and by approx. 5 billion yen compared to the Forecasts as of May .

○ This page shows assumptions for forecasts as of November and the status of each business segment.

○ Tokyu Railways and Tokyu Hotels achieved a greater-than-expected recovery, partly reflecting the recovery of the business environment. Please refer to the details later.

○ On the other hand, we expect an increase in costs associated with the soaring energy prices, such as railway's power costs and electricity costs.

Main Points in Forecasts for FY2022

(Unit: Billion yen)	Full Year Forecast	YoY Comparison	Comparison with Forecasts as of May	
Operating Revenue	937.0	+ 57.8 (+ 6.6%)	-	(-)
Operating Profit	40.0	+ 8.4 (+ 26.8%)	-	(-)
Recurring Profit	39.6	+ 4.6 (+ 13.1%)	+ 4.1	(+ 11.5%)
Profit attributable to owners of parent	22.0	+ 13.2 (+ 150.5%)	-	(-)

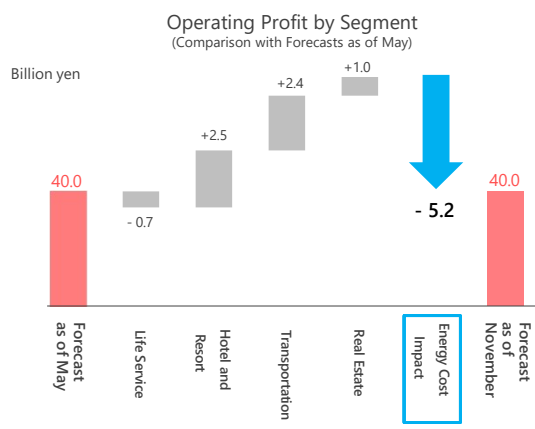
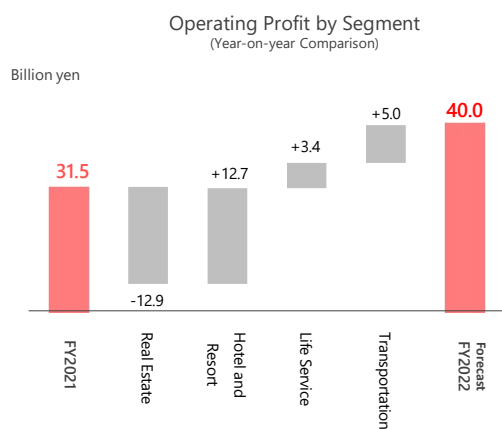
Comparison with the May Forecast

[Operating revenue and Operating profit]

- Operating revenue is forecast to increase at higher-than-expected rates, mainly in the Hotel Business and the Transportation Business. However, forecast operating profit remains unchanged, reflecting forecast increases in electricity expenses and other energy costs in addition to a decline in revenue from the retail business.

[Profit attributable to owners of parent]

- Recurring profit increased 4.1 billion yen, mainly reflecting an increase in investment gains from equity method. Profit attributable to owners of parent remains unchanged.



○ This slide shows the main points in our forecasts for FY2022.

○ I will explain in comparison with the forecasts in May.

○ Operating revenue and operating profit are expected to increase in the Hotel Business and Transportation Business. However, forecast consolidated operating profit remains unchanged, reflecting forecast increases in electricity expenses and other costs in addition to a decline in revenue from the retail business. The breakdown by segment has been changed.

○ Recurring profit increased 4.1 billion yen year on year, to 39.6 billion yen, reflecting an increase in investment gains from equity method. Profit attributable to owners of parent remains unchanged at 22.0 billion yen.

Numerical Plan of the Medium-term Management Plan

In FY2023, the final year of the current medium-term three-year management plan Operating Profit of 70 billion yen, Tokyu EBITDA of 170 billion yen, and an Interest-bearing Debt / TOKYU EBITDA Multiple of 7 times range have.

