

Presentation on the New Medium-term Management Plan “Kyoso 140 Plan”

—FY2022 to FY2024—



April 4, 2022

Nankai Electric Railway Co., Ltd.

(Securities Code: 9044)



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The Meaning of Nankai's collaborative creation ("Kyoso")

- Based on the spirit of collaborative creation upheld at the start of the Nankai Group Management Vision 2027 and by leveraging Nankai's strengths, we will create and expand our business in collaboration with all stakeholders.



I. Recognition of the Current Situation

Overview: Review of the previous Medium-term Management Plan and FY2021 single-year plan

- Our initiatives for achieving the five fundamental policies in the previous Medium-term Management Plan have been steadily underway
- Despite the slowdown due to the COVID-19 pandemic, there are no significant issues that lead to changes to the original plans

Kyoso 136 Plan

- 1 Provide safe, secure and high-quality transportation services
- 2 Drive the urban development of Namba
- 3 Increase the number of visitors, beginning with inbound passengers
- 4 Drive urban development centered on train stations
- 5 Upgrade and expand the real estate business

Management Plan for FY2021

Keep pursuing sustainable management

Pursue DX

[Short-term]
Reform of business structure focusing on cost reductions

- ✓ Rapid revenue-expenditure improvement by ¥5 billion a year

[Medium-to long-term]
Promotion of initiatives with future growth in mind

- ✓ Community development through collaborative creation
- ✓ Transformation of the transportation business
- ✓ Implementation of priority measures in real estate business
- ✓ Digital utilization and new business development

Current Position

[Reform of business structure]

Executed measures proceeding steadily

- Saved ¥2.7 billion in FY2021
- Steadily implemented and completed measures during the new Medium-term Management Plan
- Shifted to a business structure resilient to change

[Medium-to long-term measures]

Despite slight delays due to the continuing COVID-19 pandemic, the measures have progressed with no significant deviation from what was planned

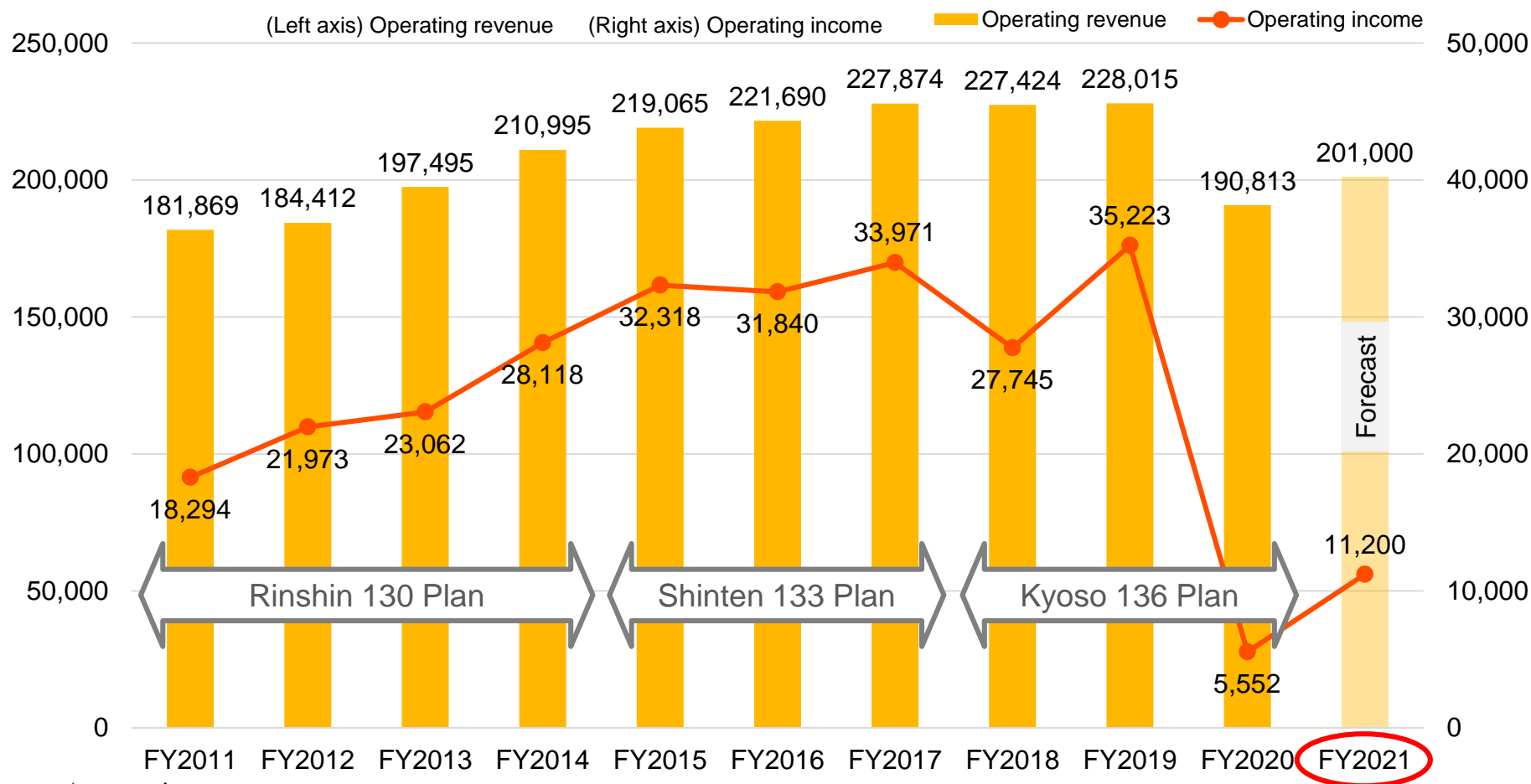
Accelerate the new Medium-term Management Plan

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Performance reviewed (from FY2011): Operating revenue and operating income

- Steady growth has been achieved through Rinshin 130 Plan, Shinten 133 Plan, and Kyoso 136 Plan
- Despite the performance decline (in transportation business in particular) during FY2020 due to the impact of COVID-19, FY2021 showed a recovery trend

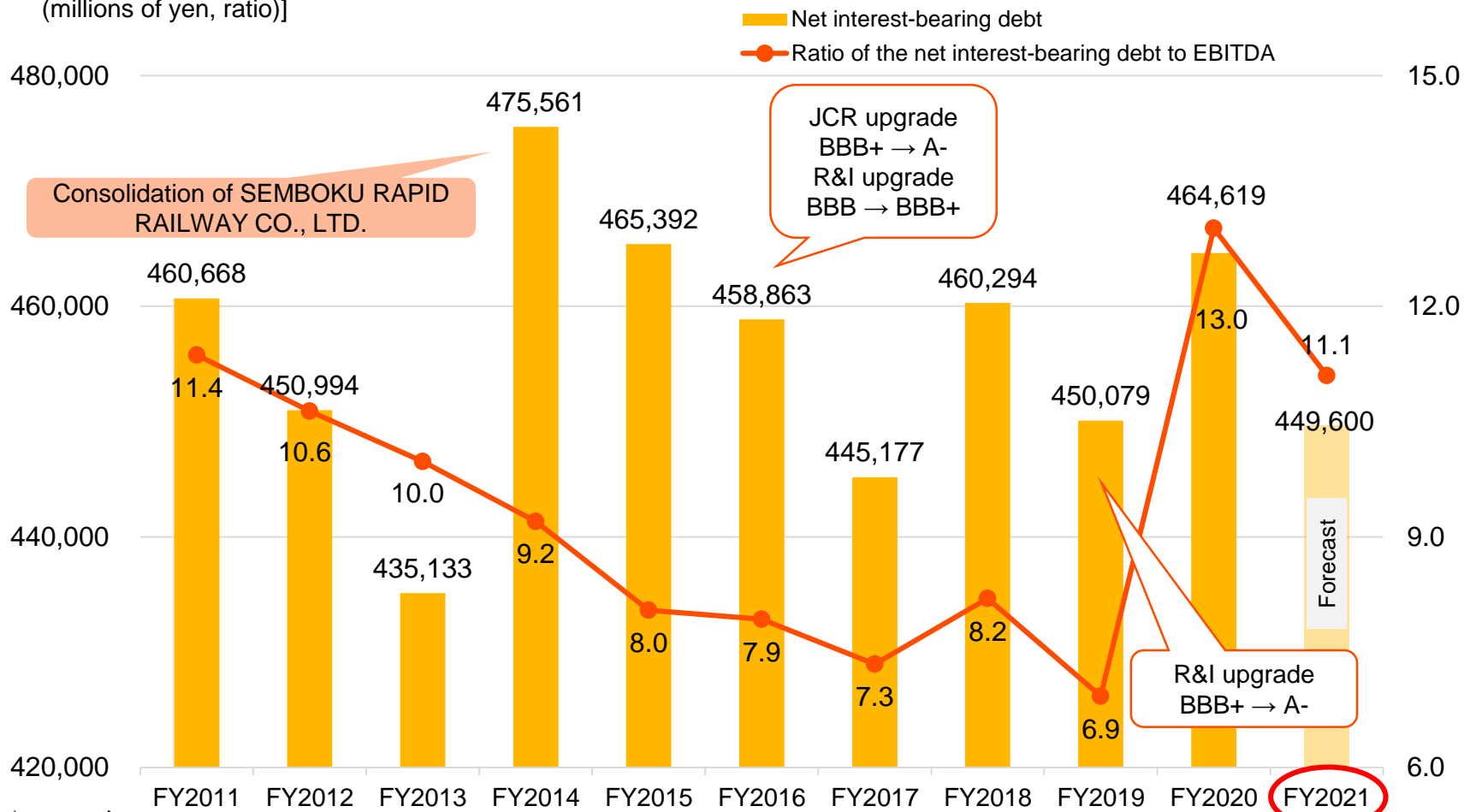
[Changes in operating revenue and operating income (millions of yen)]



Performance reviewed (from FY2011): Ratio of the net interest-bearing debt to EBITDA

- Financial health, which had been on a steady recovery trend, significantly deteriorated due to the impact of COVID-19 in FY2020

[Changes in the net interest-bearing debt and the ratio of the net interest-bearing debt to EBITDA
(millions of yen, ratio)]



Most Recent Performance (forecast figures for FY2021): Performance highlights

- Although income had increased, revenue decreased from previously announced forecasts. Both revenue and income increased from the previous year (Unit: Millions of yen)

	FY2021 forecasts		Compared to figures announced in Oct. 2021		FY2020 result (C)	Compared to FY2020 results	
	Figures announced in Mar. 2022 (A)	Figures announced in Oct. 2021 (B)	Change (A-B)	Percentage change		Change (A-C)	Percentage change
Operating revenue	201,000	206,400	-5,400	-2.6%	190,813	10,186	5.3%
Operating income	11,200	10,400	800	7.7%	5,552	5,647	101.7%
Ordinary income	8,800	7,800	1,000	12.8%	1,854	6,945	374.6%
Profit attributable to owners of parent	3,300	4,400	-1,100	-25.0%	-1,861	5,161	-
Investment	25,700	31,100	-5,400	-	27,966	-2,266	-
Depreciation and amortization	28,700	28,800	-100	-	29,410	-710	-
EBITDA*	40,700	40,000	700	-	35,695	5,004	-
Net interest-bearing debt	449,600	455,500	-5,900	-	464,619	-15,019	-
Ratio of the net interest-bearing debt to EBITDA*	11.1 times	11.4 times	-0.3 pt	-	13.0 times	-1.9 pt	-

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Most Recent Performance (forecast figures for FY2021): Segment performance

- Although the transportation business continued to be in the red, the deficit was significantly reduced from the previous year

(Unit: Millions of yen)

		FY2021 forecasts		Compared to figures announced in Oct. 2021		FY2020 result (C)	Compared to FY2020 results	
		Figures announced in Mar. 2022 (A)	Figures announced in Oct. 2021 (B)	Change (A-B)	Percentage change		Change (A-C)	Percentage change
Transportation Business	Operating revenue	82,200	82,800	-600	-0.7%	66,566	15,633	23.5%
	Operating income	-7,800	-6,600	-1,200	—	-13,599	5,799	—
Real Estate Business	Operating revenue	45,500	45,500	—	—	41,777	3,722	8.9%
	Operating income	12,400	11,500	900	7.8%	12,878	-478	-3.7%
Distribution Business	Operating revenue	21,900	22,500	-600	-2.7%	25,312	-3,412	-13.5%
	Operating income	1,000	800	200	25.0%	1,883	-883	-46.9%
Leisure and Services Business	Operating revenue	38,200	38,500	-300	-0.8%	34,756	3,443	9.9%
	Operating income	3,700	3,000	700	23.3%	2,285	1,414	61.9%

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Most Recent Performance (forecast figures for FY2021): Segment performance

- In the construction business, operating revenue decreased from the previously announced forecasts and operating income increased due to a decrease in net sales of completed construction contracts (Unit: Millions of yen)

		FY2021 forecasts		Compared to figures announced in Oct. 2021		FY2020 result (C)	Compared to FY2020 results	
		Figures announced in Mar. 2022 (A)	Figures announced in Oct. 2021 (B)	Change (A-B)	Percentage change		Change (A-C)	Percentage change
Construction Business	Operating revenue	38,200	42,400	-4,200	-9.9%	45,490	-7,290	-16.0%
	Operating income	1,700	1,500	200	13.3%	1,699	0	0.0%
Other Business	Operating revenue	2,700	2,600	100	3.8%	3,027	-327	-10.8%
	Operating income	100	100	-	-	248	-148	-59.8%
Adjustment	Operating revenue	-27,700	-27,900	-	-	-26,116	-	-
	Operating income	100	100	-	-	155	-	-
Total	Operating revenue	201,000	206,400	-5,400	-2.6%	190,813	10,186	5.3%
	Operating income	11,200	10,400	800	7.7%	5,552	5,647	101.7%

Recognition of the Current Situation: Environment we face and our current position

- Going forward, we will shift to management that is highly resilient to change on the premise that the future is uncertain

External environment

1. Macroeconomics and demographics:

- Low GDP growth (Japan)
- Interest rate hikes
- Aging society with fewer children and population decline
- Uncertain recovery to inbound tourism

2. Changes in the environment and society:

- Acceleration of initiatives for the SDGs
- Continuation of the COVID-19 pandemic
- Significant lifestyle changes
- Changes in consumer behaviors and motivations

Our current position

● Business environment:

- Continuous structural reform in response to drastic changes in the public transportation business environment
- Necessity of new “town development” to address changes in people’s lifestyles and values
- Urgent need to create new growth drivers due to significant transformation of the social environment

No matter how the COVID-19 situation will be in the future, **the fundamental premise is that the future is uncertain**

The uncertainty
has continued

II. Sustainable Management We Seek to Achieve —Looking ahead to 2050—

- With stations as their bases, we will provide a standard for transportation services that are safe, secure, and comfortable in areas along our railway lines. We will continue to develop communities that are good for the global environment and for people of all generations, and that are also resistant to natural disasters. We will do this by developing residences, offices and commercial buildings, for example, as well as by incorporating a variety of services, including those that revitalize tourism and local industry, as well as services that support entrepreneurs.
- Through our efforts in community collaborative creation to develop the most popular areas along railway lines, we aim to solve social issues and realize an enriched, sustainable society that exudes optimism for a better future. At the same time, we seek to boost the value of our corporate group and along our railway lines, as well as to boost the level of happiness experienced by local residents and all other stakeholders.

