

# Presentation on FY2024 First Half Financial Results for Investors

November 15, 2024

Nankai Electric Railway Co., Ltd.

(Tokyo Stock Exchange, Prime Market, Securities Code: 9044)



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# I. Performance Summary

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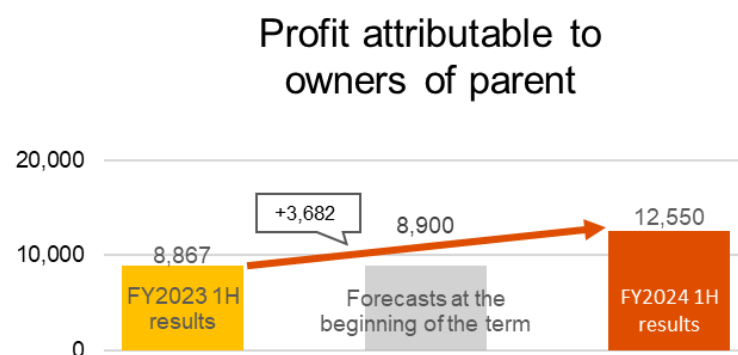
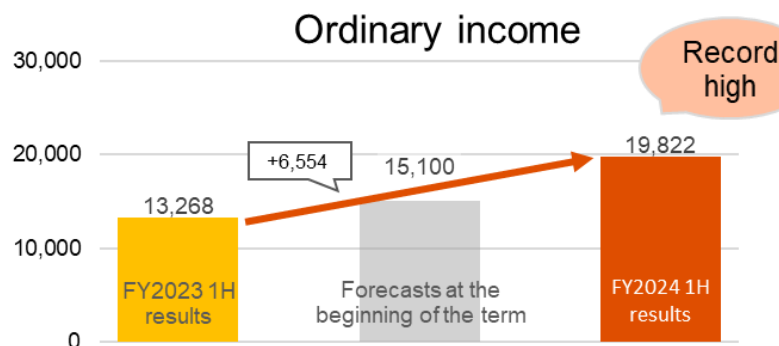
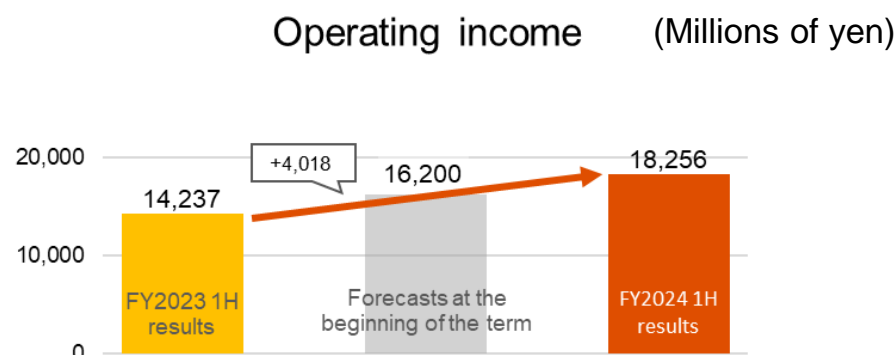
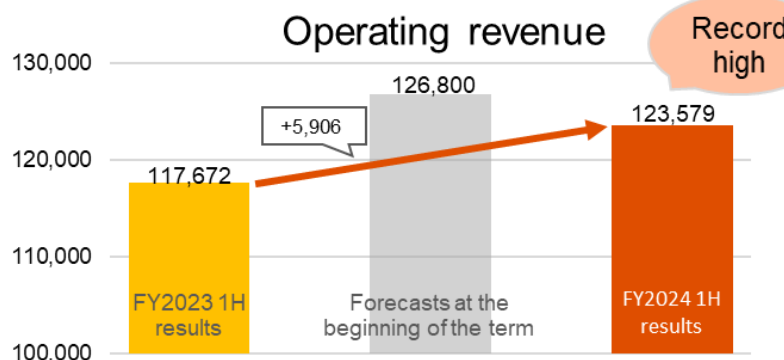
# Performance Summary(1) FY2024 1H Results

## <Year-on-year comparison>

- Both revenue and income grew owing to an increase in the number of passengers carried due to various factors (such as the capture of inbound demand in the railway and bus businesses), the effect of the fare revision implemented in October last year, and an increase in rent income due to the contribution of duty-free sales in the management of shopping Centers. In addition, ordinary income also increased due to the contribution of dividend income from investments in the real estate development project (OMO7 Osaka).

## <Comparison with the forecast at the beginning of the term>

- Although revenue decreased due to the postponement of planned property sales to the second half in the real estate sales business, income increased mainly due to the real estate leasing business, the railway business, and the management of shopping Centers. In addition, ordinary income increased due to dividend income.



# Performance Summary(2) Business Forecasts For FY2024

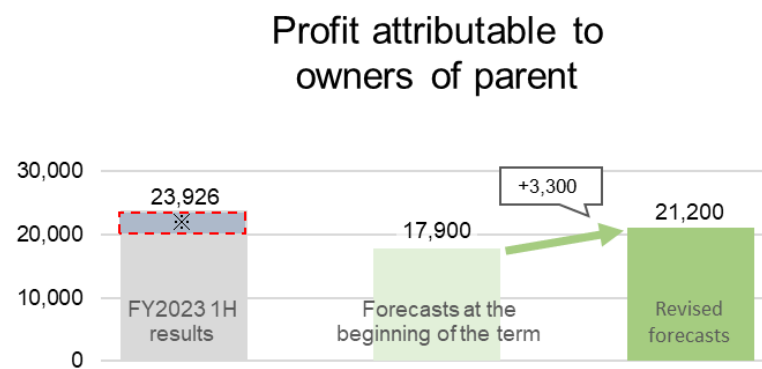
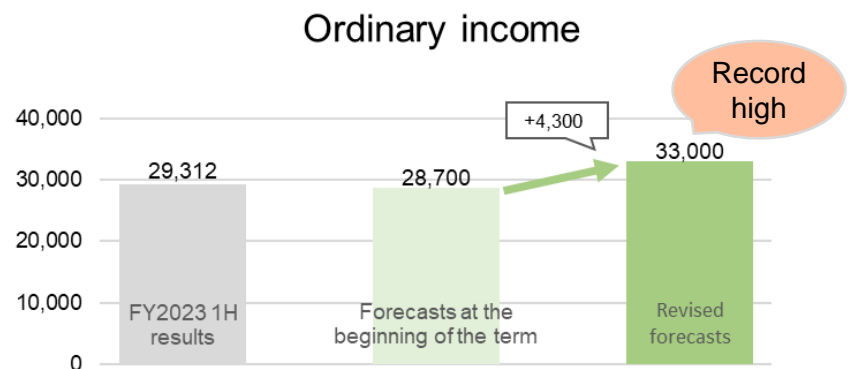
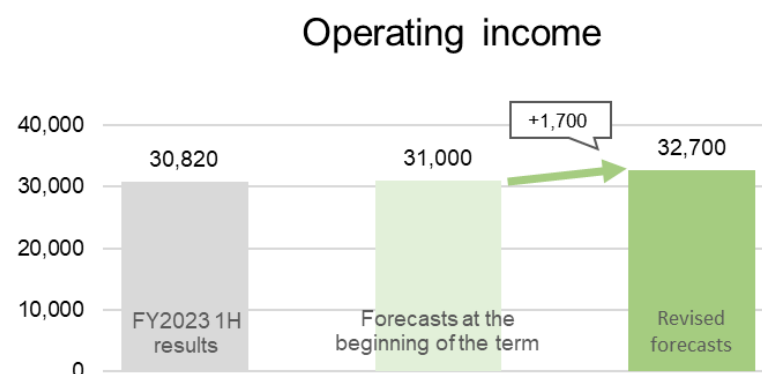
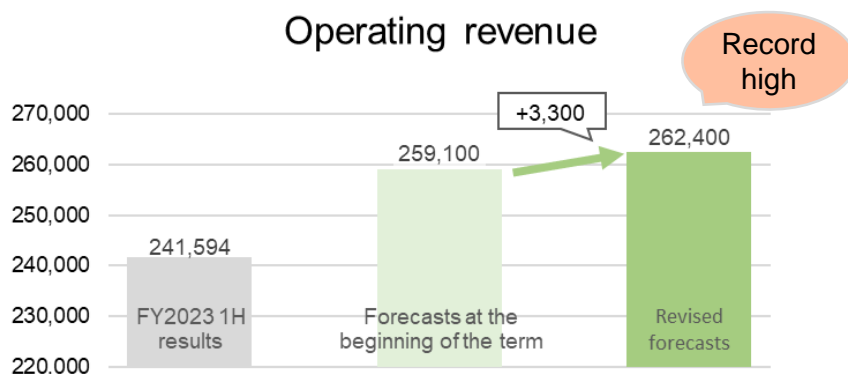
## <Comparison with the forecast at the beginning of the term>

- Revenue increased, mainly in the travel agency business, building management and maintenance business, and management of shopping Centers. Operating income increased, mainly in management of shopping Centers, real estate leasing business, and bus business. In addition, ordinary income increased due to dividend income.

## <Year-on-year comparison>

- Likewise, the second quarter results showed that both operating income and ordinary income increased. Nonetheless, profit attributable to parent owners decreased due to the absence of the special factor (gains on the sale of properties to REIT investment corporation) that was included in extraordinary income in the previous term.

(Millions of yen)



\* Impact of gains on sale of properties to REIT investment corporation (extraordinary income): Approximately 3.8 billion yen

## II. Summary of Financial Results for the First Half of FY2024



# Performance highlights

(Millions of yen)

	FY2024 1H results (A)	FY2023 1H results (B)	Compared to FY2023 1H results		Previous forecast for FY2024 1H (Announced April 2024) (C)	Compared to the forecasts at the beginning of FY2024 1H	
			Change (A-B)	Percentage change		Change (A-C)	Percentage change
Operating revenue	<b>123,579</b>	117,672	5,906	5.0%	126,800	-3,220	-2.5%
Operating income	<b>18,256</b>	14,237	4,018	28.2%	16,200	2,056	12.7%
Non-operating income	<b>3,395</b>	974	2,421	248.4%			
Non-operating expenses	<b>1,828</b>	1,944	-115	-5.9%			
Ordinary income	<b>19,822</b>	13,268	6,554	49.4%	15,100	4,722	31.3%
Extraordinary income	<b>8,980</b>	156	8,824	—			
Extraordinary losses	<b>10,389</b>	525	9,864	—			
Profit attributable to owners of parent	<b>12,550</b>	8,867	3,682	41.5%	8,900	3,650	41.0%

## 【Record high operating revenue and ordinary income】

### <Main reasons for changes compared to FY2023 1H>

Both revenue and income grew due to factors such as an increase in the number of passengers transported in the transportation business and the effects of the railway fare revision carried out in October 2023.

### <Main reasons for changes compared to the forecasts at the beginning of FY2024 1H>

Despite a decline in revenue due to the postponement of property sales in the real estate sales business, operating income grew mainly in the real estate leasing business, the railway business and the management of shopping centers, and ordinary income grew due to the receipt of a dividend from a special-purpose company.

# Status of segment composition (as of September 30, 2024)

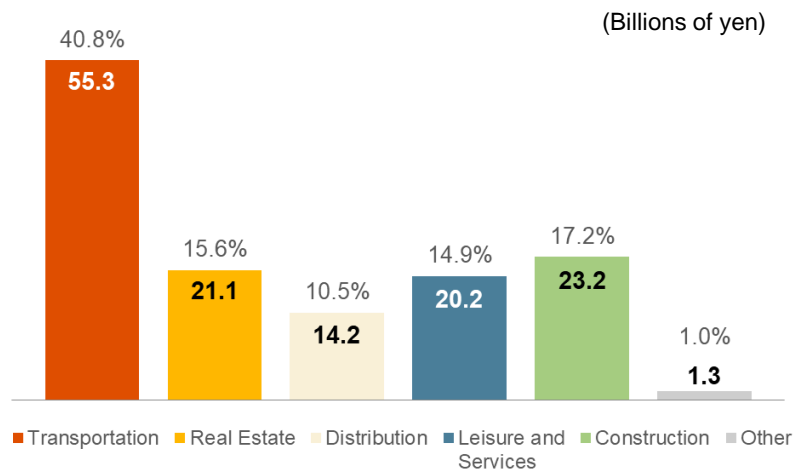
[Consolidated subsidiaries: 52, non-consolidated subsidiaries: 17, non-equity method affiliates: 6]

(No change from March 31, 2024)

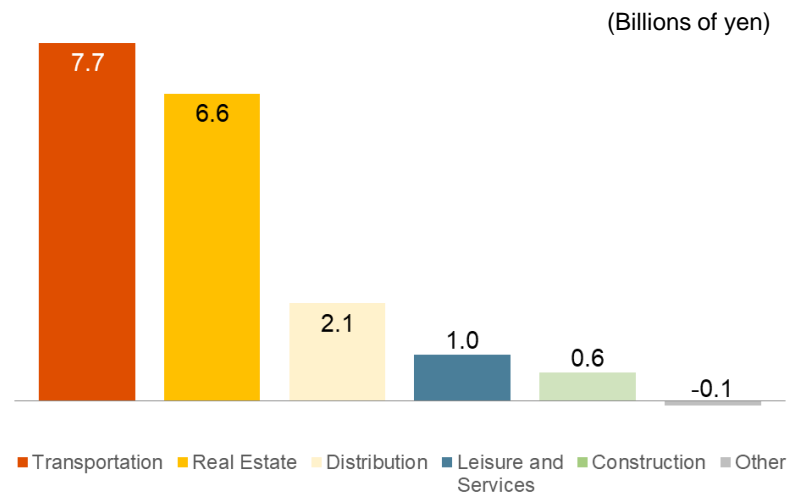
Transportation (34 companies)	Real Estate (5 companies)	Distribution (9 companies)	Leisure and Services (20 companies)	Construction (4 companies)	Other (8 companies)
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\* Nankai Electric Railway Co., Ltd. (the Company) is included in duplicate in the Transportation, Real Estate, Distribution, and Leisure and Services segments. SEMBOKU RAPID RAILWAY CO., LTD. is included in duplicate in the Transportation and Real Estate segments.

