



TOBU RAILWAY CO., LTD.

2024 ANNUAL REPORT



Management Philosophy and Policy

(1) Tobu Group Management Philosophy

The Tobu Group has set forth the concepts of “dedication,” “enterprising spirit” and “affinity,” as the corner stone for its management.

- Dedication: The Tobu Group will contribute to materializing an affluent society based on the profound awareness that all of its businesses are supported by society.
- Enterprising spirit: The Tobu Group will keep taking up challenges with a pioneering spirit to pave the way to a new era through constant self-improvement without complacency.
- Affinity: The Tobu Group will contribute to the evolution of society by promoting its business as well as the welfare of its employees based on the concept of congeniality among people and harmony with the environment.

(2) Tobu Group Management Policy

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

We will provide innovative and inventive services of high quality based on the customer’s viewpoint, thereby aiming to create attractive destinations full of energy along the Tobu lines, providing the residents with a comfortable lifestyle.

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

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Attention regarding forward-looking statements

The reader is advised that this report contains forward-looking statements, including statements relating to the Company’s future policies and strategies, and estimates of future business development. As opposed to statements of historical fact, these constitute estimates or projections made by the Company’s management on the basis of facts known to them as of the time of writing, and actual results may therefore differ substantially from such statements, due to a wide variety of possible risk factors. Page 14 contains a list of the principal categories of risk to which the Company’s business operations are subject.

Message from the President



The Group formulated the medium-term business plan in fiscal 2022 as a measure to overcome the harsh business environment caused by the outbreak of COVID-19. We achieved all the indicators in the plan ahead of schedule by fiscal 2023 mainly by promoting businesses which set indicators (KPI) to evaluate cost control.

Inbound demand is recovering. Nevertheless, we cannot expect growth through business development on the same lines as before in the business environment in the future. That is because of the predicted decline in population in the Tokyo area from around 2030 in addition to the diversification of work styles and values and the increase in pace of changes and uncertainty due to advances in digital technologies.

Therefore, we have ended our medium-term business plan, whose final year was fiscal 2024, and reviewed our Long-Term Management Vision that is our vision of where we want to in 10 years for the sustainable growth of the Group. At the same time, we have formulated the Medium-Term Management Plan which outlines our initiatives over four years based on that vision.

We advocate in our Long-Term Management Vision for evolving society and areas along our railway lines by taking on challenges and engaging in cooperative creation. We will achieve that through the challenging pursuit of adapting to changing business environment and needs and co-

creation of value through collaboration and partnership with stakeholders both inside and outside the Group. Based on this vision, we will aim to maintain and expand group-wide profits.

We have established management strategies and policies for the next 10 years: increase in percentage of non-railway businesses in operating profit stage, strengthening profitability by capturing tourism demand and establishing sustainable business management structure. Under these policies, we have set forth four priority strategies: establishment of businesses to drive growth, ongoing strengthening of business foundation (along railway), development of new businesses to expand domain, and reduction of environmental burden and strengthening of human capital. Based on these strategies, we will aim to promote the development of businesses.

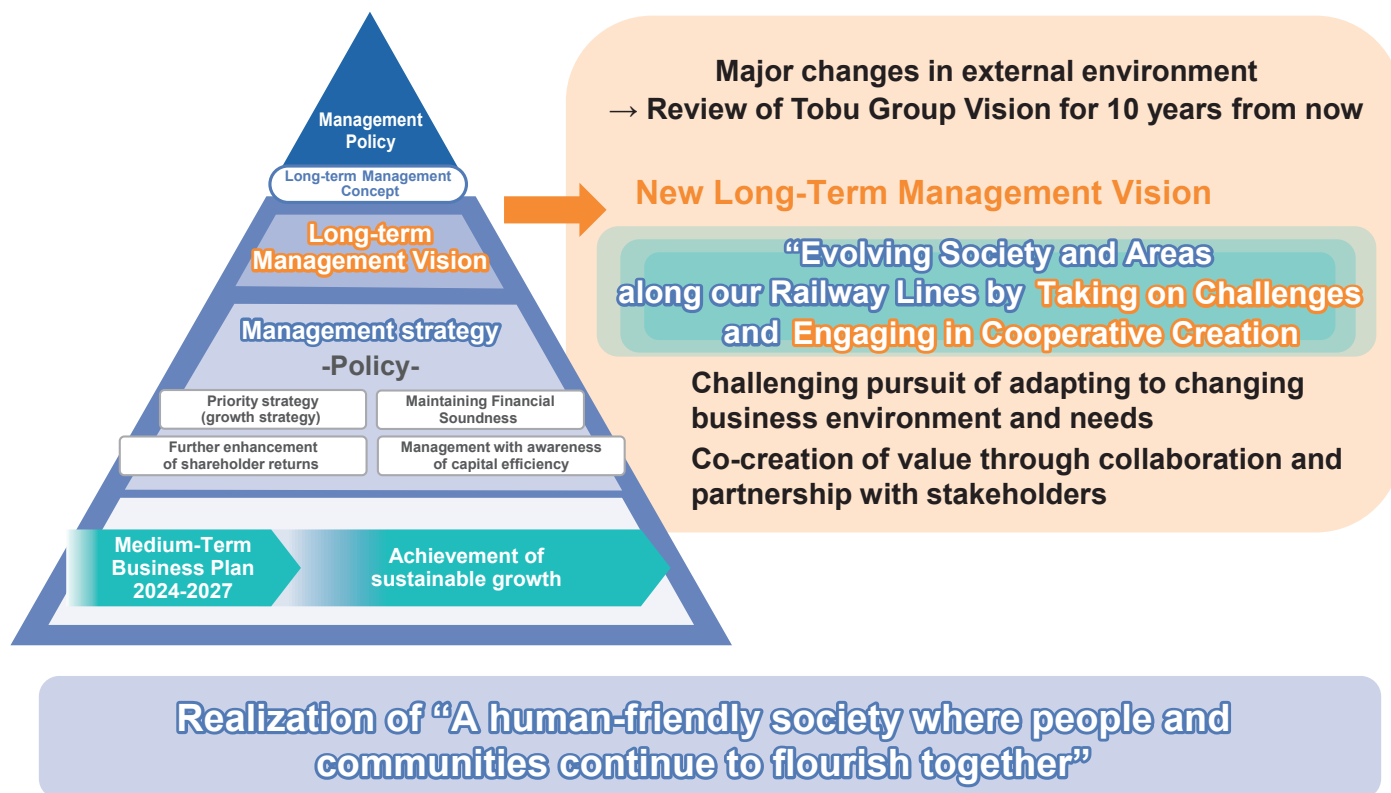
We will position the tourism business, including our hotel and SKYTREE businesses for which market growth driven by inbound tourism is expected, and the development business (town development), for which there is room for development along railway, as our core businesses to contribute to growth for “establishment of businesses to drive growth.” We will prioritize allocating management resources to those businesses to strengthen our medium- to long-term profitability.

We will improve profitability and productivity by actively utilizing digital technology while taking advantage of the Group’s strengths in terms of our wide business area in the Tokyo metropolitan area and the diverse array of businesses we are engaged in for “ongoing strengthening of business foundation (along railway).” Together with this, we will create group synergies and differentiate ourselves from other companies with the aim of achieving continuous development of our business base along the railway.

It is predicted that the population will decline even in the Tokyo area along railways in the medium- to long-term. Therefore, we will explore new business fields beyond the realm of our existing businesses and aim to establish revenue streams for the next 10 years for “development of new businesses to expand domain.”

We see rising environmental awareness in recent times as a good opportunity for “reduction of environmental burden and strengthening of human capital.” Accordingly, we will strengthen our efforts to decarbonize by establishing the International Eco resort Nikko to enhance branding and our ability to attract customers while cooperating with the local community with the Group’s assets in the Oku-Nikko

Message from the President



area. We will work toward the target we have established of reducing CO₂ emissions in fiscal 2030 to 30% of the level in fiscal 2022 on a group-wide basis. Furthermore, we will strengthen human capital by acquiring human resources and creating an environment where they can play an active role to realize our Long-Term Management Vision.

Moreover, we have set the four years from fiscal 2024 to fiscal 2027 as the period of our Medium-Term Management Plan. We will proceed with efforts based on the priority strategies we have set forth in our Long-Term Management Vision. We will promote the development of businesses that contribute medium- to long-term revenue and profit growth to realize an expansion and an increase in the percentage of non-railway businesses in the operating profit stage. In addition, we will engage in businesses which capture the recovery of inbound demand on a group-wide basis to establish a revenue base. At the same time, we will set this as a period to sow the seeds to develop new businesses with an eye toward expanding our business domains.

The Group has achieved sustainable development together with society since our establishment in 1897. We established dedication, enterprising spirit and affinity as our

company motto in 1969. We have now set this motto as the Tobu Group Management Philosophy. The Tobu Group Management Policy aims to realize vibrant, easy-to-live and inviting areas along the Tobu railway lines with safety and peace of mind at the core. Based on this policy, the Group has worked on solving social issues through its business and has itself grown while playing a role in the sustainable development of society.

While leveraging the characteristics and management resources of our railway lines, we will continue to create new value in the future by solving social issues and realizing human friendliness in a society in which people and communities shine together as we aim to become a corporate group that is indispensable to society.

Yutaka Tsuzuki

President and Representative Director

Medium-Term Business Plan

Positioning of Medium-Term Business Plan and Priority Strategies

Positioning of Medium-Term Business Plan (FY2024 FY2027)

- Promote development of businesses that will contribute to medium-to long-term revenue and profit growth, including the Ikebukuro Station West Exit redevelopment plan
- Develop group-wide businesses that capture inbound demand, establish a revenue base, and develop new businesses

Priority strategies

■ Establishment of businesses to drive growth

Develop growth businesses to strengthen profitability in the medium to long term with **the tourism business**, including hotels and SKYTREE for which market growth driven by inbound tourism is expected, and **development business (town development)** as the core businesses

■ Ongoing strengthening of business foundation (along railway)

Improve profitability and productivity by actively utilizing digital technology to **create Group synergy and differentiate from other companies**, thereby achieving **sustainable development along the railway**

■ Development of new businesses to expand domain

Explore business fields beyond the realm of existing businesses and strive to **establish new revenue streams** for the next 10 years

Investment amounts contributing to priority strategies during period of Medium-Term Business Plan*

Non railway businesses Approx. ¥**180.0** billion
(Approx. ¥115.0 billion for development, ¥62.0 billion for tourism, and ¥4.0 billion for digital technology)

Railway businesses Approx. ¥**90.0** billion
(Approx. ¥10.0 billion for digital technology and ¥80.0 billion for strengthening the business foundation)



Approx. ¥**270.0** billion
(Approx. 60% of total amount)

* Capital expenditures + purchase of land and buildings for sale in lots

Management indicators and assumptions to be mindful of

Focus on improving profit levels by realizing growth strategy and controlling assets and liabilities with awareness of capital cost while promoting shareholder return balanced with growth investment and financial soundness

Management indicators	Description	FY2027 assumption
Profitability	Seek to expand non-railway business profits by such means as capturing growth markets centered on tourism based on changes in business environment	Operating profit ¥74.0 billion
Financial soundness	Promote investment in further growth while controlling interest-bearing debt in anticipation of large-scale investments in the redevelopment of Ikebukuro Station West Exit.	Interest bearing debt/EBITDA multiple 6x level

Management indicators	Description	Assumptions during period
Shareholder return	Enhance shareholder return by flexibly combining dividends and share buybacks while taking into account the balance between growth investment and financial soundness as well as future performance trends.	Total return ratio At least 30%
Management with awareness of capital cost	In the final year of the plan, we will raise the level of operating profit to that of FY2023, which was a record high, and control assets and liabilities with an awareness of capital cost by allocating funds from asset sales (including cross shareholdings) to growth investment and shareholder returns.	ROE Approx. 8%

Medium-Term Business Plan

■ Establishment of Businesses to Drive Growth

■ Maximization of captured tourism demand in hotel business



■ Initiatives in development of Ikebukuro Station West Exit area

- Establishment of atrium space as a traffic node to guide people from station to town
- Creation of plaza space above the Tobu Tojo Line tracks as center for art and culture activities
- Conversion of Ikebukuro Station from current 3-platform/3-track to 3-platform/4-track layout and establishment of high-quality station space

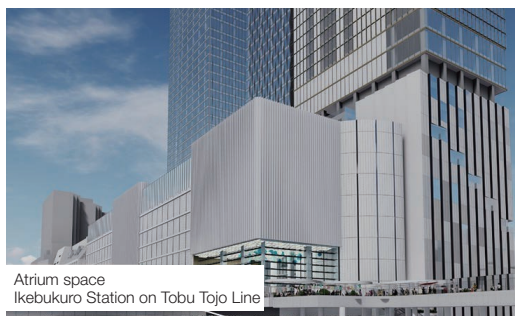


Illustration of building inside our project area



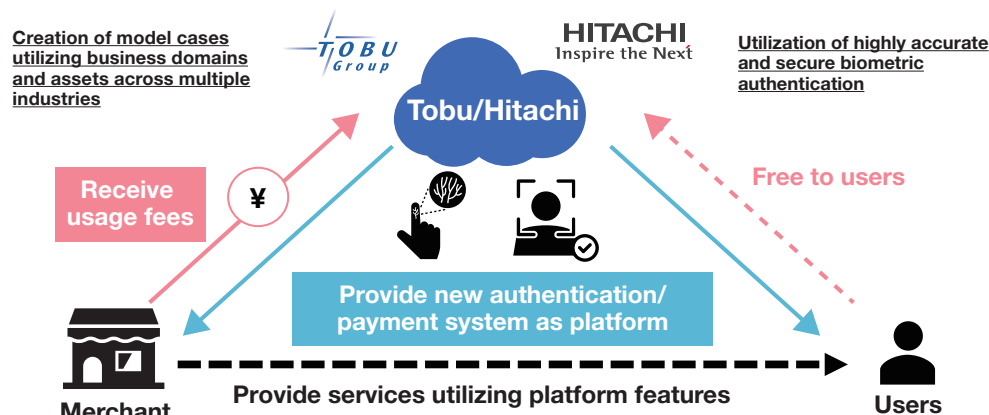
Atrium space

■ Development of new businesses to expand domain

■ Development of digital identity platform business utilizing biometrics

Pursuit of new businesses without regard to existing framework or area

Create new businesses and establish future revenue streams



Aim to expand introduction nationwide and increase fee revenue

Our Current Situation

The Tobu Group consists of TOBU RAILWAY CO., LTD. and its subsidiaries and affiliates. The core business of the parent company founded in 1897 is operating a network of private railway lines that extends across Tokyo, Chiba, Saitama, Tochigi, and Gunma prefectures of the Kanto region.

