

**Hankyu Hanshin Holdings Group  
Results Briefing Materials for  
Financial Results for Fiscal 2024  
(Ended March 2024)**

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See our integrated report for more on our sustainability initiatives:

<https://www.hankyu-hanshin.co.jp/en/ir/library/integratedreports/>

**(1) Progress in Long-Term Vision, Each Strategy**

(2) Progress in Each Project

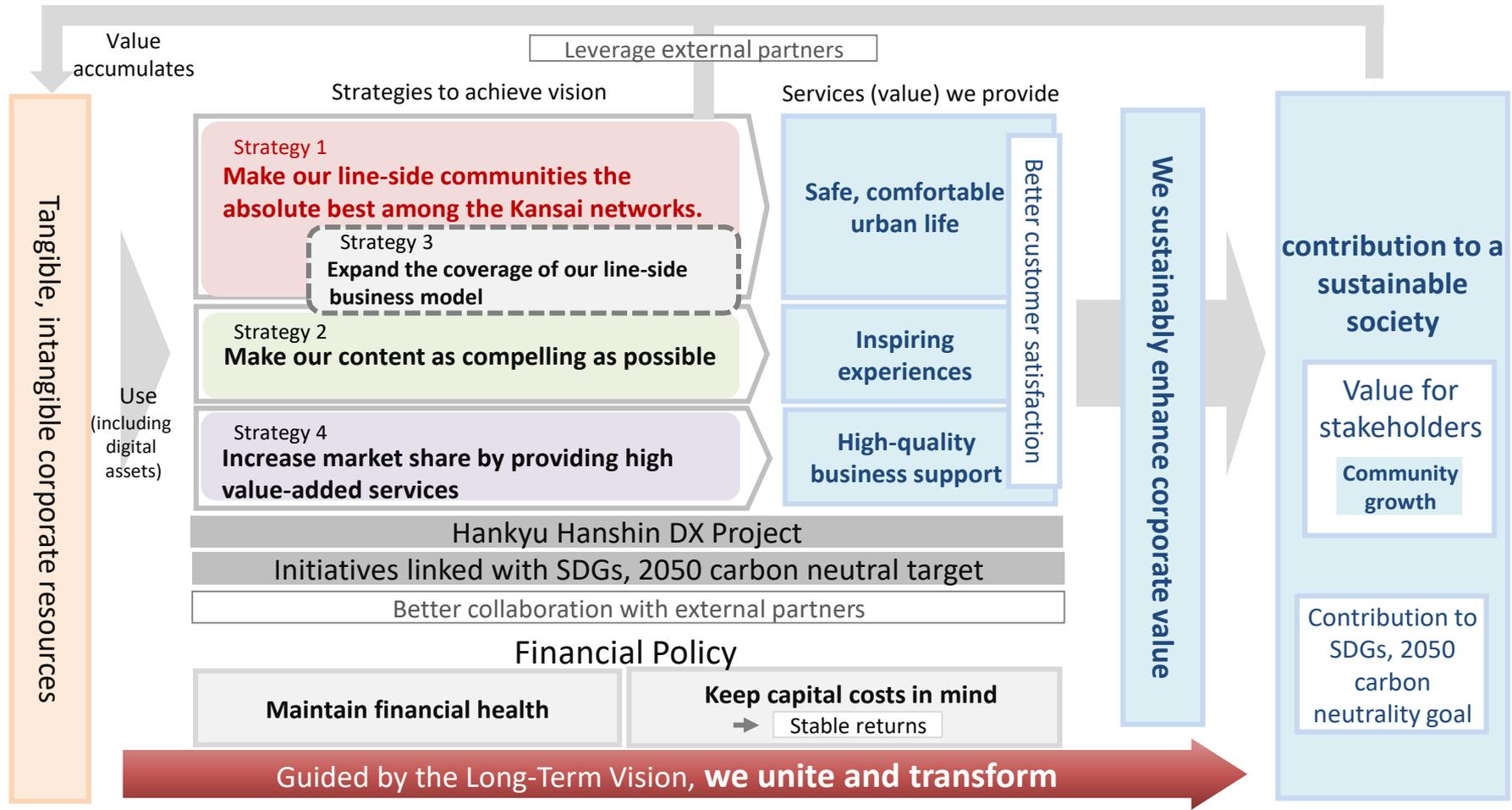
(3) Sustainable Management

(4) Steps Toward Further Improvements in Governance

(5) Other

# Long-Term Vision: General Image

## Value Creation Process



## Financial/non-financial KPIs for FY2031 \*Targets set in 2022 plan

Financial KPIs		
Profitability	Operating income	<b>¥130.0 billion (plus something extra)</b>
Financial health	Interest-bearing debt/EBITDA ratio	<b>Between 5-6 times</b>
Capital efficiency	ROE	<b>7% range over med-long term</b>

Non-Financial KPIs	
Rate of CO2 emissions cuts	<b>46%</b> down from FY2014 level
Zero culpable incidents in our railway business	
Continued improvement in employee satisfaction	
Percentage of management positions held by women	<b>Around 10%</b>
Percentage of new hires who are women	<b>Always more than 30%</b>

# Growth Opportunity Coming to Kansai

Seeds of growth are being sown in Kansai, creating a huge growth opportunity

## National Strategic Special Zone: A zone for piloting super-city initiatives

Initiatives are underway to pilot innovative services in Umekita Phase II and Yumeshima.



## Osaka as a global financial city

Plan is to make Osaka a global financial hub that attracts funds from Asia and beyond.

## Redevelopment of Shin-Osaka Station vicinity

Designated a hub for emergency urban regeneration, the area is set to be redeveloped as a node linking Japan's main transport artery with the north-south route to Kansai International Airport.

## New rail links

When built, Naniwasuji Line, Naniwasuji Connection Line, and Shin-Osaka Connection Line will dramatically improve air and land access to Osaka, creating greater potential for Osaka to become a global hub.



## Site for Expo 2025 and integrated resort

## Kobe Airport

Airport will start receiving international charter flights in 2025 (expo year) and scheduled international flights in around 2030.



## Kansai International Airport

Airport to get annual traffic to 300 k in early 2030s.

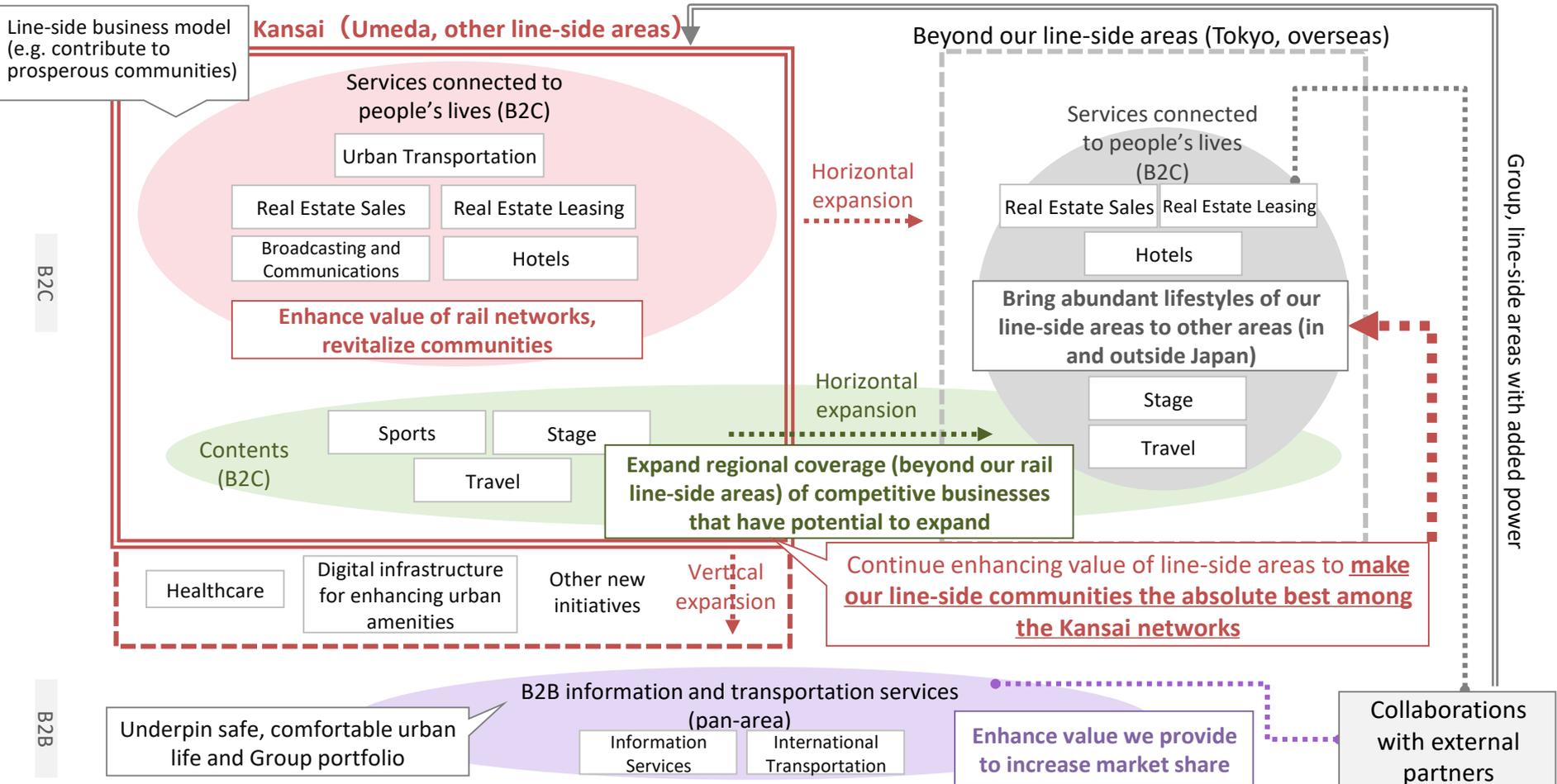
## Digitally powered MaaS in Kansai

In an effective digital reach strategy, high-quality content (tourism, entertainment) in Kansai will be communicated to inbound tourists, encouraging them to stay longer in Kansai and thus attract overseas economic power into the region.



# Business Portfolio and Future Direction of the Group

Business portfolio of the Group (separated by “services provided” and “business area”)



## Future direction

We will enhance our businesses and community-development efforts in line-side areas, and start applying our business and community-development knowhow beyond these areas (both in and outside Japan) to bring us more quickly on track toward achieving sustainable growth. To that end, we must **ascertain changes in the business climate swiftly and work as a group to adapt to the changes.**

# Progress in Strategy 1

**Strategy 1 (core strategy)**

**Make our line-side communities the absolute best among the Kansai networks**  
 (further entrench position in Umeda, Osaka and surrounding areas)

**Providing safe, reliable, and comfortable rail services**

- Hankyu Corporation will introduce its reserved seat service “PRiVACE” in July 2024.



- Completed renovation work on Hanshin Osaka-Umeda Sta.
- Platforms were widened, and sliding platform doors were added to each platform. Elevators and escalators were also installed on the West ticket gate side.



- In March 2024, a sole operator system was introduced on the Hankyu Itami Line after ensuring safety by installing sensor-equipped fixed-fence railways and other measures.

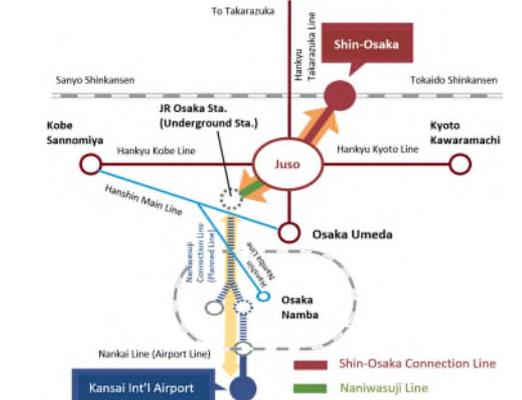


- Sequential roll-out of surveillance cameras to bolster in-train security on Hankyu Corporation and Hanshin Electric Railway lines.



**Planned rail links**

- In March 2024, the Kita-Osaka Kyuko Railway line extension opened.
  - This accelerated the development of areas surrounding the new stations developed for this project, Minoh-Kayano Sta. and Minoh-Semba Handaimae Sta.
  - Plans are underway to build the new rail links (Naniwasuji Connection Line/Shin-Osaka Connection Line). These links will open economic flows from across Japan and also attract global capital.
- (Further development to proceed in line with progress made in developing the area around Shin-Osaka Sta. (schedule for opening to be determined))



# Progress in Strategy 1

**Strategy 1 (core strategy)**  
**Make our line-side communities the absolute best among the Kansai networks**  
 (further entrench position in Umeda, Osaka and surrounding areas)

## Actions for Umeda Vision

### Umekita Phase II Development Project (GRAND GREEN OSAKA)

- Preparations to open each facility are proceeding steadily ahead of the partial opening in September 2024, and the full opening in FY2028

GRAND GREEN OSAKA THE NORTH RESIDENCE  
 (Plan to complete construction in late December 2025)



UMEKITA PARK  
 (Opening September 2024 (excluding parts of the North Park.))



GRAND GREEN OSAKA core facility JAM BASE  
 (Opening September 2024)



Hotel Hankyu GRAN RESPIRE OSAKA  
 (Opening 2H FY2025)



### Subsidiary acquisition of OS Co., Ltd.



- Acquired OS Co., Ltd., which operates real estate and entertainment services businesses, as a consolidated subsidiary to increase the value of the Osaka-Umeda area.
- The Group will look to integrate real estate business strategies with the view to working together to develop the area as a whole.

### Building line-side communities

- HANKYU NISHINOMIYA GARDENS PLUS building opened in September 2023, completing a series of large-scale development projects in the vicinity of Nishinomiya-Kitaguchi Sta.



# Progress in Strategy 2

## Strategy 2

**Make our content as compelling as possible** (Developing new content)

### Entertainment

- Last season, the Hanshin Tigers became Japan champions for the first time in 38 years.
- We will use this opportunity to further grow our baseball business by working to capture and retain new fans, while taking steps to nurture a stronger team with festivities to mark the Hanshin Koshien Stadium’s centenary, and the opening of a new farm facility scheduled for March 2025.



- The sumo show hall “THE SUMO HALL HIRAKUZA OSAKA” opened in May 2024 for overseas tourists. This event includes sumo exhibitions by former sumo wrestlers, and hands-on entertainment centered around Japanese cuisine



- With the backing of Kobe City, “ROKKO MEETS ART Art Walk” attracted a record 33,000 visitors in FY2024.
- This event will be renamed KOBE ROKKO MEETS ART in FY2025, with the aim of growing the event to become the preeminent art event in Kansai, attracting visitors from across Japan and abroad through measures to improve quality and by working more closely with travel-related businesses.



### Travel

- In addition to bolstering our themed product offerings (cruises, extended stays, lone travel, etc.), we will implement measures to upgrade and diversify our Japanese inn and hotel lineup. In overseas travel, we will develop our tourism resources and offer products involving new countries and regions.



# Progress in Strategy 3

## Strategy 3

### Expand the coverage of our line-side business model

#### Expansion in the overseas real estate business

- We are expanding the scope of the business through involvement in the real estate leasing business, and the logistics center development business, in addition to the housing business, with a focus on South East Asia.
- Following our entry into the U.S. in FY2023, we added two properties to our rental housing business portfolio in FY2024, and acquired a commercial and office complex in Australia as part of broader efforts in the real estate leasing business.



60 Margaret (Commercial, Office)  
(Sydney, Australia)



Neo Soho Mall (Commercial facility)  
(West Jakarta, Indonesia)



Logistics center  
development business  
(Tuas, Singapore)

#### Expansion in the real estate business in the Tokyo Metropolitan area

- Launched SUITE, a mid-scale office brand that offers high-grade comfort and functionality that encompasses shared spaces, such as the entrance and rooftop space.
- Progress is ongoing on SUITE Shin-Okachimachi and SUITE Shin-Yokohama, and other projects aiming for completion in 2025.



