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.

Inputs

Business foundation based on the Mobility Platform and the Community Creation Platform

- Environmentally friendly public transportation services
- ➤ Safe and reliable railway, bus, and other transportation services
- Growth Triangle Zone connecting Shinagawa, Haneda, and Yokohama
- Tourism resources and natural environment of Miura Urban Resort
- Know-how to promote sustainable community development
- Relationship of trust with municipal authorities in lineside areas

Comprehensive strengths of diverse human resources

- A corporate group with a wide range of businesses
- Diverse human resources realized through the development of various businesses

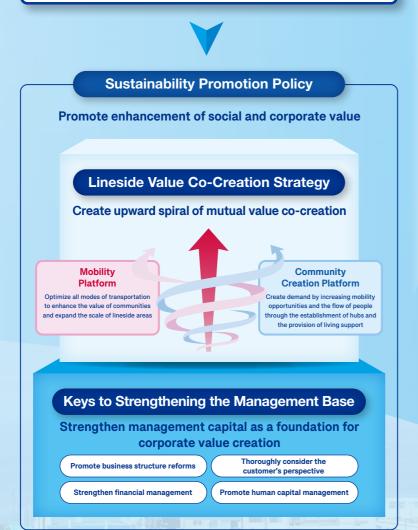
Management base

➤ Financial base and governance structure for value creation

Business Activities

Long-Term Vision

Realize the sustainable growth of lineside areas through the upward spiral of mutual value co-creation between the Mobility Platform and the Community Creation Platform



Outputs

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



Financial indicators

Operating profit

Fiscal 2026

Fiscal 2026

Less than 8.0 times

Fiscal 2026

Fiscal 2026

Fiscal 2026

Fiscal 2026

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

Create sustainable urban lifestyles that benefit people, society, and the earth

Become a corporate group in which diverse personnel play active roles

Deliver greater value to stakeholders

Continue to evolve into a highly transparent and soun corporate group through appropriate cooperation with stakeholders



Enhance corporate value