The main lines, which originate in Asakusa, eastern Tokyo, extend to Saitama, Tochigi, Gunma, and Chiba prefectures, including the trunk lines (the TOBU SKYTREE Line (Isesaki Line), Nikko Line, and the TOBU URBAN PARK Line (Noda Line)) and branch lines. They can be broadly divided into the TOBU SKYTREE Line (the southern portion of the Isesaki Line) and the TOBU URBAN PARK Line (Noda Line), which primarily serve commuters and students, and the Nikko Line and northern portion of the Isesaki Line that primarily serve tourists and businesses. The Tojo Line mainly carries commuters and students. Development in areas along the line has been proceeding smoothly.

In addition to the main railway business, the Tobu Group engages in the development businesses outlined in the following paragraphs.

In our leasing business, particularly in areas alongside our railway lines, the Group is leasing a large number of sites for such purposes as stores, office buildings, houses, and warehouses. In particular, in TOKYO SKYTREE TOWN this includes the commercial facility TOKYO Solamachi® and the office facility TOKYO SKYTREE EAST TOWER®.

In addition, spaces inside our station buildings are leased or utilized for business purposes, and stations and railway cars are used for advertising.

In our subdivision business, we are engaged in the sale and development of homes and land, and the independent and joint construction and sale of condominium units.

In the leisure business, the parent company directly manages the Courtyard by Marriott Tokyo Ginza Hotel and the Tobu Hotel Levant Tokyo in the center of Tokyo, and in developing its leisure business, the Company works in close corporation with each of its member companies.

(Group Companies)

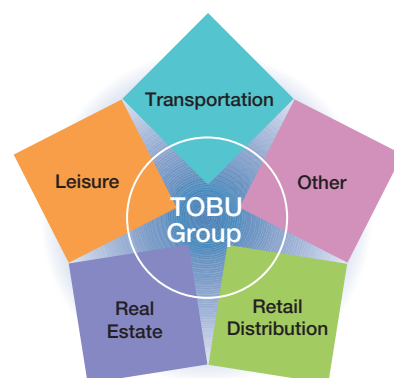
The transportation business consists of fixed-route and long-distance bus services, taxi services, freight trucking, and other services.

In addition to TOKYO SKYTREE™, we operate the Tobu Zoological Park and TOBU WORLD SQUARE. Group companies manage enterprises in such fields as travel, city and resort hotels, inns, skiing facilities, golf courses, sports clubs, ropeways, and sightseeing vessels.

We are involved in real estate leasing, real estate brokerage, and the car parking lot and bicycle parking lot businesses.

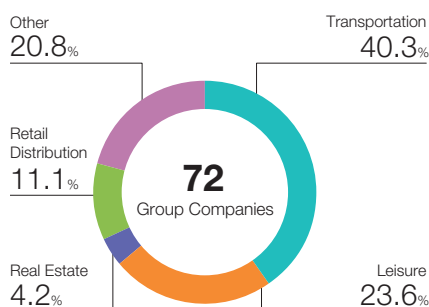
There are Tobu department stores in Ikebukuro, Funabashi, Utsunomiya, Ohtawara and Tochigi, and we own TOBU STORE CO., LTD., which operates a chain of supermarkets.

Other businesses include construction, building and facility management, construction materials supply, and heating supply systems.

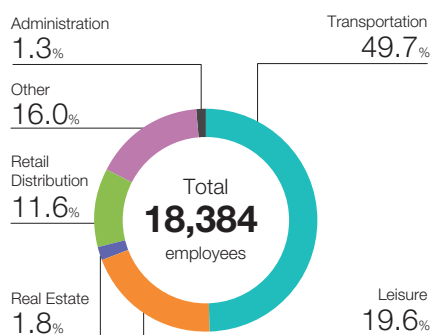


Basic Indicators

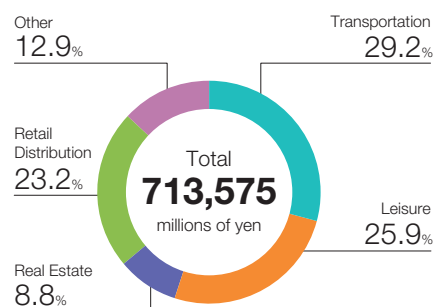
Number of Group Companies



Number of Employees



Revenue from Operations

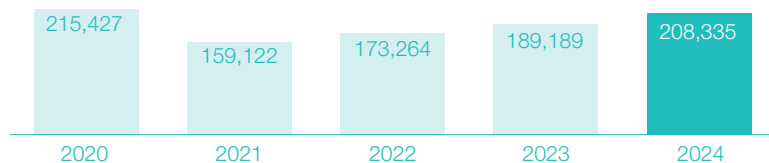


*Figures above are before elimination of inter-company transactions.

Review of Operations

Transportation

Sales by Sector (¥ million)



In our railway operations, our top priority is ensuring safety, peace of mind, and comfortable living, and we are promoting various initiatives so that more customers will choose our railway lines.

In terms of sales, for the first time in 33 years, we introduced a new SPACIA X limited express train in July 2023. It has been well received. Therefore, we increased the number of trains in operation from March 2024 to increase opportunities to ride it and to attract more customers to the



New limited express train SPACIA X connecting Asakusa to Nikko-Kinugawa



SPACIA X cockpit suite with the concept of a traveling suite

Nikko-Kinugawa area.

In terms of safety, we are earnestly taking various measures to ensure the safety of transportation. We are promoting elevation projects near Tokyo Skytree Station, Takenotsuka Station, Kasukabe Station and other areas. In addition to improving safety and accessibility, we are looking to improve the appeal of the area overall by also upgrading the commercial facilities. Moreover, we have started using new buildings at Nodashi Station between Shimizu-koen and Umesato and at Nanasato Station due to the station being elevated above the tracks.

At the same time, in order to build a system capable of securing stable profits even in a harsh business environment, we steadily implemented the previously formulated business structure reforms and reduced fixed costs.

In the bus and taxi business, the TOBU BUS Group conducted a self-driving bus demonstration experiment in the Kashiwanoha, Wako and Oku-Nikko areas. We are hoping to contribute to solving transportation issues by realizing unmanned self-driving in the future.

As a result of the above, the number of both commuter passengers and non-commuter passengers increased due to the recovery in use by commuting workers and students and in use for leisure in our railway business. Furthermore, with the introduction of the railway station barrier-free fare system and the start of operation of SPACIA X, overall, revenue from operations in the transportation business came to ¥208,335 million (up 10.1% year on year) and operating profit came to ¥29,870 million (up 54.1% year on year).

Transportation (31 firms)

Railway: The Company; Jomo Electric Railway Co., Ltd.*
 Bus and taxi: ASAHI Motor Corporation*, TOBU BUS CO., LTD.*
 Freight: TOBU TRANSPORTATION CO., LTD.*,
 TOBU DELIVERY CO., LTD.*

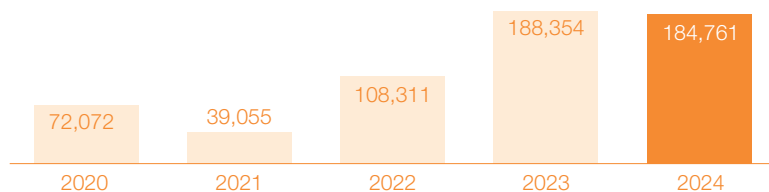
25 other firms

Notes: *Consolidated Subsidiary
 TOBU RAILWAY CO., LTD. is counted multiple times in the above segment breakdown.

Review of Operations

Leisure

Sales by Sector (¥ million)



Example of a renovated guest room
(Courtyard by Marriott Tokyo Ginza Hotel)



Nikko KANAYA Hotel (annex) reopened after its renovation
as ANNEX ROYAL HOUSE

In the SKYTREE business, we are looked to attract customers by holding various events and strengthening PR activities for inbound tourists at TOKYO SKYTREE®. We also renovated and then reopened SYTREE SHOP on the 5F.

In the hotels business, we worked to increase occupancy rates and room rates in our hotels in Tokyo by capturing domestic travel demand and inbound demand. Furthermore, we renovated the Courtyard by Marriot Tokyo Ginza Hotel and Nikko KANAYA Hotel and worked to capture even more inbound demand.

In the travel business, TOBU TOP TOURS CO., LTD. worked to capture travel business mainly focused on educational trips and other forms of group travel in line with the recovery in travel demand. Together with this, the company promoted the solutions business using digital technology and took charge of providing support for local tourism business to local governments. In this way, it strived to sought to increase revenue by expanding business beyond travel sales.

As a result of the above, revenue and sales increased in the SKYTREE and hotel businesses. Nevertheless, we suffered a decrease in contract revenue in the travel business. Accordingly, overall, revenue from operations in the leisure business came to ¥184,761 million (down 1.9% year on year) and operating profit came to ¥19,440 million (down 0.2% year on year).

Leisure (26 firms)

Amusement parks and tourism: Tobu Leisure Planning Co., Ltd.*

Sports: Tobu Kogyo Co., Ltd.*

Travel: TOBU TOP TOURS CO., Ltd.*

Hotels: The Company; Tobu Hotel Management Co., LTD.*

SKYTREE business: TOBU TOWER SKYTREE Co., Ltd.*

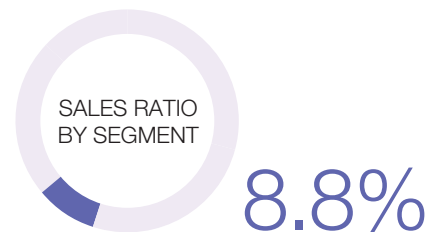
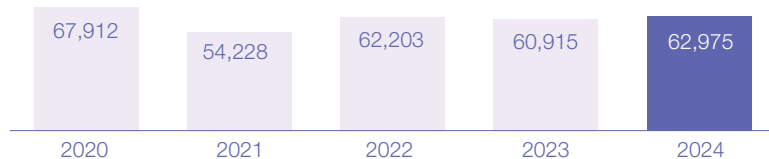
20 other firms

Notes: *Consolidated Subsidiary
TOBU RAILWAY CO., LTD. is counted multiple times in the above segment breakdown.

Review of Operations

| Real Estate

Sales by Sector (¥ million)



EQUiA YATSUKA newly opened using space under the elevated railway



Seasonal event held at TOKYO SKYTREE TOWN®
(Taiwan Festival in TOKYO SKYTREE TOWN® 2023)

In the TOKYO SKYTREE TOWN business, we held various events throughout the year such as a Taiwan festival and winter illuminations at TOKYO SKYTREE TOWN®. Those efforts allowed us to capture domestic and overseas tourism demand. That meant we achieved record high annual sales.

In the real estate leasing business, we increased revenue and improved convenience for our customers by opening EQUiA Yatsuka and EQUiA Koshigaya and renovating and then reopening VARIE 1 at Soka VARIE. In addition, we opened Minori Terrace Soka in Soka. This is a complex facility which combines a park and farm with rental housing and stores renovated from employee housing in Soka. This meant we promoted urban development which connects people and communities.

In the real estate subdivision business, we sold the Solaie Shin-Kamagaya (Kamagaya) and Solaie Wakaba Station Villa (Sakado) condominiums to increase the value and resident population of along the railway.

As a result of the above, overall, revenue from operations in the real estate business came to ¥62,975 million (up 3.4% year on year) and operating profit came to ¥16,232 million (up 18.7% year on year) by increasing revenue in the SKYTREE business and by setting prices to match demand in the real estate subdivision business.