SUITE Shin-Okachimachi



SUITE Shin-Yokohama

# Progress in Strategy 4

## Strategy 4

### Increase market share by providing high value-added services

#### Enhance value-added services we provide

##### Information and Communication Technology

- We have increased the number of schools offering “ProgLab”, a robot programming course for children, nationwide.



- Students participating in ProgLab have represented Japan at international competitions, and were awarded the METI Minister’s Award along with “Mimamorume (a service for watching over children)” at the 6<sup>th</sup> Japan Open Innovation Prize.



##### Real Estate

- As moves to restructure and integrate logistics centers accelerate, we are promoting logistics center development to meet the demand for advanced logistics centers.



Logista Osaka Matsubara



Logista Toyonaka

##### International Transportation

- We opened the Zama International Logistics Center, one of the largest logistics centers in Japan.
- This facility contains a hazardous materials storage. We will promote the development of next-gen mobility logistics services through the transportation of batteries, a key component in EVs.



(Image provided by Mitsubishi Estate)

## Provide our DX platform for use inside and outside our organization

**DX infrastructure**

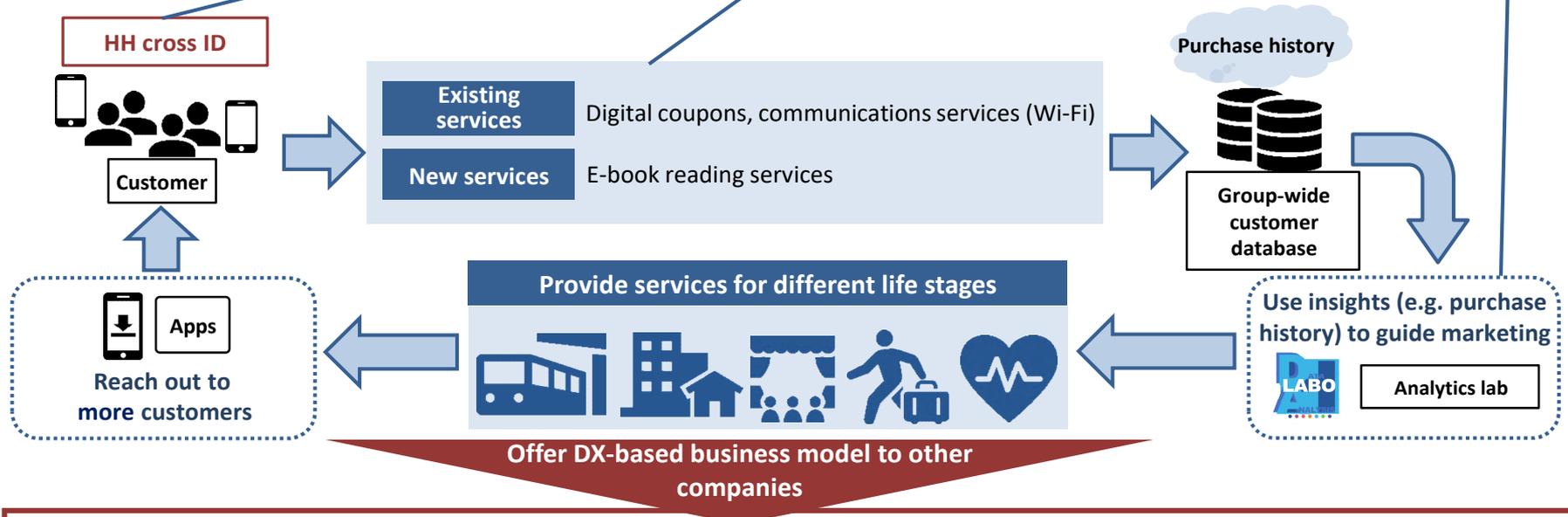
- We are rolling out our DX infrastructure across our businesses and encouraging its use.
- We are using the DX platform to develop digital services in stage and hotel businesses.

**Digital services**

- We currently provide 15 services with HH cross ID.
- We are preparing to launch multiple projects.

**Marketing analytics**

- We are analyzing data on 8.4 million customers across 10 business units.
- Data analysis of commercial facility customers produced results. Following this, the analysis environment and knowledge was transferred to aid the development of marketing processes at operating companies.



**DX2.0**

- As we want share the DX platform more broadly, we are inviting other companies to use it, beginning with Hankyu Hanshin Toho Group, rail operators, companies in general, and companies operating in our line-side areas.
- We already have three companies on board as of FY2024. We are currently looking at ways to roll out the same initiative to other companies.

**By sharing costs with partners, we can operate slimmer and cover a wider array of data.**

## Status of the HH cross ID initiative

**HH cross** Members **Approx. 600,000** (As of end FY2024) **Target for FY2031: 3 million**

15 services currently provided on HH cross

- We will continue to offer new services, such as video streaming and payment services, to customers with an HH cross ID.
- Analyzing the customer movement and purchase history data obtained through this service will help us provide more effective one-to-one marketing, which will be fed back in to further enhance services.

## Collaboration with the Mobility Innovation Collaborative Research Organization, The University of Tokyo

On April 1, 2024, in conjunction with The University of Tokyo, we established “Data-informed Transit and Urban Management”, a social collaboration program in The University of Tokyo. Using the data on transit and urban centers held by the Group, we will work to build a knowledge-based system on data utilization, in addition to engaging in joint research with the Data Analytics Lab and various researchers from The University of Tokyo. A kick-off symposium was held on April 23.



- [Expected outcomes]
- Further understanding of the relationship between the transit activity and urban activity of railway line users
  - Establishment of methods to derive findings by combining big data on urban and transit activity with other information sources
  - Application of developed knowledge systems in actual urban planning and development

Workshops and seminars will be held on research results as a form of social contribution.

# KANSAI MaaS App

## We aim to work with the Expo to introduce an official Kansai MaaS by stimulating demand for travel in the Kansai area

- In collaboration with World Expo 2025 Osaka, Kansai, we released **KANSAI MaaS**, a service aimed at supporting tourism across the Kansai region and providing added convenience for daily living in Kansai, in addition to promoting Kansai to Japan and the world.
- A total of 80 companies (as of the end of March 2024) have signed on as members, including seven full-member Kansai railway companies (five private railways, JR West, and Osaka Metro), and all transportation businesses of the Group, public transportation services, and SMEs both inside and outside the Group as associate members.
- Following the use of this service at the Expo, we will look to establish this service as the **official MaaS of the Kansai area.**



FY2024	FY2025	FY2026-
<b>Sep. Start launch service 1.0</b>	<b>Start launch service 2.0</b>	
<ul style="list-style-type: none"> <li>• Route searching</li> <li>• Tourism information</li> <li>• Ticket reservations/payments</li> <li>• Recommendations</li> </ul> <b>Start launch service 1.5</b> <ul style="list-style-type: none"> <li>• <b>Link to seating reservation sites</b> <b>(Links to PRiVACE under consideration)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Digital train passes</li> <li>• English support</li> <li>• Expo links (Reservations/payments for shuttle buses going to and from train stations)</li> </ul>	<ul style="list-style-type: none"> <li>• Further collaborations with the Expo, consider ways to respond to needs for a broader tourism service across Kansai</li> </ul>
<div style="border: 1px solid black; padding: 5px; display: inline-block;">Roll out sequential functional improvements</div>		<div style="display: flex; justify-content: space-around;"> <div style="background-color: #800000; color: white; padding: 5px; display: inline-block;">Expo held</div> <div style="border: 1px solid #800000; padding: 5px; display: inline-block;">Post Expo</div> </div>

(1) Progress in Long-Term Vision, Each Strategy

**(2) Progress in Each Project**

(3) Sustainable Management

(4) Steps Toward Further Improvements in Governance

(5) Other

# List of Key Projects in Japan

## Key projects in Japan (P16-27)

### Schedule list

		(FY)	2022	2023	2024	2025	...	2031	...
Umeda	P16	Osaka Umeda Twin Towers South	● Completion of construction (Feb 2022)						
	P17	Umekita Phase II Development Project (GRAND GREEN OSAKA)				● Advance openings (Sep 2024)		● Full openings (FY2028)	
	P19	Schedule to be determined Shibata 1 Project					● Close Hotel new Hankyu Osaka (Jan 2025)		
Line-side Area	P20	Kita-Osaka Kyuko Railway Line Extension Project				● Intended start of service (Mar 2024)			
	P21	HANKYU NISHINOMIYA GARDENS PLUS			● Opened (Sep 2023)				
		Logista Osaka Matsubara			● Completion of construction (Jan 2024)				
	P22	Logista Toyonaka			● Completion of construction (Feb 2024)				
		Geo Tower Takarazuka Grand Regis (Project to Redevelop Site of Takarazuka Hotel )					● Completion of construction of northern wing (FY2025)		● Completion of construction of southern wing (FY2026)
	P23	Geo Tower Osaka Juso (Project to Redevelop Site of Yodogawa Ward Office)						● Completion of construction (FY2026)	
		Project to Redevelop Building 2 of Kobe City Hall							● Intended start of service(2029)
P24	Schedule to be determined Senri-Chuo Redevelopment						● Close Senri Hankyu Hotel (Around the end of FY2026)		
P25	Schedule to be determined Naniwasuji Connection Line/ Shin-Osaka Connection Line								
Tokyo Metropolitan Area	P27	SUITE Shin-Okachimachi					● Completion of construction (Spring 2025)		
		SUITE Shin-Yokohama					● Completion of construction (Autumn 2025)		
	P26	Yaesu 2 Naka Redevelopment						● Completion of construction (FY2029)	
	Schedule to be determined Project to Redevelop Site of Hotel Grand Palace		● Entered into a basic agreement between all concerned parties on the effective use of the site (September 2021)					● Completion date to be determined	

## Real estate sales business in Japan (P28)

## Progress in the overseas real estate business (P29-31)

# Osaka Umeda Twin Towers South (Umeda 1-1 Project)

- Begun in October 2014, this large project symbolizes the merger between Hankyu and Hanshin in 2006.
- The construction was completed in February 2022. The office area entered service in March. The Hanshin Umeda Main Store fully opened in April.
- With Umeda Hankyu Building being renamed Osaka Umeda Twin Towers North on April 1, the two buildings were reborn as Osaka Umeda Twin Towers. The buildings will serve as a symbol of Umeda.

## Project summary

Location	1-1 Umeda, Kita-ku, Osaka
Site area	Approx. 12,200 m <sup>2</sup> *
Total floor space	Approx. 260,000 m <sup>2</sup>
Scale	38 floors above ground, 3 underground floors
Purpose	Department store, offices, halls, etc.

\* Including the road between Dai Hanshin Building and Shin Hankyu Building



## Building exterior



## Schedule

October 2014	Phase I start demolition work
July 2015	Phase I construction begins
April 2018	Completion of phase I construction (Shin Hankyu Building and Dai Hanshin Building East Wing)
June 2018	Partial opening of new department store Phase II (west wing of Dai Hanshin Building): Start demolition work
June 2019	Phase II construction begins
September 2021	Completion of phase II construction, the department store part
October 2021	Opening of the new department store in the phase II department store part
February 2022	Completion of all construction
March 2022	Opening of office Floors
April 2022	Full opening of the department store

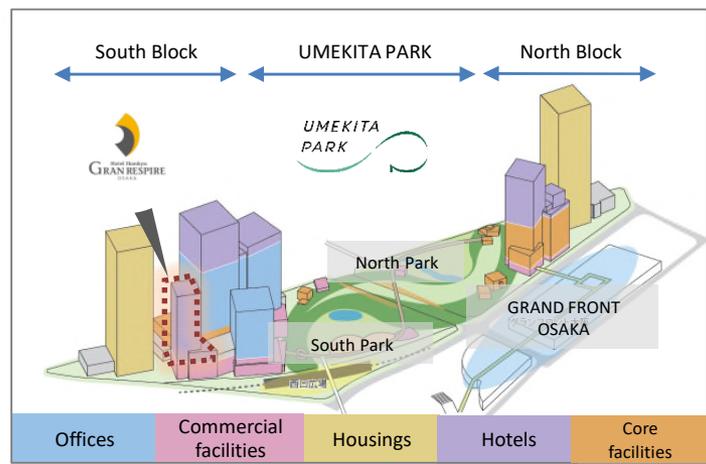
# Umekita Phase II Development Project (GRAND GREEN OSAKA)

- Extending from GRAND FRONT OSAKA (Umekita Phase I), Umekita Phase II is an urban development project that embodies the idea of integrating greenery with innovation and will lead the way in community development for Kansai and Asia.



## Schedule

March 2023	Opening of Umekita area in JR Osaka Station
September 2024	Partial opening Hotel, core facilities and commercial facility in the North block and UMEKITA PARK (all of the South Park and part of the North Park)
Spring 2025	Full opening of rental section Offices, hotels, core facilities and commercial facility in the South block
Spring 2027	Entire park opening
FY2028	Full opening



## Details

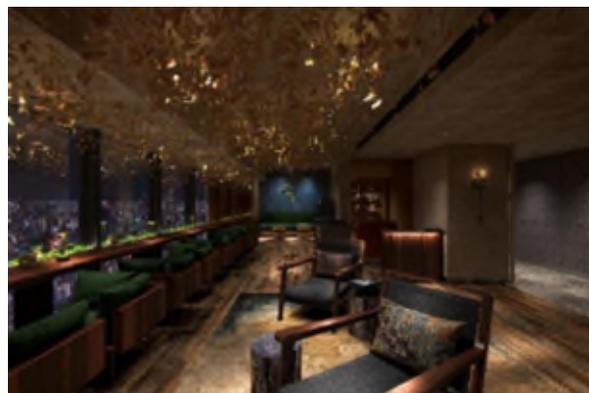
	South Block	UMEKITA PARK	North Block
Site area	Approx. 30,430 m <sup>2</sup>	Approx. 45,000 m <sup>2</sup>	Approx. 15,720 m <sup>2</sup>
Total floor area	Approx. 407,250 m <sup>2</sup>	Approx. 11,000 m <sup>2</sup>	Approx. 136,500 m <sup>2</sup>
Key amenities	Offices, hotels, commercial facility, MICE facilities, housing, etc.	Rental museum space, experiential learning center, rooftop facility, eateries, etc.	Innovation center, hotel, commercial facility, housing, etc.

# Plan for New Hotel in Umekita Phase II (Hotel Hankyu GRAN RESPIRE OSAKA)

- We will open Hotel Hankyu GRAN RESPIRE OSAKA, an upscale hotel (superior to a standard business hotel), in floors 5 to 28 of the eastern tower block in the rental section (South Block) of GRAND GREEN OSAKA.
- A stone's throw away from the JR Osaka station (Umekita Underground Gate), which will offer direct access to KIX Airport, the hotel will primarily target adult inbound tourists who are used to recreational travel.
- The hotels top floors (floors 26 and 27) will be club floors with relatively spacious guestrooms. Floor 27 will house a club lounge exclusive to club guests.

