



FY2022

Financial Results Briefing

May 12, 2023

TOBU RAILWAY CO., LTD.

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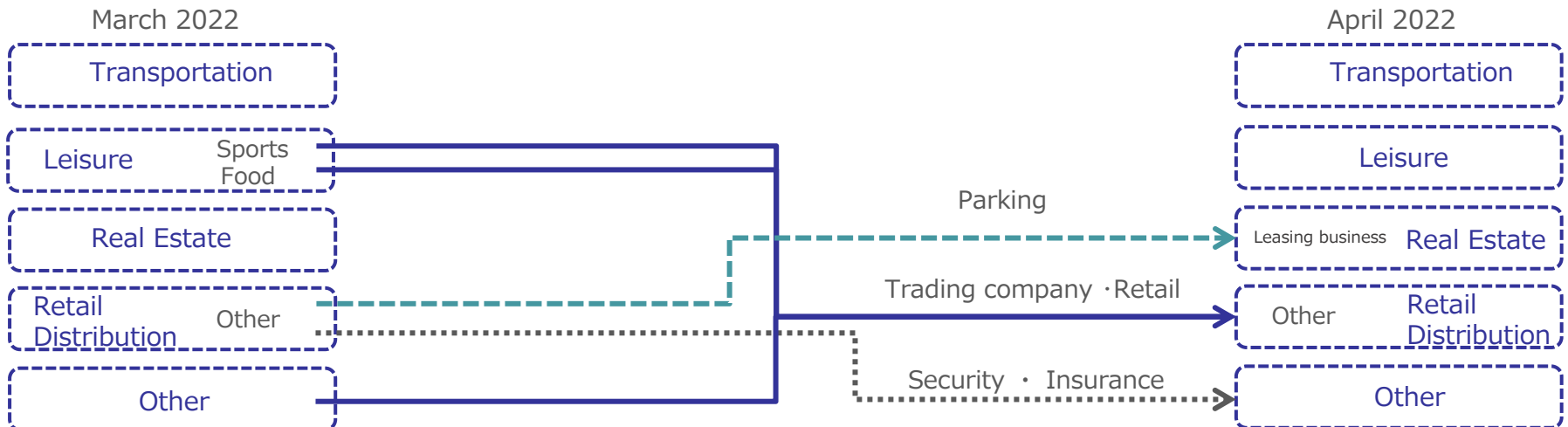
I . FY2022 Business Results — Subsidiaries · Affiliates



Subsidiaries	March 2022	Increase	Decrease	March 2023
Transportation	26	1	-	27
Leisure	21	-	5	16
Real Estate	3	-	-	3
Retail Distribution	12	1	5	8
Other	16	1	2	15
Total	78	3	12	69

Affiliates	March 2022	Increase	Decrease	March 2023
Transportation	1	-	-	1
Leisure	2	-	-	2
Real Estate	-	-	-	-
Retail Distribution	-	-	-	-
Other	-	-	-	-
Total	3	-	-	3

(Reference) Restructuring of main business



Trading company · Retail ... Tobu Shoji Co.,Ltd., TOBU LANDSYSTEM CO.,LTD., Tobu Foods Service Co.,Ltd., Tobu Foods System Co.,Ltd., Tobu Energy Support Co., Ltd.

Parking ... Nihon Parking Building Service Co., Ltd., SOGO PARKING SERVICE Co.,Ltd., UTSUNOMIYA PARKING SERVICE CO.,LTD.

Security ... Tobu Building Management Co., Ltd., TOBU SECURITY Co.,Ltd.

Insurance ... TOBU Insurance Service Co.,Ltd., TOUEI SANGYO CO.,LTD.

I . FY2022 Business Results

— Consolidated statement of income



Unit: Millions of yen	FY2022 Results	FY2021 Results	Change	Notes	FY2022 Plan	Change
Operating revenues	614,751	506,023	108,728	Transportation + 15,835, Leisure + 85,774, Real Estate -1,602, Retail Distribution + 9,272, Other + 3,487	607,000	7,751
Operating profit	56,688	24,732	31,955	Transportation + 7,616, Leisure + 20,542, Real Estate -1,911, Retail Distribution + 6,625, Other -778	50,000	6,688
Ordinary profit	54,815	27,406	27,408		47,500	7,315
Extraordinary income	8,735	3,017	5,718		-	-
Extraordinary losses	18,391	6,523	11,868	Impairment losses + 6,108	-	-
Profit attributable to owners of parent	29,179	13,453	15,726		25,000	4,179
Ratio of operating profit to net sales	9.2%	4.9%	4.3P		8.2%	1.0P
Operating profit ROA*	3.3%	1.5%	1.8P		-	-
ROE*	6.3%	3.0%	3.3P		-	-
Depreciation	53,354	55,570	-2,215		53,500	-145
EBITDA	110,043	80,302	29,740		103,500	6,543

*Operating income ROA = Consolidated operating income / {(Beginning total assets + Ending total assets) / 2}

*ROE = Profit attributable to owners of parent / {(Beginning equity + Ending equity) / 2}

*Plan figures are those from announcement on February 24, 2023. (P3~P11)

*We have changed the segment classifications from FY2022. We have given the figures for FY2021 according to the classifications after the change.

