

**Hankyu Hanshin Holdings Group
Results Briefing Materials for
Financial Results for the First Half
of Fiscal 2023 (Ended March 2023)**

Reference Data

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* See our integrated report for more on our sustainability initiatives:
<https://www.hankyu-hanshin.co.jp/ir/library/integratedreports/>

**(1) Long-Term Vision,
Medium-Term Management Plan**
**(Reproduced from Results Briefing Materials for Financial
Results for Fiscal 2022 (Ended March 2022) and Materials
for Long-Term Vision released in May 2022※)**

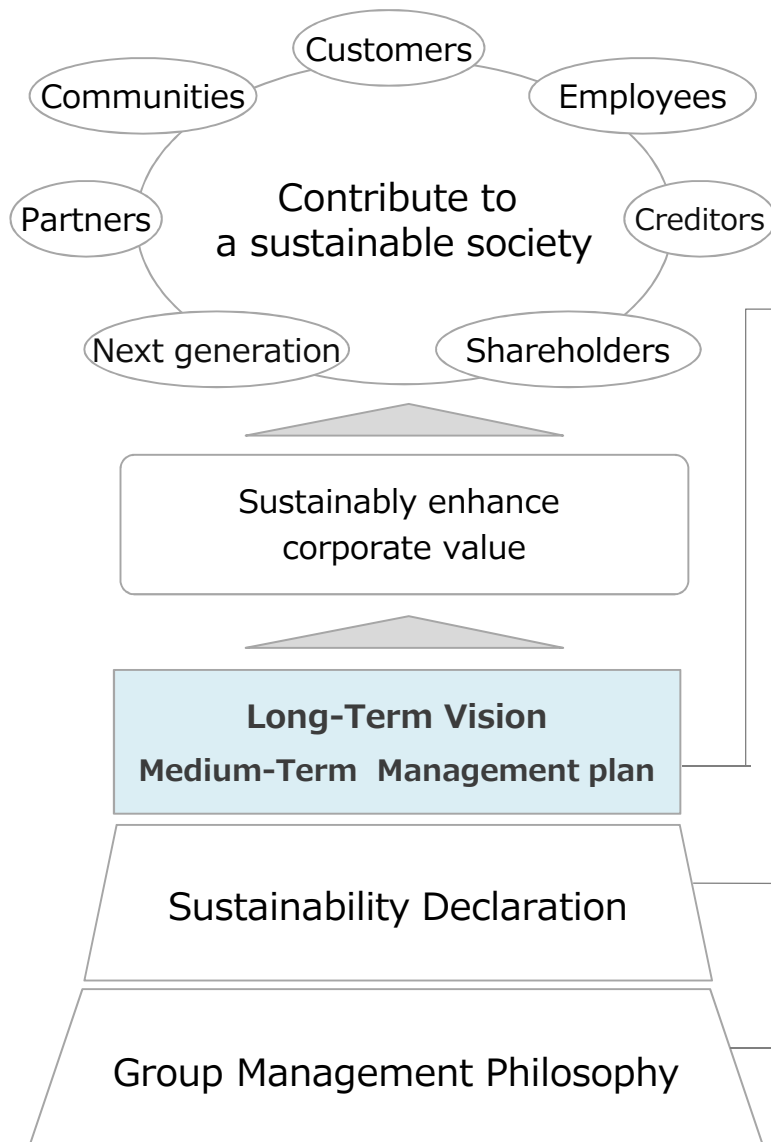
※ With some information updated

(2) Progress in Each Project

(3) Sustainable Management

(4) Other

Strategic Management



The vision and strategy for the Group's sustainable growth, and the specific plans for implementation thereof

Long-Term Vision

Where we want to be and how we will get there

Medium-Term Management Plan

Outlines specific actions for the medium term that will contribute to the long-term vision

The base underpinning our efforts to achieve sustainable corporate development

General principles

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

Our value to society

Mission

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

Changing business climate: Rapid societal changes Driven by COVID

Long-Term
Vision

COVID has accelerated broad changes, including in where people live and work and in what people value (people place more value on quality of life). These shifts are set to continue.

Changes driven by COVID

Changes in population behavior

Less travel demand

More dispersed workforce, dispersed learning

More options for where to live

Changes in corporate sector

Infrastructure for flexible working (fewer business trips and far-flung job transfers, more side jobs)

More BCP

Emphasis on quality of life

More emphasis on health and safety, more health consciousness

Changes in work hours, leading to rising interest in how to spend free time

More communication options (mix of real and online)

Further changes to come

Greater diversity in work
(remote work, side jobs)

More value placed on private life

Pace of digitalization to increase

More online shopping

More demand for real experiences

Further momentum in SDGs, 2050 carbon neutrality goal

Further efforts to extend quality-adjusted life expectancy

Changing Business Climate : Medium- to Long-Term Market Changes 1

Long-Term
Vision

	Negative factor	Positive factor, action
Demographics of Japan	<ul style="list-style-type: none"> ➤ The population of Japan has been shrinking and aging at a high pace. With COVID reducing birthrates, the pace may further increase. 	<ul style="list-style-type: none"> ✓ We can help stem the population decline in line-side areas if we increase the competitiveness of these areas.
Construction costs	<ul style="list-style-type: none"> ➤ Construction costs have risen over the past ten years and are set to continue rising (meaning lower returns from stocks held over the long term) 	<ul style="list-style-type: none"> ✓ Instead of always holding stocks over the long term, we will offload underperforming stocks to ensure reasonable returns (for the business as a whole).
Real estate market in Tokyo metropolitan area	<ul style="list-style-type: none"> ➤ Land prices in Tokyo continue to climb steeply. ➤ Prices are likely to remain high given that demand has remained brisk even during COVID. 	<ul style="list-style-type: none"> ✓ Select properties carefully to ensure profitability of short-term-returns (fix-and-flip) properties.
Recovery in inbound demand	<ul style="list-style-type: none"> ➤ It will take time for inbound visitor numbers to return to pre-COVID levels (must keep an eye on future trends). 	<ul style="list-style-type: none"> ✓ In the meantime, if we work on infrastructure and communications, we can increase the competitiveness of the Umeda and other line-side areas and thus draw in more visitors when demand does return.

Changing Business Climate : Medium- to Long-Term Market Changes 2

Long-Term
Vision

Positive factor, action

Rapid advances in digital communications

- By 2030, the world should move beyond 5G to 6G, leading to communications that far exceed human senses.

- ✓ In anticipation of the impact of 6G, we will analyze the implications for transportation services and explore ways of integrating 6G to level-up the services.

Shift to next-generation mobility MaaS

- The role of MaaS is shifting from facilitating efficient, seamless mobility, to optimizing events associated with travel motives (1).
(1) The motives for traveling somewhere (work, shopping, activity)

- ✓ By adeptly integrating the services and content of our Group companies and external partners, we can create impetuses for travel, which will be one way to generate travel demand as the population shrinks.

Reference: Seven Kansai-based rail companies(2), including our own, are exploring ways to roll out MaaS in Kansai with an eye on the 2025 Osaka Expo.

(2) Osaka Metro, JR West, Kintetsu, Keihan, Nankai, Hankyu and Hanshin

Economic growth in ASEAN

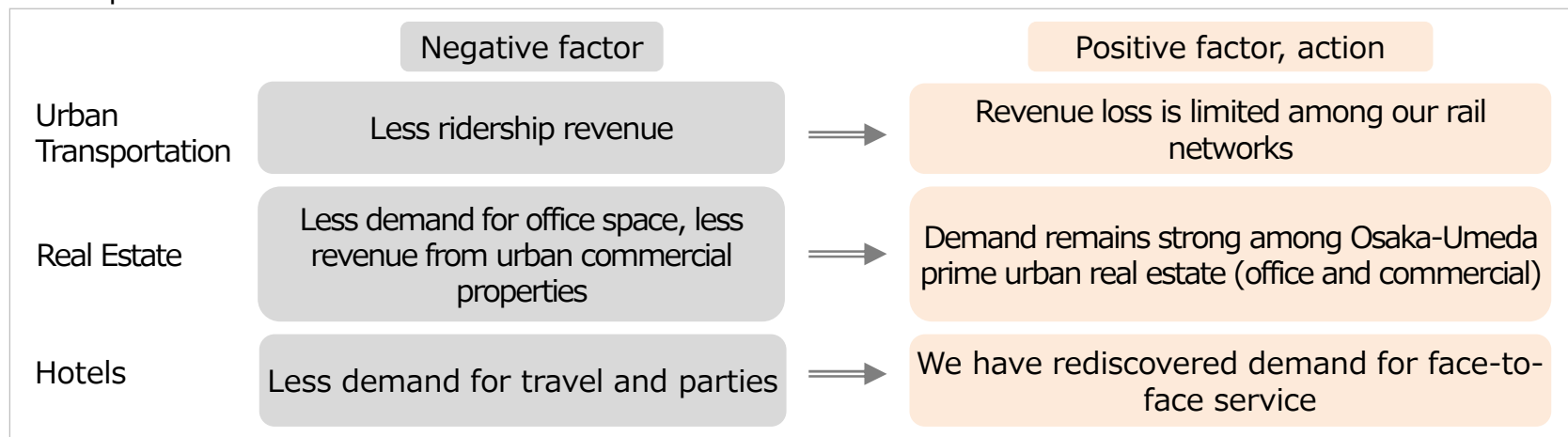
- ASEAN countries, whose populations are set to grow, have amazing economic potential and bright prospects for sustained economic growth.

Impact of Changes on Group

Long-Term
Vision

The changes in the business climate have affected us in the following ways.

- Changes in travel behavior have hit businesses in the Group that are geared around travel and involve real-world customer touchpoints. However, we can cope with the impacts by leveraging assets across the Group.



- COVID has also created possibilities: It has driven up the value of real-world experiences and content.
- Our approach from now on requires a digital transformation strategy and a commitment to SDGs and the 2050 carbon neutrality goal.
- Market changes will accelerate over the medium and long term and many of the impacts will be negative. However, we still have plenty of room to grow.

The changes pose challenges, but by rising to these challenges **we have an opportunity to transform and grow.**

Thinking Behind Updated Vision

Long-Term
Vision

To keep growing our value amid these changes, we must do the following:

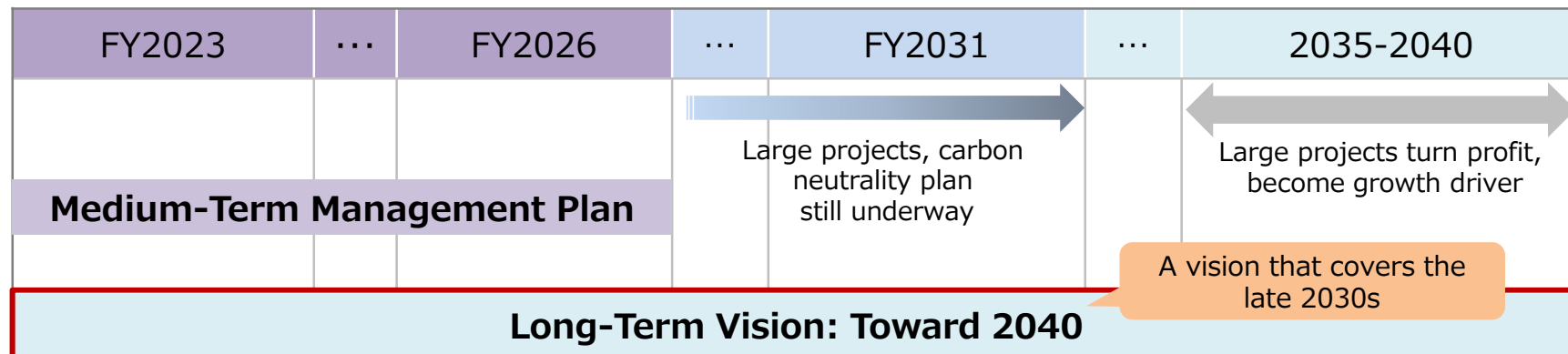
Set a new vision that covers the late 2030s and then commit as a group to the transformation necessary to achieve this vision.

<Thinking behind growth goals>

- We will continue working on the projects in Osaka (Shibata 1, Naniwasuji Connection Line, Shin-Osaka Connection Line). Current estimates suggest that these projects will turn a profit in **the 2035–2040 period** and then **serve as a significant growth driver (even if depopulation accelerates)**.
- However, the outlook until then is more uncertain than ever. **The business climate is set to change in profound ways** over that interval, **making it hard to predict what the world will look like in the far-off period of 2035–2040**.
- In the meantime, we must **set milestone for sustainable corporate growth** (such as FY2031, the endpoint for the SDGs) and then commit to targets for these milestones.



Based on this thinking, we decided to supplement the envisaged **growth scenario for 2035–2040 with financial and non-financial growth goals for FY2031** in order to clarify **our commitment to sustainable corporate growth**.



Where we Want to be in the Long Term

Long-Term
Vision

The slogan for the Long-Term Vision

Enhancing line-side areas and expanding fields

With the world set to change in unprecedented ways, the group will work as one to transform our organization, make our rail networks and content more attractive, expand our portfolio, maintain financial health, and keep capital costs in mind.

