



Hankyu Hanshin Holdings

Sustainability Databook 2022

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Editorial Policy

This report outlines the approach, initiatives, major performance results in FY2022, future policies and plans of the Hankyu Hanshin Holdings Group for the realization of a sustainable society.

Guidelines for Reference:

GRI Sustainability Reporting Standards [GRI Standards Content Index](#) [WEB](#)

Report Scope:

Hankyu Hanshin Holdings, Inc., its major companies the companies that belong to the Group's respective core businesses (Urban Transportation, Real Estate, Entertainment, Information and Communication Technology, Travel, and International Transportation), and other operating companies (The following different report scopes apply to some parts of this databook.)

- Hankyu Hanshin Holdings, Inc.
- Hankyu Hanshin Holdings, Inc. and its six major companies: a total of seven companies (Hankyu Hanshin Holdings, Inc., Hankyu Corporation, Hanshin Electric Railway, Hankyu Hanshin Properties, Hankyu Travel International, Hankyu Hanshin Express, and Hankyu Hanshin Hotels)
- Hankyu Hanshin Holdings, Inc. and its consolidated subsidiaries in Japan: a total of 78 companies
- Hankyu Hanshin Holdings, Inc. and all its consolidated subsidiaries: a total of 99 companies

* Hankyu Hanshin Holdings, Inc. and its six major companies account for about 70% of the Group's consolidated operating income.

Period Covered:

FY2022 (April 1, 2021–March 31, 2022) This databook also covers some initiatives implemented around FY2022.

Major Updates (since November 2022):

- Updated in April 2023 p. 5 Hankyu Hanshin Holdings Group Basic Philosophy and Policy on Respect for Human Rights (revised)
p. 40 Results for other emissions: Sulphur Oxides (SOx) (new)
p. 44 The Group's results concerning water usage in the property portfolio (new)

Reporting System:

Information on sustainability is provided in the Sustainability Databook, the corporate website, and other media listed below.

- Sustainability Databook: Provides detailed non-financial ESG (environmental, social, and governance) information
- [Corporate website](#) [WEB](#): Examples of the Group's initiatives in line with the priority issues, the GRI Standards Content Index, etc. posted on the Group's sustainability website
- [Integrated Report](#) [WEB](#): Provides information about the review of FY2022 and the Group's management policies and ESG initiatives
- [Securities Report](#) [WEB](#): Provides more detailed financial information
- [Corporate Governance Report](#) [WEB](#): Provides information mainly on the Group's corporate governance approach and systems in compliance with Japan's Corporate Governance Code
- Safety Reports: Provide information mainly on the railway operators' safety initiatives (issued by [Hankyu Corporation](#), [Hanshin Electric Railway](#), [Kita-Osaka Kyuko Railway](#), and [Nose Electric Railway](#) [WEB](#))

General Principles and Priority Issues in the Sustainability Declaration

In May 2020, the Hankyu Hanshin Holdings Group announced the Hankyu Hanshin Holdings Group Sustainability Declaration and is promoting sustainable management to continuously enhance corporate value and ultimately realize a sustainable society.



General Principles

Create a future grounded in “Safety and Comfort” and a future colored by “Dreams and Excitement.”

For over a hundred years, we have sought to cultivate communities and enrich lives. Leveraging this experience, we commit ourselves to addressing social and environmental challenges and working toward a sustainable future, one that offers a fulfilling, joyful life to all and inspires the next generation to dream with hope.

Priority Issues, Policies, and Project Themes

Priority issues and policies	Project themes	Relevant SDGs
<p>1 Safe, reliable infrastructure</p> <p>Provide railways and other infrastructure that are safe and disaster-resilient. Ensure that anyone can safely access our facilities and services.</p>	<ul style="list-style-type: none"> 1 Eliminate accidents and improve safety at railways and commercial facilities 2 Promote actions to prevent/reduce accidents and respond promptly and properly to accidents if they occur 3 Establish safe and comfortable facilities and services that satisfy the needs of a diversity of people 	
<p>2 Thriving communities</p> <p>Help build sustainable communities with rich natural and cultural heritage, making great places to live in, work in, and visit.</p>	<ul style="list-style-type: none"> 1 Develop a good living environment (providing good residences, creating green spaces and public spaces, establishing cultural and educational facilities, etc.) 2 Develop and expand commercial/business areas where people communicate with each other 3 Create a line-side environment that makes it easier for women to work and raise children 4 Promote measures to extend the healthy lifespan of the elderly 5 Offer services that satisfy the needs of foreign visitors/residents 6 Enhance collaboration and partnerships with universities, research institutions, ventures, local communities, etc. 	
<p>3 Life designs for tomorrow</p> <p>Promote refined and inspired lifestyle solutions for a better tomorrow.</p>	<ul style="list-style-type: none"> 1 Propose products/services that help realize a lifestyle in harmony with nature 2 Propose products/services that lead to revitalization and promotion of local communities and cultures 3 Propose products/services that respond to diverse values and create comfort and excitement 4 Propose products/services for young people who will lead the next generation 5 Create and disseminate cultures through sports and entertainments 6 Improve existing services and create new businesses by utilizing ICT innovation 	
<p>4 Empowering individuals</p> <p>Provide an inclusive workplace that values diversity and taps into individual talent. Cultivate tomorrow's leaders for society.</p>	<ul style="list-style-type: none"> 1 Improve employee satisfaction and create a more positive workplace 2 Promote health and productivity management 3 Promote diversity 4 Respect human rights and prevent harassment 5 Cultivate tomorrow's leaders 	
<p>5 Environmental protection</p> <p>Conduct eco activities that contribute to a carbon-neutral world and a circular economy.</p>	<ul style="list-style-type: none"> 1 Cut greenhouse gas (CO₂) emissions 2 Improve energy efficiency (promote energy saving) 3 Use more renewable energy (e.g. solar) 4 Aim for more eco-friendly buildings (green buildings) 5 Produce less waste and recycle more 	
<p>6 Robust governance</p> <p>Act honestly and in good faith, as stakeholders expect us to do.</p>	<ul style="list-style-type: none"> 1 Promote effective and transparent corporate governance 2 Ensure compliance and prevent corruption 3 Enhance risk management, including climate change 4 Pay attention to opinions of stakeholders in doing business 	

* The SDG icon that is placed first is the most relevant to each priority issue.

* In the process for identifying priority issues [WEB](#), we referred to guidelines such as SDGs, GRI Standard, SASB Standard, ISO 26000, etc.

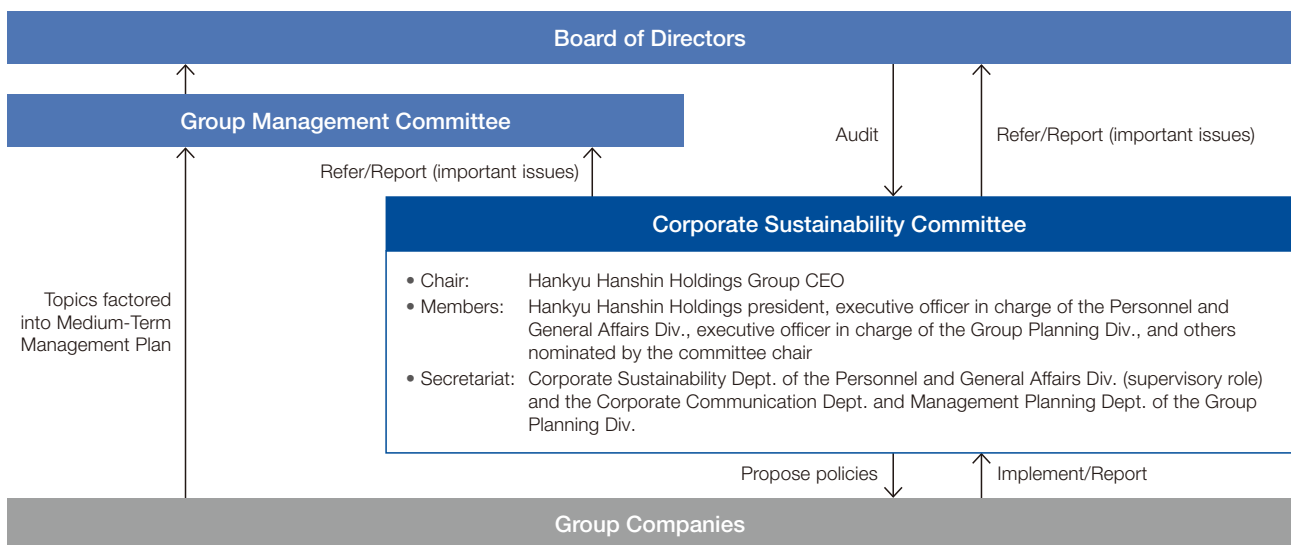
Sustainable Management Promotion Framework

Establishment of the Corporate Sustainability Committee

Toward the cross-sectional promotion of sustainability throughout the Group, we have established the Corporate Sustainability Committee, which is chaired by the Group CEO and comprises all representative directors, the executive officer in charge of the Personnel and General Affairs Division (in charge of ESG, environment, social contribution, personnel affairs, risk management, and compliance), the executive officer in charge of the Group Planning Division (in charge of corporate planning and finance), etc. This committee meets twice (in September and February) every fiscal year.

The committee formulates policies on the priority issues toward sustainable management, supervises the progress of relevant measures, and deliberates and decides on issues that should be reflected in the Medium-Term Management Plan from both financial and non-financial perspectives. The results of this committee’s deliberations will be proposed to the Group Management Committee for further deliberations, which comprises all representative directors and the representatives of the Group’s core businesses, and also reported to the Board of Directors for supervision. We are thus promoting sustainable management by positioning it as an integral part of the entire Group’s management system.

Sustainability Promotion Framework



Support for the TCFD and the United Nations Global Compact

In May 2021, the Hankyu Hanshin Holdings Group announced its agreement with the Task Force on Climate-related Financial Disclosures (TCFD)*1 and the United Nations Global Compact (UNGC)*2 to show its active commitment to sustainable management.



*1: Task Force on Climate-related Financial Disclosures (TCFD): Created in 2015 by the Financial Stability Board at the request of the G20, the TCFD encourages businesses to provide high-quality information about how climate change will impact their strategy and finances over the medium and long term, so that investors have sufficient information to make their investment decisions.

*2: United Nations Global Compact (UNGC): Announced at the World Economic Forum held in 1999, the UNGC is a pact that enshrines behavioral principles for businesses around the world. It consists of ten principles in the areas of human rights, labor, environment, and anti-corruption.

1. Respect for Human Rights

Approach

The Hankyu Hanshin Holdings Group regards “Respect for People” as one of the values of the Group Management Philosophy. To embody it, we have stipulated the Basic Philosophy and Policy on Respect for Human Rights, and we are engaged in awareness-raising activities to develop a better instinct for human rights in individual employees. In particular, considering harassment in the workplace as a serious issue that prevents employees from demonstrating their abilities, we have promoted efforts to eradicate harassment on a group-wide basis, including delivering top messages, implementing education and awareness-raising activities, and conducting a questionnaire survey of employees.

In May 2021, we announced our agreement with the United Nations Global Compact*¹, and in April 2023, we revised our Basic Philosophy and Policy on Respect for Human Rights*² based on the United Nations Guiding Principles on Business and Human Rights.

We will continue to contribute to the realization of an affluent society free of human rights abuse or discrimination.

Hankyu Hanshin Holdings Group Basic Philosophy and Policy on Respect for Human Rights

“Basic Philosophy on Respect for Human Rights”

By respecting the human rights of all people involved in our business activities, we contribute to the creation of an affluent society free from discrimination and the infringement of human rights based on birth, race, nationality, religion, creed, sex, sexual orientation and gender identity, age, disability, etc.

