

# GROUP GUIDE

Hankyu Hanshin Holdings **2023**



# Hankyu Hanshin Holdings Group Management Philosophy

## Mission What we try to achieve

By delivering “Safety and Comfort” and “Dreams and Excitement,” we create satisfaction among our customers and contribute to society.

## Values What is important to us

- ◎ **Customers First** Everything we do is for the customer. That’s where it all starts.
- ◎ **Sincerity** Gain customers’ confidence by always being sincere.
- ◎ **Foresight & Creativity** With our pioneer spirit and flexible thinking, we create a new value.
- ◎ **Respect for People** Everyone is absolutely invaluable to the Group.

## Principles How to act to uphold our values and fulfil our mission

- 1 We treasure encounters with people, and do our best in the position of a customer.
- 2 We abide by the laws and regulations, and act with a clear awareness of our social responsibilities.
- 3 We take pride and responsibility in our work, and carry it out promptly.
- 4 We are not concerned with what is just before us, but think from medium- and long-term perspectives.
- 5 We are not satisfied with present conditions, but fix our eyes on the future and act.
- 6 We have caring feelings and respect each other.
- 7 We communicate in a lively way and create a workplace with a positive atmosphere.
- 8 We cooperate with one another for the prosperity of the Group.



# Message from the Top Management

Our corporate group follows a philosophy that we express as follows: By delivering safety and comfort along with dreams and excitement, we create satisfaction among our customers and contribute to society. The group conducts businesses in six core segments: Urban Transportation, Real Estate, Entertainment, Information and Communication Technology, Travel, and International Transportation.

In May 2022, we unveiled a long-term vision titled Toward 2040. This vision defines the kind of corporate group we aspire to be: one that contributes to a sustainable society and grows alongside the Kansai region. The vision also assumes that ongoing large projects will start contributing to our consolidated growth in the 2035–2040 period. One example is Shibata 1 Project, which involves rebuilding Hotel new Hankyu Osaka and Hankyu Terminal Building and redeveloping areas such as Hankyu Sanbangai. One other project involves building the Naniwasuji Connection Line and Shin-Osaka Connection Line, which will strengthen connectivity between Osaka Umeda and Shin-Osaka (Shin-Osaka has been designated as a hub for emergency urban regeneration).

Alongside Toward 2040, we also unveiled a medium-term plan to set out specific actions aligned with the long-term vision. The plan covers a four-year period from the year ending March 2023 to the year ending March 2026. By the end of the period, we aim to have returned to our pre-pandemic growth trajectory and to have prepared a firm foundation for achieving our long-term vision. With a view to achieving these medium-term goals, we will take the following actions. In the current year (ending March 2024), we will focus on recovering profit growth in our existing businesses, building on our success in fortifying the revenue structure of these businesses. Meanwhile, we will continue developing our newer businesses, which have seen decent growth over the past several years. For example, in the Real Estate segment, we will develop business overseas. In the Entertainment segment, we will enhance streaming services. For FY2026 and beyond, we will step up investment in growth projects in light of indications that the pandemic is coming to an end. We will also press ahead with a digital transformation project called the Hankyu Hanshin DX Project.

Alongside these actions, we will continue delivering on our commitment to sustainable corporate development, as enshrined in our Sustainability Declaration. By addressing social issues through our business, we will build long-term sustainable value.

We appreciate your continued understanding and support as our Group works as one to meet the expectations of all our stakeholders.



Hankyu Hanshin Holdings, Inc.

**Kazuo Sumi**  
Chairman and Representative Director,  
Group Chief Executive Officer

**Yasuo Shimada**  
President and Representative Director



## The Group's History

### Hankyu

- 1907** > Founding of Minoh-Arima Electric Railway Company (currently Hankyu Corporation)
- 1910** > Beginning of railway operations (Takarazuka Line [Umeda-Takarazuka] and Minoh Line [Ishibashi-Minoh])  
> Beginning of real estate sales business (Beginning of sales of Ikeda Muromachi Residential Land Plots)
- 1913** > Formation of Takarazuka Girls' Revue (currently Takarazuka Revue Company)
- 1914** > Implementation of Takarazuka Revue's first performance
- 1926** > Opening of old Takarazuka Hotel (End of operations in March 2020; Relocation and reopening in June 2020)
- 1929** > Completion of Umeda Hankyu Building (Opening of Hankyu Department Store, Asia's first railway terminal department store)
- 1947** > Separation of department store sector and related businesses to establish Hankyu Department Stores, Inc.
- 1948** > Launch of airline agency business (Conclusion of Japan's first agency agreement with Pan American Airways)  
> Approval as Japan's first IATA air cargo agency
- 1952** > Establishment of Hankyu Realty Co., Ltd. (currently Hankyu Hanshin Properties Corp.)
- 1960** > Establishment of Hankyu Express International Co., Ltd. (currently Hankyu Travel International Co., Ltd.)
- 2004** > Entry into real estate investment trust (REIT) business



