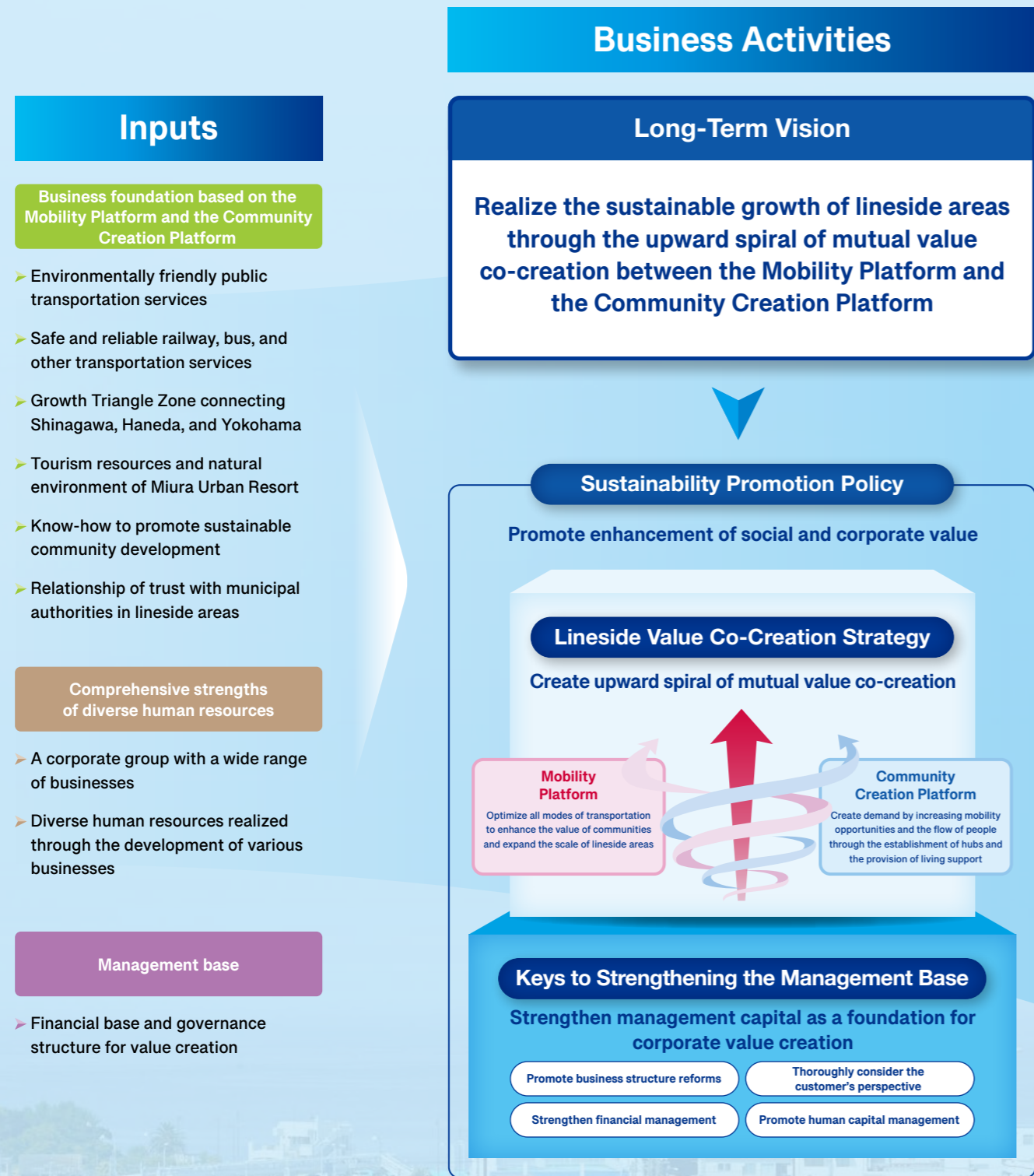


Value Creation Model

The Keikyu Group is committed to realizing the sustainable growth of lineside areas through its business activities. Believing that this will enhance both social and corporate value, we are aiming to create a better cycle of contributing to the sustainable growth of society and the sustainable growth of the Keikyu Group.



Outputs

Sustainability-related material issues	Indicators	Targets	Target year
Contribute to global environmental conservation	Reduction of GHG emissions (Scope 1 and Scope 2)	Achieve net-zero emissions Reduce by 30% (compared with fiscal 2019)	Fiscal 2050 Fiscal 2030
	Reduction of waste per unit of revenue	Reduce by 10% (compared with fiscal 2020–fiscal 2022 average)	Fiscal 2030
Provide safe and comfortable services	Number of railway driving accidents attributable to the Company	Zero	Annually
	Number of fatal bus accidents attributable to the Company	Zero	Annually
	Number of fatal taxi accidents attributable to the Company	Zero	Annually
	Number of serious accidents at marinas	Zero	Annually
	Comfort of railway stations and trains (based on internal survey results)	7.0 points (out of a total of 10)	Fiscal 2026
	Percentage of earthquake resistant properties	100%	Fiscal 2024 to Fiscal 2040
Realize sustainable growth of lineside areas	Resident population of lineside areas	Monitoring	–
	Nonresident population of lineside areas	Monitoring	–
Create a corporate culture that brings out the best in all employees	Employee engagement	Continuously increase	Annually
	Percentage of female managers	Over 10%	Fiscal 2026
	Percentage of employees taking childcare leave	100%	Fiscal 2026
	Percentage of employees with disabilities	Above the legal standard	Annually
Develop a robust management base that contributes to the growth of both society and the Keikyu Group	Wage gap between male and female employees	Monitoring	–
	Number of major crisis events attributable to the Company	Zero	Annually
	Percentage of outside directors	Over one-third	Annually
	Number of investor meetings held	Over 100	Annually
	Response rate to customer inquiries	Over 90.0%	Annually

Financial indicators	Targets	Target year
Operating profit	¥35.0 billion	Fiscal 2026
Net interest-bearing debt/ EBITDA ratio	Less than 8.0 times	Fiscal 2026
ROE	6.0% or more	Fiscal 2026

Outcomes

We aim to enhance both social and corporate value by creating a better cycle of contributing to the sustainable growth of society and the sustainable growth of the Keikyu Group