“Basic Policy on Respect for Human Rights”

1. Compliance with laws and regulations related to respect for human rights

We will endeavor to comply with human rights laws and regulations applicable in the countries and regions in which we operate and will support and respect international human rights norms such as the International Bill of Human Rights (Universal Declaration of Human Rights and International Covenants on Human Rights) and the ILO Declaration on Fundamental Principles and Rights at Work* issued by the International Labour Organization (ILO).

* The core labour standards include freedom of association and recognition of the right to collective bargaining, prohibition of forced labour, prohibition of child labour, prohibition of discrimination in respect of employment and occupation, and a safe and healthy working environment.

2. Scope of application

This philosophy and policy apply to all officers and employees of the Hankyu Hanshin Holdings Group. We also will try to gain the understanding and support of stakeholders in this philosophy and policy, and we hope to work together to proceed with respect for human rights.

3. Human rights due diligence

In order to fulfill our responsibility to respect human rights, we will continue to implement human rights due diligence and work to avoid and reduce negative impacts on human rights.

4. Remedy and correction

Upon our knowledge of any directly caused, and/or the contributing of, adverse impacts on human rights through our business activities, we will implement or cooperate in remedies and corrections through appropriate means.

5. Dialogues with stakeholders

We seek to gain insights through dialogue with outside experts, listen to the opinions of our stakeholders, and strive to respond responsibly.

6. Education and Awareness

We will continue to provide the necessary education and awareness to ensure that this philosophy and policy are carried out in our business activities.

7. Creating a safe and satisfying work environment

In order to respect the human rights of each employee, we will endeavor to maintain fairness and equality in all treatment, starting with the hiring process. We will also promote the creation of a work environment where officers and employees can recognize each other's differences and make full use of their individuality and talent.

8. Information disclosure

We will disclose information on our efforts to respect human rights in a timely and appropriate manner.

*1: The United Nations Global Compact (UNGC) [WEB](#) : Announced at the World Economic Forum held in 1999, the UNGC is a pact that enshrines behavioral principles for businesses around the world. It consists of ten principles in the areas of human rights, labor, the environment, and anti-corruption.

The responsibilities placed on companies and organizations participating in the United Nations Global Compact have been determined based on the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development (Earth Summit), and the United Nations Convention against Corruption.

In May 2021, the Group signed the United Nations Global Compact, agreeing with its philosophy, and it has joined the Global Compact Network Japan (GCNJ), a local network in Japan.

*2: This philosophy and policy have been approved by the Board of Directors of the Company.

Ten Principles of the United Nations Global Compact

- **Human Rights** Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights and Principle 2: make sure that they are not complicit in human rights abuses.
- **Labour** Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining, Principle 4: the elimination of all forms of forced and compulsory labour, Principle 5: the effective abolition of child labour, and Principle 6: the elimination of discrimination in respect of employment and occupation.
- **Environment** Principle 7: Businesses should support a precautionary approach to environmental challenges, Principle 8: undertake initiatives to promote greater environmental responsibility, and Principle 9: encourage the development and diffusion of environmentally friendly technologies.
- **Anti-Corruption** Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Management / Organization

To promote cross-sectional sustainability throughout the Group, we have established the Corporate Sustainability Committee, which is chaired by the Group CEO (responsible supervisor). The Committee, which convenes twice a year, deliberates on the direction of the Group’s response to issues related to respect for human rights. Particularly important topics are reported to, or brought up at, the Group Management Committee or Board of Directors, and incorporated into the Group’s overall management framework.

We have assigned a manager, a section chief, and several staff members in charge of human rights in our Personnel Department to promote the Group’s efforts to respect human rights, while the core companies*, together with its affiliated group companies, promotes respect for human rights in daily operations according to the business characteristics of each company. For instance, Hankyu Corporation holds meetings of the Human Rights Enlightenment Promotion Main Committee, chaired by the director with a special title in charge of personnel affairs (responsible party), which deliberates on human rights initiatives and makes decisions as a company. Hanshin Electric Railway has also established a Human Rights Enlightenment Promotion Committee, chaired by the director in charge of personnel affairs (responsible party), to formulate a basic plan for human rights education and to promote company-wide human rights awareness through a subordinate committee organization. Hankyu Hanshin Properties has also established a Human Rights Enlightenment Promotion Committee, which is chaired by the President (responsible party) and includes the heads of each division and the presidents of each subordinate company. In this way, each company has established a human rights awareness promotion system and is promoting efforts to respect human rights.

In particular, Hankyu Hanshin Holdings, Inc. is working to eradicate harassment by supervising the plans and execution of harassment prevention at each group company.

* Core companies: Hankyu Corporation, Hanshin Electric Railway, Hankyu Hanshin Properties, Hankyu Travel International, Hankyu Hanshin Express

Target

Indicator	Range	Target	FY2022 Results
Attendance rate at human rights training organized by the Company at the time of promotion of employees	Hankyu Hanshin Holdings, Inc. and its 6 major companies	Always 100%	100%

Initiatives

Recruitment

Selecting a person who promotes human rights enlightenment and fair process in recruitment and selection*

The Group has strived to appoint a person who promotes human rights enlightenment and fair process in recruitment and selection, regardless of the number of employees, to ensure fair and impartial selection in recruitment activities.

* Under the Fair Recruitment and Human Rights Awareness Promoter system of the Ministry of Health, Labour and Welfare, a person who promotes human rights enlightenment and fair process in recruitment and selection assumes the role of establishing a fair recruitment and selection system within each business establishment from the perspective of ensuring equal employment opportunities and plays a role as a contact point for cooperation with Labor Bureaus and other bodies.

Holding internship programs

The Company holds multiple internship programs to offer students with a wide range of work experience opportunities. In FY2022, a total of 498 students participated in the internship programs.

Human rights education

Spreading the Basic Philosophy and Basic Policy on Respect for Human Rights

The Group publishes the Compliance Handbook, to be distributed to all officers and employees of the Group, in which the Basic Philosophy and Basic Policy on Respect for Human Rights are introduced in an easy-to-understand manner with examples of behaviors that go against respect for human rights to raise employee awareness of human rights. In the Handbook, information of the Harassment Consulting Office is provided to accept a wide range of consultation on harassment. Thus, we work to protect our employees.



Compliance Handbook (English edition)

Human rights enlightenment training

The Group annually conducts human rights enlightenment training for the top management of each Group company and all employees in management positions in the Company, who total up to about 800, to regularly raise their awareness of various human rights issues that those responsible for management should know. Human right enlightenment training is also conducted for employees at each level, including new directors, new managers, and new employees of each Group company, to promote the spread of the Basic Philosophy and Basic Policy on Respect for Human Rights and continuously educate them about the prevention of harassment. Through the training, we aim to develop a better instinct for human rights in individual employees by providing the opportunity to learn about the Basic Philosophy and Basic Policy on Respect for Human Rights and to understand correctly and think deeply about discrimination and human rights violations due to birth, race, disability, sexual orientation, gender identity, and other factors.

● Examples of training topics

- Race: Examine our own way of thinking about race with the issue of colored pencil called “hadairo” (skin color) as a start
- Sexual orientation / Gender identity: Understand sexual minorities (LGBT / SOGI, etc.)
- Foreign residents in Japan: Understand the historical background of the residence of foreigners in Japan and multicultural coexistence through activities such as fieldwork in a Korean Town in Osaka Prefecture
- Persons with disabilities: Consider reasonable consideration for people with disabilities using a specific case where a customer on a wheelchair visits a store

Workplace environment

Enhancing harassment prevention measures

Prior to the enforcement of the revised Act on Comprehensive Promotion of Labor Policies (mandatory measures to prevent power harassment) from June 2020, we have been making company-wide efforts to prevent power harassment under the leadership of top management.

● Delivering top messages

Believing that changing the mindset of senior employees is the most important factor in eradicating power harassment, we repeatedly deliver top messages from the President of the Company and the top management of each Group company. With the aim of preventing harassment, these messages are delivered through online distribution to Group employees, the President’s instruction at a training program for the managerial staff hosted by the Company, and other means.

● Formulating a harassment prevention measure plan

Every year from FY2021, each Group company formulates a harassment prevention measure plan and systematically implements actions in line with the plan. The auditors of the Company and each Group company support the steady implementation of the actions by checking their progress in each company and providing advice.

● Conducting harassment prevention measure training

We have conducted training on the theme of “Creating a harassment-free workplace” for the top management of each Group company and all managers of the Company. The training provides the opportunity for them to learn about behavior that may correspond to harassment and key points for providing guidance to subordinates. They also learn the proper attitude and points to note when consulted by subordinates as a primary contact point for consultations on harassment, the observance of confidentiality, and non-disadvantageous treatment of employees who report harassment.

Thoroughly complying with labor laws and regulations

The Group complies with international rules and local laws and regulations and does not tolerate working conditions that may infringe on human rights or ideas that violate equal pay for equal work. We also strive to improve the workplace environment and working conditions, which form the basis of respect for human rights. In addition to initiatives by each company, Hankyu Hanshin Holdings, Inc. annually conducts a personnel and labor-related survey of each Group company. Through this survey, the company checks the status of its compliance with labor laws and regulations, and shares information on revisions to labor laws and regulations to the Group.

Harmonious coexistence with society

The Group is engaged in business activities, always bearing it in mind that our services are used by a diverse range of customers. Not only in the urban transportation business, including train and bus services, but also in the entertainment business and the hotel business, we work to make our services more comfortable for customers, regardless of the presence or absence of disabilities and the language used.

Promoting human rights enlightenment through the urban transportation business

To play a role as a public transport provider, we have established the Transit Information Center and information desks to listen to a wide range of views from customers, including problems with the use of our services and feedback on the convenience of the services. We also display posters that promote human rights enlightenment and perform automatic broadcasting about respect for human rights in station buildings based on requests from outside organizations and the government.

Relationships with business partners

We not only respect human rights ourselves but also expect our business partners to do so. In cases where it is obvious that a business partner is complicit in or encouraging human rights violations, for example, when our employees are harassed by business partner's employees, we take appropriate actions to help our employees promptly. If we become aware of a human rights violation in our business activities, we properly address it without neglecting it.

Prevention

Enacting regulations on harassment prevention

Prior to the enforcement of the revised Act on Comprehensive Promotion of Labor Policies from June 2020, the Group has stipulated and made known in its regulations that employees of all of the companies, regardless of the business scale, should not engage in power harassment and that employees who engage in behavior related to power harassment will be strictly punished.

Establishing a consultation system for harassment and human rights violations

The Group has established the Harassment Consulting Office for Group employees within the Personnel Department of the Company to accept consultation on harassment in the workplace. (Anonymous consultation is also available.) For the use of consultation services, it is clearly stated that the privacy of an employee who seeks consultation is protected and that there is no disadvantageous treatment of the relevant employee due to seeking consultation. If an employee subject to harassment, including an employee who seeks consultation, is in a troubled situation, we will work to improve the situation.

The Group also conducts training that incorporates role-playing (including training on the Basic Philosophy and Policy on Respect for Human Rights) for the staff in charge of harassment consulting office in each Group company to help them acquire knowledge and skills that can respond appropriately to consultation. We are thus striving to create a consultation system in which employees can seek consultation without worry. Since FY2017, 356 employees have participated in the training for the staff in charge of harassment consulting office that is organized by the Company (cumulative total up to the end of March 2022).

In addition to the Harassment Consulting Office, we also accept cases of human rights violations at the Corporate Ethics Consultation Desk*, which is a whistleblowing system that can be used by the Group's officers and employees as well as the business partners of the Group. (Anonymous consultation is also available.)

* Please refer to "Operation of Corporate Ethics Consultation Desk (Internal Whistle-Blower Procedures)" of "2. Ensure compliance and prevent corruption" in the "GOVERNANCE" part (page 51).

Conducting a questionnaire survey on the workplace environment

Each Group company conducts a questionnaire survey of employees on the workplace environment every other year. The questionnaire contains a wide range of questions related to harassment, including whether the respondent is subject to harassment, whether there are harassment cases around the respondent, and whether harassment prevention measures taken by the company work effectively for employees. The questionnaire results are used as important materials for each company to formulate harassment prevention measures. When conducting a questionnaire survey, we inform Group employees of the Harassment Consulting Office, where they can seek consultation, and encourage them to use the consultation services.