Real estate (4 firms)

Real estate leasing: The Company; TOBU REAL ESTATE CO., LTD.*
Real estate subdivision: The Company
SKYTREE TOWN: The Company; TOBU TOWN SOLAMACHI CO., LTD.*

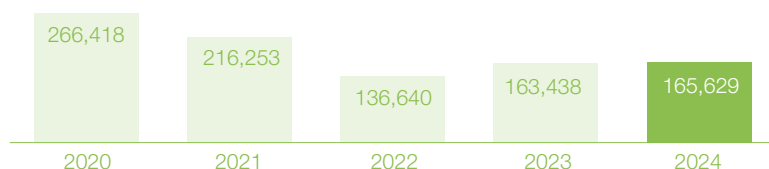
1 other firm

Notes: *Consolidated Subsidiary
TOBU RAILWAY CO., LTD. is counted multiple times in the above segment breakdown.

Review of Operations

Retail Distribution

Sales by Sector (¥ million)



In the department stores business, TOBU DEPARTMENT STORE CO., LTD. expanded its outdoor goods sales area as part of a reorganization of highly profitable categories in its Ikebukuro store and strengthened the product lineup on its children's floor to capture next-generation customers. In addition, it implemented large-scale renovations of its foods floor at its Funabashi store to realize a sales area which can meet a wide range of needs of customers in the community and along the railway. At the same time, it improved convenience for its customers.

In the supermarkets business, TOBU STORE CO., LTD. opened Tobu Store Koshigaya in EQUIA Koshigaya. In addition, it worked to increase revenue by focusing on the development and sale of its original products with high-added value to meet customer needs.

As a result of the above, overall, revenue from operations in the retail distribution business came to ¥165,629 million (up 1.3% year on year) and operating profit came to ¥4,434 million (up 70.4% year on year) because cosmetics and women's goods performed well due to an increase in opportunities to go out in the department stores business.

Retail distribution (9 firms)

Department stores: TOBU DEPARTMENT STORE CO., LTD.*, TOBU UTSUNOMIYA DEPARTMENT STORE CO., LTD.*

Supermarket: TOBU STORE Co., Ltd.*

6 other firms

Other

In the construction business, TOBU CONSTRUCTION CO., LTD. completed work to construct a facility to support those with disabilities for a social welfare corporation in Nikko. Meanwhile, Tobu Yachida Construction Co., Ltd. completed large-scale repair work on a public facility in Sumida-ku.

In addition, management, and Tobu Building Management Co., Ltd. strove to increase revenue by accepting an order to engage in hotel cleaning operations in Minato-ku.

As a result of the above, overall, revenue from operations in other businesses came to ¥91,873 million (up 12.2% year on year) and operating profit came to ¥5,951 million (up 124.9% year on year) due to an increase in revenue and improvement in the cost ratio from an increase in completed construction work.

Other (16 firms)

Construction: TOBU CONSTRUCTION Co., Ltd.*, Tobu Yachida Construction Co., Ltd.*

Other businesses: Tobu Building Management Co., Ltd.*

13 other firms

Notes: *Consolidated Subsidiary

Financial Review (Consolidated)

(1) Revenue from operations

There was a decrease in contracting revenue in the travel business. Nevertheless, revenue increased in the transportation business and in the hotels and SKYTREE businesses in the leisure business thanks to a recovery in domestic and inbound travel demand. In addition to this, each commercial facility experienced a recovery. That mean revenue from operations came to ¥635,964 million (up 3.5% year on year).

(2) Operating profit

Personnel expenses increased due to the introduction of a stock benefit plan for employees. In addition, repair costs rose. Nevertheless, revenue increased in each segment apart from the leisure business. Accordingly, operating profit came to ¥73,883 million (up 30.3% year on year).

(3) Ordinary income

Non-operating income came to ¥5,231 million (down 1.7% year on year) and non-operating expenses came to ¥7,081 million (down 1.6% year on year). Ordinary income came to ¥72,033 million (up 31.4% year on year).

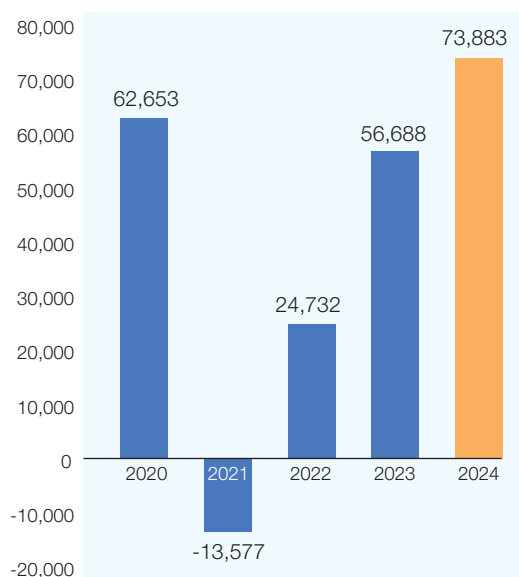
(4) Net income attributable to owners of the parent company

Extraordinary income came to ¥52,010 million (up 495.4% year on year) due to an increase in proceeds from contribution for construction in relation to an elevation project near Takenotsuka Station.

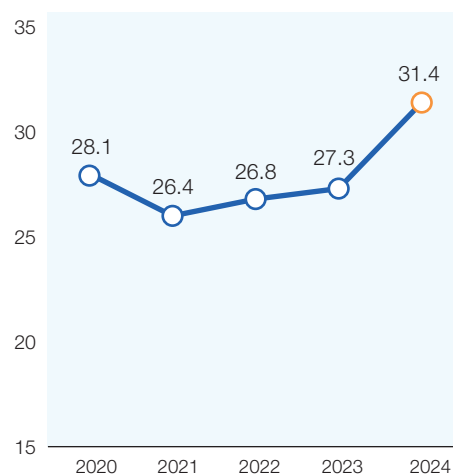
Extraordinary losses came to ¥56,195 million (up 205.6% year on year) due to an increase in the loss on reduction of non-current assets in relation to the above elevation project.

As a result of that, income before income taxes of ¥67,848 million was recorded (up 50.2% year on year). After the deduction of income taxes, net income came to ¥48,398 million (up 66.0% year on year). After deducting loss attributable to non-controlling interests, net income attributable to owners of the parent company came to ¥48,164 million (up 65.1% year on year).

Operating Profit (Millions of yen)



Shareholders' Equity Ratio (%)



* Shareholders' Equity Ratio equals net assets attributable to shareholders' as a percentage of total assets.

Approach to Sustainability and Sustainability Initiatives

The Group's approach to sustainability and its sustainability initiatives are described below.

Note that forward-looking statements within this document are based on our judgment as of the time of publishing the Securities Report (June 21, 2024).

(1) Governance and risk management related to sustainability in general

The Group's business foundation is the areas along its extensive railway network. We believe that achieving sustainable development of society centered on railway lines is, more than ever, the most important issue for the Group.

In the business environment surrounding the Group, we are faced with various social issues, including social changes brought on by the COVID-19 pandemic, progression of the low birth rate and aging society, and environmental problems such as global warming and waste disposal. It is crucial that we develop a new business model and solve these issues.

Since its establishment in 1897, the Group has worked on solving social issues through its business and has itself grown while playing a role in the sustainable development of society.

While leveraging the characteristics and management resources of our railway lines, we will continue to realize human friendliness in a society in which people and communities shine together by solving social issues as we aim to become a corporate group that is indispensable to society.

Based on this approach, we have identified materiality (material issues) and established a process for creating sustainable social development and enhancement of corporate value by solving these issues (value creation process). The details are provided below.

Identified Material Issues

- (1) Continuous development of local community
- (2) Corporate governance contributing to corporate value creation
- (3) Improvement of skills and capabilities of diverse employees
- (4) Reduction of environmental impact through further improvement of environmental superiority
- (5) Ensuring of safety and reliability, the backbone of all the Group's businesses

Value Creation Process

We will create value for realization of human friendliness in a society in which people and communities shine together.

The material issues we identify are deliberated at the Management Meeting. They are also deliberated and evaluated by the Governance Committee, which is chaired by an independent outside director. The committee chair reports

to the Board of Directors, detailing the contribution of these material issues to corporate governance.

The Governance Committee meets twice a year to receive activity plans, activity reports, and recommendations from the chairpersons of the Crisis Management Committee, Compliance Committee, Information Security Committee, Environmental Promotion Committee, and other committees that contribute to sustainability and to deliberate and evaluate them before reporting to the Board of Directors.

(2) Key sustainability items

The key sustainability items at the Group identified through the above governance and risk management are described below.

- Climate change
- Human capital / diversity
- Information security
- Compliance

The Group's approach to sustainability and its sustainability initiatives related to each item are described below.

(i) Climate change

1. Governance and Risk Management

The Tobu Group is further improving its high level of environmental advantage, particularly in its railway business, to reduce environmental burden and climate change risks. In addition, the Tobu Group promotes environmental conservation activities, such as waste reduction, and initiatives to reduce risks from natural disasters in all business fields. In this way, it strives to help bring about a sustainable society and strike a balance between corporate growth and such activities.

In order to promote these efforts, the Tobu Group has established an Environmental Promotion Committee. The committee is chaired by the Director in charge of the Corporate Planning Division and comprised of division Heads, and Executive Officers in charge of departments and offices concerned with environmental management, and General Managers thereof. The committee discusses and evaluates risks and opportunities resulting from climate change (hereinafter "climate change risks, etc.").

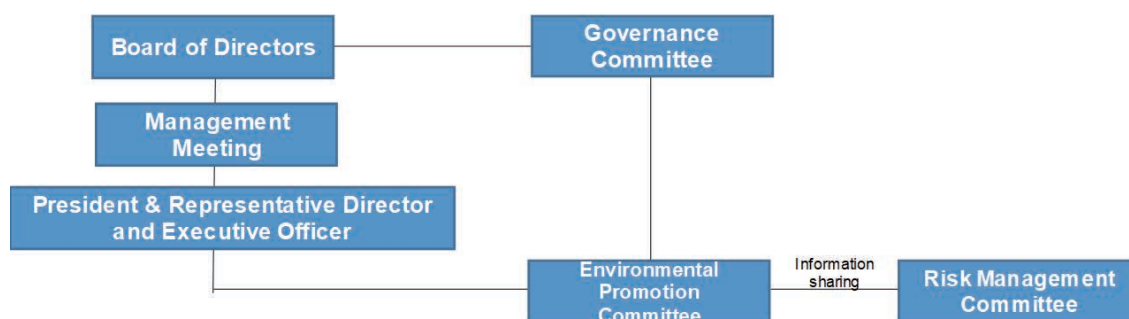
In the Governance Committee, comprised of Representative Directors, Outside Directors and Audit &

Approach to Sustainability and Sustainability Initiatives

Supervisory Board Members and chaired by an Outside Director, the chairperson of the Environmental Promotion Committee provides activity plans, activity reports and suggestions concerning climate change risks, etc. Under the Governance Committee, a governance system has been established concerning initiatives to tackle climate change risks, etc. in which the above details are deliberated,

evaluated and reported to the Board of Directors.

The Tobu Group perceives initiatives concerning climate change risks, etc. to be an important matter in its crisis management and shares information on these initiatives with the Risk Management Committee and has established a system for their appropriate management.



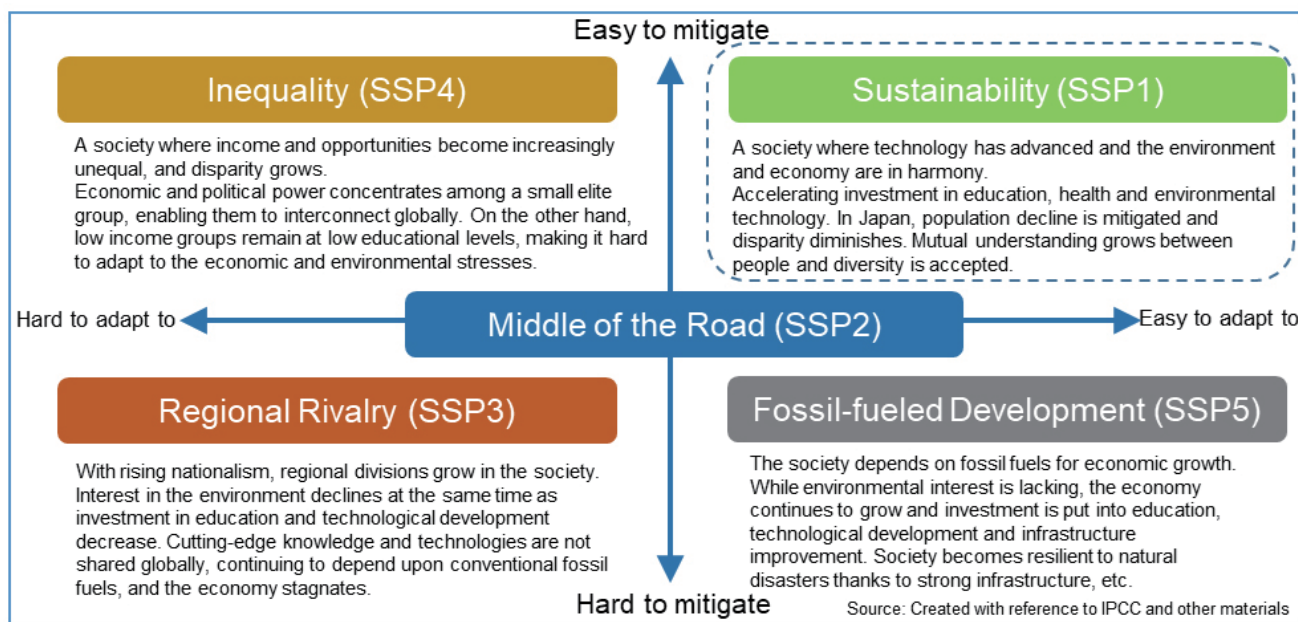
2. Strategy

(1) Scenario Analysis

The Tobu Group has conducted an analysis of the effects of climate change on its railway business, which has the greatest financial impact on its consolidated results. From among the Shared Socioeconomic Pathways (SSP)

scenarios used in the field of climate change research, provided by the National Institute for Environmental Studies, we compared the SSP1 (sustainability; less than 2°C warming scenario) and SSP3 (regional rivalry; 4°C warming scenario) to analyze the risks and opportunities in each society as well as the impact on revenue.