I . FY2022 Business Results

— Segment Profit



	Unit: Millions of yen	FY2022 Results	FY2021 Results	Change	FY2022 Plan	Change
Transportation	Operating revenues	189,189	173,354	15,835	187,600	1,589
	Operating profit	19,381	11,764	7,616	18,000	1,381
Leisure	Operating revenues	188,354	102,579	85,774	186,000	2,354
	Operating profit	19,470	-1,072	20,542	18,000	1,470
Real Estate	Operating revenues	60,915	62,517	-1,602	60,300	615
	Operating profit	13,681	15,592	-1,911	12,300	1,381
Retail Distribution	Operating revenues	163,438	154,166	9,272	163,300	138
	Operating profit	2,602	-4,022	6,625	1,200	1,402
Other	Operating revenues	81,902	78,414	3,487	78,100	3,802
	Operating profit	2,646	3,424	-778	1,500	1,146

I . FY2022 Business Results — Consolidated balance sheet



Unit: Millions of yen	FY2022 Results	FY2021 Results	Change	Notes
Current assets	206,090	167,475	38,615	Notes and accounts receivable - trade + 7,145
Non-current assets	1,532,105	1,522,380	9,724	
Total assets	1,738,195	1,689,855	48,339	
Current liabilities	459,439	409,735	49,704	Notes and accounts payable - trade + 9,153
Non-current liabilities	798,181	820,901	-22,720	
Total liabilities	1,257,620	1,230,636	26,984	
Total net assets	480,575	459,219	21,355	Retained earnings + 23,175
Total liabilities and net assets	1,738,195	1,689,855	48,339	
Equity ratio	27.3%	26.8%	0.5P	
Interest-bearing debt balance	795,502	808,507	-13,005	
Interest-bearing debt/EBITDA multiple	7.2	10.1	-2.9P	
Capital expenditures	55,018	39,172	15,846	

I . FY2022 Business Results

— Consolidated statement of cash flows



Unit: Millions of yen	FY2022 Results	FY2021 Results	Change	Notes
Cash flows from operating activities	101,115	66,851	34,264	Profit before income taxes + 21,258
Cash flows from investing activities	-52,711	-30,964	-21,746	Decrease in Contribution received for construction -10,184
Cash flows from financing activities	-25,285	-35,005	9,720	Decrease in repayment of interest-bearing debt + 15,767
Net increase in cash and cash equivalents	23,188	938	22,250	
Cash and cash equivalents at end of period	69,074	45,885	23,188	

I . FY2022 Business Results

— Transportation



Unit: Millions of yen	FY2022 Results	FY2021 Results	Change	Notes	FY2022 Plan	Change
Operating revenues	189,189	173,354	15,835		187,600	1,589
Railways	141,477	128,065	13,411		140,200	1,277
Other	47,712	45,289	2,423	Bus and taxi + 2,278, Freight + 132	47,400	312
Operating profit	19,381	11,764	7,616		18,000	1,381
Railways	17,432	12,129	5,303		16,600	832
Other	1,948	-364	2,312	Bus and taxi + 2,332, Freight - 19	1,400	548
Operating profit ROA	2.0%	1.2%	0.8P		-	-
Depreciation	31,286	33,356	-2,070		31,300	-13
EBITDA	50,667	45,120	5,547		49,300	1,367
Capital Expenditures	33,891	24,398	9,493		36,600	-2,709

Tobu Railway Lines Number of Passengers (Unit: 1 Million people)	FY2022 Results	FY2021 Results	FY2022 Plan
Commuter Passengers	508	483	508
Non-Commuter Passengers (Limited Express)	291	252	287
	5	4	5
Total	798	735	794

Tobu Railway Lines Passenger Revenue (Unit: Millions of yen)	FY2022 Results	FY2021 Results	FY2022 Plan
Commuter Passengers	55,325	53,209	55,442
Non-Commuter Passengers (Limited Express)	70,765	59,246	69,497
	4,727	3,296	4,565
Total	126,090	112,455	124,940

I . FY2022 Business Results

— Leisure



Unit: Millions of yen	FY2022 Results	FY2021 Results	Change	Notes	FY2022 Plan	Change
Operating revenues	188,354	102,579	85,774		186,000	2,354
Travel	147,219	74,625	72,593		146,300	919
Hotel	20,086	11,879	8,206		19,200	886
SKYTREE	10,832	5,829	5,003		10,500	332
Other	10,215	10,244	-28	Amusement parks and tourism + 313, Sports-362	10,000	215
Operating profit	19,470	-1,072	20,542		18,000	1,470
Travel	16,581	5,816	10,765		16,100	481
Hotel	-1,943	-7,105	5,161		-2,400	457
SKYTREE	3,748	-740	4,489		3,300	448
Other	1,083	957	125	Amusement parks and tourism + 20, Sports + 104	1,000	83
Operating profit ROA	7.6%	-	-		-	-
Depreciation	6,400	6,619	-219		6,400	-0
EBITDA	25,870	5,547	20,323		24,400	1,470
Capital Expenditures	2,727	1,196	1,531		3,200	-473

Number of visitors (Unit: 1 Million people)	FY2022 Results	FY2021 Results	FY2022 Plan
SKYTREE	286	104	270

Main Hotels Occupancy Rate	FY2022 Results	FY2021 Results	FY2022 Plan	Main Hotels Percentage of foreign nationals	FY2022 Results	FY2021 Results
CY Ginza	60.0%	34.8%	57.5%	CY Ginza	48.1%	2.5%
AC Ginza	49.9%	23.8%	46.6%	AC Ginza	50.8%	5.7%
Kinshicho	69.4%	38.7%	68.8%	Kinshicho	35.1%	0.8%
Narita	93.8%	70.4%	90.0%	Narita	27.7%	7.6%