## Details

Total floor area	Approx. 21,742 m <sup>2</sup>
Guestrooms	482
Main amenities	Restaurant, bar, lounge, fitness facility, etc.
Opening date	H2 FY2025 (Scheduled)



Club lounge (floor 27)



Entrance



Exclusive lounge (floor 6)



Guestroom

# Shibata 1 Project

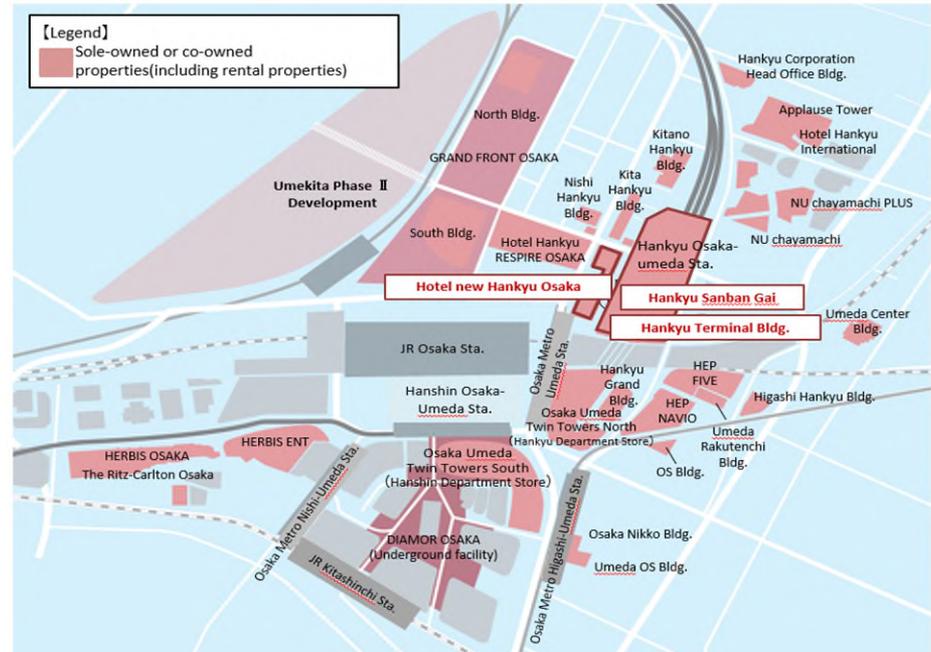
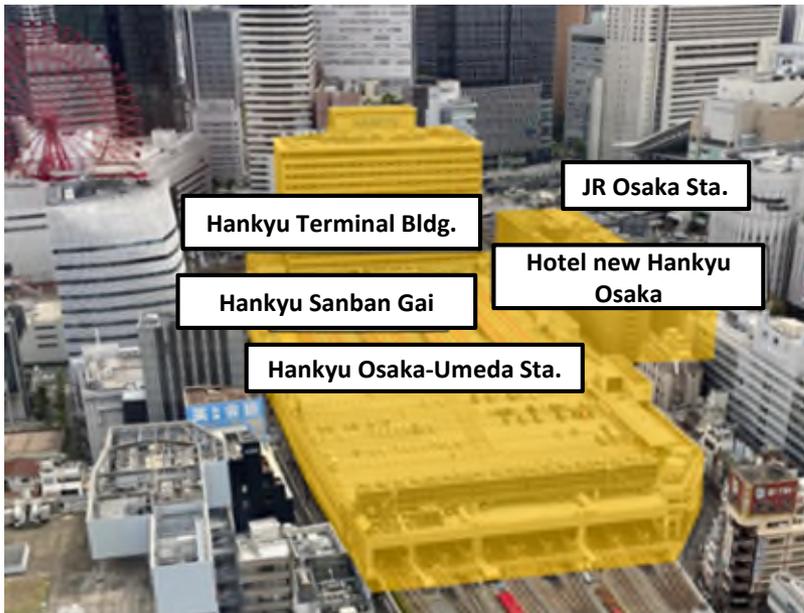
- Forming part of Umeda Vision, Shibata 1 Project is the second major project for the Osaka Umeda area (following Umekita Phase II Development Project). It involves **replacing Hotel new Hankyu Osaka and Hankyu Terminal Building and redeveloping the whole of Hankyu Sanbangai.** The project will raise the value of the area.



- The project looks ahead **to the next generation and will leverage the distinctive characteristics of the terminal station to create a multifunctional hub befitting its role as the entrance to Umeda.**

We have decided to close the Hotel new Hankyu Osaka in January 2025 because it is seriously dilapidated and because Hotel Hankyu RESPIRE OSAKA, which is of a similar scale, opened in an adjacent zone.

Targeted area for Shibata 1 Project



# Kita-Osaka Kyuko Railway Line Extension Project

- The Kita-Osaka Kyuko Railway line extension opened on March 23, 2024
- This will accelerate the development of areas surrounding the new stations developed for this project, Minoh-Kayano Sta. and Minoh-Semba Handaimae Sta., and contribute to line-side area development resulting in more vibrant communities that are easier to live in.

## Development plan summary

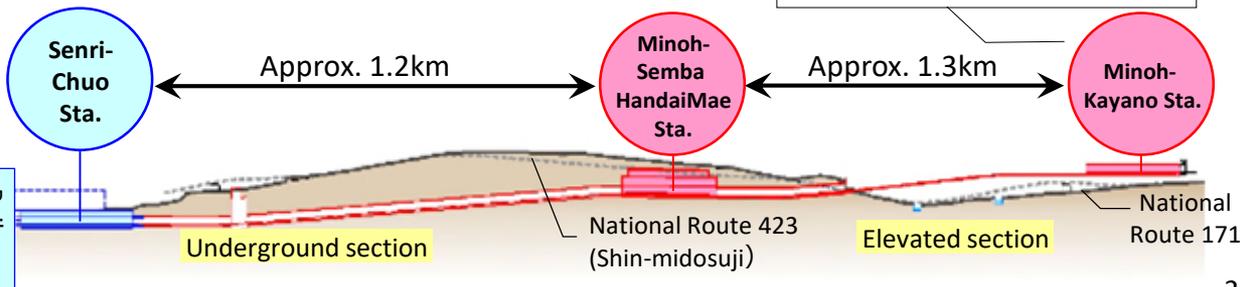
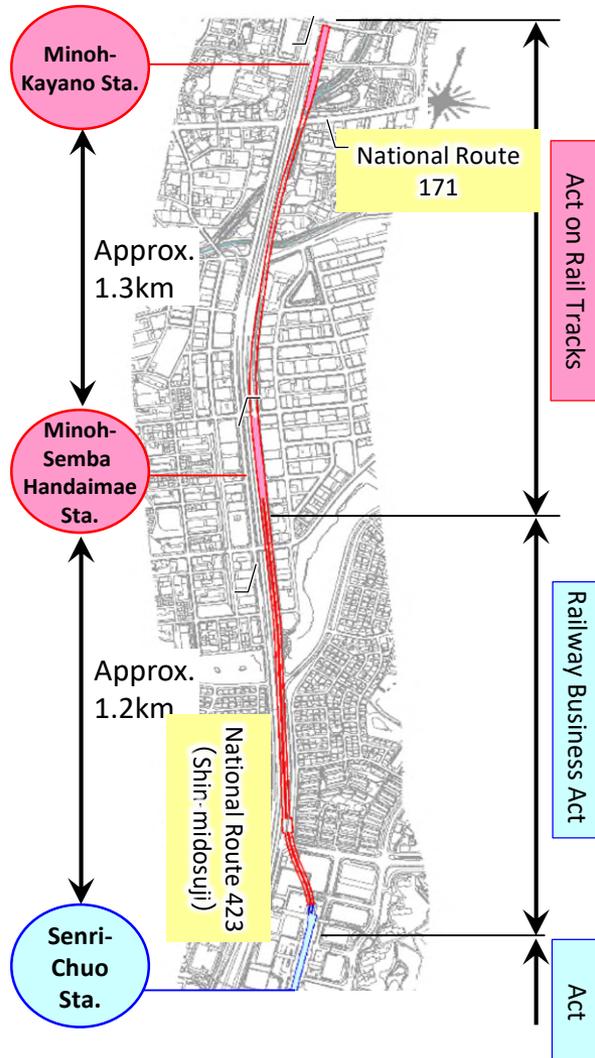
Extension distance	from Senri-Chuo Sta. to Minoh-Kayano Sta. 2.5km
New stations	Minoh-Semba Handaimae Sta., Minoh-Kayano Sta.
Estimated project cost	¥87.4 billion yen
Demand	45,000 people per day

## Business scheme

Developer	Kita-Osaka Kyuko Railway Co., Ltd. and Minoh City (development of infrastructural components between <i>Minoh-Semba Handaimae</i> Sta. and <i>Minoh-Kayano</i> Sta.)
Operator	Kita-Osaka Kyuko Railway Co., Ltd.
Funding program	Social capital development grant
Portion to be borne by Kita-Osaka Kyuko Railway Co., Ltd	¥11.0 billion yen; Amount commensurate with profits

## Schedule

December, 2015	Obtained a license for railway business and a charter for railway track operations
December, 2016	Commencement of construction
March 23, 2024	Opening



# Project Progress Along Other Line-side Areas (1)

In order of opening date	<p><b>HANKYU NISHINOMIYA GARDENS PLUS</b></p> 	<p><b>Logista Osaka Matsubara</b></p> 
Location	<p>544 Takamatsu-cho, Nishinomiya, Hyogo (Direct access to Hankyu Nishinomiya-kitaguchi Station)</p>	<p>1-176-1 Oka, Matsubara, Osaka</p>
Site area	<p>Approx. 3,000 m<sup>2</sup></p>	<p>Approx. 10,800 m<sup>2</sup></p>
Total floor space	<p>Approx. 18,300 m<sup>2</sup></p>	<p>Approx. 14,000 m<sup>2</sup></p>
Number of floors	<p>14 floors above ground</p>	<p>3 floors above ground</p>
Purpose	<p>Commercial facilities, offices, rental housing</p>	<p>Multi-tenant logistics center</p>
Scheduled opening	<p>September 21, 2023</p>	<p>Completion of construction: January 31, 2024 Commenced operations: February 2024</p>

# Project Progress Along Other Line-side Areas (2)

<p>In order of opening date</p>	<p><b>Logista Toyonaka</b></p>	<p><b>Geo Tower Takarazuka Grand Regis (Redevelopment of Site of Takarazuka Hotel)</b></p>
		
<p>Location</p>	<p>3-61-2 Katsube, Toyonaka, Osaka</p>	<p>65-1 Umenochi, Takarazuka, Hyogo (South bldg is 1 min walk, and North bldg is 2 min walk, from Hankyu Takarazuka Minamiguchi Station)</p>
<p>Site area</p>	<p>Approx. 5,000 m<sup>2</sup></p>	<p>Approx. 9,800 m<sup>2</sup></p>
<p>Total floor space</p>	<p>Approx. 8,300 m<sup>2</sup></p>	<p>North building: Approx. 41,000 m<sup>2</sup> South building: Approx. 37,800 m<sup>2</sup></p>
<p>Number of floors</p>	<p>3 floors above ground</p>	<p>North building: 32 floors above ground (316 units) South building: 32 floors above ground (322 units)</p>
<p>Purpose</p>	<p>Multi-tenant logistics center</p>	<p>Residences, supermarket, clinic, childcare facility, etc.</p>
<p>Scheduled opening</p>	<p>Completion of construction: February 29, 2024 Commenced operations: Jun 2024</p>	<p>North building: Sales to begin in FY2025 South building: Sales to begin in FY2026</p>

# Project Progress Along Other Line-side Areas (3)

In order of opening date	<p style="text-align: center;"><b>Geo Tower Osaka Juso (Development of Site of Yodogawa-ku Ward Office)</b></p> 	<p style="text-align: center;"><b>Project to Redevelop Building 2 of Kobe City Hall</b></p> 
Location	1-21-3, Juso-higashi, Yodogawa-ku, Osaka (3 min walk from Hankyu Juso Station)	6-5-1 Kano-cho, Chuo-ku, Kobe
Site area	Approx. 7,300 m <sup>2</sup>	Approx. 4,900 m <sup>2</sup> *
Total floor space	Approx. 84,400 m <sup>2</sup>	Approx. 74,000 m <sup>2</sup> *
Number of floors	39 floors above ground (Total condominium units: 712 units)	28 floors above ground, 2 underground floors
Purpose	Residences, supermarket, childcare facility, public library, etc.	Public-sector amenities: Municipal office, public space Private-sector amenities: Hotel, office space, commercial facility
Scheduled opening	Sales to begin in FY2027	2029

\* Gross floor space (includes shared sections)

# Plan for Senri-Chuo Redevelopment

- Since Senri-Chuo is a key strategic area for us, we have been monitoring a local redevelopment plan being advanced by a council formed of Toyonaka City, local landowners, and other stakeholders.
- In 2019, the council unveiled an official plan to revitalize the area. In 2022, Toyonaka City announced its intention to partition and redevelop the vicinity of Senri-Chuo Station (outlined in red in the figure).
- The council will now confer with H2O Retailing and other local landowners over how to redevelop the Senri-Chuo area.
- Having decided to close Senri Hankyu Hotel by the end of FY2026 (as the building was dilapidated), we are now exploring ideas for how to use the site of the hotel. We will keep an eye on the plans to redevelop the area and decide about the land use accordingly.



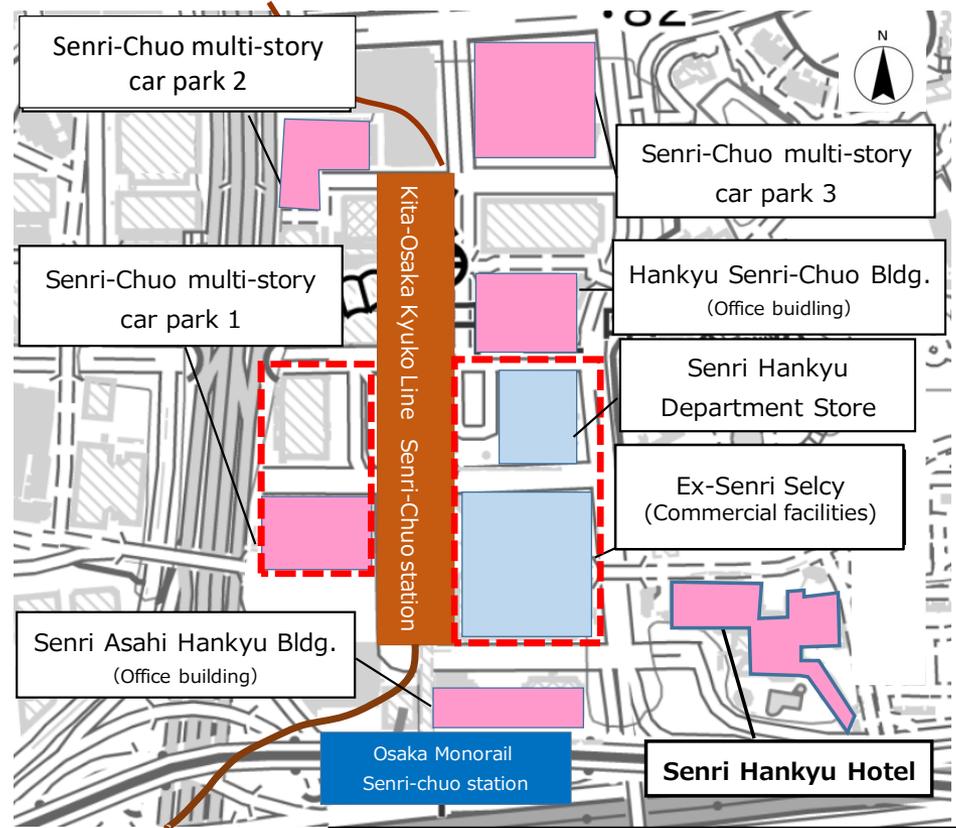
Area around Senri-Chuo Station

Time from Senri-Chuo Station to Osaka's main terminals  
 (The train runs direct to below stations as the Kita-Osaka Kyuko Line is connected with the Midosuji Line of the Osaka Metro.)