(Unit: Billion yen)

Medium-term Management Plan →

	FY2018 Results	FY2019 Results	FY2020 Results	FY2021 Results	FY2022 Forecast	FY2023 Plan
Operating Revenue	1157.4	1164.2	935.9	879.1	937.0	1000.0
Operating Profit	81.9	68.7	△31.6	31.5	40.0	70.0
Profit attributable to owners of parent	57.8	42.3	△56.2	8.7	22.0	40.0
TOKYU EBITDA	176.6	176.5	74.7	128.3	142.6	170.0
Interest-bearing Debt / TOKYU EBITDA Multiple	6.0 times	6.5 times	15.8 times	9.3 times	9.0 times	Recover to 7 times
(Reference) Return On Equity	8.0%	5.6%	△7.7%	1.2%	3.1%	5.5%

*TOKYU EBITDA = Operating profit + Depreciation + Amortization of goodwill + Disposal cost of fixed assets + Interest and dividend income + Investment gains (loss) from equity method.

 TOKYU CORPORATION

8

○ I will explain the numerical plan for FY2023 as the final fiscal year of the Medium-term Management Plan. We announced the values in September.

○ We aim to achieve a recovery in operating profit, with an increase of approximately 100.0 billion yen from the FY2020 level, to 70.0 billion yen, as well as Tokyu EBITDA of 170.0 billion yen and an interest-bearing debt / TOKYU EBITDA multiple of 7 times range.

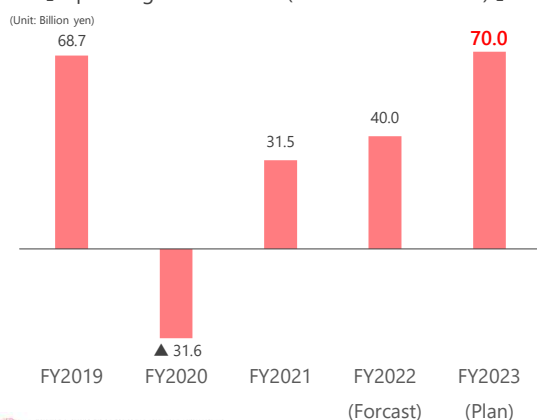
FY2023 Plan Key Points

(Unit: Billion yen)	FY2022 Forecast	FY2023 Plan	Comparison with FY2022 forecast
Operating Revenue	937.0	1,000.0	+ 63.0 (+ 6.7%)
Operating Profit	40.0	70.0	+ 30.0 (+ 75.0%)
Profit attributable to owners of parent	22.0	40.0	+ 18.0 (+ 81.8%)

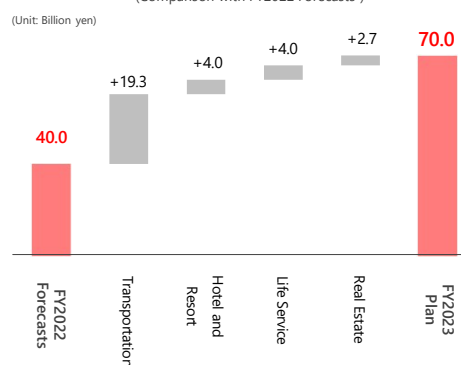
■ Comparison with the FY2022 Forecast

- Increase in profit reflecting fare revision by Tokyu Railways and recovery of demand
- Achievement of an income and expenditure balance in the Hotel Business
- Aiming for operating profit of 70.0 billion yen, expecting recovery of each business from the impact of the COVID-19 pandemic in addition to the above

【 Operating Profit Trends (FY2019~FY2023Plan) 】



【 FY2023 Plan Operating Profit by Segment 】



- These are key points of the FY2023 numerical plan.
- I will explain in comparison with FY2022.
- We expect an increase in profit in the Transportation Business, reflecting an increase in profit attributed to the fare revision by Tokyu Railways and a recovery in demand in each business.
- In the Hotel and Resort Business, we will at least achieve a recovery to an income and expenditure balance through structural reforms in addition to a recovery in demand.
- We aim to post an operating profit of 70.0 billion yen by continuing to increase profit from each business in addition to achieving the above.