I . FY2022 Business Results

— Real Estate



Unit: Millions of yen	FY2022 Results	FY2021 Results	Change	Notes	FY2022 Plan	Change
Operating revenues	60,915	62,517	-1,602		60,300	615
Leasing	36,044	37,977	-1,933		36,000	44
SKYTREE TOWN	11,025	9,646	1,379		10,700	325
Subdivision	13,845	14,893	-1,048		13,600	245
Operating profit	13,681	15,592	-1,911		12,300	1,381
Leasing	8,318	11,821	-3,502		7,600	718
SKYTREE TOWN	2,258	1,364	893		1,800	458
Subdivision	3,104	2,406	697		2,900	204
Operating profit ROA	4.0%	4.5%	-0.5P		-	-
Depreciation	10,251	10,306	-55		10,300	-48
EBITDA	23,933	25,898	-1,966		22,600	1,333
Capital Expenditures	13,778	8,007	5,771		13,700	78

Number of visitors (Unit: 1 Million people)	FY2022 Results	FY2021 Results	FY2022 Plan
SKYTREE TOWN	3,088	2,052	2,963

Number of Units Sold Unit: 1unit	FY2022 Results	FY2021 Results	FY2022 Plan
Detached houses	40	25	40
Condominiums	552	728	547
Number of Units Sold After Converting Share			
Detached houses	27	25	27
Condominiums	297	320	294

I . FY2022 Business Results

— Retail Distribution



Unit: Millions of yen	FY2022 Results	FY2021 Results	Change	Notes	FY2022 Plan	Change
Operating revenues	163,438	154,166	9,272		163,300	138
Department stores	56,767	49,879	6,887		56,400	367
Supermarket	73,062	74,949	-1,886		73,800	-738
Other	33,608	29,337	4,271		33,100	508
Operating profit	2,602	-4,022	6,625		1,200	1,402
Department stores	2,633	-4,207	6,840		1,400	1,233
Supermarket	-839	242	-1,082		-900	61
Other	809	-58	867		700	109
Operating profit ROA	2.0%	-	-		-	-
Depreciation	3,882	3,729	153		3,900	-17
EBITDA	6,485	-293	6,778		5,100	1,385
Capital Expenditures	3,421	3,624	-203		3,900	-479
Change in Sales at Major Department Stores	FY2022 Results vs. Previous Year	FY2022 Plan vs. Previous Year				
Ikebukuro	20.3%	18.1%				
Funabashi	5.7%	4.6%				
Utsunomiya	3.6%	7.5%				

I . FY2022 Business Results

— Other



Unit: Millions of yen	FY2022 Results	FY2021 Results	Change	Notes	FY2022 Plan	Change
Operating revenues	81,902	78,414	3,487		78,100	3,802
Operating profit	2,646	3,424	-778		1,500	1,146
Operating profit ROA	1.0%	1.4%	-0.4P		-	-
Depreciation	1,533	1,558	-24		1,600	-66
EBITDA	4,180	4,982	-803		3,100	1,080
Capital Expenditures	1,199	1,944	-745		2,100	-901

Ⅱ. FY2023 Plan — Consolidated statement of income



Unit: Millions of yen	FY2023 Plan	FY2022 Results	Change	Notes
Operating revenues	605,500	614,751	-9,251	Transportation+11,811、 Leisure-22,454、 Real Estate-2,015、 Retail Distribution+3,462、 Other+98
Operating profit	46,500	56,688	-10,188	Transportation+1,119、 Leisure-8,770、 Real Estate-1,781、 Retail Distribution-1,102、 Other+254
Ordinary profit	42,500	54,815	-12,315	
Profit attributable to owners of parent	28,500	29,179	-679	
Ratio of operating profit to sales	7.7%	9.2%	-1.5P	
Operating profit ROA*	2.7%	3.3%	-0.6P	
ROE*	5.9%	6.3%	-0.4P	

*Operating income ROA = Consolidated operating income/{(Beginning total assets + Ending total assets)/2}

*ROE = Profit attributable to owners of parent/{(Beginning equity + Ending equity)/2}

II. FY2023 Plan — Segment Profit



	Unit: Millions of yen	FY2023 Plan	FY2022 Results	Change	Notes
Transportation	Operating revenues	201,000	189,189	11,811	
	Operating profit	20,500	19,381	1,119	
Leisure	Operating revenues	165,900	188,354	-22,454	
	Operating profit	10,700	19,470	-8,770	
Real Estate	Operating revenues	58,900	60,915	-2,015	
	Operating profit	11,900	13,681	-1,781	
Retail Distribution	Operating revenues	166,900	163,438	3,462	
	Operating profit	1,500	2,602	-1,102	
Other	Operating revenues	82,000	81,902	98	
	Operating profit	2,900	2,646	254	

II. FY2023 Plan — Consolidated Cash Flow Plan



Unit: Millions of yen	FY2023 Plan	FY2022 Results	Change	Notes
EBITDA	100,200	110,043	-9,843	
Operating profit	46,500	56,688	-10,188	
Depreciation	53,700	53,354	345	
Interest-bearing debt balance	801,100	795,502	5,597	
Interest-bearing debt/EBITDA multiple	8.0	7.2	0.8P	
Capital Expenditures	79,100	55,018	24,082	

II. FY2023 Plan — Transportation



Unit: Millions of yen	FY2023 Plan	FY2022 Results	Change	Notes
Operating revenues	201,000	189,189	11,811	
Railways	151,300	141,477	9,823	
Other	49,700	47,712	1,988	Bus and taxi + 1,432、Freight + 536
Operating profit	20,500	19,381	1,119	
Railways	18,400	17,432	968	
Other	2,100	1,948	152	Bus and taxi + 465、Freight - 313
Operating profit ROA	2.1%	2.0%	0.1P	
Depreciation	31,500	31,286	213	
EBITDA	52,000	50,667	1,332	
Capital Expenditures	45,600	33,891	11,709	

Tobu Railway Lines Number of Passengers (Unit: 1 Million people)	FY2023 Plan	FY2022 Results	Change	Tobu Railway Lines Passenger Revenue (Unit: Millions of yen)	FY2023 Plan	FY2022 Results	Change
Commuter Passengers	512	508	4	Commuter Passengers	59,123	55,325	3,798
Non-Commute Passengers (Limited Express)	300	291	9	Non-Commuter Passengers (Limited Express)	76,901	70,765	6,135
	6	5	1		5,585	4,727	858
Total	812	798	14	Total	136,024	126,090	9,933

* Non-commuter passenger revenue includes limited express fee and seat reservation fees.