Shared Socioeconomic Pathways (SSP) Scenarios



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For both SSP1 and SSP3, we classified the effects of climate change on our railway business as “physical risks” (such as destruction caused by flooding, heavy storms and other abnormal weather) and “transition risks and opportunities” (such as strengthened regulations and new technologies resulting from the transition to a low carbon economy, and market and reputation changes resulting from changes in consumer preferences and behaviors). Details on how we conducted our analysis are provided below.

(2) Physical Risks

We analyzed the financial impact of flood risks resulting from increased abnormal weather on our railway business’ facilities and equipment. For this analysis, we used a flood risk assessment model*1 and a climate forecast database*2 to evaluate the extent of the physical impact flooding would have on our individual railway business assets (station buildings, tracks, electrical facilities, etc.). Based on past weather data, we calculated the cost of damage which would be caused by the occurrence of a once-in-a-century-level disaster on all of our train lines. We also roughly calculated the impact on revenue which would occur in the event a disaster resulted in disruptions to transit operations.

As a result, with regard to the impact of flood risks on our entire railway business, we found that for both SSP1 and SSP3, there would be a risk of the cost of damage becoming greater than present, but the cost of damage would be relatively less for SSP1. Accordingly, the Tobu Group recognizes that realizing a sustainable society and keeping the increase in temperature under 2°C is also important from the perspective of reducing the risk of flooding in the operation of its businesses.

The Tobu Group is also engaging in measures to reduce damage from natural disasters, including strengthening facilities by reinforcing slopes and bridges and elevating transformer substations, etc., and formulating a vehicle evacuation plan. Together with initiatives to reduce our environmental burden, we will be working to reduce our risks going forward.

(3) Transition Risks and Opportunities

In SSP1 there is a risk of energy and material procurement costs increasing, and in turn of our financial burden increasing, due to factors such as the introduction of a carbon tax and strengthened regulations to promote decarbonization. At the same time, The Tobu Group perceives the development of clean energy technologies and the growth of other next-

generation technologies, particularly existing measures being implemented by the Tobu Group such as MaaS and automated train operation experiments, to be opportunities. In addition to the possibility of reducing costs related to railway operation and increasing operational efficiency, it has been predicted that the maintenance of the environmental advantage of railways will provide opportunities for increased revenue, such as a shift to railways away from alternate forms of transportation, etc.

(4) Impact on Revenue

As an element which should be taken into consideration in addition to physical risks and transition risks, we analyzed the impact of future demographic changes on railway revenue. The anticipated demographic trends for Japan are a decreasing birthrate, and an aging and declining population. However, in contrast with SSP1, a scenario in which society provides an improved environment for child rearing, SSP3 is expected to result in an even greater population decline due to factors such as economic stagnation.

As a result, we found that between SSP1 and SSP3, SSP3 would result in a significantly greater decline in the railway income in fiscal 2050. Accordingly, the Tobu Group recognizes that realizing a sustainable society and keeping the increase in temperature under 2°C is also important from the perspective of securing future revenue in the operation of its businesses.

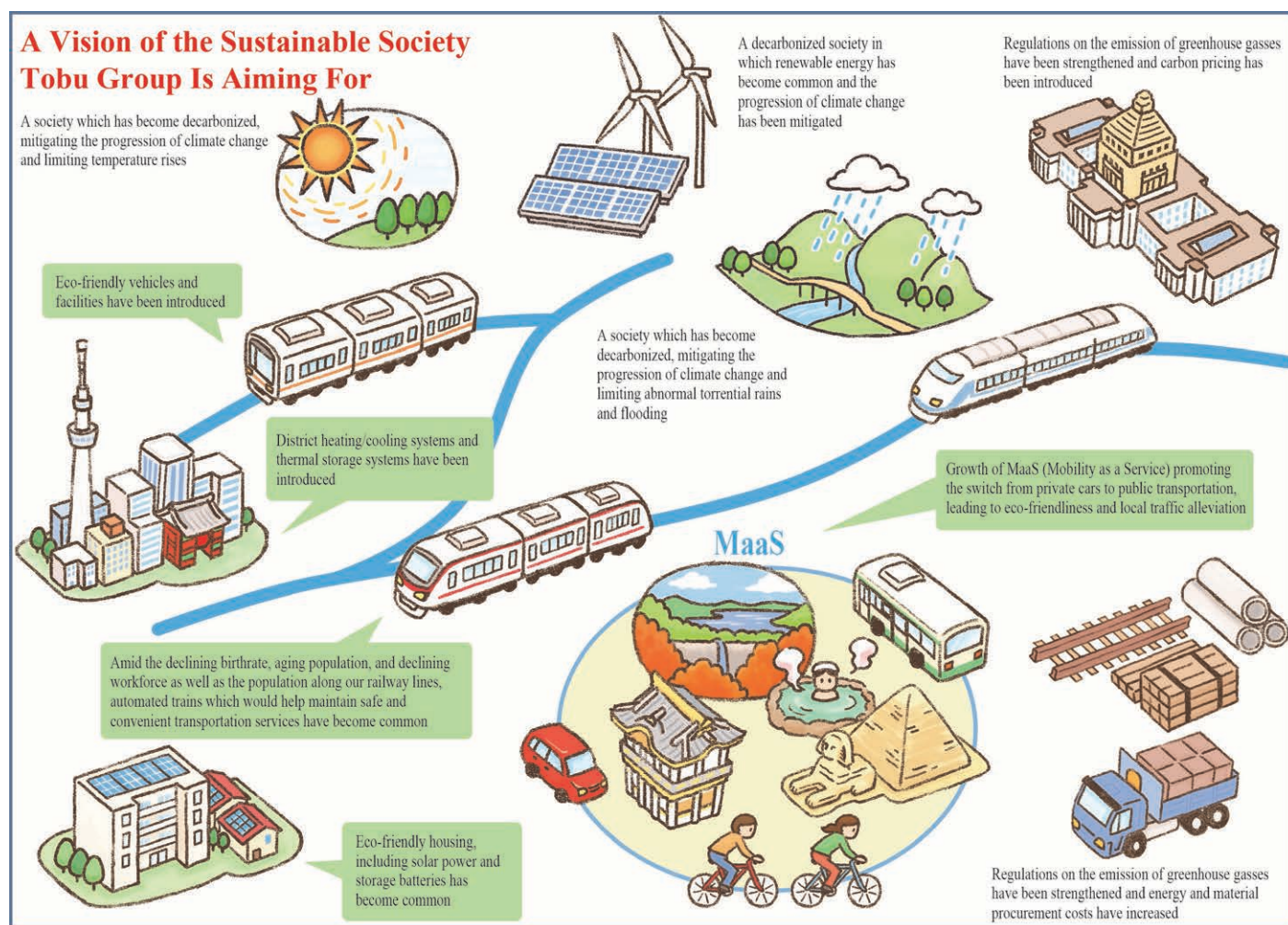
The Tobu Group will continue to aim for sustainable growth together with local communities and, based on the above, believes it important to seek to realize SSP1 in the operation of its businesses. Going forward, the Tobu Group will continue to promote a variety of initiatives concerning climate change.

For more information about the risks and opportunities extracted via the above scenario analysis as well as assessments and measures for each, please see the reference material attached herewith.

3. Indices and Targets

The Tobu Group perceives the reduction of its environmental burden, through means such as further improving its environmental advantage, as a key issue to resolve. The Tobu Group expects to achieve a reduction of approximately 50% reduction in CO₂ emissions from its railway business by fiscal 2030 (compared with fiscal 2013). In order to do so, it is implementing a variety of initiatives to reduce its environmental burden, such as switching to energy-saving vehicles as well

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as the optimization of the number of vehicles in the Tobu Group's possession; switching to LED lighting in its stations and vehicles, etc.; and switching to highly efficient power transformers.

Of particular note, the Tobu Group is positioning the Nikko-Kinugawa area as "International Eco Resort Nikko," and is aiming for zero CO₂ emissions from its business activities in this area. As part of this, from April 2022, the Tobu Group has replaced the equivalent amount of electricity used for railroad transportation in the Nikko-Kinugawa area, as well as for express trains running from central Tokyo to the area, with electricity derived from renewable energy sources, thereby achieving net zero CO₂ emissions for railway transportation in the area.

In order to achieve net zero CO₂ emissions by 2050, the Tobu Group will continue to promote initiatives to reduce its environmental burden.

• FY2023 greenhouse gas emissions

Scope 1	129,255 t-CO ₂
Scope 2	343,024 t-CO ₂

(ii) Human capital / diversity

The Group aims to realize human friendliness in a society in which people and communities shine together, with the regions along our extensive railway network as our business base. The human resources required to make that happen are those who can think and act on their own initiative based on the principles of dedication, enterprising spirit, and affinity as set forth in the management philosophy of the Group, and who can create business models that connect city to city, people to city, and more.

Furthermore, to encourage the success of such human resources, it is necessary to cultivate both the ability to continuously refine things, such as safety technology, over the

Approach to Sustainability and Sustainability Initiatives

long term and the ability to create value through the provision of new products and services in a rapidly changing business environment.

This basic approach is reflected in our human resources development policy and internal environment development policy. We will continue to enhance the abilities and potential of our diverse employees with the aim of making sustainable improvements to our corporate value.

1. Strategy

The Group's business environment is changing greatly. On the one hand, inbound and going out demand are recovering. On the other, work styles are changing, values are diversifying and digital shift is rapidly advancing. In such an environment, we view the medium- to long-term direction of management by the Group to be to maintain and improve group-wide profits by expanding growth businesses in the non-railway business in addition to the railway business together with sustainable development of our core railway lines. We will achieve that through the challenging pursuit of adapting to changing business environment and needs and co-creation of value through collaboration and partnership with stakeholders both inside and outside the Group

Our Long-Term Management Vision is for evolving society and areas along our railway lines by taking on challenges and engaging in cooperative creation. Based on this vision, we believe that strengthening of human capital as we have set forth in our priority strategies (growth strategies) will be an essential initiative to drive our business forward on the way to realizing our management strategies and Medium-Term Management Plan looking ahead 10 years in the future. Accordingly, we have clarified the ideal human resources and compiled our basic concept for employee development to contribute to that in our Human Resources Development Policy. Together with that, we have established our Internal Environment Development Policy that summarizes our way of thinking toward the employee support necessary to develop the ideal human resources. Based on this policy, we are engaging in various specific initiatives to strengthen human capital with the aim of maximizing the performance of employees and the organization by linking an improvement in the bonds and engagement between the company and employees with an improvement in productivity.