- Number of respondents to the questionnaire on the workplace environment: 24,121 persons (FY2023)

2. Ensure Business Safety and Reliability

Approach

The Hankyu Hanshin Holdings Group puts “Safe, reliable infrastructure” at the top of the priority issues for sustainable management.

All of the Group’s business activities based on railway operations are rooted in the belief that “Safe, reliable infrastructure” is the core of its businesses, on which it should place the highest priority to gain the trust of society. With the mission and pride of providing safety and reliability to our customers in railway operations, where we are entrusted with their lives, as well as other operations, we always pursue safety and reliability with the concerted effort of the Group. We also aim to build a safe and disaster-resistant infrastructure so that we can respond as much as possible to diverse requests from society with regard to risks that may threaten our business continuity, such as infectious diseases and natural disasters.

Target

Indicator	Range	Target	FY2022 Results
Zero culpable incidents in our railway business	Hankyu Corporation, Hanshin Electric Railway, Kita-Osaka Kyuko Railway, Nose Electric Railway	Always zero	Zero

Initiatives

Urban Transportation

In our railway business, we promote the following initiatives for safety and reliable infrastructure.

(1) Eliminate accidents and improve safety

By type		Purpose	Examples of specific initiatives / equipment
Infrastructure	Platform	Fall prevention	<ul style="list-style-type: none"> Platform screen door Platform gap filler rubber Braille block with an inward line CP (Color Psychology) line
		Emergency alarm	<ul style="list-style-type: none"> Emergency train stop button
	Train car	Overspeed prevention	<ul style="list-style-type: none"> ATS: Automatic train stop system
		Fall prevention	<ul style="list-style-type: none"> Large partition board Vertical handrail
	Grade crossing	Abnormality detection	<ul style="list-style-type: none"> Obstacle detector Detector for unclosed grade crossing bars
		Emergency alarm	<ul style="list-style-type: none"> Grade crossing emergency alarm system Level crossing obstacle alarm system
Personnel	Developing employees who value safety	<ul style="list-style-type: none"> Enhancement of safety awareness through patrol of work-site departments and exchange of views with employees by top management Establishment of a training institute, a human resources development center, and a safety exhibition room to learn about past accidents Implementation of safety conferences and training to improve skills related to the repair and maintenance of railway facilities 	
	Enlightening customers	<ul style="list-style-type: none"> Implementation of the Accident Prevention Campaign (asking those passing grade crossings for their cooperation in confirming safety) 	

(2) Promote actions to prevent/reduce accidents and respond promptly and properly to accidents if they occur

Purpose	Examples of specific initiatives / equipment
Initiatives for disaster prevention and mitigation	<ul style="list-style-type: none"> Removal of concrete block walls on station platforms and other locations and installation of fences in preparation for collapse due to an earthquake Landslide prevention work alongside of railroad tracks in preparation for heavy rain Seismic reinforcement of elevated track pillars, etc.
Initiatives for prompt evacuation guidance and early resumption of operation	<ul style="list-style-type: none"> Installation of ladders and other tools to smoothly guide customers to evacuate from trains that have stopped in the event of an earthquake, etc. Introduction of a system to monitor the condition of bridges and bridge piers Use of the weather information system to ensure safety in the operation of trains in abnormal weather Joint training with the local fire departments
Initiatives for enhancing information provision	<ul style="list-style-type: none"> Provision of timely information on the possibility of implementation of planned suspension of train services and its content Promotion of information provision (through the use of apps) in emergencies and multilingual support for information provision (Deployment of tablets with a multilingual voice translation system at stations and their use for train announcements)

The following four companies engaged in railway operations have announced their safety policies and initiatives to ensure the safety of transportation in their safety reports. Please refer to the safety reports for details of each company's initiatives.

Hankyu Corporation, Hanshin Electric Railway, Kita-Osaka Kyuko Railway, Nose Electric Railway [WEB](#)

**Capital investment in railway operation business
(Hankyu Corporation and Hanshin Electric Railway)**

(¥ billion)

	FY2020	FY2021	FY2022
Hankyu Corporation	19.1	19.0	19.1
Safety related	14.4	12.6	12.2
Others	4.7	6.4	6.9
Hanshin Electric Railway	5.5	4.1	6.5
Safety related	4.8	3.5	4.8
Others	0.7	0.6	1.7

* The total length of lines operated is 143.6 km for Hankyu Corporation and 48.9 km for Hanshin Electric Railway.

As a railway operator, the Group provides a form of public infrastructure. We therefore make giving priority to the safety of our customers a fundamental policy of management, and conduct ongoing safety-related capital investments in our railway operation business accordingly. Safety-related capital investments in FY2022 totaled 12.2 billion yen at Hankyu Corporation and 4.8 billion yen at Hanshin Electric Railway. These investments were primarily used for the construction of new trains and renovation of existing ones, as well as for installing platform screen doors, further improving stations, and seismically reinforcing elevated tracks.

Real Estate

Hankyu Hanshin Properties sequentially offers an emergency and rescue course to employees engaged in the real estate leasing business so that customers and workers can use its commercial facilities and office buildings with peace of mind. In addition, in order for all building users, including people with disabilities and non-Japanese speakers, to evacuate safely in the event of a disaster, it has installed multilingual broadcasting equipment for use in emergencies and has deployed communication tools that complement the equipment. It also works to enhance evacuation guidance education and training for the building management staff and tenant employees, and it has secured a certain amount of disaster relief supplies for building management personnel involved in disaster recovery activities.

Entertainment

At the Hanshin Koshien Stadium, which is the venue for professional baseball games and large-scale events, we have increased the number of air conditioners and have reviewed the holding guidelines through discussions with organizers to prevent customers from having a heat stroke. We have also carried out drainage improvement work on the ground to improve the safety of the ground in the event of heavy rain.

At the Takarazuka Grand Theater, the Tokyo Takarazuka Theater, and the Umeda Arts Theater, we have carried out seismic reinforcement work for the necessary locations so that customers can enjoy the performances with peace of mind. We have also regularly offered employee education programs in preparation for disaster response and have secured a certain amount of disaster relief supplies.

Information and Communication Technology

Bay Communications and Hanshin Cable Engineering contribute to disaster prevention and mitigation in local communities by signing a disaster prevention agreement with local governments to create an environment where they can use disaster prevention terminal devices.

Travel

To realize safe and comfortable travel for customers, Hankyu Travel International works to strengthen safe travel management by regularly evaluating the suitability of safety measures and quality control, reviewing the serious accident response manual and other rules, and taking precautionary measures, including conducting accident response training.

Additionally, the company has concluded the Agreement on Travel Arrangements and Volunteer Cooperation in Times of Disaster with local governments, and will contribute to disaster prevention measures and economic revitalization in local communities. This will be done by making arrangements for lodging, transportation, and more for employees of related organizations who support the local government in the event of a disaster, making arrangements for dispersed evacuation to inns and hotels, for which the need is increasing due to COVID-19, and supporting other volunteer activities by its employees.

International Transportation

Aiming to build a supply chain that guarantees advanced transportation quality and safety in pharmaceutical logistics, Hankyu Hanshin Express has obtained CEIV Pharma* certification under the quality certification program for the international transportation of pharmaceuticals, promoted by IATA (International Air Transport Association), at Kansai International Airport and Narita International Airport in June 2019 and March 2021, respectively. In June 2022, three years after obtaining the certification at Kansai International Airport, the company reacquired this certification including for its cold storage facilities at the Hankyu Hanshin Osaka Cargo Terminal (Suminoe-ku, Osaka city).

* CEIV Pharma: Abbreviation for "The Center of Excellence for Independent Validation in Pharmaceutical Logistics." A globally unified standard established by the IATA as a transportation quality certification that conforms to GDP (Good Distribution Practice, a distribution standard that guarantees the quality of pharmaceutical distribution processes).

3. Contribute to Local Communities and Society

Approach

Since its foundation, the Hankyu Hanshin Holdings Group has promoted high-quality community development based on its railway business. The Group has also contributed to local communities, including in areas along the Hankyu and Hanshin lines, through its social contribution initiatives, Hankyu Hanshin Dreams and Communities of the Future Project. The focus has been on the priority fields of “Sustainable Community Development” and “Tomorrow’s Leader Development,” which are highly compatible with its management strategy. Moreover, the Group is working to solve social issues for local communities not only with it, but also in cooperation with our business partners (including tenants), civic groups, government authorities, and residents.

Through our business and social contribution activities, the group will continue to contribute to local communities and society and work toward a sustainable future, one that offers a fulfilling, joyful life to all and inspires the next generation to dream with hope. We believe that promoting high-quality community development through our local community initiatives will lead to higher customer satisfaction, and eventually to the sustainable improvement of the Group’s corporate value and brand value.

Initiatives

Community Development Initiatives

In our Real Estate Business, we contribute to the creation of thriving communities by promoting initiatives to increase the value of cities, create safe and comfortable facilities, and solve social issues.

Enhancing the value of the Umeda area of Osaka

The Group has been working to enhance the value of the Umeda area of Osaka, the Group’s most important site, by systematically rebuilding (upgrading) and developing new buildings according to long-term plans. In March 2022, the Osaka Umeda Twin Towers South opened its office zones and introduced facilities that support diverse work styles, such as WELLCO, a dedicated floor for office workers featuring café, lounge, fitness center, and so on.

Urban regeneration project

The Group believes that it can contribute to the sustainable development of local communities through urban regeneration projects. Based on the idea of community building, which has been cultivated through the development of our line-side areas, we are involved in urban regeneration development, making the most of the potential of the relevant area, while listening to the voices of local residents and helping resolve various issues, including building communities focusing on disaster and crime prevention.

Example In front of Nishinomiya-kitaguchi Station on the Hankyu Line

Hankyu Corporation has promoted its community building initiative centered around Hankyu Nishinomiya Gardens, a commercial complex opened in 2008 under the concept of “creating a community in which people living in the area can feel relaxed, like in their gardens,” as a regeneration project for the former site of Hankyu Nishinomiya Stadium, which was closed in 2002. Various educational institutions invited by the company, including Konan University and Kwansai Gakuin University Law School, are located in the adjacent area. The Hyogo Performing Arts Center has been built on a nearby site provided by the company. These lead to the enhancement of cultural and educational facilities in the area.



Hankyu Nishinomiya Gardens

Example Osaka Station North Area (Umekita)

As a regeneration project for the former site of Umeda Freight Station, 12 developers, including Hankyu Corporation, opened Grand Front Osaka in 2013 with the concept of “an urban area where encounters with a diversity of people and a variety of stimulation will nurture new ideas and innovation.” At the Umekita Plaza, a relaxing space of 10,000 m², festivals unique to Osaka and the Kansai region and daily events are held with the aim of making it a place where a wide range of people, from children to the elderly, can gather. The Knowledge Capital provides places and opportunities for business people, researchers, creators, and general users to create new value by fusing their sensibilities and technologies, as a hub of intellectual creative activities.

Example Kobe Sannomiya Hankyu Building

Hankyu Corporation and Hankyu Hanshin Properties simultaneously proceeded with the reconstruction of the east wing of the Kobe Hankyu Building, which was partially destroyed by the 1995 Great Hanshin-Awaji Earthquake, and the renovation of the stores under the elevated railway station (west side). On completion of these works in 2021, the building opened as the new Kobe Sannomiya Hankyu Building. It houses unique restaurants and the remm plus Kobe Sannomiya, a lodging-style hotel operated by the Group, enhancing the area's attractiveness as a new landmark in Sannomiya.

Example Other

In the Tomihisa Cross project (Nishi Tomihisa district first-class urban regeneration), which is a ultra-high-rise complex regeneration project boasting the highest height and largest scale (at the time of completion) in an area inside the JR Yamanote Line, residential facilities, including a 55-story condominium, as well as commercial and public facilities, including a large-scale supermarket, a certified child center, and an emergency supplies warehouse, have been established in a historic area located almost in the center of Shinjuku Ward based on the concept of "the most comfortable area in the world."