II. FY2023 Plan — Leisure



Unit: Millions of yen	FY2023 Plan	FY2022 Results	Change	Notes
Operating revenues	165,900	188,354	-22,454	
Travel	119,300	147,219	-27,919	
Hotel	23,700	20,086	3,614	
SKYTREE	12,000	10,832	1,168	
Other	10,900	10,215	685	Amusement parks and tourism + 482 、 Sports + 197
Operating profit	10,700	19,470	-8,770	
Travel	5,700	16,581	-10,881	
Hotel	100	-1,943	2,043	
SKYTREE	3,700	3,748	-48	
Other	1,200	1,083	117	Amusement parks and tourism + 14、 Sports + 81
Operating profit ROA	3.9%	7.6%	-3.7P	
Depreciation	6,400	6,400	-0	
EBITDA	17,100	25,870	-8,770	
Capital Expenditures	10,700	2,727	7,973	

Number of visitors (Unit: 1 Million people)	FY2023 Plan	FY2022 Results	Change
SKYTREE	337	286	51

Main Hotels Occupancy Rate	FY2023 Plan	FY2022 Results	Change
CY Ginza	30.6%	60.0%	-29.4P
AC Ginza	83.7%	49.9%	33.8P
Kinshicho	83.3%	69.4%	13.9P
Narita	81.5%	93.8%	-12.3P

※CY Ginza will Close for renovation from May to September.

II. FY2023 Plan — Real Estate



Unit: Millions of yen	FY2023 Plan	FY2022 Results	Change	Notes
Operating revenues	58,900	60,915	-2,015	
Leasing	34,300	36,044	-1,744	
SKYTREE TOWN	11,100	11,025	75	
Subdivision	13,500	13,845	-345	
Operating profit	11,900	13,681	-1,781	
Leasing	7,000	8,318	-1,318	
SKYTREE TOWN	1,800	2,258	-458	
Subdivision	3,100	3,104	-4	
Operating profit ROA	3.4%	4.0%	-0.6P	
Depreciation	10,400	10,251	148	
EBITDA	22,300	23,933	-1,633	
Capital Expenditures	14,800	13,778	1,022	

Number of visitors (Unit: 1 Million people)	FY2023 Plan	FY2022 Results	Change
SKYTREE TOWN	3,105	3,088	17

Number of Units Sold Unit: 1unit	FY2023 Plan	FY2022 Results	Change
Detached houses	37	40	-3
Condominiums	406	552	-146
Number of Units Sold After Converting Share			
Detached houses	24	27	-3
Condominiums	312	297	15

II. FY2023 Plan — Retail Distribution



Unit: Millions of yen	FY2023 Plan	FY2022 Results	Change	Notes
Operating revenues	166,900	163,438	3,462	
Department stores	55,900	56,767	-867	
Supermarket	77,100	73,062	4,038	
Other	33,900	33,608	292	
Operating profit	1,500	2,602	-1,102	
Department stores	1,100	2,633	-1,533	
Supermarket	100	-839	939	
Other	300	809	-509	
Operating profit ROA	1.1%	2.0%	-0.8P	
Depreciation	3,800	3,882	-82	
EBITDA	5,300	6,485	-1,185	
Capital Expenditures	5,600	3,421	2,179	
Change in Sales at Major Department Stores	FY2023 Plan vs. Previous Year			
Ikebukuro	-4.0%			
Funabashi	1.7%			
Utsunomiya	5.1%			