This will enable us to...

- ...create and provide the diverse values (safe, comfortable urban life and inspiring experiences) that will enhance line-side areas and expand our portfolio, leading to better customer satisfaction and sustained business growth.
- ...meet the expectations of our stakeholders (customers, communities, others) in terms of supporting a sustainable future.
- ...ultimately become a well-balanced, sophisticated corporate group that grows alongside the community (Kansai).

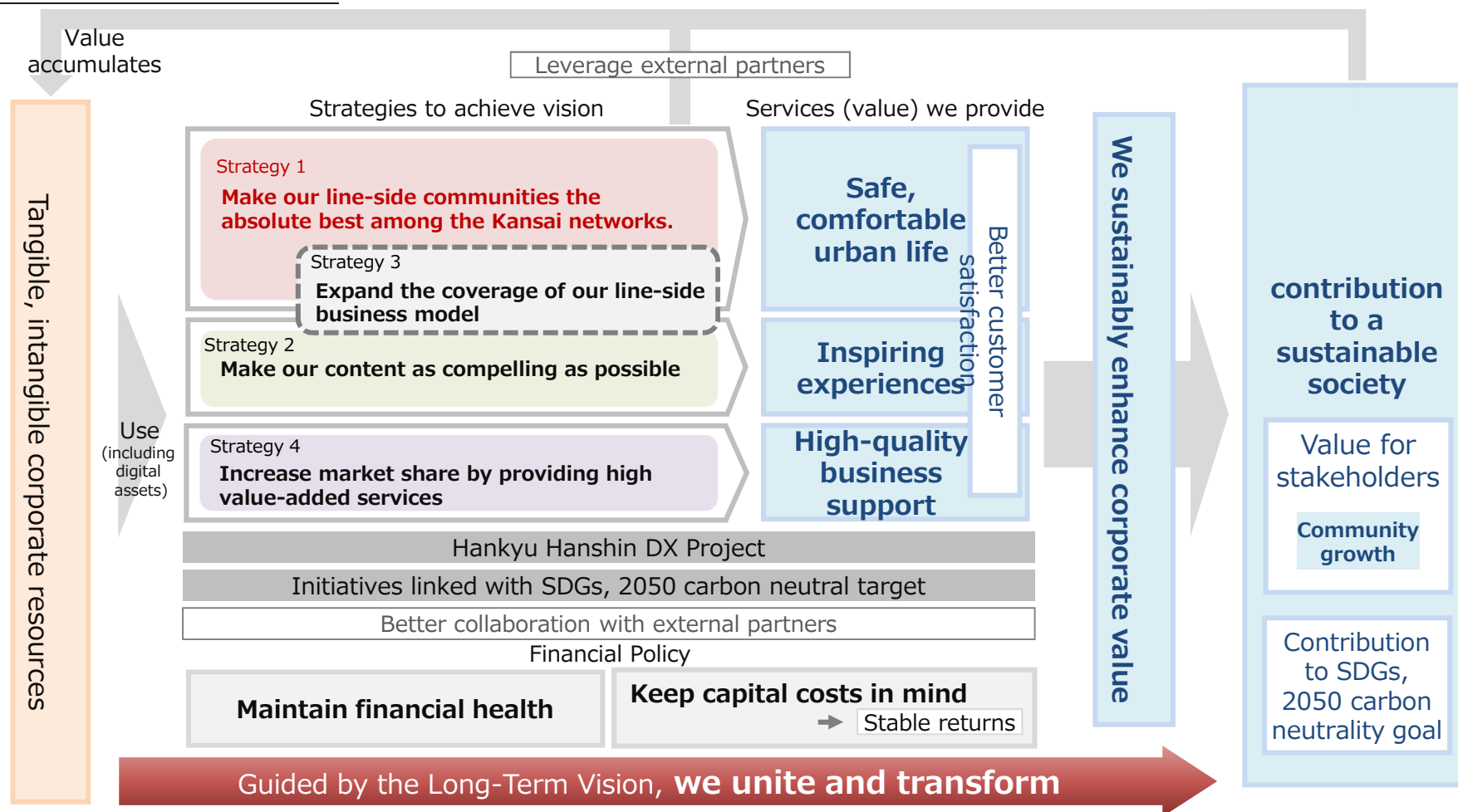
Value for stakeholders

Customers	Improve customer satisfaction by providing safe, comfortable urban life, attractive content, and inspiring experiences
Communities	Work with the community to make our line-side communities the absolute best in Kansai
Employees	Improve employee satisfaction by providing a diverse and inclusive workplace This means a workplace that is free from discrimination based on exterior attributes (like gender, age, disability, and nationality) or interior attributes (like lifestyle, job history, and values) and one that respects individuality and lets employees fulfill their potential.
Partners	Promote mutual trust and mutual growth through the continuous provision of high value-added services
Creditors	Continue to maintain our financial soundness (maintain credit rating)
Shareholders	Maintain a stable and generous dividend, with a stable or rising ROE.
Next generation	Make Kansai a vibrant region where young people want to live, visit, and work.

Long-Term Vision: General Image

Long-Term
Vision

Value Creation Process



Financial/non-financial KPIS for FY2031

Financial KPIS

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

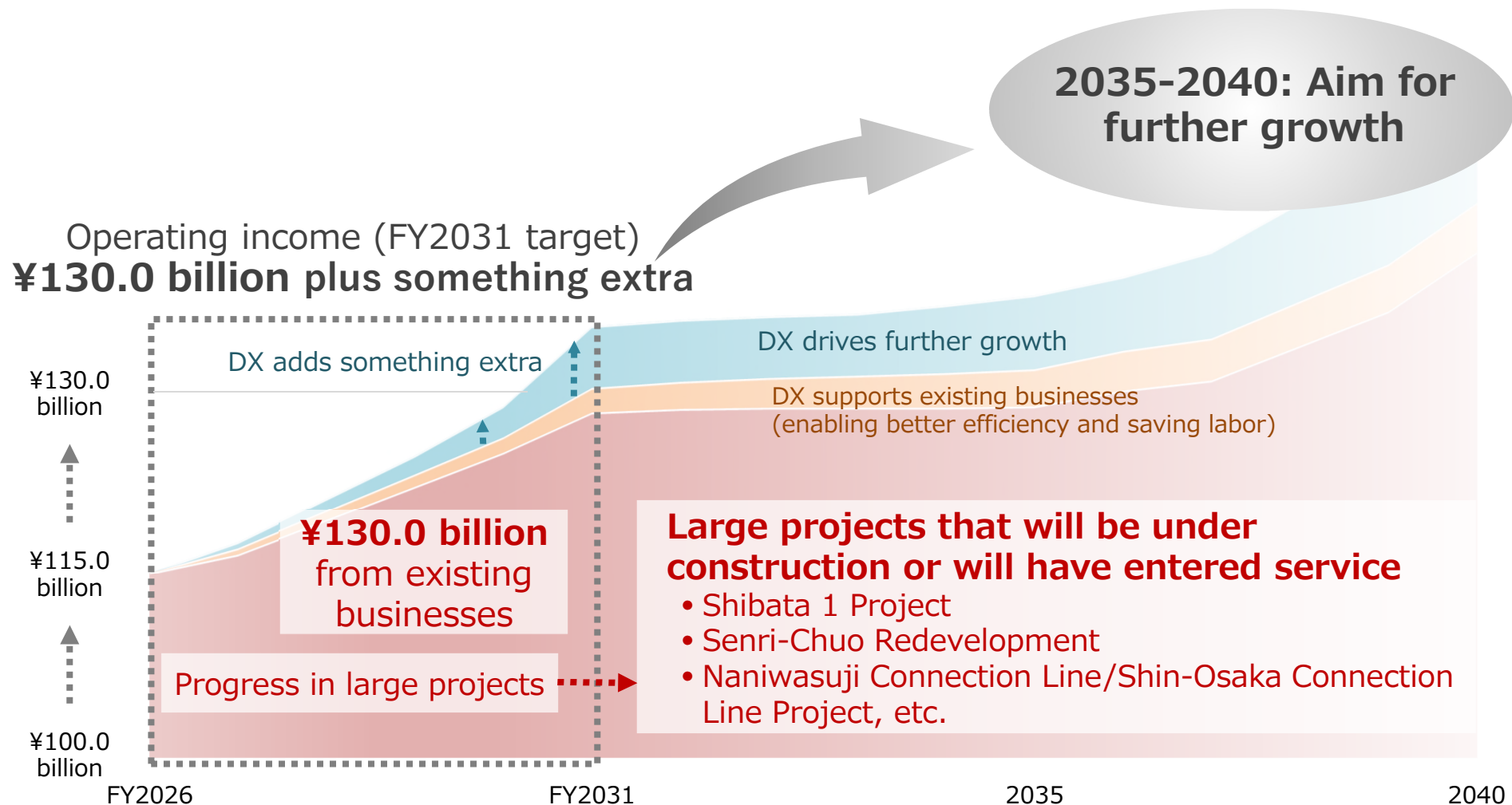
Non-Financial KPIS

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

Long-Term Growth Vision for 2035-2040

Long-Term
Vision

- FY2031 (defined in the vision as a milestone for future growth): By that year, we will raise operating income to ¥130.0 billion by growing existing businesses. We also aim to add something extra on top of this through a digital transformation project.
- 2035-2040: By this stage, large projects will have turned a profit and be driving further growth.



Strategies for Achieving Vision

Long-Term
Vision

Kansai (Umeda and other line-side areas)

Beyond our line-side areas (Tokyo, overseas)

Strategy 1 (core strategy)

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

- To cope with the shrinking and aging population, we will focus on making our line-side areas much more attractive by engaging in community building, linking up with the new transport connections, actively leveraging digital innovations (next-generation MaaS, wifi tech), and promoting longer quality-adjusted life expectancy.
- Guided by the Umeda Vision (p.47-49), we will use new projects (e.g. Shibata 1) to make Osaka-Umeda as a whole world-class urban environment.

Strategy 2

Make our content as compelling as possible.
(develop new content)

- Expand customer base and make content more compelling
- Actively leverage digital tech
- Provide compelling travel content to people of different generations

Strategy 3

Expand the coverage of our line-side business model

- Expand line-side business model (e.g. building abundant communities) beyond line-side areas
 - Expand Real Estate businesses (e.g. condos, fix-and-flip, rentals) beyond line-side areas (in and outside Japan)
 - Expand competitive content beyond line-side areas

Strategy 4

Increase market share by providing high value-added services

- Use tech and knowhow to expand value scope of our businesses
- Provide high-quality, competitive services to increase business scale and market share

Hankyu Hanshin DX Project

Provide new services in digital sphere, introduce groupwide ID

Contribute to SDGs, 2050 carbon neutrality goal

Material issues highlighted in Sustainability Declaration (e.g. environmental protection, empowering individuals)

Hankyu Hanshin DX Project

Long-Term
Vision

■ Aims of the Hankyu Hanshin DX Project

The project is designed to digitally transform lifestyles, diversifying customer touchpoints and improving the customer experience.

The project will leverage the benefits of digital technology to **enhance comfort and safety** for line-side residents and other stakeholders. Leveraging our own content, the project will combine digital with real-life to deliver more experiences and interpersonal encounters that **fulfil the unchanging need for dreams and excitement**.

Four sets of actions in Hankyu Hanshin DX Project

1. Knowing our customers

- Introduce group ID (HH Cross ID)
- Integrate and analyze customer data



2. Communicating with our customers

- Enhance lineup of communication tools suited to new lifestyles (e.g. HH cross TOWNS)
- Further improve communications by integrating digital tools (e.g. apps) with existing media

3. Delivering the benefits of digital technology to our customers

Prepare:

- Free WiFi and other digital infrastructure
- Digital Twin, metabase
- Streaming platforms



4. Enhancing our content

- Reorganize and expand content
- Repackage experiences we offer (e.g. travel, shopping) as new content
- Work with partners to develop new content

These four sets of actions will be integrated organically to create a positive cycle for improving customer convenience and developing new and better products and services.

Contribute to SDGs, 2050 Carbon Neutrality Goal

Long-Term
Vision

<Environmental protection (align strategy/targets with 2050 carbon neutrality goal)>



- Committing to carbon neutrality by 2050, the Japanese Government has upgraded its 2030 carbon reduction target to 46% reduction from the FY2014 level (compared to 26% before the change). We have aligned our own carbon reduction target with that of the government's.



- To reduce energy consumption, we will invest in energy-efficient technology (keeping an eye on financial soundness and return on investment). We will also keep an eye on technological advances and introduce renewable energy systems if they are financially viable.

<Empowering individuals (promote employee satisfaction and workplace diversity)>



- We must make the most of our talent (our most important asset) if we are to grow our value. To that end, we must cultivate a workplace culture that respects diversity and lets employees reach their full potential.
- Accordingly, we will embrace workplace diversity and inclusion and build such a workplace culture (one that is motivating, healthy, productive, diverse, and inclusive).
- We will aim for the following targets for FY2031: continual improvement in employee satisfaction, women occupying 10% of managerial posts, and women making up more than 30% of new hires.