Establish safe and comfortable commercial and office buildings**● Promoting a barrier-free environment in facilities**

In our Real Estate Business, we aim to create facilities that everyone can use safely and comfortably. In particular, since FY2008, we have been working to create facilities that are easy to access and use for all customers, including those with disabilities, in compliance with the barrier-free law and other relevant laws and regulations for newly developed commercial facilities and office buildings.

● Considering access to commercial facilities and office buildings during design and development stages

The Group has promoted its community building initiative centering on the railway business and has developed the Real Estate Business as a means of developing our line-side areas. We have designed and developed many commercial facilities and office buildings in consideration of access via public transport, providing users with convenience and safety due to their location and contributing to reducing the environmental impact associated with people's movement. For example, the Kobe Sannomiya Hankyu Building has considered user convenience and comfort by developing a commercial zone on the lower floors, ensuring direct access to multiple train stations, and providing an observation area that office workers can utilize.

● Creating a more comfortable and satisfying work environment for tenant employees in commercial facilities and office buildings

Tenant employees working in the Group's commercial facilities and office buildings are important partners for the Group. Under the belief that creating a more comfortable and satisfying work environment for tenant employees leads to their retention and eventually to an increase in the value of facilities, we promote the following initiatives as a facilities manager.

● Holding a customer service role-playing contest and presenting a commendation

A customer service role-playing contest is annually held at each large-scale commercial facility. This helps improve the skills and motivation of tenant employees partly because winners are qualified for the SC Customer Service Role-Playing Contest (hosted by the Japan Council of Shopping Centers).

● Hankyu Hanshin Workers' Service

In the Umeda area of Osaka, which is one of the major business areas in the Kansai region, we launched in October 2015 the Hankyu Hanshin Workers' Service, a service program available exclusively to people working in the Group's office buildings. Based on the concept of "Make work fun!" the program is aimed at helping office workers create their communities and providing welfare benefits to them through organizing various events in which they can interact with each other beyond the framework of companies, and offering them discount coupon for dining and shopping at the Group's commercial facilities.

Engagement with the social issues for local communities through collaboration with them

In cooperation with our customers, companies, tenants, and local communities, the Group is working to address social issues (needs) such as "disaster prevention," "creation of good urban environments," and "creation of community liveliness," which are common challenges in the region.

● Disaster Prevention

Hankyu Corporation and Hanshin Electric Railway, together with West Japan Railway Company, GRAND FRONT OSAKA TMO, and Osaka Metro Co., Ltd., have launched the Umeda Bo-sai (disaster prevention) Scrum, a disaster prevention campaign targeting visitors to the Umeda area and tenant employees, to increase emergency response capability* in the area.



* Dissemination of information using digital services, disaster prevention seminars, and distribution of disaster prevention awareness tools in cooperation with tenants.

● **Creation of Good Urban Environments**

Since April 2022, the Group has been participating in area management activities aimed at enhancing the value of the Umeda area as part of a public-private partnership initiative. This initiative aims to create a space where people feel comfortable and want to walk, thus enhancing the value of the area. Using the proceeds of revenue-generating activities that effectively utilize above- and below-ground road space in the area, we are working to maintain and manage roads and planting strips to make the road space better, and to create a safe and secure urban environment.

● **Creation of Community Liveliness**

We are cooperating with companies, tenants, local organizations, schools, and governments in the Nishi-Umeda and Chayamachi areas to create a lively atmosphere and make visitors move around and enjoy more in the area. As part of these efforts, we have held candle art events to invite people to reflect on the realization of a sustainable society. At these events, we turn off the lights in the whole area and light candles with people gathering in the city. We have also held Yukata-themed events and other events to provide an opportunity for people to think about Japanese culture, SDGs, and urban development.



● **Community development with safety and security-consciousness and more**

As a corporate group engaged in the public transportation business, we are working in partnership and cooperation with local governments to create safe, secure, and attractive communities and realize the sustainable society that the SDGs aim to achieve. In 2022, we signed comprehensive partnership agreements with several municipalities.

■ **Social Contribution Initiatives “Hankyu Hanshin Dreams and Communities of the Future Project”**

As part of the Group’s commitment to creating communities that people will truly want to live in, we have operated the Hankyu Hanshin Dreams and Communities of the Future Project [WEB](#) since 2009. The Corporate Sustainability Department, which serves as the secretariat of the Corporate Sustainability Committee, cooperates with each Group company to promote the Group social contribution initiatives related to the priority fields of this project while taking advantage of the business characteristics of each company.



私たちは、未来へつなぐ「地域環境づくり」と「次世代の育成」に貢献します。

Basic policy

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

Priority fields

Our links to the future: “Sustainable Community Development” and “Tomorrow’s Leader Development”

Sustainable Community Development

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

Themes of specific initiatives

1. Creating a safe, comfortable, and environmentally aware local community
2. Contributing to the preservation of biodiversity and the natural environment
3. Promoting sustainable lifestyles
4. Preserving, utilizing, and developing local historical and cultural resources
5. Mitigating climate change
6. Contributing to a circular economy committed to reducing waste, etc

Tomorrow’s Leader Development

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

Themes of specific initiatives

1. Enabling children to experience and learn about nature and ecology
2. Fostering mental enrichment in children through cultural and artistic activities
3. Supporting the healthy development of children through sports
4. Enabling children to gain a deeper understanding of society and their communities
5. Cultivating in children a sense of compassion and acknowledgement of diversity
6. Instilling in children the wisdom of their parents and grandparents
7. Supporting children with disabilities, children orphaned by traffic accidents or disasters, children in single-parent families, and children confined to social welfare facilities

Activities

● Promotion of CSR activities at each Group company (collaboration within the Group companies)

Each Group company uses its know-how to engage in a variety of social contribution initiatives that lead to “Sustainable Community Development” and “Tomorrow’s Leader Development,” which are the priority fields of the project. We promoted the social contribution initiatives of each Group company through public relations, sponsorships, and additional contributions. In FY2022, 105 initiatives were certified.

Of these, the Hankyu Hanshin Dreams and Communities Challenge Troop, a hands-on learning program for elementary school students held in summer, has been implemented since FY2011 as a social contribution initiative that leverages Group unity. In the Hankyu Dreams and Communities Exciting Work Program, a school visiting class program for elementary school students conducted by Hankyu Corporation, employees with management experience from the company visit elementary schools to convey the spirit of challenge of the company’s founder, Ichizo Kobayashi, and the history of community development. The purpose of the program is to foster childrens’ attachment to their community and their dreams for the future. Up to FY2022, the staff have visited a total of 295 schools and have provided approximately 25,000 children with the opportunity to think about their future jobs. These two programs received the Minister’s Award (Grand Prix) at the 8th Career Education Awards held by the Ministry of Economy, Trade, and Industry in FY2018, and the highest award (the Minister’s Award) at the “Youth Experience Activity Promotion Company Award” sponsored by the Ministry of Education, Culture, Sports, Science and Technology in FY2021.

- Other examples: Emergency shelters for children offered at our Group’s taxis, sales offices, and stores for crime prevention in local communities; Customer appreciation events at train depots and factory.

● Support for civic groups through financial assistance and cooperation in public relations (collaboration with local communities)

We operate the Hankyu Hanshin Dreams and Communities of the Future Fund, through which we subsidize civic groups in our line-side areas through donations raised by Group employees and additional contributions of the same amount from the company. In FY2022, we donated a total of 11 million yen to 17 non-profit organizations (cumulative total of donations/grants: 99.06 million yen, 166 groups). We have collaborated with the subsidized civic groups to promote various actions, such as holding events for customers.

- Example: Hands-on workshops and events held in collaboration between civic groups and Group companies at the Group’s commercial facilities and railway stations

● Promotion of social contribution initiatives by the Group employees

To support for current and past Group employees to participate in and to continue social contribution initiatives, we give them information on the initiatives through the Group PR magazines and e-mail newsletters and opportunities for volunteering inside and outside the company. Additionally, Hankyu Hanshin Holdings, Inc. and some Group companies have a volunteer leave system. In the Company, employees can take up to five days of volunteer leave per year.

- Example: Volunteer group support fund “Dreams and Communities Volunteer Support Program” for supporting the volunteer activities of current and past employees; implementation of the “Dreams and Communities Action Program” project etc.

● Operation of the Dreams and Communities of the Future SDGs Trains

To commemorate the 10th anniversary of the Hankyu Hanshin Dreams and Communities of the Future Project, we launched the operation of the Dreams and Communities of the Future SDGs Trains (Hankyu: three formations of trains; Hanshin: one formation of trains) in May 2019 in cooperation with the national and local governments as well as companies and civic groups that are making advanced efforts to achieve the SDGs. Powered by substantive 100% renewable energy, the trains deliver various messages toward the achievement of the SDGs. Since the Tokyu Group joined this project in September 2020, the SDGs Trains have been operated in eastern and western Japan under collaboration with a wider range of partners.



Hanshin Electric Railway



Hankyu Railway

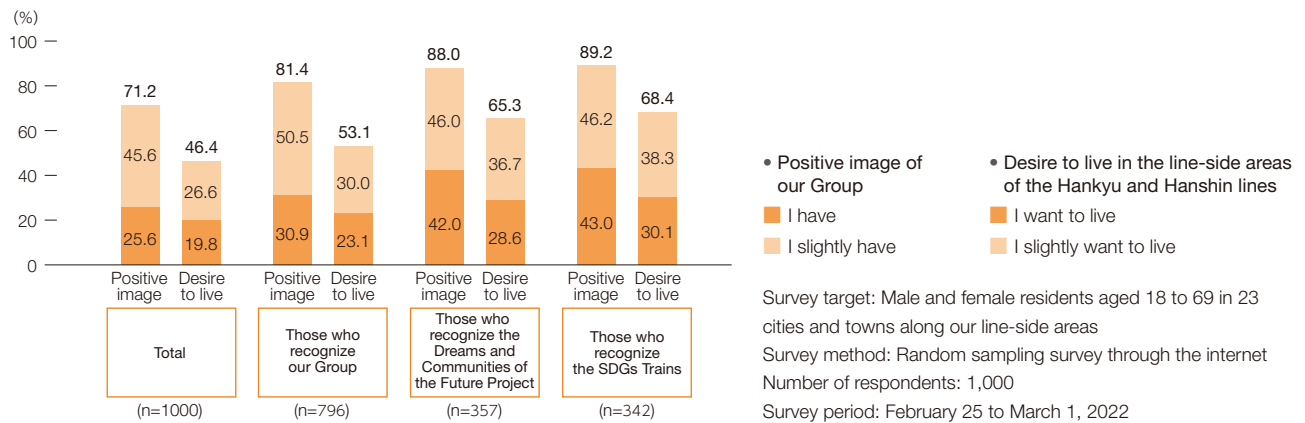
● Dialogue with stakeholders

We emphasize dialogue with stakeholders to strengthen relationships of trust with them and to listen sincerely to social demands.

- Dialogue with customers: At events, such as Hankyu Hanshin Dreams and Communities Social Lab and Dreams and Communities Stajimo Children’s Learning Week
- Dialogue with civic groups: At the subsidy presentation ceremony of the Hankyu Hanshin Dreams and Communities of the Future Fund, visits to subsidized groups, and regular online exchange meetings

● Achievements through these initiatives

In this project, we regularly conduct a customer survey in cities and towns along our line-side areas. The FY2022 survey results indicate that the more customers recognize the project and the SDGs Trains, the more they have a positive image of our Group and a desire to live in our line-side areas.



4. Employment and Labor Initiatives

Approach

To provide better quality services to our customers, it is important to improve employee satisfaction and working conditions and create an environment where diverse human resources can demonstrate their individuality and abilities and play an active role regardless of gender, age, life stage, or disability.