II. FY2023 Plan — Other



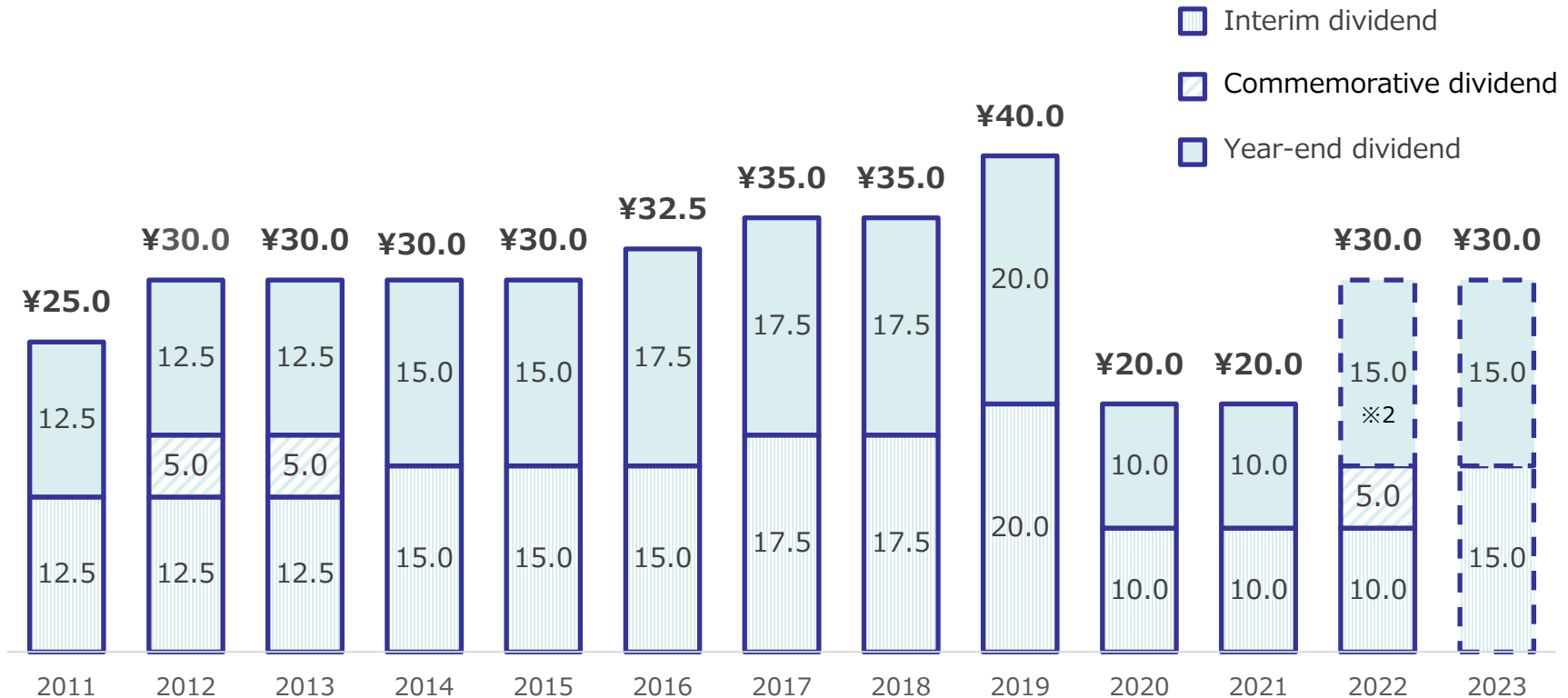
Unit: Millions of yen	FY2023 Plan	FY2022 Results	Change	Notes
Operating revenues	82,000	81,902	98	
Operating profit	2,900	2,646	254	
Operating profit ROA	1.1%	1.0%	0.1P	
Depreciation	1,600	1,533	66	
EBITDA	4,500	4,180	319	
Capital Expenditures	2,400	1,199	1,201	

II. FY2023 Plan — Shareholder return



Basic Policy on Profit Sharing

Continue to provide stable dividends while considering financial soundness and taking into account the overall performance and business environment to expand our management foundation over the long term.

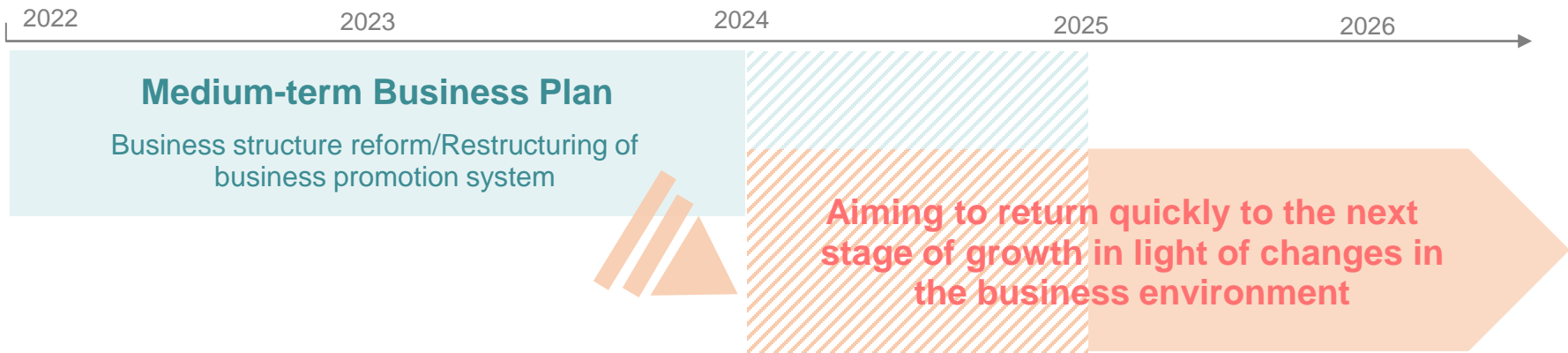


*1 Dividend per share reflects the impact of the reverse stock split (5 for 1 basis, ordinary shares) implemented on October 1, 2017.

*2 If the proposal on appropriation of retained earnings is approved at the Ordinary General Meeting of Shareholders on June 23, 2023

III. Promotion of the Medium-Term Business Plan

Positioning of FY2023 Plan



■ Policy for FY2023 initiatives

- ✓ Achieve numerical targets early by steadily implementing business structure reform and restructuring of business promotion system
- ✓ Implement measures flexibly to increase earnings in response to the recovery trend in the business environment

Implementing initiatives for the next stage while promoting business structure reform

III. Promotion of the Medium-Term Business Plan

(Business Structure Reform and Restructuring of Business Promotion System)

Reinforcement of the management structure through business structure reform in the railway business

Main initiatives of the past and their results

Promote one-man operations, remote monitoring of stations, optimization of carrying capacity, etc.