<Non-financial KPIs for FY2031>

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

Financial Policy

Long-Term
Vision

- We commit to financial stability in the knowledge that this is essential to ensuring the stable provision of products and services that contribute to the sustainability agenda and to community building. To meet stakeholders' expectations, we will entrench a culture of cost consciousness with a concrete commitment to maintaining or improving capital efficiency.

Maintain financial health	<p><u>Achieve stable baseline profit</u></p> <ul style="list-style-type: none"> To achieve a stable baseline profit, we will <u>maximize top- and bottom-line growth in our businesses by tightly controlling expenditures and by integrating digital tech in a way that expands revenue opportunities and increases productivity.</u> We will also tighten risk management in volatile businesses (e.g. overseas real estate businesses) 	<p>FY2031 target</p> <p>Operating income <u>¥130.0 billion plus something extra</u> (from the cumulative effect of the DX Project)</p>
	<p><u>Maintain financial health</u></p> <ul style="list-style-type: none"> <u>While we continue to invest capital in large projects and activities to grow our businesses, we also want to maintain our credit rating. Accordingly, we will tighten control over interest-bearing liabilities, aiming for a D/E ratio of between 5 and 6.</u> 	<p>Interest-bearing debt/EBITDA ratio <u>Between 5–6 times</u></p>
Keep capital costs in mind	<p><u>Maintain or improve capital efficiency</u> (create returns that exceed capital costs)</p> <ul style="list-style-type: none"> Our businesses will <u>keep capital costs in mind, committing to maintain or improve their returns with ROIC (= operating income / invested capital) as one of the benchmarks.</u> To <u>avoid bloated balance sheets, we will be more circumspect about increasing our stocks (carefully vetting prospective investments with an eye on return), overhaul business approaches, and offload underperforming assets.</u> We will provide stable and generous shareholder returns, maintaining a reasonable D/E ratio. Through these measures, we aim for the ROE range shown on the right. 	<p>ROE <u>7% range over medium to long term</u></p>

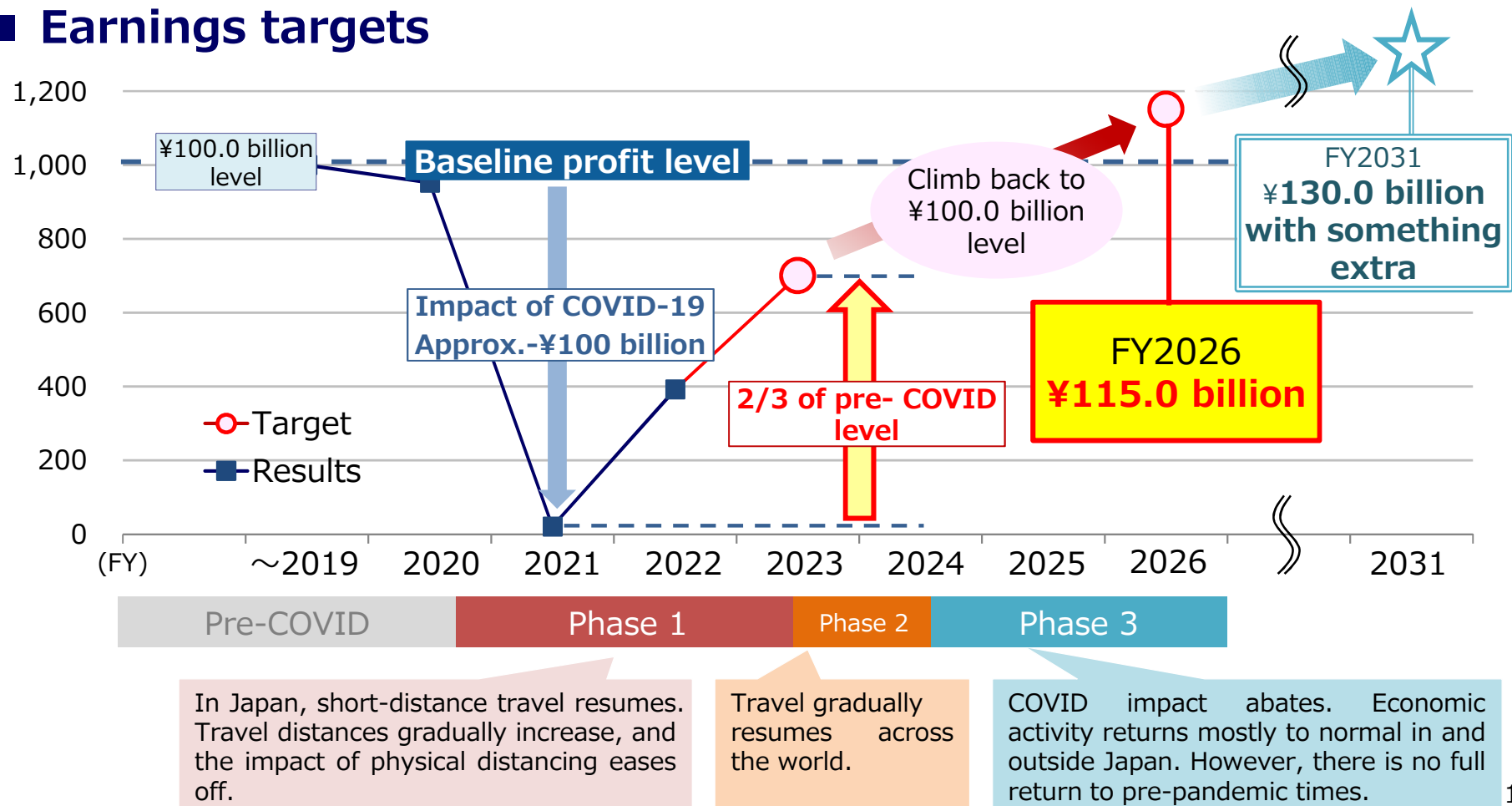
Medium-Term Management Plan: Time Period Covered, Earnings Targets

Medium-Term
Management
plan

■ Time period covered

- The new medium-term plan outlines actions we will take over the relevant time period in order to achieve our updated Long-Term Vision. These actions are designed to contribute to the business and financial strategies of the vision.
- **The plan covers four years: FY2023 to FY2026.** In setting this period, we were mindful of the targets set in our long-term vision for the milestone year of FY2031.

■ Earnings targets



Key Actions to Achieve Medium-Term Targets

Medium-Term
Management
plan

Key actions linked with the four strategies in Long-Term Vision

1. Strengthen earnings structure (adapt to changes in demand structure and boost productivity)

Lifestyles will never return to as they were before COVID, so if our businesses fail to adapt, they risk sustaining serious damage. We must therefore **work as a group to strengthen earnings structure and improve our financial health (with a recovery in EBITDA)**.

2. Transition to keeping capital costs in mind

To meet the expectations of our stakeholders over the medium to long term, we will **transition to keeping capital costs in mind** in line with the financial strategy for our Long-Term Vision.

3. Implement digital transformation

Our Long-Term Vision requires a **digital transformation**. Our businesses will proceed with a digital transformation **with a sense of urgency**. The Hankyu Hanshin DX Project will **coordinate digital efforts across the Group to create more impactful outcomes**.

4. Contribute to SDGs and 2050 carbon neutrality goal

Guided by our **Sustainability Declaration**, we will **contribute to the SDGs and 2050 carbon neutrality goal**.

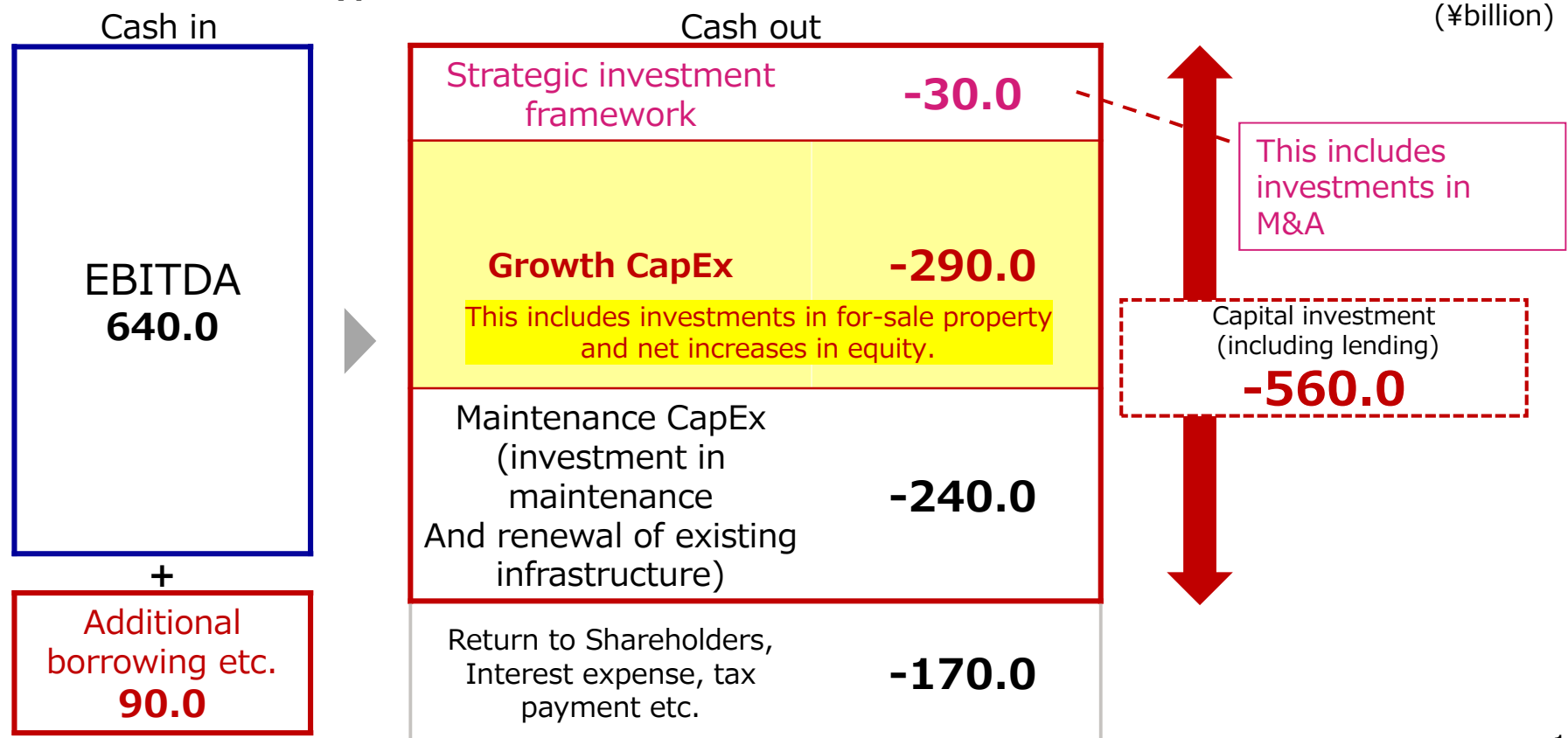
Cash Flow

Medium-Term
Management
plan

■ Capital allocation strategy

- Cumulative EBITDA over the medium-term period should come to approx. **¥640.0 billion**.
- For cash outflow, we will rein in maintenance and renewal CapEx and **allocate more to growth CapEx (projects for higher future growth)**. We will deliver stable and continuous dividends to shareholders, using total payout ratio as an indicator, and also buy back shares. Consequently, cash out should come to approx. **¥730.0 billion**.
- This will create an approx. **¥90.0 billion** shortfall. To cover this, we will borrow additional funds (i.e. increase interest-bearing debt), keeping interest-bearing debt/EBITDA ratio in mind.

Hypothetical cumulative cash flow for FY2023–2026



Capital investment

Medium-Term
Management
plan

Hypothetical cumulative cash flow for FY2023–2026

(¥billion)

Capital investment (including lending)

560.0

Strategic
investment
framework

30.0

Growth CapEx

290.0

This includes investments in for-sale property
and net increases in equity.