### Hanshin

- 1899** > Founding of Settsu Electric Railway (currently Hanshin Electric Railway Co., Ltd.)
- 1905** > Beginning of railway operations (Kobe [Sannomiya]-Osaka [Deiribashi])
- 1909** > Launch of land and buildings leasing business (Completion of 30 rental houses in front of Nishinomiya Station)
- 1924** > Opening of Koshien Stadium (later renamed 'Hanshin Koshien Stadium')
- 1933** > Opening of Hanshin Mart at Hanshin Umeda Station (Full-scale entry into retail business in a terminal) (Closing in September 1941)  
> Completion of Sannomiya Hanshin Building (Lease to Kobe Sogo Department Store; Full-scale entry into building leasing business)
- 1935** > Establishment of Osaka Baseball Club (Osaka Tigers, currently Hanshin Tigers)
- 1937** > Beginning of business on Mt. Rokko (Opening of Rokkosoan Country House)
- 1940** > Opening of Hanshin Mart (Osaka-ekimae underground) (later renamed 'Hanshin Department Store'; currently 'Hanshin Department Store Umeda Main Store')
- 1948** > Launch of airline agency business
- 1950** > Approval as IATA air cargo agency
- 1967** > Opening of Hotel Hanshin (currently Hotel Hanshin Osaka)
- 1991** > Opening of urban-type CATV 'Channel Wave Amagasaki'
- 2006** > Conclusion of master license agreement of Billboard brand



## 2006 Establishment of Hankyu Hanshin Holdings, Inc.

- 2008** > Opening of Hankyu Nishinomiya Gardens
- 2009** > Beginning of Operations of the Hanshin Namba Line (between Nishikujo and Osaka-Namba)
- 2012** > Completion of the Umeda Hankyu Building (currently 'Osaka Umeda Twin Towers North')
- 2022** > Completion of Osaka Umeda Twin Towers South

## Group Overview

## Our corporate group supports people's lives, colors their lives, and proposes enriched lifestyles.

Throughout its long history of over 100 years, the Hankyu Hanshin Holdings Group has continued to offer unprecedented services in a broad range of fields, from the railway business as its basis to the development of houses and commercial facilities and the provision of thrilling entertainment, such as that provided by the Hanshin Tigers baseball team and the Takarazuka Revue. We have thereby contributed to high-quality community building, primarily in line-side areas, and have brought a new perspective to society, accumulating many achievements. Through these activities, we have continued to deliver our customers "Safety and Comfort" to support their lives and "Dreams and Excitement" to color their lives.

We will continue to provide high-quality services through the concerted efforts of the Group, leveraging our brand that has been nurtured over time and our know-how of community building.

### Customer Satisfaction Survey



In the Japanese Customer Satisfaction Index (JCSI),\* Hankyu Corporation has ranked top in the suburban railway category for 14 consecutive years, from FY2010 to FY2023. The same index also ranked Takarazuka Revue Company first, not only in the entertainment category from FY2017 to FY2019 and in FY2022 but also in overall rankings among 328 companies/brands from 34 industries in FY2022.

\* The JCSI is based on one of the largest-scale customer satisfaction surveys in Japan, conducted by Service Productivity & Innovation for Growth (SPRING) under the Japan Productivity Center. The survey evaluates companies and brands using statistical techniques based on responses from over 120,000 users.

### Questionnaire about Areas to Live (in the Kansai Region)

With convenience provided by railway networks between main cities in the Kansai region and abundant living infrastructure, the areas along the Group's railway lines are highly rated by people as areas where they wish to live. Our power to enhance the value of line-side areas is among our strengths.

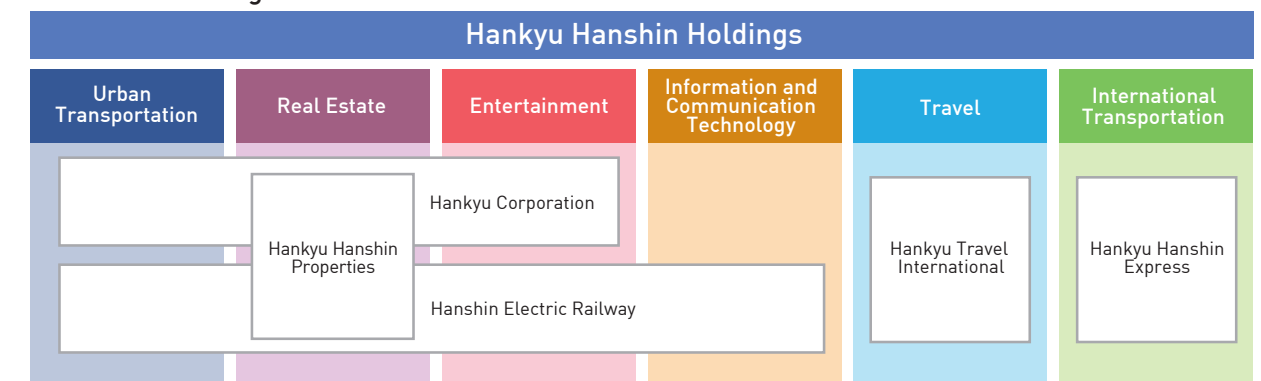
1st : Umeda/Osaka  
2nd : Nishinomiya-Kitaguchi  
3rd : Shukugawa  
4th : Okamoto  
5th : Takarazuka

\* Questionnaire survey conducted on MAJOR7 (a website run by seven major Japanese real estate companies) in October 2022

## Core Businesses and Companies

We have core businesses in six business domains: Urban Transportation, Real Estate, Entertainment, Information and Communication Technology, Travel, and International Transportation. Further, under the direction of Hankyu Hanshin Holdings, Inc., which supervises the Group's management, these businesses are operated by five core companies: Hankyu Corporation, Hanshin Electric Railway Co., Ltd., Hankyu Hanshin Properties Corp., Hankyu Travel International Co., Ltd., and Hankyu Hanshin Express Co., Ltd. Through these core businesses and companies, we will foster organic growth across the entire Group.