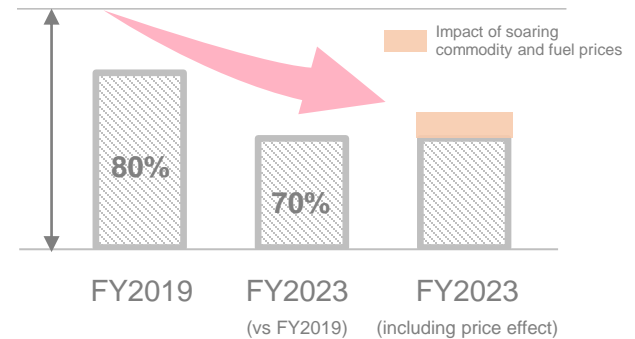
- ✓ Labor savings in each operation
- ✓ Optimization of number of rolling stock
- ✓ Reduction of power consumption

*Compared to FY2019



Reduced personnel, rolling stock, and power consumption by around 10%

Ratio of fixed costs to operating revenue in the Railway Business in FY2019



Aiming to achieve fixed cost ratio reduction target (roughly 70%) early by FY2023

(using FY2019 business environment as reference)

Reduction of personnel at headquarters

- ✓ Achieved a 30% reduction of personnel at Tobu Railway Head Office in existing businesses by the end of FY2022 through productivity improvements, etc.
- ✓ Allocated personnel to future growth areas such as the tourism business

Ongoing initiatives

- ✓ Further expansion of one-man operation sections
(Local train between Kitasenju and Kitakoshigaya on SKYTREE Line)
- ✓ Promotion of verification for realizing Daishi Line GoA3 auto driving
- ✓ Systematic reduction of power consumption
(Achieve roughly 50% reduction of CO2 emissions compared to FY2013 by FY2030)

Continuing to implement further initiatives while expecting an early achievement of targets

III. Promotion of the Medium-Term Business Plan

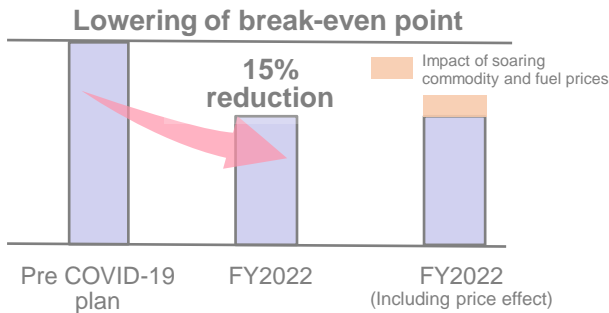
(Business Structure Reform and Restructuring of Business Promotion System)

Reinforcement of the management structure through business structure reform in the Group's businesses

Structural reform in hotel business

Promote selection and concentration of businesses, reduction of fixed costs, etc.

- ✓ Efficient operations in banquet and wedding ceremony division
- ✓ Streamlining of operations in food and beverage division and opening up to tenants
- ✓ Building efficient personnel system



*Full year basis after opening of hotels in FY2020

Early achievement of target figure (roughly 15% reduction) in FY2022
(Using business environment in FY2019 as reference)

Aiming for ratio of operating income to sales of 10%

Expanding revenue and profits in hotel business

Initiatives to address recovering demand

- ✓ Renovations at Courtyard by Marriott Tokyo Ginza Hotel (all buildings) and NIKKO KANAYA HOTEL (Annex)
- ✓ Enhancement of inbound customer attraction (utilizing Marriott Member/OTA)
- ✓ Improved accuracy of revenue management
- ✓ Enhancement of customer management (including TOBU POINT)



▲ Courtyard by Marriott Tokyo Ginza Hotel



▲ NIKKO KANAYA HOTEL

Effect of integrating trading company and retail businesses

- ✓ Utilization of expertise and customer network
- ✓ Expansion and consideration of new food services
- ✓ Promotion of multitasking of human resources

FY 2022 operating income

up 40%

(Compared to before restructuring)

Expanding revenue through streamlining and reinforcing sales capabilities

III. Promotion of the Medium-Term Business Plan

(Expansion of Profitability through a New Business Model)

Expanding revenue through solutions business

Travel business (existing revenue stream)

■ Travel coordination according to wishes

Ability to arrange individual services to provide a one-stop service in cooperation with all involved, including transportation, lodging, meals, and activities

Expertise

Solutions business (new revenue stream)

■ Cultivation of solutions business

Build relationships with local governments and other organizations all over Japan by leveraging existing business expertise to solve social challenges

Network



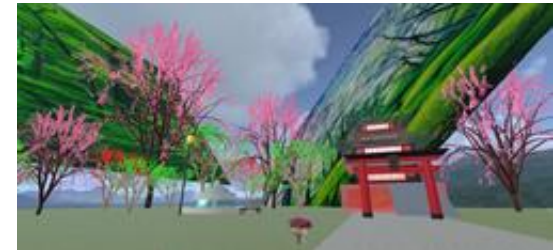
Social innovation business (future growth driver)

Local solution provision

Provide solutions to solve social challenges in local communities while utilizing digital technology, leveraging our expertise and network

⇒ Incorporate new businesses into portfolio

- ✓ Promotion of tourism and regional revitalization through projects to attract regional visitors and utilize benefits, such as the “Regional Revitalization Metaverse” and issuance of premium gift certificates



▲ Tourism PR (illustration) for Nikko City, Tochigi Pref. in virtual space using Regional Revitalization Metaverse

Target for FY2023 sales in social innovation business: 14 billion yen

Expanding revenue through new businesses while solving social challenges

III. Promotion of the Medium-Term Business Plan

(Expansion of Profitability through a New Business Model)



Expanding revenue with digital marketing

Expansion of sales channels

■ Start EC mall TOBU MALL

- ✓ Launch a unique mall by creating and selling experience-based products (railroads, leisure facilities, etc.) unique to the Tobu Group
- ✓ Cultivate new sales channels for various retail products in the Group