The Hankyu Hanshin Holdings Group has set “Improve employee satisfaction and create a more positive workplace” and “Promote diversity” as some of the project themes for “Empowering individuals,” a priority issue for sustainable management. In May 2021, we announced our agreement with the United Nations Global Compact*1. Based on the ILO Declaration on Fundamental Principles and Rights at Work, we respect the Ten Principles of the United Nations Global Compact and the basic rights of employees*2 and work to create a workplace where employees can work with motivation according to the business characteristics of each company they work.

*1: United Nations Global Compact (UNGC): Announced at the World Economic Forum held in 1999, the UNGC is a pact that enshrines behavioral principles for businesses around the world. It consists of ten principles in the areas of human rights, labor, the environment, and anti-corruption.

*2: Basic rights of workers stipulated by international rules and related laws and regulations, including the right to freedom of association, collective bargaining and collective action, prohibition of inappropriate discrimination in employment and occupation, and wage levels above the minimum wage.

Management / Organization

Corporate Sustainability Committee

To promote cross-sectional sustainability throughout the Group, we have established the Corporate Sustainability Committee, which convenes twice a year, is chaired by the Group CEO (responsible supervisor). The Committee deliberates on the direction of the Group’s response to issues related to the improvement of the working environment, etc. Particularly important topics are reported to, or brought up at, the Group Management Committee or Board of Directors, and incorporated into the Group’s overall management framework.

Promotion of sustainability in the Company and Group companies

To promote the Group’s actions initiatives for sustainability based on the Sustainability Declaration, the Personnel and General Affairs Division of the Company takes the lead in disseminating information that supports the initiatives of each Group company and collecting information from each Group company. In addition, the personnel department of each Group company is working to improve its own work environment.

Based on the idea that human resources are the sources necessary for the sustainable growth of the Group, the Company and its six major companies have set the following target as a comprehensive indicator and have promoted the Group’s initiatives, checking the action plan and its achievements every fiscal year.

Target

Indicator	Range	Target	FY2022 Results
Employee satisfaction	Hankyu Hanshin Holdings, Inc. and its 6 major companies	Always better than in the previous survey (conducted every two years)	3.57 (5-point scale)
Percentage of women in management positions	Hankyu Hanshin Holdings, Inc. and its 6 major companies	Around 10% in FY2031	5.1%
Percentage of women among new hires		Always more than 30%	36.8%
Paternity leave uptake rate*1	Hankyu Hanshin Holdings, Inc. and its 6 major companies	100% in FY2026	87.6%
Employment rate of people with disabilities	19 companies to which the special subsidiary system was applied*2	Always above the legal employment rate	2.96% (Above the legal employment rate)

*1: Number of employees who took childcare leave or leave for childcare purposes in FY2022/Number of employees whose spouses gave birth in FY2022

*2: Includes Hankyu Hanshin Holdings, Inc. and its six major companies.

Initiatives

Create a More Positive Workplace

Delivering messages to Group employees

In the Group, the Group CEO and the President of the Company regularly deliver top messages to Group employees through Group magazines and other means. Covering various topics, the messages are aimed at spreading the Group Management Philosophy, conveying the medium-term management outlook as well as the importance of employee satisfaction, which leads to customer satisfaction, and introducing the way of thinking that the Group wants employees to value in their work.

In the Compliance Handbook distributed to all officers and employees of the Group, we convey the message to Group employees that we should work not only to create a workplace where employees can work with peace of mind but also to ensure that individual employees can lead a fulfilling life, harmonizing work and private life, under the theme of “Satisfying Working Environment.” The Compliance Handbook has been translated into English so that its content can be communicated globally to employees who work overseas.



Compliance Handbook (English edition)

Conducting a satisfaction survey to improve employee engagement

Hankyu Hanshin Holdings, Inc. and its six major companies aim to further improve employee satisfaction by conducting an employee satisfaction survey designed by the Group every other year to monitor satisfaction. The survey results are then reflected in the Group’s initiatives. In this survey, employee satisfaction is defined as the average value of the four items: willingness to contribute to your job, willingness to contribute to your workplace, willingness to contribute to the company, and maintenance and improvement of quality. These concern behaviors and results, and are designed to enable the analysis of employee satisfaction from all angles by establishing items that explore employees’ current situations regarding their jobs, workplaces, bosses, and the company. Employee satisfaction in FY2022 was 3.57* overall, a reasonably high score.

* Calculated based on the weighted average of the company and its six major companies (each question is rated on a five-point scale).

Developing the personnel systems

The Group has developed the following personnel systems according to the status of each company.

● A system that contributes to providing incentives to employees

- The Group has introduced an employee stock ownership plan for more than 40 Group companies, including the six major companies, to support the asset accumulation of employees and provide long-term incentives to them. The number of employees participating in the employee stock ownership plan is 1,531 persons (as of March 2022).
- The Company has introduced a performance-based annual salary system (applied to about 20 to 30% of the total remuneration depending on the job ranking) for all employees to clarify responsibility for business performance and provide incentives.

● A system that contributes to improving the standard of living of employees

- A dependent allowance and other allowances are available in the salary system.
- A cafeteria plan (a selection-type employee benefit menu) and a mutual benefit association have been introduced in the employee benefit system.

Preventing overwork (reduction of excessive working hours) and improving productivity

The Group recognizes that overwork has a large impact on the mind and body of employees and may hinder providing better services to our customers, and it strives to prevent the overwork of employees. In Group companies that consider to have high risk of overwork due to business characteristics or other reasons, measures to prevent and improve overwork are promoted after deliberation by the Board of Directors of each company. For each workplace, we have adopted a working hours management method (in which the superior recognizes the working hours of employees by checking log records on a PC, calling the roll, etc.) according to the workplace environment in order to ascertain the total working hours and reduce excessive working hours. We also grasp the status of taking annual paid leave and encourage employees to take leave as needed.

The Group is also working to improve productivity. We have introduced common groupware with functions, such as schedule management and the sending and receiving of messages, which is used by approximately 13,000 employees. This enables employees to communicate with each other quickly and accurately by sharing information across the Group, leading to improving productivity and strengthening group collaboration.

Risk assessment in new and existing operations for good working environment

Under the Group's risk management system, each group company identifies risks by conducting risk assessments regarding labor issue for the good working environment for employees in new and existing operations and then establishes and steadily implements appropriate measures such as the management of working hours and ongoing anti-harassment education to mitigate the risks identified.

Collaboration with Group employees (labor management · opportunities for employees to engage with company management)

The Group has concluded a collective agreement* and a labor-management agreement, after discussing important agreements between labor and management, with the labor union or employee representatives of each company.

Hankyu Corporation and Hanshin Electric Railway, which are the major companies of the Group, have the Hankyu Corporation Labor Union and the Hanshin Electric Railway Labor Union, respectively, which are voluntarily formed by employees in each company. A collective agreement has been signed between the companies and their labor unions to set wage levels, working hours, and other treatment standards for employees. Every year, the companies engage in collective bargaining negotiation with each labor union. Specifically, they carry out revision negotiations on wages in the spring and revision negotiations on working conditions other than wages in the fall, and after sincere discussions between labor and management, we determine working conditions, including wage levels. At each workplace, we ensure opportunities for employees to participate in improving the workplace environment, including setting up opportunities for discussions and negotiations between labor and management on a regular basis, with the aim of creating a more comfortable work environment for employees.

Hankyu Hanshin Holdings, Inc. conclude a labor-management agreement with employee representatives elected by our employees and exchange opinions as needed.

In each case, we regularly hold exchanges of views and negotiations based on the common understanding that we aim to develop the entire Group, improve employee satisfaction and working conditions, and enhance work environments.

* Collective agreement: Documented agreement between labor and management regarding collective bargaining, personnel affairs (recruitment, promotion / transfer / leave, retirement), wages (standard wages, non-standard wages), working hours, safety and health, welfare, union activities, etc.

Human resource development

Developing employees in the workplace

Each Group company has a target management system to promote the growth of employees through work experience and a regular interview system to draw out appropriate support from superiors as needed. Hankyu Hanshin Holdings, Inc. has a system to conduct monthly interviews (goal-setting interviews and as-needed interviews) with all employees below the rank of general manager by their immediate supervisors. This helps all employees achieve their individual goals and supports their career and skills development. Each Group company also provides employees with various career experiences while doing job rotation as needed.

Developing employees through training (each company)

Each Group company plans and implements training programs aimed at developing the capabilities required of employees to fulfill their expected roles, depending on the business characteristics of each company.

Hankyu Hanshin Holdings, Inc. implements the following human resource development programs for its employees.

- **Leadership / Management strategy training**

In the training for employees in the unit chief class, we invite an outside lecturer to deliver a lecture on the basic perspective and approach of management strategy and awareness promotion as a leader who will lead the next generation.

- **Digital education**

We have introduced a digital education program for more support in the DX and IT fields to promote value creation in our business and develop human resources who can improve the productivity of each group company and lead the organization.

- **Dispatch to MBA graduate school / Support for degree acquisition**

We dispatch employees selected from among the applicants to a graduate

school to undergo an adult MBA program. They develop a network of external contacts and acquire advanced and specialized knowledge and skills in all fields related to management by addressing research topics that they have set themselves. Upon completion of the program, participants can obtain a degree such as a Master of Business Administration.

- **Learning support system (self-development support)**

*Available to all employees

A system that supports the independent learning of employees. We pay up to 220,000 yen per person per year for fees for attendance at capacity building programs other than those organized by the company. We also support them to acquire certifications by providing information on recommended certifications and establishing a remuneration system that rewards the acquisition of certifications.

Human resource development system of Hankyu Hanshin Holdings, Inc.

Targets		Training in the workplace	Training [Off-JT]		Self-development support	
			Stratified training	Objective-based training		
Managerial staff		Goal-setting interview (as-needed interview)	<ul style="list-style-type: none"> ■ Training for the Group's new directors and auditors 5th year training for employees in management positions ■ New manager training Manager promotion training 	<ul style="list-style-type: none"> Night talk 	<ul style="list-style-type: none"> Work-life design course 	
Non-managerial employees			<ul style="list-style-type: none"> Subsection chief class 	<ul style="list-style-type: none"> Change leadership program training Follow-up (President meeting) Evaluator training Promotion training 		<ul style="list-style-type: none"> Literacy education (by theme)* New value creation project research External dispatch training Dispatch to MBA graduate school Seminar for employees returning from childcare leave
			<ul style="list-style-type: none"> Unit chief class 	<ul style="list-style-type: none"> Follow-up (President meeting) Leadership / Management strategy training Promotion training 	<ul style="list-style-type: none"> Finance practice basic course Labor law basic course 	
			<ul style="list-style-type: none"> From 2nd year 	<ul style="list-style-type: none"> How to think and communicate to get others' consent 		
		<ul style="list-style-type: none"> New employees 	<ul style="list-style-type: none"> Mentor system Follow-up training for new employees New employee on-board training ■ Group joint training for new employees 			

■ Group joint training [.....] Selective-type training (including those who are interested or apply)

* Gradually introduced various literacy training programs, such as sustainability, compliance, and healthcare, for each employee levels in accordance with company policy.

Developing employees through training (common to the Group)

The Group has set up a Group joint training program for employees who have reached a milestone in their career (when they join the company, when they promote to managerial position and director or auditor position). In addition, Hankyu Hanshin Business Associate, which is broadly entrusted with the personnel and accounting operations of the Group, plans and holds training programs (Hankyu Hanshin Learning Program/Hankyu Hanshin Business School) throughout the year for Group employees on themes such as leadership, human resource management and financial analysis, thereby supporting human resource development across the Group. Through these actions, we create opportunities to foster employee awareness as a member of the Group, strengthen cooperation between groups, and create opportunities for Group employees in a similar job class or involved in a similar capacity building theme to work hard together.