Sustainability policy:

We will create collaboratively and cooperate with various stakeholders, including community residents, local governments and businesses, particularly in the areas along our railway lines. We will also seek both the increase of value as a sustainable company and the realization of a sustainable society by putting our Corporate Philosophy into practice.

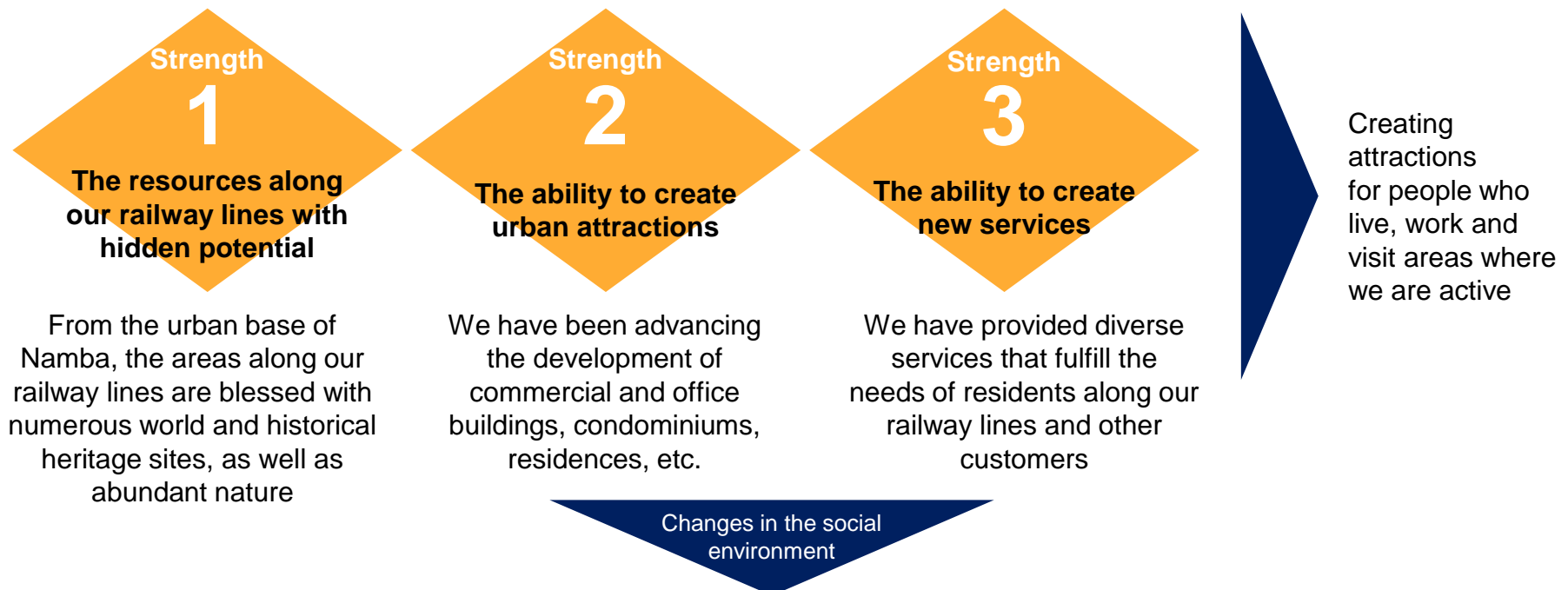
Major sustainability themes (materiality)

Further seek safety, security, and satisfaction	Thriving and friendly community development	Create a future full of dreams	Achieve an enriched life
Develop a workplace and staff in a way that enable each person to put their abilities to use	Contribute to preserving the global environment		Bolster a corporate foundation that is sincere and fair

Sustainable Management: Strengths cultivated and value provided

- Since the founding of our company, with safe and secure transportation services as the core, we have contributed to the affluence of people's lives along our railway lines
- As a company representing Kansai, we have grown together with local communities

[Strengths cultivated and value provided]



Going forward, it will become increasingly important to resolve issues in the way of the realization of a sustainable society, which achieves both business activity as well as healthy environmental and social systems

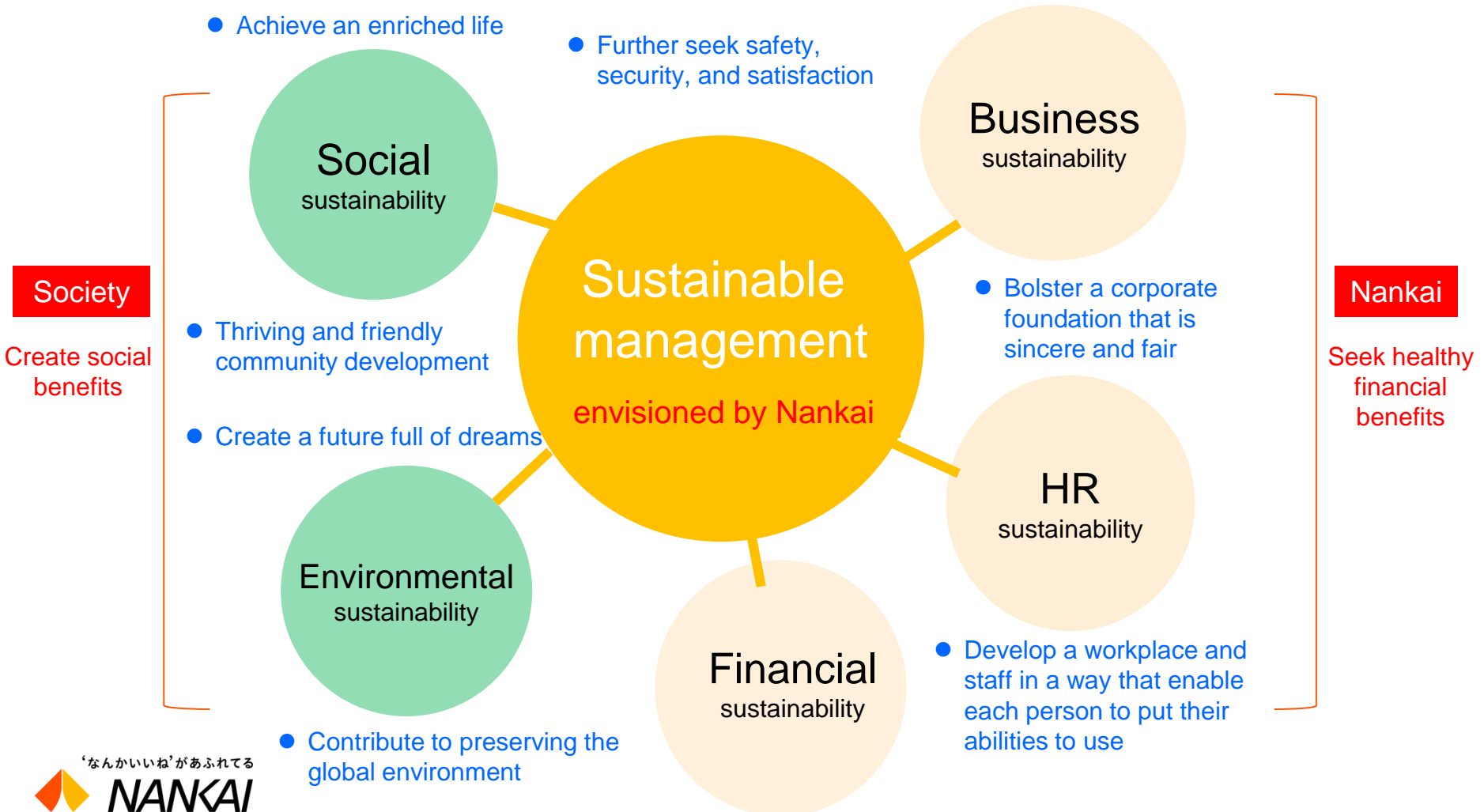
Sustainable Management: Social issues to be resolved by Nankai

- We have identified issues that we need to work on as a member of society from a medium- to long-term perspective



Sustainable Management: Sustainable management envisioned by Nankai

- Refine the five important elements to promote sustainable management
- Fulfill our responsibilities as a member of society by realizing each materiality item



* We identified seven materiality items as major sustainability themes

Sustainable Management: Nankai's corporate image in 2050

Community coexistence
and co-creation,
diverse lifestyles

Together with local communities

Under the banner of being community-based, we will continue to treasure connections with people in communities and areas along our railway lines and work together with these people to create diverse communities where diverse groups of people can live in happiness.

Diversity and globality

“Think Globally, Act Locally”

With Kansai International Airport as a gateway to the world (Asia), and Namba as a diverse community, we will foster diversity that respects and enhances diverse values and individuality while staying close to Namba, where diverse people from all over the world will continue to gather for the foreseeable future.

With our roots within the local communities, NANKAI with an entrepreneurial spirit is firmly committed to creating “DiverCity”* in Kansai

Mobility

Mission as a public transportation operator

We will deepen the history and responsibility of safe and secure operations of the transportation business cultivated in areas along our railway lines to evolve into more diverse mobility business that connects “person and person,” “community and community,” and “people and communities” towards the future.

Nankai identity

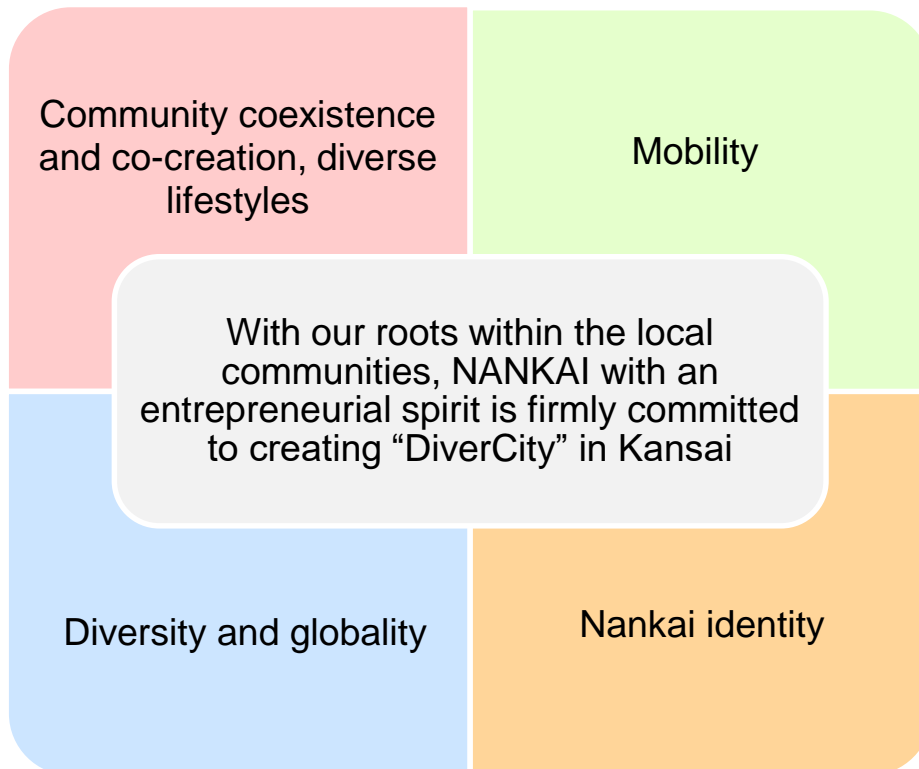
Strong will to open the way to the future on our own

Throughout the long history since its founding, the Nankai Group has built its culture and identity and created a new roadmap for the future. Keeping our mission and responsibility as a member of society in mind, we will take on new challenges, become a business group that carries through on its commitments, and open up our own future.

Sustainable Management: Achieving Nankai's ideal corporate image for 2050

- Focus resources on deepening our core businesses and their surrounding segments as the basis for realizing our ideal corporate image
- Focus also on exploring new businesses (future exploration) based on the four factors that make up our corporate image

Nankai Group in 2050: Ideal corporate image



Business areas of focus

Existing core businesses

- Comprehensive mobility business
 - Public transportation business
 - Various transportation services
- Community development/Real estate business
 - Value creation in areas along our railway lines through community development
 - Create value in Namba, famous across Asia

New potential core businesses (future exploration)

- Businesses that contribute to value improvement along our railway lines
- DiverCity-related businesses
- Tourism-related businesses
- New businesses, etc.

- The outline of the “Nankai Group Management Vision 2027” remains unchanged. The point is how can we deepen it.

<<Ideal form for 2027>>

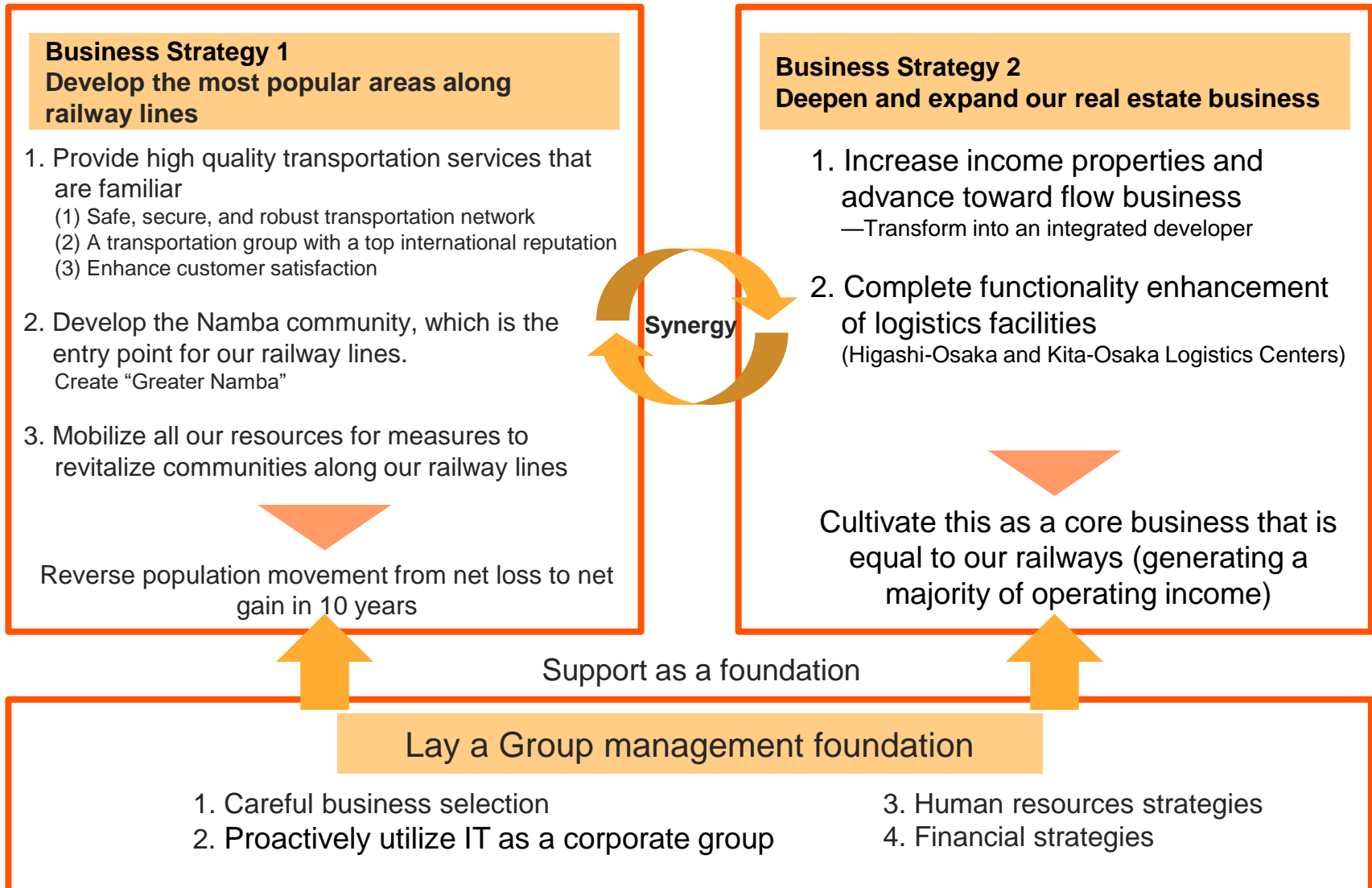
Develop the most popular areas along railway lines and become the most preferred corporate group by delivering satisfaction and delight to customers