Use of Funds and Financial Strategy for FY2022

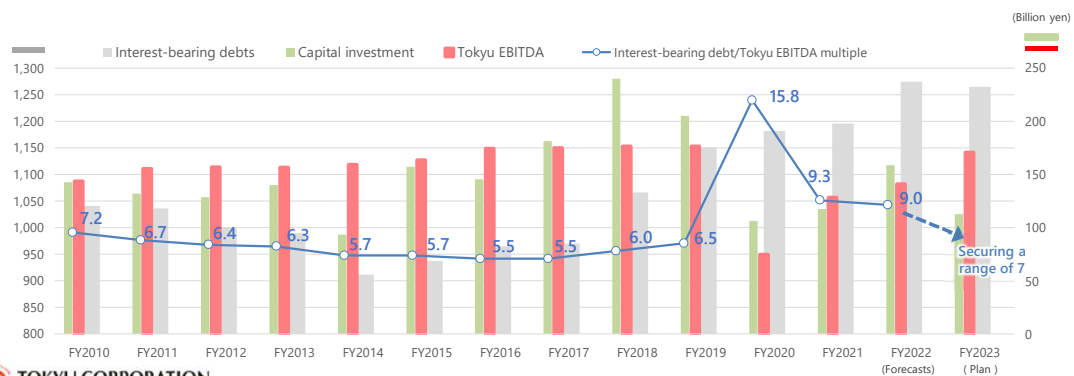
Use of funds

- We will steadily implement safety and maintenance/renewal investment, large projects in progress, and investments related to structural reforms for each business.
- With regard to the acquisition of real estate for sale, we will continue to purchase good properties while assessing real estate market conditions with a view to generating stable profits.

➔ Continue investing in areas centering on those served by Tokyu's railway lines and fields with potential for future growth

Financial health

- We will reinforce our profit structure with ongoing cost reduction, focusing on businesses that carry out structural reforms.
- In FY2022, the level of interest bearing debt will temporarily increase due mainly to the completion of the Tokyu Kabukicho Tower and other factors, but in FY2023, we will secure an interest-bearing debt / Tokyu EBITDA multiple in the 7 range due to a recovery in profitability and other factors.



○ I will explain our policy on use of funds and financial strategy.

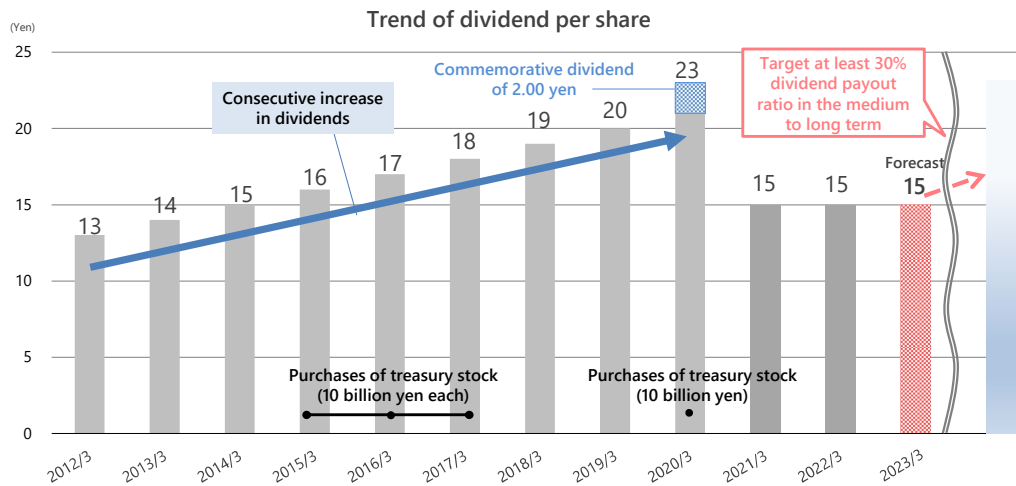
○ In the current fiscal year, the level of interest-bearing debt will temporarily increase due to the completion of the Tokyu Kabukicho Tower. In FY2023, we will improve the ratio of interest-bearing debt to Tokyu EBITDA to the 7 times range, chiefly by achieving a recovery in profitability.