- Number of employees who participated in the Hankyu Hanshin Learning Program (total): 1,370 persons (FY2022)
- Number of employees who participated in the Hankyu Hanshin Business School (total): 162 persons (FY2022)

Employee award system

The Group has established the Hankyu Hanshin Group Awards, an employee award system that honors the active efforts of employees based on the values of the Group Management Philosophy on a group-wide basis. The Best Service Award, the Nice Partner Award, the Best Innovation Award, and the Synergy Award are annually granted to initiatives based on values, such as customer first, foresight, and creativity, and to group joint initiatives that have brought a remarkable synergistic effect. Certificates of commendation and prizes are granted to award winners, who are introduced in a company newsletter and a Group magazine.

Promote Diversity

Enhancement of measures to support work-life balance

To create a comfortable workplace environment for employees who need to balance work with childcare, nursing care, and medical treatment, each Group company has established the following systems that support the balance of work and personal life as needed and has taken supportive measures.

- Conducting reinstatement support seminars for those who take childcare leave
- Establishing systems that realize flexible work styles (including allowing employees to select short working hours and set the period of short-time work beyond the legal limit, to acquire annual paid leave on a half day and hourly basis, to use staggered working hours, to work on a flextime schedule, and to work from home)
- Distributing leaflets that introduce systems that support the balance of work and childcare / nursing care and handbooks for supporting the balance of work and childcare (to the relevant employees and their superiors)
- Providing information and encouraging employees to take childcare leave, etc.

Career opportunities for female employees (gender diversity and equal opportunities)

Based on the Act on Promotion of Women's Participation and Advancement in the Workplace, the Group has set targets relating to female employees, including increasing the percentage of women among new hires and the percentage of women in management positions, and is striving to create an environment where female employees can play an active role.

Active recruitment of female employees and support for career development

The Group is actively working toward the recruitment of women by enhancing the introduction of the active participation of female employees and our support system for balancing work and childcare on the recruitment page on our website and at recruitment briefing sessions.

In addition, we help individual female employees develop their career through diverse work experience by assigning them to various workplaces. We also help them build their capacity by selecting target persons, regardless of their gender or other attributes, for training programs conducted by each Group Company according to its business characteristics.

Support for seniors (age diversity and equal opportunities)

The Company and some Group companies have created an environment that supports diverse work styles and lifestyles for employees aged 60 and over.

- Hankyu Hanshin Holdings, Inc.: Employees who wish to prepare for their second career are allowed to choose short working hours or days and to work a second job or a separate job. In addition, employees aged 50 are provided the opportunity to attend the work-life design course, in which participants think about their future work styles and lifestyles through the review of their whole career, on the milestone of turning 50 years old, when they start thinking about their work styles and lifestyles after the age of 60.
- Hankyu Corporation: The Life Plan Seminar is held to improve employees' understanding of retirement benefits and pensions and a reemployment system after retirement as an opportunity to think about work styles and life plans after retirement.

Employment promotion for people with disabilities

Initiatives of special subsidiaries

To create an environment where people with disabilities can work comfortably and to actively create employment opportunities for people with disabilities in the future, the Group works to hire people with disabilities, with the special subsidiary company "Assist Hankyu Hanshin" playing a central role.

Assist Hankyu Hanshin is entrusted with work from each group company, and employees with disabilities perform tasks according to their individual aptitudes. The company provides personalized education and supports so that employees with disabilities can experience the joy of growing through their work.

In recognition of these initiatives so far, the company received the Heartful Corporate Challenge Support Award from Osaka prefectural government in 2019. In December 2020, it also received the first certification in Osaka Prefecture under the Certification System for Excellent Small and Medium-sized Business Owners Regarding Employment of People with Disabilities* (Monisu Certification System).

* Certification System for Excellent Small and Medium-sized Business Owners Regarding Employment of People with Disabilities: The Minister of Health, Labour and Welfare certifies SMEs excelling in implementing initiatives to promote the employment of people with disabilities and stabilize their employment.

Employment support for people with disabilities

The Group has introduced a system to support the employment of people with disabilities who attend employment transition support institutions and the like by providing them with work experience through workplace training within the Group. This system provides people with disabilities with the opportunity to experience a real workplace, and better understanding of the Group, leading to their employment in group companies. The system has earned a positive reputation among employment transition support institutions and the like.

Spread of diversity awareness

The Group annually conducts human rights enlightenment training for the top management of each Group company and all employees in management positions in the Company, who total up to about 800, as well as human rights training for employees at each level, including new directors, new managers, and new employees of each Group company, in order to develop a better instinct for human rights and spreading diversity awareness. In the spring of 2022, we provided training, led by an external trainer, to the top management of each Group company and all employees in management positions in the Company on understanding LGBT and preventing the harassment of LGBT persons.

In particular, in the international transportation core business, which is operated globally, many local employees work at 144 bases in 28 countries and regions overseas (as of July 2022). Thus, we aim to create a corporate culture in which diverse human resources can play each active role.

DATA

Work environment

Indicator	Targets	Unit	FY2022
Number of employees*1	Hankyu Hanshin Holdings, Inc. and all its consolidated subsidiaries (as of March 31, 2022)	person(s)	22,869
Number of temporary employees*2			8,294
Voluntary turnover rate of employees	Hankyu Hanshin Holdings, Inc. and its consolidated subsidiaries in Japan	%	5.2
Hours in excess of statutory working hours per month (excluding holidays)	Hankyu Hanshin Holdings, Inc. and its 6 major companies	hour(s)	17.1
Annual paid leave acquisition rate	Hankyu Hanshin Holdings, Inc. and its 6 major companies	%	65.9

*1: Number of people employed. Excluding those on secondment elsewhere and including those seconded to us

*2: Average number of employees per year; Including contract employees and fixed-term contract employees and excluding dispatched employees

Human resource development

Training record (Off-JT organized by the Personnel Department only)

Indicator	Targets	Unit	FY2022	
Number of employees that participated in development training (total)	Hankyu Hanshin Holdings, Inc. and its 6 major companies	person(s)	12,883	
Total times of development training		hour(s)	66,882	
Average hours of development training per employee		hour(s)	6.53 (0.82 day)	
Type of training			Stratified training for managerial employees	0.45
			Stratified training for non-managerial employees	5.06
			Company-designated training	0.95
	Public and voluntary training		0.07	

Diversity

Workforce composition at Hankyu Hanshin Holdings, Inc. and its 6 major companies (As of March 31, 2022)

Indicator		Unit	Hankyu Hanshin Holdings	Hankyu Corporation	Hanshin Electric Railway	Hankyu Hanshin Properties	Hankyu Travel International	Hankyu Hanshin Express	Hankyu Hanshin Hotels	Total
Number of Employees*1	Men	person(s)	1,098	3,035	1,130	320	713	572	1,135	8,003
	Women	person(s)	188	321	108	119	467	279	764	2,246
	Percentage of women	%	14.6	9.6	8.7	27.1	39.6	32.8	40.2	21.9
Number of management employees*1:2	Men	person(s)	680			82	269	236	288	1,555
	Women	person(s)	35			5	11	8	25	84
	Percentage of women	%	4.9			5.7	3.9	3.3	8.0	5.1
Number of new recruits*3	Men	person(s)	28	85	26	13	12	14	13	191
	Women	person(s)	16	18	6	13	21	23	14	111
	Percentage of women	%	36.4	17.5	18.8	50.0	63.6	62.2	51.9	36.8
Average years employed by the company	Men	year(s)	21.1	22.7	21.3	13.5	21.2	21.1	17.5	20.9
	Women	year(s)	10.0	14.2	15.7	9.9	13.3	9.7	9.3	11.3
	Gender difference	year(s)	11.1	8.5	5.6	3.6	7.9	11.4	8.2	9.6

*1: Including those on secondment elsewhere; excluding those seconded to us

*2: Since all managerial staff members at Hankyu Corporation and Hanshin Electric Railway are seconded from the Company, the total number at the three companies is shown.

*3: Includes new graduate recruits and mid-career recruits who joined the company in FY2022.

Results in promoting diversity

Indicator		Range	Unit	FY2022
Number of employees	Men	Hankyu Hanshin Holdings, Inc. and its consolidated subsidiaries in Japan (as of March 31, 2022)	person(s)	16,225
	Women			4,637
	Percentage of women			22.2
Employment rate of people with disabilities		19 companies to which the special subsidiary system was applied *1 (as of June 1, 2021)	%	2.96
Childcare leave uptake rate*2	Men	Hankyu Hanshin Holdings, Inc. and its 6 major companies	%	87.6
	Women			110.4
Number of employees who take nursing care leave	Men	Hankyu Hanshin Holdings, Inc. and its 6 major companies	person(s)	2
	Women			0

*1: Includes Hankyu Hanshin Holdings, Inc. and its 6 major companies.

*2: Number of employees who took childcare leave or leave for childcare purposes in FY2022/Number of employees who gave birth or whose spouse gave birth in FY2022

Actions to improve the workplace environment (including promoting career opportunities for female employees) at Hankyu Hanshin Holdings, Inc. and its 6 major companies

Purpose	Actions
Preventing overwork and improving productivity	<ul style="list-style-type: none"> Introducing a mechanism to grasp the actual working hours of the managerial staff Improving business operations efficiency (simplify internal coordination, etc.)
Establishment of a system for harassment	<ul style="list-style-type: none"> Creating an anonymous whistleblowing system (Harassment Consulting Office) Establishing regulations on compliance, including harassment
Enhancement of measures to support work-life balance	<ul style="list-style-type: none"> Ensuring exemption or limitation of overtime work Creating a half-day/hourly paid leave system Creating a spouse maternity leave system
Physical health management and promotion	<ul style="list-style-type: none"> Creating a support system for women's specific health issues

5. Occupational Safety & Health

Approach

The Group, which operates many labor-intensive businesses, recognizes that the safety and health of its employees are important for sustainable growth and has set “Promote health and productivity management” as one of the project themes for “Empowering individuals,” a priority issue for sustainable management. To protect the safety of all people involved in the Group’s business activities and to support the maintenance of physical and mental health of Group employees, which is the basis for their activities, we comply with the Industrial Safety and Health Act and other relevant laws and regulations. We have also established the Occupational Safety and Health Management Rules and the Declaration on Employee Health Management to ensure safety management, prevent occupational accidents, improve the health awareness of individual employees, and create a comfortable workplace environment.

The Hankyu Hanshin Holdings Group’s Declaration on Employee Health Management

The Hankyu Hanshin Holdings Group believes that the mental and physical well-being of employees and their families remains the source of happiness and the cornerstone of the Group’s prosperous future. In addition, in order to provide our customers with safety and comfort as well as dreams and excitement, it is paramount that we enable everyone to fully demonstrate their diverse personalities and abilities in good health.

To achieve this goal, we will maintain high awareness of our own well-being and work with our colleagues in the workplace and their families to promote good health.

The Hankyu Hanshin Holdings Group declares that it will actively support the well-being of each individual and strive to create a workplace environment in which all can live and work in good health and with motivation. The Group will pursue these initiatives under the slogan “Hankyu Hanshin Wellness Challenge*.”

Yasuo Shimada
President and Representative Director
Officer in Charge of Health Management
Hankyu Hanshin Holdings, Inc.

* Priority measures policy for “Hankyu Hanshin Wellness Challenge” “1. Physical health,” “2. Mental health,” “3. Workplace health”

Management / Organization

Corporate Sustainability Committee

To promote cross-sectional sustainability throughout the Group, we have established the Corporate Sustainability Committee, which is chaired by the Group CEO (supervisor). The Committee, which convenes twice a year, deliberates on the direction of the Group’s response to issues related to occupational health and safety. Particularly important topics are reported to, or brought up at, the Group Management Committee or Board of Directors, and incorporated into the Group’s overall management framework.