Our
position

A decade of enhancing
the attractiveness of areas along our
railway lines in preparation for the
opening of the Naniwasuji Line

- With neighborhoods along our railway lines as main business areas, apply all the abilities of our group to focus on increasing value along these lines
- By using Namba and inbound tourism as business chances, accelerate increasing value along our railway lines
- By proactively using alliances, raise the speed of business development

Nankai Group Management Vision 2027: Outline of business strategies



Positioning of the New Medium-term Management Plan: Relationships with Management Vision 2027

- The strategy outline of the current vision remains unchanged, so the challenge is the definition and acceleration of further actions
- Give the top priority to community development in Namba and areas along our railway lines and investments in deepening and expanding our real estate business

Nankai Group Management Vision 2027 Outline of business strategies

Business Strategy 1

Develop the most popular areas along railway lines

1. Provide high quality transportation services that are familiar
2. Develop the Namba community, which is the entry point for our railway lines
3. Mobilize all our resources for measures to revitalize communities along our railway lines

Business Strategy 2

Deepen and expand our real estate business

1. Increase income properties and advance toward flow business
2. Complete functionality enhancement of logistics facilities

New Medium-term Management Plan Outline of business strategies

- Sustainable management of public transportation business

- Develop the most popular areas along railway lines and deepen and expand our real estate business

—Accelerate growth strategies that are unified with community development and real estate business

- Initiatives for the future

Positioning of the New Medium-term Management Plan: “Kyoso 140 Plan”

Fundamental policies

Period for “restructuring” and “building the foundation for growth” through the COVID-19 pandemic

1. The **Spirit of Nankai's collaborative creation ("Kyoso")** with all stakeholders remains unchanged
2. Make steady strategic investments in core businesses for the opening of the Naniwasuji Line
3. Build the foundation for future growth in three years
 - Accelerate investments in safety and updating to completion over three years
 - Accelerate the implementation of the two business strategies in the Nankai Group Management Vision 2027
 - Secure sufficient levels of investment to nurture the buds of new businesses

Management strategies

1. Sustainable management of public transportation business
2. Develop the most popular areas along railway lines and deepen and expand our real estate business
3. Initiatives for the future (future exploration)
4. Promote human resources/financial strategies supporting the above

Opening of the
Naniwasuji Line

Nankai Group
Management
Vision 2027

2050

Nankai's future
(Corporate image)

Develop the most popular areas along railway lines and
become the most preferred corporate group by delivering
satisfaction and delight to customers

Shinten 133 Plan
(FY2015–2017)

Kyoso 136 Plan
(FY2018–2020)

FY2021
Management
Plan

New Medium-term
Management Plan
(FY2022–2024)

Next Medium-term
Management Plan
(after FY2025)

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III. Outline of Business Strategies

Kyoso 140 Plan: Major business strategies

1. Sustainable management of public transportation business



- Systematic promotion of safety measures and disaster countermeasures
- Utilization of digital technologies: Establishment of new technologies and frameworks and enhancement of preventive maintenance
- Enhancement of profitability and improvement of brand services
- New services—Evolving into a comprehensive mobility business

2. Develop the most popular areas along railway lines and deepen and expand our real estate business



- Community development through Kyoso (collaborative creation)
- Acceleration of the Greater Namba concept—transforming Namba into a location that is famous across Asia
- Sustainable development of Semboku New Town
- Functionality enhancement of logistics facilities
- Establishment of private REIT

3. Future exploration



- DX strategy: Establishing digital customer contact points and creating new value
- Acceleration of initiatives for new businesses
- Coexistence with foreigners
- Enhancement of tourism-related businesses
- Provision of new services in the new normal era

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Business Strategies:

1. Sustainable management of public transportation business

- Evolving into a comprehensive mobility business based on improved safety and security and better service quality

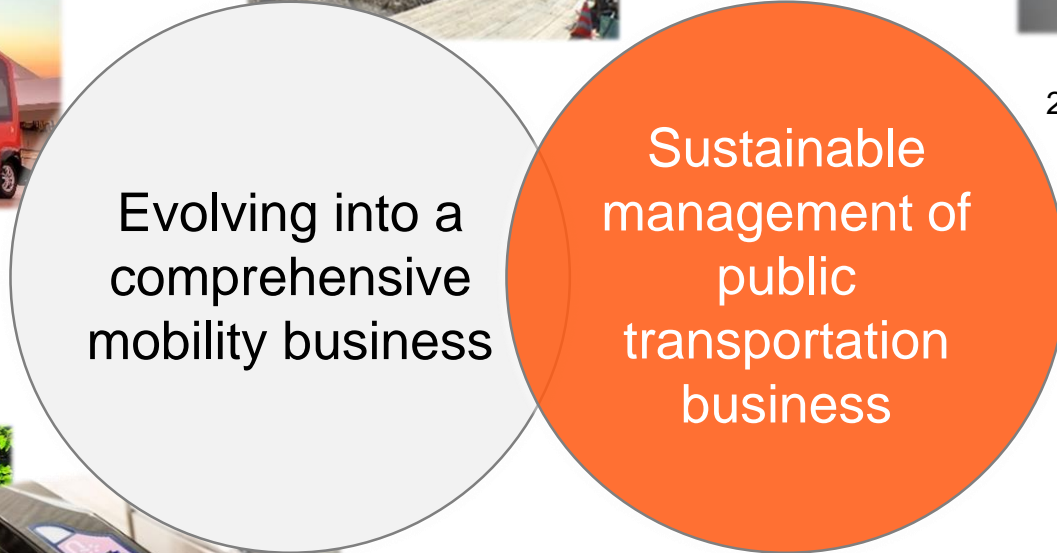
- 4. New service (last one mile)



- 1. Systematic promotion of safety measures and disaster countermeasures



- 3. Enhancement of profitability and improvement of brand services



- 2. Utilization of digital technologies: Establishment of new technologies and frameworks and enhancement of preventive maintenance



Consider a fare revision in order to steadily promote responses to behavioral changes in the with-COVID-19 era and further safety and security initiatives.

Business Strategies:

2. Develop the most popular areas along railway lines and deepen and expand our real estate business

- We will accelerate the development of Namba and areas along our railway lines for the future by adding new strategic actions
- 4. Functionality enhancement of logistics facilities
- 1. Community development through Kyoso (collaborative creation)



Community coexistence and collaborative creation/Create diverse lifestyles

Develop the most popular areas along railway lines and deepen and expand our real estate business

- 3. Sustainable development of Semboku New Town



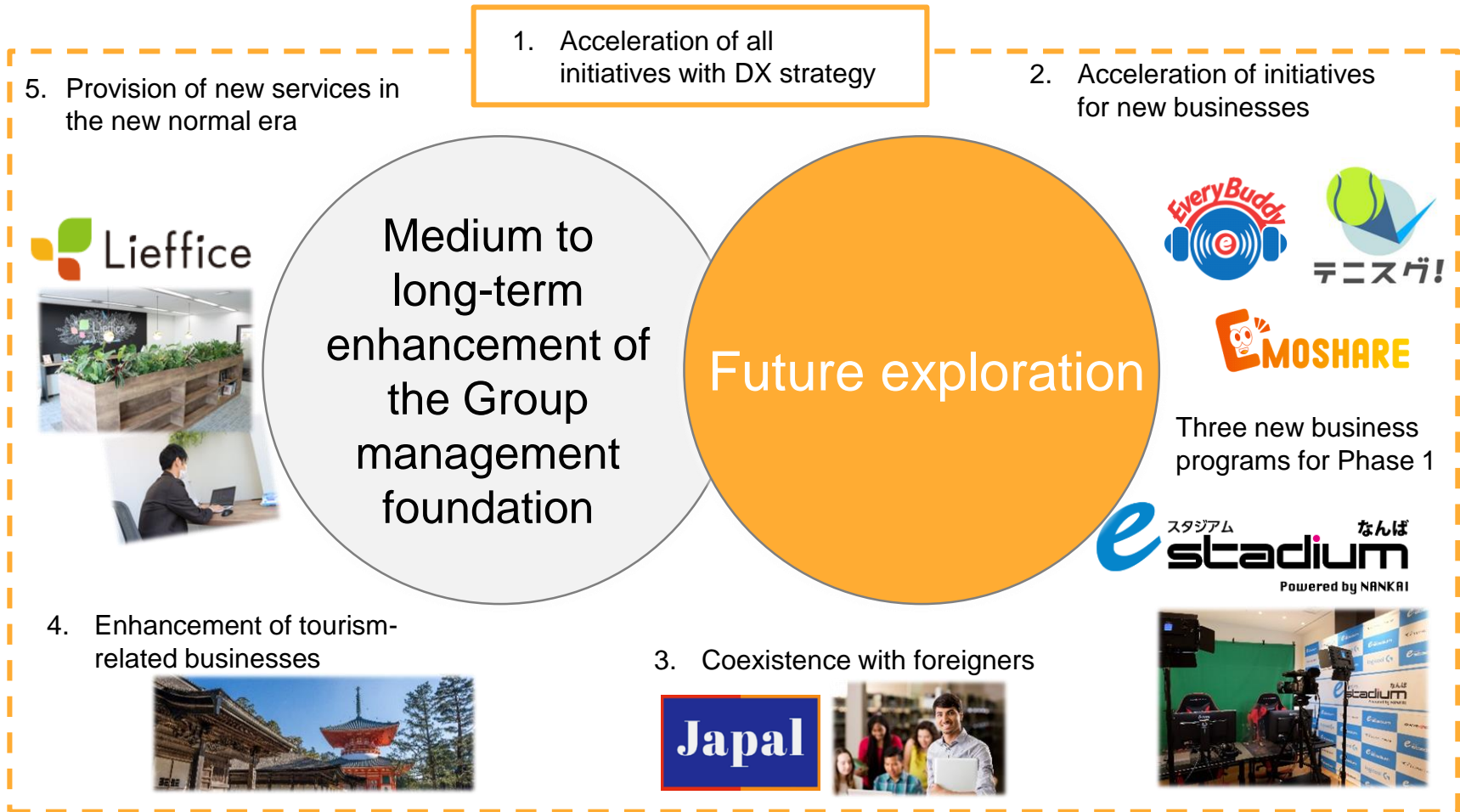
- 2. Acceleration of the Greater Namba concept (Transforming Namba into a location that is famous across Asia)



- 5. Establishment of a private REIT to promote and accelerate community development

Business Strategies: 3. Future exploration

- Accelerate the creation of new core businesses practically to realize the future that Nankai envisions
- Realize the DX strategy and accelerate digitalization to develop a local support portal for areas along our railway lines



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IV. Strategic Actions

Specific Strategic Actions:

1. Sustainable management of public transportation business

(1) Systematic promotion of safety measures and disaster countermeasures

- Systematically promote measures against intensifying natural disasters to continuously create “safety, security, and trust”

Development of a safe and secure usage environment

Enhancement of slope disaster prevention measures in mountainous sections

Anti-seismic measures for the anticipated Nankai trough megathrust earthquake

Reduction and elimination of risks that impede safe and reliable transportation

In order to achieve this objective, systematically invest **a total of ¥52 billion over three years**



Installation of security cameras inside train cars



(Mountainous sections) Slope disaster prevention



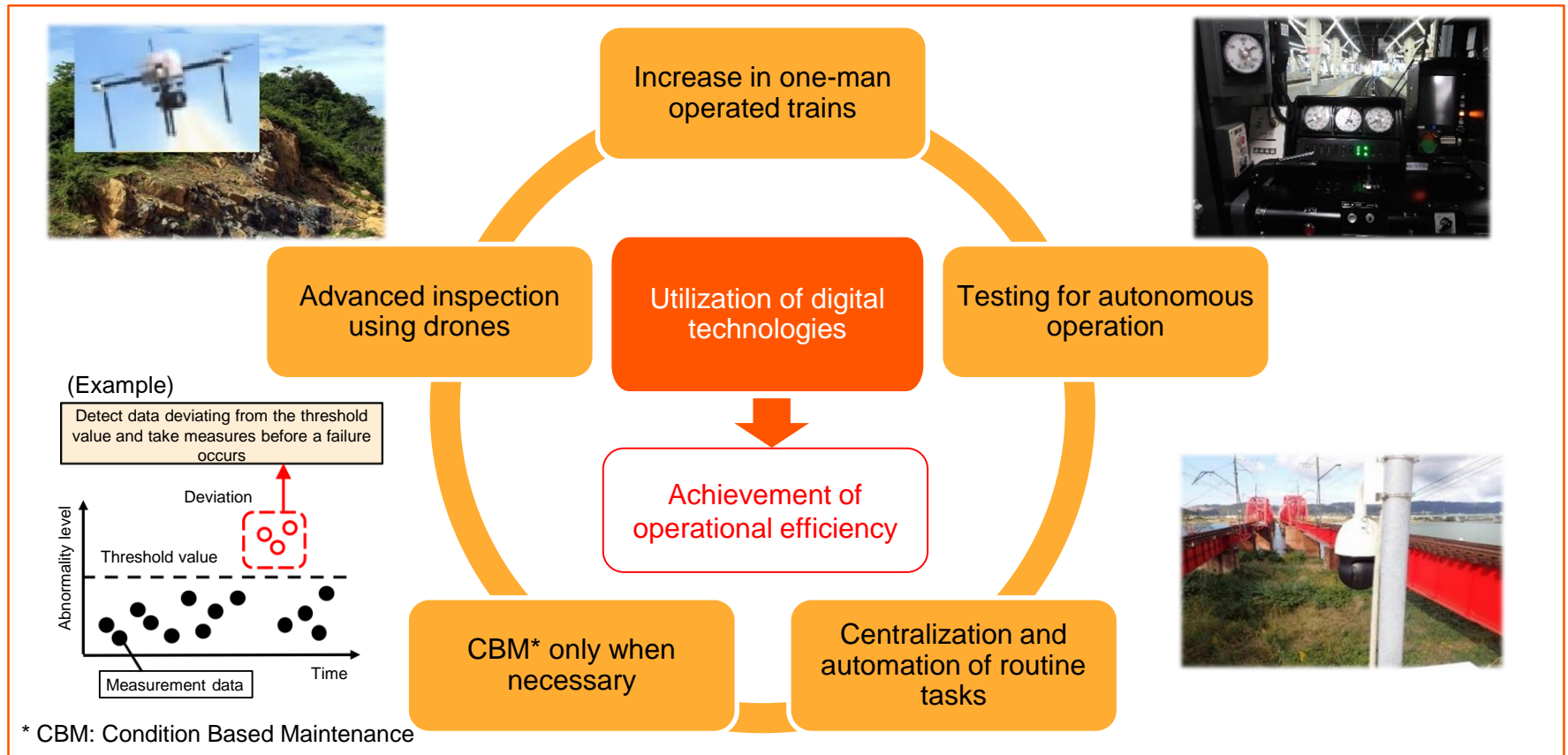
Systematic promotion of anti-seismic reinforcement