FY2022: Concept of shareholder returns

Shareholder returns

- The annual dividend is expected to be 15 yen per share. Aiming for a payout ratio of 30% over the long term.
- The number of outstanding shares has been rising due to the ongoing reorganization of Group companies, such as the conversion of Tokyu Recreation Co., Ltd. into a wholly owned subsidiary that was announced in September 2022. Capital efficiency is an issue.

➔ We will continue to flexibly consider the acquisition of treasury shares, etc., taking into account trends in funds and profit levels.



○ Our policy on shareholder returns is as stated on the slide.

○ While our basic policy has remained unchanged, we have identified an issue, that is, the increase in the number of outstanding shares reflecting the ongoing reorganization of Group companies, such as the conversion of Tokyu Recreation Co., Ltd. into a wholly owned subsidiary that we announced in September.

○ We will continue to flexibly consider the acquisition of treasury shares, taking into account trends in funds and profit levels, in our efforts to improve capital efficiency.

II . Topics of the fiscal year

Initiatives to Recover the Profitability of the Railway Business

Aiming to build a structure of income and expenditure which enables us to consistently generate profits in the post-COVID-19 era.

Initiatives to cut costs

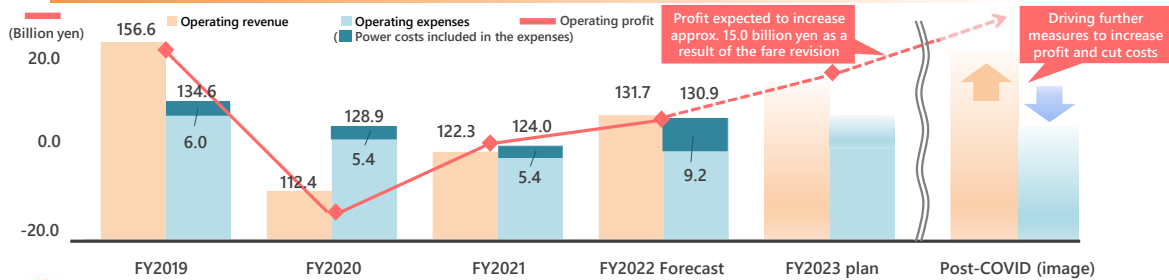
- Initiatives in FY2021 and before
 - Reduction of personnel costs through revisions to the work shift schedule, time schedule revision, and other measures
 - Reduction of outsourcing costs and advertising expenses through internalization, etc.
- ➡ **Achieving a constant cost reduction of approx. 5.0 billion yen**
- Further initiatives to be taken in the future
 - Transformation of railway operations and station services to adapt to changes in demand
 - Transformation of operations utilizing technology
 - Achieve single-person operation of Toyoko Line services at an early stage
 - Digital transformation of station services and equipment / facilities maintenance, etc.
- ➡ **Promote further efficiency through technological innovation, etc.**

Approval of fare revision

- Details of approval
 - Effective date: March 2023 (plan)
 - Revision rate and revenue increase rate: **12.9% (revision rate) and 11.7% (revenue increase rate)**
- ➡ **Sales and profit expected to increase approx. 15.0 billion yen as a result of the fare revision**



Changes in the structure of income and expenditure



- I will move on to explain topics of the current fiscal year.
- I will start with our initiatives to recover the profitability of the railway business.
- Regarding costs, we are achieving a constant reduction of around 5.0 billion yen. We will continue working to achieve further efficiency improvements, mainly through technological innovation including single-person operation of Toyoko Line services.
- Regarding revenue, we expect an increase of approx. 15.0 billion yen reflecting the fare revision.
- With these initiatives, we will achieve significant profit recovery in FY2023 and a further recovery in profit in the following fiscal years.

Expansion and Growth of Railway Network

We will form a wide-area railway network to improve access to Shinkansen (bullet trains) and airports, etc. in addition to increasing residential population in areas served by Tokyu's railway lines, aiming for further growth in demand for railway transport.