- To Shin-Osaka station approx. 14 minutes
- To Umeda station approx. 20 minutes

## Overview of the Senri-Chuo area

Map based on GSI geospatial data  
 ([https://maps.gsi.go.jp/#17/34.809594/135.495665/&base=pale&base\\_grayscale=1&ls=pale&disp=1&vs=c0j0h0k0l0u0t0z0r0s0m0f1&d=m](https://maps.gsi.go.jp/#17/34.809594/135.495665/&base=pale&base_grayscale=1&ls=pale&disp=1&vs=c0j0h0k0l0u0t0z0r0s0m0f1&d=m))



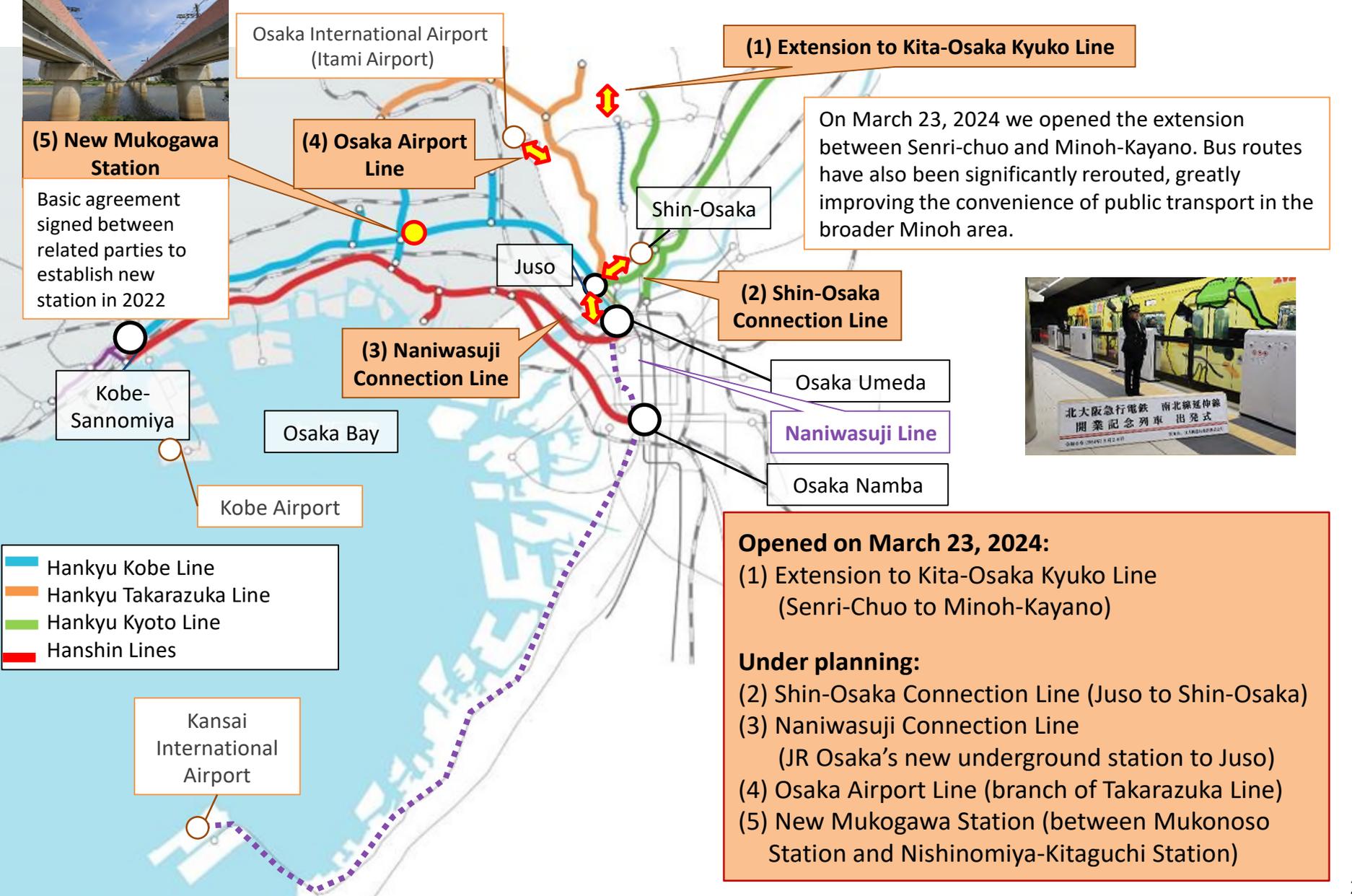
**Legend**

- Sole-owned or co-owned properties
- H2O Retailing assets
- Area flagged for redevelopment (Commercial facilities etc.)

\* The Kita-Osaka Kyuko Namboku Line extension (an approx. 2.5 km stretch from Senri-chuo Sta. to Minohya-Kano Sta.) opened on March 23, 2024

# Aiming for a Robust Transport Network

We are participating in discussions to the following new rail lines and stations with a view to making the transportation network even



**(1) Extension to Kita-Osaka Kyuko Line**

On March 23, 2024 we opened the extension between Senri-chuo and Minoh-Kayano. Bus routes have also been significantly rerouted, greatly improving the convenience of public transport in the broader Minoh area.

**(2) Shin-Osaka Connection Line**

**(4) Osaka Airport Line**

**(5) New Mukogawa Station**  
Basic agreement signed between related parties to establish new station in 2022

**(3) Naniwasuji Connection Line**

**Opened on March 23, 2024:**  
 (1) Extension to Kita-Osaka Kyuko Line (Senri-Chuo to Minoh-Kayano)

**Under planning:**  
 (2) Shin-Osaka Connection Line (Juso to Shin-Osaka)  
 (3) Naniwasuji Connection Line (JR Osaka's new underground station to Juso)  
 (4) Osaka Airport Line (branch of Takarazuka Line)  
 (5) New Mukogawa Station (between Mukonosu Station and Nishinomiya-Kitaguchi Station)



# Main Initiatives in the Real Estate Segment in the Tokyo Metropolitan Area

**Entire Metropolitan area**

- Rental properties (Offices, commercial facilities, logistics center) : 19
- Condominiums for sale: 119
- Condominiums for rent, student accommodation: 46

**5 central wards**  
(Chiyoda, Chuo, Minato, Shinjuku, Shibuya)

- Rental properties (Offices, commercial facilities, logistics center): 15
- Condominiums for sale: 32
- Condominiums for rent, student accommodation: 9

**23 wards of Tokyo**  
(excluding the 5 central wards.)

- Rental properties (Offices, commercial facilities, logistics center): 2
- Condominiums for sale: 53
- Condominiums for rent, student accommodation: 35

**Greater Tokyo (excluding the 23 wards)**

- Condominiums for sale: 6

**Metropolitan centers outside of Tokyo**  
(Kanagawa, Saitama, Chiba)

- Rental properties (Offices, commercial facilities, logistics center): 2
- Condominiums for sale: 28
- Condominiums for rent, student accommodation: 2

**Main properties**

- Hankyu Hanshin Ginza Building**  
(Mar 2020: Construction completed)
- Project to Effectively Use Site of Hotel Grand Palace**  
(Sep 2021: Concluded basic agreement with relevant parties over effective use of site)
- SUITE Shin-Okachimachi**  
(Spring 2025: Construction to be completed)
- SUITE Shin-Yokohama**  
(Autumn 2025 : Construction to be completed)
- Yaesu 2 Naka redevelopment**  
(FY2029: Construction to be completed)

- Geo Shinagawa Tennozu**  
(FY2025: Construction to be completed)
- Geo Itabashi Oyama**  
(FY2026: Construction to be completed)
- Geo Yokohama Minato Odori**  
(FY2026: Construction to be completed)
- Geo Grande Shirokanedai**  
(FY2026: Construction to be completed)



\*Includes both properties that are sold or scheduled for sale  
 \*SUITE: A mid-size office series under development in the Tokyo Metropolitan Area

# Progress on Major Projects in the Tokyo Metropolitan Area

In order of opening date	<p style="text-align: center;"><b>SUITE Shin-Okachimachi</b></p> 	<p style="text-align: center;"><b>SUITE Shin-Yokohama</b></p> 
Location	4-3-4 Taito, Taito-ku, Tokyo (Lot number)	3-7-8, 3-7-9 Shinyokohama, Kohoku-ku, Yokohama, Kanagawa (Lot number)
Site area	Approx. 600m <sup>2</sup>	Approx. 1,400m <sup>2</sup>
Total floor space	Approx. 4,000m <sup>2</sup>	Approx. 13,200m <sup>2</sup>
Number of floors	8 floors above ground	14 floors above ground, 1 underground floor
Purpose	Office space, shops	Office space, shops
Scheduled opening	Completion of construction: Spring 2025	Completion of construction: Autumn 2025

# Real Estate Sales Business in Japan (Residential)

## Condominiums sales in Japan (for general public)

- We will increase our market share in both Kinki and Tokyo. In Kinki, we will focus on flagship properties. In Tokyo, we will focus on redevelopment /remodelling projects.
- We will also enhance the Geo brand, making it the absolute best in Kinki.

### Properties to be sold in future

- Geo Tower Shimmachi (Nishi-ku, Osaka): 190 units, on sale from FY2025
- Geo Tower Sakaisuji hommachi (Chuo-ku, Osaka): 159 units, on sale from FY2025
- Geo Shimamoto (Shimamoto-cho, Mishima-gun, Osaka): 362 units, on sale from FY2025
- Geo Shinagawa Tennozu (Shinagawa-ku, Tokyo): 135 units, on sale from FY2025
- Geo Tower Takarazuka Grand Regis (Takarazuka, Hyogo): 638 units, on sale from FY2025
- Geo Tower Osaka Juso (Yodogawa-ku, Osaka): 712 units, on sale from FY2027

### [Reference] Condominium sales in Japan (units held by Group)

(FY)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Unit	1,302	1,087	1,159	1,114	1,516	867	1,137	1,107	1,160	Approx.2,000

## Short-term-revenue properties business (selling to investors)

- Primarily in the Tokyo metropolitan Area, we will develop condominiums for real-estate investing and develop properties for use as student accommodation with a view to selling around 10 blocks a year in Tokyo.



Geo is our brand of condominiums for sales

**2022 & 2023  
1st place**

Geo was awarded the top spot in Kinki in the 2022 and 2023 Oricon Customer Satisfaction Survey® in the new condominiums category.



Geo Tower Osaka Juso



Geo Ent is our brand of condominiums for rent

# Progress in Overseas Real Estate Business

In ASEAN countries, we have focused on condominium sales. We will now additionally focus on real-estate leasing and fix-and-flip development in order to increase the segment's revenue opportunities and profit growth in overseas real-estate markets.

## Initiatives in the residential real estate sales business

**Cumulative units 56 projects Approx. 54,980**  
(as of Mar. 31, 2024, includes units held by partners)

	Projects / Total units	Property types
Thailand	36 projects / Approx. 29,880	Condominiums, houses, townhouses*
Vietnam	6 projects / Approx. 13,990	Condominiums, houses, townhouses*
Philippines	8 projects / Approx. 6,240	Houses, townhouses*
Indonesia	5 projects / Approx. 4,020	Condominiums, houses, townhouses*
Malaysia	1 projects / Approx. 850	Condominiums

\*Terraced housing

## Initiatives unrelated to residential real estate sales (ASEAN)

	Projects	Property types
Indonesia	Plaza Indonesia Complex	Commercial, Offices, Hotel
	Central Park Mall	Commercial
	Neo Soho Mall	Commercial
	DCP Office	Offices
	PT. Hankyu Hanshin Logistics Indonesia	Logistics facility
Vietnam	Sembcorp Logistics Park	Logistics facility
Singapore	Hankyu Hanshin Logistics Centre	Logistics facility
	36 Tuas Road Redevelopment	Logistics facility

## Initiatives unrelated to residential real estate sales (other areas)

	Projects	Property types
USA	Fox & Finch, Seattle metropolitan area	Rental housing
	Park at 33 <sup>rd</sup> , Phoenix metropolitan area	Rental housing
	Westview Village, Seattle metropolitan area	Rental housing
	Rustic of McKinney, Dallas metropolitan area	Rental housing
Australia	60Margaret, Sydney	Offices, commercial



# Acquisition of a Rental Property in Indonesia: Central Park Mall

- In September 2022, Hankyu Hanshin Properties acquired Central Park Mall, a leading megamall in West Jakarta, Indonesia. This was followed by the acquisition of the adjacent commercial facility, Neo Soho Mall in September 2023.
- The complex targets middle and upper-class earners, and it is likely to receive increasing numbers of shoppers given that this demographic is expected to swell rapidly over the medium and long term as Indonesia's economy grows.

## Overview

	Central Park Mall	Neo Soho Mall
Floor space	Approx. 188,000 m <sup>2</sup> *	Approx. 63,000 m <sup>2</sup> *
Size	10 floors above ground, 2 underground floors, etc.	7 floors above ground, 2 underground floors, etc.
Use	Commercial (approx. 300 tenants)	Commercial (approx. 70 tenants)

\*This represents the total floor space, including shared sections.

## Exterior view of complex



## Central Park Mall on the map



## Location map (detailed)



# Acquisition of a Rental Property in Indonesia: Office Tower Blocks

- Hankyu Hanshin Properties founded an investment vehicle with the Japan Overseas Infrastructure Investment Corporation for Transport & Urban Development (JOIN) to invest in DCP (a subsidiary of major Indonesian real estate developer Sinar Mas Land), which owns part of the three office tower blocks located in the Jakarta's CBD.
- By engaging in property management too, we will lay build our leasing business in ASEAN.

\*CBD: Central business district (the administrative, business, and commercial center of a city)

## Locations

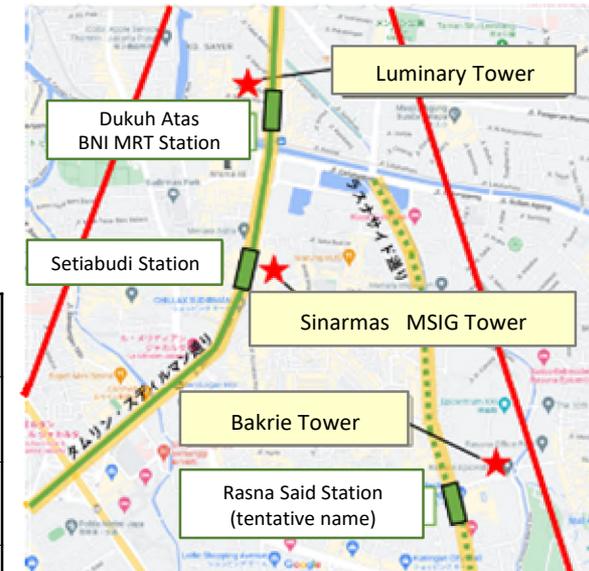


©Google

## Exteriors of the tower blocks



## Jakarta CBD



©Google

## Details

Name	Sinarmas MSIG Tower	Bakrie Tower	Luminary Tower
Completion date	2016	2008	April 2024
Size	47 floors above ground, 1 underground floor	47 floors above ground, 4 underground floors	66 floors above ground, 6 underground floors
Total floor space	Approx. 82,600 m <sup>2</sup>	Approx. 76,200 m <sup>2</sup>	Approx. 132,500 m <sup>2</sup>
Other (ownership)	Full ownership	Part ownership (13 floors)	Part ownership (23 floors)

(1) Progress in Long-Term Vision, Each Strategy

(2) Progress in Each Project

**(3) Sustainable Management**

(4) Steps Toward Further Improvements in Governance

(5) Other

See our integrated report for more on our sustainability initiatives:

<https://www.hankyu-hanshin.co.jp/en/ir/library/integratedreports/>



# [Reference] Sustainability Declaration

## General principles (sustainability vision)

A future vision that we hope to achieve through our sustainable business practices

~ Create a future grounded in "Safety and Comfort",  
and a future colored by "Dreams and Excitement". ~

For over a hundred years, we have sought to cultivate communities and enrich lives. Leveraging this experience, we commit ourselves to addressing social and environmental challenges and working toward a sustainable future, one that offers a fulfilling, joyful life to all and inspires the next generation to dream with hope.

## Priority issues (materiality matrix)

Six priority issues to address as part of our sustainable business practices

### Issues

### Policies



**Safe, reliable infrastructure**



Provide railways and other infrastructure that are safe and disaster-resilient. Ensure that anyone can safely access our facilities and services.



**Thriving communities**



Help build sustainable communities with rich natural and cultural heritage, making great places to live in, work in, and visit.



**Life designs for tomorrow**



Promote refined and inspired lifestyle solutions for a better tomorrow.



**Empowering individuals**



Provide an inclusive workplace that values diversity and taps into individual talent. Cultivate tomorrow's leaders for society.



**Environmental protection**



Conduct eco activities that contribute to a carbon-neutral world and a circular economy.