<Human Resources Development Policy>

We will develop human resources who can think and act on their own, embodying the principles of the Tobu Group's management philosophy, to contribute to the sustainable growth of both our businesses and local communities.

a. Ideal human resources

Human resources who will tie the cultivation of business opportunities to the sustainable growth of local communities through trust earned from further refining existing businesses and value creation through new ideas without fear of change

b. Competencies required of ideal human resources

- (a) [Safety and security] Earn trust in each Tobu Group business
- (b) [Self-awareness and autonomy] Achieve self-actualization and contribute to the organization by maximizing one's own abilities
- (c) [Dialogue and insight] Identify issues through dialogue with customers, employees, etc.
- (d) [Acceptance and change] Come up with new ideas that embrace diversity and needs
- (e) [Collaboration and co-creation] Create one-of-a-kind value by involving others

<Internal Environment Development Policy>

(= concept of the support for employees necessary to develop ideal human resources)

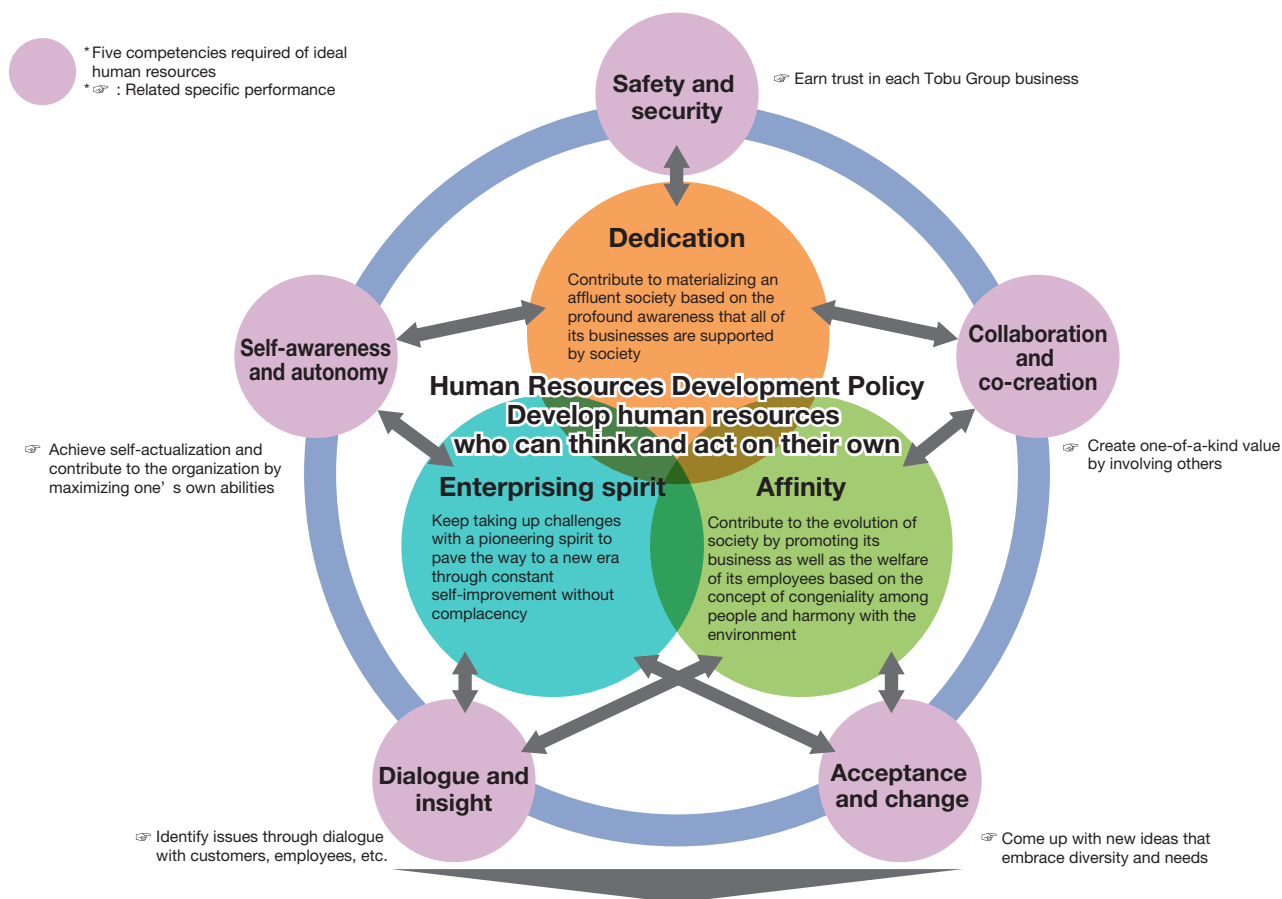
- (Policy 1) Support for human resources development that promotes change in line with the times

We will support the development of human resources who can collaborate with those from other fields while developing their areas of expertise through the transmission of safety and technology as well as the development of human resources who can respond flexibly to changes in the corporate environment and create value.

- (1) Transmission of safety and technology
- (2) Support for managers and supervisors (including future managers and supervisors)
- (3) Support for independent career development

Approach to Sustainability and Sustainability Initiatives

Correlation Diagram between Our Human Resources Development Policy and Competencies: Three Management Philosophies and Five Behavioral Characteristics



Specific Support Measures

1. Human resources development and independent career development support

- Provide ongoing education to continue honing trust through the transmission of a safety culture
- Provide education with a focus on support for managers and future managers

2. Diversity & inclusion promotion

- Provide ongoing diversity & inclusion promotion education
- Assist careers by offering support for balancing life with work

3. Human capital optimization system design

- Expand recruitment channels
- Promote career management
- Establish a work styles system and review the evaluation system

4. Health management and well-being promotion

- Maintain and improve employee performance
- Promote maintenance of mental and physical health and improve literacy

(Policy 2) Development of a work style that allows people to work with peace of mind and continually demonstrate their abilities

Along with the promotion of diversity and inclusion, we will develop a work style in which each employee, regardless of individual attributes or life stage, can respect each other, work comfortably and safely, and maximize their abilities. Furthermore, we aim to provide further value to our employees by improving their job satisfaction through initiatives to maintain and promote their health.

Approach to Sustainability and Sustainability Initiatives

2. Indicators and targets

	Indicator	Target	Result
1. Human resources development and independent career development support	• Usage status of mock training facilities which contribute to safety education	Implement on an ongoing basis every fiscal year 50% of more of applicable employees	88.5% (5,134 attendees)
	• Dialogue skills (listening and one-on-one) training implementation status	Attendance by all those applicable at the section manager assistants and operational manager level between fiscal 2023 and 2025	79.2% (206 attendees)
	• Group company manager and supervisor support training implementation status*2	Implement on an ongoing basis every fiscal year	20 managers and supervisors (17 companies)
	• Expansion of “voluntary basis training” to group company employees*1	50% or more of all participants	46.7% (589 out of 1,260 participants)
2. Diversity & inclusion promotion	• Diversity & inclusion thematic education implementation status	Implement on an ongoing basis for all applicable employees once a year	Implement from fiscal 2024
	• Career assistance with meetings to support balancing life with work	Implementation on an ongoing basis every fiscal year	40 employees
	• Hiring rate of employees with disabilities	Maintain at a level above the statutory hiring rate (2.5%)	3.35% (as of June 1, 2023)
3. Human capital optimization system design	• Acquisition of human resources with diverse knowledge and experiences	Expand and acquire recruitment channels (acquisition of human resources not reliant on the hiring of new graduates)	22.6%
	• Transition rate to re-employment	Maintain at a level near 100%	88.6%
	• Spousal maternity leave utilization rate	Maintain at a level near 100%	92.0%
4. Health management and well-being promotion	• Percentage of employees undergoing periodic health checkups	Maintain at 100%	100%
	• Stress check implementation rate	Maintain at a level near 100%	96.7%
	• Number of paid leave days used per person*2	Use of 20 days or more	22.9 days

(Notes) 1. These are the indicators and targets for the whole of the Group. Other than these two items, the indicators and targets are for the Company and the companies mainly responsible for railway business-related operations: TOBU STATION SERVICE Co., LTD., Tobu Engineering Co., Ltd., Tobu Intertech Co., Ltd. and Tobu Shared Services CO., LTD. The indicator and target for the hiring rate of employees with disabilities includes Symphonia Tobu Co., Ltd. (a special subsidiary).

2. We have given the number of days used per person including the Company's unique paid leave program in addition to annual paid leave.

We obtained the Platinum Kurumin certification in February 2024 as a result of the specific support we provided in fiscal 2023. This support included promoting diversity & inclusion. Moreover, in particular, we continued to provide support for balancing life with work by allowing employees to continued working with peace of mind even after childbirth and raising children. In addition, to achieve the active participation in the workplace of diverse human resources, we strived to promote a change in thinking and behavior. To that end, we provided D&I Inclusion Promotion Training to all our 211 managers who are key members in their workplaces to give them the thinking and dialogue skills they need. Furthermore, the status of our

efforts for health investment measures were recognized from the perspective of health and productivity management. That led to us earning the designation as a 2024 Certified Health & Productivity Management Outstanding Organization (Large Enterprise Category) in March 2024.



Approach to Sustainability and Sustainability Initiatives

(Reference indicators)

Name	Fiscal year under review				
	Percentage of women in management positions (%) ^{*1}	Paternity leave utilization rate (%) ^{*2, 4}	Male/female wage gap (%) ^{*1, 3, 4}		
			All employees	Full-time employees	Part-time/fixed-term employees
TOBU STATION SERVICE Co., LTD.	0.0	40.0	94.3	94.3	—
ASAHI Motor Corporation	0.0	0.0	89.7	95.7	85.6
TOBU BUS CO., LTD	0.0	0.0	60.2	64.3	59.1
TOBU BUS WEST CO., LTD	0.0	100.0	94.6	90.1	98.8
TOBU BUS CENTRAL CO., LTD	0.0	80.0	91.6	90.4	75.9
Gunma Logistic Systems Co., Ltd	0.0	0.0	64.1	77.9	94.4
TOBU SPORTS Co., Ltd.	4.9	—	83.3	82.5	104.4
TOBU TOP TOURS CO., LTD.	10.4	63.6	68.7	67.5	74.2
TOPSTAFF, INC.	33.3	0.0	92.2	88.9	98.0
Tobu Hotel Management Co., Ltd.	14.5	75.0	88.7	94.9	80.2
KANAYA HOTEL Co., Ltd.	28.6	—	79.6	73.7	92.7
TOBU REAL ESTATE CO., LTD.	0.0	100.0	107.4	69.5	77.7
TOBU DEPARTMENT STORE CO., LTD.	22.1	100.0	65.4	69.9	76.5
TOBU UTSUNOMIYA DEPARTMENTSTORE CO., LTD.	19.1	—	67.5	73.3	102.3
TOBU STORE CO., LTD.	6.1	6.7	57.8	71.9	86.5
TOBU Keibi Support Co., Ltd.	7.7	—	80.5	84.2	82.2
Tobu Shoji Co., Ltd.	3.2	33.3	70.0	73.8	97.9
Tobu Foods Service Co., Ltd.	3.6	—	59.3	81.3	88.3
TOBU CONSTRUCTION Co., Ltd.	2.4	0.0	74.7	75.8	58.5
Tobu ryokuchi Co., Ltd	0.0	16.7	63.4	79.0	60.2
Tobu Building Management Co., Ltd.	0.0	28.6	71.9	79.8	89.4

(Notes) 1. The number of employees is calculated based on the number of working hours.

2. The difference in wages between male and female full-time employees is due to labor composition factors (service and age). There is no difference in the system based on gender when determining wage levels.

3. The difference in wages between male and female part-time and fixed-term employees is due to the fact that more female workers are engaged in jobs with higher wage levels.

4. “—” means that there are no applicable employees.

(iii) Information security

1. Corporate governance/risk management

As a corporate group that provides various services, including critical social infrastructure such as railways and radio towers, the Tobu Group uses many information systems. Cyber-attacks, unauthorized access, computer virus infection, or human tampering with these systems could seriously impair their functions and disrupt business operations, which could

impact our business performance and financial position. In order to ensure the stability and continuity of our business, the Group has implemented various information security measures to secure the functions of our information systems.

As a governance structure for information security management at the Company, we have established the Information Security Committee, chaired by the executive officer in charge of the ICT Promotion Department, to report

Approach to Sustainability and Sustainability Initiatives

on the implementation status and implementation plan of information security management. The proceedings of the Committee are reported to the Governance Committee.

In addition to establishing rules and regulations in accordance with the Information Security Policy and reviewing them in a timely manner, the Group monitors the status of information security initiatives by group companies and implements information security measures through a PDCA cycle. In addition, the Group regularly conducts training for group companies to raise awareness of information security among executives and employees.

To ensure the sustainability of our railway business, which is a critical infrastructure, we have established an environment in which critical systems related to railway operations are isolated from external networks and only authorized programs can be executed. Information security e-learning and hands-on training simulating targeted e-mail attacks are provided to all computer users, including officers. In addition, to address information security incidents such as increasingly sophisticated and complex cyber-attacks, we have a dedicated team, TOBU-CSIRT, which swiftly responds to emergency situations and engages in prevention activities during normal times. There is also a system in place whereby external experts continually monitor operational networks and notify the person in charge in the event that an abnormality is detected so that we can swiftly respond to incidents. Moreover, we conduct response drills based on scenarios that assume the occurrence of information security incidents within the Group. We also incorporate security clauses into our agreements with suppliers to ensure that we are ready to conduct prompt investigations in the event of an emergency.

(iv) Compliance

1. Corporate governance/risk management

The Tobu Group has established the Tobu Group Basic Policy on Compliance and is working to ensure thorough legal compliance and prevent misconduct by preparing a compliance manual that describes legal compliance and the creation of a sound workplace environment and by strengthening compliance education for all Group employees. We also seek to ensure compliance by such means as informing all Tobu Group employees about the internal whistleblowing system and promoting its use.

To build relationships with business partners and others, we have stipulated in our Compliance Manual that we will conduct fair, equitable, and transparent selection and transactions in accordance with laws and regulations and sound business practices. Through training and education,

we are working to prevent bribery and corruption. In addition, the Group strictly manages insider information and ensures thorough prohibition of insider trading through education using e-learning and other means. Furthermore, the Group takes a firm stance against antisocial forces and works towards their exclusion. We hold the Tobu Group Liaison Council to strengthen the defense against antisocial forces within the Group and establish a system for sharing information and response measures.