Efforts to open the Tokyu Shin-Yokohama Line

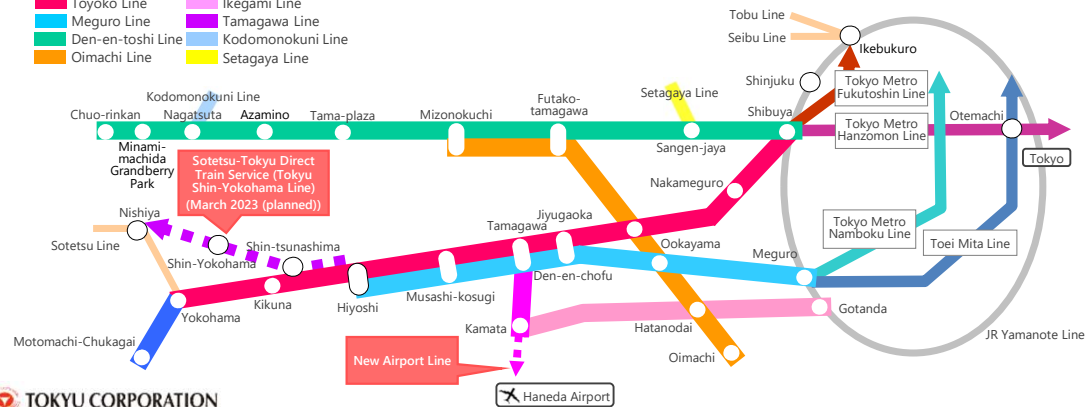
- Efforts to open the Tokyu Shin-Yokohama Line
 - Opening: March 2023 (scheduled)
 - Distance: Approx. 10 km (Distance between Shin-Yokohama Station and Hiyoshi Station on Tokyu Railways: Approx. 5.8 km)
 - Effect: A wide-area railway network will be formed, extending from the central Kanagawa and western Yokohama area to the Tokyo and Saitama areas.

Efforts to develop the new airport line

- Progress: In October, Ota Ward and Tokyu Railways Co., Ltd. established Haneda Airport Line Co., Ltd., a joint public-private venture, to develop the new airport line. (Ota Ward holds 61% of shares and Tokyu Railways holds 39% in the company.)
- Effects: Formation of a network with Haneda Airport is expected to improve convenience. It is also expected to increase the movement of people in the Ota Ward area.

■ Ongoing initiatives to expand the railway network

- | | |
|--|--|
| ■ Toyoko Line | ■ Ikegami Line |
| ■ Meguro Line | ■ Tamagawa Line |
| ■ Den-en-toshi Line | ■ Kodomonokuni Line |
| ■ Oimachi Line | ■ Setagaya Line |



○ These are moves to expand our railway network.

○ We will open the Tokyu Shin-Yokohama Line in March next year.

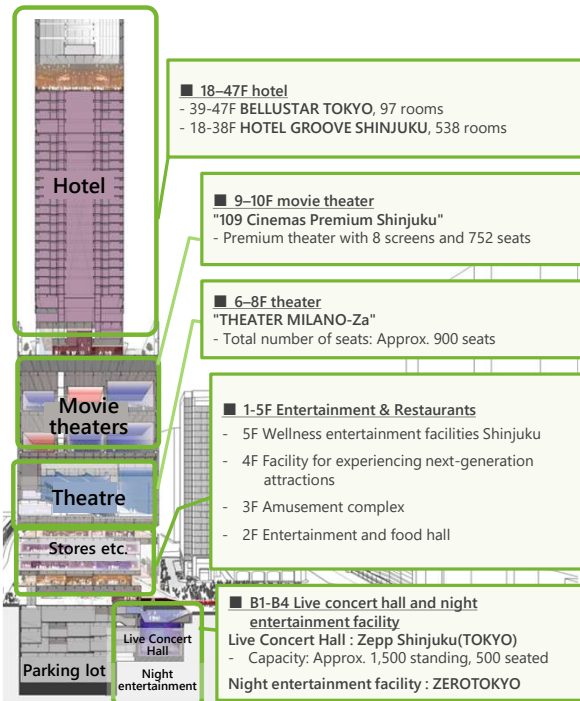
We are thus forming a wide-area railway network, extending from Kanagawa to Saitama. We are striving to increase the value of rail service areas with an increase in population in areas served by Tokyu's railway lines and greater convenience, such as improved access to Shinkansen (bullet trains).