## [ Operating revenue ]



## [ Operating income ]



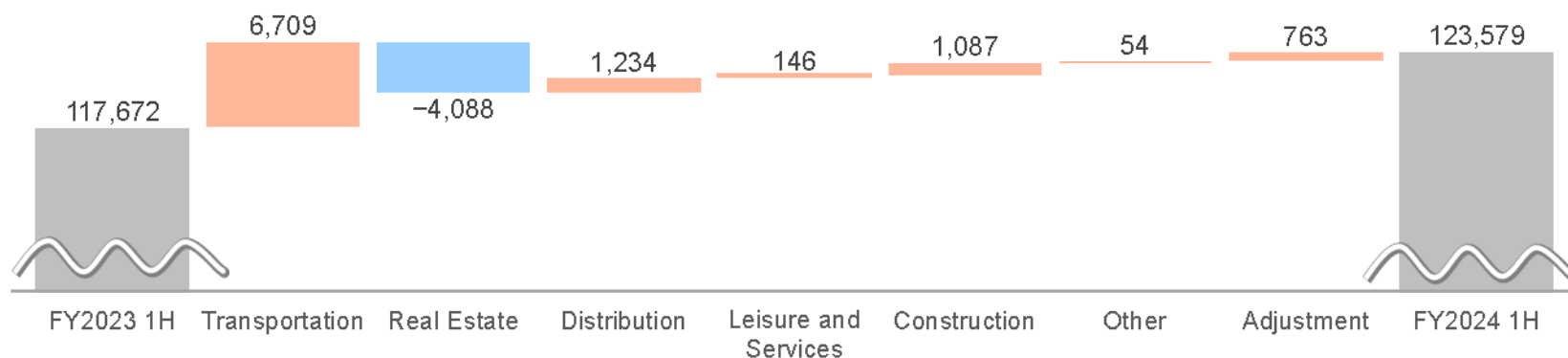
\* Percentage share: Ratio to operating revenue, including that from intersegment transactions



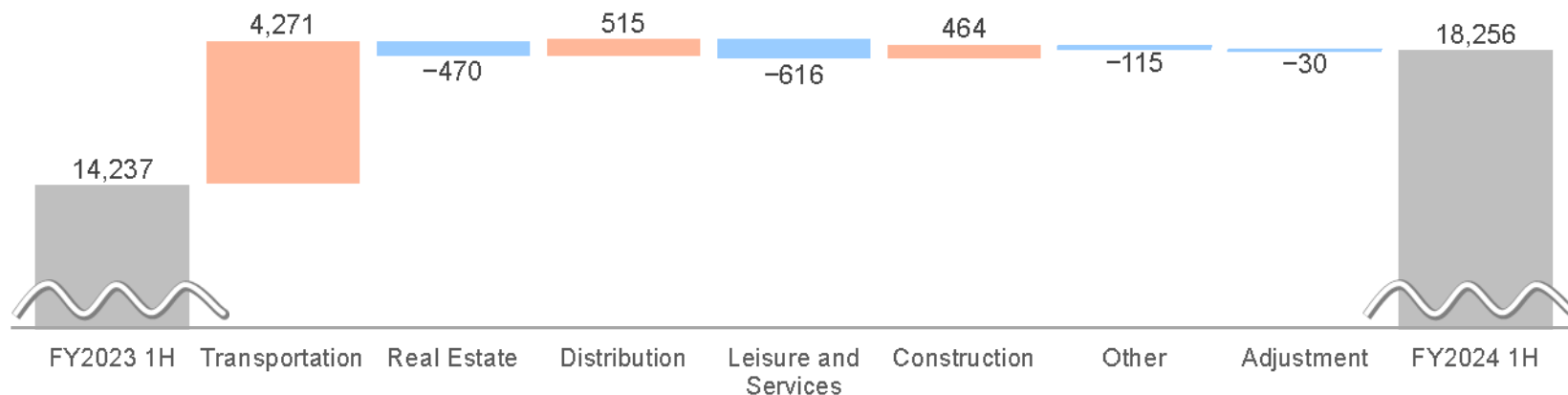
# Segment operating revenue and operating income

## (i) Change of operating revenue (compared to FY 2023 1H)

(Millions of yen)



## (ii) Change of operating income (compared to FY 2023 1H)



# Segment operating revenue and operating income

(Millions of yen)

	Operating revenue				Operating income			
	FY2024 1H results	FY2023 1H results	Change	Percentage change	FY2024 1H results	FY2023 1H results	Change	Percentage change
Transportation	<b>55,341</b>	48,632	6,709	13.8%	<b>7,728</b>	3,456	4,271	123.6%
Real Estate	<b>21,130</b>	25,218	-4,088	-16.2%	<b>6,602</b>	7,072	-470	-6.6%
Distribution	<b>14,299</b>	13,064	1,234	9.4%	<b>2,131</b>	1,616	515	31.9%
Leisure and Services	<b>20,243</b>	20,097	146	0.7%	<b>1,084</b>	1,701	-616	-36.2%
Construction	<b>23,259</b>	22,172	1,087	4.9%	<b>637</b>	173	464	267.9%
Other	<b>1,368</b>	1,313	54	4.2%	<b>-173</b>	-58	-115	—
Adjustment	<b>-12,062</b>	-12,826	—	—	<b>246</b>	276	—	—
Total	<b>123,579</b>	117,672	5,906	5.0%	<b>18,256</b>	14,237	4,018	28.2%

# Segment information (Transportation)

(Millions of yen)

Transportation		FY2024 1H results	FY2023 1H results	Change	Percentage change
Operating revenue		<b>55,341</b>	48,632	6,709	13.8%
Main components	Railway business	<b>36,195</b>	30,999	5,196	16.8%
	Bus business	<b>12,097</b>	11,536	561	4.9%
	Other transportation businesses	<b>10,766</b>	9,389	1,376	14.7%
	Adjustment (intrasegment)	<b>-3,718</b>	-3,293	—	—
Operating income		<b>7,728</b>	3,456	4,271	123.6%
Main components	Railway business	<b>6,583</b>	2,472	4,111	166.3%
	Bus business	<b>1,510</b>	1,031	478	46.4%

## <Main reasons for changes>

- Both revenue and income grew mainly due to an increase in the number of passengers transported by the railway and bus businesses as a result of strong business performance, as well as the effects of the fare revisions.

# Revenue from railway passengers and passengers carried (non-consolidated)

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(Millions of yen, thousands of passengers)

All lines		FY2024 1H results	FY2023 1H results	Change	Percentage change
Passenger revenue	Non-commuter passes	19,495	16,254	3,240	19.9%
	Commuter passes	11,205	9,941	1,263	12.7%
	Total	30,700	26,196	4,503	17.2%
Passengers carried	Non-commuter passes	47,598	44,446	3,152	7.1%
	Commuter passes	64,548	63,768	780	1.2%
	Total	112,146	108,214	3,932	3.6%

Airport line		FY2024 1H results	FY2023 1H results	Change	Percentage change
Passenger revenue	Non-commuter passes	5,919	4,247	1,671	39.4%
	Commuter passes	767	605	162	26.9%
	Total	6,687	4,853	1,834	37.8%
Passengers carried	Non-commuter passes	6,857	5,308	1,549	29.2%
	Commuter passes	2,377	2,018	359	17.8%
	Total	9,234	7,326	1,908	26.0%

# Segment information (Real Estate)

(Millions of yen)

Real Estate		FY2024 1H results	FY2023 1H results	Change	Percentage change
Operating revenue		<b>21,130</b>	25,218	-4,088	-16.2%
Main components	Real estate leasing business	<b>17,382</b>	17,481	-98	-0.6%
	Real estate sales business	<b>3,831</b>	8,118	-4,286	-52.8%
	Adjustment (intrasegment)	<b>-84</b>	-381	—	—
Operating income		<b>6,602</b>	7,072	-470	-6.6%
Main components	Real estate leasing business	<b>6,476</b>	6,317	158	2.5%
	Real estate sales business	<b>208</b>	837	-628	-75.1%

## <Main reasons for changes>

- In the real estate sales business, both revenue and income decreased due to the concentration of condominium handovers in the first half of the previous fiscal year

# Segment information (Distribution)

(Millions of yen)

Distribution		FY2024 1H results	FY2023 1H results	Change	Percentage change
Operating revenue		<b>14,299</b>	13,064	1,234	9.4%
	Management of Shopping Centers	<b>7,765</b>	7,224	540	7.5%
	Station premises business	<b>7,334</b>	6,628	705	10.6%
	Other distribution businesses	<b>110</b>	109	0	0.1%
	Adjustment (intra-segment)	<b>-911</b>	-899	—	—
Operating income		<b>2,131</b>	1,616	515	31.9%
Main components	Management of Shopping Centers	<b>1,281</b>	895	386	43.1%
	Station premises business	<b>879</b>	742	136	18.3%

## <Main reasons for changes>

- In the management of shopping centers, both revenue and income grew mainly due to an increase in rental income as a result of strong sales.
- In the station premises business, both revenue and income grew mainly due to strong sales at convenience stores.

# Segment information (Leisure and Services)

(Millions of yen)

Leisure and Services		FY2024 1H results	FY2023 1H results	Change	Percentage change
Operating revenue		<b>20,243</b>	20,097	146	0.7%
Main components	Building management and maintenance business	<b>11,773</b>	11,725	48	0.4%
	Other leisure and service businesses	<b>9,396</b>	9,358	38	0.4%
	Adjustment (intra-segment)	<b>-926</b>	-986	—	—
Operating income		<b>1,084</b>	1,701	-616	-36.2%
Main components	Building management and maintenance business	<b>313</b>	517	-203	-39.4%

## <Main reasons for changes>

- In the building management and maintenance business, revenue increased mainly due to an increase in revenue from building maintenance operations, while income fell due to an increase in the cost of sales, personnel expenses, and other expenses.
- In the other leisure and services business, revenue increased due to a recovery in travel demand and other factors, while income fell mainly due to an increase in the cost of sales and personnel expenses.

# Segment information (Construction and Other)

(Millions of yen)

Construction	FY2024 1H results	FY2023 1H results	Change	Percentage change
Operating revenue	<b>23,259</b>	22,172	1,087	4.9%
Construction	<b>23,259</b>	22,180	1,079	4.9%
Adjustment (intrasegment)	<b>-0</b>	-8	—	—
Operating income	<b>637</b>	173	464	267.9%

<Main reasons for changes> Both revenue and income grew mainly due to an increase in the amount of completed construction contracts and improved profit ratios.

(Millions of yen)

Other	FY2024 1H results	FY2023 1H results	Change	Percentage change
Operating revenue	<b>1,368</b>	1,313	54	4.2%
Other	<b>1,379</b>	1,334	45	3.4%
Adjustment (intrasegment)	<b>-11</b>	-20	—	—
Operating income	<b>-173</b>	-58	-115	—

<Main reasons for changes> Revenue increased due to an increase in revenue from systems and other factors, while income fell mainly due to an increase in expenses.



# Non-operating income and expenses and extraordinary income and losses

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(Millions of yen)

	FY2024 1H results	FY2023 1H results	Change	Remarks
Non-operating income	3,395	974	2,421	
Interest income	13	13	0	
Dividend income	3,094	640	2,454	Current term:A dividend from a special-purpose company, etc.
Miscellaneous income	287	321	-33	
Non-operating expenses	1,828	1,944	-115	
Interest expenses	1,584	1,711	-126	
Miscellaneous expenses	244	232	11	
Extraordinary income	8,980	156	8,824	
Contribution received for construction	8,894	153	8,741	Current term:Continuous flyover roadway construction in Takaishi City, etc.
Other	85	2	82	
Extraordinary losses	10,389	525	9,864	
Tax purpose reduction entry of contribution for construction	8,890	150	8,740	Current term:Continuous flyover roadway construction in Takaishi City, etc.
Loss on valuation of investment securities	—	332	-332	
Other	1,498	42	1,456	Current term:Loss on retirement of non-current assets in logistics facilities, etc.

# Status of assets, liabilities and net assets

(Millions of yen)

		As of September 30,2024	As of March 31,2024	Change	Main reasons for changes												
	Current assets	86,480	105,354	-18,873	●Current assets •Decrease in cash and deposits -¥24.2 billion •Increase in notes and accounts receivable - trade, and contract assets +¥4.4 billion •Increase in merchandise and finished goods +¥1.9 billion  ●Non-current assets •Decrease in construction in progress -¥5.3 billion •Decrease in buildings and structures stemming from depreciation -¥4.7 billion •Increase in investment securities +¥3.9 billion ●Liabilities 【The balance of interest-bearing debt】 (Billions of yen) <table><tr><td></td><td>As of September 30,2024</td><td>As of March 31,2024</td><td>Change</td></tr><tr><td>Interest-bearing debt</td><td>415.3</td><td>430.9</td><td>-15.6</td></tr><tr><td>Net interest-bearing debt</td><td>396.3</td><td>387.6</td><td>8.6</td></tr></table>		As of September 30,2024	As of March 31,2024	Change	Interest-bearing debt	415.3	430.9	-15.6	Net interest-bearing debt	396.3	387.6	8.6
		As of September 30,2024	As of March 31,2024	Change													
Interest-bearing debt	415.3	430.9	-15.6														
Net interest-bearing debt	396.3	387.6	8.6														
	Non-current assets	838,540	845,296	-6,755													
Total assets		925,021	950,650	-25,629													
Total liabilities		611,539	643,548	-32,009													
Net assets		313,482	307,102	6,380	•Decrease in other current liabilities due to payment of accounts payable – other -¥5.7 billion •Decrease in income taxes payable -¥2.7 billion												
Total liabilities and net assets		925,021	950,650	-25,629	●Net assets •Profit attributable to owners of parent +¥12.5 billion •Dividend of surplus -¥3.9 billion •Decrease in valuation difference on available-for-sale securities -¥2.2 billion												

# Status of cash flows

(Millions of yen)

	FY2024 1H results	FY2023 1H results	Change	Main reasons for changes
Cash flows from operating activities	14,218	20,739	-6,520	<ul style="list-style-type: none"> <li>● Cash flows from operating activities               <ul style="list-style-type: none"> <li>• Income taxes refund (paid) -¥5.9 billion</li> <li>• Decrease (increase) in inventories -¥3.4 billion</li> </ul> </li> </ul>
Cash flows from investing activities	-18,616	-4,153	-14,462	<ul style="list-style-type: none"> <li>● Cash flows from investing activities               <ul style="list-style-type: none"> <li>• Purchase of investment securities -¥5.7 billion</li> <li>• Purchase of non-current assets -¥4.4 billion</li> <li>• Proceeds from sale of non-current assets -¥3.2 billion</li> </ul> </li> </ul>
Cash flows from financing activities	-19,996	-29,868	9,871	<ul style="list-style-type: none"> <li>● Cash flows from financing activities               <ul style="list-style-type: none"> <li>• Decrease (increase) in interest-bearing debt +11.1 billion</li> </ul> </li> <li>○ FY2024               <ul style="list-style-type: none"> <li>Borrowings -¥22.6 billion</li> <li>Commercial papers +¥7.0 billion</li> </ul> </li> <li>○ FY2023               <ul style="list-style-type: none"> <li>Borrowings -¥24.8 billion</li> <li>Bonds payable -¥10.0 billion</li> <li>Commercial papers +¥8.0 billion</li> </ul> </li> </ul>
Cash and cash equivalents at end of period	18,008	24,257	-6,249	

### III. Business Forecasts for FY2024

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# Performance highlights

(Millions of yen)

	FY2024			Main reasons for changes	FY2023 results (C)	Change (A-C)
	Revised forecasts (A)	Forecasts at the beginning of the term (B)	Change (A-B)			
Operating revenue	<b>262,400</b>	259,100	3,300	<Compared to the forecasts at the beginning of the term> ● Operating revenue 【Record high】 Revenue will increase, mainly in the travel agency business, building management and maintenance business, and management of shopping centers ● Operating income Income will increase due to factors such as increased revenue in each segment and reduced expenses in the railway business ● Ordinary income 【Record high】 Income will increase due to increased operating income, as well as the receipt of a dividend from a special-purpose company ● Investment Decrease due to factors such as a difference in the month of recording <Compared to FY2023 results> ● Profit attributable to owners of parent Profit will decrease due to the reaction to the recording of gains on the sale of properties to a REIT investment corporation as extraordinary income in the previous term	241,594	20,805
Operating income	<b>32,700</b>	31,000	1,700		30,820	1,879
Ordinary income	<b>33,000</b>	28,700	4,300		29,312	3,687
Profit attributable to owners of parent	<b>21,200</b>	17,900	3,300		23,926	-2,726
Investment	<b>61,100</b>	77,300	-16,200		25,787	35,312
Depreciation and amortization	<b>28,400</b>	28,600	-200		27,477	922
EBITDA*	<b>64,800</b>	60,800	4,000		59,490	5,309
Interest-bearing debt	<b>442,800</b>	442,800	0		430,979	11,820
Net interest-bearing debt	<b>408,500</b>	419,700	-11,200		387,693	20,806
Ratio of interest-bearing debt to EBITDA*	<b>6.8 times</b>	7.3 times	-0.5 pt		7.2 times	-0.4 pt
Ratio of net interest-bearing debt to EBITDA*	<b>6.3 times</b>	6.9 times	-0.6 pt		6.5 times	-0.2 pt