Maintenance CapEx
(investment in
maintenance and
renewal of existing
infrastructure)

240.0

Main projects

Urban Transportation	<ul style="list-style-type: none"> · Installation of platform doors, accessibility improvements · Kita-Osaka Kyuko Railway Line Extension Project · Naniwasuji Connection Line / Shin-Osaka Connection Line
Real Estate	<ul style="list-style-type: none"> · Umekita Phase II Development Project · Shibata 1 Project · Senri-Chuo Redevelopment · Developments in Tokyo: Yaesu 2 Naka, site of Hotel Grand Palace · Overseas expansion in Real Estate segment · Expansion in domestic condominium business · Expansion of short-term-return (flip-and-fix) business
Entertainment	<ul style="list-style-type: none"> · Relocation of Hanshin Tigers farm team facility
Other	<ul style="list-style-type: none"> · IT strategy, DX investments

Performance Indicators (–FY2026)

Medium-Term
Management
plan

	FY2022 Results	FY2023 Forecasts (As of Oct.)	FY2026 Targets
Operating income	¥39.2billion	¥70.0billion	¥115.0billion
EBITDA ^{※1}	¥100.7billion	¥135.0billion	¥190.0billion
Interest-bearing debt	¥1,096.0billion	¥1,170.0billion	¥1,180.0billion
Interest-bearing debt / EBITDA ratio	10.9times	8.7times	6.2times
D/E ratio ^{※2}	1.3times	1.3times	1.1times
Net income attributable to owners of the parent	¥21.4billion	¥40.0billion	¥75.0billion
ROE	2.5%	4.5%	7% range
(Reference)			
Net interest-bearing debt ^{※3}	¥1,064.6billion	¥1,145.0billion	¥1,155.0billion
Net interest-bearing debt/EBITDA ratio	10.6times	8.5times	6.1times

※1 EBITDA=operating income + depreciation expenses + amortization of goodwill

※2 D/E ratio=interest-bearing debt / equity

※3 Net interest-bearing debt=interest-bearing debt - cash and deposits

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※ With some information updated

(2) Progress in Each Project

(3) Sustainable Management

(4) Other

List of Key Projects

	(FY)	2022	2023	2024	2025	2026	...	2031	...
Umeda	Umeda 1-1 project (Osaka Umeda Twin Towers South)	● Completion of construction (Feb 2022)							
	Umekita Phase II Development Project				● Advance openings (Around summer 2024)			● Full openings (FY2028)	
	<div>Schedule to be determined</div> Shibata 1 Project					● Close Hotel new Hankyu Osaka (Around the end of FY2025)			
Line-side Area	Kobe Sannomiya Hankyu Building	● Completion of construction (Apr 2021)							
	LOGiSTA, Logicross Ibaraki Saito	● Completion of construction (May 2021)							
	KOSHIEN PLUS	● Completion of construction (Feb 2022)							
	Development on west side of Hankyu Nishinomiya Gardens			● Completion of construction (Aug 2023)					
	Kita-Osaka Kyuko Railway Line Extension Project			● Intended start of service (The end of FY2024)					
	Project to Redevelop Site of Takarazuka Hotel				● Completion of construction of northern wing (FY2025)	● Completion of construction of southern wing (FY2026)			
	Project to Redevelop Site of Yodogawa Ward Office						● Completion of construction (FY2027)		
	<div>Schedule to be determined</div> Senri-Chuo Redevelopment						● Close Senri Hankyu Hotel (Around the end of FY2026)		
	<div>Schedule to be determined</div> Naniwasuji Connection Line/ Shin-Osaka Connection Line								
Tokyo Metropolitan Area	H-CUBE MINAMIAOYAMA (Completed in FY2021)	● Sell-off							
	Hankyu Hanshin Ueno Okachimachi Buidling	● Completion of construction (Jan 2022)							
	Yaesu 2 Naka Redevelopment						● Completion of construction (FY2029)		
	<div>Schedule to be determined</div> Project to Redevelop Site of Hotel Grand Palace								

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

- 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 ² *1
Total floor space	Approx. 260,000 m ²
Scale	38 floors above ground and 3 below ground
Purpose	Department store, offices, halls, etc.

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

【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*2
February 2022	Completion of all construction
March 2022	Opening of office Floors
April 2022	Full opening of the department store

*2 Some construction work continued ahead of the full opening



【Building exterior】

Osaka Umeda Twin Towers South



Umekita Phase II Development Project

- A consortium Hankyu Corporation joined (JV9) and one that Hankyu Hanshin Properties Corporation joined (a six-company consortium of design consultants and project management providers) submitted bids for the Umekita Phase II Development Project in a public tendering process organized by the Urban Renaissance Agency (a semipublic Independent Administrative Institution). The consortiums won the bidding.
- The core theme of the project is to integrate green space with innovation. Building on the first phase of the project (which culminated in the opening of Grand Front Osaka), the consortium is working to achieve this theme and set a new standard in urban design for Kansai and even the whole of Asia.

【Outline of plan】

Private-sector zone specifications*1		
	North zone	South zone
Site area	Approx. 15,720m ²	Approx. 30,430m ²
Total floor space	Approx. 136,800m ²	Approx. 407,250m ²
Facilities	Innovation facilities, hotel (operator: Hilton), commercial facilities, residence, others	Offices, hotel (operator: Hilton, Hankyu Hanshin Hotels), commercial facilities, MICE facilities, residence, others

*1 Expected as of May 19, 2022

Urban open space specifications	
Site area	Approx. 45,000m ² *2
Total park facility space	Approx. 11,000m ² *2
Facilities	Museum, experiential learning facilities, roofed open spaces, restaurants, shops, others

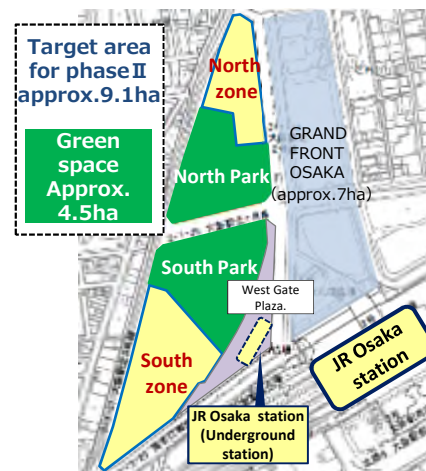
*2 Expected as of May 16, 2022

How the area as a whole will look once completed

【Schedule】

Dec. 2020	Construction in private-sector zones
Around summer 2024	Advance openings*3
FY2028	Full openings

*3 For some private-sector zone facilities and part of the urban open space



(based on the image released in December 2020; subject to change) 24

Umekita Phase II Development Project

■ Hankyu Hanshin Hotels plans to open a new upscale hotel.*

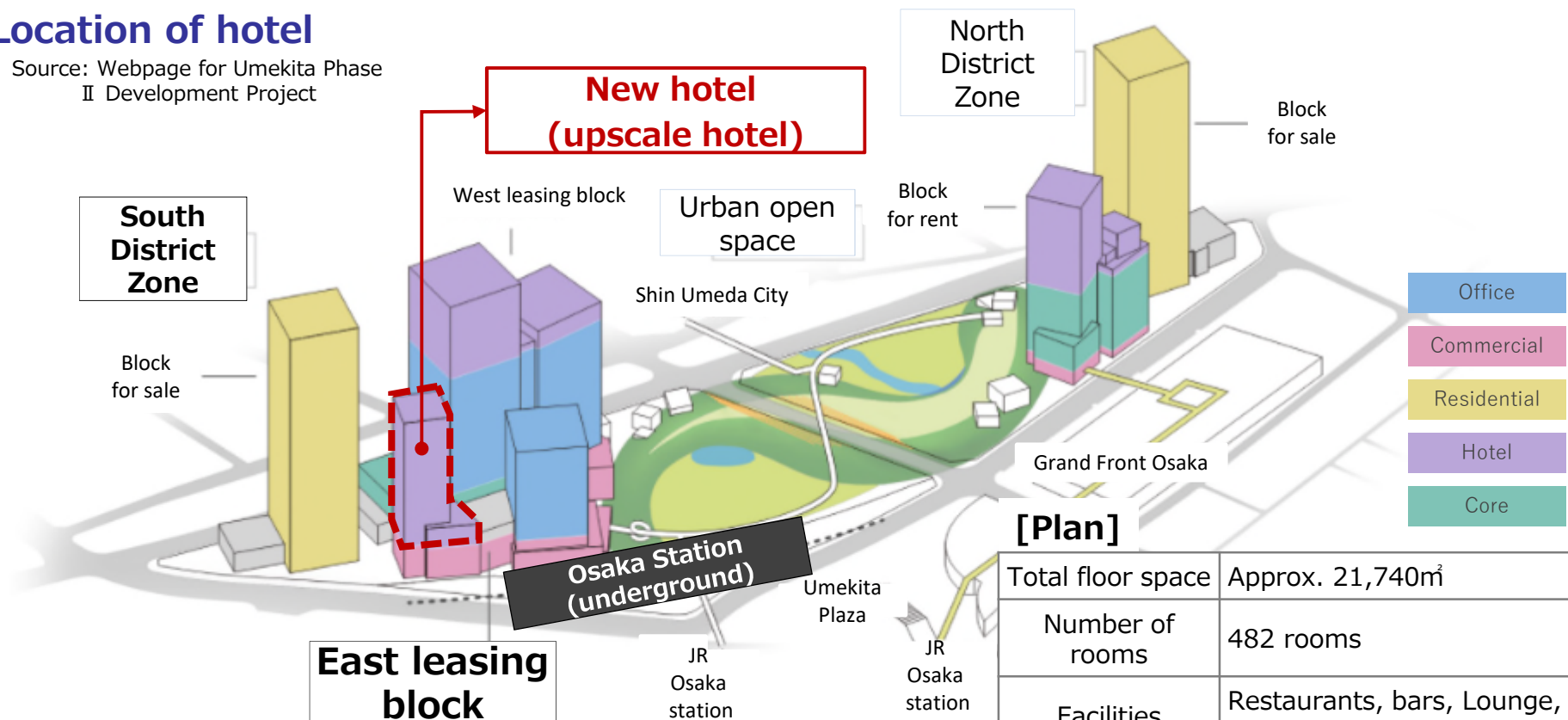
- Hankyu Hanshin Hotels will open an upscale hotel in the east leasing block (floors 5–28) in the Umekita Phase II South District Zone.

*An upscale hotel means a hotel that is a grade above that of a normal business hotel.

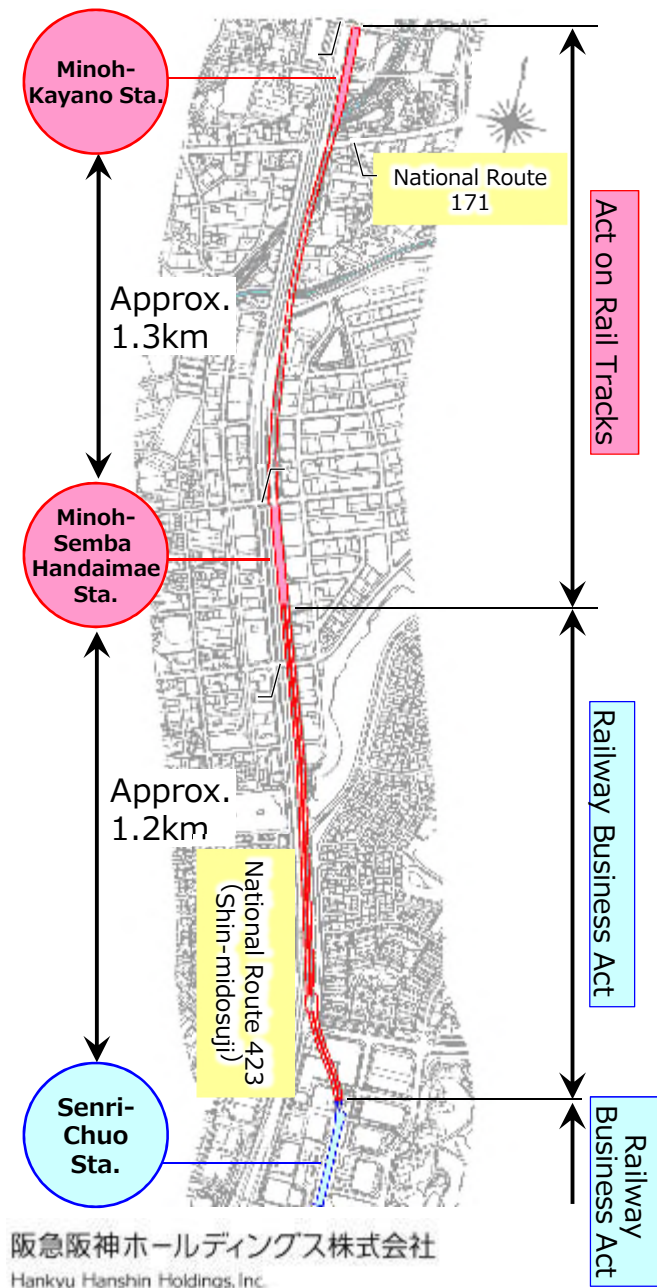
- The hotel will offer excellent convenience by being situated very close to JR's new underground Osaka Station, which offers direct access to Kansai International Airport.