Moreover, the Company has established a Compliance Committee chaired by the executive officer in charge of the General Affairs and Legal Department to promote compliance management, monitor, evaluate, and review the implementation status of compliance management, and report the proceedings of the committee to the Governance Committee, which is chaired by an outside director.

In April 2023, we announced our Declaration of Partnership Building with the aim of achieving co-existence and co-prosperity with our business partners. By promoting the initiatives of the declaration, we will contribute to the business continuity of and optimization of transactions with our business partners.

Corporate Governance

Basic Approach to Corporate Governance

We believe that it is important to establish a fair and transparent management structure in order to earn the trust of our shareholders and many other stakeholders as well as to achieve sustainable growth and improve our corporate value in the medium to long term. We will continue to further enhance our Board of Directors, executive officer system, and corporate auditor system and engage in the proactive disclosure of corporate information in a timely and appropriate manner. Furthermore, we will work to strengthen corporate governance by engaging in honest corporate activity based on corporate ethics and awareness of legal compliance.

Current Status of Corporate Governance

Corporate Governance Structure

The Company's Board of Directors consists of nine directors, including four outside directors. In addition to matters stipulated by law and the Articles of Incorporation, the Board of Directors makes decisions on specific management strategies, management plans, and other important management matters based on the Tobu Group Management Philosophy and Tobu Group Management Policy in accordance with the provisions of the Rules of the Board of Directors and supervises the execution of duties by each director.

The President and Representative Director chairs the Board of Directors, and ordinary meetings are held monthly, in principle. All fulltime directors attend these meetings, and the status of attendance by outside directors is provided in the business report.

Furthermore, we have introduced an executive officer system to clarify authority and responsibility for business execution. With regard to executive functions, we have developed a system where executive officers execute business operations according to the authority and responsibility established within the "Rules for Execution of Duties" under the control and supervision of the representative director. The executive officers are selected by the Board of Directors. In this way, we increase management mobility.

Election of Outside Directors

We have also appointed outside directors who play an important role in ensuring the efficiency and fairness of management. At meetings of the Board of Directors and other important meetings, our directors provide explanations of the execution of duties with outside directors in mind and reflect their objective opinions and suggestions in management of the Company. Moreover, outside directors contribute to the enhancement of corporate governance as members of the Nominating and Remuneration Committee, which is an advisory body of the Board of Directors that considers important matters related to nominations and remuneration, and play an important role in strengthening the independence and objectivity of functions of the Board of Directors. The Nominating and Remuneration Committee is comprised of three outside directors and two representative directors, and the chair of the Committee is selected from among the outside directors. The Committee reviews the adequacy of the proposal of nomination of director candidates, as well as the adequacy of the level of remuneration, organizing the Committee's opinion on these subjects, and report to the Board of Directors. All members attend every meeting.

Management Meeting and Meeting of Executive Officers

The Management Meeting, which consists of full-time directors, the heads of the Group business divisions, the Head of the Railway Business Division, the Head of the Life Service Creation Division, and other persons appointed by the President and Representative Director, and is attended by standing audit & supervisory board members, deliberates and decides on business execution delegated by the Board of Directors while also sharing important information concerning management.

At the meeting of executive officers, which is comprised of fulltime directors, all executive officers and standing audit & supervisory board members, reports are provided every quarter to directors on the status of execution of operations and progress on the management plan, and information is shared on management to review business development plans for the next year and other matters.

Internal control system

In an effort to ensure the reliability of the internal control system, establish corporate ethics, and ensure that its officers and its employees are fully aware of compliance, the Company has been promoting compliance management. This

Corporate Governance

consists primarily of setting out specific guidelines for day-to-day activities and developing training systems based on the Tobu Group Basic Policy on Compliance and establishing a Compliance Committee that meets regularly to provide support and guidance on effective compliance.

Governance Committee

Additionally, to further increase the effectiveness of corporate governance, we have established a Governance Committee, which is chaired by the President and Representative Director and consists of representative directors, outside directors and standing audit & supervisory board members. In response to reports on and suggestions concerning activity plans and activities from the chairs of the Compliance and Crisis Management committees, it engages in deliberations and evaluations, referring matters to the Board of Directors to strengthen the supervisory functions of the Board of Directors. The Governance Committee is chaired by an outside director.

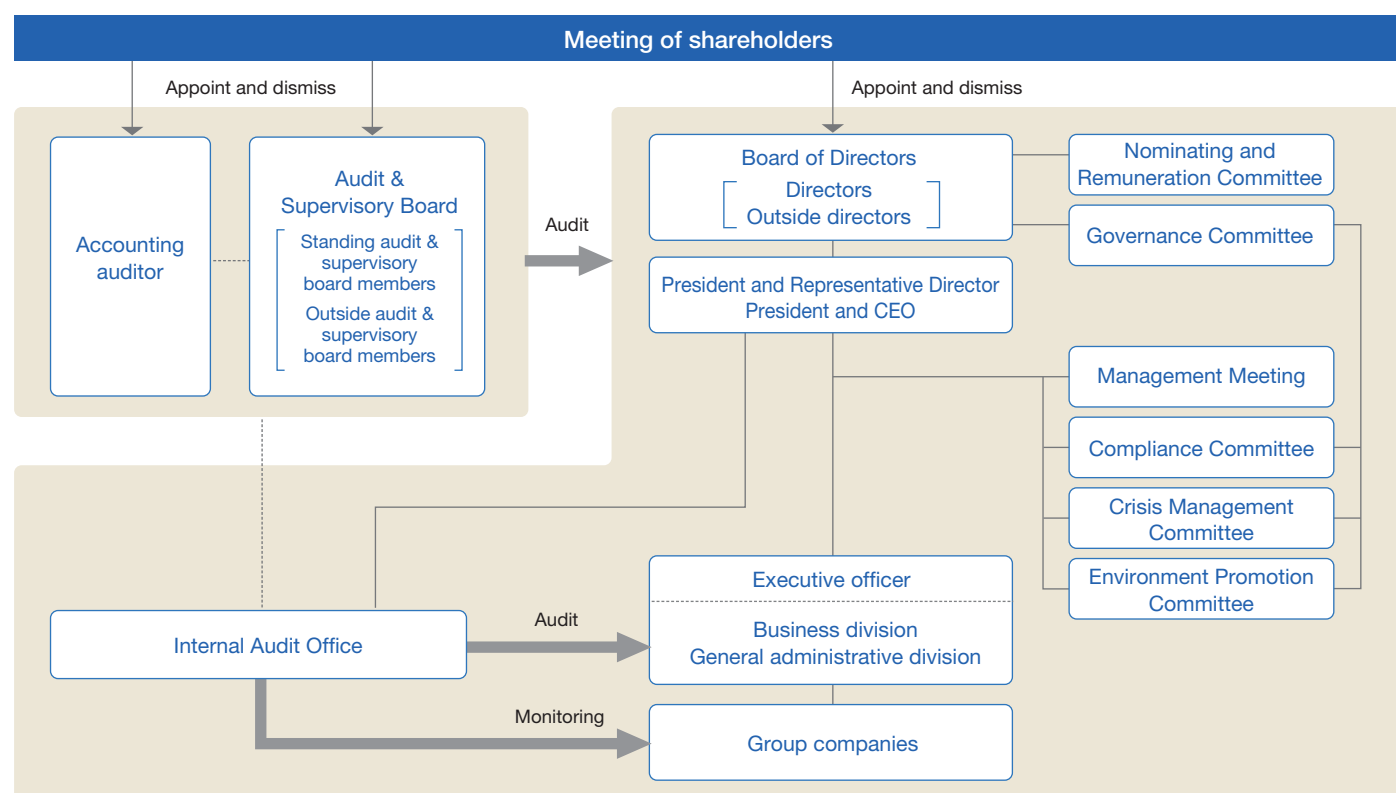
Group Company Audits

To ensure the proper operation of the Tobu Group under the Rules for Management of Group Companies, the Group business division that is specifically responsible for the management of subsidiaries and other companies manages

and supports the business execution of subsidiaries and other companies.

Additionally, to strengthen and enhance the function of monitoring group companies and further increase the effectiveness of the internal control system at the group level, we have prepared an integrated system within the Group business division. It consists of seven individuals of general manager rank or lower, auditing group companies and providing guidance for improvement based on those results.

Furthermore, our Internal Audit Office conducts internal audits of those monitoring activities. Group management policies are communicated and management information is shared by holding Tobu Group Corporate Meetings and other meeting on a regular basis in the aim of improving the corporate value of the Group. In addition, to raise the levels of fairness and transparency of the Group's management, the Company conducts regular investor relations events, such as results briefings for analysts and tours of facilities in areas served by our railway stations. It also provides extensive corporate information on its website and will continue to pursue a policy of openness in communications with investors and the general public in a prompt and appropriate manner.



Risks to which the Company's Business is Subject

Risks with the potential to significantly impact investment decisions have been broken down into four categories based on the status of the business and accounting as set forth in the Securities Report, namely risks impacting the business environment and business model, risks related to securing of safety and peace of mind, risks related to securing management resources, and risks related to corporate governance. The actions taken to prevent these risks from materializing are provided below.

Note that forward-looking statements within this document are based on our judgment as of the time of publishing the Securities Report (June 23, 2023).

(1) Risks impacting the business environment and business model

i. Changes in the law

In the railway business, permission to engage in railway operations must be obtained from the Ministry of Land, Infrastructure, Transport and Tourism with respect to each railway line and each category of railway-related business under Article 3 of the Railway Business Law. Under Article 16 of the Law, the initial setting and subsequent revision of fares by passenger transport operators must not exceed the upper limits approved by the Ministry. The Minister of Land, Infrastructure, Transport and Tourism conducts a review of whether or not such revisions exceed fair costs incurred as a result of efficient management and fair profits to approve them (fully-distributed cost method). Additionally, the railway operator must apply for permission to the Ministry each time it wishes to revise its fares within the approved upper limits.

Major changes are taking place in the socio-economic environment surrounding railways. Failure to reflect our costs in fares in a timely and appropriate manner despite thorough cost control measures could impact the business performance of the Company.

In addition, various laws, regulations, and controls are also applied to the various businesses of group companies engaged in non-railway businesses. Changes to these legal regulations could have an impact on the business performance and/or financial position of the Group.

ii. Rapid acceleration of population decline and aging of society due to drop in birth rate

The total fertility rate in Japan began declining in 2016, and the number of births also continues to drop. COVID-19 is expected to further accelerate this trend. Although there are regional differences, population decline and aging of society will continue in the coming years.

The current economic and social environment is further spurring on the decrease in the birth rate and the number of births. Although there will be differences depending on the region, it is expected that the population and birth rate will decline even further while society continues to age in the future.

For that reason, the Group provides safe, secure and comfortable work and school commutes and appealing tourism transportation by improving convenience and

speed, including seamless transportation through mutual train operations, and installing platform gates. At the same time, the Group seeks to provide quality and comfortable living environments and services and to attract tourists. We are working to promote permanent residence and create a nonresident population by improving value along our railway lines through these efforts.

However, as the Group's main market, especially for the railway business, is located along Tobu Railway lines, if the decrease in the population of consumers and the low birth rate and aging society were to progress rapidly in these areas, that could have an impact on the business performance and/or financial position of the Group.

iii. Lifestyle changes

New lifestyles such as in terms of work styles have permeated and become entrenched due to the impact of COVID-19. Accordingly, we expect that needs and values will continue to change and diversify going forward.

For that reason, the Tobu Group will implement structural reform in order to secure profits even in the midst of a changing business environment. We will promote efficiency and labor savings by reviewing our business management structure and carrying out cost reduction measures. In addition, we aim to achieve sustainable development of our business by expanding our e-commerce business, working on digital marketing utilizing TOBU POINT, and promoting the provision of services that address the increase in demand for suburban living as a business opportunity. Moreover, we will aim to achieve sustainable development of our businesses by strengthening our non-railway business through development of our railways to enhance customer-attracting bases and urban development using our collective group strengths and by strengthening profitability through the capture of tourism demand.

However, if lifestyles that do not involve school commutation or travel for leisure were to take root, that could have an impact on the business performance and/or financial position of the Group.

iv. Changes in the competitive environment

The Group is engaged in a wide range of businesses in addition to the railway business. If the relationship between supply and demand were to worsen or competition were

Risks to which the Company's Business is Subject

to intensify due to significant changes in the business environment or the emergence of new competing services and competitors in conjunction with rapid technological innovation, it could have an impact on the business performance and/or financial position of the Group.

For that reason, the Group will accurately identify changes in the business environment and customer needs and incorporate new technologies and external knowledge into our business while utilizing the know-how and digital technology cultivated by each group company. This will allow us to provide optimal services to our customers in a timely and flexible manner and to improve our services and productivity, which will help secure profits.

v. Pandemics and other public health crises

In the event of a pandemic or other public health crisis leading to lockdowns or people refraining from going out, the number of users, primarily in our transportation and leisure businesses, would decrease sharply, and this could have an impact on the business performance and/or financial position of the Group.

As such, the Group will continue to implement basic infection prevention measures for employees and work to ensure that our customers can use our services safely and securely by implementing business continuity plans and infection control measures as called for by the situation. We will continue to support society and keep up our business operations, especially in the railway business, which is one of the social infrastructures essential for securing stable lives for the citizens of Japan.