\* Operating income + Dividend income + Depreciation and amortization

# Segment operating revenue and operating income

(Millions of yen)

		FY2024			Main reasons for changes	FY2023 results (C)	Change (A-C)
		Revised forecasts (A)	Forecasts at the beginning of the term (B)	Change (A-B)			
Transportation	Operating revenue	111,900	111,600	300	<ul style="list-style-type: none"> <li>Railway business -¥6.0 billion Reduced revenue from passenger transport</li> <li>Bus business +¥1.0 billion New consolidation of Meiko Bus and increased transportation revenue</li> </ul>	101,817	10,082
	Operating income	11,900	11,400	500	<ul style="list-style-type: none"> <li>Railway business +¥0.2 billion Decreased revenue, but on the other hand, reduced expenses</li> <li>Bus business +¥0.5 billion</li> <li>Cargo transportation business -¥0.2 billion</li> </ul>	8,126	3,773
Real Estate	Operating revenue	49,200	49,000	200	<ul style="list-style-type: none"> <li>Real estate sales business +¥0.3 billion Increase in hotel rental income</li> </ul>	53,140	-3,940
	Operating income	12,400	11,800	600	<ul style="list-style-type: none"> <li>Real estate leasing business +¥0.5 billion Increased revenue, reduced expenses</li> </ul>	14,720	-2,320
Distribution	Operating revenue	28,400	27,500	900	<ul style="list-style-type: none"> <li>Management of Shopping Centers +¥0.4 billion Increased facility sales</li> <li>Station premises business +¥0.5 billion Increase in revenue from convenience store sales</li> </ul>	26,760	1,639
	Operating income	3,300	2,700	600	<ul style="list-style-type: none"> <li>Management of Shopping Centers +¥0.5 billion Increased revenue, reduced expenses</li> </ul>	2,661	638

# Segment operating revenue and operating income

(Millions of yen)

		FY2024			Main reasons for changes	FY2023 results (C)	Change (A-C)
		Revised forecasts (A)	Forecasts at the beginning of the term (B)	Change (A-B)			
Leisure and Services	Operating revenue	46,500	43,800	2,700	• Travel agency business +¥1.6 billion Increased MICE revenue • Building management and maintenance business +¥1.2 billion Increased railway maintenance revenue	43,104	3,395
	Operating income	3,100	3,200	-100		3,402	-302
Construction	Operating revenue	52,200	52,200	—		44,792	7,407
	Operating income	2,200	2,100	100		1,794	405
Other	Operating revenue	3,800	2,600	1,200	• Increase in revenue from systems and other factors	4,089	-289
	Operating income	100	100	—		179	-79
Adjustment	Operating revenue	-29,600	-27,600	—		-32,109	—
	Operating income	-300	-300	—		-62	—
Total	Operating revenue	262,400	259,100	3,300		241,594	20,805
	Operating income	32,700	31,000	1,700		30,820	1,879

# Investment and EBITDA by segment

(Millions of yen)

	Investment				EBITDA *1		
	FY2024			Revised forecast amounts Main details	FY2024		
	Revised forecasts (A)	Forecasts at the beginning of the term (B)	Change (A-B)		Revised forecasts (A)	Forecasts at the beginning of the term (B)	Change (A-B)
Transportation	<b>28,800</b>	29,500	-700	<Investments to expand profits ¥26.5 billion> • Purchase of revenue-generating properties ¥20.0 billion <Safety and refurbishment investments ¥31.3 billion> • Railway-related construction work ¥16.0 billion Rolling stock manufacturing, Upgrade of substation equipment, etc. • Real estate and distribution facility construction ¥4.7 billion <Future exploration investment ¥4.9 billion> • Tourism-related investments ¥0.4 billion  <b>【Main reasons for changes】</b> <Investments to expand profits > • Decrease due to factors such as a difference in the month of recording in the real estate business	<b>28,200</b>	27,900	300
Real Estate	<b>26,900</b>	40,300	-13,400		<b>20,000</b>	19,400	600
Distribution	<b>2,400</b>	2,600	-200		<b>7,300</b>	6,800	500
Leisure and Services	<b>4,400</b>	6,300	-1,900		<b>4,400</b>	4,500	-100
Construction	<b>200</b>	200	—		<b>2,300</b>	2,200	100
Other	—	0	-0		<b>100</b>	100	—
Adjustment	<b>-1,600</b>	-1,600	—		*2 <b>2,500</b>	*2 -100	—
Total	<b>61,100</b>	77,300	-16,200		<b>64,800</b>	60,800	4,000

\*1 Operating income + Dividend income + Depreciation and amortization

\*2 Adjustment for EBITDA is the sum of intersegment eliminations and dividend income.



# Revenue from railway passengers and passengers carried (non-consolidated)

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[Nankai Electric Railway lines: Concept of the revised forecasts]

•Despite a slight decrease in the revenue expected from both non-commuter and commuter passes compared to the forecast at the beginning of the term, revenue is expected to increase due to the full-year effects of the fare revision carried out in October 2023, as well as the increase in inbound tourist demand and the continued strong recovery in traveling demand in Japan.

(Millions of yen, thousands of passengers)

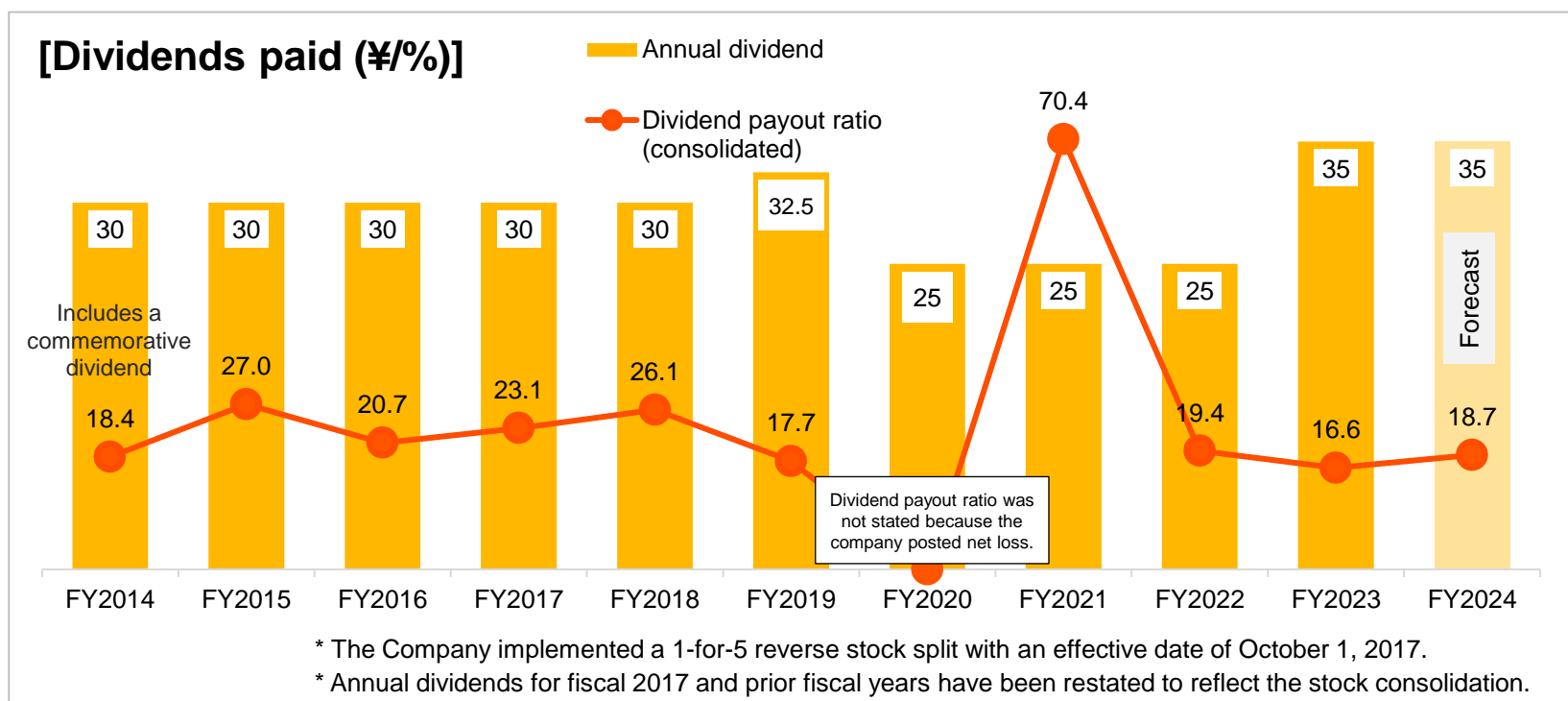
All lines		FY2024 Revised forecasts	YoY percentage change	FY2024 Forecasts at the beginning of the term	YoY percentage change	FY2023 results	YoY percentage change
Passenger revenue	Non-commuter passes	38,964	10.9%	39,562	12.6%	35,140	27.8%
	Commuter passes	22,210	8.8%	22,383	9.6%	20,415	7.6%
	Total	61,174	10.1%	61,946	11.5%	55,556	19.6%
Passengers carried	Non-commuter passes	95,273	4.5%	96,345	5.7%	91,160	11.1%
	Commuter passes	127,382	1.0%	126,896	0.6%	126,174	3.7%
	Total	222,655	2.4%	223,241	2.7%	217,334	6.7%

Airport line		FY2024 Revised forecasts	YoY percentage change	FY2024 Forecasts at the beginning of the term	YoY percentage change	FY2023 results	YoY percentage change
Passenger revenue	Non-commuter passes	11,881	22.5%	12,148	25.3%	9,696	95.7%
	Commuter passes	1,555	21.0%	1,526	18.8%	1,285	44.4%
	Total	13,437	22.4%	13,674	24.5%	10,982	87.9%
Passengers carried	Non-commuter passes	13,883	20.1%	14,114	22.1%	11,555	77.9%
	Commuter passes	4,808	15.3%	4,620	10.8%	4,170	38.1%
	Total	18,691	18.9%	18,734	19.1%	15,725	65.3%

# Shareholder Returns

- Secure a stable source of dividends by further increasing revenue while striving to secure a stable management base and strengthen the financial position over the long term.

In FY2024, we plan to pay dividends of 35 yen, the same as last fiscal year.



## IV. Progress of the Medium-term Management Plan “Kyoso 140 Plan”

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# Recognition of the Business Environment

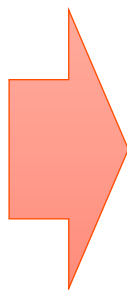
- We have revised the full-year performance forecasts upwards due to the benefits of inbound demand and the effects of cost reductions.
- We steadily build the foundation for growth by appropriately responding to opportunities and risks.

## Opportunities

Strong demand from inbound tourists

Increase in revenue due to fare revisions, etc.

Development of the rotational real estate business



## Response policy

We will ensure to capture the rising number of Chinese passengers, the opportunities provided by the terminal renovations, and the increase in the number of arrivals and departures at Kansai International Airport scheduled from FY2025 onwards.

We will strive to increase revenue, not only in the transportation business but also in other businesses, including real estate, to absorb high costs.

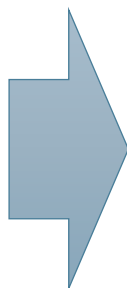
The acquisition of new income properties is progressing smoothly.  
We will work on restructuring and strengthening the system to envision the growth of the entire group.

## Risks

Impact of exchange rates and rising interest rates

Securing the human resources necessary for business operations

Response to declining population along the railway lines over the medium to long term



## Response policy

The strong yen has had only a minor impact on inbound tourism, so we expect a recovery in outbound tourism. Due to improvements in the financial structure, we have become a little more resilient to rising interest rates.

We will work to improve treatment and strengthen our employees' engagement by securing and developing human resources and improving the internal environment in line with the full-scale introduction of human capital management.

In addition to the development of a sustainable business management system, we will endeavor to increase the population along the railway lines by increasing the number of people who settle in the areas, who connect with the areas, and who interact in the areas to overcome the declining population.

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

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## 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

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

2050

Nankai's future  
(Corporate image)

Opening of the  
Naniwasuji Line

Nankai Group  
Management  
Vision 2027

Shinten 133 Plan  
(FY2015–2017)

Kyoso 136 Plan  
(FY2018–2020)

FY2021  
Management  
Plan

Kyoso 140 Plan  
(FY2022–2024)

Next Medium-term  
Management Plan  
(after FY2025)

# 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

# Kyoso 140 Plan: Progress of Each Business Strategy

## (1) Sustainable management of public transportation business

Strategic actions	FY2022	FY2023	FY2024 → Specific initiatives to date: Refer to pp. 55 - 57
<b>1</b> Systematic promotion of safety measures and disaster countermeasures	Continuous overpass constructions (in Takaishi and Sakai cities), installation of security cameras inside train cars, and slope disaster prevention measures in mountainous sections Seismic reinforcement work for elevated bridge, station facilities, etc., and promoting barrier-free conversion work, etc.	Development and execution of investment plans while considering TCFD	Installation of security cameras inside train cars: Aim to complete installation in all train cars by the end of FY2028 (Installation is scheduled to be completed in 1/3 of train cars by the end of FY2024)  Installation of platform gates for Nakamozu Station Line 4 was completed. (March 2024) → Installation for Line 3 (scheduled to be completed by the end of FY2024) • Elevation of the entire Takashinohama Line (April 2024)
<b>2</b> Utilization of digital technologies	Deliberation on increasing one-man operated trains (FY2024 target: Expansion to some sections of the Nankai Line)  Preparation for testing autonomous operations • Physical-aspect development • system review and safety evaluation	Testing for autonomous operations using test rolling stock (from August 2023) → Review and evaluation by a third-party committee members	Start of trial introduction of the AI-based railway crossing abnormality detection system (from March 2024)  • Opening of the Station General Information Center (from June 2023)
<b>3</b> Enhancement of profitability and improvement of brand services	Renewal of train cars, remodeling of station facilities and restrooms, and promotion of the upcoming EXPO 2025  Testing of the Visa touch payment system	[Touch payment system] Aiming to increase use and create demand by expanding the number of available card brands and the number of stations where contactless payment is available. [QR train tickets] In addition to providing digital tickets, conducting a testing together with local governments in areas along our railway lines.  • Fare revisions (from October 2023)	Implementation of measures to attract visitors by taking advantage of the anniversary year (30th anniversary of the opening of Kansai International Airport and 20th anniversary of the registration of Koyasan as a World Heritage site) • Kada Sakana Line Medetai Train Start of operation of trains (5th formation) (from July 2024) • Start of web application for assistance with train entry and exit (from July 2024)
<b>4</b> New services	Examination of land, sea, and air transportation systems, and promotion of MaaS initiatives	Testing of on-demand buses in the Semboku area (implemented three times)  Promotion of comprehensive mobility business  • Release of a KANSAI MaaS App (September 2023)	• Test drive of green slow mobility in Wakayama City (November 2024)

# Sustainable Management of Public Transportation Business: Systematic Promotion of Safety Measures and Disaster Countermeasures / Utilization of Digital Technologies

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- We will ensure steady investment in safety measures and disaster countermeasures and work to maintain safety, security and reliability.
- We also prioritize the utilization of digital technology to provide new value and make up for labor shortages.