**Robust governance**



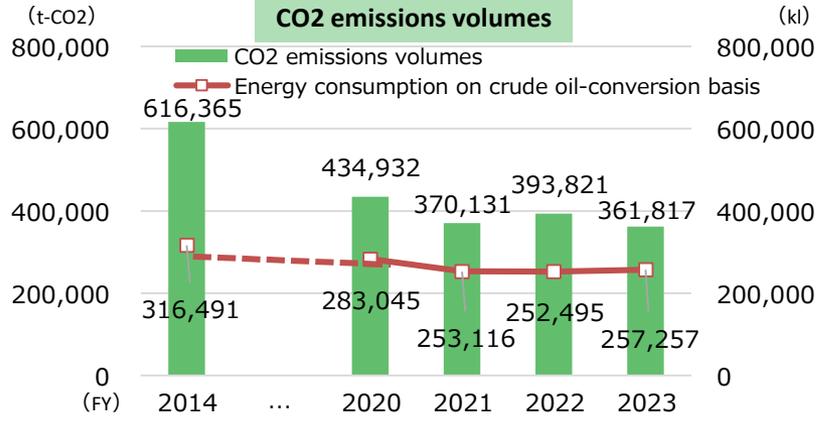
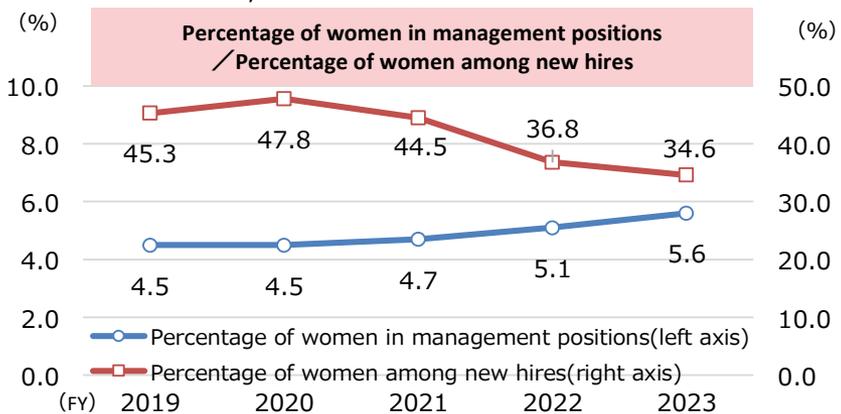
Act honestly and in good faith, as stakeholders expect us to do.

# Non-Financial KPIs (Targets and Results)

**Targets** Outlined below are our non-financial KPIs. The KPIs in the red outline had their applicable range expanded in FY2024. Core segments also have other KPIs (additional to the ones shown here).

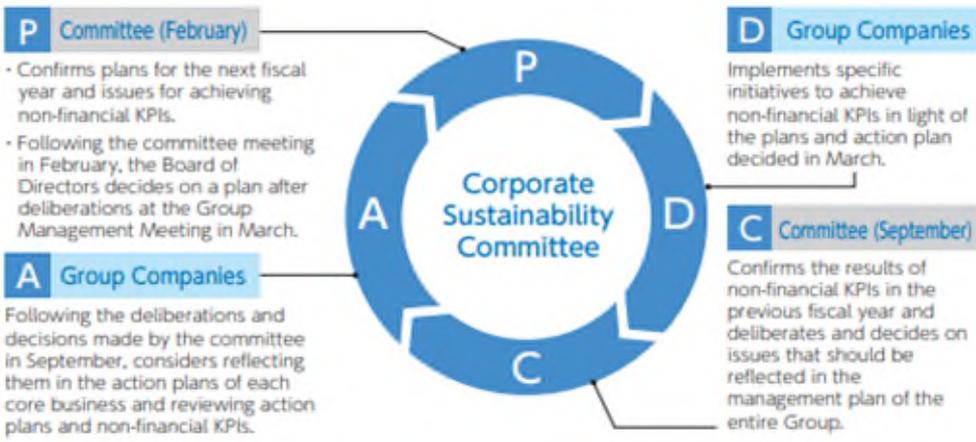
Priority issues	Non-financial KPIs			
Safe, reliable infrastructure	<b>Zero culpable incidents in our railway business</b>			
	*Applies to Hankyu Corporation/Hanshin Electric Railway/Kita-Osaka Kyuko Railway/Nose Electric Railway			
Empowering individuals	Employee satisfaction	Percentage of women in management positions	Percentage of women among new hires	Percentage of specific health guidance provision
	Always better than in previous survey *A survey is conducted every two years among the HHHH and the six major companies	Around 10% (FY2031) *HHHD and six major companies	Always more than 30% *HHHD and six major companies	More than 60% (FY2026) *HHHD and six major companies
	Smoking prevalence	Paternity leave uptake	Hiring rate for people with disability	Human rights training attendance rate
	Less than 15% (FY2026) *HHHD and six major companies	100% (FY2026) *HHHD and six major companies	Keep exceeding mandatory rate * 19 special subsidiaries	Keep 100% rate *HHHD and six major companies
Environmental protection	<b>Rate of CO2 emissions cuts</b> *Applies to: HHHH and subsidiaries' Japanese worksites *Equivalent to scope 1, 2			
	<b>-46% compared to FY2014 (FY2031) , CO2 emissions: Net zero (FY2051)</b>			

**Results** Note: six major companies: Hankyu Corporation, Hanshin Electric Railway, Hankyu Hanshin Properties, Hankyu Travel International, Hankyu Hanshin Express, and Hankyu Hanshin Hotels



# Corporate Sustainability Initiatives

## Promote sustainability across group, following PDCA cycle



### Items of business during Corporate Sustainability Committee meetings

- Hearing reports on actions for key sustainability themes
- Assessing, analyzing ESG disclosures
- Analyzing broad sustainability trends



## Recognition for our ESG efforts

- Listed for first time on FTSE 4Good Index Series (June 2023)
- Best rating (AAA) on MSCI ESG Ratings for third year running (Second of 29 companies in the Land Transport sector as of December 2023 (Leading Japanese company))



## Added to the following ESG indices adopted by the GPIF, which are prioritized by the Company

- Listed for first time on FTSE Blossom Japan Index (June 2023)
- Listed on FTSE Blossom Japan Sector Relative Index for second year running
- Listed on MSCI Japan ESG Select Leaders Index (Newly introduced index in FY2024)
- Listed on Morningstar Gender Diversity Tilt Index (Newly introduced index in FY2024)
- Continued listing on S&P/JPX Carbon Efficient Index



FTSE Blossom Japan Index Series <https://www.ftserussell.com/products/indices/ftse4good>  
 MSCI <https://www.msci.com/our-solutions/esg-investing>

# Corporate Sustainability Initiatives



## Basic policy for achieving carbon neutrality

### Use energy more efficiently and examine potential of energy generation and renewable energy in light of technological advances

- Invest further in emissions reduction and identify financial risks associated with the carbon transition (including possibility of future carbon taxes)
  - ⇒ Internal carbon pricing (ICP)<sup>\*1</sup> introduced in FY2024 (5,000 yen/t-CO<sub>2</sub>)
- Fulfill duty to make effort in renewable energy transition
  - ⇒ Examine areas where we can go further in renewable transition
- Respond to demand for cutting emissions, including supply-chain emissions
  - ⇒ Disclosed Scope 3<sup>\*2</sup> emissions in the Integrated Report 2023

\* 1 : ICP involves a company setting its own carbon price in order to determine the financial/economic implications of future emissions reduction efforts and a future carbon tax, guide investment decisions, and incentivize energy saving.

\* 2 : Scope 3 covers emissions from supply-chain assets that are not controlled by the reporting company but are related to the company's business activities.

### Basic policy for achieving carbon neutrality

#### (1) Use energy efficiently

To reduce the base level of energy we consume, we will invest in energy-efficient technology while keeping an eye on financial soundness and investment efficiency.

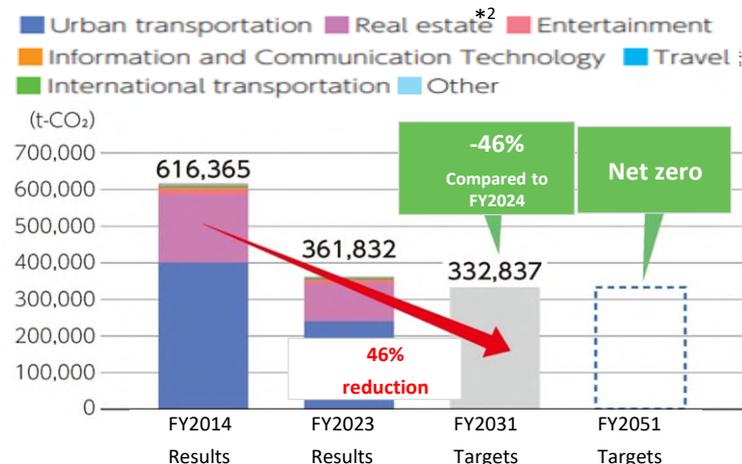
#### (2) Examine options for energy generation

We will explore options for energy generation (implementation of renewable energy generation facilities, etc.) considering trends in technological innovation and business viability.

#### (3) Use of renewable energy (environmental value)

If the first two strategies prove insufficient to achieve the goal, we will cover the shortfall with purchasing renewable energy (carbon credits).

### Roadmap to carbon neutrality (Our Group's CO<sub>2</sub> Emissions Reduction Target<sup>\*1</sup>)



\*1 Equivalent to Scope 1, 2

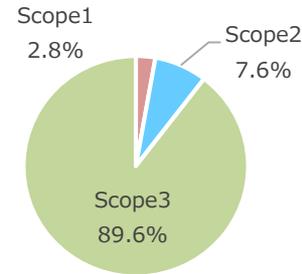
\*2 Following the integration of the Hotel business into the Real Estate business in FY2023, figures for the Hotel business are included in the Real Estate business, including for previous years.

# Corporate Sustainability Initiatives

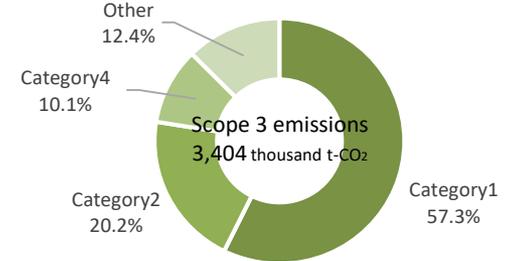
## Disclosure of GHG emissions (Scope 3 (supply chain emissions))

- As part of efforts to reduce greenhouse gas (GHG) emissions, including in our supply chain, we added Scope 3 calculations for emissions that occur outside the Company to Scope 1 and 2 emissions for FY2022. These calculations are disclosed in our Integrated Report 2023, and elsewhere.

GHG emissions (FY2022)  
Ratio by scope



Scope 3 breakdown



Category	Relevant activities
1	Emissions from the all products and services purchased or acquired
2	Emissions from the production of capital goods purchased or acquired
4	Emissions from third-party transportation and distribution of products, etc. (excluding those reported under Category 1)

► Integrated Report

<https://www.hankyu-hanshin.co.jp/en/ir/library/integratedreports/>

## Joining the GX League

- We have joined the GX League\*, a government framework, in an aim to achieve a GX society while proactively exploring solutions to reduce GHG emissions.

\* This is a framework consisting of a group of companies actively engaged in GX (Green Transformation) that discuss reforms across the entire socioeconomic system to achieve GX, and to engage in practices to create new markets with a view to achieving carbon neutrality by 2050.



## Promoting carbon neutrality in the railway business

- As part of efforts to realize sustainable railway services, Hankyu Corporation will commence carbon neutral operation of its PRiVACE reserved seat service trains due to enter operation in July 2024, which run on electricity that is effectively all derived from renewable energy sources (producing virtually zero CO<sub>2</sub> emissions).



# Corporate Sustainability Initiatives



## Efforts to deliver safe and trustworthy rail services

### Rolling out accessibility improvements and platform doors

- Our rail companies are rolling out accessibility improvements and platform doors to ensure that passengers feel safe, secure, and comfortable when using the stations and trains.
- Hankyu Corporation had excluded Kasuganomichi Station and Nakatsu Station from accessibility improvements because of feasibility issues. However, of the two stations, accessibility improvements were completed in Kasuganomichi Station by the end of FY2023. Hankyu Corporation now plans to install elevators at Nakatsu too so that all its stations will have improved accessibility.
- Hankyu Corporation and Hanshin Electric Railway will use proceeds from the barrier-free charge to install platform doors (mobile or fixed) on all stations to enhance platform safety.

	The end of March, 2023	
	Hankyu Corporation	Hanshin Electric Railway
% of stations that have received accessibility improvements (step-free access rate)*	99%	100%

\*Step-free access rate: Percentage of major stations (those serving at least 3,000 passengers a day on average) with step-free access (elevators or ramps)

### Adapting to increasingly severe natural threats

- Hankyu Corporation and Hanshin Electric Railway are taking hard (physical) measures to prevent or mitigate risks of flooding and earthquakes. They are also taking soft (non-physical) safety measures such as suspending services strategically and communicating risk information to passengers.

### Stations with mobile platform doors

#### Hankyu Corporation

- **Juso**

FY2019 end: Installed on Takarazuka Lines 3 and 4, Kyoto Line 5

- **Kobe-Sannomiya**

FY2022 end: Installed on all platforms

- **Kasuganomichi**

FY2023 end: Installed on all platforms

- **Nishinomiya-Kitaguchi, Katsura, Hotarugaik**

Due to be installed by spring 2025



#### Hanshin Electric Railway

- **Kobe-Sannomiya**

FY2022 end: Installed on all platforms

- **Osaka-Umeda**

FY2024 end: Installed on all platforms

- **Amagasaki**

Feb 2024: Installed on platform 2  
Mar 2024: Installed on platform 1

- **Koshien**

2025: To be installed on platform 1 and 4





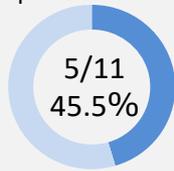
## Robust governance

Note: You can access the Corporate Governance Report on our website.

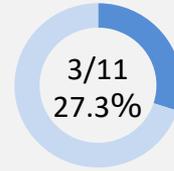
### Actions to promote effective and transparent corporate governance



Percentage of members of Board of Directors who are independent outsiders\*



Percentage of members of Board of Directors who are women\*



\*Following the end of the AGM to be held in June 2024

### Support for UN Global Compact

- The UN Global Compact calls on companies and other organizations to implement ten principles in four areas, the protection of human rights, the elimination of unjust labor practices, and the implementation of environmental measures, and anti-corruption measures.
- In May 2021, the Company declared its support for the UNGC (as a signatory), and will comply with the ten principles going forward.

**WE SUPPORT**



### Establishment of a supply chain policy

- We established a "Supply Chain Policy" in April 2024. Based on the Human Rights Policy revised in April 2023, we will work to reduce risk across the entire supply chain and resolve social issues, such as by promoting due diligence on human rights, including in the supply chain.

- (1) Progress in Long-Term Vision, Each Strategy
- (2) Progress in Each Project
- (3) Sustainable Management
- (4) Steps Toward Further Improvements in Governance**
- (5) Other

# Our Response to the Takarazuka Revue Incident (Summary)

## Review process

- As the holding company, the Company responded to the Revue incident by first verifying the factors that led up to the incident and reviewed recurrence prevention measures, which were deliberated upon by the Board of Directors following a review by the Risk Management Committee.

## Main factors

### The Takarazuka Revue

- In order to meet growing demand for theater, efforts were made to maximize the number of performances. The performance schedule becoming increasingly packed, combined with the increased sophistication and complexity of the stage productions placed an ever-increasing burden on the entire organization. Support measures to alleviate this burden and the support structure in place failed to keep up, and there were framework and environmental deficiencies that prevented feedback from those in the field from getting heard, and tied back to improvements.
- This resulted in management “being left to those in the field”, which placed tremendous time and psychological pressure on performers and staff from the Revue and elsewhere. This situation was left to stew within the Revue, and the Revue failed to put into place sufficient educational and training opportunities that consider the potential for overbearing instruction and reprimands to constitute harassment, and the means for building relationships based on mutual respect.

