

The Influence of COVID-19 and Its Measures



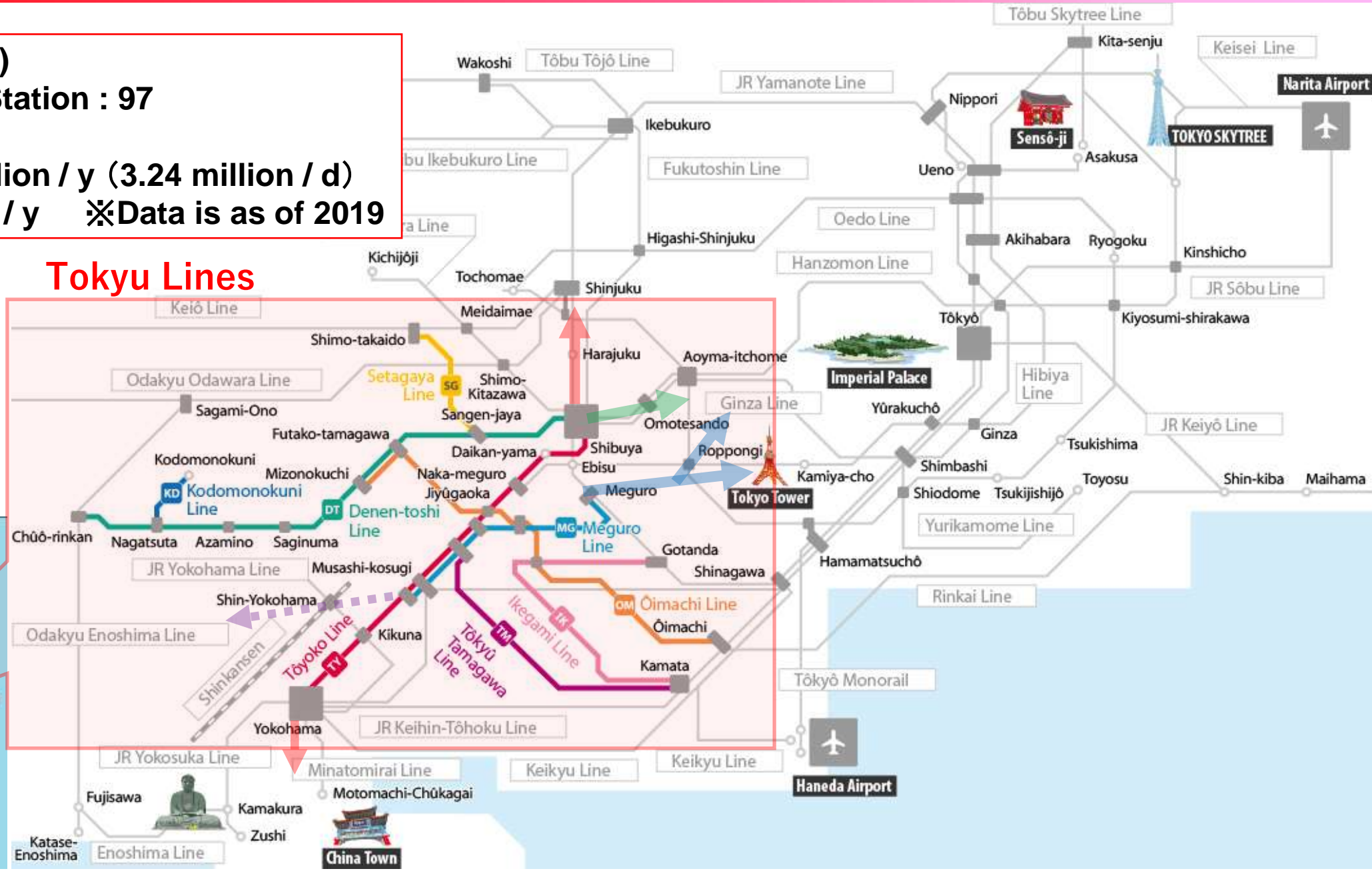
December 9th , 2021

TOKYU RAILWAYS Co ., Ltd. Fumiaki SHIROISHI

Route Map of Tokyu Lines

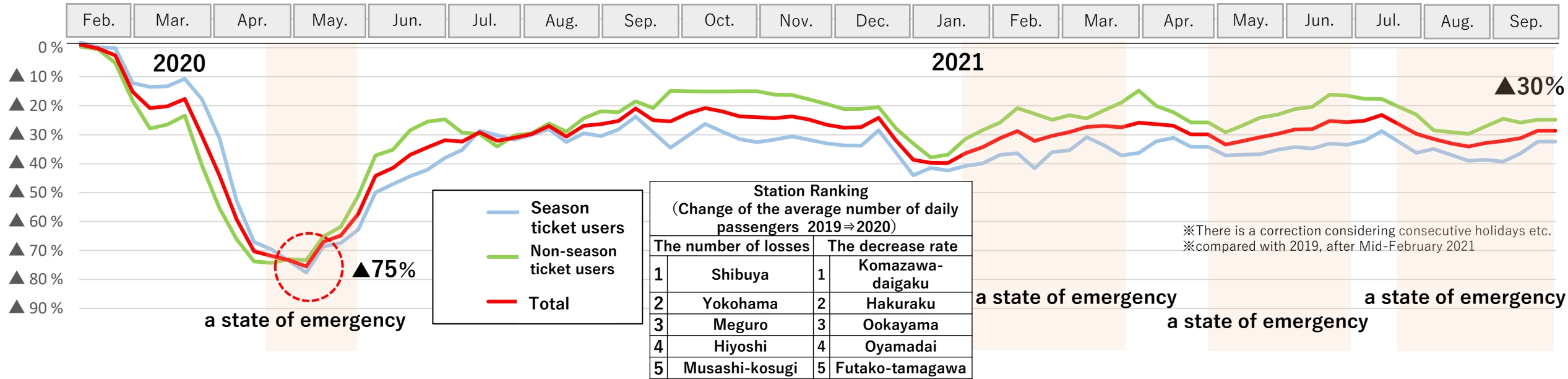
Lines: 8 (incl. 1 tram)
Length: 104.9km **Station : 97**
Rolling stock: 1,277
Passengers: 1.19 billion / y (3.24 million / d)
Income: ¥157 billion / y ✕Data is as of 2019

Tokyu Lines



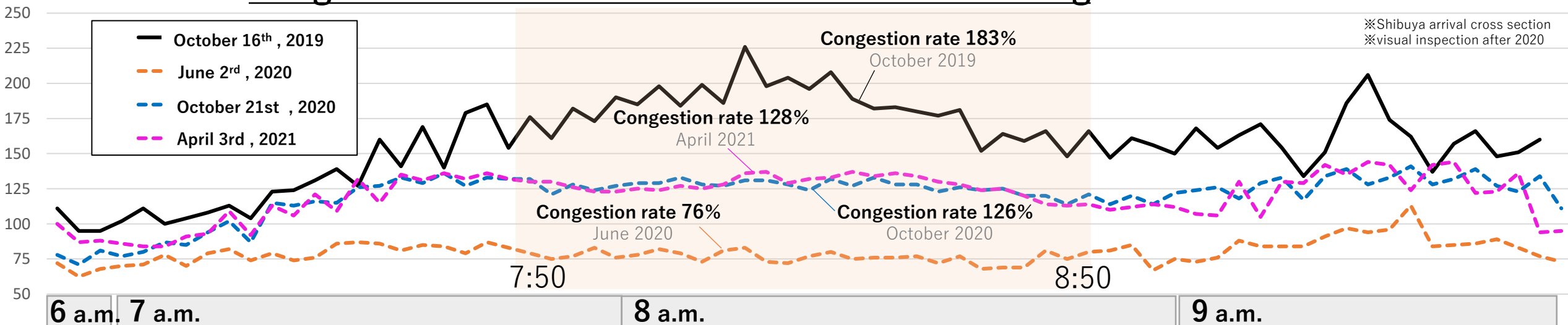
Passenger Use and Congestion rate of Tokyu lines

Number of daily passengers at all Tokyu stations (compared with 2019)



Congestion rate (%)

Congestion rate of Den-en-toshi Line in the morning



Countermeasures against COVID-19

For the safety and security of passengers

● The periodic cleaning using the detergent

(elevators, escalators, waiting rooms, handrails of stairs, passenger toilets, etc)

● Installation of vinyl curtains

(ticket checker windows, counter guides)

● Installation of alcohol-based sanitizers and virus removers at each station

● Antivirus and antibacterial coating treatments

Air conditioning filters in the train (finished in Oct. 2021)