Location of hotel

Source: Webpage for Umekita Phase II Development Project



Kita-Osaka Kyuko Railway Line Extension Project



【Development plan summary】

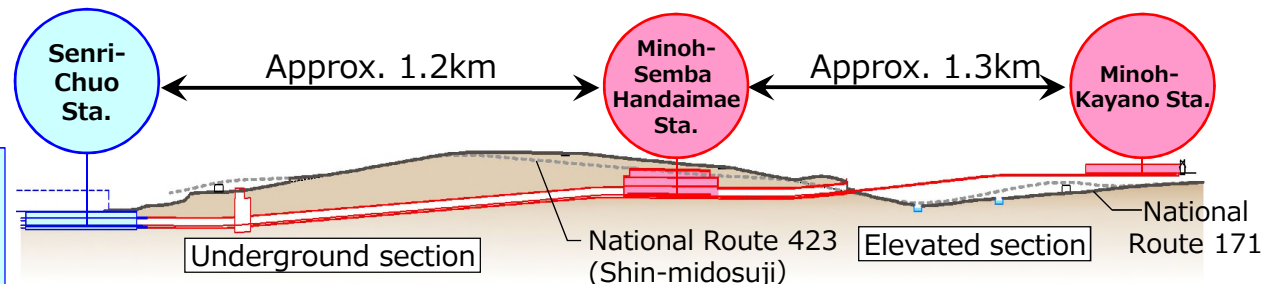
Extension distance	from Senri-Chuo Sta. to Minoh-Kayano Sta. 2.5km
New stations	Minoh-Semba Handaimae Sta., Minoh-Kayano Sta.
Estimated project cost	¥87.4 billion yen
Demand	45,000 people per day

【Business scheme】





Developer	Kita-Osaka Kyuko Railway Co., Ltd. and Minoh City (development of infrastructural components between Minoh-Semba Handaimae Sta. and Minoh-Kayano 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
The end of FY2024	Intended start of service






Project Progress Along Other Line-side Areas①



In order of opening date	Kobe Sannomiya Hankyu Building  DBJ Green Building 2021 DBJ Green Building Certification 3 stars 	LOGiSTA, Logicross Ibaraki Saito  A zone  B zone
Location	2-1, 4-chome Kanocho, Chuo-ku, Kobe (Direct access to Hankyu Kobe-sannomiya Station)	1-chome, Saito Moegi, Ibaraki, Osaka (In the Sanroku Line area of the eastern section of Ibaraki City's International Culture Park 'Saito')
Site area	Approx. 7,100m ²	A zone : Approx. 51,000m ² (*) B zone : Approx. 16,000m ² (*)
Total floor space	Approx. 34,300m ²	A zone : Approx. 116,000m ² (*) B zone : Approx. 31,000m ² (*)
Number of floors	Building's main section : 29 floors above ground and 3 below ground Section under elevated railway : 2 floors above ground and 1 floor below ground	A zone : 5 floors above ground B zone : 4 floors above ground
Purpose	Hotel "remm plus Kobe Sannomiya", offices, commercial facilities "EKIZO Kobe Sannomiya", railway station	Logistics facilities
Scheduled opening	April 26, 2021	May 31, 2021(completion date)

* Includes the portion belonging to our partner

Project Progress Along Other Line-side Areas②

In order of opening date	KOSHIEEN PLUS	Development on west side of Hankyu Nishinomiya Gardens
	  <p>Hanshin Koshien Stadium</p>	
Location	8-15 Koshien-cho, Nishinomiya, Hyogo (South side of Hanshin Koshien Stadium)	544 Takamatsu-cho, Nishinomiya, Hyogo (Direct access to Hankyu Nishinomiya-kitaguchi Station)
Site area	Approx. 3,200㎡	Approx. 3,000㎡
Total floor space	Approx. 5,000㎡	Approx. 18,300㎡
Number of floors	3 floors above ground	14 floors above ground
Purpose	The Museum Of Hanshin Koshien Stadium, commercial facilities	Commercial facilities, offices, rental housing
Scheduled opening	March 3, 2022	September 2023 (scheduled)

Project Progress Along Other Line-side Areas③

In order of opening date	Redevelopment of Site of Takarazuka Hotel	Development of Site of Yodogawa-ku Ward Office
		
Location	65-1, Umenochō, Takarazuka, Hyogo (near Hankyu Takarazuka-minamiguchi Station)	1-21-3, Juso-higashi, Yodogawa-ku, Osaka (near Hankyu Juso Station)
Site area	Approx. 9,800m ²	Approx. 7,300m ²
Total floor space	North wing: Approx. 41,000m ² South wing: Approx. 37,800m ²	Approx. 84,400m ²
Number of floors	North wing: 32 floors above ground (Total condominium units: 316 units) South wing : 32 floors above ground (Total condominium units: 322 units)	39 floors above ground (Total condominium units: 712 units)
Purpose	Residences, supermarket, clinic, preschool facility, etc.	Residences, supermarket, preschool facility, public library, etc.
Scheduled opening	North wing: Sales to begin in FY2025 South wing: Sales to begin in FY2026	Sales to begin in FY2027

Real Estate Development in Tokyo Metropolitan area

Projects in Tokyo



H-CUBE MINAMIAOYAMA
(Dec 2021: Sold)

H-CUBE MINAMIAOYAMA II
(Dec 2021: Construction completed)

Hankyu Hanshin Ueno Okachimachi Building
(Jan 2022: Construction completed)

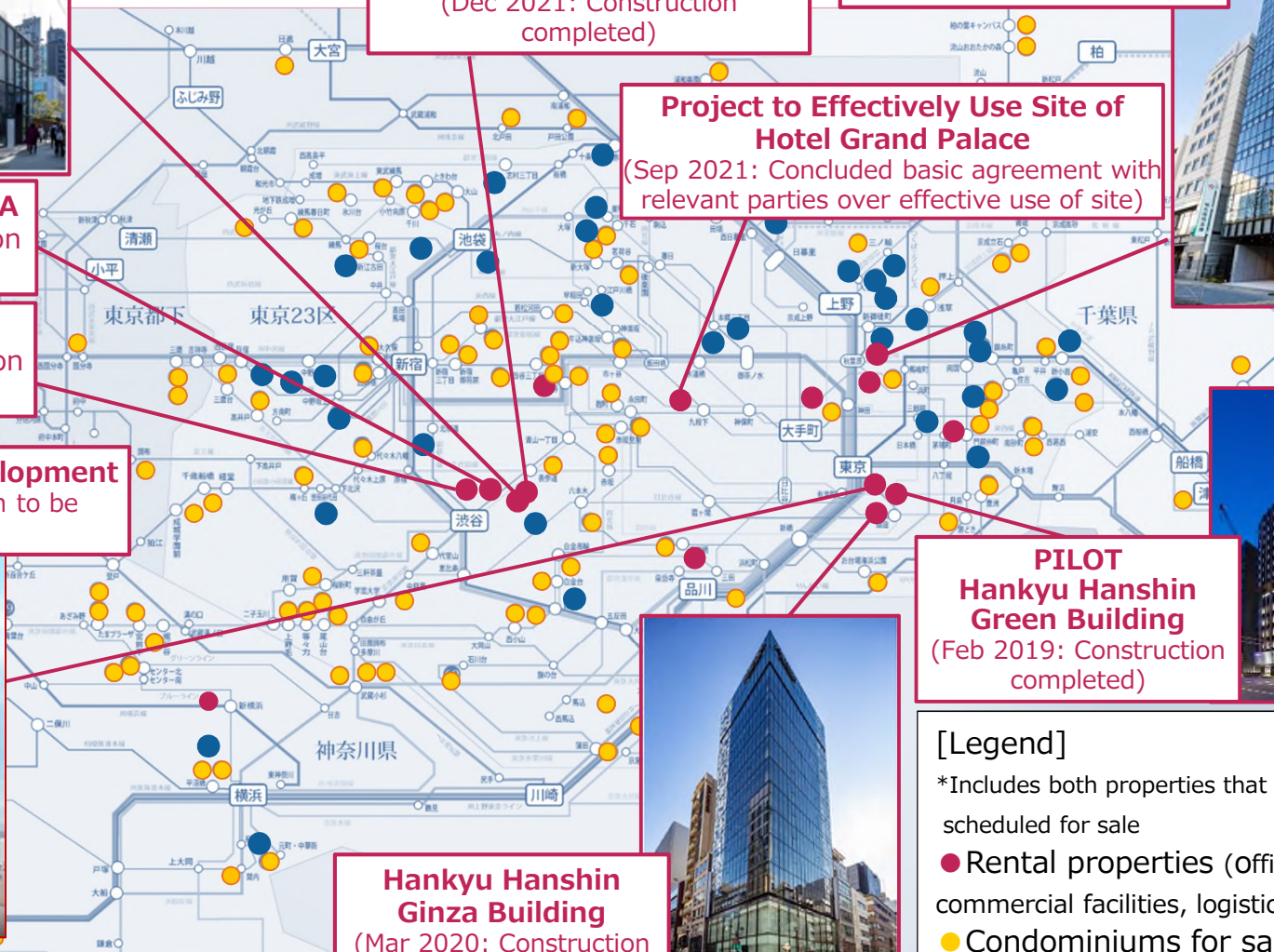


Project to Effectively Use Site of Hotel Grand Palace
(Sep 2021: Concluded basic agreement with relevant parties over effective use of site)

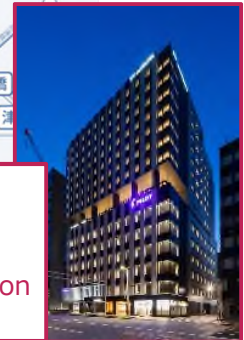
H-CUBE KITAAOYAMA
(Feb 2021: Construction completed)

H-CUBE JINGUMAE
(July 2016: Construction completed)

Yaesu 2 Naka redevelopment
(FY2029: Construction to be completed)



PILOT Hankyu Hanshin Green Building
(Feb 2019: Construction completed)



Hankyu Hanshin Ginza Building
(Mar 2020: Construction completed)





[Legend]

- *Includes both properties that are sold or scheduled for sale
- Rental properties (office, commercial facilities, logistics facilities)
- Condominiums for sale
- Condominiums for rent, student accommodation

*H-Cube: A series of low-rise, street-facing commercial facilities being developed in the Greater Tokyo Area

Project Progress in Tokyo Metropolitan Areas

In order of opening date	Hankyu Hanshin Ueno Okachimachi Building	Yaesu 2 Naka Redevelopment
		
Location	4-9-2, Taito, Taito-ku, Tokyo (near Tokyo Metro Naka-okachimachi Station and JR Okachimachi Station)	2-(from 4 to7), Yaesu, Chuo-ku, Tokyo (near JR Tokyo Station and Tokyo Metro Kyobashi Station)
Site area	Approx. 240m ²	Approx. 19,600m ² *
Total floor space	Approx. 2,200m ²	Approx. 388,700m ² *
Number of floors	12 floors above ground	43 floors above ground and 3 floors below ground
Purpose	Offices	Offices, shops, theater, serviced apartment, international school, bus terminal, car park etc.
Scheduled opening	January 31, 2022 (Completion date)	FY2029 (Scheduled)

Real Estate Sales Business in Japan

Condominiums sales in Japan (for general public)

- We will maintain or 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 with a medium- to long-term timespan.
- We will also enhance the Geo brand, making it the absolute best in Kinki.

[Properties to be sold in future]

- Geo Saito Irodori-no-oka (Minoh, Osaka) 372 units (handover from FY2024)
- Geo Tower Shimmachi (Nishi-ku, Osaka) 190 units (handover from FY2025)
- Type 1 redevelopment project for vicinity of Hirai-5-chome Station (Edogawa-ku, Tokyo) 379 units* (handover from FY2025)
- Project to Redevelop Site of Takarazuka Hotel (Takarazuka, Hyogo)
638 units (handover from FY2025)
- Project to Redevelop Site of Yodogawa Ward Office (Yodogawa-ku, Osaka)
712 units (handover from FY2027)

*Includes the units belonging to our partner

[(Reference) Condominium sales in Japan]

(FY)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Units	1,356	1,374	1,302	1,087	1,159	1,114	1,516	867	1,137	1,200 units

Short-term-revenue (fix-and-flip) properties business (selling to investors)

- 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



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



Geo was awarded the top prize for customer satisfaction in condominium developer / sales company category.



[Geo Tower Shimmachi]



Our Geo Ent is our brand of condominiums for rent

Expanding the Real Estate Business Overseas

- In ASEAN countries, we have focused on residential real estate sales business. We will now additionally focus on real estate leasing and short-term-revenue (fix-and-flip) development in order to increase the segment's top-line growth opportunities in overseas real estate markets.

Actions in ASEAN

Cumulative units Approx. 47,020
(as of Sep 30, 2022, includes units held by partners)

	Projects	Total units
Thailand	30	Approx.24,820
Vietnam	6	Approx.13,990
Philippines	5	Approx.4,340
Indonesia	3	Approx.3,020
Malaysia	1	Approx.850

Thailand: Condominiums, houses, townhouses*

Philippines: Houses, townhouses*

Vietnam: Condominiums, houses, townhouses*, logistics facilities

Malaysia: Condominiums

Singapore: Logistics facilities

Indonesia: Real estate leasing, houses, condominiums, logistics facilities

• Central Park Mall



and more

*Terraced housing

Actions in USA

Seattle, WA: Rental housing



Phoenix, AZ: Rental housing



**(1) Long-Term Vision,
Medium-Term Management Plan**
(Reproduced from Results Briefing Materials for Financial
Results for Fiscal 2022 (Ended March 2022) and Materials
for Long-Term Vision released in May 2022※)

※ With some information updated

(2) Progress in Each Project

(3) Sustainable Management

(4) Other

[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.