## Systematic promotion of safety measures and disaster countermeasures

### ◆ Installation of platform gates

- We installed platform gates at Nakamozu Station, Izumi-chuo Station on the Semboku Rapid Railway, etc.
- We will sequentially expand the installation of platform gates and work towards further improvements in the safety of station platforms.



Platform gates for Nakamozu Station

### ◆ Promotion of continuous overpass constructions

- The continuous overpass constructions for the Nankai Line and Takashinohama Line (Takaishi City) has been completed.\*

\*Excluding the development of the area under the elevated railway

- We are currently working on the construction of an elevated bridge between Suwanomori Station and Hamadera Koen Station on the Nankai Line (Sakai City) and detailed design work on railway facilities on the Koya Line (Sakai City).



Continuous elevated intersection project for the Nankai Line and Takashinohama Line (Takaishi City)

## Utilization of digital technologies

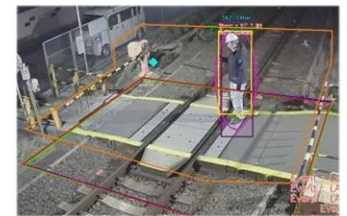
### ◆ Deliberation on increasing one-man operated trains

- We are considering expanding single-operator trains on the Nankai Line, aiming for implementation in March 2025.
- We work to build a sustainable business operation structure in preparation for future labor shortages.



### ◆ Trial introduction of AI-based railway crossing abnormality detection system

- We have introduced the AI-based railway crossing abnormality detection system on a trial basis and have been detecting abnormalities in railway crossings since March 2024.
- We are advancing our investigations, aiming for the start of actual operations in FY2024 onwards.



Test of railway crossing abnormality detection system

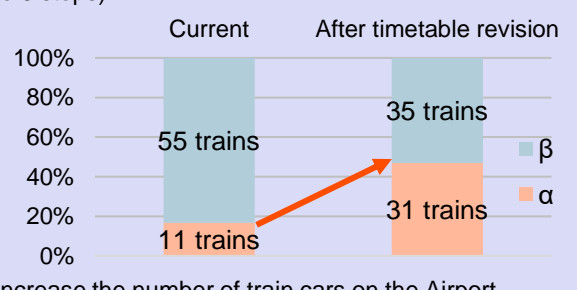


# Sustainable Management of Public Transportation Business: Enhancement of Profitability and Improvement of Brand Services (1)

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- We will work to expand transportation capacity and profitability through initiatives that enhance access to the airport.
- As for the limousine bus services, we will strengthen profitability by shifting the focus to main routes while addressing the driver shortage.

## ◆ Revision of Nankai Line timetable

Implementation period	December 2024
Main objectives	Enhancement of transportation capacity on the airport line in preparation for next spring's EXPO 2025.
Main changes	<ul style="list-style-type: none"> <li>• Dramatic change from Rapi:t β to Rapi:t α.*</li> <li>* Faster service by reducing the number of stops (from 8 to 6 stops).</li> </ul>  <p>Current      After timetable revision</p> <p>100% 80% 60% 40% 20% 0%</p> <p>55 trains      35 trains (β) 11 trains      31 trains (α)</p> <ul style="list-style-type: none"> <li>• Increase the number of train cars on the Airport Express from 6 to 8 (+18 trains)</li> <li>• Increase the number of trains operated on the Airport Express (+3 trains)</li> </ul>



(The number of trains per day [weekday timetable] is indicated.)

## [Reference] Situation at Kansai International Airport

Sources: (1) to (3) Materials from Kansai Airports and (4) Minutes of the Kansai Three Airports Conference

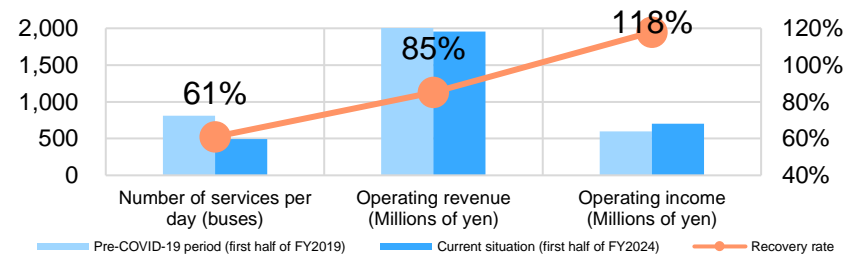
- (1) The number of passengers in September 2024, including domestic and international passengers, was 101% compared to that in the same month in 2019, and exceeded the pre-COVID-19 record for the first time.
- (2) International commuter pass flights in the winter schedule for 2024 are expected to return to almost the pre-COVID-19 level.
- (3) The first terminal building is being renovated, with its grand opening scheduled for spring 2025. This will create an international flight capacity for approximately 40 million passengers in the entire Kansai International Airport.  
\*International passengers in FY2018: Approx. 23 million people
- (4) Due to the increase in flight routes over Awaji Island, the maximum number of arrivals and departures is expected to increase from a maximum of 45 per hour to 60 per hour from spring 2025.

## ◆ Limousine bus services

Operating company	Kansai Airport Transportation Enterprise Co., Ltd. (our consolidated subsidiary)
Route	Kansai International Airport to major cities in the Kansai region Operate 15 routes with 525 buses per day (as of the end of October 2024)
Features	<ul style="list-style-type: none"> <li>• The main routes are the Osaka Ekimae route, the Kobe route, and the Kyoto route.</li> <li>• About 15% of airport transportation is by limousine bus transportation*</li> <li>• About 15% of revenue in our bus business is from these routes.</li> </ul>

\*As of July 2024, including bus services operated by companies outside our group

## Kansai Airport Transportation - Key indicators (changes from the pre-COVID-19 period)



# Sustainable Management of Public Transportation Business: Enhancement of Profitability and Improvement of Brand Services (2)

33

- We started our initiatives to introduce the touch payment system at ticket gates for the first time in Japan in 2021.
- Our advanced initiatives led to the introduction of the system by major private railway companies and contributed to improving convenience toward EXPO 2025.

## ◆Initiatives to enable touch payment system at ticket gates



[FY2023]

- Increase the number of available credit card brands to a total of 6 brands
- The number of uses increased more than six times from when the service was first introduced.

[FY2024]

- Major private railway companies have also started introducing the system.
- We are currently expanding the use of the system to cover 92 stations in our group within FY2024.

[FY2021]

- Started testing Visa touch payment system
- Introduced on Nankai Rinkan Bus and Nankai Ferry
- Conducted a 100% fare discount campaign

[FY2022]

- Full-scale introduction after conducting testing (from December 2022)

[Stations where the system is available and credit card brands]



# Sustainable Management of Public Transportation Business: Enhancement of Profitability and Improvement of Brand Services (3)

34

- We will promote measures to improve convenience from the customer's perspective and realize seamless railway use.

## ◆ Expanding the use of QR train tickets and reducing congestion

- From April 2024, advance-purchase passenger tickets for international passengers at Kansai Airport were completely transformed into QR tickets.
- The number of Visit Osaka Rapi:t Tickets\*, which are digital tickets that include express tickets for international passengers and were first sold in November 2023, has exceeded 600,000.
- They are no longer required to receive tickets at the ticket counter, which helps to reduce congestion there.
- We can design services flexibly according to usage trends.



Passengers who present their vouchers at the ticket counter in Namba Station (October 2023)



Namba Station ticket counter, where congestion has been eliminated because passengers no longer have to queue at the ticket counter (June 2024)

\* Digital tickets that include a one-way fare from Namba, Shin-Imamiya, Tengachaya, Sakai to Kansai Airport and a limited express ticket for Rapi:t. Tickets can be used by specifying the date, time and train on a smartphone or other device.

## ◆ Renewal of the central ticket gate on the second floor of Namba Station

- The central ticket gate on the second floor, one of the main entrances, has been remodeled into a near-futuristic space.
- By installing new chairs, we aim to reduce congestion around the ticket gates.

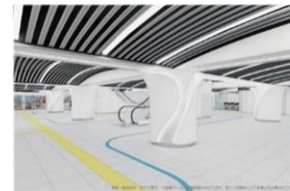


Image of the central ticket gate on the second floor of Namba Station after the renovation.

\*Provided by Takenaka Corporation



Current central ticket gate on the second floor of Namba Station, which is predominantly bustling with international passengers (October 2024)

## ◆ Web application for assistance with boarding and alighting trains

- We launched the Nankai Semboku Support Hot Net service, which allows wheelchair users and others needing assistance to apply online (July 2024).
- As the first initiative of its kind in the Kansai region, it aims to improve customer convenience and operational efficiency.



# Sustainable Management of Public Transportation Business: Evolving into a Comprehensive Mobility Business

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- We will promote initiatives to provide new transportation methods and appropriate transport opportunities that suit each region.

## Nankai's collaborative creation ("Kyoso") with local governments in areas along our railway lines (case of Kawachinagano City)

- We will implement testing using a subsidy from the collaborative creation model testing operation project of the Ministry of Land, Infrastructure, Transport and Tourism to maintain the public transportation network. (October to November 2024)
- We will ascertain the demand for transportation and collect data to consider reorganizing public transportation in the city.
- We will operate community buses on testing routes and sell one-day free bus and train mobile tickets valid in the city.



河内長野デジタルきっぷ販売

販売期間 10月1日火午前10時～11月29日金午前10時

Source: Kawachinagano PR  
brochure, October Edition

## Green slow mobility system

- Conduct trial runs of passenger carts (with a capacity of 4 to 5 people) in Wakayama City.
- Assume use for sightseeing and on-demand transportation.
- In the future, consider expanding the system to areas along our railway lines after testing.

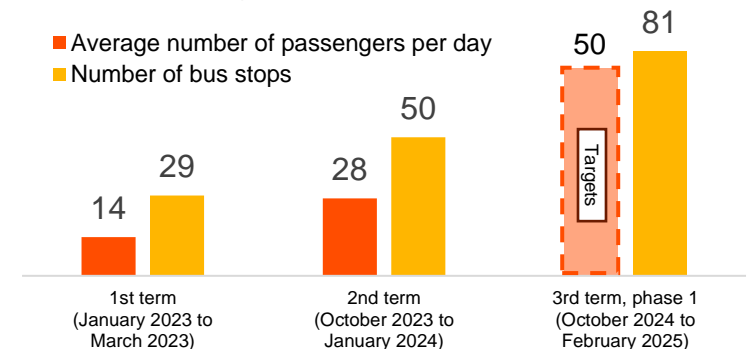


## Testing project of on-demand buses

- We will implement the third NANKAI on-demand bus testing project\*, which will be the final testing in the Semboku New Town area.
  - \* October 2024 to February 2025: Phase 1  
November 2025 to October 2026: Phase 2
- We will expand the area and period, engage local businesses as supporters, and seek to commercialize the project to serve as the last mile transportation.



## (Reference) Results of previous testing and the goal for this time





# Sustainable Management of Public Transportation Business: Towards EXPO 2025

- We work to capture demand, particularly for visitor transportation, and aim to attract tourists to sightseeing spots in areas along our railway lines.
- We also work to attract industrial inbound and leverage this for initiatives after the end of EXPO.

## EXPO 2025 (Information as of the end of October 2024)

Period	April 13 to October 13, 2025 (184 days)
Venue	Yumeshima: Konohana-ku, Osaka City
Number of expected visitors	Approx. 28.2 million people (including approx. 10% from overseas) * Assumed based on the 2025 Japan International Exposition Basic Plan.
Theme	Designing Future Society for Our Lives
Outline	With the participation of 161 countries and regions and 9 international organizations, EXPO 2025 will function as a venue for demonstrating the latest technologies and systems, and as a testing ground for future society, aiming to achieve the Sustainable Development Goals (SDGs).

### (1) Transporting visitors

- Capturing transportation demand from Kansai International Airport and various areas along our railway lines to the Expo venue.
- In the railway business, the use of existing lines and the airport line is expected to expand.
- In the bus business, shuttle bus transportation is planned to be operated from major stations on areas along our railway lines in Namba, Sakai and Sakai Higashi, as well as from Kansai International Airport to the venue.

### (2) Attracting tourists to sightseeing spots in areas along our railway lines

- We have added a reservation and payment service for the EXPO shuttle bus to the Kansai MaaS App and have started providing tourism information in English on the Kansai MaaS website.
- We will collaborate with the EXPO 2025 Kansai Tourism Promotion Council\*<sup>1</sup> and other organizations to develop measures to attract visitors to sightseeing spots in areas along our railway line.

### (3) Capturing industrial demand

- We regard industrial inbound, which is open factory programs<sup>2</sup> for international tourists, as promising business content.
- We will offer experience-based tours and factory tours to international tourists to disseminate appealing content, including the management methods of businesses along our railway lines, and to attract more tourists to the areas.

\*1 Established to promote tourism in the entire Kansai region, which consists of local governments, private companies, etc., in the Kansai region.

\*2 An initiative in which manufacturing companies show their production sites to the public and give visitors opportunities to experience manufacturing.

# Kyoso 140 Plan: Progress of Each Business Strategy

(2) Developing the most popular areas along railway lines and deepening and expanding the real estate business:

Strategic actions	FY2022	FY2023	FY2024 → Specific initiatives to date: Refer to pp. 55 - 57
1 Community development through Kyoso (collaborative creation)	<p>Addressing issues in areas along our railway lines / Area branding → Aim to increase the number of people who settle in the areas, who connect with the areas, and who interact in the areas</p> <ul style="list-style-type: none"> <li>Community experience days to promote the attractiveness of living environments in cooperation with local governments and to offer special benefits for moving in</li> <li>"Smile to Family +1" project, which involves building a town where the child-rearing generation can enjoy raising their children in collaboration with local government, businesses, schools, etc.</li> <li>Nankaikurashi, a web media full of useful information for daily life, including child-raising and outing information, in areas along our railway lines</li> <li>Nankai Electric Railway's Regional Discovery Creators Section, in which creators chosen by the public and the Company work together to communicate the attractiveness of living in areas along our railway lines</li> <li>The #BIZ TAG NANKAI (Collaborative creation project with the businesses along our railway lines), which provides support for open factory events, etc., for the businesses along our railway lines</li> </ul>		
2 Acceleration of the "Greater Namba concept"	<p>Acquisition of properties, development of owned properties, and renewal of existing properties</p> <p>[Namba Station Area Redevelopment Project] Namba Station Front Plaza Development Project (advance opening in November 2023) → Namba Station Front Plaza -Nansan Namboku Street Development Project (scheduled for completion in March 2025)</p> <p>[Namba Sennichimae Office Building Development] ANA Sky Connect Namba Construction started in October 2023 → Scheduled to open in Spring 2025</p> <ul style="list-style-type: none"> <li>Namba Parks South grand opening (July 2023)</li> <li>Renovation of Parks Garden Opening of Namba Parks Museum (April 2024)</li> <li>Completion of development of a land-share style rental apartment building in Ebisucho (November 2023)</li> </ul> <p>Closing of investment in OMO7 Osaka by Hoshino Resorts (scheduled to take place in FY2024)</p>		
3 Sustainable community development of Semboku New Town	<p>[Izumigaoka Station-Front Vitalization Project] Partial demolition of the existing property (completed in July 2023)</p> <p>[Izumigaoka Station-Front Vitalization Project] Postponement of new construction work and modification of business plan</p> <p>Promotion of Semboku New Town Smart City Strategy</p>		
4 Functionality enhancement of logistics facilities	<p>Osaka Prefectural Food Products Distribution Center, Building E: Functionality enhancement work (Opened in April 2023)</p> <p>Kita-Osaka Logistics Center, Phase II Building: Functionality enhancement work (scheduled for completion at the end of FY2025)</p> <p>Higashi-Osaka Logistics Center Development of an enhancement plan</p>		
5 Establishment of a private REIT	<ul style="list-style-type: none"> <li>Establishment of an AM company (October 2022)</li> <li>Establishment of an investment corporation (July 2023)</li> </ul> <p>Nankai Private Reit Inc.: Start of property acquisition and investment management (from November 2023)</p>		

# Developing the Most Popular Areas along Railway Lines and Deepening and Expanding Our Real Estate Business: Growth Strategy for the Real Estate Business (1)

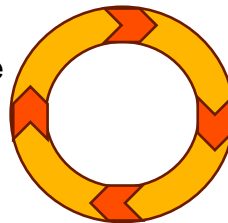
38

- Aim to move away from the landlord business, and increase revenue and capital efficiency by promoting a real estate rotation business, rather than just development based on long-term holdings as in the past.