● The establishment of automatic faucets in the station restrooms (finished in Feb. 2021)



The disinfection and regular cleaning in the station



An antivirus and antibacterial coating treatment



An automatic faucet washbowl



The establishment of the coated filter for air conditioning equipment

For the safety and security of workers

● Installation of CO2 sensors for every workplace

● Introduction of the screening tests to the entire workplace using Rakuten PCR testing kit (from April 2021)

※once a month

● Introduction of the workplace vaccination for applicants (from June 2021)



COVID-19 PCR Testing kit



CO2 sensor

A Mid-term Business Strategy “3 Changes, 4 Values”

Basic Policies

1. Completion of business structural changes in order to strengthen the business foundation
2. Sustainable offering of social values corresponding to the times after COVID-19

Time Axis

2021

Change to strong
business structures

3 Changes

- ① Change of train operation and station services
- ② Change of operation using technologies
- ③ Change of an in-company system free from old traditions

Falling a break-even point by reducing a fixed cost

2023

Social values
corresponding to the
times after Covid-19

4 values

- ① Additional pursuit of security, safety, and environment
- ② Evolution in universal services
- ③ Improvement comfort and solving problems
- ④ Platform connecting people, cities, and living

●Tokyu Shin-Yokohama Line

ESG management
Pursuit of DX

2026~

●Tokyu long-term
management initiatives

Secutiy of the top-level safety,
customer satisfaction, and productivity
in major private railway companies

3 Changes

Since business crisis could be a chance for a change, three changes should be carried out.

Holding safety and a service level, we strengthen business structures by cutting the fixed cost and increasing productivity.

① Change of train operation and station services to adapt to demand changes by COVID-19

We optimize train operation diagrams and station services, adapting to passengers decrease and rapid spread of remote work caused by COVID-19.

- time schedule revision on March 13th, 2021 (moving up the departure times of the last trains, adjustment of diagram, etc)
- Continuous reconsideration of work shifts and personnel assignment
- Starting a trial of in-house cleaning operation

② Change of operation using technologies (DX)

We aim to achieve the reduction of operation costs and upgrade the level of safety and service using technologies.

- Introduction of one-man operation on Toyoko Line
- Preparation toward building an efficient maintenance system based on condition monitoring using digital technologies (CBM)
- Introduction of digital technologies to customer services (using mobile terminal and enhancing application functions, etc.)

③ Change of an in-company system free from old traditions

We aim to improve productivity through expanding opportunities for employees, reconstructing old traditions, reduplicated rules and in-company systems.

- Optimization of maintenance such as reconsideration of equipment inspections using detailed risk analysis
- Promotion of collaboration among divisions for engineers
- Consideration of improving flexibility of working forms in Railway Operation Division

4 Values –a big change in society-

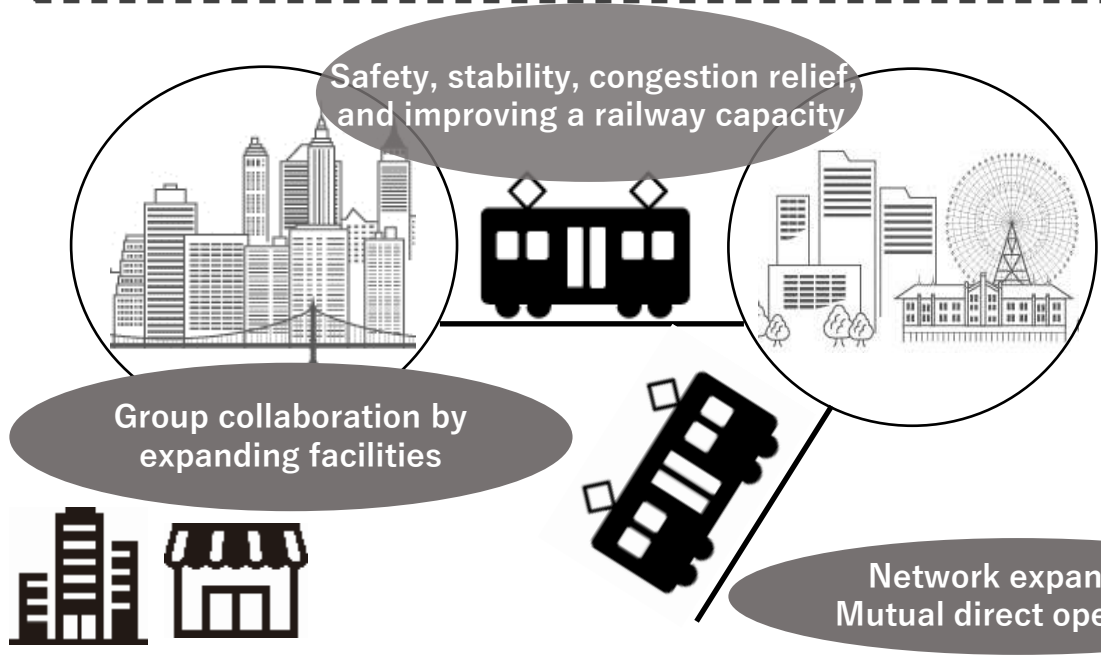
Serve as public transportation continuously and provide railway services that are easy to use for everyone through various cooperation with other services and regions.