Promotion of one ID

■ App consolidation

- ✓ Consolidate Tobu Line app, which delivers railway service information, into TOBU POINT app

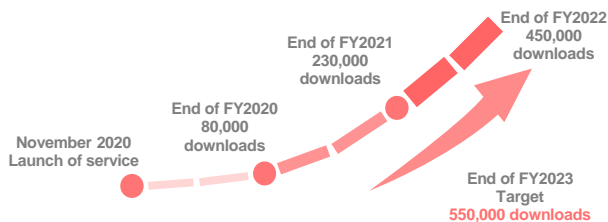


■ Launch of limited express tickets using TOBU POINT ID

- ✓ Consolidate ticketless limited express ticket sales into TOBU MALL (around spring 2024)

Increase members, usage amounts, and data through these initiatives
Centrally manage attribute, travel, and purchase data via one ID

No. of app downloads



Organization rate of Tobu Railway line users by TOBU POINT app

November 2020 Launch of service → End of FY2022 **Approx. 30%**

*No. of TOBU POINT app PASMO registrants vs. No. of daily PASMO users on Tobu Railway lines

Sales targeting digital marketing

FY 2022 **¥30.0 billion** → FY2023 target **¥40.0 billion**

Expect to achieve FY2024 target in FY2023

Aiming to expand consolidated revenue utilizing organized data in marketing

III. Promotion of the Medium-Term Business Plan

(Expansion of Profitability through a New Business Model)



Aiming to realize human friendliness in a society in which people and communities shine together

Strength of the Tobu Group

- ✓ The Group operates a variety of businesses, approaching customers in both ordinary and extraordinary scenarios



Characteristics of railway lines

- ✓ Diversity of urban, suburban, and rural areas where people of various lifestyles can live comfortably

Provide services according to lifestyle utilizing TOBU POINT

Promotion of child raising support program

- ✓ Virtually free child fares for parents and children going on outings during the long holiday periods
- ✓ Virtually free school commuter passes for children
- ✓ Granting of points to school commuter pass holders in collaboration with municipalities
- ✓ Hands-on program for children in collaboration with municipalities



Launch of commuter pass renewal points

- ✓ Introduction of first point service for commuter pass holders among private railways in Kanto
- ✓ Points accumulate with continued use even if segments change due to job transfers, moves, etc.

Creating services to make customers want to continue living along railway line

Promoting permanent residence along railway line by providing comfortable lifestyles through unique initiatives

III. Promotion of the Medium-Term Business Plan

(Expansion of Profitability through a New Business Model)



Aiming to realize human friendliness in a society in which people and communities shine together

Presentation of “#MiraiCheer Ticket” to high school seniors

Provide opportunities to create memories at end of high school life

- ✓ Presentation of free tickets for Tobu Railway and to TOKYO SKYTREE Tembo Deck, Tobu Zoo, and Tobu World Square to high school seniors graduating this March
- ✓ Cheering for third-year high school seniors whose events were canceled one after another due to COVID-19 as they head out on their new journey as adults

Results

■ No. of tickets distributed

No. of high schools	No. of students
298	68,164

Applications from Tokyo and 11 other prefectures, including Aichi, Ishikawa, Nara, and others outside of the railway line

■ No. of users of railway and Group facilities

No. of railway users	No. of users of Group facilities
9,341	6,843

■ Customer reaction

More than 500 posts on social media

“I made some memories”

“I hope to take another trip on Tobu Railways”
and other such comments



Creating attachment to the Tobu Group by providing memorable experiences to students

III. Promotion of the Medium-Term Business Plan

(Expansion of Profitability through a New Business Model)



Aiming to realize human friendliness in a society in which people and communities shine together

Creating towns where people want to live and continue to live, utilizing characteristics of railway lines

Promoting development in Shimizu Park and Minami Kurihashi while building a community of local residents



Utilizing cultivated experience



Promote the development of integrated housing and commercial facilities and the formation of local communities in the Dokkyodaigakumae area

<Initiatives in Dokkyodaigakumae area>

Convenient commercial facilities

March 2023
Opening of TOBU icourt



Comfortable residences

June 2024: Launch of sales of detached houses
March 2018: (Continuing to) sell condominiums



Local community building

2023 Communication with locals through markets
2024 Creation of base for activity system and facility functions
2025 Establishment of activity base (TOBU icourt)
2026 Launch of full-scale operations at activity base



Strengthening cooperation with the community and creating a model case for future town development

Future direction of development along railway lines

- ✓ Create human traffic by promoting large-scale development at terminal and junction stations
- ✓ Promote development of town in areas around junction stations that people will want to live in and continue to live in
- ✓ Increase resident/nonresident populations through both tangible and intangible enhancements

Promoting permanent residence and increasing the influx of people along railway lines by increasing town attractiveness

III. Promotion of the Medium-Term Business Plan

(Development of Existing Businesses)



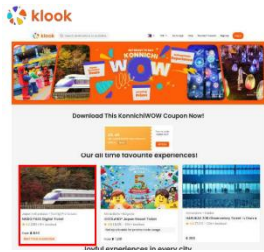
Aiming to capture maximum tourism demand

Strengthening of inbound tourism efforts

Launch of special digital tickets for inbound tourism

Creation of special digital tickets for inbound tourism in coordination with overseas OTA (launched in January 2023)

Focusing on cultivation of individual travelers (also considering launch of limited express tickets)



▲ Digital ticket sales site



▲ Formosa Railroad Bento Festival

Capturing of Asian market

- ✓ Creation of products involving Group facilities
- ✓ Participation in Taipei International Travel Fair, etc.
- ✓ Invite media, primarily from Asia
- ✓ Prioritize cultivation of large markets in Asia