Specific Strategic Actions:

1. Sustainable management of public transportation business

(2) Utilization of digital technologies:

- Establishment of new technologies and frameworks and enhancement of preventive maintenance
- Transform revenue structure by improving productivity with better operational efficiency



Specific Strategic Actions:

1. Sustainable management of public transportation business

(3) Enhancement of profitability and improvement of brand services

- Improve customer convenience and create new mobility needs by fully utilizing digital technologies
- Improve customer service and brand quality by providing high-quality stations and vehicle space

Increasing customer convenience by improving the Nankai App and fully utilizing data

- Develop products focusing on target customers (personas) based on data
- Utilize contactless boarding means, digitize special train tickets and integrate them with other mobility services

Accelerating the development of high-quality spaces such as stations and vehicles

- Formulate vehicle strategies, including preparation for the Naniwasuji Line (realizing trains passengers want to use)
- Improve Shin-Imamiya Station, Nakamozu Station, and other base stations
- Improve equipment to enhance convenience, such as barrier-free conversions and remodeled restrooms



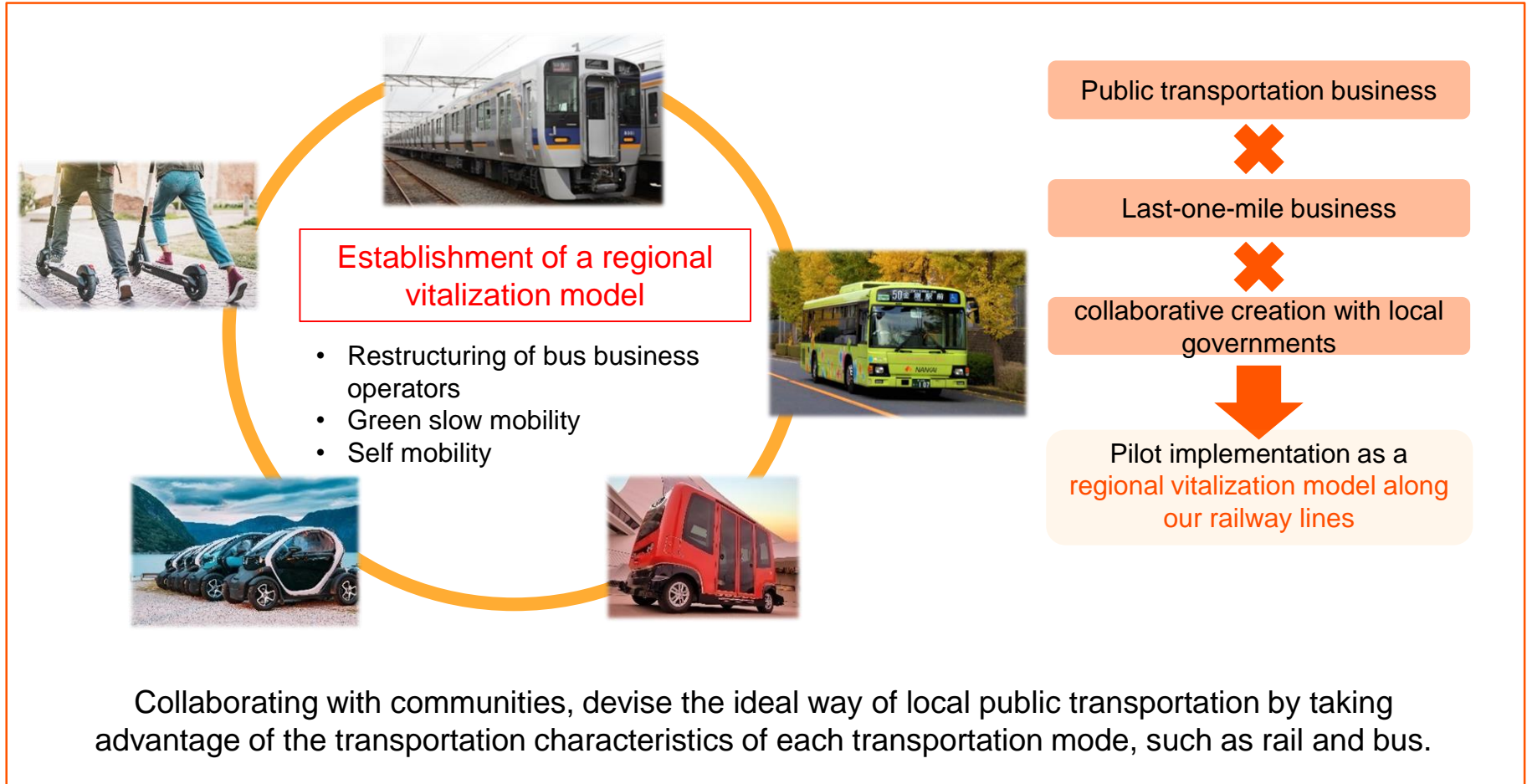
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Specific Strategic Actions:

1. Sustainable management of public transportation business

(4) New service: Evolving into a comprehensive mobility business

- Provide a variety of services, including last-one-mile means of movement by transforming bus business operations
- Resolve rural social issues and enable sustainable growth of rural areas



Specific Strategic Actions:

2. Develop the most popular areas along railway lines and deepen and expand our real estate business

(1) Community development through Kyoso (collaborative creation)

- Promote regional vitalization and population inflow by solving social issues in areas along our railway lines

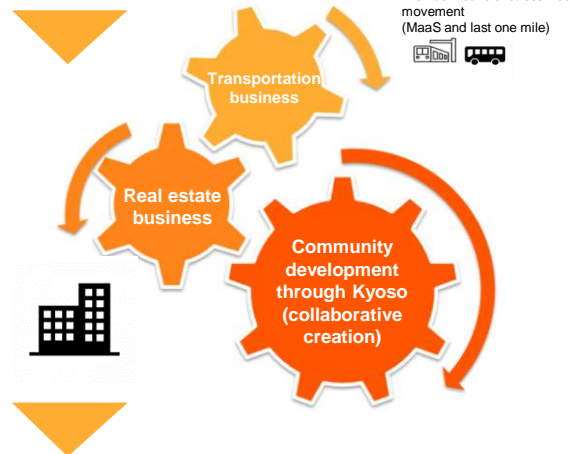
Social issues and needs of areas along our railway lines

(Examples)

Industry revitalization, corporate support, food, urban functions development, education, child rearing, health

Solutions using alliances

- Establishment of sustainable business models
- Development of the company's land areas near the station



EXPO 2025 and IR

- Development of transportation systems
- Capturing related business opportunities
- Coexistence with overseas visitors
- Attracting IR visitors to tourist spots along our railway lines



Increase the value as places to live, work, and visit

Medium-term goals

- Establish a process for identifying and solving problems in communities and broaden the variation of individual measures and the scale of initiatives to be implemented, and enhance their awareness
- Deepen plans and develop systems for businesses derived from and related to EXPO 2025 and IR.

Specific Strategic Actions:

2. Develop the most popular areas along railway lines and deepen and expand our real estate business

(2) Acceleration of the Greater Namba concept: Transforming Namba into a location that is famous across Asia

- Increase the attractiveness and potential of the area in terms of both social and physical infrastructure
- Disseminate Namba, famous across Asia to the world, improve the value of the area, and expand the revenue base

Greater Namba urban development: Two “powers” that upgrade the urban-area status of the Namba area

Enjoy special expectations in Namba

Power of entertainment

- * Entertainment:
- (1) Exciting physical experiences
 - (2) Distinctive features of the town and shopping streets
 - (3) Traditional culture and closeness of people

Enjoy daily expectations in Namba

Power of staying

- * Stay:
- (1) Comfortable living environment
 - (2) Working environment full of challenging spirit
 - (3) A wide variety of living environments

Three goals of the Namba area

1. Namba continues to attract domestic and international attention with the vitality of its town culture
2. Namba continues to grow with the new Naniwasuji Line as an opportunity to increase diversity and base functions
3. Namba continues to nurture new relationships, diverse services, and next-generation leaders

Renewal of existing properties

Maintain and improve property value in anticipation of lifestyle changes that have already occurred due to the COVID-19 pandemic and future changes in social structure

Maintaining and improving property value

- Provide office functions suitable for the new normal era
- New SC business model

Accelerating the creation of a Greater Namba area

Diversification of urban functions

Diversity

New business creation

- Develop new urban functions with an eye to the future, without relying solely on inbound customers and tourism
- Develop the Namba area to be full of diversity, where visitors and residents of all ages and nationalities interact and continue to disseminate new culture and information
- Evolve the Namba area as a starting/contact point to create new services and businesses

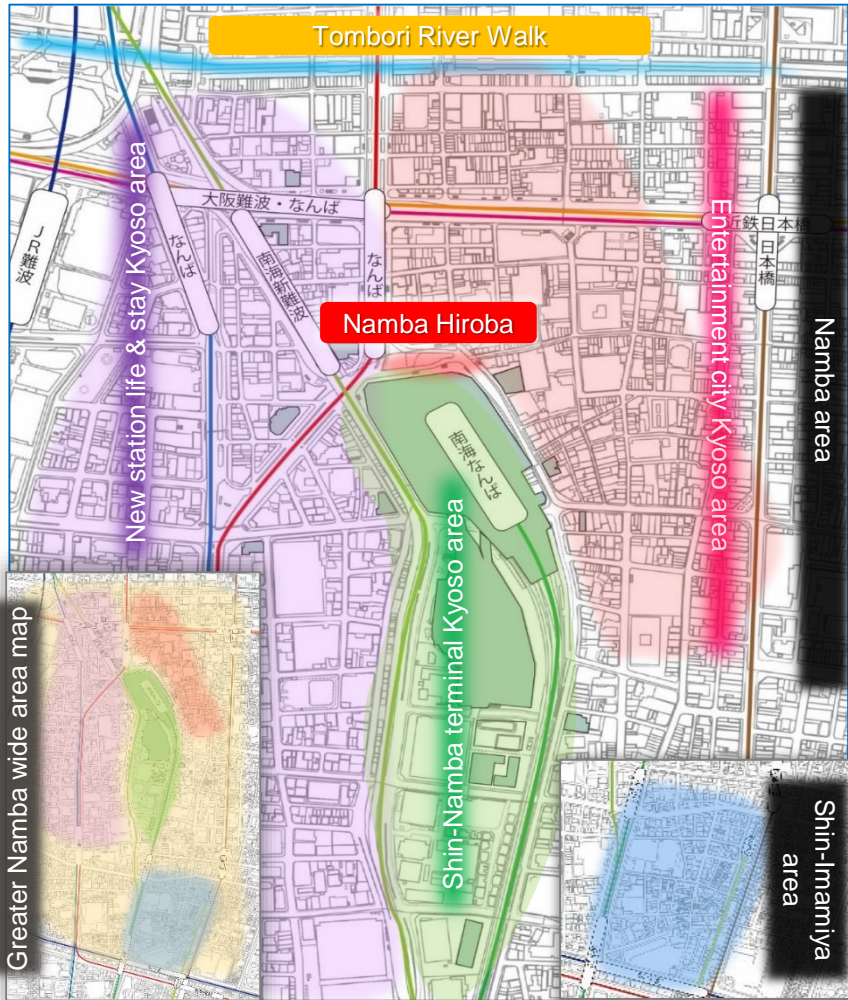
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Specific Strategic Actions:

2. Develop the most popular areas along railway lines and deepen and expand our real estate business

Entertainment City 2050 Namba (provisional name)

—Greater Namba Vision Strategy Map—



Priority Areas

Implement a **social strategy** in each area and develop a **physical strategy** that incorporates the **creation of future revenue bases**



New station life & stay Kyoso area

An area with a large development potential extending west and south from the new station for the Naniwasuji Line. We aim to develop Namba into a new urban center with new urban functions, such as offices, urban dwellings, halls, and exhibition sites.



Shin-Namba terminal Kyoso area

A Kyoso area that we have developed for about a century. We aim to develop a block that combines urban commercial districts and next-generation customer attraction functions suitable for the future Shin-Namba terminal along with scrap-and-build.



Entertainment city Kyoso area

The core area of "Entertainment City Namba." Namba Hiroba serves as a hub for people and information, aiming to become the center of tourism in Osaka with abundant entertainment featuring a fusion of pop culture, etc., while inheriting tradition and historical culture.



Shin-Imamiya diversity Kyoso area

A conveniently located area connecting Namba and Tennoji. This area aims to serve as the second gateway to Greater Namba that provides places to "live, work, and visit" by transforming into an area where various elements are mixed, transcending nationalities and generations, that continues to disseminate new culture and information.