(2) Risks related to securing of safety and peace of mind

i. Securing of safety and peace of mind

The Group believes that the securing of safety and peace of mind is the most important thing when it comes to earning customer trust. As such, we take utmost care in that regard, but if a serious accident were to occur leading to long-term suspension of business operations, it could have an impact on the business performance and/or financial position of the Group.

Based on the belief that safety is the foundation of all business, the Group works to establish a safety management system with the top priority of ensuring the safety of customers. We also continue to invest in safety equipment and implement education and training as we endeavor to ensure safety and peace of mind.

ii. Impact of climate change, natural disasters, etc. on business operations and continuity

Details of risks related to business operation and maintenance arising from climate change are provided in "Approach to

Sustainability and Sustainability Initiatives (2) Key sustainability items (i) Climate change."

iii. Impact of unforeseen accidents, disasters, and other incidents on business operation and maintenance

The Group is engaged in a wide range of businesses, including the railway business. However, if external factors such as unforeseen accidents, disasters, or outbreaks of terrorism or war were to cause a long-term suspension of business activities, it could have an impact on the business performance and/or financial position of the Group.

For that reason, the Tobu Group is working to enhance our crisis management system, including establishment of a business continuity plan in preparation for a large-scale natural disaster or other emergency situation while also continuing to work on measures for securing safety, including development of infrastructure that is resistant to natural disasters and establishment of counter-terrorism measures.

iv. Management of personal information

The Group manages databases containing information on individual customers in each business. In the event of an information leak, the resulting compensation for damages, loss of credibility, etc. could impact the business performance and/or financial position of the Group.

For that reason, the Group exercises due care when handling information and manages it accordingly. This includes the establishment of in-house protection regulations on the acquisition and use of information, the development of a management system, employee education, and fully enforcing information management by related parties as well as strengthening the development and supervision of confidentiality when outsourcing information processing.

v. Information security measures

Details of risks related to information security are provided in "Approach to Sustainability and Sustainability Initiatives (2) Key sustainability items (iii) Information security."

(3) Risks related to securing management resources

i. Labor shortages

The Tobu Group requires a large labor force, including for our railway business. We expect the decrease in population and aging of society due to the low birth rate to progress at an even faster rate. If, as a result, labor costs soar and labor shortages arise due to hiring difficulties, it could have an impact on the business performance and/or financial position of the Group.

To secure human resources, we will endeavor to secure a safe and flexible working environment in which people can

Risks to which the Company's Business is Subject

work comfortably. This includes the promotion and training of human resources with diverse knowledge and values, offering stable employment, responding to diversifying work styles, and enhancing benefits. Furthermore, we will work on improving productivity by such means as utilizing digital technology, including automatic operation, and build an efficient business management system.

ii. Soaring prices and shortages of raw materials and resources

The Tobu Group utilizes a large amount of infrastructure equipment, including in our railway business, and uses electricity and fuel to power the equipment. In addition, each business uses various raw materials. If the prices of raw materials and resources soar or there are procurement shortages due to the occurrence of natural disasters, the deterioration of situations overseas or exchange rates, it could have an impact on the business performance and/or financial position of the Group.

For that reason, the Group is working to reduce costs and build a sustainable society. This includes the introduction of high efficiency vehicles and equipment to contribute to energy conservation, reduction of energy consumption and greenhouse gas emissions through optimization and review of equipment, and timely procurement of raw materials and resources.

iii. Increase in interest-bearing debt balance and interest rate fluctuation

The Group primarily procures the funds necessary for ongoing capital expenditures in each business through the issuance of corporate bonds and borrowing from financial institutions. As such, it has a high interest-bearing debt balance due to investments for future growth. If interest rates rise further in the future, or if the rating agencies downgrade the Group's credit rating, this could increase the interest payment burden and worsen the Group's financing conditions, which could have an impact on the business performance and/or financial position of the Group.

For that reason, the Group is working on properly managing the consolidated interest-bearing debt balance to reduce it in light of the current rising interest rates and promoting diversification of fundraising methods in order to procure funds at the right time via the optimal method while taking medium- to long-term interest rates into account.

iv. Drop in portfolio value

The Group possesses assets necessary to engage in development of diverse businesses and investment securities such as stocks. Through thorough management of expenditures and implementation of structural reform, we

aim to increase the profitability of our businesses and improve the value of our assets. We also verify the significance of investment securities to our portfolio and gradually shrink our holdings if dilution is likely in the medium to long term.

However, if an impairment loss or loss on valuation were to be recorded due to a significant drop in the market value of assets arising from a decline in cash flow generation or a substantial decline in the stock price, this could have an impact on the business performance and/or financial position of the Group.

(4) Risks related to corporate governance

i. Compliance

Details of risks related to compliance are provided in "Approach to Sustainability and Sustainability Initiatives (2) Key sustainability items (iv) Compliance."

ii. Human Rights

The Group has established a working environment and programs to eliminate difficulties and employs diverse human resources, but in the event of an infringement of human rights, the resulting social sanctions and loss of credibility could have an impact on the business performances and/or financial position of the Group.

For that reason, the Group has established a system for carrying out systematic and ongoing education on human rights. In addition to ensuring proper awareness among employees and deepening their understanding, we continue to work on developing a working environment in which employees can do their work enthusiastically as part of our ongoing efforts to ensure respect for human rights.

The above is a list of the principal categories of risk thought to apply to the business operations of the Group, but it is not intended to be an exhaustive list of all risks.

Five-Year Summary

(Years ended March 31, TOBU RAILWAY CO., LTD. and Subsidiaries)

Consolidated

	Millions of Yen				
	2020	2021	2022	2023	2024
Operating revenues	¥ 653,874	¥ 496,326	¥ 506,023	¥ 614,751	¥ 635,964
Operating profit	62,653	(13,577)	24,732	56,688	73,883
Profit attributable to owners of parent	35,530	(24,965)	13,453	29,179	48,164
Net assets	473,969	453,103	459,219	480,575	541,713
Total assets	1,656,092	1,682,497	1,689,855	1,738,195	1,704,063
Yen					
Basic earnings per share	¥168.84	(¥119.67)	¥64.49	¥140.06	¥232.99
Diluted earnings per share	—	—	—	—	—

Sales by Sector

	Millions of Yen				
	2020	2021	2022	2023	2024
Transportation	¥ 215,427	¥ 159,122	¥ 173,264	¥ 189,189	¥ 208,335
Leisure	72,072	39,055	108,311	188,354	184,761
Real estate	67,912	54,228	62,203	60,915	62,975
Retail distribution	266,418	216,253	136,640	163,438	165,629
Other	110,513	88,863	89,497	81,902	91,873

Non-Consolidated

	Millions of Yen				
	2020	2021	2022	2023	2024
Operating revenues	¥ 232,788	¥ 167,696	¥ 188,851	¥ 204,585	¥ 227,462
Operating profit	47,979	7,325	23,355	28,653	42,867
Net profit	27,071	(21,607)	16,044	16,407	29,036
Net assets	383,618	363,007	373,696	383,645	422,565
Total assets	1,560,929	1,571,092	1,577,048	1,601,122	1,587,714
Yen					
Dividends per share of common stock	¥40	¥20	¥20	¥30	¥55

Consolidated Balance Sheet

March 31, 2023 and 2024

Assets	Millions of Yen	
	2023	2024
Current assets		
Cash and deposits	¥ 69,255	¥ 31,448
Notes and accounts receivable - trade	70,561	69,796
Contract assets	14,584	5,343
Short-term loans receivable	1,691	1,824
Land and buildings for sale in lots	19,235	24,238
Prepaid expenses	2,713	2,659
Other	28,507	33,808
Allowance for doubtful accounts.....	(459)	(165)
Total current assets	206,090	168,953
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	530,107	536,825
Machinery, equipment and vehicles, net.....	79,055	78,715
Land	636,409	636,462
Construction in progress	135,294	101,868
Other, net	12,981	13,396
Total property, plant and equipment	1,393,848	1,367,269
Intangible assets		
Contribution for utilities	1,446	1,635
Other	18,008	16,971
Total intangible assets.....	19,455	18,606
Investments and other assets		
Investment securities.....	73,614	101,459
Long-term loans receivable	83	361
Distressed receivables.....	975	358
Retirement benefit asset.....	5,969	9,400
Deferred tax assets.....	12,707	13,063
Other	26,583	25,422
Allowance for doubtful accounts.....	(1,132)	(832)
Total investments and other assets	118,801	149,234
Total non-current assets	1,532,105	1,535,110
Total assets	¥ 1,738,195	¥ 1,704,063

Consolidated Balance Sheet

March 31, 2023 and 2024

Liabilities	Millions of Yen	
	2023	2024
Current liabilities		
Notes and accounts payable - trade	¥ 51,922	¥ 48,653
Short-term borrowings.....	36,362	40,282
Current portion of long-term borrowings.....	83,143	65,208
Current portion of bonds payable.....	19,920	20,060
Accrued expenses	7,633	7,262
Accrued consumption taxes.....	5,294	3,155
Income taxes payable	12,101	13,918
Advances received	87,130	59,404
Contract liabilities	48,674	40,733
Provision for bonuses	2,608	2,719
Provision for allowance for loss on collection of gift certificates outstanding	4,332	4,414
Asset retirement obligations	563	61
Other	99,753	80,447
Total current liabilities.....	459,439	386,322
Non-current liabilities		
Bonds payable	158,160	138,100
Long-term borrowings.....	494,592	484,091
Long-term accounts payable to Japan railway construction, transport and technology agency	2,584	1,540
Deferred tax liabilities	9,961	19,339
Deferred tax liabilities for land revaluation.....	49,640	49,588
Provision for retirement benefits for directors (and other officers).....	975	1,043
Provision for share awards	—	2,157
Retirement benefit liability	43,997	42,720
Asset retirement obligations	3,664	3,519
Other	34,604	33,928
Total non-current liabilities	798,181	776,027
Total liabilities	1,257,620	1,162,350
Net assets		
Shareholders' equity		
Share capital	102,135	102,135
Capital surplus	51,958	52,214
Retained earnings	258,028	298,039
Treasury shares	(10,302)	(10,545)
Total shareholders' equity	401,820	441,843
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities.....	25,624	45,372
Revaluation reserve for land.....	47,593	47,474
Foreign currency translation adjustment	144	180
Remeasurements of defined benefit plans	(428)	822
Total accumulated other comprehensive income.....	72,933	93,850
Non-controlling interests	5,820	6,019
Total net assets	480,575	541,713
Total liabilities and net assets	¥1,738,195	¥1,704,063

Consolidated Statements of Income and Comprehensive Income

Years ended March 31, 2023 and 2024

Consolidated Statement of Income	Millions of Yen	
	2023	2024
Operating revenue	¥ 614,751	¥ 635,964
Operating expenses		
Operating expenses and cost of sales of transportation.....	440,959	441,499
Selling, general and administrative expenses.....	117,103	120,581
Total operating expenses	558,062	562,081
Operating profit	56,688	73,883
Non-operating income		
Interest income	35	22
Dividend income	1,845	2,161
Dividend income of insurance.....	443	412
Share of profit of entities accounted for using equity method	96	181
Other.....	2,902	2,453
Total non-operating income	5,323	5,231
Non-operating expenses		
Interest expenses	5,655	5,645
Other.....	1,541	1,436
Total non-operating expenses	7,196	7,081
Ordinary profit	54,815	72,033
Extraordinary income		
Gain on sale of non-current assets	224	249
Contribution received for construction.....	7,317	50,606
Other.....	1,192	1,155
Total extraordinary income	8,735	52,010
Extraordinary losses		
Loss on retirement of non-current assets	1,411	1,647
Loss on tax purpose reduction entry of non-current assets	7,302	50,584
Impairment losses.....	8,101	3,483
Loss on termination of retirement benefit plan	467	—
Extra retirement payments	409	—
Other.....	698	480
Total extraordinary losses.....	18,391	56,195
Profit before income taxes.....	45,159	67,848
Income taxes - current.....	15,175	19,804
Income taxes - deferred.....	835	(353)
Total income taxes	16,011	19,450
Profit.....	29,148	48,398
Profit (loss) attributable to non-controlling interests	(30)	234
Profit attributable to owners of parent.....	29,179	48,164

Consolidated Statements of Comprehensive Income	Millions of Yen	
	2023	2024
Profit.....	29,148	48,398
Other comprehensive income		
Valuation difference on available-for-sale securities	5,860	19,755
Foreign currency translation adjustment.....	66	36
Remeasurements of defined benefit plans, net of tax	(2,438)	1,251
Share of other comprehensive income of entities accounted for using equity method.....	0	0
Total other comprehensive income.....	3,488	21,042
Comprehensive income.....	32,636	69,441
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	32,663	69,199
Comprehensive income attributable to non-controlling interests.....	(26)	241

Consolidated Statement of Changes in Equity

Previous Consolidated Fiscal Year

(April 1, 2022 to March 31, 2023)