### The Company (Hankyu Hanshin Holdings)

- With the Revue giving stage performances based on its own unique traditions and culture, management methods used for other Group companies were not considered suitable. This resulted in the Company having limited involvement with the Revue from a governance perspective, and an effective governance system had not been established.
- Further, efforts toward “empowering individuals” in a format appropriate to the nature of the business were insufficient.
- As a result, the Company lacked a complete understanding of the situation at hand prior to the incident, and had not provided the necessary instruction or support to the Revue.

## Recurrence prevention initiatives implemented by the Group

### Further promotion of “empowering individuals” initiatives

- We will extensively implement measures to prevent and reduce the risks to human rights related to the business activities of the Group, and provide appropriate support measures, in line with the characteristics of each business, by working with outside experts to further promote a PDCA cycle for measures with an awareness of the “business and human rights”, while providing avenues for consultation, and implementing harassment surveys and training.

### Strengthen governance of the Revue

- We will provide the Revue with the support needed to ensure that reforms are implemented, while building a governance system suited to the nature of the organization, and enhancing the effectiveness of Group governance measures.

### Strengthen risk management systems

- We will establish a department dedicated to risk management (Risk Management Promotion Office) which, under the supervision of the Company, will properly manage a broad range of business risks posed to the entire Group.

# Current Governance Structure in the Hankyu Hanshin Holdings Group

## Sustainable Management Promotion Framework

- The Group formulated the “Sustainability Declaration” based on the management philosophy of the Group, and established the Corporate Sustainability Committee to promote sustainable management. The content of discussions raised by the Committee are referred to the Group Management Committee, and reported to the Board of Directors for oversight.

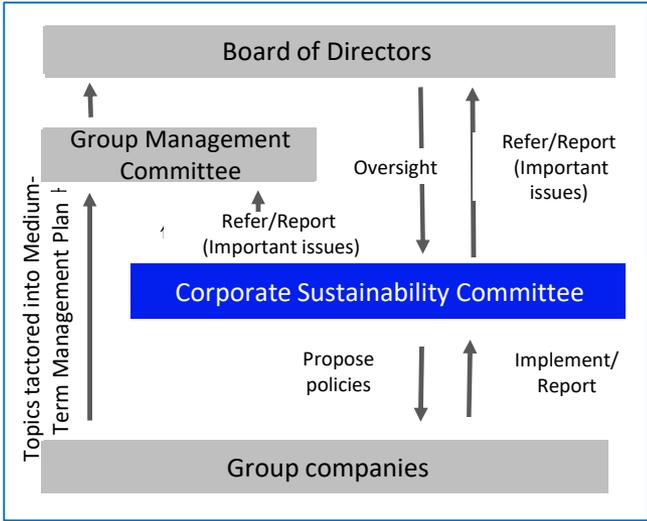
## Compliance structure

- One of the key themes raised in the “Sustainability Declaration” is “Robust governance”. Ensuring compliance was put forth as one of the initiatives toward achieving this.
- To promote compliance-focused management, the Company and other core companies have established a Compliance Promotion Office, which works to promote compliance across the Group through the following measures.

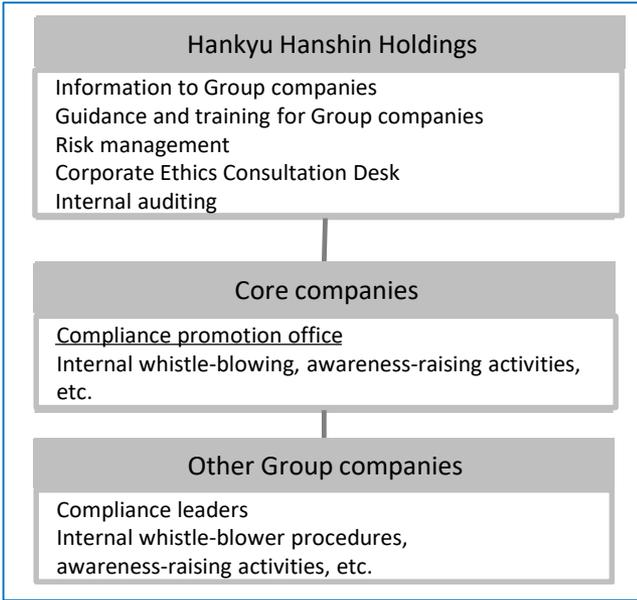
### Primary measures

- Develop a Group management philosophy, and general principles and rules
- Establishment of a Corporate Ethics Consultation Desk (Internal Whistle-Blower Procedures)
  - \* Available to Group officers, employees and business partners
  - \* Establish an external consultation office for consultations with outside attorneys, in addition to an internal consultation office
- Distribute “Compliance Guidelines”, and implement training and awareness-raising activities
- Monitoring by the Board of Directors of the Company

Sustainability Promotion Framework



Overview of Group Compliance



# Main Initiatives Taken Toward Empowering Individuals (1)

As part of efforts toward empowering individuals, the Group promotes a range of initiatives to foster a corporate culture that allows employees to fully express their diverse personalities and talents.

## Development of human resources strategy

- To empower individuals, the driving force behind achieving our long-term vision, we develop a human resources strategy that works to “develop highly engaged personnel”, “assemble diverse talent to help create new value”, and “secure personnel to promote and implement DX in the Group” in an aim to continually enhance “employee satisfaction”.

## Promote diversity and inclusion

- We have set “percentage of women in managerial positions”, “percentage of women among new hires”, “paternity leave uptake rate”, and “employment rate of people with disabilities” as Group-wide non-financial KPIs as part of efforts to promote a workplace environment that allows a diverse range of human resources to perform to the best of their abilities.

## Promote health and productivity management

- The Group promotes Health and Productivity Management through the establishment of the “Health Management Promotion Committee”, and by setting the “percentage of specific health guidance provision” and “smoking prevalence” as Group-wide non-financial KPIs.

## Initiatives toward ensuring a suitable workplace environment

### Formulation and dissemination of our human rights policy

- In 2011, we established a “Basic Philosophy on Respect for Human Rights and Basic Policy on Respect for Human Rights”. The contents of this policy was revised in April 2023 based on the UN’s “Guiding Principles on Business and Human Rights”.
- We are also taking steps to raise awareness of this Basic Philosophy on Respect for Human Rights and Basic Policy on Respect for Human Rights by disseminating this policy through the Compliance Handbook provided to all Group officers and employees, and by conducting annual training sessions on human rights for top management at each Group company and persons in a managerial position in the Company.

# Main Initiatives Taken Toward Empowering Individuals (2)

## Initiatives toward ensuring a suitable workplace environment

### Application of a PDCA cycle

- (1) Distribution of messages from top management and establishment of prevention plans
  - In addition to communications from the Company President and top management at Group companies espousing an anti-harassment message, since FY2021 each Group company establishes an annual anti-harassment plan and systematically implements initiatives in line with this plan.
- (2) Conducting surveys
  - We verify the state of compliance with labor laws and regulations through a “Human Resources and Labor Relations Survey” (written surveys held once a year, field surveys conducted every two years), and the “Article 36 Agreement Compliance Survey” (monthly held at all domestic consolidated subsidiaries (including the Takarazuka Revue).
  - Additionally, in FY2023, the Company verified general matters relating to the core labor standards put forth by the ILO (International Labour Organization) at all consolidated subsidiaries (including the Revue) using a specifically tailored checklist prepared by the Company based on the advice of experts.
    - > Unfortunately, the results of the survey conducted for the Revue did not lead to follow-up efforts to gain a greater appreciation of the situation at hand that accounted for the nature of the organization.
- (3) Conducting work environment surveys
  - A “work environment survey” is conducted of Group employees in alternate years (broadly asking questions on harassment). The results of these surveys are used to help formulate anti-harassment measures at each Group company.
    - > Regrettably, while there was a need to modify the specifications of the survey to account for the different characteristics of the Revue, these changes had not been implemented and members of the Revue were excluded from the survey.

## Establishment of consulting offices

- The Company and domestic operating companies (including the Revue) have established the following consultation offices to develop a system for consultations regarding corporate ethics, harassment, and other issues. Further, incidents arising from consultations made at these offices are handled appropriately after confirming all pertinent facts, and the status of operations of the Corporate Ethics Consultation Desk is reported to the Board of Directors and the Audit & Supervisory Committee each year.

-> These consultation services were open to members of the Revue, and there are records of reports being made by Revue members.

Office Name	Corporate Ethics Consultation Desk (Internal/external *1)	Harassment Consulting Office (internal)
Intended for	Group employees/business partner employees	Group employees
Incidents (FY2023)	69 (*2)	71

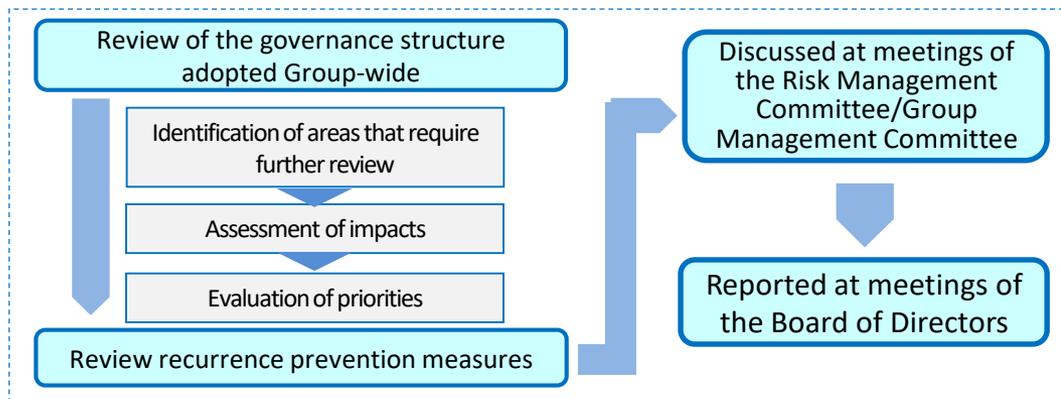
\*1 External office: Established at an external law firm  
 \*2 Reported incidents include consultations other than harassment/human rights violations concerning acts that infringe upon laws and internal regulations

# Recurrence Prevention Review Process

## Awareness of issues within the Company

- Following the Takarazuka Revue incident, the Company has received reports from the Revue on the facts concerning the incident, the state of response, and recurrence prevention measures.
- On the other hand, the Revue is a brand that represents the Group, and the Company takes the incident that occurred at the Revue extremely seriously. As a supervisor of Group-wide activities, the Company has reviewed the causes that failed to prevent the incident, and potential recurrence prevention measures.

## Review process used by the Group



- In the process described on the left, the General Affairs Division and other related divisions overseeing risk management within the Group worked together to conduct reviews, and continually deliberate on reports on the state of responses and recurrence prevention measures at meetings.
- The Board of Directors reviewed recurrence prevention measures following recommendations from Outside Directors on ensuring the psychological safety of Revue members and further enhancing Company monitoring systems.

## Verification results

- In May 2020, the Group launched the “Hankyu Hanshin Holdings Group Sustainability Declaration” as part of efforts toward realizing a sustainable society. As part of efforts toward “empowering individuals” – a key theme in this Declaration – the Company expanded its efforts in a systematic manner to encompass the entire value chain with a focus on “Business and Human Rights”.
- However, while more effective measures and methods needed to be applied for the Revue taking into consideration the nature of an organization engaged in theatrical art where there is a tendency for longer working hours in pursuit of creating better stage performances, the Group had limited involvement in the Revue’s governance, and failed to implement sufficient measures.
- In consideration of this, we reached the conclusion the governance structure of the Revue and risk management structure of the entire Group required further review, together with further promoting initiatives in line with the “Business and Human Rights” framework to prevent recurrence (further details provided on the following pages).

# Future Initiatives Toward Empowering Individuals

- As described previously, the Group has promoted a set of initiatives aimed at empowering individuals. However, these were not sufficiently adopted for the Takarazuka Revue, which needed an approach that took the characteristics of the organization into account. As a result, we were not able to provide effective risk prevention and reduction measures, or sufficient relief measures where risks occurred.
- Looking ahead, we will conduct reviews of past initiatives, and work to further strengthen “Business and Human Rights” initiatives.

## Further promotion of the PDCA cycle

### Group-wide initiatives

- We will look to increase awareness of the “Business and Human Rights” perspective, and promote initiatives to prevent human rights violations and reduce the adverse effects of such by identifying and prioritizing human rights risks, regardless of occupation, through increased due diligence for human rights across the Group. In implementing these initiatives, we will prioritize external perspectives, and promote initiatives through dialogue with university professors, NGOs and other external experts.
- With regard to harassment, in addition to proceeding with training implemented previously, we will continue to conduct work environment surveys to understand the current situation in the workplace to monitor the effectiveness of these initiatives, in addition to working with each company to review and implement future measures.

### The Revue initiatives

- We will develop an environment where Revue members can engage in Revue activities in the best possible condition by reviewing stage performance plans and rehearsal schedules, and by enhancing support and care systems and frameworks for them by strengthening time management and systems promoting the physical and mental wellbeing of Revue members.
- We will also promote the use of consultation services and conduct workplace environment surveys (covering psychological safety, etc., survey results to be monitored by the Company as well) as part of greater efforts to identify problems in the field, and absorb feedback.

## Reaffirming awareness of consulting and relief services

- In addition to reaffirming awareness within the Group of the consulting services available, we will take action directed at the Revue specifically to make it easier for members of the Revue to receive consultations by establishing an external consultation service desk specifically for the Revue, which will be supervised and monitored by the Company and Hankyu Corporation.

## Stronger supervision by the Board of Directors and monitoring by the Group Auditing Division

- Initiatives adopted in line with the “Business and Human Rights” framework adopted by the Group (which had previously been reported to the Board of Directors and monitored by the Group Auditing Division) will be regularly reported to the Corporate Sustainability Committee and the Board of Directors, and promoted Group-wide under the supervision of Group top management.
- In addition, the Group Auditing Division will raise priority audit items, and extensively monitor the status of said initiatives at related divisions and Group companies.

# Initiatives Toward Strengthening the Governance System

## Strengthening governance functions for the Takarazuka Revue

- Redevelop systems and initiatives to strengthen Group governance in line with the distinct characteristics of the Revue.
- This will ensure proper management of the Revue as part of the compliance and risk management system of the Group while also strengthening governance functions for the Revue.
- Further, the Company and Hankyu Corporation will dispatch additional human resources to expand the management system of the Revue, in addition to strengthening audits by audit division in the Company and Hankyu Corporation to ensure the effectiveness of checks and balances, which will be monitored by the Company on a continual basis.

## Establishment of an advisory board

- An advisory board comprised of external experts was established in Hankyu Corporation.
- The advisory board will provide a range of recommendations from an external perspective concerning the Revue, which will be applied to future initiatives.

\* The advisory board will be comprised of experts from a range of fields, including governance and internal controls, legal affairs, organizational culture reforms, physical and mental wellbeing, and stage production

## Strengthening of the risk management system

- While each business division anticipated and analyzed risks under the supervision of the division in charge of risk management within the Group's risk management, the extent to which risks were considered and the evaluation of such was insufficient.
- In response, the Company has established a division dedicated to risk management (Risk Management Promotion Office) as a means of enhancing risk management supervisory functions across the Group by confirming potential risks, and verifying risk assessments from an objective perspective. This will be leveraged to appropriately manage a broad range of business risks anticipated across the Group under the direction of the Company.
- The Risk Management Committee will deliberate on risks identified and assessed in this manner, and on the validity of response measures, which will be reported and discussed at regular meetings of the Board of Directors of the Company.

The Company will continue to disclose information on the progress of these Company-led initiatives, including those described on previous pages.