Specific Strategic Actions:

2. Develop the most popular areas along railway lines and deepen and expand our real estate business

(3) Sustainable development of Semboku New Town

- Develop a sustainable and attractive town as a pilot model for new town regeneration
- Promote the Izumigaoka Station-Front Vitalization Project and the Semboku NT Smart City Strategy

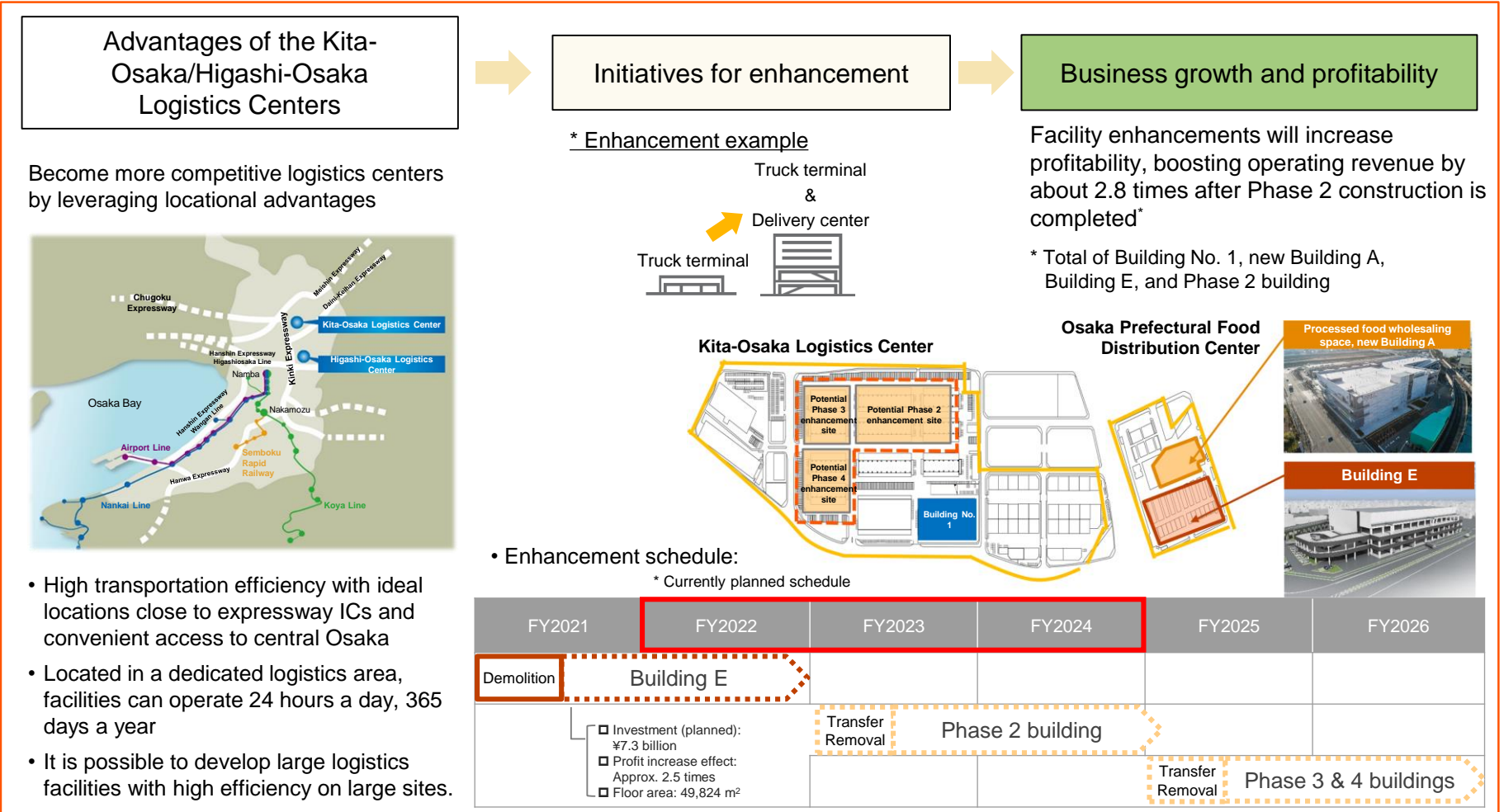


Specific Strategic Actions:

2. Develop the most popular areas along railway lines and deepen and expand our real estate business

(4) Functionality enhancement of logistics facilities

- Increase profits by expanding real estate and logistics businesses to stabilize the portfolio

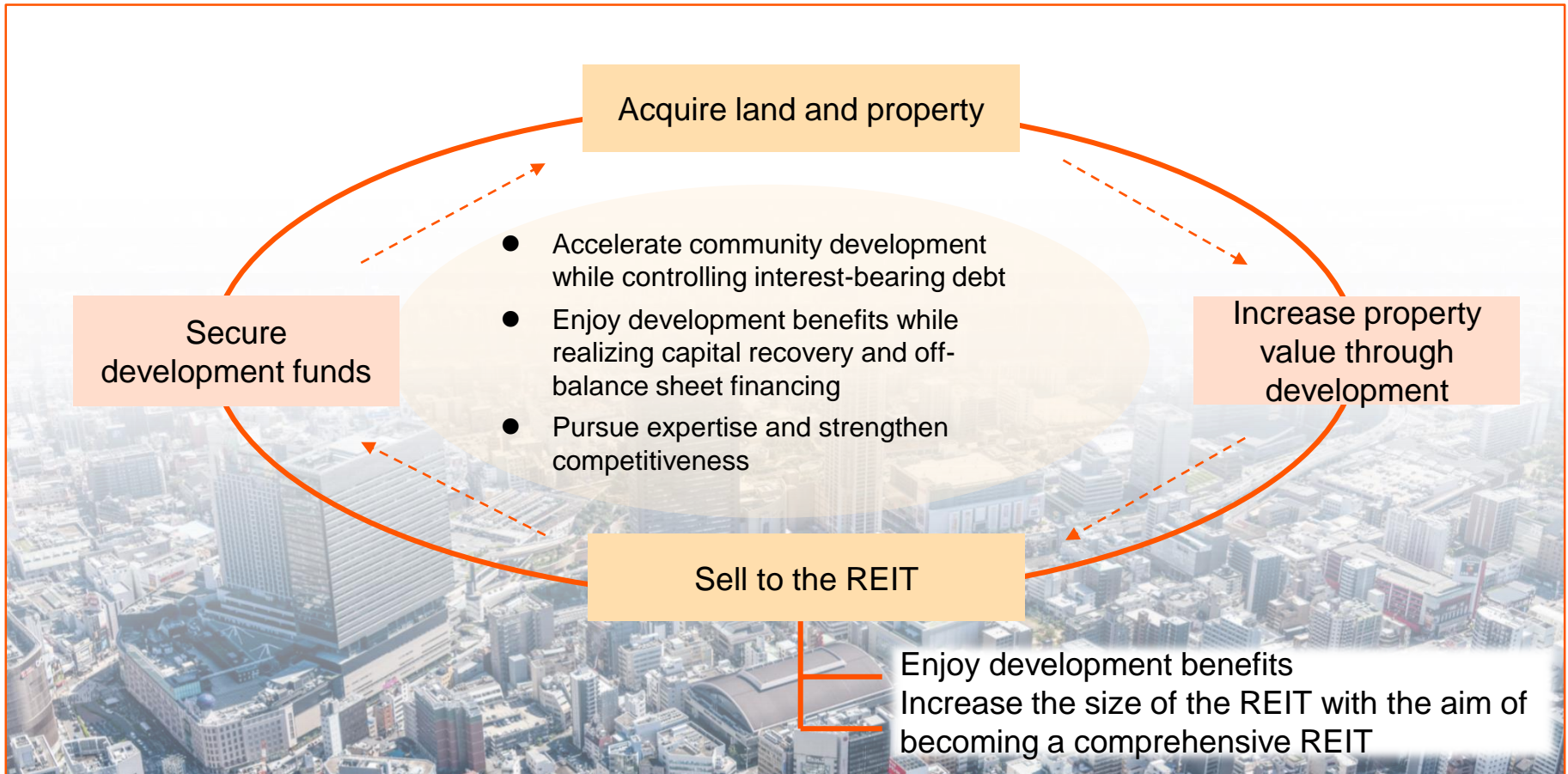


Specific Strategic Actions:

2. Develop the most popular areas along railway lines and deepen and expand our real estate business

(5) Establishment of private REIT (to accelerate community development)

- Secure new development funds by incorporating existing properties
- Use the REIT as a vehicle to accelerate the promotion of community development through Kyoso (collaborative creation) in the future



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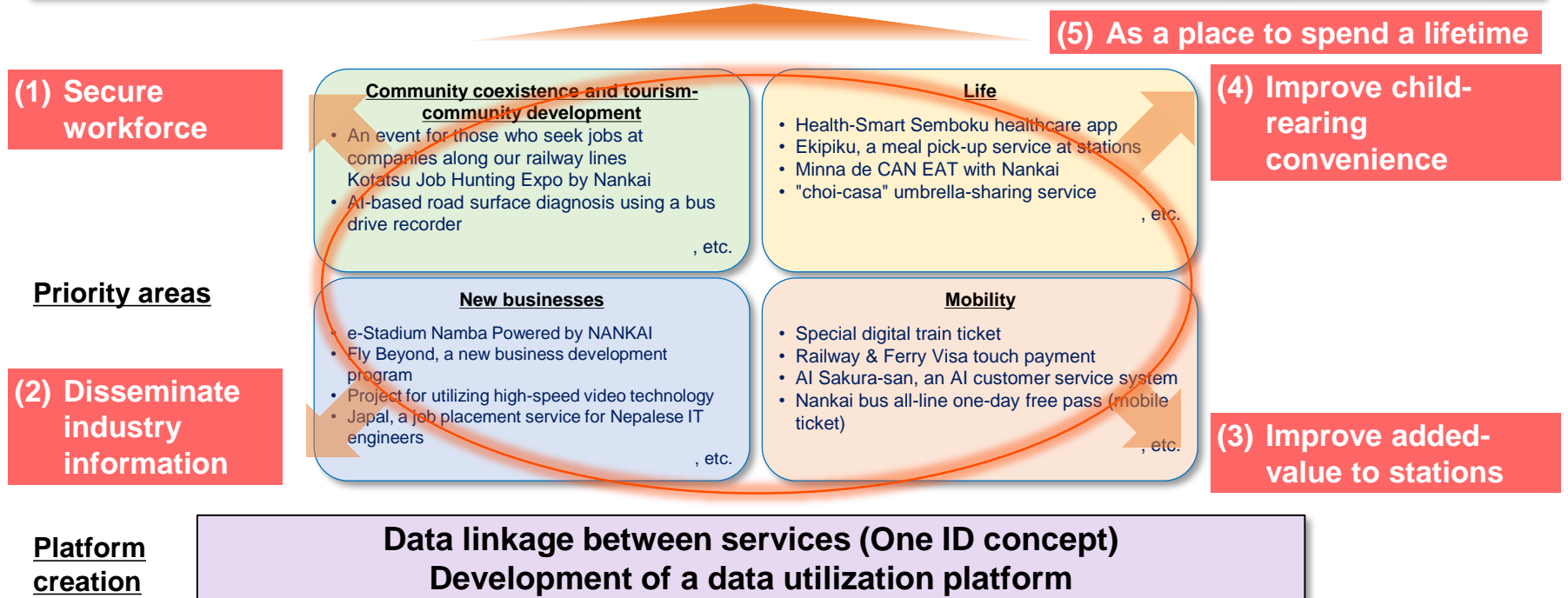
Specific Strategic Actions: 3. Future exploration

(1) Establishing digital customer contact points and creating new value (DX strategy)

- Improve the ease of living of residents along our railway lines by expanding customer contact points using digital technology
- Take measures to secure workforce and tackle service development to revitalize local industries

Expand existing initiatives and services to five new areas and reorganize them on a single platform

Desired future image and the value to be provided to society
(Linked to the 2050 corporate image) Connect people and communities using digital technology



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Specific Strategic Actions: 3. Future exploration

(Reference) Establishing digital customer contact points and creating new value (DX strategy)

- Provide a wide range of high-quality services* on a single platform

* Improves the ease of living of residents along our railway lines by providing mechanisms that allow safe and easy access from a single portal, including services provided by other companies.



Residents can choose the services they need from among reliable affiliated services

Mechanism (1)

Scheme to accept immigrant human resources

Provide a comfortable living environment for potential immigrant human resources so that they can continue to play a lasting active role

Mechanism (2)

Expand affiliated services using stations and areas along railway lines as service demonstration sites

Provide test beds taking advantage of the diversity of areas along our railway lines to allow new experiences at stations and areas along our railway lines

Mechanism (3)

Regionally rooted capillary logistics and one-stop services

On-train shopping, drone delivery from the station, pick-up at stations (micro distribution), etc. to eliminate daily inconveniences

Mechanism (4)

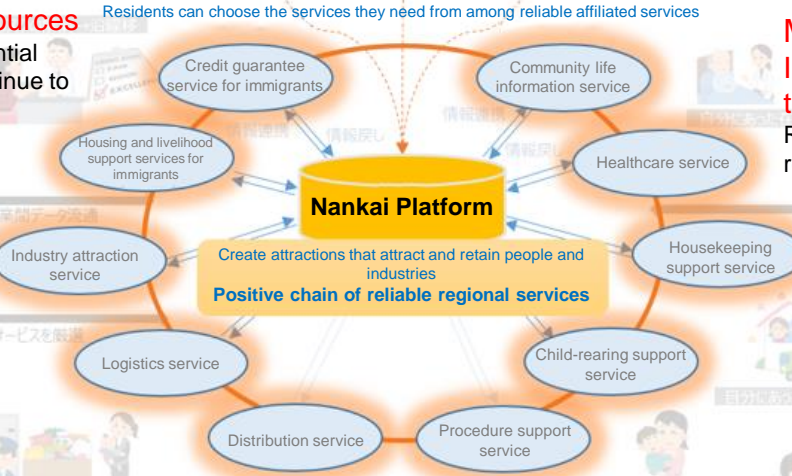
Community child-rearing support to fulfill wishes of each and every child

Expand possibilities of children living along our railway lines by providing learning methods according to their talents, abilities, and growth processes

Mechanism (5)

Information to find support and services that suit you

Residents can use services they need based on reliable local information



Specific Strategic Actions: 3. Future exploration

(2) Acceleration of new initiatives for new businesses

- Enter the e-sports business in full scale, aiming for a model that grows with communities
- The new business development program is a place for creating innovative human resources through business creation

- Make Namba the “Mecca” of e-sports
- As a frontrunner in the e-sports industry, build an ecosystem and contribute to the development of the industry



e-Stadium Namba Powered by NANKAI,
our directly managed facility

1. Establish a profit model for the “e-Stadium” and expand the know-how to FCs nationwide
2. Provide an online service that allows interaction between players and fans



Provide a player-first location,
both physical and online



- Fly Beyond, a new business development program



A music activity promotion platform that provides a place for activities to make people happy through music



An online platform that makes tennis players happy by matching opponents and places



A new communication platform to share the feelings of moving moments in real time

Going forward, we aiming to create
more businesses with innovative ideas

Specific Strategic Actions: 3. Future exploration

(3) Coexistence with foreigners (Example initiatives)

- Create sustainable communities with both foreign and Japanese people
- Taking advantage of the location of the areas along our railway lines, we will consider and promote coexistence from both social and physical perspectives

Physical



- A place where Japanese people can practice their English

Our facility
(Shin-Imamiya)



- Seminars and training programs for foreigners



- Enhance functions of the employment assistance and exchange bases for foreigners in the Shin-Imamiya area
- Accelerate the creation of liveliness as a global hub

Social



Full-scale commercialization of Japal,
a job placement service for advanced Nepalese IT
engineers



Japanese language
education for Nepalese IT
engineers at a local
Japanese language
school



Introduce engineers to
companies (mainly in areas
along our railway lines)



- Respond to the shortage of IT human resources by introducing IT personnel with sufficient Japanese language skills for work

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Specific Strategic Actions: 3. Future exploration

(4) Enhancement of tourism-related businesses

- Take on the challenge of new monetization opportunities in anticipation of the tourism market recovery (including inbound tourism)
- Maximize the effect of the increase in passengers for EXPO 2025, IR, the 1250th Anniversary of the birth of Kobo-Daishi, etc.