Occupational Safety and Health Committee / Health management organization

Based on the Industrial Safety and Health Act, the Group has set up an Occupational Safety and Health Committee and other committees at each company and business site, which its employees participate, according to the type of business and the number of employees, to oversee and promote the safety and health activities of each company. The Occupational Safety and Health Committee of Hankyu Hanshin Holdings, Inc. holds monthly meetings chaired by the director in charge of the Personnel and General Affairs Division and consists of the same number of members from labor and management excluding the chairperson, and supervises and promotes health and safety activities. In the meeting, the head of each organization and employee representatives discuss topics related to occupational health and safety to build effective initiatives to address any issues. Additionally, the President of the Board of Directors is appointed as the responsible supervisor in charge of promoting health management at the company and its six major companies. Each group company has set up a health management organization as needed to promote health management.

Target

Indicator	Range	Target	FY2022 Results
Specific health guidance implementation rate	Hankyu Hanshin Holdings, Inc. and its 6 major companies	More than 60% in FY2026	49.3%
Smoking rate	Hankyu Hanshin Holdings, Inc. and its 6 major companies	Less than 15% in FY2026	20.3%

Initiatives

Ensuring of safety in the workplace

Actions undertaken during Safety Week

The Group works to ensure safety in the workplace with the aim of achieving zero occupational accidents (year-round). For instance, in line with National Safety Week conducted by the Ministry of Health, Labour and Welfare, we require employees to wear a Safety Week badge and display posters to raise employee awareness of safety.

Provision of health and safety education

The Group approaches each of its businesses with a sense of pride and a mission to provide safety and security to its customers. To support the businesses, we believe that the physical and mental health and safety of our employees are the most important and are the foundation for the sustainable growth of the Group. To this end, we provide training for each and every group employee to raise their awareness of their own health and workplace safety.

Actions with contractors

We recognize that to ensure safety in the workplace, it is important that we collaborate with contractors to further raise our awareness of safety and take effective action. In particular, collaboration with a large number of contractors is essential, and this is extremely important in promoting railway operations, which carry a potential risk. For instance, the Engineering Department of Hanshin Electric Railway has formed the Safety Cooperation Association with more than 60 companies involved in business promotion. By working together to set common targets, conduct safety patrols, and award safety commendations, the company strives to further strengthen safety in business promotion.

Risk assessment in new and existing operations to create a safe workplace

Under the Group's risk management system, each Group company identifies risks by conducting risk assessments regarding the occupational health and safety of employees in new and existing operations, and establishes and steadily implements appropriate measures to mitigate risks (e.g., continuous safety training and compliance with work procedures).

Physical health management and promotion

Infectious disease prevention and management measures

Prevention and management of infectious diseases, such as influenza viruses and COVID-19, helps not only to protect the health of employees but also to enable stable business continuity by preventing employees from being absent from work due to an infectious disease. The Group recognizes the importance of prevention and management of infectious diseases.

We provide subsidies for influenza vaccinations at medical institutions inside and outside the Group mainly to employees at Hankyu Corporation and Hanshin Electric Railway, which are involved in railway operations. Moreover, we have swiftly established a COVID-19 workplace vaccination program for group employees and their families, as well as business partners with whom the Group has many business relationships, and have carried out initial and follow-up vaccinations.

- Number of employees who used the influenza vaccination cost subsidy program (Hankyu Hanshin Holdings, Inc. and its 6 major companies): 5,487 persons (FY2022)
- Number of people vaccinated for COVID-19 under the Group's workplace vaccination program: Cumulative total of 97,663 persons (as of September 2022)

Infectious disease prevention and management for employees stationed overseas

The Group operates the Real Estate Business and the International Transportation Business overseas. Based on the recognition that it is important to respond to health issues, including infectious diseases to watch out for, for employees stationed overseas, we have established a system that allows them to live with peace of mind and focus on business activities.

Specifically, we provide health checkups and vaccinations recommended by the Ministry of Health, Labour and Welfare and the Ministry of Foreign Affairs to employees scheduled to be stationed overseas and their accompanying family members, and we help them receive mental health checkups and seek health consultation during overseas assignment. We thus support employees stationed overseas and their accompanying family members both physically and mentally.

Providing opportunities for specific health guidance and cancer screening

The Group takes measures to promote the health management of employees who are subject to specific health guidance as a result of specific health checkups (health checkups focusing on metabolic syndrome). Specifically, we encourage the relevant employees to receive specific health guidance through office organizations and distribute the results of specific health checkups with an additional remark about the risk of developing lifestyle-related diseases based on the results of the health checkups.

It is now said that one in two Japanese will get cancer; thus, regular checkups for the early detection and treatment of cancer are effective in the cancer control measures. We have a system that allows Group employees who are members of the Hankyu Hanshin Health Insurance Society to receive cancer screening through an at-home test and undergo gynecological cancer screening free of charge.

Initiatives to promote smoking cessation

It is said that Smoking is the greatest preventable risk factor for illness and death. In response, the Group established the Hankyu Hanshin Holdings Group Smoking Cessation Promotion Declaration in May 2021 and is working to provide support, education and awareness activities and to improve the environment to encourage smoking cessation. Hankyu Hanshin Holdings, Inc. and its six major companies (including the Hankyu Hanshin Health Insurance Society) provide subsidies for outpatient treatment for smoking cessation, offer free online smoking cessation services, and hold a non-smoking awareness seminar.

- The total number of applicants for online outpatient treatment for smoking cessation by the Hankyu Hanshin Health Insurance Society (Hankyu Hanshin Holdings, Inc. and its 6 major companies): 82 persons*

* Aggregate data from May 2021 to March 2022.

Mental health and measures

Using a stress check program

The Group conducts a stress check as required by law and responds to highly stressed employees through interviews with an industrial physician. We also use group analysis of stress check results to improve the workplace environment.

- Stress check acceptance rate (Hankyu Hanshin Holdings, Inc. and its consolidated subsidiaries in Japan): 86.0% (FY2022)

Providing education on mental health

In addition to providing training on mental health measures to all new Group employees, the Group is also working to improve mental health literacy at certain Group companies at career milestones, such as promotions.

Certification as a Health and Productivity Management Organization*

The Group agrees with the purpose of the Health and Productivity Management Organization System promoted by the Ministry of Economy, Trade and Industry, and 19 Group companies have been certified as a Health and Productivity Management Organization 2022. In addition, Hankyu Corporation, Hanshin Electric Railway, and Itec Hankyu Hanshin have been certified as a Health and Productivity Management Organization 2022 "White 500" organization in the large enterprise category.

- Large enterprise category (White 500): Hankyu Corporation, Hanshin Electric Railway, Itec Hankyu Hanshin.
- Large enterprise category: Hankyu Hanshin Properties, Hankyu Travel International, Hankyu Hanshin Express, Hankyu Hanshin Hotels, Bay Communications, Hankyu Hanshin Business Travel, Hankyu Hanshin Business Associate.
- SME category: Kita-Osaka Kyuko Railway, Nose Electric Railway, Hankyu Hanshin REIT Asset Management, Hanshin Cable Engineering, Hankyu Construction Management, Hankyu Hanshin Insurance Service, Hankyu Mediac, Hanshin Gardenings, OS.

* Health and Productivity Management Organization System: A corporation that practices good health management is selected by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.



DATA

Indicator	Range	Unit	FY2020	FY2021	FY2022
Number of work-related employee fatalities	Hankyu Hanshin Holdings, Inc. and its consolidated subsidiaries in Japan	case(s)	0	0	0
Lost-time incident rate*	Hankyu Hanshin Holdings, Inc. and its 6 major companies	—	0.61	0.39	0.37
	(National average for all industries)		1.80	1.95	2.09
	(National average for the railway / postal industries) (to benchmark against industry standards)		3.50	3.31	3.31

* The number of casualties due to occupational accidents per million working hours (at least one day off work)

Indicator	Range	Unit	FY2022
Number of employees trained on health and safety	Hankyu Hanshin Holdings, Inc. and its 6 major companies	person(s)	5,749

- Percentage of business sites with OHSAS 18001 certification

Currently, there are no business sites certified under OHSAS 18001 (ISO 45001 Occupational Health and Safety Management System).

1. Environmental Management

Approach

In 2010, the Hankyu Hanshin Holdings Group formulated its Basic Environmental Philosophy, which declares that, with a recognition that the conservation of the global environment is a key theme common to humankind, the Group will strive to ensure that all its business activities will be environmentally sustainable. In the same year, the Group also established its Basic Environmental Policy, including those of complying with environmental laws and regulations and monitoring and reducing the environmental impact of the Group's business activities. The Group has since made sustained efforts to implement this policy.

Moreover, the Hankyu Hanshin Holdings Group Sustainability Declaration, issued in May 2020, positions environmental protection as one of the six priority issues and sets the relevant policy of conducting eco activities that contribute to a carbon-neutral world and a circular economy. All these embody the Group's belief that it is pivotal to leverage its strengths in the six core businesses, including railway operations, while implementing basic measures to comply with environmental laws and regulations in order to tackle climate change and other global environmental issues.

Sustainability Declaration priority issue (5): Environmental protection

- **Policy** Conduct eco activities that contribute to a carbon-neutral world and a circular economy
- **Project theme**
 - 1) Cut greenhouse gas (CO₂) emissions
 - 2) Improve energy efficiency (promote energy saving)
 - 3) Use more renewable energy (e.g. solar)
 - 4) Aim for more eco-friendly buildings (green buildings)
 - 5) Produce less waste and recycle more

Basic Environmental Philosophy and Policy

- **Basic Environmental Philosophy** With a recognition that the conservation of the global environment is a key theme common to humankind, the Hankyu Hanshin Holdings Group will promote environmentally sustainable business activities and contribute to building a society that can achieve sustainable development in order to ensure that a greener global environment and better living environments will be handed down to the next generation.
- **Basic Environmental Policy** The Group implements and continuously enhances environmental measures based on the following policies:
 1. We will monitor the environmental impact of our business activities and take action to reduce it.
 2. We will accurately understand environmental laws and regulations and other social requirements and comply with them.
 3. We will strive to raise employees' awareness so that every employee will be able to act in an environmentally sustainable manner.

We will also work to promote environmental conservation through collaboration with our stakeholders as follows.

- **Property portfolio management and operation policy from the perspective of the environment in the Real Estate Business**

In the management and operation of our real estate facilities, with the cooperation of tenants, we will promote environmental conservation activities that contribute to a carbon-neutral world and a circular economy by working to improve the efficiency of energy use, comprehensively sorting, reducing waste and recycling, throughout the facilities, including in tenants' private areas.

- **Approach to cooperation with civic groups**

The Hankyu Hanshin Dreams and Communities of the Future Fund program, one of the Group social contribution initiatives, is aimed at providing NPOs and other civic groups engaged in environmental conservation with financial support to achieve environmental protection in collaboration with them. The Group has continued to dialogue regularly with the civic groups that it has supported about activities aimed at achieving environmental conservation.

Management / Organization

Corporate Sustainability Committee

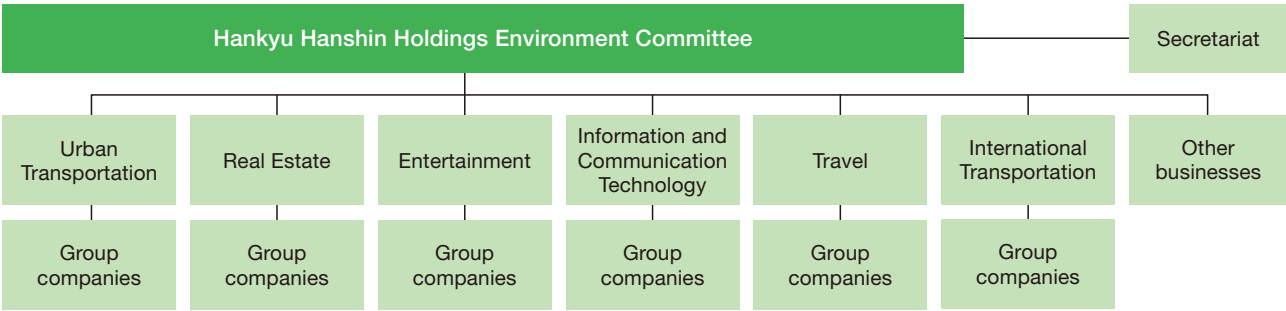
To promote cross-sectional sustainability throughout the Group, we have established the Corporate Sustainability Committee, which is chaired by the Group CEO (supervisor). The Committee, which convenes twice a year, deliberates on the direction of the Group’s response to the promotion of environmental preservation issues, and reports the important issues to the Group Management Committee and the Board of Directors. The Committee then incorporates these issues into the Group-wide management system.