	Millions of yen				
	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	¥102,135	¥51,364	¥234,853	¥(4,451)	¥383,902
Changes during period					
Dividends of surplus.....			(5,218)		(5,218)
Profit attributable to owners of parent.....			29,179		29,179
Purchase of treasury shares				(5,906)	(5,906)
Disposal of treasury shares.....			(0)	55	55
Reversal of revaluation reserve for land.....			(784)		(784)
Change in ownership interest of parent due to transactions with non-controlling interests		593			593
Net changes in items other than shareholders' equity					
Total changes during period	—	593	23,175	(5,851)	17,918
Balance at end of period	¥102,135	¥51,958	¥258,028	¥(10,302)	¥401,820

	Accumulated other comprehensive income						Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests	
Balance at beginning of period	¥19,768	¥46,808	¥77	¥ 2,010	¥68,664	¥ 6,652	¥459,219
Changes during period							
Dividends of surplus.....							(5,218)
Profit attributable to owners of parent.....							29,179
Purchase of treasury shares							(5,906)
Disposal of treasury shares.....							55
Reversal of revaluation reserve for land.....							(784)
Change in ownership interest of parent due to transactions with non-controlling interests							593
Net changes in items other than shareholders' equity	5,856	784	66	(2,438)	4,268	(831)	3,437
Total changes during period	5,856	784	66	(2,438)	4,268	(831)	21,355
Balance at end of period	¥25,624	¥47,593	¥144	¥(428)	¥72,933	¥5,820	¥480,575

	Millions of yen				
	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	¥102,135	¥51,958	¥258,028	¥(10,302)	¥401,820
Changes during period					
Dividends of surplus.....			(8,272)		(8,272)
Profit attributable to owners of parent.....			48,164		48,164
Purchase of treasury shares				(2,261)	(2,261)
Disposal of treasury shares.....		224		2,018	2,242
Reversal of revaluation reserve for land.....			118		118
Change in ownership interest of parent due to transactions with non-controlling interests		31			31
Net changes in items other than shareholders' equity					
Total changes during period.....	—	255	40,010	(243)	40,022
Balance at end of period	¥102,135	¥52,214	¥298,039	¥(10,545)	¥441,843

	Accumulated other comprehensive income						Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests	
Balance at beginning of period	¥25,624	¥47,593	¥144	¥(428)	¥72,933	¥5,820	¥480,575
Changes during period							
Dividends of surplus.....							(8,272)
Profit attributable to owners of parent.....							48,164
Purchase of treasury shares							(2,261)
Disposal of treasury shares							2,242
Reversal of revaluation reserve for land.....							118
Change in ownership interest of parent due to transactions with non-controlling interests							31
Net changes in items other than shareholders' equity	19,748	(118)	36	1,251	20,916	199	21,115
Total changes during period.....	19,748	(118)	36	1,251	20,916	199	61,138
Balance at end of period	¥45,372	¥47,474	¥180	¥822	¥93,850	¥6,019	¥541,713

Consolidated Statement of Cash Flows

Years ended March31, 2023 and 2024

	Millions of Yen	
	2023	2024
Cash flows from operating activities		
Profit before income taxes.....	¥ 45,159	¥ 67,848
Depreciation.....	53,354	52,916
Impairment losses.....	8,101	3,483
Loss on termination of retirement benefit system.....	467	—
Special extra retirement payments.....	409	—
Amortization of goodwill.....	385	386
Share of loss (profit) of entities accounted for using equity method.....	(96)	(181)
Increase (decrease) in allowance for doubtful accounts.....	(131)	(594)
Increase (decrease) in provision for bonuses.....	308	111
Increase (decrease) in provision for allowance for loss on collection of gift certificates outstanding.....	(30)	81
Increase (decrease) in provision for retirement benefits for directors (and other officers).....	16	67
Increase (decrease) in provision for share awards.....	—	2,157
Increase (decrease) in retirement benefit liability.....	(2,110)	(1,765)
Interest and dividend income.....	(1,880)	(2,183)
Interest expenses.....	5,655	5,645
Contribution received for construction.....	(7,644)	(50,861)
Loss on retirement of non-current assets.....	1,854	1,853
Loss on tax purpose reduction entry of non-current assets.....	7,302	50,584
Decrease (increase) in notes and accounts receivable - trade and contract assets.....	(12,088)	10,006
Decrease (increase) in inventories.....	(3,427)	(3,608)
Increase (decrease) in trade payables.....	9,153	(3,269)
Other, net.....	11,857	(19,266)
Subtotal.....	116,614	113,412
Interest and dividends received.....	1,892	2,183
Interest paid.....	(5,557)	(5,585)
Payments for special extra retirement payments.....	(409)	—
Income taxes paid.....	(11,423)	(18,320)
Net cash provided by (used in) operating activities.....	101,115	91,690
Cash flows from investing activities		
Net decrease (increase) in short-term loans receivable.....	277	67
Long-term loan advances.....	(20)	(301)
Proceeds from collection of long-term loans receivable.....	5	1
Purchase of short-term and long-term investment securities.....	(3,054)	(46)
Proceeds from sale and redemption of short-term and long-term investment securities.....	263	1,293
Purchase of property, plant and equipment and intangible assets.....	(57,262)	(82,934)
Proceeds from sale of property, plant and equipment and intangible assets.....	335	377
Proceeds from contribution received for construction.....	8,163	19,194
Payments of guarantee deposits.....	(862)	(559)
Proceeds from refund of guarantee deposits.....	1,233	1,220
Other, net.....	(1,788)	61
Net cash provided by (used in) investing activities.....	(52,711)	(61,625)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings.....	(27,580)	3,920
Proceeds from issuance of commercial papers.....	88,000	60,000
Redemption of commercial papers.....	(88,000)	(60,000)
Proceeds from long-term borrowings.....	61,424	55,109
Repayments of long-term borrowings.....	(54,717)	(83,545)
Proceeds from issuance of bonds.....	23,000	—
Redemption of bonds.....	(13,120)	(19,920)
Net decrease (increase) in treasury shares.....	(5,851)	(18)
Dividends paid.....	(5,223)	(8,256)
Redemption cash collateral from share lending agreements.....	—	(13,058)
Repayments of accounts payable to Japan railway construction, transport and technology agency.....	(2,098)	(1,430)
Dividends paid to non-controlling interests.....	(3)	(4)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation.....	(207)	(10)
Other, net.....	(907)	(703)
Net cash provided by (used in) financing activities.....	(25,285)	(67,918)
Effect of exchange rate change on cash and cash equivalents.....	69	37
Net increase (decrease) in cash and cash equivalents.....	23,188	(37,816)
Cash and cash equivalents at beginning of period.....	45,885	69,074
Cash and cash equivalents at end of period.....	¥ 69,074	¥ 31,258

Corporate Directory

Board of Directors and the Statutory Auditors (As of June 21, 2024)

Chairman and Representative Director

Yoshizumi Nezu

President and Representative Director

Yutaka Tsuzuki

Director

Yoshimi Yokota

Atsushi Shigeta

Takao Suzuki

Outside Director

Mitsuyoshi Shibata

Takaharu Ando

Noriko Yagasaki

Masanori Yanagi

Standing Audit & Supervisory Board Member

Tomoya Sugiyama

Tatsuo Yoshida

Outside Audit & Supervisory Board Member

Yuzaburo Mogi

Shuji Fukuda

Nobuhide Hayashi

Investor Information (As of March 31, 2024)

TOBU RAILWAY CO., LTD.

Registered Office:

1-2 Oshiage 1-chome, Sumida-ku,
Tokyo 131-8522, Japan
<https://www.tobu.co.jp/en/>

Head Office:

18-12 Oshiage 2-chome, Sumida-ku,
Tokyo 131-8522, Japan

Date of Establishment:

November 1897

Number of Employees:

3,280

Common Stock:

¥102,135 million

Number of Shareholders:

64,031

Principal Shareholders:

Name	Number of Shares Held (Thousands)	Percentage of Total Shares in Issue
The Master Trust Bank of Japan, Ltd. (trust account).....	31,838	15.35
Custody Bank of Japan, Ltd. (trust account).....	10,776	5.19
Fukoku Mutual Life Insurance Company	5,235	2.52
STATE STREET BANK WEST CLIENT- TREATY 505234.....	4,945	2.38
Nippon Life Insurance Company.....	3,187	1.53
Mizuho Bank, Ltd.	3,102	1.49
JP MORGAN CHASE BANK 385781	2,812	1.35
Saitama Resona Bank, Limited	2,201	1.06
East Japan Railway Company	2,024	0.97
SSBTC CLIENT OMNIBUS ACCOUNT	1,948	0.93

Securities Traded:

Common Stock

Tokyo Stock Exchange (Prime Market)

Annual Meeting of Shareholders:

The annual meeting of shareholders is normally held in June.

Transfer Agent and Registrar:

Sumitomo Mitsui Trust Bank, Limited

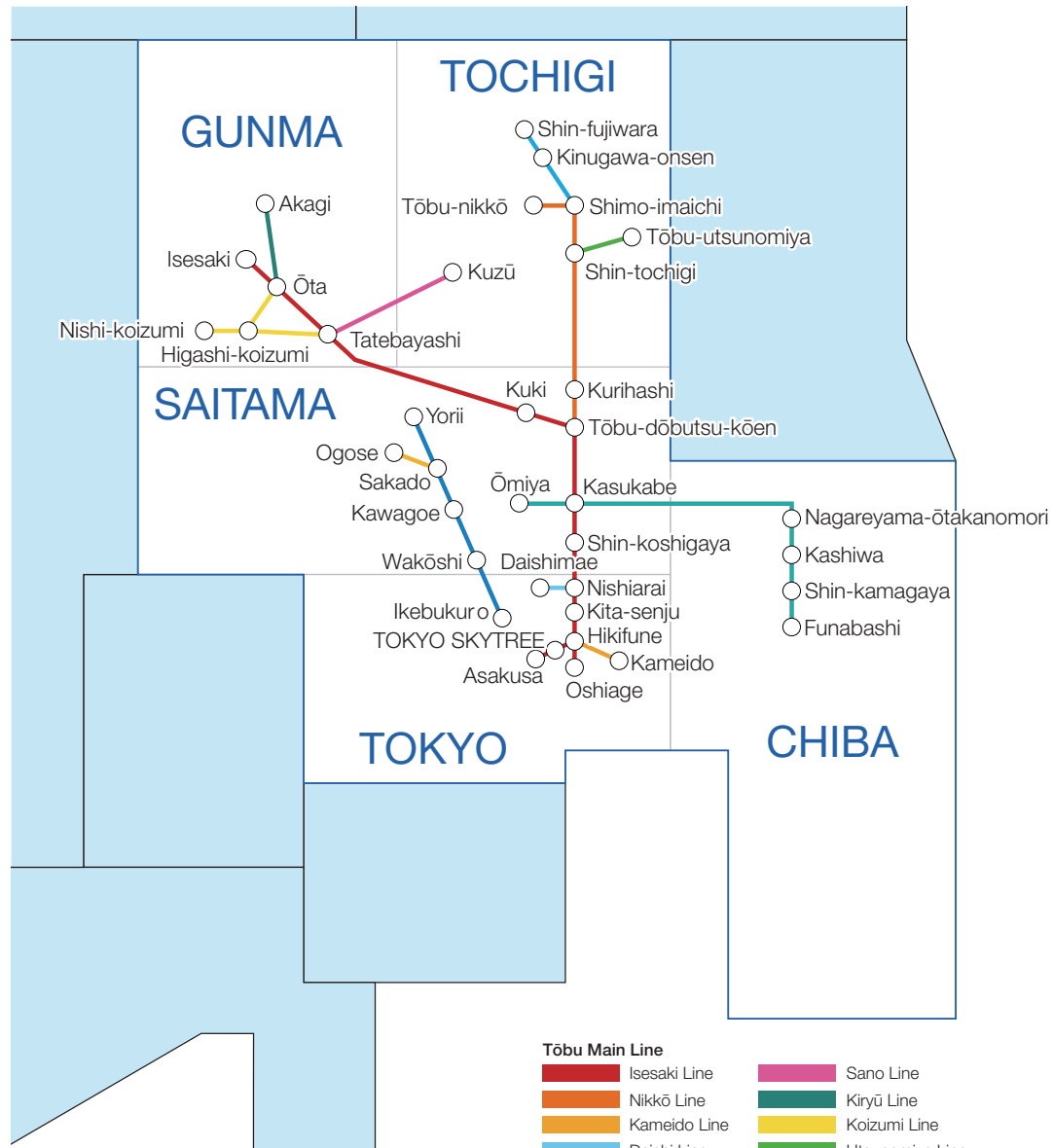
4-1, Marunouchi 1-chome, Chiyoda-ku,

Tokyo 100-8233, Japan

TOBU RAILWAY CO., LTD.

<https://www.tobu.co.jp/foreign/en/>

Tobu Railway Lines (major stations only)



* The Isesaki Line between Asakusa/Oshiage Station and Tōbu-dōbutsu-kōen Station is nicknamed "TOBU SKYTREE Line"
 * The Noda Line is nicknamed "TOBU URBAN PARK Line"

Tobu Tōjō Line
 Tōjō Main Line Ogose Line