Basic Strategy

Create new value and increase nonresident population in areas along our railway lines through tourism promotion and build sustainable tourism-related business models

Promote attraction of passengers along our railway lines by increasing tourism content and implementing effective PR

Build an earning mechanism in the process of promoting tourism

- Develop and sell high value-added travel products for the wealthy
- Consider entry into new businesses (development of new tourist destinations, accommodation business, etc.)



Specific Strategic Actions: 3. Future exploration

(5) Provision of new services in the new normal era

- Increase convenience of customers who live in, work in, and visit areas along our railway lines
- Provide new lifestyle services one after another

- Explore possibilities for new contactless transportation use through the use of special digital train tickets, etc.



入場する際の画面



- Increase the number of shared offices “Liefcice By NANKAI” (currently two stores are operating)



- Ekipiku, a meal pick-up service at designated stations on a testing
- This service will be provided under a new brand name with more functions in spring 2022
- New services will be added to the Nankai App



- The first railway company in the Kansai region to introduce free distribution of menstrual napkins on a testing (scheduled to start spring 2022)

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Human Resource and Financial Strategies: The two pillars supporting business strategies

- Strongly support the implementation of business strategies with both human resource and financial strategies
- Integrate the three types of strategies to complete the necessary strategic actions in the next three years

Management Strategies

Human resource strategies

- Create an organization that creates additional value by improving productivity
- Develop a new human resources portfolio through career plans and diversified human resources

Business Strategies

1. Sustainable management of public transportation business
2. Develop the most popular areas along railway lines and deepen and expand our real estate business
3. Future exploration

Human resource strategies

Organizational and human resource strategies that ensure the implementation of business strategies

Financial strategies

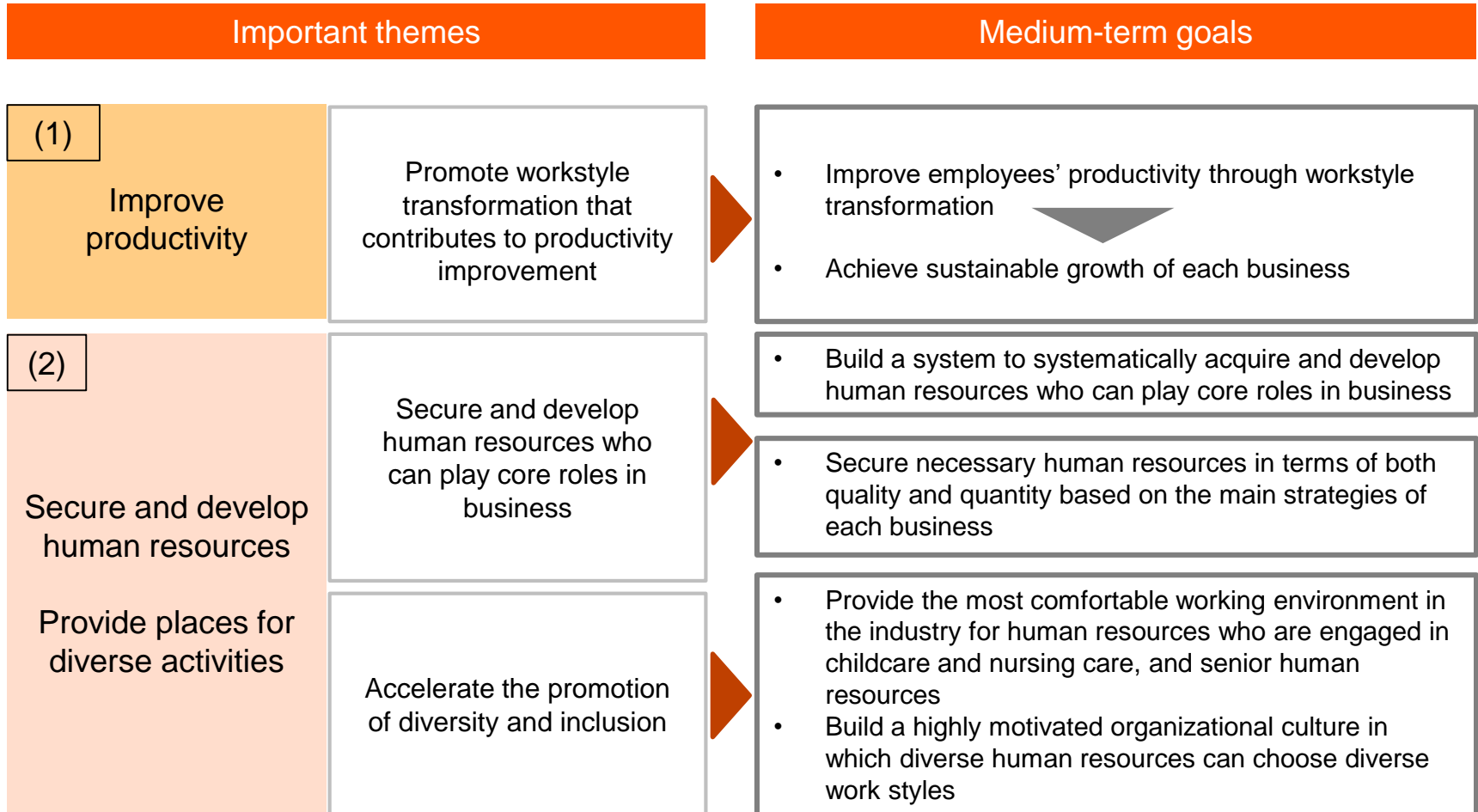
Financial strategies that support the implementation of business strategies

Financial strategies

- Maintain financial health
- Make sure you invest the money required for your business strategies
- Assign priorities to capital investments so no opportunities are missed

Human Resource Strategies: Outline of organizational and human resource strategies

- Transform into an organization that creates new added value by improving productivity
- Build a new human resources portfolio that will support future business transformation



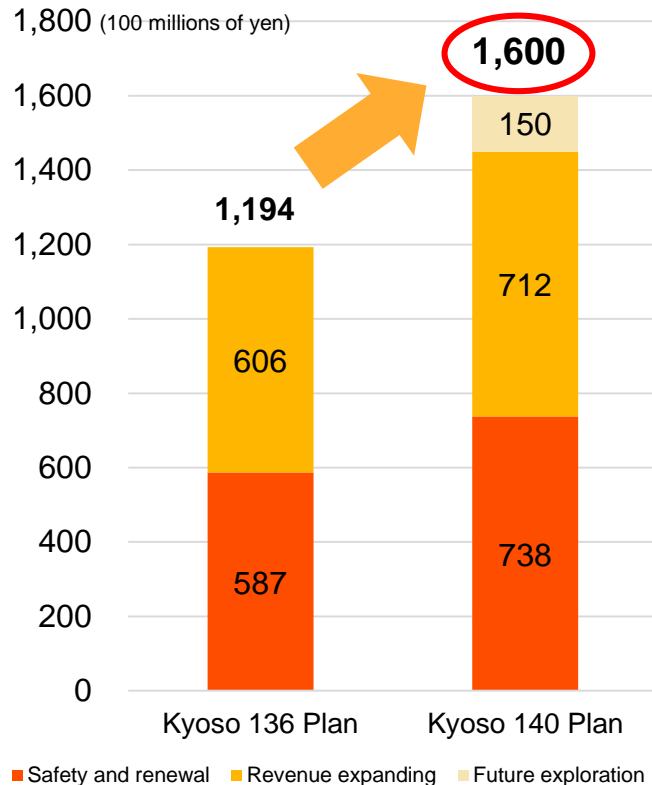
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Financial Strategies: Outline of financial strategies—Fundamental Policies—

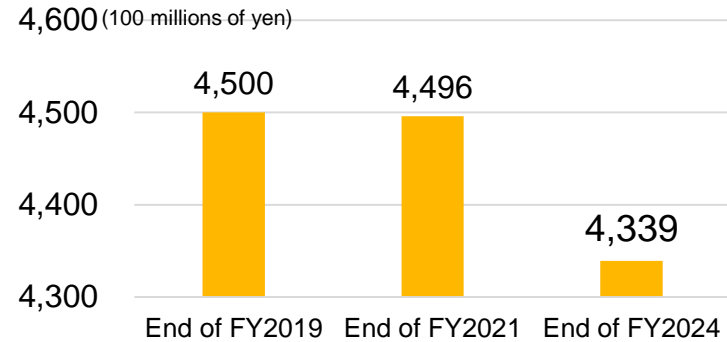
Fundamental policies

- Make necessary investments in a timely manner based on the major premise of maintaining financial health
- Appropriately allocate cash to safety and renewal investments, growth (future exploration) investments, sustainable investments, shareholder and employee returns, etc. from a medium- to long-term perspective

(1) Capital investment: Comparison with the previous Medium-Term Management Plan

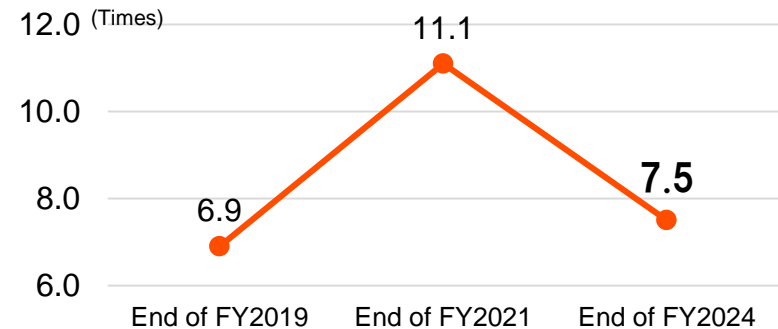


(2) Changes in the net interest-bearing debt



* Control the increase in the net interest-bearing debt by diversifying financing methods

(3) Changes in the ratio of the net interest-bearing debt to EBITDA



* The capital investment amount only for Kyoso 140 Plan is before consolidation elimination.

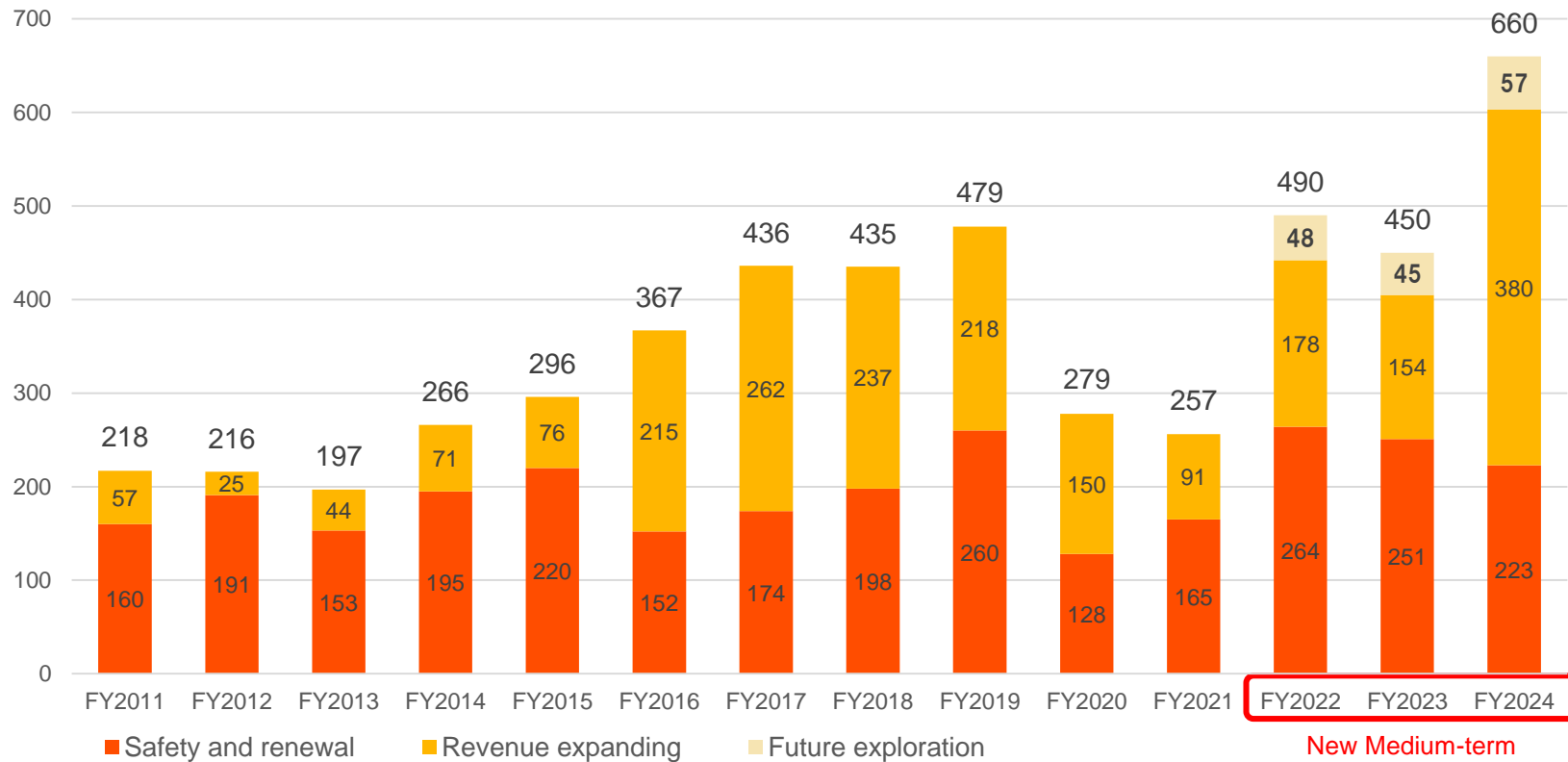
* EBITDA: Operating income + Dividend income + Depreciation and amortization

Financial Strategies: Changes in capital investments

- Give the highest priority to safety and renewal investments, which somewhat slowed down due to the impact of COVID-19
- In addition to active investments in town development, allocate investments also to future exploration

Changes and breakdown of capital investments: from FY2011

(Unit: 100 millions of yen)



* The capital investment amounts only for the period covered by the new Medium-term Management Plan are before consolidation elimination.