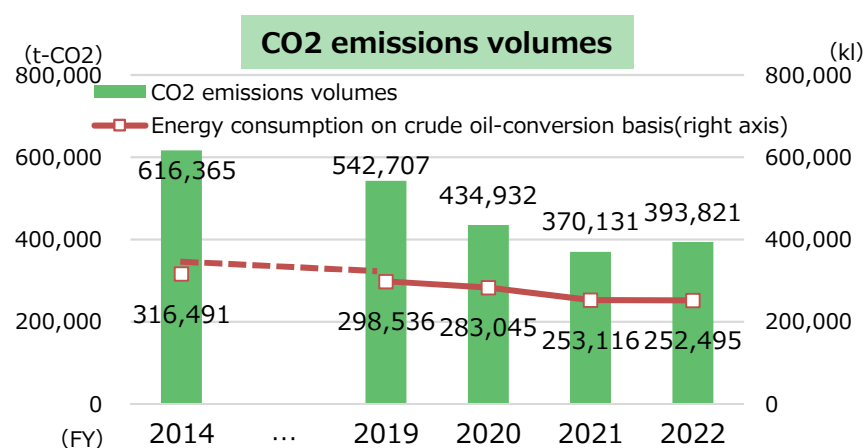
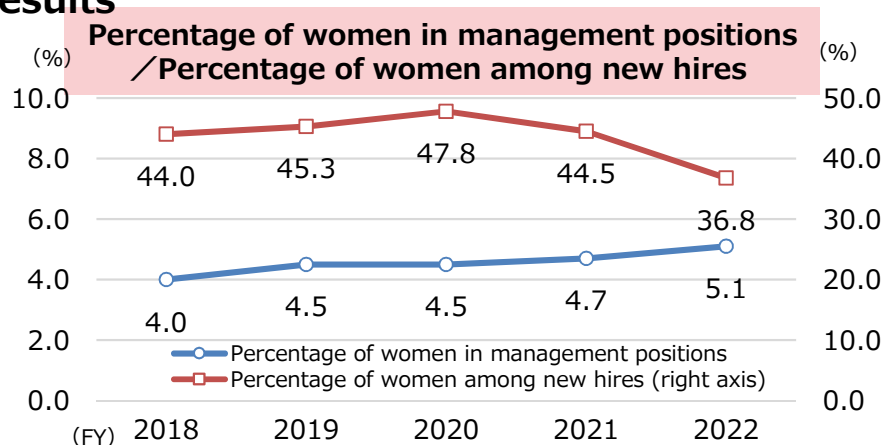
Non-Financial KPIs (targets and results)

Targets

These KPIs apply to the six major companies: Hankyu Corporation, Hanshin Electric Railway, Hankyu Hanshin Properties, Hankyu Travel International, Hankyu Hanshin Express, and Hankyu Hanshin Hotels.

Priority issues	Non-financial KPIs		
Safe, reliable infrastructure	Zero culpable incidents in our railway business *Applies to Hankyu Corporation/Hanshin Electric Railway/Kita-Osaka Kyuko Railway/Nose Electric Railway		
	Employee satisfaction	Percentage of women in management positions	Percentage of women among new hires
	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
	Percentage of specific health guidance provision	Smoking prevalence	Paternity leave uptake
	More than 60% (FY2026) *HHHD and six major companies	Less than 15% (FY2026) *Applies to HHHH/Hankyu Corporation/Hanshin Electric Railway/Hankyu Hanshin Properties	100% (FY2026) *Applies to HHHH and Hankyu Hanshin Properties
Environmental protection	Rate of CO2 emissions cuts		
	-46% compared to FY2014 (FY2031) *Applies to: HHHH and subsidiaries' Japanese worksites	CO2 emissions: Net zero (FY2051) *Applies to: HHHH and subsidiaries' Japanese worksites	

Results





Our actions to contribute to the carbon neutrality goal

- To contribute to the 2050 carbon neutrality goal, we have updated as follows our strategy for our fifth priority issue: environmental protection.



Sustainability Declaration

Priority issue 5: Environmental protection

Strategy

Contribute toward a low-carbon, circular economy.

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

Strategies to help achieve 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 return on investment.

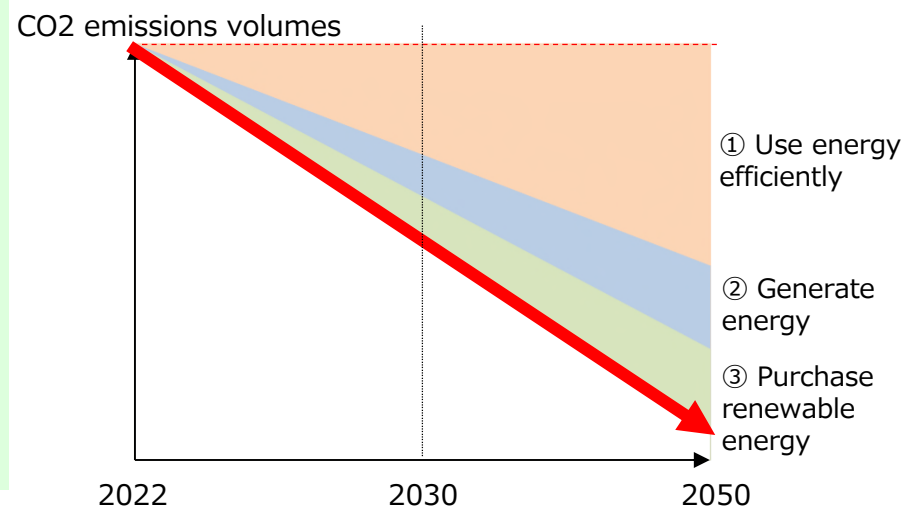
② Explore ideas to generate energy

Keeping an eye on technological advances, we will introduce systems for generating and storing renewable energy if they are financially viable.

③ Purchase renewable energy (carbon credits)

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



Current ESG Efforts

E: Environmental



Make condominiums for sale (Geo) and condominiums for lease (Geo Ent) ZEHs

To strengthen its contribution to the carbon transition and other SDG-related efforts, Hankyu Hanshin Properties will work to get a designation of ZEH-M Oriented*² or higher in all its newly built for-sale and for-lease condominium buildings due to be put on sale/leased in FY2025.*¹



Geo Saito Irodori no Oka
(Zone 1 is ZEH-M Oriented, zone 2 is ZEH-M Ready*³)

- *¹ With some exceptions (such as properties held jointly with peers).
- *² This designation is applied to condominium buildings that have cut primary energy consumption for the whole building (including any common-use areas) by at least 20% from the 2016 standard for energy-efficient primary energy consumption in air heating, air cooling, ventilation, lighting, and water heating.
- *³ This designation is applied to condominium buildings that have cut primary energy consumption for the whole building (including any common-use areas) by at least 50% from the 2016 standard for energy-efficient primary energy consumption in air heating, air cooling, ventilation, lighting, and water heating.



Hanshin Tigers farm facilities (for the second baseball team) Plan for zero-carbon baseball park listed on the Decarbonization Leading Areas (First Round).

We have plans to introduce a carbon transition to an area in Amagasaki, Hyogo, that includes Odamini Park Baseball Field (where the Hanshin Tigers farm facilities are to be relocated) and neighboring amenities (Daimotsu Park, Daimotsu River Greenspace, and Hanshin rail stations situated in Amagasaki). The plan involves promoting rigorous energy efficiency, using renewable energy, and building a self-sustaining system for local energy production and consumption. The plan, a joint project between Amagasaki and Hanshin Electric Railway, was selected by the Ministry of the Environment for inclusion on its list of Decarbonization Leading Areas (First Round).*

* The Ministry of the Environment selects for inclusion in this list localities that demonstrate pioneering efforts to contribute to the 2050 carbon neutrality goal. Such efforts include net zero emissions from energy consumption in local homes, shops, and buildings.



How the completed project will look



Actions to increase rail safety

[Universal design]

All our railway subsidiaries are rolling out accessibility improvements to ensure that all our passengers feel safe, secure, and comfortable when using our railways.

Kasuga-nomichi and Nakatsu Stations of Hankyu line had posed an ongoing challenge for incorporating universal design. For Kasuga-nomichi Station, we will finish remodeling by the end of FY2023. For Nakatsu Station, we will install elevators. In this way, we will make all stations accessible.

	As of March 31, 2022	
	Hankyu Corporation	Hanshin Electric Railway
Percentage of stations with universal design (stairway-free)	98%	100%

Stairway-free: Percentage of stations (those that serve at least 3,000 passengers a day on average) with elevators or ramps as alternatives to stairways.

[Natural disasters of extreme severity]

Hankyu Corporation and Hanshin Electric Railway are taking hard (physical) measures to control 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.

[Platform doors]

Hankyu Corporation and Hanshin Electric Railway will install platform doors (movable or stationary) in all stations to improve platform safety. This project will be funded by a fare component for accessibility improvements.

Stations with platform screen doors (platform doors)

Hankyu Corporation

● Juso station

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

● Kobe-sannomiya Station

FY2022 end: Installed on all platforms

● Kasuga-nomichi Station

FY2023 end: To be installed

Hanshin Electric Railway

● Kobe-Sannomiya Station

FY2022 end: Installed on all platforms

● Osaka-Umeda Station

Oct 2021: Entered service new platform 1

By Jan-end 2023: To be installed on new platform 2

FY2024: To be installed on new platforms 3 and 4



Current ESG Efforts

S: Social



Employee wellbeing

Twenty of our Group companies were listed in the “Health and Productivity Management” Organizations of 2022, Hankyu Corporation, Hanshin Electric Railway, and Itec Hankyu Hanshin were included among the 500 best (“white”) companies. A non-financial KPI we use for employee wellbeing is percentage of specific health guidance provision (% of employees receiving health guidance for a lifestyle disease) and smoking prevalence. We work on these KPIs across the group, recognizing that healthy employees (and healthy family members) are the cornerstone of a prosperous future.

Listings in Health and Productivity Management Organization

Indicates expanding scope of employee wellbeing in the Group

Category	2020	2021	2022
Large enterprise category	5	8	10
SME category	6	7	10
Total	11	15	20



2022
健康経営優良法人
Health and productivity
ホワイト500



Community engagement

In 2009, we launched the Hankyu Hanshin Dreams and Communities of the Future Project. As part of this project, we work on community-engagement projects with the public sector (the national government and local governments in line-side areas) and with companies and NGOs that are leading the way in SDG efforts. One project involves running Dreams and Communities trains, which are trains with SDG-themed livery.



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。



SDG-themed rail livery: The Dreams and Communities trains

Current ESG Efforts

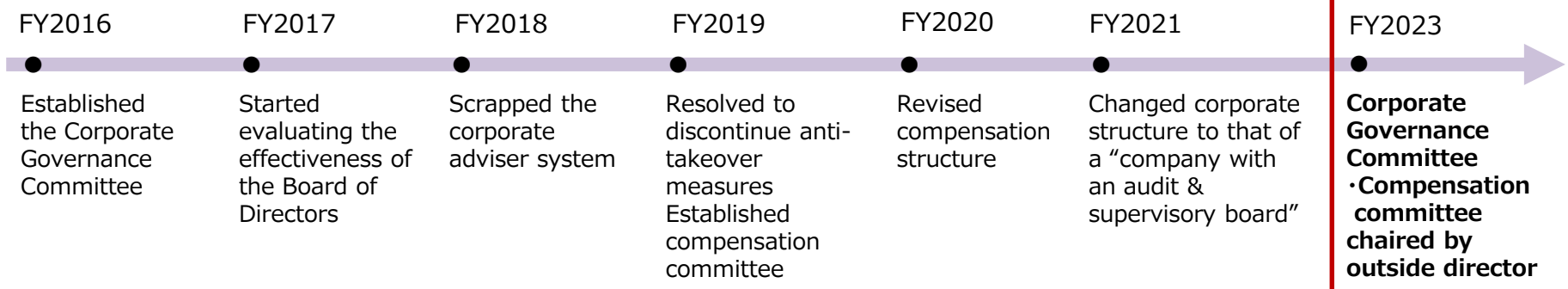
G:
Governance



Robust governance

Notes: Regarding Corporate Governance Report, please visit our website.

[Actions to promote effective and transparent corporate governance]



[Participating in the UN Global Compact]

The UN Global Compact calls on companies to commit to ten principles related to human rights (protection of human rights), labor (e.g. elimination of forced and compulsory labor), environment, and anti-corruption. We signed the compact in May 2021, and commit to upholding the ten principles.

WE SUPPORT



[Anti-Corruption Policy]

We have declared our commitment to combat corruption (including bribery, unfair trade practices, and insider trading) and have published a basic policy (in March 2022) on how we work against corruption and how we respond if an incident arises.