○ In October this year, we established a joint public-private venture with the government of Ota Ward to develop the new airport line.

Expected effects are an increase in the movement of people in the Ota Ward area in addition to more convenient access to Haneda Airport.

Initiatives Toward the Opening of Tokyu Kabukicho Tower

Facility application overview



Plan overview

- Total investment: 75.0 billion yen (plan)
- Site area: Approx. 4,600 m²
- Height: Approx. 225 meters
- Total floor area: Approx. 87,400 m²
- Completion: January 11, 2023

Progress toward opening

- The opening date has been finalized. It will be Friday, April 14, 2023.
- * The hotel will open on Friday, May 19.

Assumed daily rate of the hotel facilities

Name	Assumed daily rate
BELLUSTAR TOKYO 97 rooms	From 80,000 yen
HOTEL GROOVE SHINJUKU 538 rooms	From 30,000 yen

Announcement of the first measure for *refining one's tastes*: EVANGELION KABUKICHO IMPACT

- It has been decided that the "Stage Play -- Evangelion Beyond" (tentative) will be performed at the opening of the THEATER MILANO-Za.

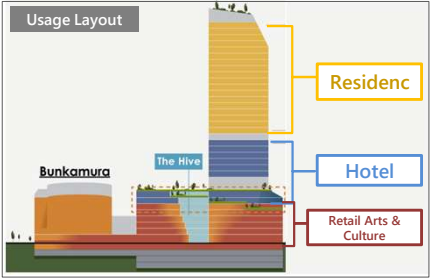








○ Let me describe progress toward the opening of Tokyu Kabukicho Tower.

○ Steady progress is made toward the opening of Tokyu Kabukicho Tower. For example, the opening date has been officially determined. It will be April 14 next year. Commercial tenants and the first play to be performed at the theater have also been finalized.

○ We will make it an attractive facility by devoting all resources of the Tokyu Group, including entertainment and a hotel.

Major development projects underway

Shibuya Area		Tokyu Areas	
<h3>Shibuya Upper West Project</h3> <ul style="list-style-type: none"> • Creating a world-class quality facility that includes residential functions. Creation of a world-class quality facility in Shibuya area • Joint development through a partnership between the Tokyu Group and LCRE (Business owner : Tokyu, L Catterton Real Estate, Tokyu Department Store)   <p>Site area : Approx. 13,675 m² Floor area : Approx. 117,000 m² No. of floors : 36 above ground floors, 4 basement levels Height : Approx. 164.8 meters Uses : Retail, Hotel, Residence, etc. Completion : FY2027 (planned)</p>		<h3>Shibuya 2-Chome-17 District Urban Redevelopment Project Type 1</h3> <p>Site area : Approx. 3,460 m² Floor area : Approx. 44,560 m² Uses : Offices, shops, parking facilities, etc. Opening : First half of FY2024 (planned)</p> 	
<h3>SHIBUYA SCRAMBLE SQUARE Phase II (Central-West Bldg.)</h3> <p>Site area : Approx.15,300m² (Including Phase I) Floor area : Approx.276,000m² (Including Phase I) Uses : offices, shops, parking facilities, etc Opening : FY2027 (planned)</p> 		<h3>Yokohama Station Kita Nishiguchi Tsuruya District Urban Redevelopment Project</h3> <p>Site area: Approx. 6,690 m² Floor area: Approx. 79,330 m² Applications: Apartment, shops commercial , hotels, hotel-like condos, parking facilities, etc. Opening: First half of FY2024(planned)</p> 	
		<h3>Shin-tsunashima station District Urban Redevelopment Project Type 1</h3> <p>Site area : Approx. 3,890 m² Floor area : Approx. 37,560 m² Uses : Apartments, commercial, public facilities, shops parking facilities, etc. Opening : October 2023 (planned)</p> 	
		<h3>Development of intermediate base stations</h3> <ul style="list-style-type: none"> •Fujigaoka An integrated urban development combining station area facilities, hospitals and parks •Saginuma As a project partner, we will work to develop a variety of urban functions in a complex manner. 	