New Medium-term
Management Plan Total:
¥160.0 billion

Financial Strategies:

Details of capital investments (¥160.0 billion over three years)

- Ensure appropriate levels of investments in line with the outline of our business strategies
- Seek both the increase of value as a sustainable company and the realization of a sustainable society and allocate a certain investment amount to “sustainable investments”

1. Sustainable management of public transportation business

¥52.0 billion:

- To maintain a sustainable transportation network, systematically make safety investments and renewal investments

2. Develop the most popular areas along railway lines and deepen and expand our real estate business

¥93.0 billion:

- While securing development funds through a REIT, make concentrated investments in the Namba and Izumigaoka areas and for the functionality enhancement of logistics facilities

3. Future exploration

¥15.0 billion:

- Allocate budget for building a third core business, following railway and real estate businesses, from a medium- to long-term perspective

Sustainable investments* out of the total capital investments

- **Investment in disaster countermeasures: ¥5.0 billion**
Preparation for worsening disasters and prevention countermeasures
- **Investment in DX promotion: ¥9.0 billion**
Creation of new values and workstyles by making full use of data and digital technologies
- **Investment in CO₂ reduction: ¥19.0 billion**
Utilization of opportunities for global warming mitigation and the shift to a carbon-free society
- **Investment in brand enhancement: ¥16.0 billion**
Enhancement of product, service, corporate, and regional brands
- **Investment in diversity enhancement: ¥4.0 billion**
Enhancement of the working environment for diverse employees

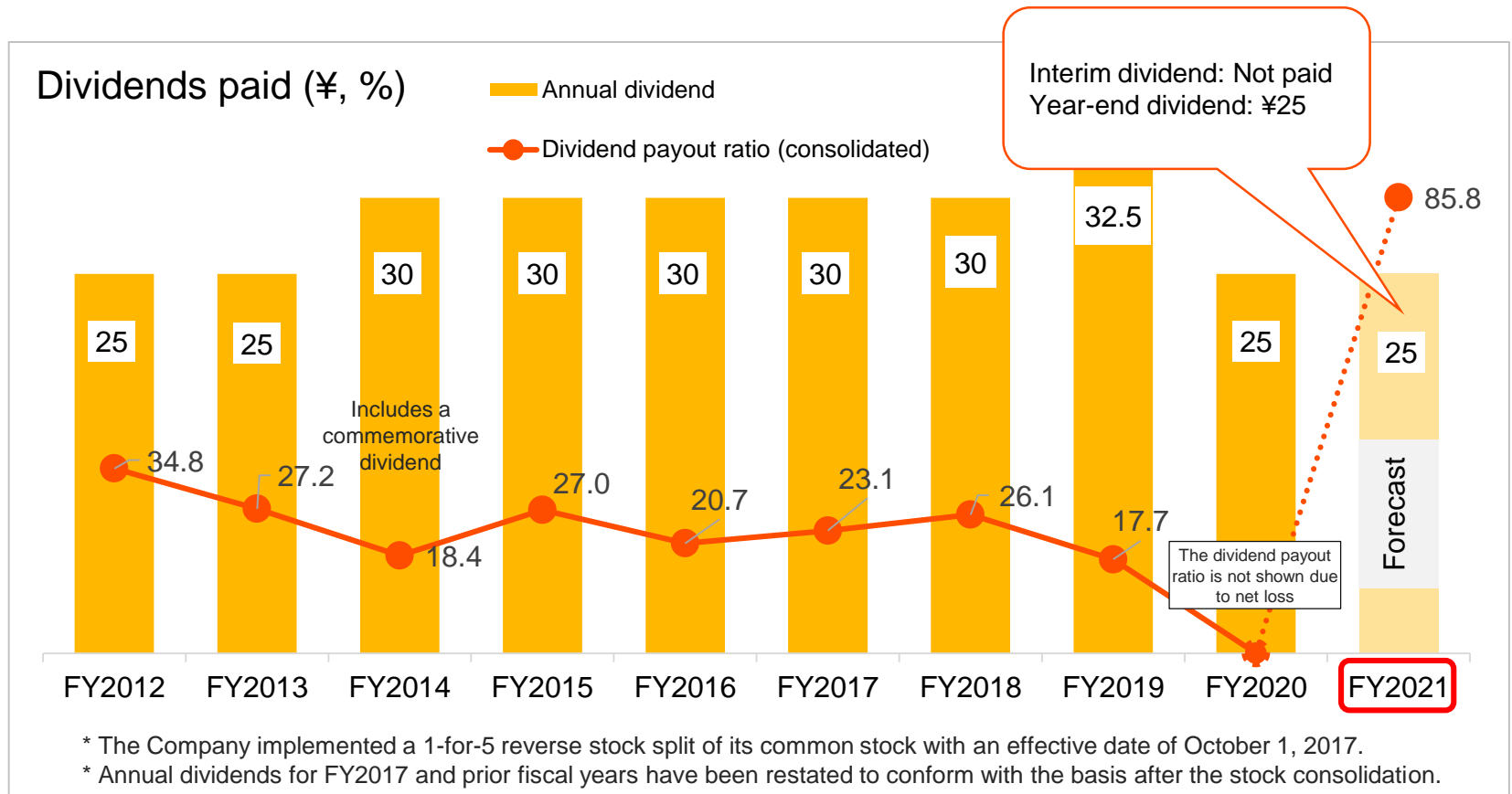
■ **Total: ¥46.0 billion (some items are duplicated)**

* Major investments to realize materiality items identified for sustainable management

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Financial Strategies: Shareholder returns

- Secure stable dividend resources by working to further improve earnings while striving to ensure a stable management foundation and strengthen the financial position over the long term
- Continue to pay stable dividends by comprehensively considering the business environment, performance trends, capital investments, investment opportunities, and other factors

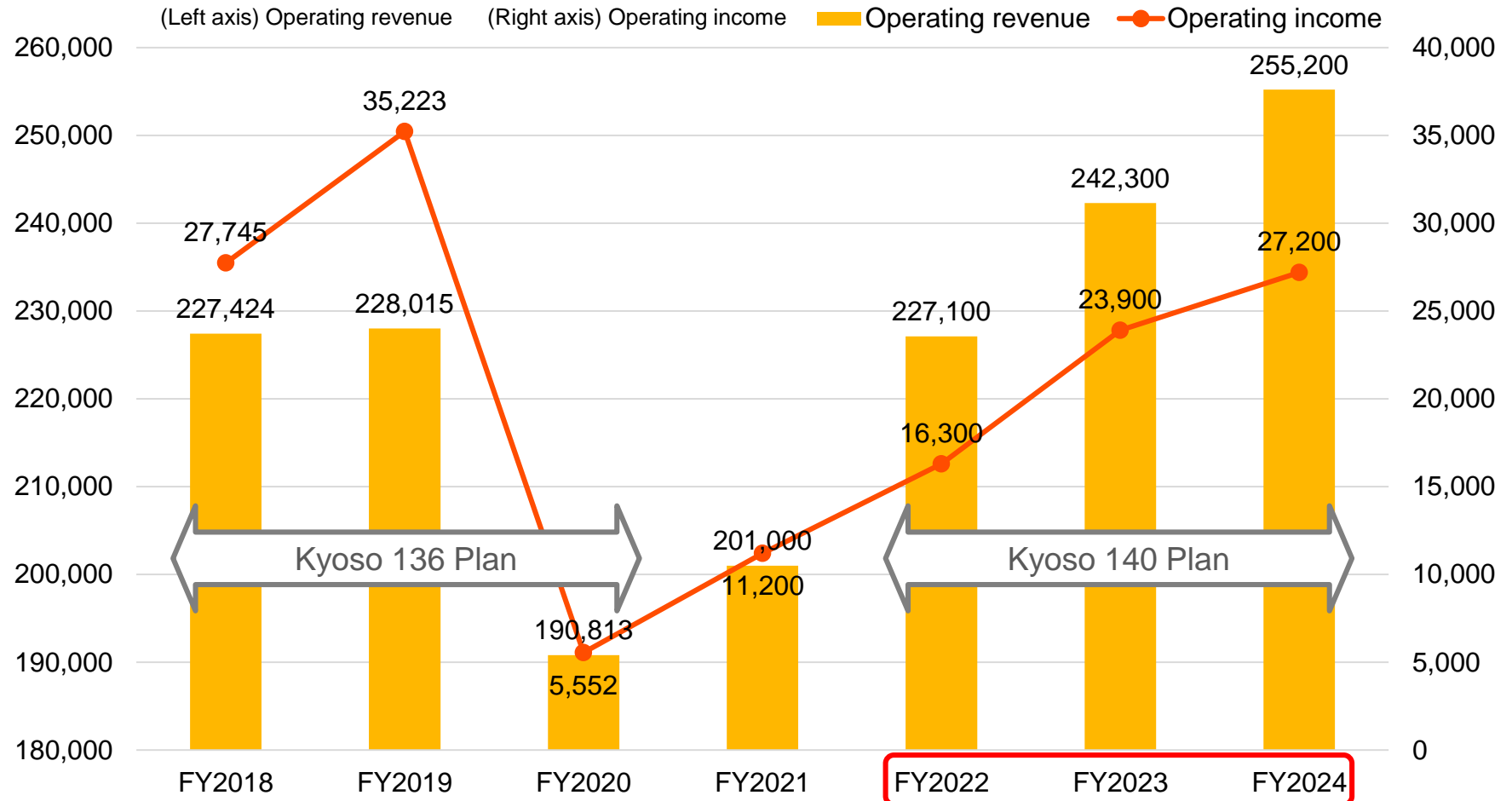


V. Three-year Numerical Plan

Numerical Plan: Consolidated

- Demand for inbound tourism is expected to gradually recover to FY2019 levels by FY2025

Changes in operating revenue and operating income (millions of yen)



Numerical Plan: Consolidated

- Each index will improve with the recovery of transport demand mainly in the transportation business
- Steadily implement necessary investments in the recovery phase on the major premise of maintaining financial health

	(Reference) FY2021 Business forecast (Announced in March 2022)	FY2022 plan	FY2023 plan	FY2024 plan
Operating income ^{*1}	¥12.0 billion	¥17.1 billion	¥24.7 billion	¥28.0 billion
Net interest-bearing debt	¥449.6 billion	¥458.9 billion	¥431.4 billion	¥433.9 billion
Ratio of the net interest-bearing debt to EBITDA ^{*2}	11.1 times	10.1 times	8.0 times	7.5 times

	(Reference) FY2021 Business forecast (Announced in March 2022)	FY2022 plan ^{*3}	FY2023 plan ^{*3}	FY2024 plan ^{*3}
Total capital investments	¥25.7 billion	¥49.0 billion	¥45.0 billion	¥66.0 billion
Future exploration	—	¥4.8 billion	¥4.5 billion	¥5.7 billion
Revenue expanding	¥9.1 billion	¥17.8 billion	¥15.4 billion	¥38.0 billion
Safety and renewal	¥16.5 billion	¥26.4 billion	¥25.1 billion	¥22.3 billion

*1 Operating income + Dividend income

*2 Operating income + Dividend income + Depreciation and amortization

*3 Capital investment amounts from FY2022 to FY2024 are before consolidation elimination.

(Reference) Numerical plan: Assumed conditions for calculations

- Revenues in the three-year numerical plan are calculated based on the following guidelines

* Rate of decrease against average year excluding the impact of COVID-19

1. Assumed conditions:

	FY2022					FY2023	FY2024	(Reference) FY2025
	1Q	2Q	3Q	4Q	Average			
Inbound/overseas travel	-80%		-60%		-70%	-30%	-10%	0%
Domestic medium- and long-distance travel	-10%		-10%		-10%	0%	0%	0%
Nearby leisure travel	-15%		-15%		-15%	-10%	-10%	-10%
Business (commuter pass) users	-10%		-10%		-10%	-10%	-10%	-10%
Student (commuter pass) users	-5%		-5%		-5%	0%	0%	0%

2. Nankai Electric Railway lines:

	FY2022					FY2023	FY2024	(Reference) FY2025
	1Q	2Q	3Q	4Q	Average			
Non-commuter passes (existing lines)	-15%		-15%		-15%	-10%	-10%	-10%
Non-commuter passes (airport line)	-70%		-50%		-60%	-25%	-10%	0%
Commuter passes(existing lines)	-10%		-10%		-10%	-10%	-10%	-10%
Commuter passes(airport line)	-30%		-20%		-25%	-10%	-5%	0%

Numerical Targets:

- Improve both operating income and the ratio of the net interest-bearing debt to EBITDA and build financial foundations for future growth
- Systematically advance CO₂ emissions reduction toward FY2030

The numerical targets (consolidated basis) for FY2024, the final year of the plan, are as follows.

Operating income ^{*1}	¥28.0 billion
Ratio of the net interest-bearing debt to EBITDA ^{*2}	7.5 times or less

*1 Operating income + Dividend income

*2 Operating income + Dividend income + Depreciation and amortization

<Reference>

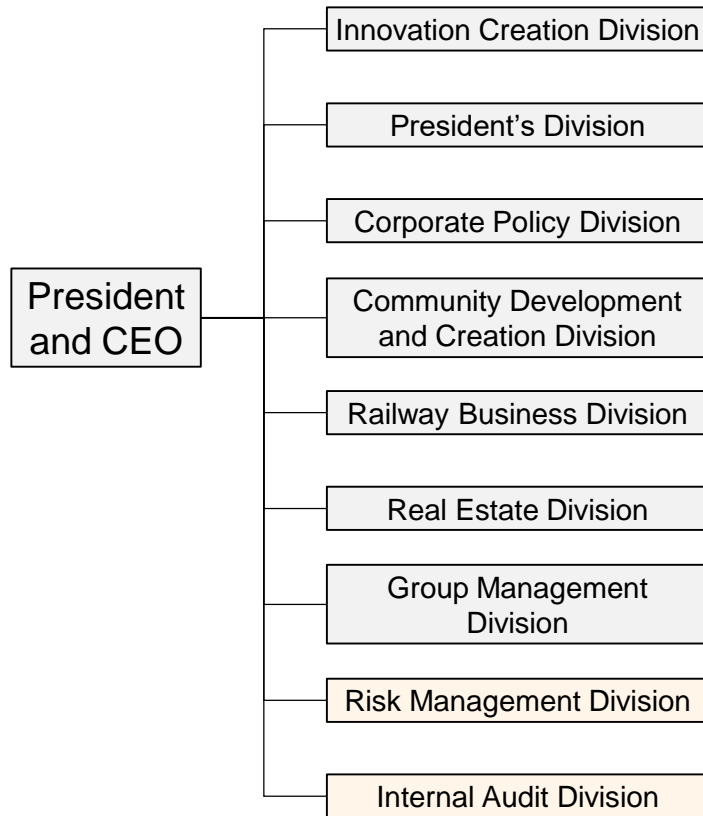
Capital investment amounts (three-year total)	¥160.0 billion
Reduction of CO ₂ emissions (FY2024)	−32% from FY2013 levels

VI. Group Management Structure

Implementation Structure: Executive organization

- Follow the organization system that formed the business plans. Minimize reorganization and link the planning and implementation structures
- Strengthen the risk management system in light of the increasing uncertainty of the external environment in the future