### Core Business Segments



\* As for our Real Estate Business, Hankyu Corporation and Hanshin Electric Railway collaborate with Hankyu Hanshin Properties to promote urban development of real estate owned by Hankyu Corporation and Hanshin Electric Railway for rent and development in cooperation with transportation networks, local governing bodies and others in Umeda and their line-side areas.

### Consolidated Performance Trends

	FY2019	FY2020	FY2021	FY2022	FY2023
Operating revenue (¥billion)	791.4	762.7	568.9	746.2	968.3
Operating profit (¥billion)	114.9	95.2	2.1	39.2	89.4

In FY2023, despite the lingering impact of the COVID-19 pandemic, the Group achieved a year-on-year increase both in operating revenue and operating profit. The increase is explained mainly by a certain level of recovery of many of the Group's businesses and a significant increase in orders for our services in the Travel business, especially orders placed by local governments for support services for COVID-19 patients recuperating at home.

## Sustainability Declaration

►For more details, please visit our website.



We have made the Hankyu Hanshin Holdings Group Sustainability Declaration, which outlines the Group's commitment to addressing various challenges in order to help realize a sustainable society.

### General Principles

## 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



### Hankyu Hanshin Dreams and Communities of the Future Project

As part of the Group's commitment to creating communities that people will truly want to live in, we have operated the Hankyu Hanshin Dreams and Communities of the Future Project since April 2009.

**Basic Policy** We intend to promote the creation of communities along our line-side areas that people will truly want to live in.

**Priority Fields** Sustainable Community Development Tomorrow's Leader Development



As a Group with strong local roots, we are committed to sustainable community building with environment-friendly developments that provide local residents with security, peace of mind, and cultural enrichment.



We are creating opportunities for the healthy development of ambitious children, upon whose shoulders the task of building the communities of the future rests.



私たちは、未来へつなぐ「地域環境づくり」と「次世代の育成」に貢献します。

## Long-Term Vision: *Toward 2040*

►For more details, please visit our website.



In May 2022, we formulated the "Hankyu Hanshin Holdings Group Long-Term Vision: *Toward 2040*," which defines the Group's ideal image and strategies for achieving it.

### Group's long-term ideal

- We are going further with our development of communities, providing manifold value in the form of safe, comfortable urban lifestyles and experiences that stimulate dreams and excitement. At the same time, by expanding the areas in which we do business, we will raise customer satisfaction and enhance corporate value sustainably.
- We will meet the expectations of customers, regional communities, and other stakeholders, and contribute to bringing about a more sustainable society.

Through these efforts we aim to be a corporate group that grows hand in hand with Kansai

### Strategies for achieving the ideal

<b>Strategy 1</b> (core strategy)	<b>Make our line-side communities the absolute best among the Kansai networks</b> <ul style="list-style-type: none"> <li>Focus on making our line-side areas much more attractive by engaging in community building and actively leveraging digital innovations with the aim of coping with the shrinking and aging population</li> <li>Strengthen our line-side areas' connections with land transport links (Tokyo-Nagoya-Osaka) and global dynamism by promoting the Naniwasuji Connection Line and Shin-Osaka Connection Line Project, and use new projects (e.g. Shibata 1 Development) to make Osaka-Umeda as a whole a world-class urban environment in line with the Umeda Vision</li> </ul>	Urban Transportation, Real Estate, etc.
<b>Strategy 2</b>	<b>Make our content as compelling as possible</b> <ul style="list-style-type: none"> <li>Make our content more compelling while expanding our customer base and actively leveraging digital technologies</li> </ul>	Entertainment and Travel
<b>Strategy 3</b>	<b>Expand the coverage of our line-side business model</b> <ul style="list-style-type: none"> <li>Expand our line-side business model (e.g. building abundant communities) beyond line-side areas by utilizing the know-how and achievements that we have accumulated through strategies 1 and 2</li> </ul>	Real Estate and other businesses
<b>Strategy 4</b>	<b>Increase market share by providing high value-added services</b> <ul style="list-style-type: none"> <li>Use our technologies and know-how to expand the value scope of our businesses</li> <li>Provide high-quality, competitive services to increase our business scale and market share</li> </ul>	Information and Communication Technology and International Transportation

In addition to pursuing these four strategies, we will strongly promote our efforts to implement the Hankyu Hanshin DX Project and to contribute to the achievement of the SDGs and the 2050 carbon neutrality goal.

### Management targets

#### Financial and non-financial KPI targets for FY2031

##### < Financial KPI targets >

<b>Profitability</b>	Business profit* <b>¥130.0 billion plus something extra</b>
<b>Financial soundness</b>	Interest-bearing-debt/EBITDA ratio <b>Between 5 and 6</b>
<b>Capital efficiency</b>	ROE <b>7% range in the medium to long term</b>

##### < Non-financial KPI targets >

- Rate of CO<sub>2</sub> emissions cuts: 46% down from FY2014 level
- Zero culpable incidents in our railway operation business
- Continued improvement in employee satisfaction
- Percentage of women in management positions: Around 10%
- Percentage of women among new hires: Always more than 30%

#### Financial growth concept envisioned for around 2035 to 2040

We envision that, during the above period, we will further increase our business profit from the FY2031-target level (¥130.0 billion plus something extra) by earning profits from major development projects that will be completed and lead to the start of business operations during the period and by further promoting the Hankyu Hanshin DX Project.