## Promote rotation business utilizing REITs

Establish fee-based business structure  
Improve management efficiency  
Recover and reinvest funds



Sale of income properties  
Provide pipeline functions

## Sustainable growth of private REITs

Aim to achieve an asset management scale of  
approximately ¥50 billion within five years from the start of its operation

# Developing the Most Popular Areas along Railway Lines and Deepening and Expanding Our Real Estate Business: Growth Strategy for the Real Estate Business (2)

39

- We have set an investment cap of 20 billion yen for the acquisition of profit-earning real estate in FY2024.
- We have already reached formal or informal decisions on investment of slightly less than 10 billion yen, including projects in the next fiscal year onwards.

Type of investment	Objective	Investment cap (FY2024)
(1) Value-adding investment	<ul style="list-style-type: none"> <li>Enhance added value through measures to increase value</li> <li>Invest in areas where an increase in value can be expected in the future</li> <li>To invest in areas where we can leverage our strengths</li> </ul>	¥10.0 billion
(2) Warehousing for REITs	<ul style="list-style-type: none"> <li>Provide support as a sponsor to drive the growth of Nankai Private Reit Inc.*</li> </ul>	¥10.0 billion
(3) Fund investment	<ul style="list-style-type: none"> <li>Acquire new profit-earning opportunities</li> <li>Diversify investment areas, including those outside our business scope</li> </ul>	

\* The private REIT (launched in November 2023 with approximately 21 billion yen) aims to manage assets worth approximately 50 billion yen within five years from the start of its operation.

- We have reached the closing of the investment in OMO7 Osaka by Hoshino Resorts and recorded a dividend income of approximately 2.4 billion yen in the first half of FY2024.

Facility name: OMO7 Osaka by Hoshino Resort			
Investment amount	2 billion yen (40% investment ratio)	Use of building	Hotel
Operating period	5 years	Total floor area	36,168 m <sup>2</sup>
Location	Naniwa-ku, Osaka City	Completion	November 2021

Namba area

Participation in OMO7 Osaka by Hoshino Resorts Development Project

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- Invest in an SPC to lead development project for OMO7 Osaka by Hoshino Resorts, an urban tourism hotel being conducted by Hoshino Resorts Inc.
- Through collaboration with Hoshino Resorts Inc., enhance formation of the north-south corridor from Namba to Shin-Imamiya/Shinsekai and movability, and aim to revitalize and increase the value of areas along our railway lines by attracting visitors to those areas

Overview of investment in SPC

- Applicable company: Shin Imamiya Specific Purpose Company
- Investment amount: ¥2.0 billion
  - Investment phase 1: June 2019 (¥1.0 billion)
  - Investment phase 2: October 2021 (¥1.0 billion)



Facility name	OMO7 Osaka by Hoshino Resorts Inc.
Location	3-16-30 Ebisunishi, Naniwa-ku, Osaka City
No. of guestrooms	436
Site area	13,907.34 m <sup>2</sup>
Floor area	37,253.18 m <sup>2</sup>
No. of floors	14 floors above ground
Construction started	June 1, 2019
Construction completion	November 30, 2021 (planned)
Opening	April 22, 2022 (planned)

Source: Hoshino Resorts Inc.

NANKAI



# Developing the Most Popular Areas along Railway Lines and Deepening and Expanding Our Real Estate Business: Progress of Development Projects

40

- Development of areas around the Greater Namba area and functionality enhancement of logistics facilities are progressing well.

## *Project 1: Namba Hiroba*

- A year after the pre-opening, we conducted a social experiment to promote people's migration around the area using Namba Hiroba as a base.
- The effects are gradually appearing in terms of both the number of visitors and the length of their stay compared to before the opening.
- We promote the development of Nansan Street, which is located to the southeast, and plan to complete the entire project in March 2025.



## *Project 2: ANA Sky Connect Namba*

- ANA Sky Connect Namba is under construction as a new office building on a site facing Nansan Street.
- It will be leased to ANA FACILITIES CO., LTD. under a master lease and is scheduled to open in spring 2025 (project cost: approx. 1.5 billion yen).
- The construction and leasing work are progressing well.



Photographed in  
September 2024

## *Project 3: Namba Sennichimae Project Plan (tentative name)*

- In April 2024, Osaka City decided on an urban planning project titled District Planning for the Namba Sennichimae District.
- We are considering commercializing the project as a large-scale complex building centering on commercial facilities, offices and a hotel in collaboration with our joint venture partners Kanden Realty & Development Co., Ltd. and Osaka Metro Co., Ltd.



Image of lower floors

## *Project 4: Kita-Osaka Logistics Center, Phase II Building*

- Construction work has started, with completion scheduled for March 2026 (project cost: approx. 35 billion yen)
- We have received many inquiries about tenant leasing, and we will start contract negotiations actively with prospective tenants.



Kita-Osaka Logistics Center  
(The lower left is the Phase II Building  
under construction)

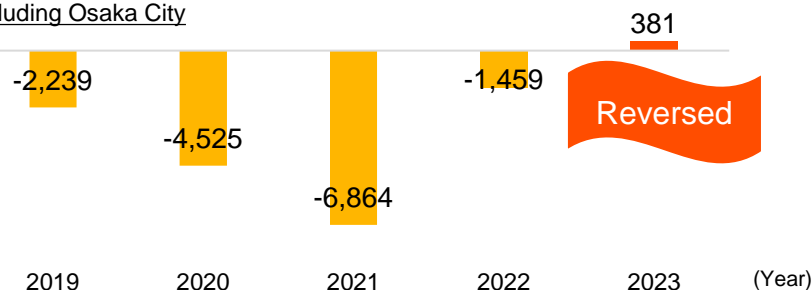
# Developing the Most Popular Areas along Railway Lines and Deepening and Expanding Our Real Estate Business: Community Development through Kyoso (Collaborative Creation)

- With an increase in population along the railway lines migrating from overseas, the social population trend in the areas\* has turned upwards. \*Excluding Osaka City
- Connect measures organically to increase the number of people who settle in the areas, who connect with the areas, and who interact in the areas along our railway lines.

## Demographics in the areas along our railway lines (changes in social population)

\*Excluding Osaka City

(Unit: persons)



## Specific measures being implemented

- (1) Promoting immigration and settlement of the child-rearing generation



- (3) Coexistence with non-Japanese people



- (4) Industrial development



Connect  
organically



- (2) Community experience days

## Table of demographics (change in social population) in the areas along our railway lines

(Unit: persons)

Local governments	No. of people	Local governments	No. of people
Izumisano City	1,095	Hashimoto City	-190
Kudoyama-cho	129	Wakayama City	-171
Izumitsu City	101	Sakai City: Total of 7 districts	633
Semboku-gun Tadaoka-cho	60	Sakai-ku	1,555
Tondabayashi City	57	Mihara-ku	369
Sennan-gun Tajiri-cho	43	Nishi-ku	368
Izumi City	14	Higashi-ku	313
Kaizuka City	12	Naka-ku	-343
Sennan City	-456	Kita-ku	-795
Hannan City	-313	Minami-ku	-834
Kawachinagano City	-261	Other	-144
Takaishi City	-228	<b>Total</b>	<b>381</b>

Source: Ministry of Internal Affairs and Communications, Number of residents and households in the basic resident register as of January 1, 2024

- Implement measures targeting the child-rearing generation in collaboration with local governments and businesses in the areas along our railway lines.
- Promote the appeal of living in the areas along our railway lines and provide incentives for incoming residents in collaboration with local governments in these areas (Kawachinagano City and Sakai City).
- Promote the creation of spaces where Japanese and non-Japanese people can live together, with the aim of encouraging the latter to settle in the areas.
- Promote innovation and industrial tourism for the businesses along our railway lines and disseminate information in collaboration with local governments, companies, etc.

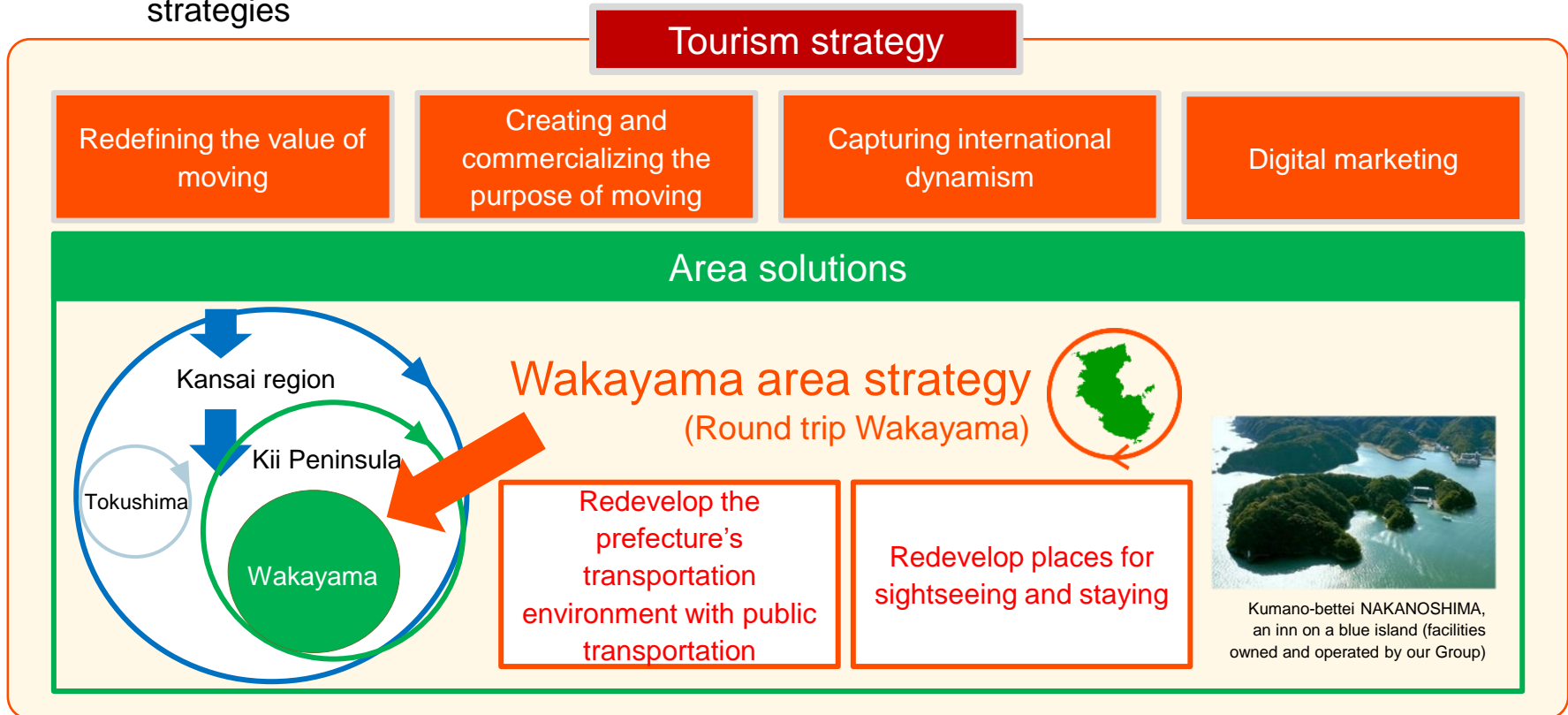
# Kyoso 140 Plan: Progress of Each Business Strategy

## (3) Future exploration

Strategic actions	FY2022	FY2023	FY2024 → Specific initiatives to date: Refer to pp. 55 – 57
1 DX strategy	Improve the ease of living by expanding digital customer contact points, and build a portal site that connects local people and a variety of services <div>Start of the new minapita point service (Phase 1: From March 2023, Phase 2: From November 2023)</div>		
2 Acceleration of initiatives for new businesses	Full-scale entry into an e-sports business: ➡ Establish a position in the e-sports industry and generate profits early <div><div>• Established eStadium Co., Ltd. and started an e-sports business (June 2022)</div><div>• Renewal opening of e-Stadium Namba Main Store (August 2024) • Expansion of business entrusted by local governments → Aiming for expansion by working with private companies as well</div></div> <div>Fly Beyond, a business creation support program (for employees)/Beyond the Border (for external parties)</div> <div><div>[Fly Beyond] Current status of the three companies: One has been sold. We have taken over the event that one company was running from the perspective of town development, and the other company is still operating.</div><div>[Beyond the Border] Two projects are currently being promoted toward commercialization.</div></div>		
3 Coexistence with non-Japanese people	Promoting sustainable community development with non-Japanese people from both social and physical aspects <div>&lt;Physical aspect&gt; Attract a student dormitory into a Nankai-owned facility in Shin-Imamiya &lt;Social aspect&gt; "Japal," an overseas IT human resources placement service; 7 partnerships between industry, academia, and financial institutions; 1 partnership with a real estate company; Conclusion of contracts: 64 companies with 92 people in total</div>		
4 Enhancement of tourism-related businesses	Enhance tourism content, attract passengers by implementing effective PR, create travel products, and develop new monetization methods <div>Deepen and commercialize the tourism strategy</div> <div>Promotion of strategies for the Wakayama and Kii Peninsula area, as well as for our business area. <div>• Conclusion of a comprehensive partnership agreement with Wakayama Prefecture and the Kiyo Bank, Ltd. (July 2024). • Acquisition of shares in Meiko Bus (October 2024).</div></div>		
5 Provision of new services in the new normal era	Create new lifestyle services <div><div>[Main initiatives to date] • Became the first railway company to offer its rail yard for rent as a site to hold a private camping event • Opening of Liefce Sakaihigashi, the third directly managed shared office</div><div>• Cooperation in testing related to green nanotechnology • Hold an Osaka professional wrestling event at the Carnival Mall, Namba Parks.</div></div>		

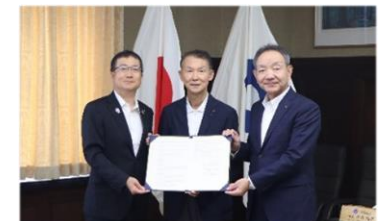
# Future Exploration: Tourism Strategy (1)

- Deepening collaboration with co-creation partners, which is essential for promoting tourism strategies



## Conclusion of a comprehensive partnership agreement with Wakayama Prefecture and the Kiyo Bank, Ltd.

- Strengthening cooperation on regional revitalization, such as sustainable community development and the creation of a lively atmosphere, and on tourism promotion, such as attracting resort facilities and accommodation facilities (luxury hotels) and conducting promotional activities.
- Developing industry, promoting employment, and creating a positive economic cycle in the entire Wakayama area.



Ceremony to conclude the comprehensive partnership agreement



# Future Exploration: Tourism Strategy (2)

- We will acquire shares in Meiko Bus Co., Ltd. on October 1, 2024, thereby making it a subsidiary.
- We will revitalize the local area by redeveloping the transportation environment through public transportation and tourist and accommodation bases in Wakayama Prefecture and accelerate the tourism strategy by materializing inbound business.