■ Up to now

Support lifestyle focusing on commuting

Enhancement of a railway capacity and expansion of facilities to meet the demand of increasing passengers

Services focusing on cooperation with tangibles

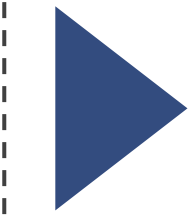


■ In the future

Lead to diverse lifestyles

Railway services to meet all people and purposes

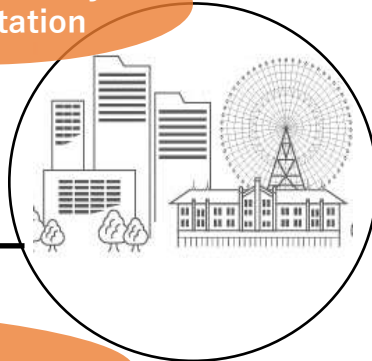
Services focusing on cooperation with intangibles



Contribution to environment and solution of society issues



Inclusive railway transportation



Collaboration with region, group, and other mode by digital technologies



① Additional pursuit of security, safety, and environment

We continue to keep our railways city-friendly and trusted by our customers, by further improving the "safety and security" and "environmental performance" expected for us.



■ Safety and Security

Prevention of accidents and improvement of recovery capacity after accidents

- **Maintenance of good facility condition**
 Introduce new trains, renew signal devices, and ensure thorough maintenance and inspection.
- **Improvement of railroad crossing safety**
 Promote the installation of 3D obstacle detection devices with high detection accuracy.
- **Sophistication of control center facility functions**
 Improve daily operation stability and achieve faster response to accidents.
- **Construction of "Safety Co-creation Building"**
 Improve HR and technical skills by the facility specializing in employees education and enhancing educational programs.



Disaster countermeasures

- **Anti-inundation measures**
 Raise the underground ventilation openings and reinforce the slopes in preparation for heavy rains,
- **Seismic retrofitting of structures**
 Implemented reinforcements to improve resilience against disasters In addition to earthquake resistance based on ministerial ordinances,

Infectious disease countermeasures

- **Countermeasures against COVID-19**
 Continue to implement measures such as opening windows and periodic disinfection so that passengers can use trains at ease.



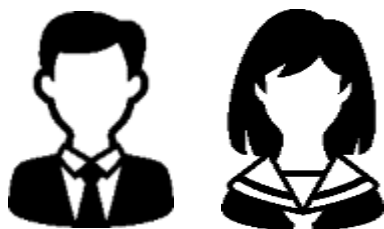
■ Environment

Improvement of environmental performance

- **Contribution to decarbonized and recycling-oriented society**
 Reduce the environmental load by taking measures to promote the use of railways along with improving environmental performance such as expanding service routes with renewable energy.

② Evolution of universal services

As a railway company, we expand barrier-free facilities and provide services easy to use for everyone, aiming to contribute to realization of an inclusive society.



Railways focusing on the demand of commuting passengers

In addition

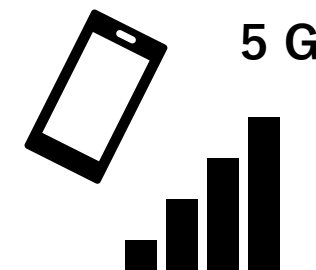


Aim to railway services to use easily for all people.