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



## Urban Transportation



### Connecting railways, buses and taxis to provide a variety of transportation services that realize safety, reliability and comfort

By connecting railways, buses and taxis, we have formed a large network centered on two companies —Hankyu Corporation and Hanshin Electric Railway—in the Kansai region, mainly in the Osaka, Kobe and Kyoto areas. In addition, we are enhancing the value of line-side areas by realizing synergistic benefits through the integrated management of transportation advertising and retail businesses, which run merchandising facilities inside and near railway stations.

#### Railway Operations

##### Extensive Railway Network Linking Osaka, Kobe, Kyoto and Various Other Areas in the Kansai Region

These operations form a network in the Kansai area that centers on the railway lines of Hankyu Corporation and Hanshin Electric Railway. Hankyu Corporation's railway lines link Osaka (Umeda) with Kobe, Takarazuka, and Kyoto. Meanwhile, Hanshin Electric Railway is the only private (non-JR) railway operator with railway lines that directly link Kobe with Osaka's major northern and southern terminals, which are Osaka-Umeda and Namba, respectively.



#### Buses & Taxis

##### Providing Bus and Taxi Services Mainly in Areas Along the Hankyu and Hanshin Lines in Collaboration with Railway Services

Hankyu Bus and Hanshin Bus aim to offer greater convenience to customers by providing various services and tools, including bus location services, which enable real-time checking of the status of buses operating on routes, and an in-house IC passenger card named "hanica." Moreover, all Hankyu Taxi and Hanshin Taxi cabs accept various forms of electronic payment to cater to diversifying payment needs. We are also promoting eco-driving techniques out of concern for the environment.



#### Retailing

##### Providing Retail Services Inside and Near Railway Stations

Inside and near railway stations on the Hankyu and Hanshin lines, we operate COLOR FIELD cosmetics and clothing shops, DOUBLEDAY furniture and interior goods shops, Seijo Ishii franchise supermarkets, and other shops. In addition, we partner with outside companies to provide a wide selection of shops, thereby offering greater convenience to customers who use our railway stations.



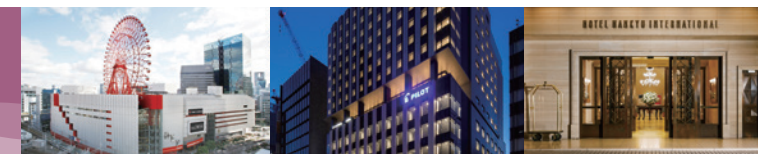
#### Advertising

##### Effectively Leveraging the Vast Reach of Transportation Advertising

We provide customers with value-added spaces through a wide lineup of transportation advertising media (such as digital signage, signboards, and posters) in trains and stations. Moreover, we effectively leverage our retail business's contact with customers and manufacturers and the vast reach of the transportation advertising business to promote goods sold in shops inside and near our stations on transportation advertising media or in event spaces.



## Real Estate



### Contributing to the creation of appealing towns and offering enriched lifestyles

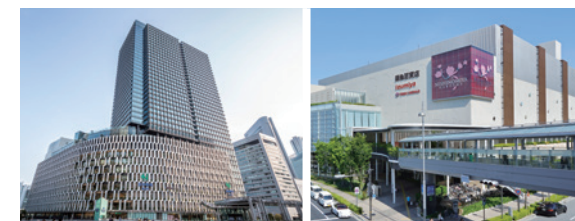
Since its early days, the Real Estate Business has focused on building attractive towns and cities along railway lines, and shared its growth with the Urban Transportation Business. Our operations range widely, from developing, leasing, and administering commercial facilities and office buildings that create vibrant communities, to providing quality residences that match each person's lifestyle. We even run hotels that offer guests the highest level of hospitality. We are actively committed to creating new communities through future-oriented initiatives.

#### Development and Leasing

##### Promoting Diverse Development Projects and Running Various Commercial Facilities and Office Buildings

In Osaka-Umeda, we are promoting the Umekita Phase II Development Project (GRAND GREEN OSAKA) with the aim of putting into practice our community building concept of fusing greenery and innovation. We have also initiated Shibata 1 Development to increase the value of the area centered around Hankyu Osaka-umeda Station. In the leasing business, we own many commercial facilities and office buildings, primarily in Osaka-Umeda and areas served by the Hankyu and Hanshin lines, including Osaka Umeda Twin Towers, GRAND FRONT OSAKA, HERBIS OSAKA and HERBIS ENT, and Hankyu Nishinomiya Gardens. The total area of our leasing property is approximately 2.20 million square meters.\*

\* As of March 2023



#### Sales

##### Offering Homes that Realize Customers' Dreams Mainly through Sales under the "Geo" Brand

"Geo" brand condominiums are designed from the customer's point of view to have refinement and quality and to arouse a stronger feeling of attachment in the residents over time. We also combine our long-standing know-how about line-side area development with the concept of "Geo" residences to promote the "Geo Garden" brand of detached houses. With these as our key brands, we help our customers' dreams come true by offering dream homes to them.



#### Overseas Business

##### Expanding into ASEAN Countries and the U.S.

Leveraging our track record in Japan, we have been participating in projects to sell approximately 50,000 houses\* in the five countries of Thailand, Vietnam, the Philippines, Indonesia, and Malaysia. Through these projects, we aim to continue to expand our real estate sales business overseas. In Indonesia, we also newly obtained Central Park Mall, a large-scale commercial facility, and part of three office buildings in downtown Jakarta. Since then, we have been involved in business operations there. In addition to operating in these ASEAN countries, we also acquired a multi-family property in the U.S. through our local subsidiary. We are therefore actively promoting our overseas real estate business.