○ These are major ongoing projects.

○ Regarding the Shibuya Upper West Project, which will be implemented at the current site of Tokyu Department Store's main store, we announced the overview in July.

○ In addition to retail stores and a hotel, we will provide a residence function, thereby adding a new element -- that is, living in Shibuya. Thus, this project is a symbolic project that takes advantage of our strengths and strengths of the Shibuya area.

Making Tokyu Recreation Co., Ltd. a Wholly Owned Subsidiary (Planned)

Overview of the wholly-owned subsidiary

■ Purpose of becoming a wholly owned subsidiary

The added value brought by 'the Entertainment Business' Attraction of the Tokyu Group's urban development

By further growing the 'entertainment business' in the Tokyu Group, centred on Tokyu Recreation ,
the differentiation in the intensifying intercity competition in order to win such competition.

■ Outline of the Share Exchange

Allotment ratio of shares	· For each share of Tokyu Recreation stock · 3.60 shares of the Company
Number of shares to be delivered	· Common shares of Tokyu: 11,733,548 · (planned) · *Use of treasury shares · Approx. 1.9% of shares issued
Effective date	· January 1, 2023 (scheduled)

*The Share Exchange is scheduled to take effect on January 1, 2023 after approval of the Share Exchange Agreement is obtained at an extraordinary general meeting of shareholders of Tokyu Recreation to be held on November 21, 2022.

 TOKYU CORPORATION

Strengthening of entertainment strategy

■ Promoting the entertainment business by utilising all the Group's strengths

• Optimal use of facilities triggered by entertainment

Maximise value through collaboration with retail and hotels, in addition to revenue generation from cinemas, theatres, etc.
→Aiming to spread not only to "the facility" but to the entire "city"

• Active investment in IP and Contents

In order to take advantage of our group business and the charm of the city,
Strengthen involvement by investing in IP and Contents.

Example of entertainment development

Tokyu Kabukicho Tower

'EVANGELION KABUKICHO IMPACT'

Theatres, cinemas, live halls, hotels, etc.
Experience the world of "Evangelion" from every angle throughout the entire facility.



○ I will explain the conversion of Tokyu Recreation Co., Ltd. into a wholly owned subsidiary, which we announced on September 14.

○ We believe it is the added value provided by the Entertainment Business that makes our urban development attractive.

○ Regarding future development, we believe that we cannot attract customers just by building facilities. We will make entertainment even more attractive to achieve differentiation from other cities, in our efforts to win the intensifying intercity competition.

○ For Tokyu Kabukicho Tower, which will soon open, we are planning events held through cooperation in the entire facility, including the hotel, in addition to the theater, movie theater, and the live concert hall. We would like to take advantage of such entertainment in operating the facility.

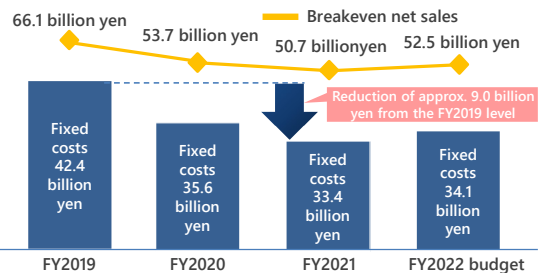
Progress of structural reform of hotel business

We have begun to implement drastic business structural reforms, in addition to structural reforms aimed at improving the structure of income and expenditures.

Reform of the structure of income and expenditures at Tokyu Hotels

Initiatives in FY2021 and before

Item	Main Initiatives
Reduction of fixed costs	- Reduction of personnel costs, subcontract costs, and other costs - Reduction of fixed rents (including shift to variable rents)
Improve customer appeal in domestic market	- Generating new income (such as offering rooms for use as offices) - Launch of the flat-rate flexible housing/accommodation service
Improving profitability of hotels	- Reorganizing the unprofitable restaurant division (outsourcing the operation to THP) - Introduction of smartphone check-in, etc. for saving manpower
Reviewing hotels	- Closing unprofitable hotels



Progress of "Business Function Reorganization" after FY2022

Reorganization of management functions

- Reducing rents for existing hotels and metabolic changes in rents for them (redevelopment, withdrawal, etc.)
- Planning to terminate two more hotels (Toranomon and Akasaka)
- Improve the appeal of towns and their ability to attract customers through the selection of hotel operators (including those backed by foreign capital) in line with the characteristics of town planning and urban development
- Swire Hotels was selected as the hotel operator in the Shibuya Upper West Project
- The House Collective, a contemporary luxury brand, will make its first foray into Japan.