Simple move experience

- Consideration of useful commuter pass measures
- Promotion of PASMO[※] on mobile computers
- Promotion of cashless and gateless
- Improvement of communication environments at stations

[※]PASMO is the trademark of PASMO Co.,Ltd.



Railways to use easily and equally for everyone (the aged, handicapped, foreigners, etc)

- Station spaces with consideration for steps (clearing steps and gaps between the platform and the train floor)
- Guidance of routes according to attributes and requests
- Measures to reduce the burden of the mothers with small children and the aged people



③ Improving comfort and solving problems

We improve convenience and comfort and strive to solve problems such as congestion and concentration in the city center, by adding trains and equipments, setting appropriate train schedules, and introducing paid seated trains.

Improvement of accessibility

- Maximization of the effect of starting operation of Tokyu Shin-Yokohama Line (in the second half of 2022)
- Early realization of New Airport Line

Improvement of the convenience of suburban life

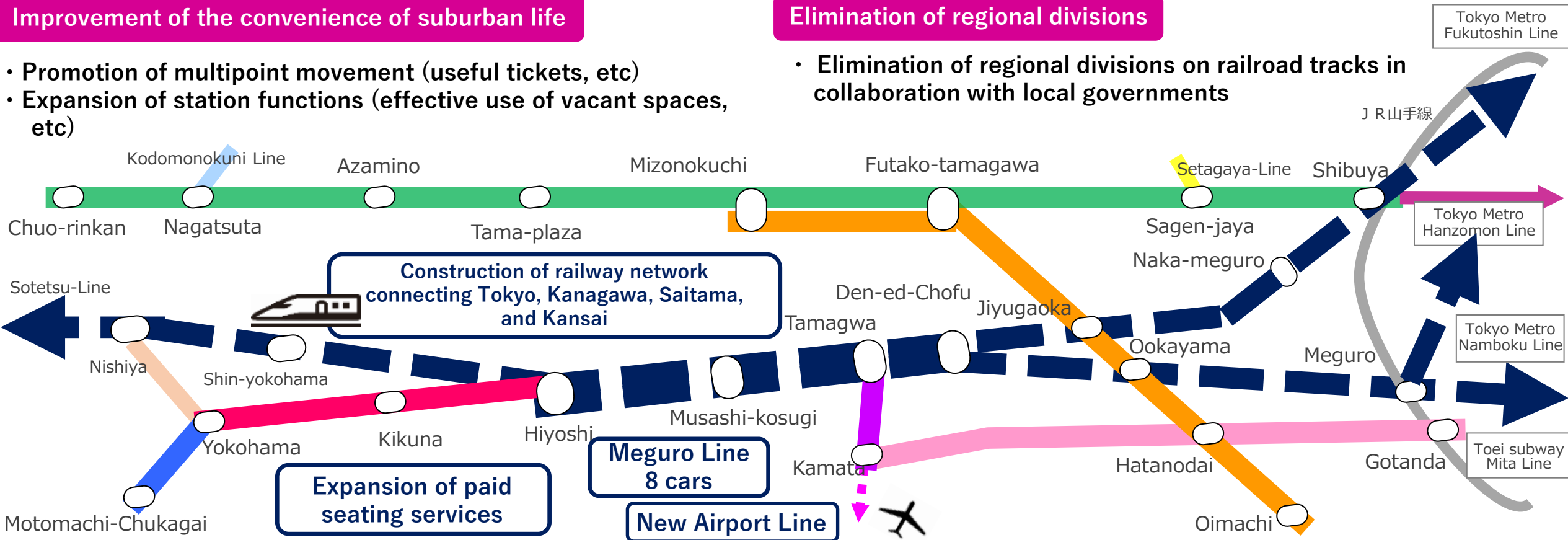
- Promotion of multipoint movement (useful tickets, etc)
- Expansion of station functions (effective use of vacant spaces, etc)

Comfortable space in the train cars

- Decentralization of the morning rush peak (measures promoting off-peak use, congestion information on real time, etc)
- Expansion of the car interior space (Meguro Line 8cars, expansion of paid seating services)

Elimination of regional divisions

- Elimination of regional divisions on railroad tracks in collaboration with local governments



④ Platform connecting with people, cities, and living

We make a connection with the area along the railway line by renewal and utilization of digital technologies to enhance attractiveness of the station, contributing to create an affluent and lively city where people come and go.