▲ Booth at Travel Fair

Utilization of digital sales channels

Enhancement of NIKKO MaaS profitability

- ✓ Coordination with Tochigi Pref. and Nikko City Tourism Association
- ✓ Promotions with specific targets
- FY2022 result: Approx 28,000 tickets
- ✓ Launch of limited express ticket sales (aiming for 1H FY2023)

Launch of Kawagoe Retro Trip ticket sales

- ✓ Target: University Students to young people in their 20s
- ✓ Target: 36,000 tickets per year



Initiatives at TOKYO SKYTREE TOWN

Aiming for a V-shaped recovery in TOKYO SKYTREE visitors

✓ Launch of same-day online ticket sales

Steadily capture same-day visitors and reduce lost opportunities

✓ Charter sales before business hours

Accept students on school trips with limited time by utilizing pre-business hours

Improvement of accessibility between Asakusa and TOKYO SKYTREE TOWN

✓ Sumida Park illumination project

Illumination of the area from Sumida River Walk, Sumida Park, and Ushijima Shrine to TOKYO SKYTREE TOWN in cooperation with Sumida City and the Tokyo Metropolitan Government



Aiming to increase revenue by steadily capturing recovering domestic and international tourism demand

III. Promotion of the Medium-Term Business Plan

(Development of Existing Businesses)

Aiming to maximize revenue at international eco resort Nikko

Improving appeal of whole area by reducing our environmental impact

- ✓ Joint proposal with Nikko City and the Tochigi General Branch Office of TEPCO Power Grid for the Ministry of the Environment's publicly solicited decarbonization initiative.
The Okunikko area was selected as a target area, and we will work with stakeholders to promote reducing our environmental impact at Group facilities.
 - ◎ Further promotion of use of environmentally friendly tourism MaaS "NIKKO MaaS"
 - ◎ Utilization of biodiesel fuel in bus operations and consideration of switching to EVs in the future
 - ◎ Installation of high-efficiency air-conditioning and lighting equipment in the hotel business and switching of heat sources for heating and hot water supply (utilization of hot spring heat)

⇒ **Conduct environmentally friendly business operations and promote conversion to an eco resort based on Nikko's strength of nature**

■ Launch of new limited express SPACIA X service (July 15, 2023)

- ✓ Preparing seat variations including "cockpit suites" based on the concept of a traveling suite along with sofa seats and private rooms
- ✓ Developing craft beers and coffee unique to SPACIA X in collaboration with businesses along the railway line. To be served at the café counter in the train.
- ✓ Reducing CO₂ emissions by up to 40%, thereby contributing to reducing our environmental impact (compared to current 100 series SPACIA)
- ✓ Our first Green Bond procurement (FY2022)

⇒ **Provide the elation and afterglow of travel to create a special feeling of travel to Nikko with SPACIA X**



▲ SPACIA X



▲ Cockpit suite



▲ Cockpit lounge

Strengthening attraction of customers from Japan and abroad through area branding

III. Promotion of the Medium-Term Business Plan

(Development of Existing Businesses)



Aiming to further increase the resident population

Opening/renovation of commercial facilities

Opening new or renovating existing commercial facilities to meet daily shopping needs

■ Renovation of Soka VARIE (planning to start operation in 2H FY2023)



▲ Soka VARIE after renovation (illustration)

- ✓ Renewal of tenant structure according to current trends
- ✓ Promote use by younger customers in addition to existing target group by improving convenience

■ Takenotsuka commercial facility under elevated railway (planning to start operation in 1H FY2024)

- ✓ Shopping arcade directly connected to station utilizing space under elevated railway
- ✓ Tenant structure for men and women of all ages
- ✓ Improved convenience for neighborhood residents with concentration of food-centered stores



▲ Shopping arcade under elevated railway (illustration)

Provision of high-quality housing

Capturing demand for housing in suburban and urban areas, providing high-quality housing close to train stations

■ Solaie Shinkamagaya (Scheduled for completion in 2H FY2023; 14 stories with 136 rooms)

- ✓ Shinkamagaya Station with convenient access to the city center and Narita Airport
- ✓ Shorten time to get to station by providing pedestrian path to Shinkamagaya Station (3-minute walk)



■ Solaie Wakaba Station Villa (Scheduled for completion in 2H FY2023; 15 stories with 114 rooms)

- ✓ Convenient Wakaba Station with large commercial facilities, schools, and public facilities
- ✓ Dedicated lounge for remote work and socializing with other residents



Promoting development in suburban and rural areas where demand is increasing

III. Promotion of the Medium-Term Business Plan

(Development of Existing Businesses)

Promotion of the redevelopment of the Ikebukuro area: international city of arts and culture

- ✓ Ikebukuro Station west area nominated as urban regeneration project for National Strategic Special Zone in October 2022
- ✓ Promoting integrated public-private partnership aiming to submit city planning proposal in FY2023 with city planning decision in FY2024
- ✓ Promoting planning of facilities and uses to become symbols along railway line as major hub of Tobu Group
- ✓ Invite global brand hotels that attract people from all over the world as an international city of arts and culture
- ✓ Development of urban infrastructure such as space inside and around station and Tojo Line upper deck to promote walkable town development



▲ Ikebukuro West Exit after improvements (illustration of our section)



▲ Development of space in and around station



▲ Illustration of improvements at Tobu South Exit



▲ Ikebukuro Station West Exit area illustration
(provided by the Ikebukuro Station west area urban redevelopment preparation partnership)



Promoting the creation of new appeal at hub areas along railway lines

Important Notes Concerning This Document

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

As such, the reader is asked to note that actual business results may differ from the forecasts within this document due to changes in the business environment and other such factors.