New hotel openings

【THE HOTEL HIGASHIYAMA by Kyoto Tokyu Hotel】

- Opened in July 2022, 168 rooms (Tokyu Harvest Club 25 rooms)



【[Sapporo Susukino Station Area]Complex Development Plan(provisional)】

- Scheduled for completion in December 2023, approx. 440 rooms



【Tokyu Kabukicho Tower】

- BELLUSTAR TOKYO, 97 rooms
- HOTEL GROOVE SHINJUKU, 538 rooms
- Scheduled for completion in April 2023



○ I will explain topics involving the hotel business.

○ At Tokyu Hotels, a reform of its structure of income and expenditures has been in progress, and the breakeven point has been improved by reducing fixed costs and through other initiatives.

○ In addition, we are also working on the business function reorganization, about which I told you in the presentation of results in May.

○ We have selected the Swire Group as the hotel operator in the Shibuya Upper West Project. Initiatives based on new ideas have been made a reality in this project. For example, it has been decided that The House Collective, a contemporary luxury brand, will open a store, in what is its first foray into Japan.

Examples of Specific Initiatives under the Environmental Vision 2030

Decarbonized society

■ Tokyu Railways: Operation of all railway lines using power that is 100% derived from renewable energy

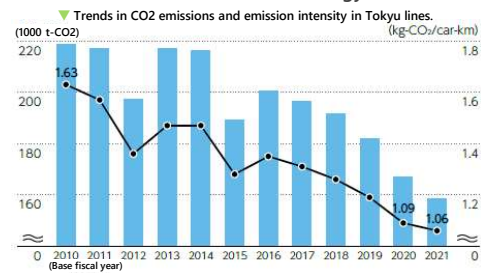
- As of FY2022, we switched to electricity derived from renewable energy with zero effective CO₂ emissions for all Tokyu railway lines.
- This represents Japan's first initiatives to operate railway routes using power that is 100% derived from renewable energy.



2020 Series with improved environmental performance



Kamata Station platform lighting replaced with LEDs



■ Using power derived from renewable energy under a corporate PPA

- Working to build an off-site corporate PPA model(*) using solar power plants, jointly with Osaka Gas Co., Ltd., GPSS Holdings Inc.,
- "Tokyu Kabukicho Tower," "Minami-Machida Grandbury Park," "Shibuya Stream," and "Tokyu Kabukicho Tower" will be powered by renewable energy from a new solar power plant to be developed by Osaka Gas and GPSS.



Tokyu Kabukicho Tower

* A method of supplying and procuring power based on a long-term, fixed-rate power purchase agreement signed by a power producer, power retailer, and consumer by assuming that power will be supplied from a distant power plant to the place of consumption via a power transmission and distribution system

Recycling-based society

■ Example of initiative to reduce waste

- Countermeasure against food loss (Tokyu Store Chain Co., Ltd., etc.)



Selling unsold products before the use-by date



Placing orders by predicting demand using AI

■ Example of initiative to reduce water consumption

- Rainwater recycling
- Introduction of sensor faucets
- Installing water-saving packings, adjusting water flow control valves

○ Finally, I will explain our initiatives for the Environmental Vision 2030.

○ Tokyu Railways operates all railway lines using power with net zero CO₂ emissions that is 100% derived from renewable energy. This is the first initiative of its kind in Japan.

○ We are also using power derived from renewable energy under a corporate PPA. We plan to use power from solar power plants at three facilities, that is, Tokyu Kabukicho Tower, Minami-Machida Grandberry Park, and Shibuya Stream.

○ Progress towards targets set under the Environmental Vision is described on page 66 for your reference.