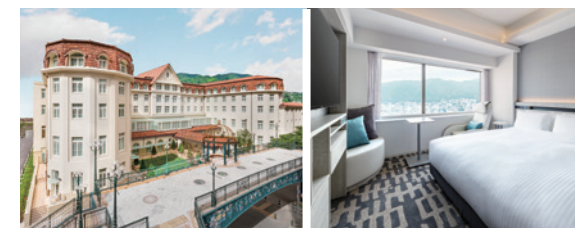
\* As of April 2023



#### Hotels

##### Japan's Leading Hotel Chain Operator

With a wide variety of hotels, from comfortable hotels designed for a better night's sleep to large-scale urban hotels providing meal and banquet services at restaurants and luxurious hotels for enjoying the extraordinary, we offer the best in hospitality tailored to our guests' needs.





## Entertainment



### Producing dreams and excitement for people

We enrich people's lives by providing a varied selection of live entertainment through our businesses. These include the sports business and the stage business, which are unique strengths of the Group. Among them are the professional baseball team the Hanshin Tigers and its home ground Hanshin Koshien Stadium, which are supported by many fans throughout Japan; and the Takarazuka Revue, which constantly add its layered history guided by the philosophy of "Modesty, Fairness, Grace."

#### Sports

##### HANSHIN Tigers

With an illustrious history and tradition, the Hanshin Tigers are one of the most popular Japanese professional baseball teams that attract the highest numbers of spectators. By thrilling crowds, the performance of the team members has long contributed to the development of baseball in Japan.



##### Hanshin Koshien Stadium

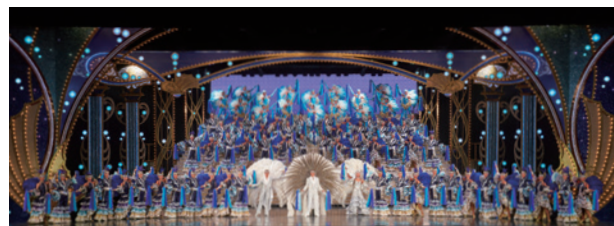
In addition to enjoying fame as the home ground of the Hanshin Tigers and the venue of the National High School Baseball Championship and Invitational Tournament, Hanshin Koshien Stadium hosts various large-scale events. In view of 2024, which will mark the centennial of its opening, the stadium will continue to develop and retain its enduring appeal, building on its distinguished history.



#### Stage

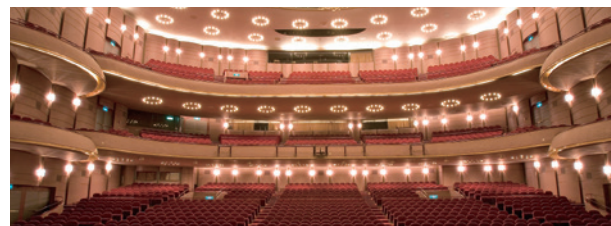
##### Takarazuka Revue

The Takarazuka Revue is one of the world's most unique theatrical companies with its all-female cast. Since its debut performance in 1914, the revue has dazzled audiences with inspiration and dreams for more than 100 years. In addition to performing year-round at the Takarazuka Grand Theater and the Tokyo Takarazuka Theater and making theater tours throughout Japan, the revue company performs to overseas audiences, receiving high acclaim both in Japan and abroad.



##### Umeda Arts Theater

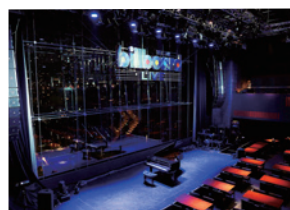
Umeda Arts Theater operates two theaters: the Main Hall, which has 1,905 seats, and the 898-seat Theater Drama City. It hosts a wide variety of shows, including plays, musicals, concerts, and Takarazuka Revue performances.



#### Music

##### Billboard

With a history of more than 100 years, Billboard is the most trusted music brand in the world. Since concluding a license agreement for Japan with Billboard in 2006, we have been developing an array of businesses, including clubs.



#### Leisure

##### Mt. Rokko

Mt. Rokko is a popular leisure destination, known as one of Japan's best viewing spots. It also boasts a wide variety of leisure facilities, including one of the largest adventure playgrounds in Japan, ski slopes, an alpine botanical garden, an observatory, and museums.



## Information and Communication Technology



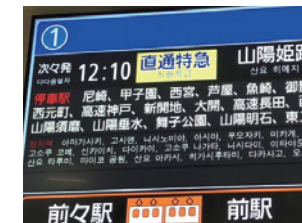
### Contributing to the development of society through information and communications technology

We provide support for businesses in today's highly networked information society, and deliver peace of mind and comfort in daily life through businesses in three areas. The activities of information services businesses include developing systems related to social infrastructure, and building and maintaining e-commerce websites. In addition, broadcasting and communications businesses focus on offering regionally based television, internet, and telephone services. Meanwhile, our safety and education businesses provide security services, programming education, and other services.

#### Information Services

##### Itec Hankyu Hanshin

In addition to such internet businesses as e-commerce and website production, Itec Hankyu Hanshin uses capabilities fostered over many years to conduct a wide range of systems development related to social infrastructure, including railways and buildings. Further, the company provides medical solutions, including clinical tests, medical examinations, and health and productivity management, and offers contract services in such areas as the development of high-quality software. By offering assurance and comfort to society and helping customers further promote DX, the company aims for nationwide business expansion.