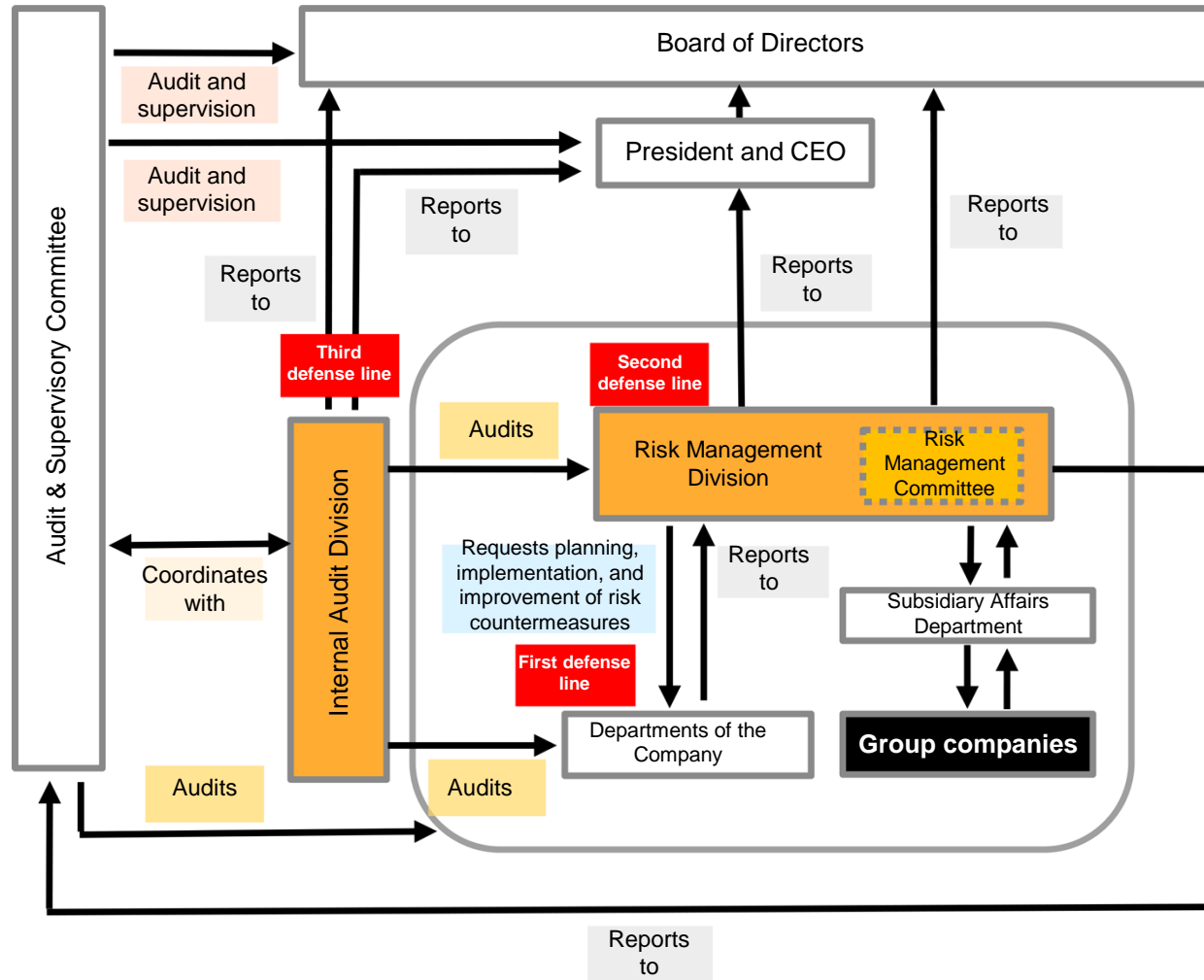
[FY2022 Executive Structure]



	Name	Business in charge
President and CEO	Achikita Teruhiko	Matters related to the Internal Audit Division
Senior Managing Corporate Officer	Takagi Toshiyuki	Community Development and Creation Division General Manager
Senior Managing Corporate Officer	Ashibe Naoto	Matters related to the Group Management Division
Managing Corporate Officer	Kajitani Satoshi	Railway Business Division General Manager
Senior Corporate Officer	Otsuka Takahiro	Corporate Policy Division General Manager
Senior Corporate Officer	Nikaya Yoshinori	Real Estate Division General Manager
Senior Corporate Officer	Nishikawa Takahiko	Innovation Creation Division General Manager
Senior Corporate Officer	Okajima Nobuyuki	Railway Business Division Deputy General Manager, Railway Business & Train Stock Department Chief Manager
Senior Corporate Officer	Suzuki Kazuaki	Group Management Division General Manager
Senior Corporate Officer	Matsumoto Yasuyuki	Corporate Policy Division Deputy General Manager, Corporate Strategy Department Chief Manager
Corporate Officer	Okamoto Keisuke	Risk Management Division General Manager
Corporate Officer	Wada Shinji	Innovation Creation Division Deputy General Manager, New Business Department Chief Manager
Corporate Officer	Kawata Hitoshi	Community Development and Creation Division Deputy General Manager, Development Department Chief Manager
Corporate Officer	Saito Hironori	President's Division General Manager
Corporate Officer	Kobayashi Atsushi	Innovation Creation Division Deputy General Manager, Business Reform Department Chief Manager, Railway Business Division Planning & Management Department Chief Manager, Real Estate Division Planning & Management Department Chief Manager
Corporate Officer	Kaga Itaru	Railway Business Division Deputy General Manager
Corporate Officer	Yasuda Takayoshi	Internal Audit Division General Manager
Corporate Officer	Kadokura Takamasa	Community Development and Creation Division Deputy General Manager, Planning Department Chief Manager
Corporate Officer	Sakamoto Satoko	Group Management Division Deputy General Manager, Personnel Department Chief Manager
Corporate Officer	Nishihara Keisuke	Real Estate Division Deputy General Manager, Real Estate Department Chief Manager

Implementation Structure: Risk management system

- Build a Group-wide comprehensive and centralized management system against increasing risks
- Clarify the roles and functions of the “three defense lines” in risk management



Appendix

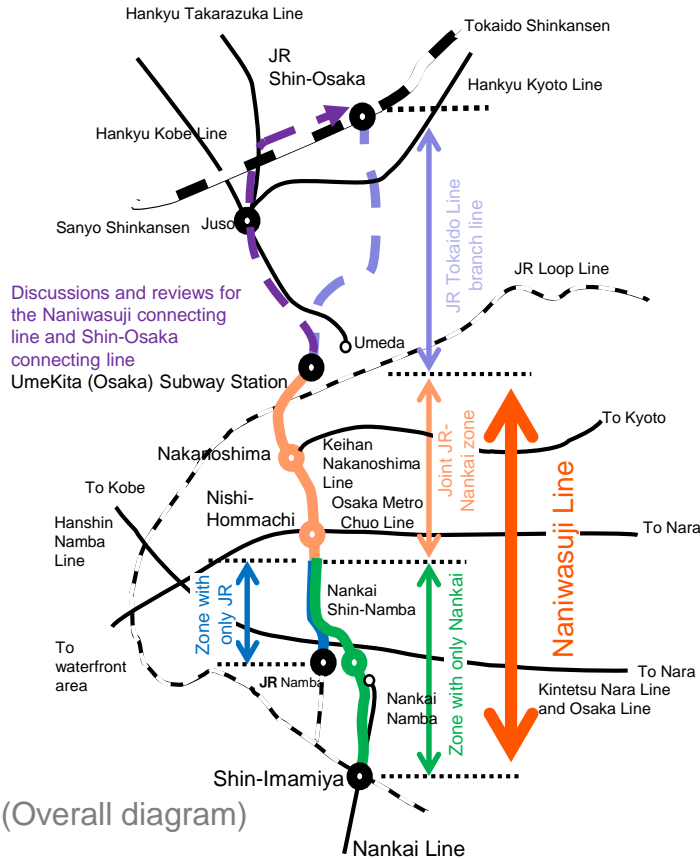
Reference: Naniwasuji Line Plan

● Naniwasuji Line

- Received approval for railway business in July 2019. Approval for construction was obtained and the urban project decision was publicly announced in February 2020.
- Full-scale construction project began at Nakanoshima Station in October 2021 and at Nishi-Hommachi Station in November.
- From now on, we will acquire land and work on other sections, and aim to put the line into operation spring 2031.

Overview of Plans for the Naniwasuji Line

Service zones	<ul style="list-style-type: none"> Nankai Shin-Imamiya Station – Nishi-Hommachi Station (Provisional name) – UmeKita (Osaka) Subway Station JR Namba Station – Nishi-Hommachi Station (Provisional name) – UmeKita (Osaka) Subway Station
Intermediate stations	Nakanoshima Station (Provisional name), Nishi-Hommachi Station (Provisional name), Nankai Shin-Namba Station (Provisional name)
Total project cost	Approx. ¥330.0 billion (estimate) Components: Investment by local governments: Approx. ¥33.0 billion (Osaka Prefecture: ¥16.5 billion, Osaka City: ¥16.5 billion) Private investment: Approx. ¥33.0 billion (Nankai Electric Railway: ¥18.5 billion, JR West: ¥14.5 billion)
Project implementation	Kansai Rapid Railway Co., Ltd.
Operator and operation segments	Nankai Electric Railway Co., Ltd. Operation segment: Nankai Shin-Imamiya Station – UmeKita (Osaka) Subway Station West Japan Railway Company (JR West) Operation segment: JR Namba Station – UmeKita (Osaka) Subway Station
Targeted start of commercial service	Spring 2031



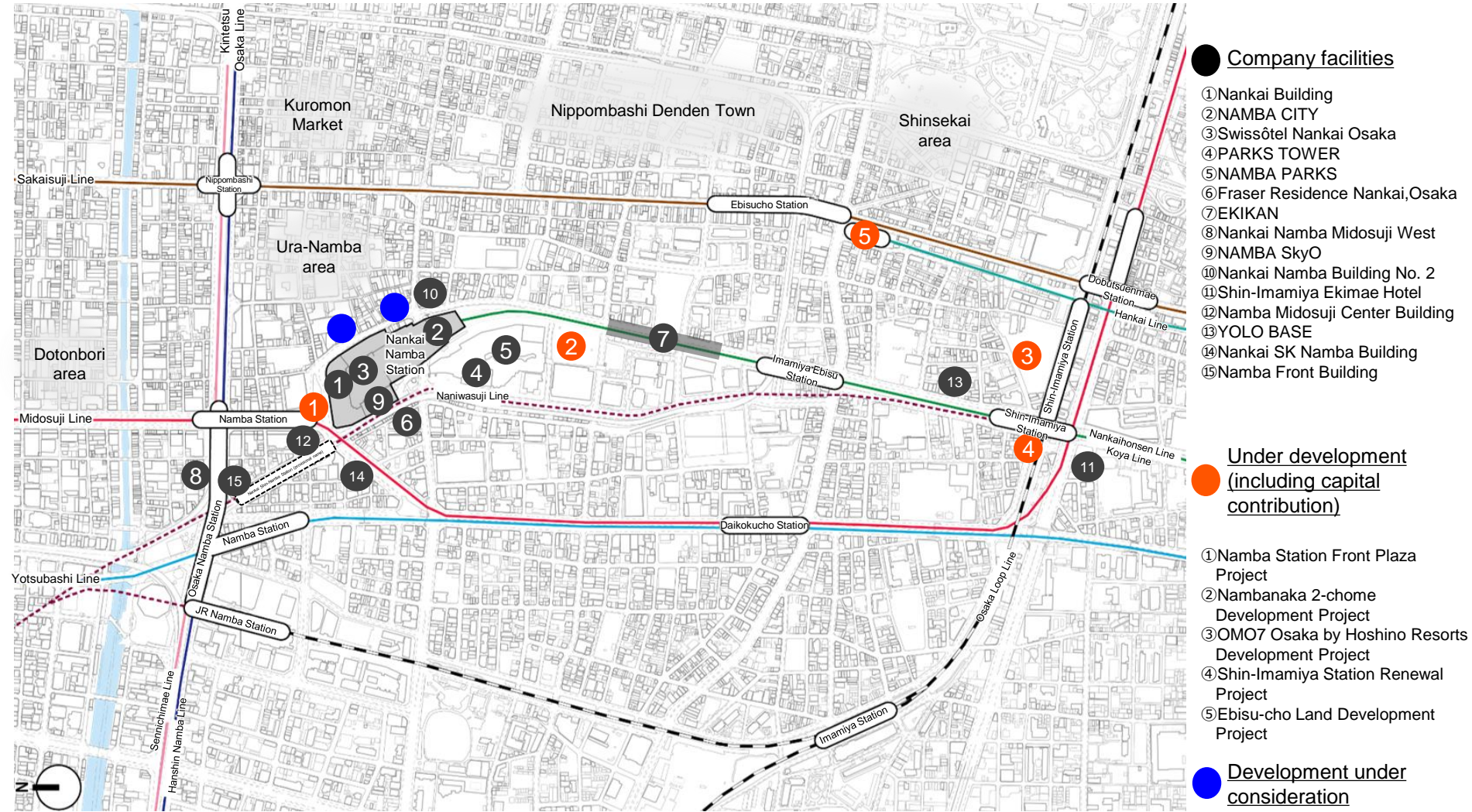
(Overall diagram)

* UmeKita (Osaka) Subway Station is the name of a new station planned to open in 2023 in a project for concerting the Tokaido Branch Line to an underground line and establishing a new station.

Reference: Route map



Reference: Main facilities in the Greater Namba area (map)



* Naniwasuji Line: Currently under development

Reference: Main facilities in the Greater Namba area (list)

Facility name	Leasing area	Month & year of completion (acquisition)	Main uses
① Nankai Building	49,827 m ²	July 1932	Takashimaya Osaka and shops
② NAMBA CITY	Approx. 33,200 m ²	1978 ^{*2}	Shopping center
③ Swissôtel Nankai Osaka	61,557 m ²	March 1990	Hotel
④ PARKS TOWER	36,500 m ²	August 2003	Offices and shops
⑤ NAMBA PARKS	Approx. 51,800 m ²	October 2003 ^{*2}	Shopping center
⑥ Fraser Residence Nankai, Osaka	7,332 m ^{2*1}	July 2010	Serviced apartments
⑦ EKIKAN	Approx. 3,700 m ²	2014 ^{*2}	Shopping center
⑧ Nankai Namba Midosuji West	4,286 m ²	September 1985 (July 2018)	Offices
⑨ NAMBA SkyO	45,927 m ²	October 2018	Offices, medical facilities, conference hall, commercial service facilities
⑩ Nankai Namba Building No. 2	1,500 m ^{2*1}	November 1988 (November 2018)	Offices
⑪ Shin-Imamiya Ekimae Hotel	4,952 m ^{2*1}	August 2018 (December 2018)	Hotel
⑫ Namba Midosuji Center Building	(Portion owned by the Company) 5,665 m ² (Overall) 6,217 m ²	March 1992 (April 2019)	Offices and shops
⑬ YOLO BASE	3,156 m ^{2*1}	September 2019	Employment assistance facility for foreign workers
⑭ Nankai SK Namba Building	14,141 m ²	March 1983 (February 2020)	Offices
⑮ Namba Front Building	6,460 m ²	March 1992 (May 2020)	Offices

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*1: Total floor area

*2: Phase 1 opening

(as of April 4, 2022)



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Cautionary Statement Regarding Forward Looking Statements

This presentation was not prepared for the purpose of soliciting an investment in Nankai Electric Railway Co., Ltd. It is reference material only, and you should consult the Company's Kessan Tanshin (Financial Results—available in Japanese only) and Yukashoken Hokokusho (Annual Securities Report—available in Japanese only) for accurate financial results.

The presentation contains forward-looking statements including financial forecasts and other projections that have been determined based on information currently available to management. Forward-looking statements involve considerable uncertainty due to factors including trends in demand and other changes in business conditions as well as fluctuations in prices.