## Profile of Meiko Bus Co., Ltd. (as of the end of March 2024)

Location of head office	Shirahama-cho, Nishimuro-gun, Wakayama Prefecture
Business description	Shared-ride bus business (highway or local bus), chartered bus business, etc.
Share capital	60 million yen
Date of establishment	June 1930
Net sales	891 million yen (fiscal year ended March 31, 2024)
Number of employees	87
Features	<ul style="list-style-type: none"> <li>• The company's business area includes the largest tourist destination in Wakayama Prefecture, which has a wealth of tourist resources, such as the Kumano Kodo pilgrimage route and the Nanki-Shirahama hot spring.</li> <li>• The company operates an express bus business connecting Osaka and Tokyo with Shirahama, which plays an important role as transportation infrastructure connecting the urban area with the region.</li> </ul>



## Bus routes operated by our Group in Wakayama Prefecture



# Future Exploration: e-sports Business

- We opened the e-Stadium Namba Main Store in Namba Parks in August 2024.
- Now in its third year of full-scale entry into the e-sports business, operations entrusted by local governments are on an upward trend.

## Overview of e-Stadium Namba Main Store

Store area	Approx. 821 m <sup>2</sup>
Operating/ sponsoring company	Management: eStadium Co., Ltd. (our consolidated subsidiary) Management partners: 3 companies; Sponsors: 3 companies
Features	Not just an e-sports facility but a major entertainment facility with a metaverse space and cafe
Goal	As well as providing a place to enjoy e-sports, it also creates local communities that utilize e-sports and provides a place to learn digital communication skills.



## Expanding operations entrusted by local governments

- We regard this as a B2G model and expect it to generate revenue with high stability and to grow as the market expands.
- As the number of local governments entrusting us with their operations increases, we aim to expand our revenue opportunities not only in the Kansai region but also in a broader area by increasing our collaborations and tie-ups with private companies.

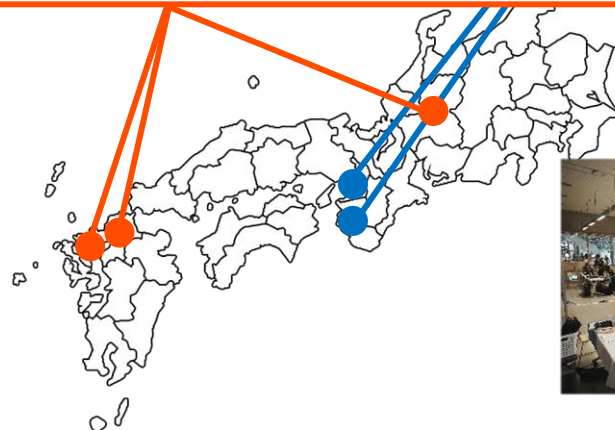
## Development of the e-sports business

### [Kansai area]

- Operate three e-Stadium facilities: Namba Main Store, Izumisano, and Izumi
- Three projects entrusted by local governments:  
Izumisano City, Osaka Prefecture: e-sports MICE contents demonstration project  
Kashiwara City, Osaka Prefecture: Management of the "Watermelon Game" e-sports event for parents and children to enjoy together \*In collaboration with Meta Osaka Co., Ltd.  
Wakayama Prefecture: Management of e-Sports Wakayama Promotion Project
- One comprehensive cooperation agreement: Naniwa-ku, Osaka City (cooperation in the sustainable development utilizing e-sports)

### [Areas outside the Kansai region]

- Operations of five e-Stadium facilities: Gifu, Saga, Community House Fukuoka, Satellite Studio Imari, and Satellite Studio Meinohama
- Four projects entrusted by local governments:  
Gifu City, Gifu Prefecture: Management of the Gifu e-sports exchange meeting  
Kitakyushu City, Fukuoka Prefecture: Management of the after-school edutainment project \*In collaboration with AGEKKE CORPORATION  
Takeo City, Saga Prefecture: Management of the Takeo City Silver e-sports class project  
Omachi Town, Saga Prefecture: Management of the Silver e-sports class and trial event project



An event in Gifu Prefecture

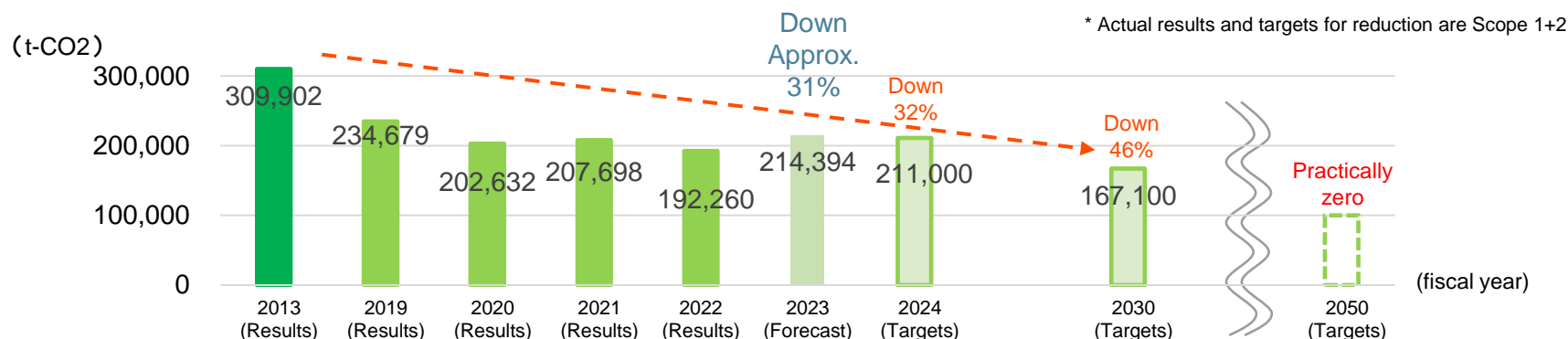
## V. Sustainable Management Initiatives

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# Specific Initiatives (1)

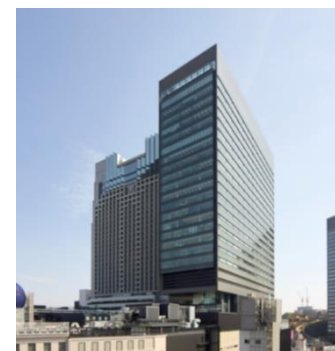
## Realize a decarbonized society

- Promote efforts to reduce carbon emissions
  - CO<sub>2</sub> emissions in FY2023 decreased by about 31% compared to the FY2013 level.
  - Steady progress towards the target.

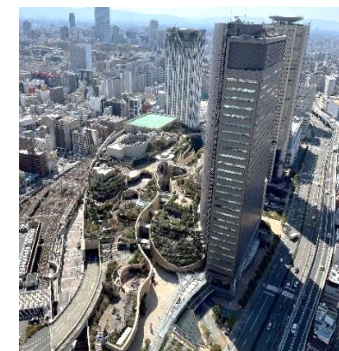


Achieving carbon-free electricity production at Namba Parks and NAMBA SkyO (reduction of CO<sub>2</sub> emissions by approximately 16,000 tons per year)

- We have switched all the electricity used at shopping centers, including office space for tenants, to renewable energy with the aim of producing carbon-free electricity.
- We use both electricity that is self-transmitted from the solar power plant on our company-owned land in Nankai Ominedai (Hashimoto City, Wakayama Prefecture) and electricity purchased from an electricity rate menu that attaches a non-fossil certificate.
- Both of the above are the first initiatives for our Group.



NAMBA SkyO



Namba Parks



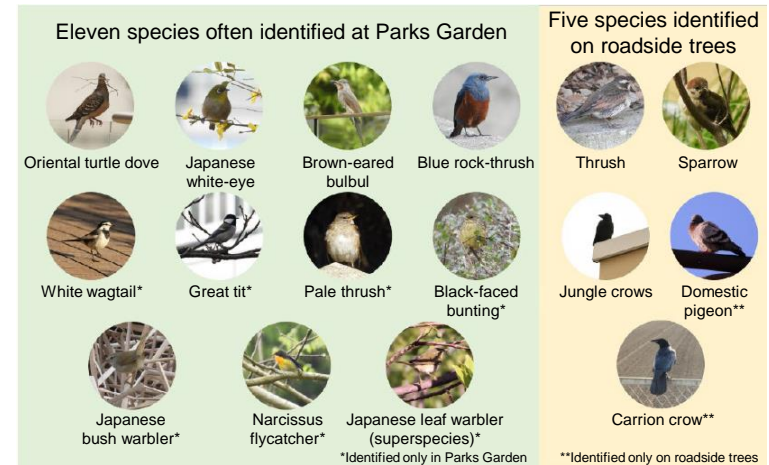
# Specific Initiatives (2)

## Initiatives for preserving biodiversity

- We implemented a biological survey at Parks Garden and carried out design and construction that gave consideration to biodiversity. In addition, we have conducted management without using pesticides for over 20 years. Thanks to these efforts, we have confirmed the presence of 25 species of birds, including sparrows and migratory birds, and 171 species of insects, which have been facing a nationwide decline in population.
- We are working to preserve biodiversity and develop the natural environment, as demonstrated by our participation in the 30by30 Alliance for Biodiversity and the TNFD Forum in June 2024.

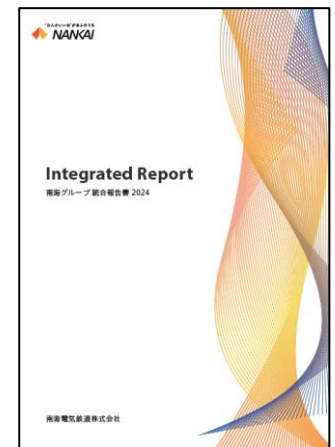


30by30



## Publication of the Nankai Group Integrated Report 2024

- We regard the creation of Nankai Group's value as the realization of the Corporate Image in 2050. The core content is composed of the steady implementation of growth strategies and sustainable management that supports change toward achieving the corporate image.
- We have featured three special articles to convey the dynamism of the Nankai Group as it changes: (1) Value creation for airport line and Namba, (2) Nankai Group Human Resources Strategy, and (3) Preserving biodiversity



# VI. Future Management Structure

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# Management Integration with Semboku Rapid Railway Co., Ltd.

- Management integration between our company and Semboku Rapid Railway **has been decided. The Ministry of Land, Infrastructure, Transport and Tourism has approved the merger of the railway business.**
- We are making various preparations **for the integration of management on April 1, 2025.**

## Achieve sustainable management (public transportation and community development)

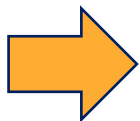
Integrate the management resources of both companies engaged in railway and real estate. →  
Establish a sustainable business structure.

- Secure railway human resources and encourage them to take on active roles.
- Improve management efficiency through the unification of railway facilities and the integration of various functions.
- Concentrate management resources on functionality enhancement of logistics facilities.

## Further revitalize the Sakai and Semboku area and deepen value enhancement

Further enhance the attractiveness of Sakai and Semboku areas for living, working, and visiting.

- Achieve greater town development and brand enhancement under a unified decision-making process.
- Enhance customer convenience by lowering fares to eliminate double payment of the basic fare.

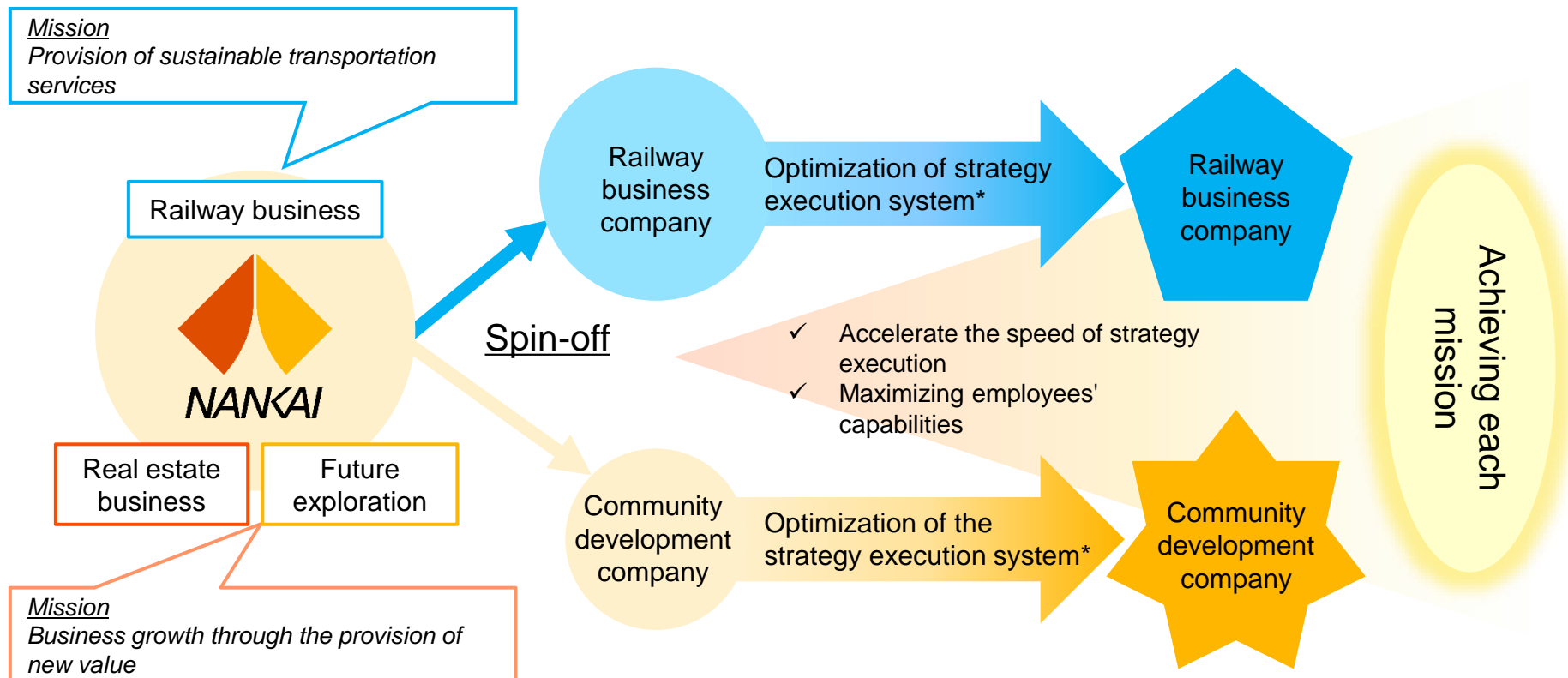


While revenue is expected to decrease due to fare reductions (**Approx. -1.0 billion yen**), we aim to increase revenue over the medium to long term by promoting usage and by improving business efficiency through centralized management.

# Aiming to Optimize Management Structures

- We provide railway transportation services sustainably, despite concerns over a structural decrease in demand for transportation.
- We need to grow our businesses by delivering new value in the real estate business and future exploration.
- We accelerate the promotion of business strategies with a robust execution system optimized in line with the characteristics and mission of the business.

## Decided to spin off the railway business



# Spin-off of the Railway Business

- We will spin off the railway business through a company split by around April 2026.
- We will accelerate the pace of reforming the management and achieving sustainable growth in the railway business.
- We aim to achieve dramatic growth and create a third pillar in the real estate business.