- (1) Progress in Long-Term Vision, Each Strategy
- (2) Progress in Each Project
- (3) Sustainable Management
- (4) Steps Toward Further Improvements in Governance
- (5) Other**

# Consolidated Subsidiaries

(As of March 31, 2024)

Urban Transportation		Real Estate		Information and Communication Technology	
Railway operations	Hankyu Corporation Hanshin Electric Railway Nose Electric Railway Kita-Osaka Kyuko Railway Kobe Rapid Transit Railway Hankyu Hanshin Electric System Railway Operation Hankyu Hankyu Railway Service	Real estate leasing, Sales and others, Overseas real estate	Hankyu Hanshin Properties Hankyu Corporation Hanshin Electric Railway Hankyu Hanshin Estate Service Osaka Diamond Chikagai Kyokuto Advanced Development OS Co.,Ltd Hankyu Hanshin Building Management Hankyu Hanshin High Security Service Hankyu Hanshin Clean Service Hankyu Hanshin REIT Asset Management Hankyu Hanshin Real Estate Investment Advisors Hankyu Hanshin Housing Support Hankyu Hanshin Properties Join Hankyu Hanshin Properties Join ID-DCP HANKYU HANSHIN LOGISTICS INDONESIA Hankyu Hanshin Properties Singapore CPM Assets Japan PT CPM ASSETS INDONESIA Hankyu Hanshin Properties USA LLC SAM Park33 JV LLC SAM Park Owner LLC NSM Assets Japan PT NSM ASSETS INDONESIA	Information and Communication Technology	Hanshin Electric Railway Itec Hankyu Hanshin System Giken YMIRLINK Rworks Nihon Protec Mimamorume Himeji Cable Television Bay Communications BAN-BAN Networks Hanshin Cable Engineering
Automobile	Hankyu Bus Hanshin Bus Hankyu Kanko Bus Hankyu Taxi Hanshin Taxi Osaka Hanshin Taxi Hankyu Hanshin Motor Technology Hankyu Driving School Hattori Ryokuchi Haks Hanshin Hankyu Commuterbus Management Osaka Motor Technology (OMTEC)	Hotel	Hankyu Hanshin Hotels Hanshin Hotel Systems Arima View Hotel Amanohashidate Hotel Kure Hankyu Hotel	Travel	Hankyu Travel International Hankyu Hanshin Business Travel Hankyu Travel Support
Retailing	Eki Retail Service Hankyu Hanshin Hankyu Style Labels	Entertainment	Sports	International transportation	Hankyu Hanshin Express Hankyu Hanshin Logipartners HANKYU HANSHIN EXPRESS (USA, DEUTSCHLAND, UK, NETHERLANDS, BEIJING, SHANGHAI, GUANGZHOU, HK, TAIWAN, KOREA, Southeast Asia, SINGAPORE, THAILAND, MALAYSIA, PHILIPPINES, INDONESIA, VIETNAM, INDIA : 18 companies) HANKYU HANSHIN INTERNATIONAL LOGISTICS SHANGHAI HANKYU HANSHIN LOGISTICS INDONESIA Intraspeed South Africa (Proprietary) Limited Intraspeed Arcpro Kenya Limited
Other	Alna Sharyo Hankyu Sekkei Consultant Hanshin Station Net Hanshin Sharyo Maintenance	Stage	Hankyu Corporation Takarazuka Creative Arts Takarazuka Stage Umeda Arts Theater		

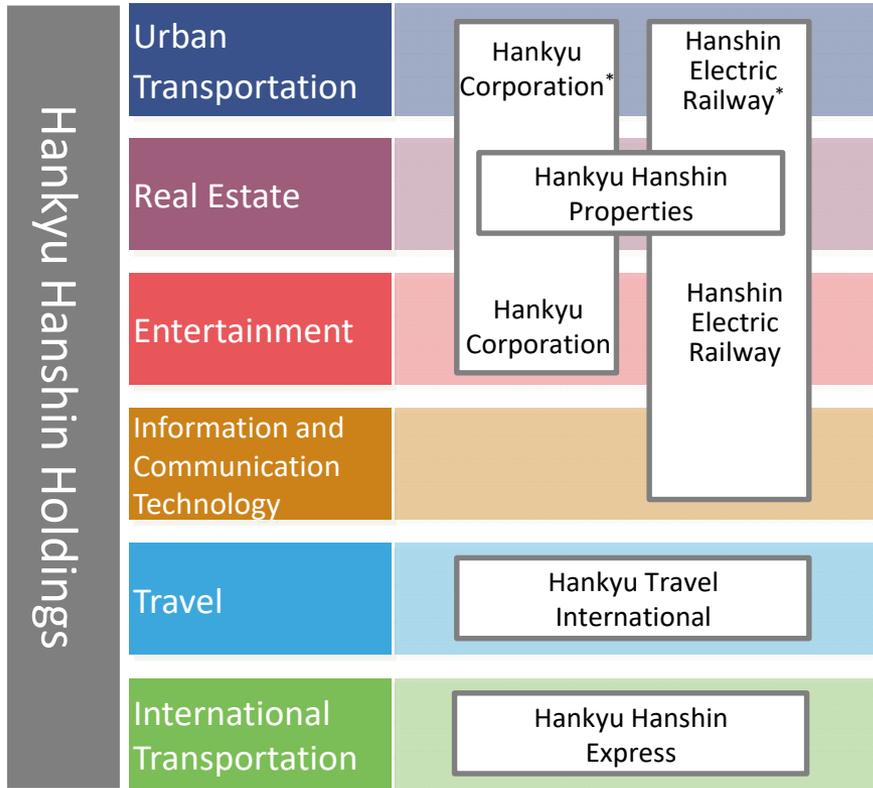
[Legend]

Name of segment	
Name of sub-segment	Name of consolidated subsidiary (Only listed companies that are managed as segment)

# Operating Revenue and Operating Profit as a FY2024

## Management composition

(As of March 31, 2024)

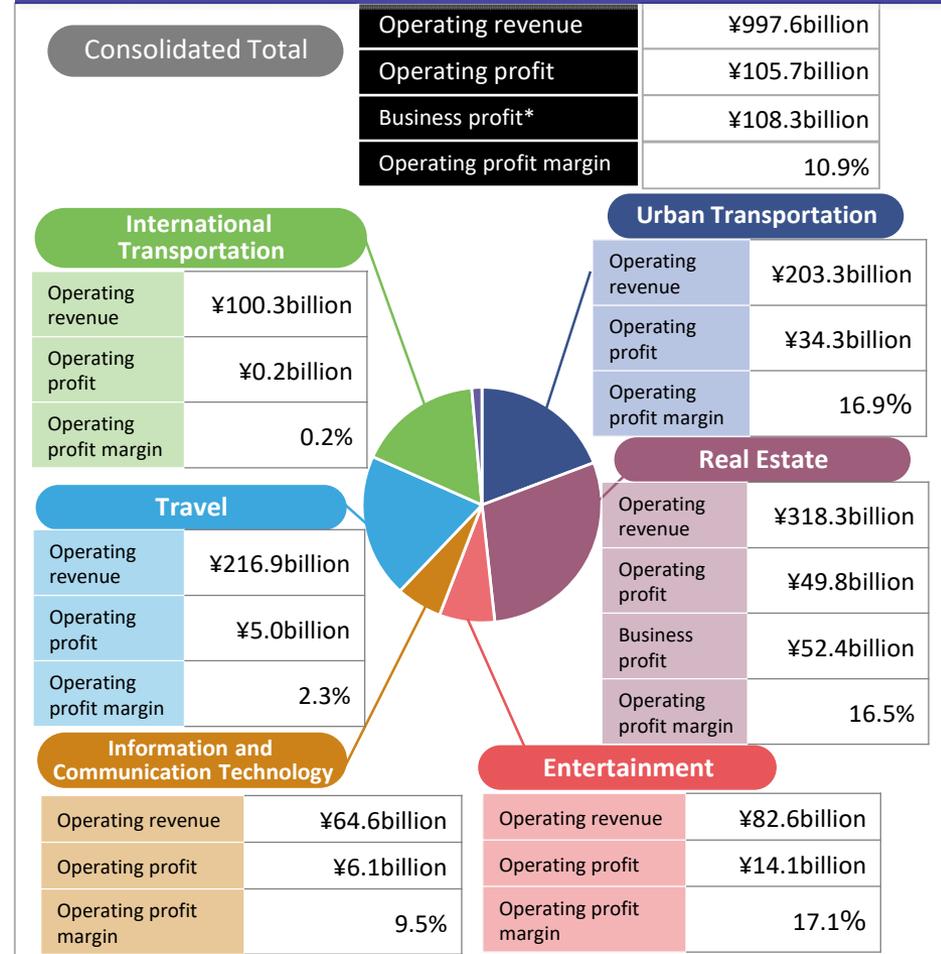


\* In the Umeda and line-side areas, Hankyu Corporation and Hanshin Electric Railway will retain their real estate for leasing and developing and work with Hankyu Hanshin Properties to promote community development efforts in connection with public transport networks and local governments.

## Earnings structure

The Urban Transportation and Real Estate businesses generate stable cash flows and account for approximately 50% of operating revenue.

### Operating revenue breakdown(FY2024)



\* Business profit = Operating profit + Equity-method gains/losses related to overseas business investments (in Real estate)

# Areas served by the Hankyu and Hanshin lines (1)

## Definition of the areas served by the Hankyu and Hanshin lines

**Osaka Prefecture:**

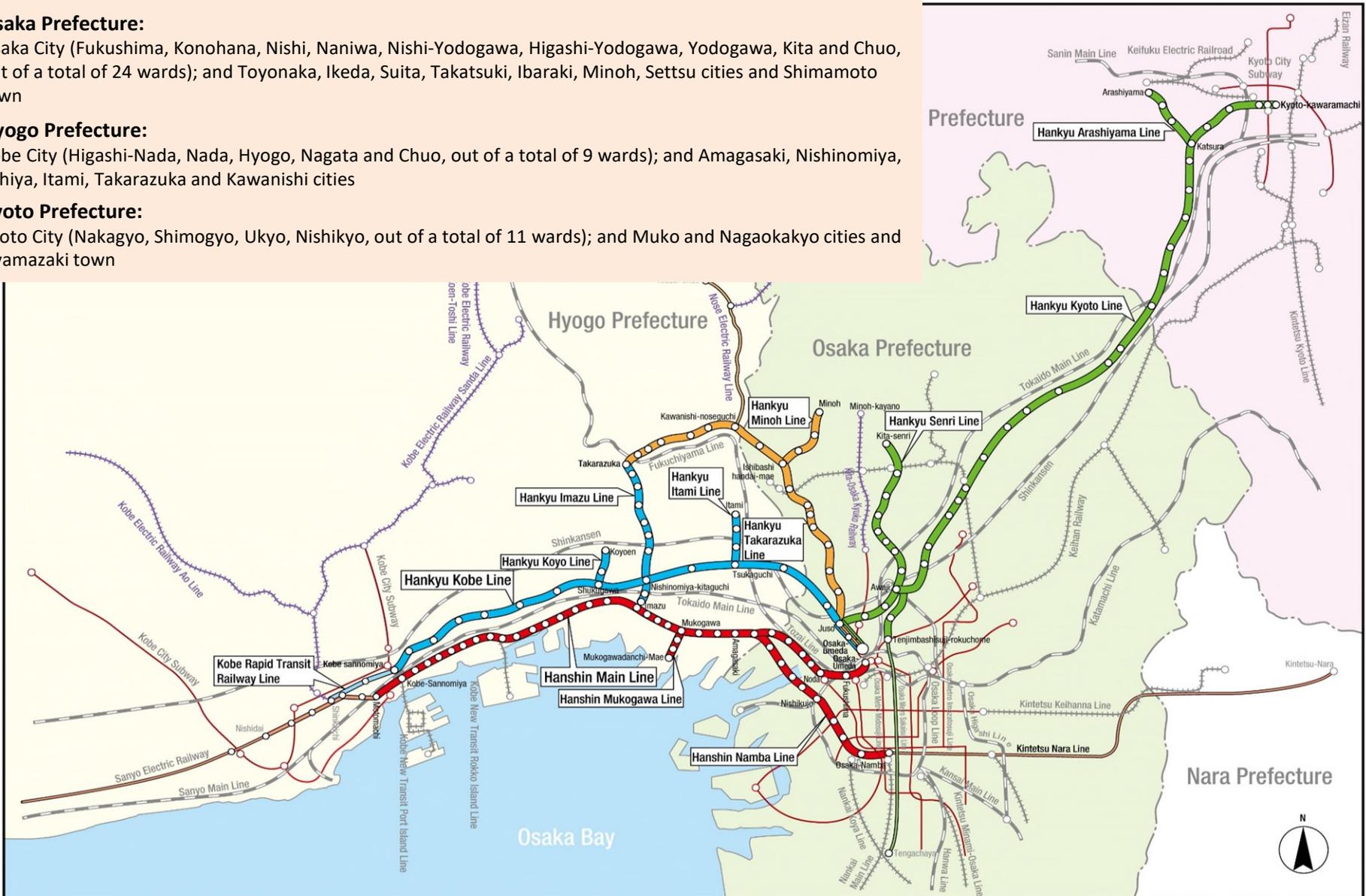
Osaka City (Fukushima, Konohana, Nishi, Naniwa, Nishi-Yodogawa, Higashi-Yodogawa, Yodogawa, Kita and Chuo, out of a total of 24 wards); and Toyonaka, Ikeda, Suita, Takatsuki, Ibaraki, Minoh, Settsu cities and Shimamoto town

**Hyogo Prefecture:**

Kobe City (Higashi-Nada, Nada, Hyogo, Nagata and Chuo, out of a total of 9 wards); and Amagasaki, Nishinomiya, Ashiya, Itami, Takarazuka and Kawanishi cities

**Kyoto Prefecture:**

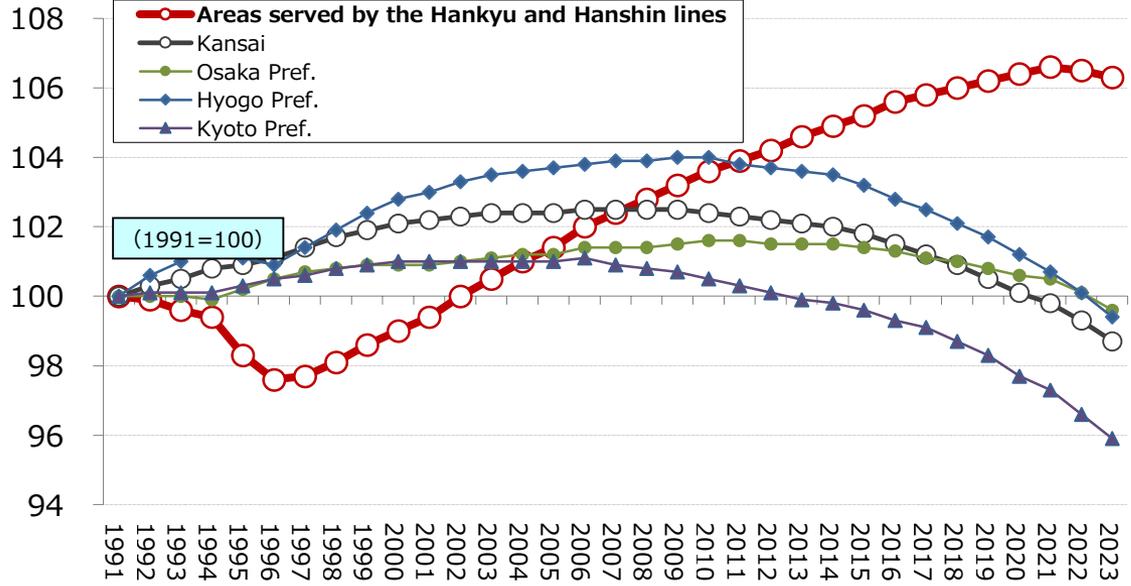
Kyoto City (Nakagyo, Shimogyo, Ukyo, Nishikyo, out of a total of 11 wards); and Muko and Nagaokakyo cities and Oyamazaki town



# Areas served by the Hankyu and Hanshin lines (2)

## Population Trends

Sources: Prepared by the Company based on data from "Local Economy Directory," published by Toyo Keizai, Inc., and "Basic Resident Register," published by the Ministry of Internal Affairs and Communications. (as of January 1, 2023)



	Area (km <sup>2</sup> )	Population (thousand)
<b>Areas served by the Hankyu/Hanshin line</b>	<b>1,318</b>	<b>5,625</b>
Osaka Pref. (service areas)	449	2,722
Hyogo Pref. (service areas)	471	2,246
Kyoto Pref. (service areas)	398	658
<b>Non-Hankyu/Hanshin Service Areas</b>	<b>26,033</b>	<b>14,269</b>
Osaka Pref. (non-service areas)	1,456	5,795
Hyogo Pref. (non-service areas)	7,930	3,093
Kyoto Pref. (non-service areas)	4,214	1,776
Shiga Pref.	4,017	1,378
Nara Pref.	3,691	1,310
Wakayama Pref.	4,725	917
<b>Total</b>	<b>27,351</b>	<b>19,894</b>

## Survey of prospective condominium purchasers regarding their preferred Kansai residential area

Ranking	Station	(Area)
1	Nishinomiya-Kitaguchi	(Nishinomiya, Hyogo Pref.)
2	Osaka-Umeda	(Osaka, Osaka Pref.)
3	Shukugawa	(Nishinomiya, Hyogo Pref.)
4	Senri-Chuo	(Toyonaka, Osaka Pref.)
5	Ashiyagawa	(Ashiya, Hyogo Pref.)
6	Takatsuki, Takatsuki-shi	(Takatsuki, Osaka Pref.)
7	Ashiya	(Ashiya, Hyogo Pref.)
8	Tennoji	(Osaka, Osaka Pref.)
9	Okamoto	(Kobe, Hyogo Pref.)
10	Hommachi	(Osaka, Osaka Pref.)

