

# Value Creation Model

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

## OUTCOME

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

## INPUT

Business foundation based on mobility and community creation platforms

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

Comprehensive strengths of diverse human resources

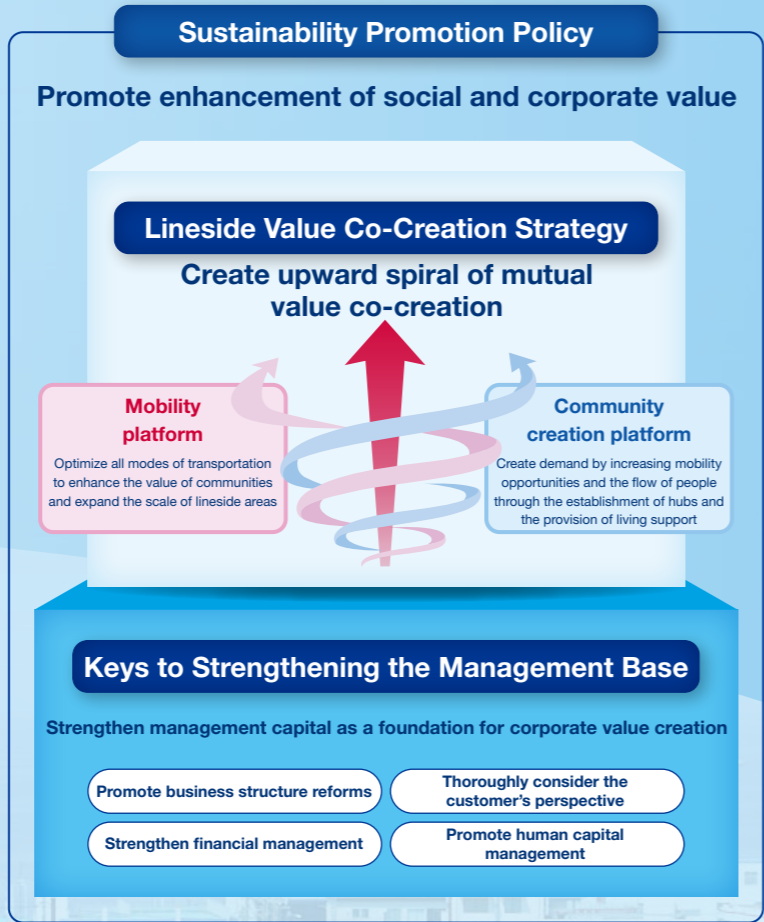
- A corporate group with a wide range of businesses
- Diverse human resources realized through the development of various businesses

Management base

- Financial base and governance structure for value creation

## Business Activities

**Long-Term Vision**  
 Realize the sustainable growth of lineside areas through the upward spiral of mutual value co-creation between the mobility and community creation platforms



## OUTPUT

Key sustainability issues	Indicator	Target	Target year
Contribute to global environmental conservation	Reduction of Scope 1 and Scope 2 GHG emissions	Achieve net-zero emissions Reduce by 30% (compared with fiscal 2019)	fiscal 2050 fiscal 2030
	Reduction of waste per unit of revenue	Reduce by 10% (compared with fiscal 2020-fiscal 2022 average)	fiscal 2030
Provide safe and comfortable services	Number of railway driving accidents attributable to the Company	Zero	Annually
	Number of fatal bus accidents attributable to the Company	Zero	Annually
	Number of fatal taxi accidents attributable to the Company	Zero	Annually
	Number of serious accidents at marinas	Zero	Annually
	Comfort of railway stations and railcars (based on internal survey results)	7.0 points (out of a total of 10.0)	fiscal 2026
Realize sustainable growth of lineside areas	Percentage of earthquake-proof real property	100%	fiscal 2024 to fiscal 2040
	Resident population of lineside areas	Under observation	—
Create a corporate culture that brings out the best in all employees	Number of visitors to lineside areas	Under observation	—
	Employee engagement	Continuously increase	Annually
	Percentage of female managers	Over 10%	fiscal 2026
	Percentage of employees taking childcare leave	100%	fiscal 2026
	Percentage of employees with disabilities	Above the legal standard	Annually
Develop a robust management base that contributes to the growth of both society and the Keikyu Group	Wage gap between male and female employees	Under observation	—
	Number of major crisis situations attributable to the Company	Zero	Annually
	Percentage of outside directors	Over one-third	Annually
	Number of investor meetings held	Over 100	Annually
Financial indicators	Response rate to customer inquiries	Over 90.0%	Annually
	Operating profit	¥35.0 billion	fiscal 2026
Financial indicators	Net interest-bearing debt/EBITDA ratio	Less than 8.0 times	fiscal 2026
	ROE	Over 6.0%	fiscal 2026



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

Become a corporate group in which diverse personnel play active roles

Deliver greater value to stakeholders  
 Continue to evolve into a highly transparent and sound corporate group through appropriate cooperation with stakeholders

Enhance corporate value