Creation of station connected with the community

- Station where people can feel the characteristics of the area
- Station design according to the concept of each route and region (「Tokyu Station Pride」)
- Transmission of the attractiveness of the area
- Use of station space and Tokyu line application

Promotion of renewal of each station in the underground section of Den-en-toshi Line

Tsunashima and Shin-Yokohama area revitalization by starting operation of Tokyu shin-yokohama line



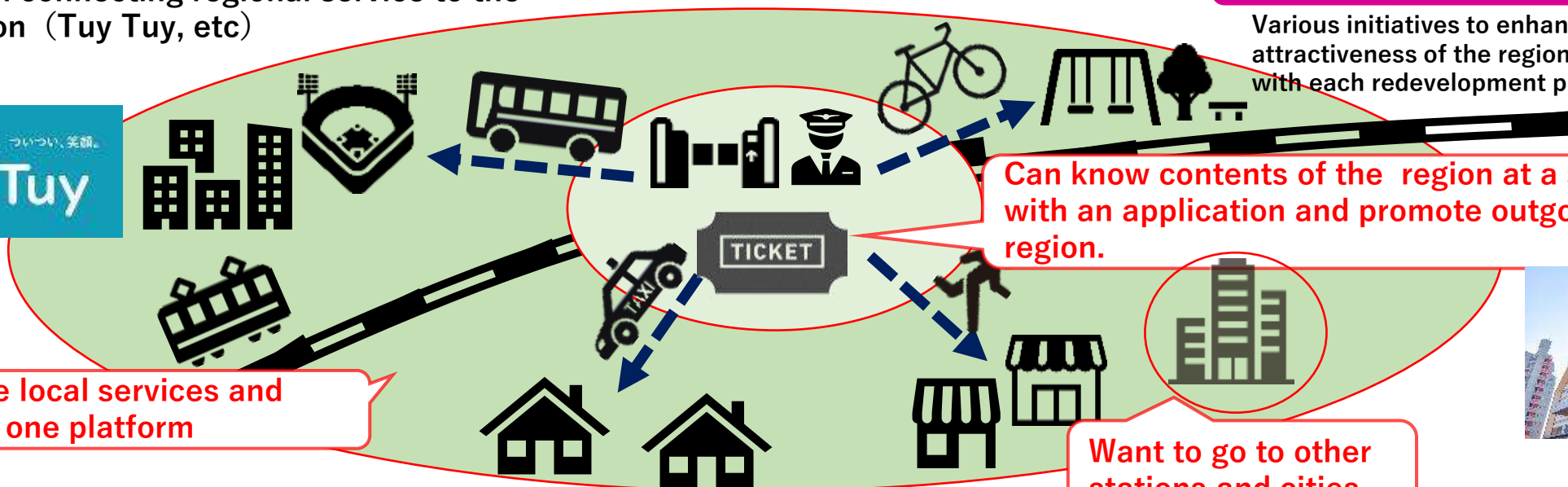
Green UNDER GROUND
 心地良くてワクワクする地下駅体験を作りたい。

Offered : JR TT

※This is an image at the moment and may differ from the actual one.

Building a service platform

Building a platform connecting regional service to the other transportation (Tuy Tuy, etc)



Can know contents of the region at a station and with an application and promote outgoing to the region.

Development along the railway line and corporation with a region

Various initiatives to enhance the attractiveness of the region and corporation with each redevelopment project



Can use attractive local services and transportation on one platform

Want to go to other stations and cities

A Mid-term Business Strategy ~3 Changes, 4 Values~

‘We create a beautiful living environment and pursuit a harmonious society and happiness for each person.’

『To the people, to the city, to the future』

Continue to play a role as public transportation in line with the times by providing railway services that everyone can move and cooperating with the other services and regions in various ways.

Strengthening the business foundation 3 Changes

Improvement of a break-even point by reducing the fixed cost, holding fast safety and a service level

Change of operation and station services

Change of operation using technologies

Change of an in-company system free from old traditions

Social values to create 4 Values

Additional pursuit of security, safety, and environment

Evolution of universal services

Improving comfort and solving problems

Platform connecting people, cities, and living

Digital transformation

Promotion base and system

In-company operations

Customer services

ESG management

Promotion of railway use
Low-carbon and recycling society

HR strategy

Consolidated management
Significance of a spin-off