#### Broadcasting and Communications

##### Bay Communications (Baycom) Himeji Cable Television (WINK) BAN-BAN Networks

Primarily in line-side areas, we provide information infrastructure that enables convenient access to television, Internet, and telephone services. Recently, we have not only begun to offer higher-specification optical Internet services and high-speed wireless Internet services, but have also focused on producing original community-channel programs from local perspectives.



#### Safety

##### Mimamorume

In the *Mimamorume* system, children carry wireless IC tags. When a child passes through the school gates, their guardian is notified by email. Using this system in combination with monitoring cameras installed by local governing bodies, the *Machinaka Mimamorume* service provides notifications of the locations of people who require monitoring, such as children or senior citizens. In this way, we are helping to create towns where people can live with safety and confidence.



#### Education

##### ProgLab

*ProgLab* offers robot programming classes aimed at developing the ability of children as future leaders to realize their ambitions by cultivating their reasoning, problem-solving, and creative skills based on the methodology of STEAM education.\* Approximately 8,000 children currently attend *ProgLab* classes. We also offer extension and extracurricular classes at schools.



\* Educational methodology that enables children to learn science, technology, engineering, art, and mathematics in an integrated manner



## Travel



### Creating safe and secure travel itineraries that can gratify customers' desires

Since the establishment of our Travel Business in 1948, we have always valued customers' viewpoints and responded to their diversifying needs by taking advantage of our long-developed expertise. Placing the highest priority on ensuring the safety and security of our customers, we will not only provide high-value-added travel plans but also engage in businesses that are needed by society.

#### Overseas & Domestic Travel

##### Offering Customers Unforgettable Journeys through Five Brands

Focused on guided tours, the Group's Travel Business operates worldwide. We offer travel packages in a line-up of five brands: *Traptics*, our core brand; *Crystal Heart*, which features relaxed travel schedules; *Hanshin Koku Friend Tour*, which is celebrating the golden jubilee of its founding this year; *e-very*, which markets plan-it-yourself packages; and the *Royal Collection*, which provides luxury custom-made travel packages. These brands and their travel packages are marketed through a wide range of channels, including newspaper advertisements, magazines, the Internet, and TV shopping. We also cater to increasingly diverse demand by developing domestic travel plans with an in-depth focus in collaboration with local governments around Japan. Moreover, we are promoting DX by enhancing digital marketing.



#### Group Travel

##### Providing Services Responding to Group Travel Needs

We provide planning and proposal services for various types of group travel, ranging from inspection tours, employee leisure trips, training excursions, events and conventions, and other types of group travel used by companies and other entities, to school trips and other education-related travel. In these services, we call upon the experience and insight gained throughout our long history to cater to our customers' diverse needs.



#### Business Travel

##### Supporting Safe and Comfortable Business Travel

We arrange for everything customers need to make business trips, including visas, air tickets, hotels, interpreters, and MICE (meetings, incentives, conferences, and exhibitions) tourism. Leveraging our vast experience and track record, we offer comfortable business travel and thus provide total support for customers' overseas work and business expansion.



#### Travel to Japan

##### Conducting Tours of Japan with Exceptional Attention to Detail

We are developing and expanding new markets through our overseas offices in Europe, Singapore, and other locations. We provide meticulous services to satisfy customers who travel to Japan for various purposes, including tourism, company visits, and MICE.



#### Solutions

##### Providing a Wide Range of Back-office Solutions, Including Call Center Operations

Taking advantage of our long-developed know-how, we offer call center services that meet a wide range of needs, from on-site call center operations to nationwide receptionist services. Responding flexibly to social changes, we promote our business to provide customers with solutions to the challenges they face.



## International Transportation



### Delivering optimal logistics and high-quality global services

By leveraging our track record and know-how garnered over more than 50 years as a pioneer in the development of transportation services overseas, we manage integrated air and sea freight transportation and multinational transportation. By providing comprehensive services that encompass customs clearance through storage and management and logistics consulting, we help our customers optimize their supply chain management.

#### International Airfreight Transportation

##### As Japan's First IATA-Approved Cargo Agency, Providing Reliable International Transportation Services

Since becoming an International Air Transport Association (IATA) accredited freight transporter and joining the international airfreight industry in 1948, Hankyu Hanshin Express has developed a reputation for dependability. Our seamlessly integrated start-to-finish service has come to be depended on by many businesses. We globally provide swift and reliable door-to-door international freight services through a network of our 140-plus bases in 28 countries and regions, as well as contracted agencies.



#### International Maritime Cargo Transport

##### Providing Door-to-Door Marine Transportation Services for Both Imports and Exports

As a non-vessel operating common carrier (NVOCC), we provide international maritime freight services by utilizing our global network just as we do for our airfreight services. We offer optimized door to door services tailored to customer needs, including transportation services of FCL (full container load), LCL (less than container load), special containers and break bulk cargo, as well as import and export customs clearing and logistics consulting services.



#### Logistics

##### Proposing and Achieving Optimal Logistics Solutions

Our highly equipped logistics consulting service experts provide logistics solutions, optimized for each customer, fully utilizing the latest information technology. We enable speedy, high quality logistics through comprehensive support of the complete logistics process including storage and management at high-tech warehouses, distribution processing and delivery. In 2009, we were certified as an Authorized Warehouse Operator under the Authorized Economic Operator (AEO)\* program.