Ranking	Station	(Area)
11	Fukushima	(Osaka, Osaka Pref.)
11	Minamimorimachi	(Osaka, Osaka Pref.)
13	Esaka	(Suita, Osaka Pref.)
14	Tanimachi 6-chome	(Osaka, Osaka Pref.)
15	Kyoto	(Kyoto, Kyoto Pref.)
16	Mikage	(Kobe, Hyogo Pref.)
17	Momoyamadai	(Suita, Osaka Pref.)
18	Tanimachi 4-chome	(Osaka, Osaka Pref.)
19	Takarazuka	(Takarazuka, Hyogo Pref.)
20	Kita-Senri	(Suita, Osaka Pref.)

**14 of the top-20 spots are areas served by our lines**

Source: A survey of prospective condominium purchasers regarding their preferred residential area, conducted by seven major real estate developers (Sumitomo Realty & Development Co., Ltd., Daikyo Incorporated, Tokyu Land Corporation, Tokyo Tatemono Co., Ltd., Nomura Real Estate Development Co., Ltd., Mitsui Fudosan Residential Co., Ltd., and Mitsubishi Jisho Residence Co., Ltd.) and included in a press release dated October 31, 2023.

# Overview of Osaka-Umeda area (1)

Major rental properties (As of March 31, 2024)

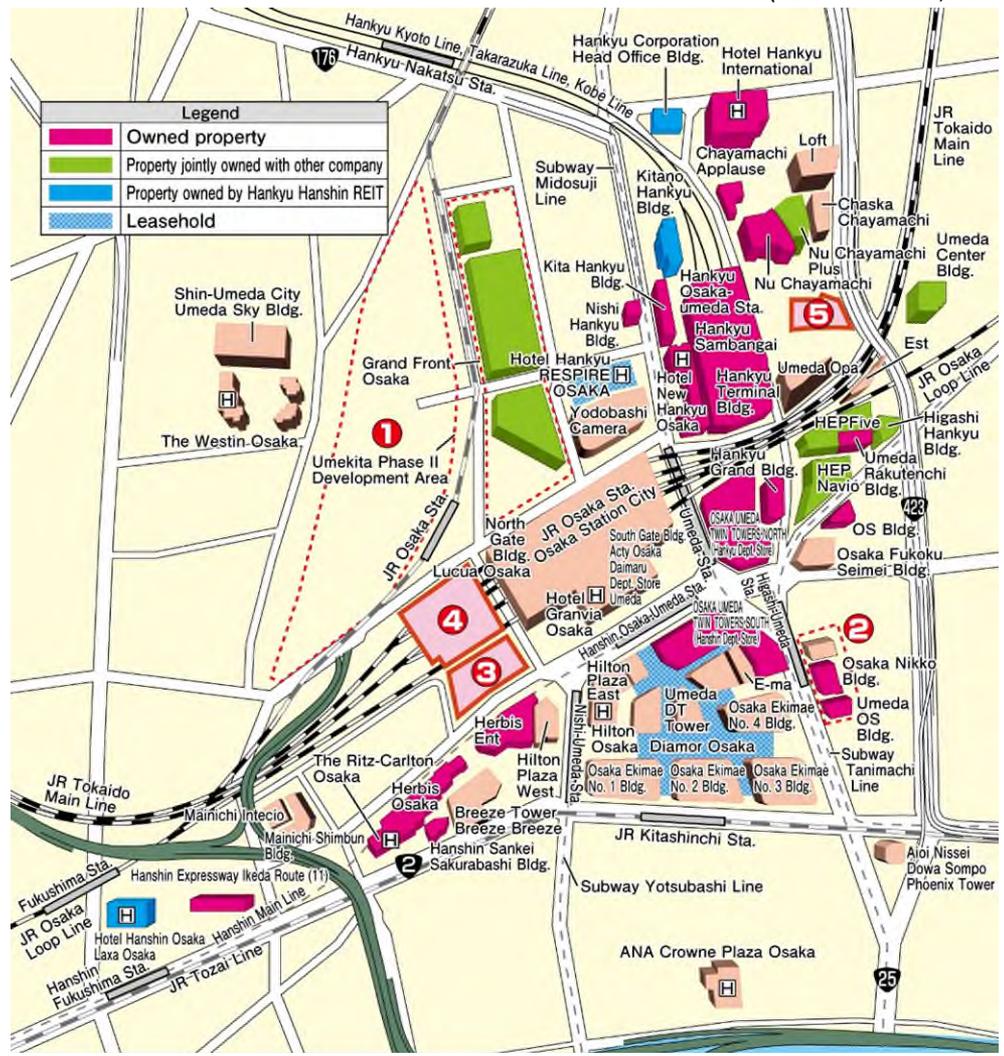
Property name	Leasable area (1,000m <sup>2</sup> ) *1	Number of floors	Completed
Osaka Umeda Twin Towers North (Hankyu Department Store, office)	213	41 floors above ground, 2 underground floors	Nov 2012
Osaka Umeda Twin Towers South (Hanshin Department Store, office)	193	38 floors above ground, 3 underground floors	Feb 2022
Umeda Hanshin Daiichi Bldg. (HERBIS OSAKA)	82	40 floors above ground, 5 underground floors	Mar 1997
Umeda Hanshin Daini Bldg. (HERBIS ENT)	54	28 floors above ground, 4 underground floors	Nov 2004
Hankyu Chayamachi Bldg. (Applause Tower)	52	34 floors above ground, 3 underground floors	Nov 1992
Hankyu Sanban Gai Shopping Center	38	5 floors above ground, 2 underground floors (partially 4 underground floors)	Nov 1969
Hankyu Grand Bldg.	38	32 floors above ground, 3 underground floors	Aug 1977
Hankyu Terminal Bldg.	27	18 floors above ground, 4 underground floors	Mar 1972
Hankyu Five Bldg. *2 (HEP FIVE)	19	10 floors above ground, 3 underground floors	Nov 1998
NAVIO Hankyu (HEP NAVIO)	16	10 floors above ground, 2 underground floors	Oct 1980
GRAND FRONT OSAKA *3	14	38 floors above ground, 3 underground floors	Mar 2013
NU chayamachi	12	9 floors above ground, 2 underground floors	Oct 2005
OS Building	11	19 floors above ground, 2 underground floors	Jul 1993

\* 1 : Leasable area is the portion owned by our group.  
 \* 2 : Jointly owned property with Hankyu Hanshin REIT Asset Management  
 \* 3 : Jointly owned property with others (including Hankyu Hanshin REIT Asset Management)

## Developments in Umeda district

- ① Umekita Phase II Development Project (GRAND GREEN OSAKA)
- ② Sonezaki 2-chome Project
- ③ JP Tower Osaka: Japan Post Holdings, Osaka Terminal Building Co., Ltd., among others
- ④ INOGATE OSAKA: West Japan Railway among others
- ⑤ Chayamachi B-2 and B-3 District Redevelopment Project: Tokyu Fudosan Holdings

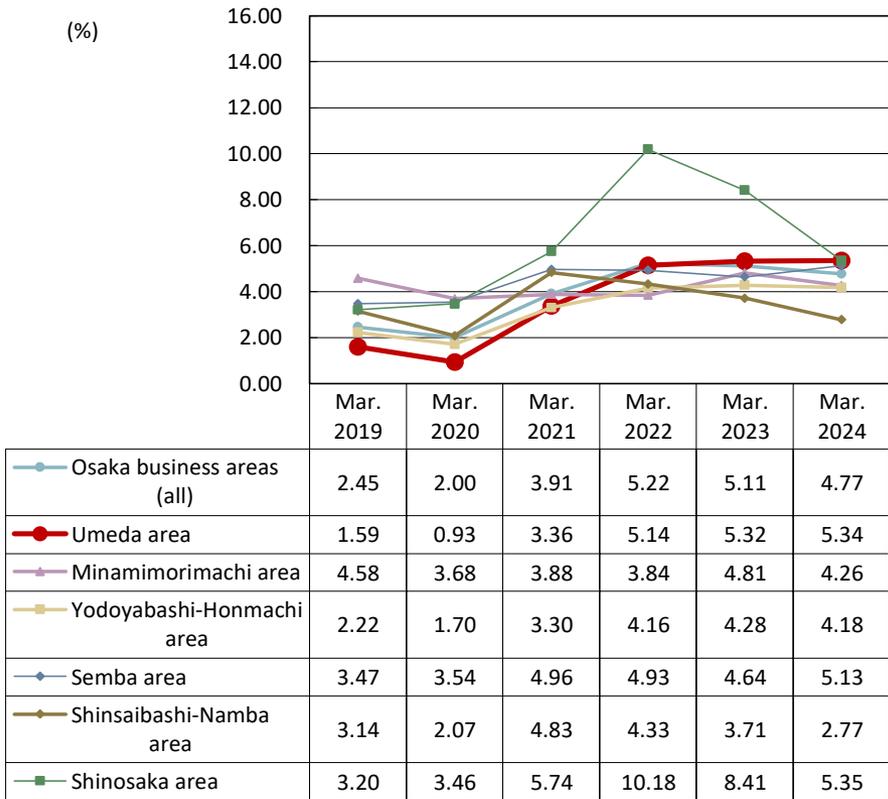
(As of March 31, 2024)



Note: red = Hankyu Hanshin Holdings group related Projects

# Overview of Osaka-Umeda area (2)

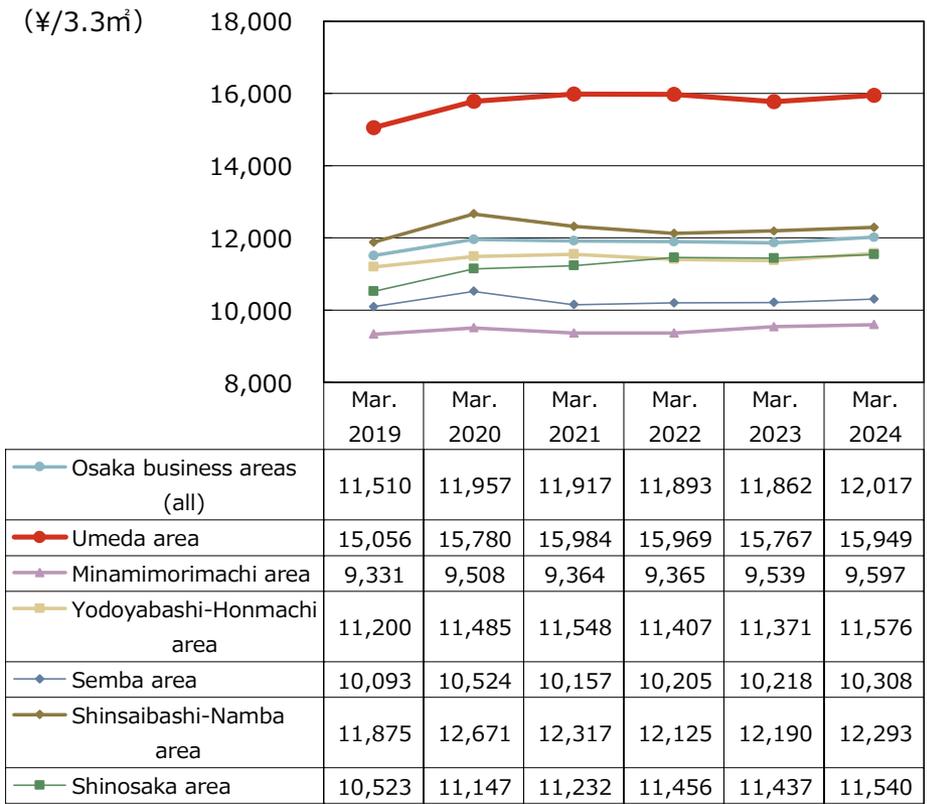
Trends in average vacancy rates among six main business districts in Osaka



(Reference)

Tokyo business areas (all)	1.78	1.50	5.42	6.37	6.41	5.47
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Trends in rent among six main business districts in Osaka



(Reference)

Tokyo business areas (all)	21,134	22,594	21,541	20,366	19,991	19,820
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Source: Miki Shoji, "Office Data."

# Hotel network of the Hankyu-Hanshin-Daiichi Hotel Group

(As of March 31, 2024)

<span style="display:inline-block; width:15px; height:15px; background-color: #FFC0CB; border: 1px solid black;"></span> Directly managed hotels (Hankyu Hanshin Hotels)	17 Hotels	5,941 rooms	} 40 Hotels 11,079 rooms
<span style="display:inline-block; width:15px; height:15px; background-color: #FFDAB9; border: 1px solid black;"></span> Other (franchises, etc.)	23 Hotels	5,138 rooms	

\*The number of hotels and guest rooms above does not include The Ritz-Carlton Osaka (291 rooms, Kita-ku, Osaka)

Directly managed hotels	Other(franchises, etc.)
Dai-ichi Hotel Tokyo	Tokyo Dai-ichi Hotel Tsuruoka
remm plus Ginza	Tokyo Dai-ichi Hotel Shin-Shirakawa
remm Tokyo Kyobashi	Ginza Creston
remm Hibiya	Hotel Yaenomidori Tokyo
remm Akihabara	Ours Inn Hankyu
remm Roppongi	Dai-ichi Hotel Ryogoku
Hotel new Hankyu Kyoto	Dai-ichi Inn Ikebukuro
remm Shin-Osaka	Dai-ichi Inn Shonan
Hotel Hankyu International	Dai-ichi Inn Shinminato
Hotel new Hankyu Osaka	Tokyo Dai-ichi Hotel Nishiki
Hotel new Hankyu Annex	Hotel Boston Plaza Kusatsu
Hotel Hankyu RESPIRE OSAKA	Hotel Royal Hill Fukuchiyama& Spa
Hotel Hanshin Osaka	Amano Hashidate Hotel
Hotel Hanshin Annex Osaka	Arima Kirari Hotel
Senri Hankyu Hotel	Royal Park Hotel Kurashiki
Takarazuka Hotel	Hotel Ichibata
remm plus Kobe Sannomiya	Kure Hankyu Hotel
	Takamatsu Kokusai Hotel
	JR Hotel Clement Takamatsu
	JR Hotel Clement Tokushima
	The Crown Palais New Hankyu Kochi
	Imabari Kokusai Hotel
	Remm Kagoshima