## Purpose and effects of spin-off

Railway business



Railway business company

### ◆ Achieve the sustainable provision of safe and secure transportation services and sustainable growth

- Strengthening management agility and speeding up decision-making processes
- Work style reform and operational reform through the use of technology, etc.
- Steady implementation of sustainable investment

Real estate business/future exploration

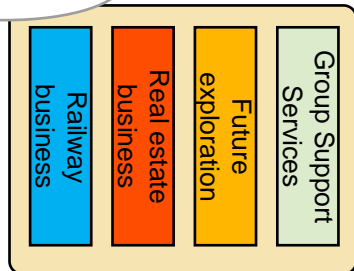


Community development company (listed company)

### ◆ Achieve dramatic progress in business to drive future growth

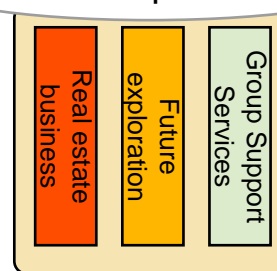
- Expansion of business and strengthening of competitiveness in the real estate business
- Focusing on creating a third pillar in the business

Current



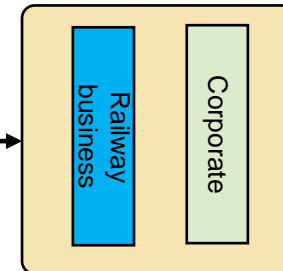
Nankai Electric Railway  
(listed company)

After spin-off



Community development  
company (listed company)

Invest 100%  
of the capital



Railway business company  
(new company)

# Summary

## 1. The Kyoso 140 Plan is entering its final phase.

- The numerical targets set forth in the Medium-term Management Plan were achieved one year ahead of schedule.\*  
\*Operating income (including dividend income): 28 billion yen → 32 billion yen
- We have implemented major governance reforms that began with the transition to segment management, and we have seen some positive results in building the foundation for growth.
- As a result of our long-term initiatives to improve our financial position, our credit rating has been upgraded.
- After establishing the vision for human capital management, we have formulated and disclosed the Nankai Group Human Resources Strategy.  
⇒ We will accelerate the implementation of measures and investments required to achieve growth in each business strategy.

## 2. Review of the management structure and next Medium-term Management Plan

- We aim to dramatically expand our real estate business based on the sustainable management of public transportation business.  
⇒ We have decided to make a bold review of our management structure, including the spin-off of our railway business.
- In our next Medium-term Management Plan (from FY2025), we aim to achieve medium- to long-term growth in our business and profits and plan to make aggressive growth investments mainly in the real estate business sector through M&A.

# Appendix

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# (Reference) Major Initiatives for FY2024 (1)

Date	Content	URL for disclosure material
April 5	Rapi:t wrapping trains in collaboration with the EXPO 2025 will start its operation on April 13. Namba Station will also be decorated for the EXPO 2025.	<a href="#">URL</a>
April 12	Namba Parks Museum, a new entertainment hub in the Namba area, is opening. We will bring you a day of excitement by holding the Pretty Guardian Sailor Moon Exhibition.	<a href="#">URL</a>
May 13	We will start selling Visit Koya Ticket, a digital ticket with a QR code for inbound passengers.	<a href="#">URL</a>
May 14	Related to the investment plan for railway facilities in FY2024	<a href="#">URL</a>
May 16	The office building operated by Nankai Electric Railway and ANA Group will open in Namba. ANA Sky Connect Namba will open in the spring of 2025.	<a href="#">URL</a>
May 17	College Lab was held in collaboration with the SENBOKU Smart City Consortium and Kindai University	<a href="#">URL</a>
May 22	We will review family allowances, etc. We will further support the work-life balance of the child-rearing generation.	<a href="#">URL</a>
June 12	For the first time in Kansai, people who need help getting on and off trains, including wheelchair users, will be able to apply for assistance online.	<a href="#">URL</a>
June 13	Medetai Train (5th formation trains): The full story of “Medetai Train: A Journey Begins” was announced.	<a href="#">URL</a>
June 19	Beyond the Border, a business creation support program, won a Prize for Excellence in the Recruitment Category at the 13th Japan HR Challenge Awards.	<a href="#">URL</a>
June 24	Commemorating the 15th anniversary of the start of operation of the Koya Flower Train Tenku. Special events, including the operation of trains with a commemorative plate, will be held.	<a href="#">URL</a>
July 17	e-Stadium Namba Main Store will open in Namba Parks on Thursday, August 1, 2024.	<a href="#">URL</a>



## (Reference) Major Initiatives for FY2024 (2)

Date	Content	URL for disclosure material
July 22	20th Anniversary of World Heritage Sacred Sites and Pilgrimage Routes in the Kii Mountain Range: A digital ticket commemorating the 20th anniversary of the World Heritage registration of Koyasan and Yoshino will be released.	<a href="#">URL</a>
July 31	Project to promote the appeal of living in areas along our railway lines: Community experience days will be held in Semboku.	<a href="#">URL</a>
July 31	Nankai Electric Railway Co., Ltd., Wakayama Prefecture, and the Kiyo Bank, Ltd. concluded a comprehensive partnership agreement on July 30.	<a href="#">URL</a>
August 2	Airport Limited Express Rapi:t will celebrate its 30th anniversary of operation on September 4, 2024. We will hold a special event to mark the 30th anniversary of Limited Express Rapi:t.	<a href="#">URL</a>
August 9	Notice of acquisition of shares in Meiko Bus Co., Ltd.	<a href="#">URL</a>
August 21	Namba Parks contributes to preserving biodiversity as an urban forest. By conducting quantitative surveys, we have confirmed the presence and breeding of living creatures in the vast man-made green space.	<a href="#">URL</a>
September 3	The number of Visit Osaka Rapi:t tickets sold to inbound passengers has exceeded 600,000. The time spent receiving tickets at Namba Station or Kansai Airport Station has been reduced, thereby allowing passengers to enter the ticket gates smoothly.	<a href="#">URL</a>
September 5	We will hold facility tours, our first program exclusively for our shareholders, and give them limited edition goods.	<a href="#">URL</a>
September 10	We will conduct testing using a subsidy for the “collaborative creation MaaS testing project and collaborative creation model testing operation project.”	<a href="#">URL</a>
September 11	We will conduct a testing project for the Nankai On-demand Bus (third phase).	<a href="#">URL</a>
September 26	We will hold the Osaka Professional Wrestling Autumn Match at Namba Carnival Mall on Monday, October 14, 2024, a public holiday for Sports Day.	<a href="#">URL</a>

## (Reference) Major Initiatives for FY2024 (3)

Date	Content	URL for disclosure material
September 27	The first phase of renovations will start in the concourse inside the ticket gates on the second floor of Namba Station, our company's largest terminal, on October 1.	<a href="#">URL</a>
October 1	New services have been added to KANSAI MaaS. English support is now even more convenient for the EXPO shuttle bus reservation and payment system, as well as tourist information websites.	<a href="#">URL</a>
October 8	Reduce CO <sub>2</sub> emissions by approximately 16,000 tons per year All the electricity used at Namba Parks and Namba SkyO will come from renewable energy sources from November 2024.	<a href="#">URL</a>
October 22	Nankai Electric Railway is working to create a bustling atmosphere at stations where staff are not present all day.	<a href="#">URL</a>
November 1	The merger of the railway businesses of Nankai Electric Railway and Semboku Rapid Railway was approved.	<a href="#">URL</a>
November 5	Nankai Electric Railway and Taipei Metro signed a friendship agreement on November 4.	<a href="#">URL</a>
November 8	We have joined the Osaka eSports Round Table, Osaka eSports Growth Guild (OeGG). We will hold an establishment ceremony for the participating organizations on Thursday, November 14.	<a href="#">URL</a>

- Sustainable management of public transportation business
- Developing the most popular areas along railway lines and deepening and expanding the real estate business
- Future exploration

\* The disclosure material at the URL is available in Japanese only.

## (Reference)

## Progress in Numerical Targets of the Kyoso 140 Plan

- Operating income and the ratio of the net interest-bearing debt to EBITDA significantly exceeded the numerical targets.
- Capital investment has yet to reach the initial plan of ¥160.0 billion, but we will steadily build the foundation for growth

	FY2024 plan (Kyoso 140 Plan Numerical Targets)
Operating income <sup>*1</sup>	¥28.0 billion
Net interest-bearing debt	¥433.9 billion
Ratio of the net interest-bearing debt to EBITDA <sup>*2</sup>	7.5 times

	Kyoso 140 Plan three-year total
Total capital investments <sup>*3</sup>	¥160.0 billion
Future exploration	¥15.0 billion
Revenue expanding	¥71.2 billion
Safety and renewal	¥73.8 billion



FY2024 forecasts	Change
¥36.4 billion	¥8.4 billion
¥408.5 billion	-¥25.4 billion
6.3 times	-1.2 times

Forecasts three-year total	Change
¥122.7 billion	-¥37.2 billion
¥5.9 billion	-¥9.0 billion
¥40.0 billion	-¥31.1 billion
¥76.7 billion	¥2.9 billion

\*1 Operating income + dividend income

\*2 Operating income + dividend income + depreciation and amortization

\*3 Figures before consolidation and elimination, including investments, etc.

## (Reference)

## 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: ⇒ ¥58.9 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: ⇒ ¥57.8 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: ⇒ ¥5.9 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: ¥6.0 billion**  
Creation of new values and workstyles by making full use of data and digital technologies
- **Investment in CO<sub>2</sub> reduction: ¥19.0 billion**  
Utilization of opportunities for global warming mitigation and the shift to a carbon-free society
- **Investment in brand enhancement: ¥12.0 billion**  
Enhancement of product, service, corporate, and regional brands
- **Investment in diversity enhancement: ¥3.0 billion**  
Enhancement of the working environment for diverse employees

■ **Total: ¥39.0 billion** (some items are duplicated)

\* Major investments to realize materiality items identified for sustainable management

# (Reference) Nankai Group Management Vision 2027

<<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**



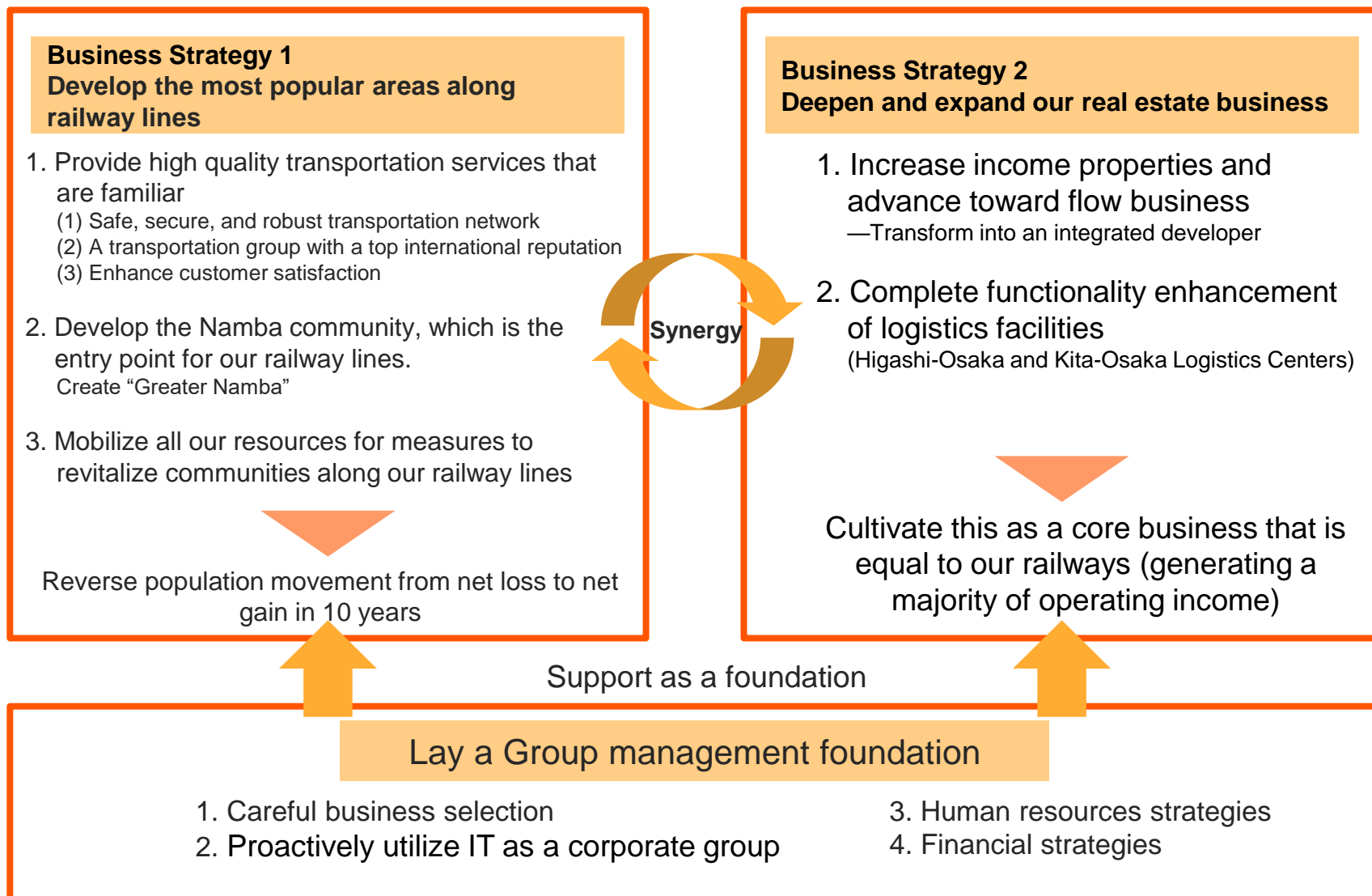
Our  
position

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

# (Reference) Nankai Group Management Vision 2027: Outline of business strategies

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# (Reference) 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.

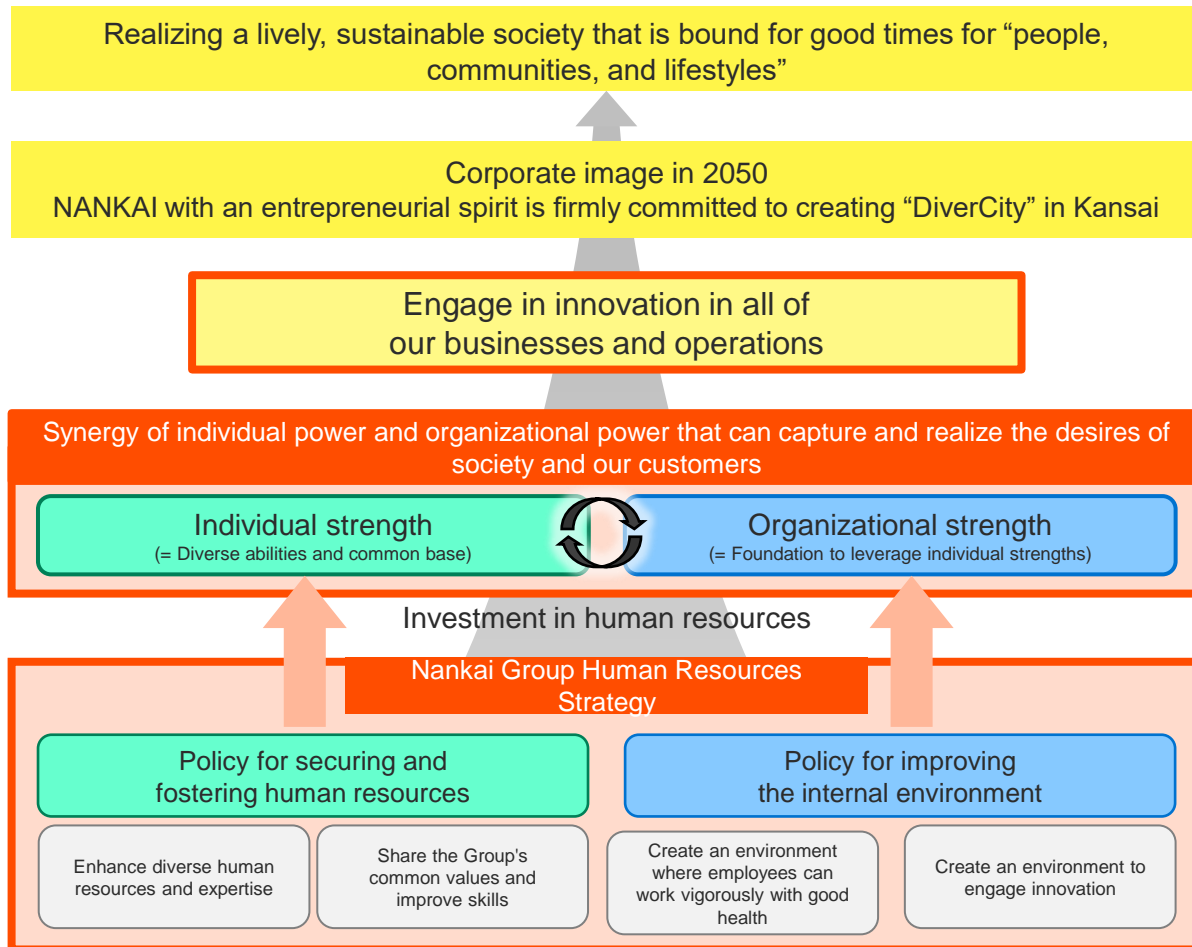
Nankai identity

## 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.

\* DiverCity: "DiverCity" is a term created by combining "Diversity" and "Diverse City (city filled with diversity)" that we seek to realize.