#### Customs Clearance

##### Offering Appropriate and Speedy Customs Clearance Based on Compliance

Import or export of cargo must be granted clearance by declaring the content and quantity of cargo to customs. We excel at this complicated customs clearance process. We have been granted customs clearing authorization by the Japanese Minister of Finance. Our professionals led by registered customs specialists provide appropriate and speedy customs clearance services based on compliance requirements, including submitting declarations to customs around Japan on behalf of customers. In 2017, we received certification as an Authorized Customs Broker under the AEO\* program.



\* A regulatory exemption that allows simplified customs clearance and processes and which is applicable to companies that meet a certain standard of cargo security management and compliance



# Hankyu Hanshin Holdings Group Summary

(As of 1st July 2023)

## Core Companies

- HANKYU CORPORATION
- HANSHIN ELECTRIC RAILWAY CO., LTD.
- Hankyu Hanshin Properties Corp.
- HANKYU TRAVEL INTERNATIONAL CO., LTD.
- HANKYU HANSHIN EXPRESS CO., LTD.

## Urban Transportation

- ALNA SHARYO CO., LTD.
- IINA DINING CO.,LTD.
- Eki Retail Service Hankyu Hanshin Co., Ltd.
- Osaka Hanshin Taxi Co., Ltd.
- OSAKA MOTOR TECHNOLOGY CO.,LTD.
- KITA-OSAKA KYUKO RAILWAY CO.,LTD.
- KOBE RAPID TRANSIT RAILWAY CO.,LTD.
- Tango Kairiku Kotsu Co., Ltd.
- NISHIOSAKA RAPID RAILWAY CO.,LTD.
- Nishiyama Driveway Co., Ltd.
- Nose Electric Railway Co.,Ltd.
- Haks Hanshin Co., Ltd.
- HANKYU KANKO BUS Co., Ltd.
- Hankyu Commuterbus Management Co.,Ltd.
- Hankyu Style Labels Co.,Ltd.
- Hankyu Sekkei Consultant Ltd.
- Hankyu Taxi Inc.
- HANKYU DRIVING SCHOOL HATTORI RYOKUCHI
- Hankyu Bus Co., Ltd.
- HANKYU HANSHIN MOTOR TECHNOLOGY CO.,LTD.
- Hankyu Hanshin Electric System Co.Ltd.
- Hankyu Railway Service Co.,Ltd.
- Hanshin Sharyo Maintenance Co.,Ltd.
- HANSHIN STATION NET CO.,LTD.
- Hanshin Taxi Co., Ltd.
- HANSHIN BUS CO.,LTD.
- Limousine Total Service Co.,LTD.
- Railway Operation Hankyu Co.,Ltd.
- HK Electric Industries,Ltd.

## Real Estate

- Advance Development Co.,Ltd.
- Amanohashidate Hotel Co., Ltd.
- Arima View Hotel Co.,Ltd.
- Umeda Center Building Co., Ltd.
- Osaka Diamond Chikagai Co., Ltd.
- Kyokuto Co.,Ltd.
- Kure Hankyu Hotel Co., Ltd.
- KEIHIN SERVICE CO.,LTD.
- Senri-Asahi-Hankyu-Building Administrative Co.,Ltd.
- Dai-ichi Hotel Service Co.,Ltd.
- Hankyu Nigawa Sports Garden Co., Ltd.
- HANKYU HANSHIN ESTATE SERVICE CO.,LTD.
- Hankyu Hanshin Clean Service Co.,Ltd.
- Hankyu Hanshin High Security Service Co.,Ltd.
- Hankyu Hanshin Housing Support Ltd.
- Hankyu Hanshin Building Management Co., Ltd.
- Hankyu Hanshin Real Estate Investment Advisors, Inc.
- Hankyu Hanshin Hotels Co., Ltd.
- Hankyu Hanshin REIT Asset Management,Inc.
- HANSHIN HOTEL SYSTEMS CO.,LTD.
- [Overseas subsidiaries]
- Hankyu Hanshin Properties Singapore Pte. Ltd.
- Hankyu Hanshin Properties (Thailand) Co., Ltd.
- Hankyu Hanshin Properties USA LLC
- Hankyu Hanshin Properties Vietnam Co., Ltd.
- PT Hankyu Hanshin Properties Indonesia
- PT CPM ASSETS INDONESIA

## Entertainment

- WELLNESS HANSHIN,INC.
- Umeda Arts Theater Co.,Ltd.
- TAKARAZUKA Creative Arts CO.,LTD.
- TAKARAZUKA STAGE CO.,LTD.
- TAKARAZUKA LIVE NEXT Co.,Ltd.
- HANSHIN CONTENTS LINK CORPORATION
- Hanshin Tigers Baseball Club, Ltd.
- P & P Hamamatsu Co., Ltd.
- Mt.ROKKO CABLE CAR & TOURISM COMPANY
- [Other organizations]
- Takarazuka Music School
- Takarazuka Revue Company

## Information and Communication Technology

- ITEC HANKYU HANSHIN CO.,LTD.
- Rworks, Inc.
- FM KITA INC.
- System giken Co.,LTD.
- NIHON PROTEC CO.,LTD.
- HANSHIN CABLE ENGINEERING CO.,LTD.
- Himeji Cable Television Co.,Ltd.
- Bay Communications Inc.
- Mimamorume Co.,Ltd.
- YMIRLINK Inc.
- BAN-BAN Networks Co.,Ltd.