**(1) Long-Term Vision,
Medium-Term Management Plan**
(Reproduced from Results Briefing Materials for Financial
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for Long-Term Vision released in May 2022※)

※ With some information updated

(2) Progress in Each Project

(3) Sustainable Management

(4) Other

Consolidated Subsidiaries

(As of September 30, 2022)

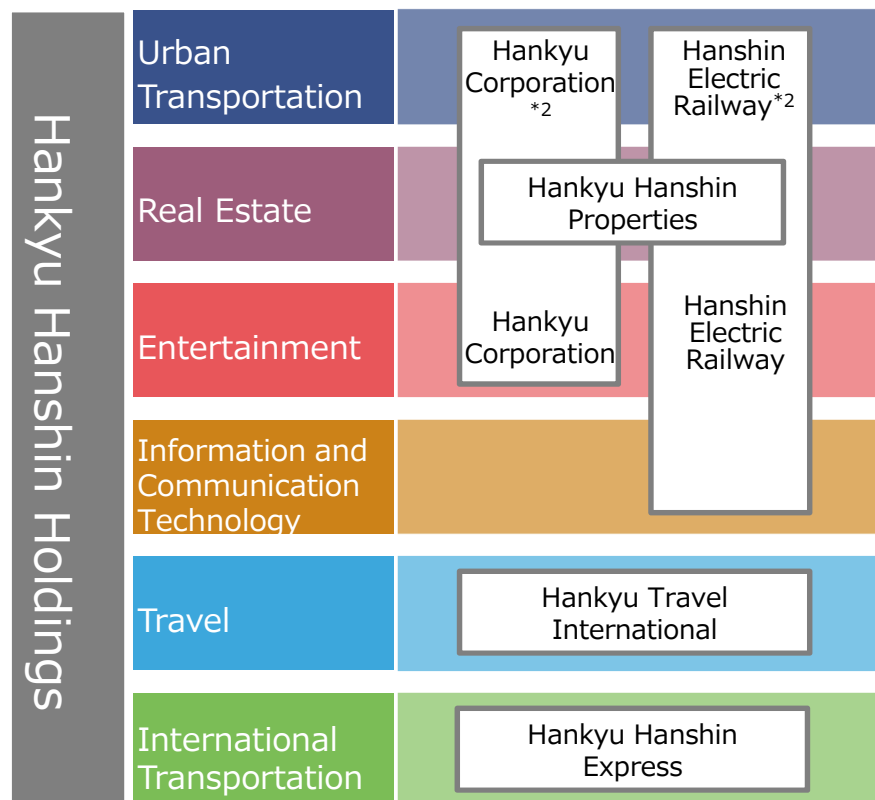
Urban Transportation		Real Estate		Information and Communication Technology	
Railway operations	Hankyu Corporation Hanshin Electric Railway Nose Electric Railway Kita-Osaka Kyuko Railway Kobe Rapid Transit Railway Hankyu Hanshin Electric System Railway Operation Hankyu Hankyu Railway Service	Real estate leasing, sales and others	Hankyu Hanshin Properties Hankyu Corporation Hanshin Electric Railway Hankyu Hanshin Estate Service Osaka Diamond Chikagai Kyokuto Advanced Development 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 LOGISTICS INDONESIA HANKYU HANSHIN PROPERTIES SINGAPORE	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	Travel agency Hankyu Travel International Hankyu Hanshin Business Travel Hankyu Travel Support Hanshin Travel International
Retailing	Eki Retail Service Hankyu Hanshin Hankyu Style Labels	Entertainment		International Transportation	
Other	Alna Sharyo Hankyu Sekkei Consultant Hanshin Station Net Hanshin Sharyo Maintenance	Sports	Hanshin Electric Railway Hanshin Tigers Baseball Club Hanshin Contents Link Corporation P & P Hamamatsu Wellness Hanshin Mt.Rokko Cable Car & Tourism	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
Stage		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)

Revenue from Operations and operating income as a FY2022

Management composition

(As of September 30, 2022)*1



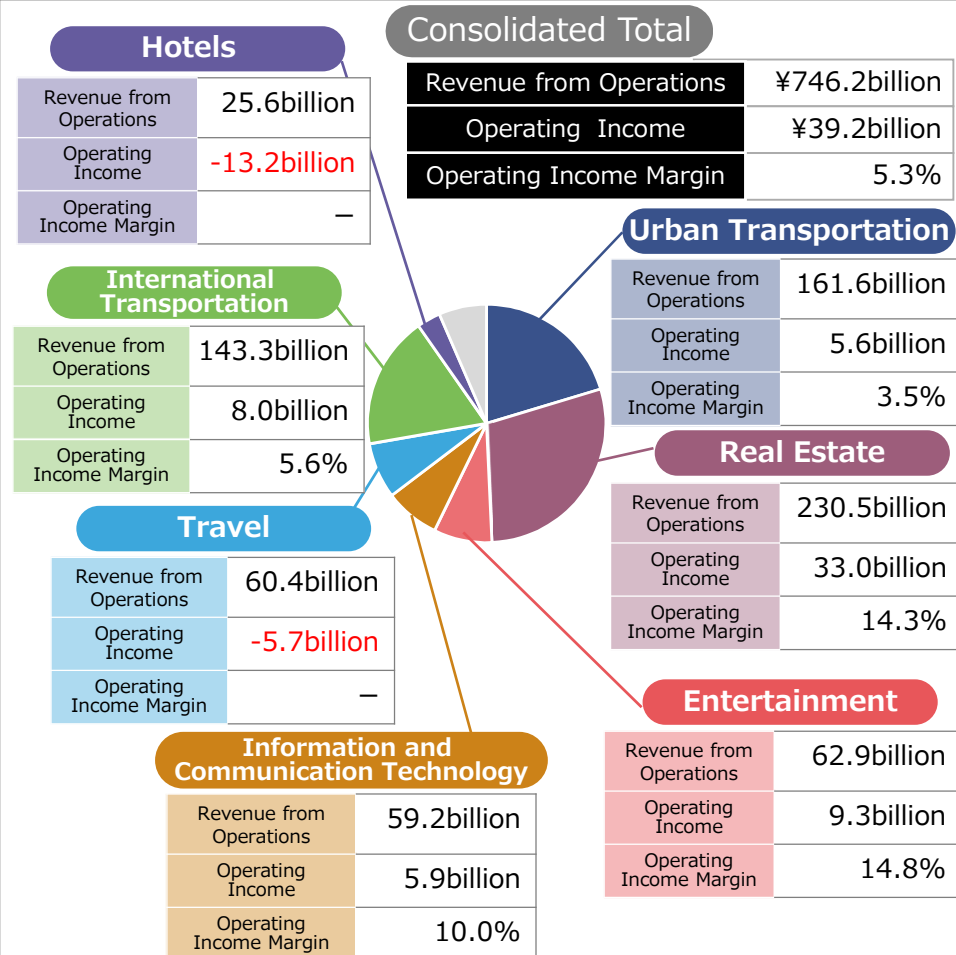
*1 On April 1, 2022, we consolidated the Hotels segment into the Real Estate segment. Accordingly, we now have five core companies and six core business segments.

*2 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 building 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 revenue from operations. (In FY2019 results, approximately 60% of revenue from operations and 80% of operating income)

Revenue from operations breakdown(FY2022)



Areas served by the Hankyu and Hanshin lines①

Definition of the areas served by the Hankyu and Hanshin lines

Osaka Prefecture:

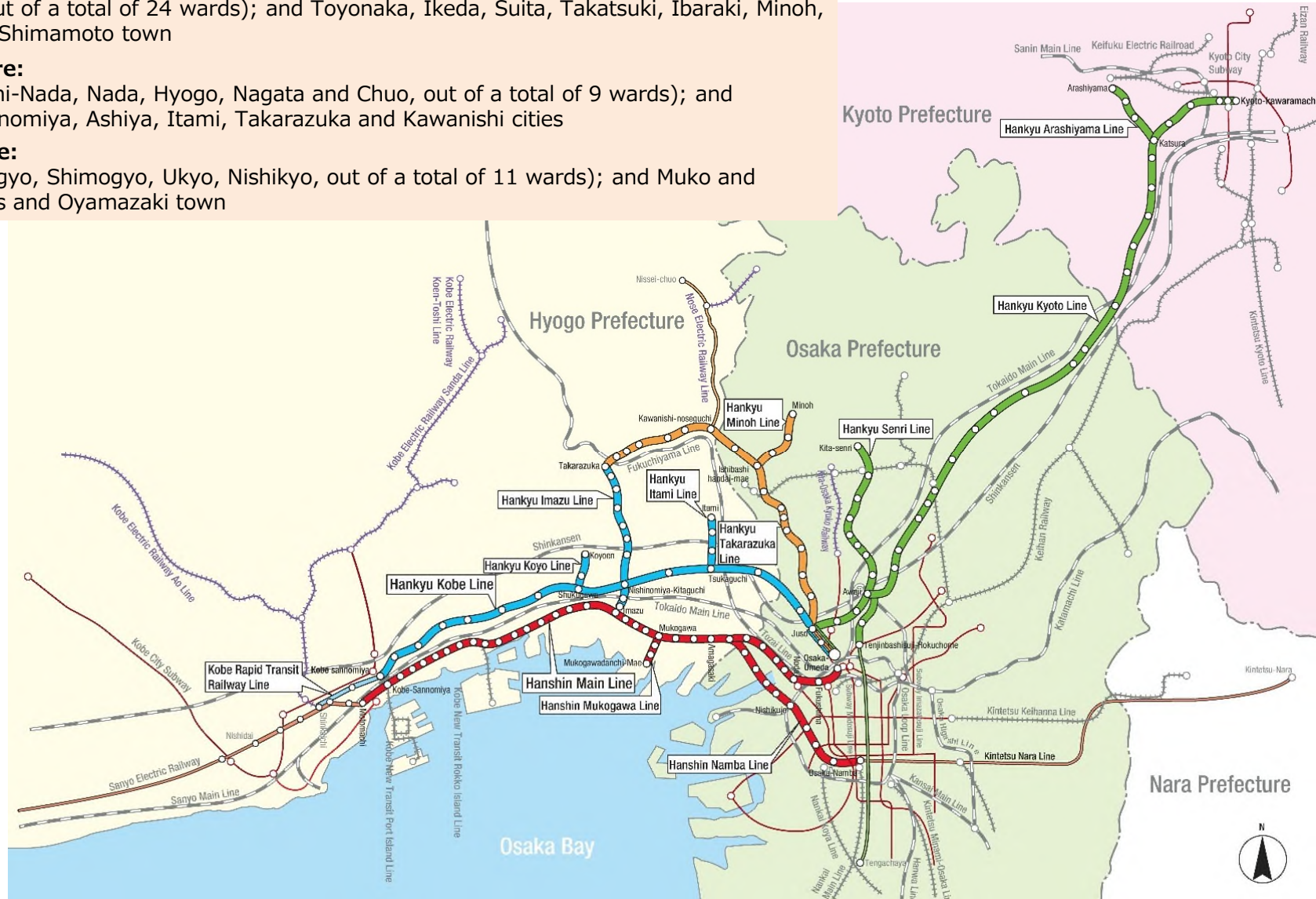
Osaka City (Fukushima, Konohana, Nishi, Naniwa, Nishi-Yodogawa, Higashi-Yodogawa, Yodogawa, Kita and Chuo, out of a total of 24 wards); and Toyonaka, Ikeda, Suita, Takatsuki, Ibaraki, Minoh, Settsu cities and Shimamoto town

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:

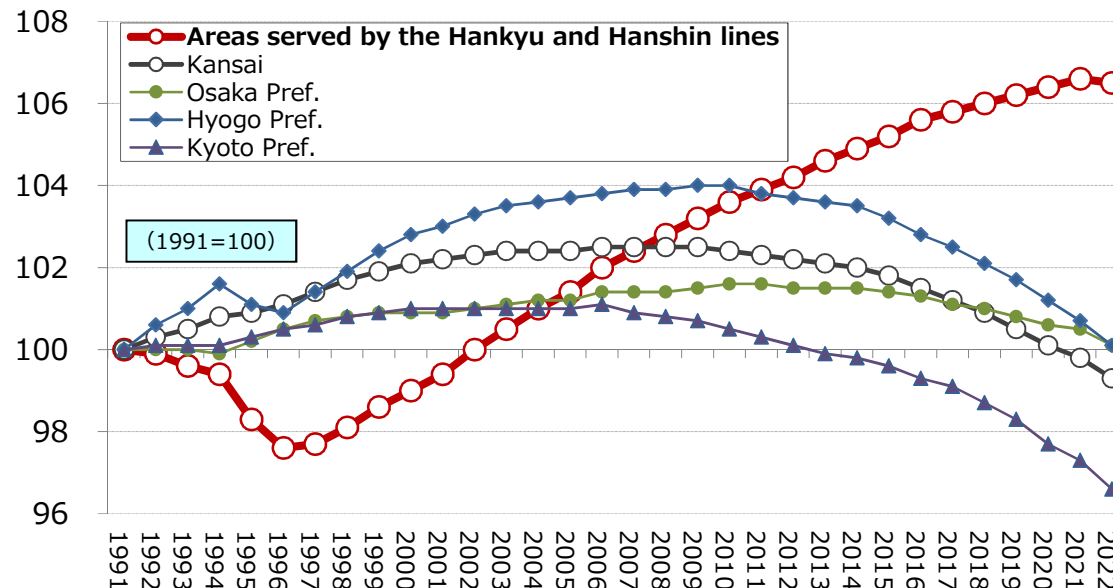
Kyoto City (Nakagyo, Shimogyo, Ukyo, Nishikyo, out of a total of 11 wards); and Muko and Nagaokakyo cities and Oyamazaki town



Areas served by the Hankyu and Hanshin lines②

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, 2021)



	(km ²)	(thousand)
Area	Population	
Areas served by the Hankyu/Hanshin line	1,318	5,635
Osaka Pref. (service areas)	449	2,718
Hyogo Pref. (service areas)	471	2,255
Kyoto Pref. (service areas)	398	661
Non-Hankyu/Hanshin Service Areas	26,033	14,387
Osaka Pref. (non-service areas)	1,456	5,839
Hyogo Pref. (non-service areas)	7,930	3,123
Kyoto Pref. (non-service areas)	4,214	1,793
Shiga Pref.	4,017	1,383
Nara Pref.	3,691	1,322
Wakayama Pref.	4,725	928
Total	27,351	20,022

Survey of prospective condominium purchasers regarding their preferred Kansai residential area

Ranking	Station	(Area)
1	Osaka-Umeda, Osaka	(Osaka, Osaka Pref.)
2	Nishinomiya-Kitaguchi	(Nishinomiya, Hyogo Pref.)
3	Shukugawa	(Nishinomiya, Hyogo Pref.)
4	Okamoto	(Kobe, Hyogo Pref.)
5	Takarazuka	(Takarazuka, Hyogo Pref.)
6	Senri-Chuo	(Toyonaka, Osaka Pref.)
7	Mikage(Hankyu)	(Kobe, Hyogo Pref.)
8	Takatsuki, Takatsuki-shi	(Takatsuki, Osaka Pref.)
9	Ashiya	(Ashiya, Hyogo Pref.)
10	Karasuma Oike	(Kyoto, Kyoto Pref.)