# (Reference) Nankai Group Human Resources Strategy



## Our way of thinking

- To realize a sustainable society, we will engage in **innovation** to capture and realize the desires of society and our customers in all of our businesses and operations.
- To achieve this, we will actively make investments and take initiatives, because it is absolutely necessary for the people working for the Nankai Group to feel happiness, fulfillment, and growth.
- We have established a policy for securing and fostering human resources and a policy for improving the internal environment, and we will create a synergistic effect between the strengths of each individual and the organization.

## Nankai Group's target **innovation**

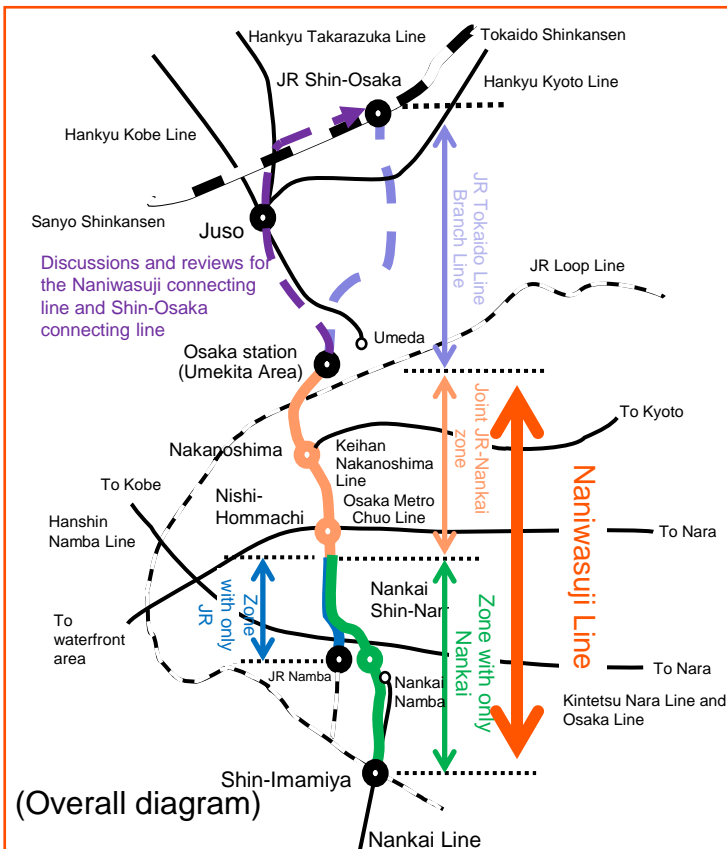
- ◆ **Business creation**  
Develop new business, services, etc., in new areas or areas around existing businesses.
- ◆ **Enhancement of the value of existing businesses**  
Improve revenue and income; review business structure; and increase customer satisfaction, recognition, loyalty, etc.
- ◆ **Business reform**  
Contribute and support business activities, conduct a fundamental review of business processes, use time effectively (reduction of workload), and have greater clarity and accuracy



# (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 projects began at Nakanoshima Station and Nishi-Hommachi Station from the second half of FY2021. Preliminary work for the excavation is underway at the Nankai Shin-Namba Branch Tunnel and Station sections
- While continuing land acquisition, we will work on other sections to start line operation in spring 2031.



### Overview of Plans for the Naniwasuji Line

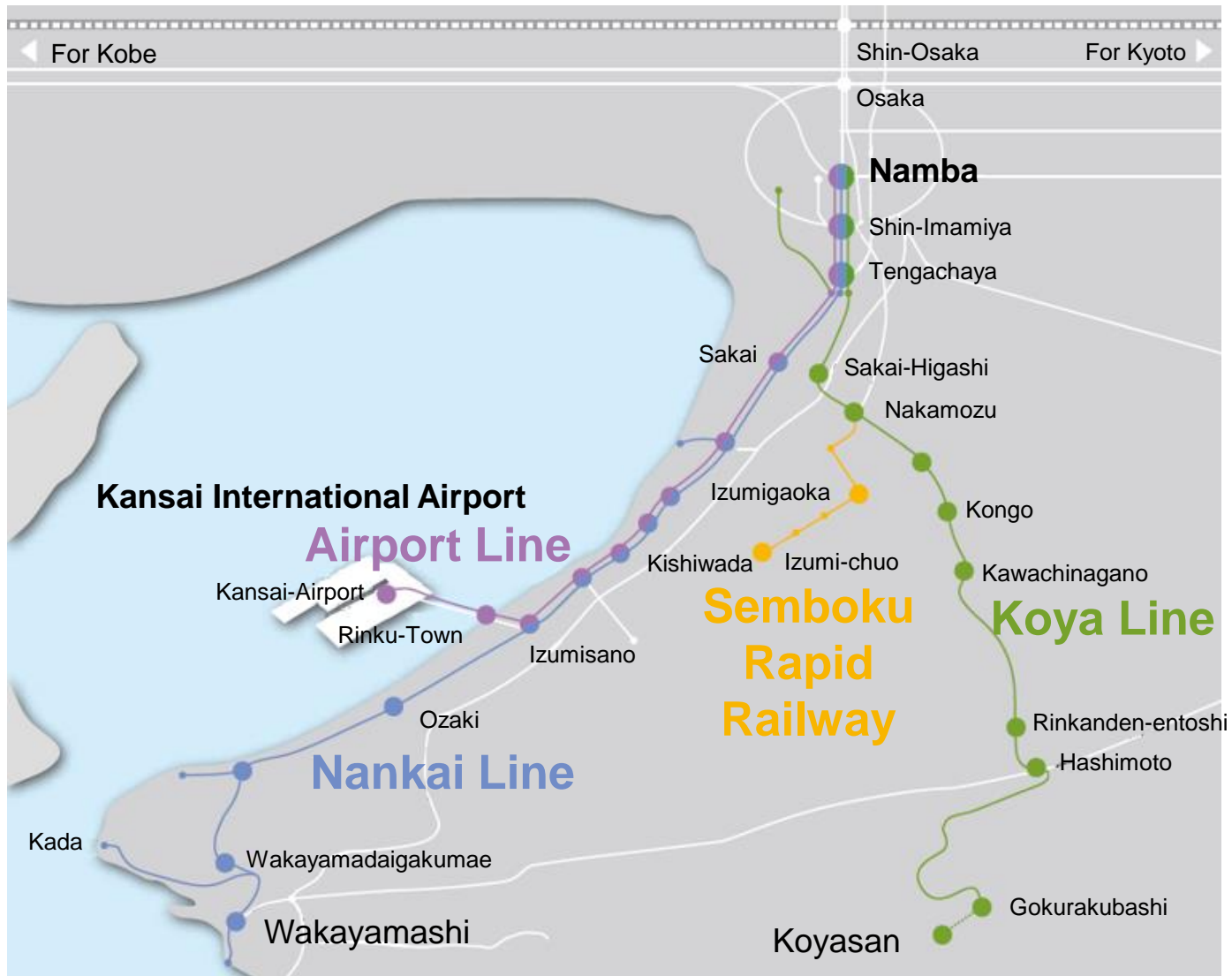
Service zones	<ul style="list-style-type: none"> <li>Osaka Station (Umekita Area)–(tentative name) Nishi-Hommachi Station - Nankai Shin-Imamiya Station</li> <li>Osaka Station (Umekita Area)–(tentative name) Nishi-Hommachi Station to JR Namba Station</li> </ul>
Intermediate stations	Nakanoshima Station (tentative name), Nishi-Hommachi Station (tentative name), Nankai Shin-Namba Station (tentative 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: Osaka Station (Umekita Area)–Nankai Shin-Imamiya Station West Japan Railway Company (JR West) Operation segment: Osaka Station (Umekita Area)–JR Namba Station
Targeted start of commercial service	Spring 2031

\* Osaka Station (Umekita Area) opened March 2023 in a project to convert the Tokaido Branch Line to an underground line and establish a new station.

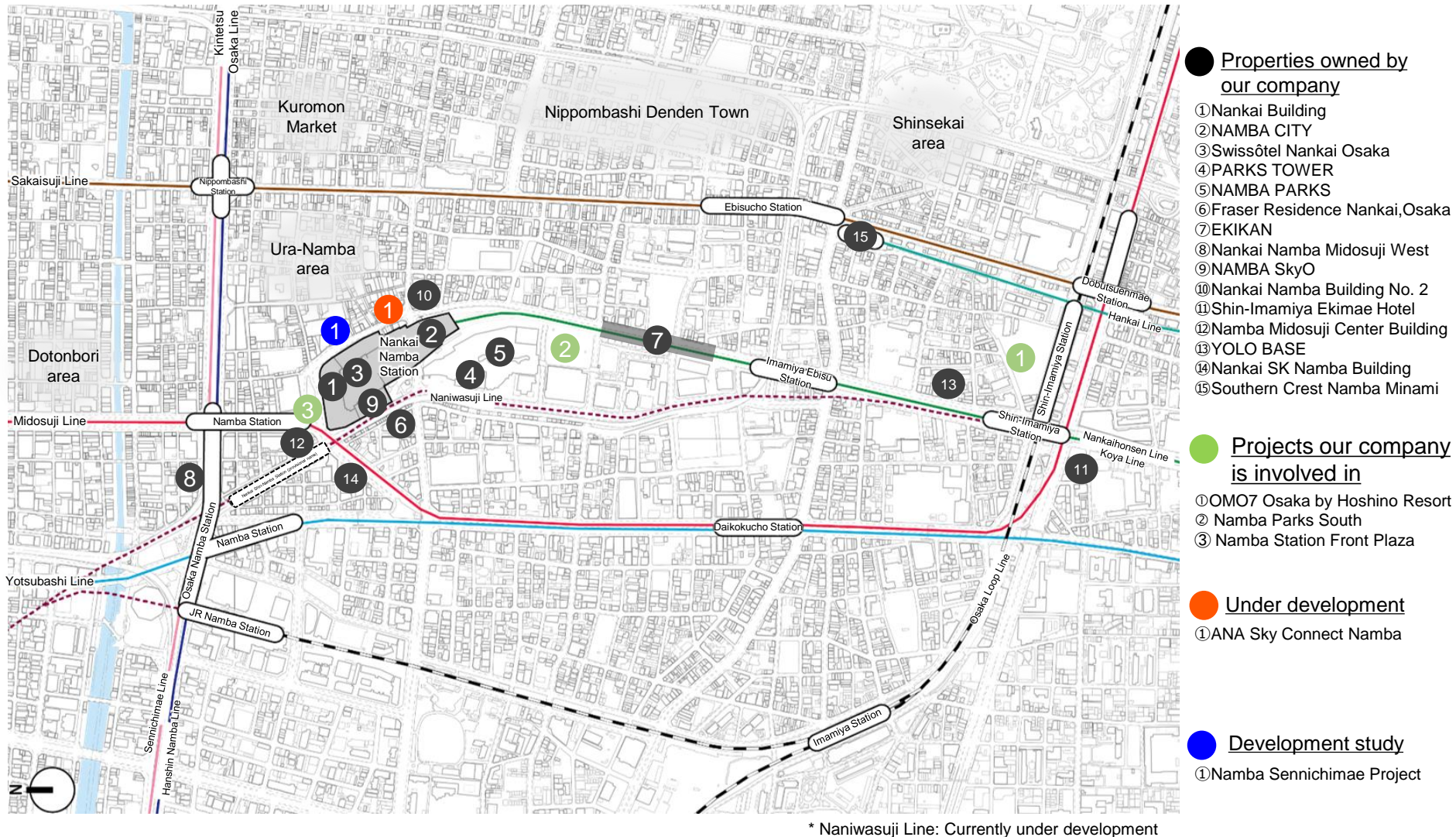
#### (Reference)

- Favorable results were obtained from a study of the Naniwasuji connecting line and Shin-Osaka connecting line conducted by the Japanese government in FY2017.
- Based on the results of the study, the related parties will conduct discussions and reviews with the aim of commercializing the project at an early stage.

## (Reference) Route map



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



## (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 <sup>2</sup>	July 1932	Takashimaya Osaka and shops
② NAMBA CITY	Approx. 33,200 m <sup>2</sup>	1978 <sup>*2</sup>	Shopping center
③ Swissôtel Nankai Osaka	61,557 m <sup>2</sup>	March 1990	Hotel
④ PARKS TOWER	36,500 m <sup>2</sup>	August 2003	Offices and shops
⑤ NAMBA PARKS	Approx. 51,800 m <sup>2</sup>	October 2003 <sup>*2</sup>	Shopping center
⑥ Fraser Residence Nankai, Osaka	7,332 m <sup>2*1</sup>	July 2010	Serviced apartments
⑦ EKIKAN	Approx. 3,700 m <sup>2</sup>	2014 <sup>*2</sup>	Shopping center
⑧ Nankai Namba Midosuji West	4,286 m <sup>2</sup>	September 1985 (July 2018)	Offices
⑨ NAMBA SkyO	45,927 m <sup>2</sup>	October 2018	Offices, medical facilities, conference hall, commercial service facilities
⑩ Nankai Namba Building No. 2	1,500 m <sup>2*1</sup>	November 1988 (November 2018)	Offices
⑪ Shin-Imamiya Ekimae Hotel	4,952 m <sup>2*1</sup>	August 2018 (December 2018)	Hotel
⑫ Namba Midosuji Center Building	(Portion owned by the Company) 5,665 m <sup>2</sup> (Overall) 6,217 m <sup>2</sup>	March 1992 (April 2019)	Offices and shops
⑬ YOLO BASE	3,156 m <sup>2*1</sup>	September 2019	Co-working space and student dormitory
⑭ Nankai SK Namba Building	14,141 m <sup>2</sup>	March 1983 (February 2020)	Offices
⑮ Southern Crest Namba Minami	6,523 m <sup>2*1</sup>	October 2023	shared rental apartment

\*1: Total floor area

\*2: Phase 1 opening

(as of November 15, 2024)



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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.