## Travel

- AIRSERVE Co.,Ltd.
- Tabicoffret Co., Ltd.
- Hankyu Travel Support Co., Ltd.
- HANKYU HANSHIN BUSINESS TRAVEL CO.,LTD.
- HOPS Co., Ltd.
- [Overseas subsidiaries]
- HANKYU INTERNATIONAL CHINA CO.,LTD.
- Hankyu Hanshin Business Travel India Private Limited
- Hankyu Mirai Business Partners Vietnam Company Limited
- HANKYU TRAVEL INTERNATIONAL EUROPE S.R.L.
- HANKYU TRAVEL INTERNATIONAL EUROPE UK LTD.
- HANKYU TRAVEL INTERNATIONAL SINGAPORE PTE.LTD.

## Hankyu Hanshin Holdings, Inc.

- Established: 19th October 1907
- Paid-in Capital: ¥99,474 million
- Registered Head Office: 1-1 Sakaemachi, Ikeda-shi, Osaka 563-0056, Japan
- Head Office: 1-16-1 Shibata, Kita-ku, Osaka 530-0012, Japan
- Tokyo Office (Personnel and General Affairs Div.): Toho Hibiya Bldg., 17F, 1-2-2 Yurakucho, Chiyoda-ku, Tokyo 100-0006, Japan

## International Transportation

- HANKYU HANSHIN LOGIPARTNERS Co.,Ltd.
- [Overseas subsidiaries]
- HANKYU HANSHIN EXPRESS (USA) INC.
- HANKYU HANSHIN EXPRESS MEXICO S.A. DE C.V.
- HANKYU HANSHIN EXPRESS (DEUTSCHLAND) GMBH
- HANKYU HANSHIN EXPRESS (NETHERLANDS) B.V.
- HANKYU HANSHIN EXPRESS (UK) LIMITED
- INTRASPEED SOUTH AFRICA (PTY) LTD.
- INTRASPEED ARCPRO (KENYA) LIMITED
- INTRASPEED EAST AFRICA LIMITED
- HANKYU HANSHIN EXPRESS (BEIJING) CO., LTD.
- HANKYU HANSHIN INTERNATIONAL LOGISTICS(SHANGHAI) CO., LTD.
- HANKYU HANSHIN EXPRESS (SHANGHAI) CO., LTD.
- HANKYU HANSHIN EXPRESS (GUANGZHOU) LIMITED
- HANKYU HANSHIN EXPRESS (HK) LIMITED
- HANKYU HANSHIN EXPRESS (TAIWAN) LTD.
- HANKYU HANSHIN EXPRESS (KOREA) CO., LTD.
- HANKYU HANSHIN EXPRESS SOUTHEAST ASIA PTE. LTD.
- HANKYU HANSHIN EXPRESS (SINGAPORE) PTE. LTD.
- HANKYU HANSHIN EXPRESS (THAILAND) CO., LTD.
- HANKYU HANSHIN EXPRESS (MALAYSIA) SDN. BHD.
- HANKYU LOGISTICS (M) SDN. BHD.
- HANKYU HANSHIN EXPRESS PHILIPPINES, INC.
- HANKYU HANSHIN LOGISTICS PHILIPPINES, INC.
- HANKYU CUSTOMS BROKERAGE INC.
- PT. HANKYU HANSHIN EXPRESS INDONESIA
- PT. HANKYU HANSHIN LOGISTICS INDONESIA
- HANKYU HANSHIN EXPRESS (VIETNAM) CO., LTD.
- HANKYU HANSHIN EXPRESS INDIA PRIVATE LIMITED
- HANKYU HANSHIN EXPRESS (MYANMAR) CO., LTD.
- HOT Logistics Co., Ltd.
- [Representative offices]
- Milan Office
- Dubai Office
- Phnom Penh Office
- Dhaka Office

## Other

- Assist Hankyu Hanshin Co.,Ltd.
- WellBeing Hankyu Hanshin Co., Ltd.
- OS Co.,Ltd.
- KANSAI TELEVISION CO. LTD.
- Kobe Electric Railway Co., Ltd.
- Station Network Kansai Co., Ltd.
- CHUO DENSETSU CO.,LTD.
- TOKYO RAKUTENCHI CO.,LTD.
- Tottori Sakyu Kaikan
- Hankyu Construction Management,Inc.
- Hankyu Hanshin Card Co.,Ltd.
- Hankyu Hanshin Business Associate Co., Ltd.
- Hankyu Hanshin Financial Support Co.,Ltd.
- Hankyu Hanshin Point Co.,Ltd.
- Hankyu Hanshin Insurance Service Co., Ltd.
- hankyu hanshin marketing solutions Inc.
- HANKYU MEDIAX Co.,Ltd.
- Hanshin Engei Co., Ltd.
- HANSHIN CONSTRUCTION CO.,LTD.
- LIFE DESIGN HANKYU HANSHIN CO., LTD.
- HS Holdings Co.,Ltd.
- [Other organization]
- Hankyu Culture Foundation

## Hankyu Hanshin Toho Group

The Hankyu Hanshin Toho Group is a corporate group consisting of the Hankyu Hanshin Holdings Group, the H2O Retailing Group, which operates the department store business and other retail-related business centered on Hankyu Department Store and Hanshin Department Store, and the Toho Group mainly involved in film production and distribution and entertainment production.

Group companies: 200 companies, 5 organizations  
Group employees: 35,309  
Group sales: ¥1,841 billion

[As of 31st March 2023]