Ranking	Station	(Area)
11	Hommachi	(Osaka, Osaka Pref.)
12	Kobe-Sannomiya, Sannomiya	(Kobe, Hyogo Pref.)
13	Tennoji	(Osaka, Osaka Pref.)
14	Ashiyagawa	(Ashiya, Hyogo Pref.)
15	Yodoyabashi	(Osaka, Osaka Pref.)
16	Kitahama	(Osaka, Osaka Pref.)
17	Toyonaka	(Toyonaka, Osaka Pref.)
18	Kyoto	(Kyoto, Kyoto Pref.)
19	Tanimachi 6-chome	(Osaka, Osaka Pref.)
20	Fukushima	(Osaka, Osaka Pref.)

13 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 6, 2022.

Overview of Osaka-Umeda area①

Major rental properties

(As of September 30, 2022)

Property name	Leasable area (1,000m) ² *1	Number of floors	Completed
Osaka Umeda Twin Towers North (Hankyu Department Store, office)	213	41 floors above ground and 2 below ground	Nov 2012
Osaka Umeda Twin Towers South (Hanshin Department Store, office)	194	38 floors above the ground and 3 below ground	Feb 2022
Umeda Hanshin Daiichi Bldg. (HERBIS OSAKA)	82	40 floors above ground and 5 below ground	Mar 1997
Umeda Hanshin Daini Bldg. (HERBIS ENT)	54	28 floors above ground and 4 below ground	Nov 2004
Hankyu Chayamachi Bldg. (Applause Tower)	52	34 floors above ground and 3 below ground	Nov 1992
Hankyu Sanban Gai Shopping Center	38	5 floors above ground and 2 below ground (partially 4 below ground)	Nov 1969
Hankyu Grand Bldg.	36	32 floors above ground and 3 below ground	Aug 1977
Hankyu Terminal Bldg.	27	18 floors above ground and 4 below ground	Mar 1972
Hankyu Five Bldg.*2 (HEP FIVE)	19	10 floors above ground and 3 below ground	Nov 1998
NAVIO Hankyu (HEP NAVIO)	16	10 floors above ground and 2 below ground	Oct 1980
GRAND FRONT OSAKA*3	14	38 floors above ground and 3 below ground	Mar 2013
NU chayamachi	12	9 floors above ground and 2 below ground	Oct 2005

*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 (other than Hankyu Hanshin REIT Asset Management)

Developments in Umeda district

(red = Hankyu Hanshin Holdings group related Projects)

① Umekita Phase II Development Project

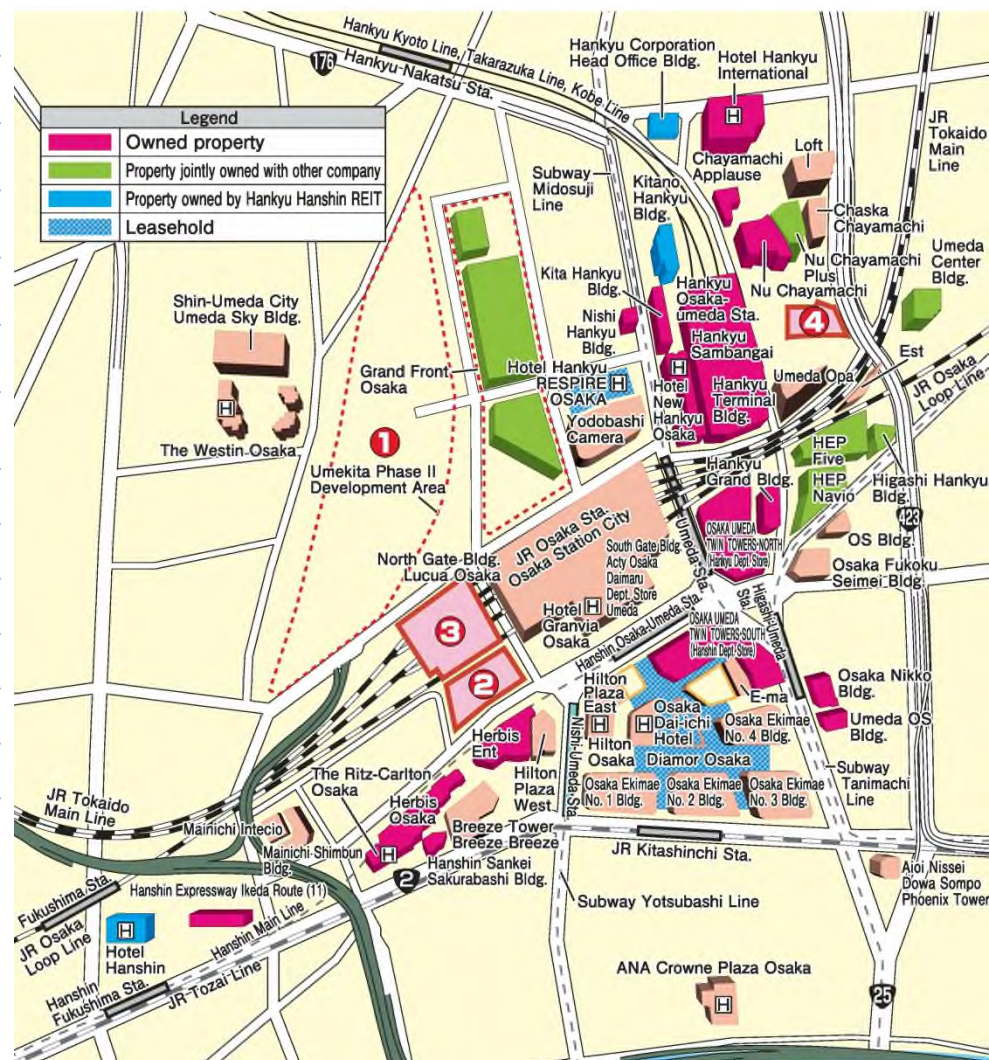
② Umeda 3-chome Project (Provisional Name)

- Japan Post Holdings Co. Ltd./Osaka Terminal Building Co., Ltd.

③ (Provisional Name) Commercial Development Northwest of Osaka Station - West Japan Railway Company etc.

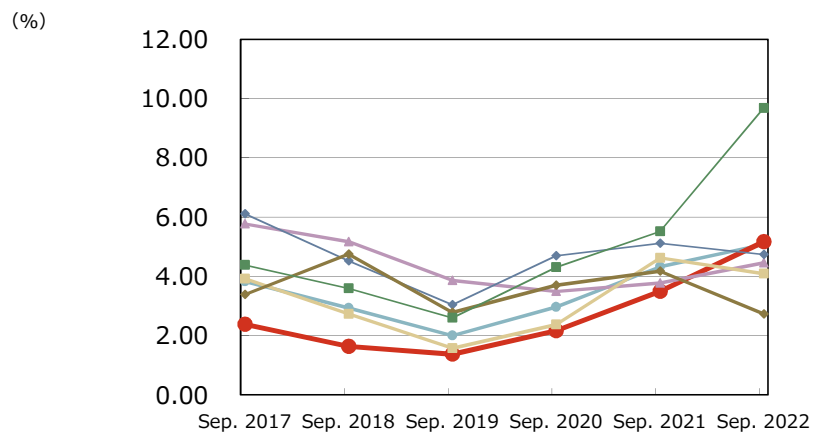
④ Chayamachi B-2 District Redevelopment Project -TOKYU LAND CORPORATION Co., Ltd.

(As of September 30, 2022)



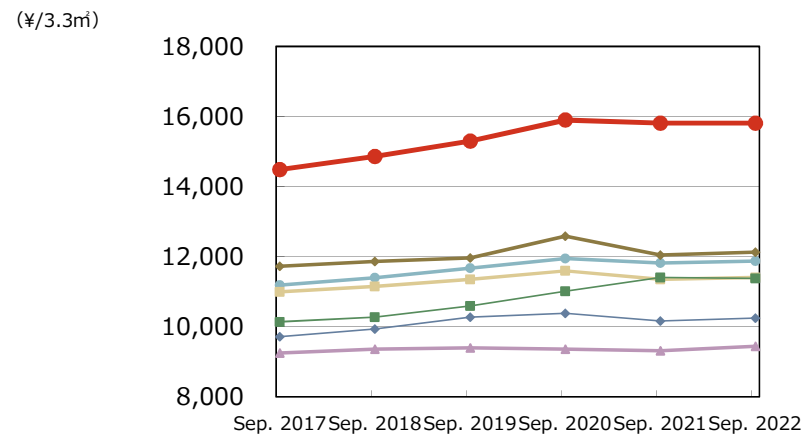
Overview of Osaka-Umeda area②

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



	Sep. 2017	Sep. 2018	Sep. 2019	Sep. 2020	Sep. 2021	Sep. 2022
Osaka business areas (all)	3.83	2.93	2.00	2.96	4.33	5.08
Umeda area	2.38	1.63	1.37	2.16	3.49	5.17
Minamimorimachi area	5.77	5.17	3.86	3.49	3.77	4.46
Yodoyabashi-Honmachi area	3.91	2.73	1.57	2.37	4.62	4.09
Semba area	6.11	4.52	3.04	4.69	5.12	4.74
Shinsaibashi-Namba area	3.39	4.75	2.78	3.70	4.17	2.73
Shinosaka area	4.38	3.59	2.60	4.30	5.51	9.68

Trends in rent among six main business districts in Osaka



	Sep. 2017	Sep. 2018	Sep. 2019	Sep. 2020	Sep. 2021	Sep. 2022
Osaka business areas (all)	11,187	11,398	11,670	11,944	11,818	11,874
Umeda area	14,487	14,863	15,297	15,900	15,808	15,809
Minamimorimachi area	9,249	9,357	9,396	9,362	9,314	9,443
Yodoyabashi-Honmachi area	10,994	11,149	11,356	11,595	11,348	11,407
Semba area	9,717	9,932	10,271	10,383	10,164	10,250
Shinsaibashi-Namba area	11,725	11,865	11,962	12,584	12,046	12,125
Shinosaka area	10,140	10,273	10,594	11,014	11,409	11,375

(Reference)

Tokyo business areas (all)	3.17	2.33	1.64	3.43	6.43	6.49
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(Reference)

Tokyo business areas (all)	18,995	20,438	21,855	22,733	20,858	20,156
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Source: Miki Shoji, "Office Data."

Hotel network of the Hankyu-Hanshin-Daiichi Hotel Group

(As of September 30, 2022)

<div style="display: flex; align-items: center;"> <div style="width: 15px; height: 15px; background-color: #f08080; margin-right: 5px;"></div> Directly managed hotels (Hankyu Hanshin Hotels) 18 Hotels 6,073 rooms </div>	}	43 Hotels 11,746 rooms
<div style="display: flex; align-items: center;"> <div style="width: 15px; height: 15px; background-color: #f4a460; margin-right: 5px;"></div> Other (franchises, etc.) 25 Hotels 5,673 rooms </div>		

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



Hankyu-Hanshin-Daiichi
Hotel Group

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
Daiichi Hotel Tokyo Seafort	Dai-ichi Inn Ikebukuro
Hotel new Hankyu Kyoto	Dai-ichi Inn Shonan
remm Shin-Osaka	Dai-ichi Inn Shinminato
Hotel Hankyu International	Tokyo Dai-ichi Hotel Nishiki
Hotel new Hankyu Osaka	Hotel Boston Plaza Kusatsu
Hotel new Hankyu Annex	Hotel Royal Hill Fukuchiyama& Spa
Hotel Hankyu RESPIRE OSAKA	Amano Hashidate Hotel
Hotel Hanshin Osaka	Osaka Dai-ichi 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
	Tokyo Dai-ichi Hotel Matsuyama
	Imabari Kokusai Hotel
	Remm Kagoshima