Environment Committee

The Group has established the Environment Committee, chaired by the president of Hankyu Hanshin Holdings, Inc., which discusses and decides on the environmental conservation initiatives, including the initiative to mitigate climate change, that the Group should actively implement while promoting its management and business activities. The Environment Committee meets twice a year to deliberate on the status of compliance with environmental laws and regulations and the progress of energy saving measures in the Group’s six core businesses. The committee thus serves as the starting point of the Group’s promotion of environmental management.

The Environment Committee secretariat annually examines whether the Group’s domestic consolidated and non-consolidated subsidiaries (excluding some) comply with environmental laws and regulations. The secretariat not only checks whether there are any violations of environmental laws and regulations but also shares information about revisions of those laws and regulations with the Group companies to minimize the risks of law and regulation violations in advance.

Organization chart



Main roles of the Environmental Committee secretariat

Report to the Environmental Committee		<ul style="list-style-type: none"> Reporting on the progress of environmental conservation activities twice a year, and reviewing activity policies and plans in response to deliberations by the committee
Environmental conservation activities	Compliance with environmental laws and regulations	<ul style="list-style-type: none"> Examining the status of compliance with environmental laws and regulations Inspecting individual cases concerning priority laws and regulations
	Environmental impact reduction	<ul style="list-style-type: none"> Compiling and monitoring data on environmental impacts, including energy-related impacts
	Employee awareness-raising	<ul style="list-style-type: none"> Organizing Environmental Conservation Months (June and December) Communication through Web version of the Group newsletter

Initiatives

Acquisition of certification

As mentioned above, the Hankyu Hanshin Holdings Group has built its original environmental management system and operates it throughout the Group. In addition, some Group business sites have been certified as complying with external standards for environmental management systems, including the ISO 14001 standard.

- **Number and percentage of companies (among Hankyu Hanshin Holdings, Inc. and all its consolidated subsidiaries) that have business sites certified as covered by recognized environmental management systems**

11 companies accounting for 11.1% (FY2022)

Status of Environmental Management System Certification

Certification	Overview	Certified companies and business sites
ISO 14001 standard for environmental management systems	An international standard for environmental management systems	<ul style="list-style-type: none"> • Hankyu Corporation (Shojaku factory) • Itec Hankyu Hanshin • Hankyu Hanshin Express (Hankyu Hanshin Narita Cargo Center and Hankyu Hanshin Osaka Cargo Terminal) • HHE (USA) INC. • HHE (DEUTSCHLAND) GMBH • HHE (NETHERLANDS) B.V. • HHE (HK) LIMITED • HHE (MALAYSIA) SDN. BHD. (HHE: HANKYU HANSHIN EXPRESS)
Green Management Certification	A certification program for environmental conservation delivered by the Foundation for Promoting Personal Mobility and Ecological Transportation, an extra-governmental organization under the Japanese Ministry of Land, Infrastructure, Transport and Tourism. (For transportation-related companies, including truck freight, bus, taxi, shipping, port transportation, and warehouse companies)	<ul style="list-style-type: none"> • Hankyu Bus (Itami, Ishibashi, Fushiodai, Nishinomiya, and Ashiyahama branches) • Hankyu Kanko Bus (Osaka, Nakatsu, Airport, and Airport-South branches)
KES Environmental Management System Standard	An environmental management system promoted by the KES Environmental Organization, a Japanese nonprofit created to encourage enterprises to participate in environmental improvement activities	Hanshin Hotel Systems (The Ritz-Carlton, Osaka): Obtained Step 1 certification

2. Climate Change

Approach

The Hankyu Hanshin Holdings Group has defined contributing to a carbon-neutral world as a policy for the priority issue of “environmental protection” toward Sustainable Management.

We recognize that climate change can create not only risks but also opportunities for significant business growth. We will continue to work on steadily improving our energy efficiency and the use of renewable energy in each of our businesses. In our Real Estate Business, we are aiming to create more eco-friendly buildings (green buildings) and are working to promote energy saving at our facilities with the cooperation of our tenants and other stakeholders. In this way, we will reduce the environmental impact of our business activities, including CO₂ emissions, and play a part in realizing a carbon-neutral world.

Management / Organization

Refer to “Management / Organization” in “Environment: 1. Environmental Management” (p. 29).

Target

Indicator	Range	Targets	FY2022 Results
Rate of CO ₂ emissions cuts	Hankyu Hanshin Holdings and its subsidiaries’ Japanese worksites*	In FY2031, 46% reduction compared to FY2014 In FY2051, net zero CO ₂ emissions (Announced in May 2022)	36.1% reduction

* Equivalent to Scope 1 and 2

Initiatives

Belonging to business associations that aim to mitigate climate change and supporting public policies toward the mitigation of climate change

The Hankyu Hanshin Holdings Group recognizes the importance of various agreements and public policies concerning actions to mitigate climate change, including the Paris Agreement, and supports these initiatives. The Group’s railway operation and other divisions regularly exchange views with the Ministry of Land, Infrastructure, Transport and Tourism and the Ministry of the Environment and propose their ideas about climate change. In the ongoing railway line extension project of Kita-Osaka Kyuko Railway, the company has been closely communicating with the municipality of Minoh, where the extended line will reach. One of the main aims of the project is to reduce the environmental impact of mobility by facilitating the use of public transportation and alleviating car traffic congestion.

Moreover, the Hankyu Hanshin Holdings Group participates in the following initiatives to mitigate climate change.

Initiatives	Group's involvement	Overview
<ul style="list-style-type: none"> Task Force on Climate-related Financial Disclosures (TCFD) TCFD Consortium 	<ul style="list-style-type: none"> Agreed with the TCFD recommendations in May 2021, listed TCFD Supporter Holds TCFD Consortium membership 	<p>The TCFD was created by the Financial Stability Board at the request of the G20 member states. The TCFD recommends that companies and other kinds of organizations disclose the financial and other impacts of climate-related risks and opportunities on their medium- to long-term strategies and planning to help investors make appropriate investment decisions.</p>
<ul style="list-style-type: none"> United Nations Global Compact (UNGC) Global Compact Network Japan (GCNJ) 	<ul style="list-style-type: none"> Agreed with the UNGC in May 2021, listed United Nations Global Compact Supporter Holds GCNJ membership 	<p>The UNGC was announced at the World Economic Forum held in 1999, and is a pact that enshrines behavioral principles for businesses around the world. It consists of ten principles in the areas of human rights, labor, the environment, and anti-corruption.</p> <p>The GCNJ is a UNGC's local network (platform for sustainable development) in Japan.</p>
Japan Business Federation (general incorporated association)	Hankyu Corporation and Hanshin Electric Railway participate as corporate members	<p>The Japan Business Federation is a general economic association that seeks solutions to international problems and closer economic relations with other countries through dialogue with governments, economic organizations, and international organizations.</p> <p>Hankyu Corporation and Hanshin Electric Railway participate in the association as corporate members and are actively involved in the "Keidanren Carbon Neutrality Action Plan," the association's climate change mitigation initiative, to promote the steady reduction of CO₂ emission. The Group's policy on climate change is consistent with the policy of association.</p>
Kansai Economic Federation (public interest incorporated association)	Participates as a vice chair	<p>The Kansai Economic Federation (Kankeiren) is an economic organization of companies whose head offices or other bases are located in the Kansai region. The Kansai Economic Federation conducts surveys and research on the invigoration of the Kansai economy and submits proposals to the Japanese government and relevant local governments. It also promotes ESG initiatives and initiatives to achieve the SDGs, including those to mitigate climate change and to achieve carbon neutrality, and proposes related policies. The Kansai Economic Federation's policies on climate change correspond with those of the Hankyu Hanshin Holdings Group, and the Group CEO is fully committed to the Kansai Economic Federation as one of its vice chairs.</p> <p>The Hankyu Hanshin Holdings Group also plays a role in promoting ESG and SDG initiatives in the Kansai business community by taking initiative, and working to ensure that the group's opinions are reflected in the organization within the Federation.</p>
Japan Private Railway Association (general incorporated association)	Hankyu Corporation and Hanshin Electric Railway participate as board members	<p>The Japan Private Railway Association is a general incorporated association established to create safer and more convenient railroads, which are closely connected with the lives of many people. The association is engaged in activities to improve railroad safety and convenience, strengthen railroad maintenance, and promote environmental protection.</p> <p>Hankyu Corporation and Hanshin Electric Railway, both members of our group, are actively promoting the advantages for environmental preservation of railroads by participating in the Railway Eco Campaign, one of the association's activities to promote the use of railroads as a means of addressing climate change, and by welcoming the Presidents' participation as association board members.</p>

Initiatives to establish transportation networks with low impacts on the environment

CO₂ emissions per unit transportation capacity from railway transportation are just 1/8th of those from transportation by private cars. Railways are thus a transportation means with low environmental impacts. Enhanced convenience of public transportation will contribute to less use of private cars, which results in reduction of CO₂ emissions from the transportation sector in Japan. While continuing to enhance railway networks, as represented by the Hanshin Namba Line, we will also focus efforts on improving the means of transportation for "to the station" and "from the station" by enhancing not only buses and taxis but also services to enhance usability of bicycles, such as rental bicycles and bicycle parking lots, thereby working to establish transportation networks with low environmental impacts centered around public transportation.

In addition, the Hankyu Hanshin Holdings Group operates its Real Estate, Entertainment, and other Businesses as part of the development along its railroad lines. Many sites for those businesses (including commercial facilities, Hanshin Koshien Stadium, and Takarazuka Grand Theater) are located within a walking distance from railway stations and contribute to both establishing transportation networks and reducing the environmental impacts of travel by many customers.

Actions to cut greenhouse gas (such as CO₂) emissions and improve energy efficiency

We will strive to reduce CO₂ emissions toward FY2031 by implementing various measures to lower energy consumption according to the characteristics of our respective businesses, especially in our Urban Transportation and Real Estate Businesses, which account for a major part of our energy consumption. Those measures include introducing energy-efficient equipment and promoting energy conservation activities.

Urban Transportation

● Actions to lower energy consumption entailed by railway operations

Since railway operations account for about 40% of the Hankyu Hanshin Holdings Group's energy consumption, the Group places a high priority on lowering the energy consumption of its railway operations. Hankyu Corporation and Hanshin Electric Railway devote efforts to shifting to more energy-efficient rolling stock with high energy-saving performance while discussing new developments with train equipment manufacturers.

For example, Hankyu Corporation has introduced highly efficient variable-voltage/variable-frequency (VVVF) inverter control devices and motors in its rolling stock, as well as replacing all lights, including headlights, with LED lights. Hankyu Corporation has thus succeeded in developing highly energy-efficient rolling stock (with an electricity consumption reduction of about 50% from conventional rolling stock). Hanshin Electric Railway has also introduced a main circuit system for VVVF inverter control (equipped with an electric regenerative brake) using a permanent-magnet synchronous motor in its latest rolling stock for local train use, as well as replacing all lights, including headlights, with LED lights. Hanshin Electric Railway has thus achieved an electricity consumption reduction of about 60% from existing rolling stock for local train use.

● Actions to lower energy consumption at railway stations

We are gradually upgrading the lighting at our railway stations and other facilities to LED lights, which are less power-consuming and have a longer life, contributing to waste reduction. (Hankyu Corporation: 47 out of a total of 87 stations; Hanshin Electric Railway: 37 out of a total of 49 stations; both figures as of March 2022)

In addition, Settsu-shi Station, opened on the Hankyu Kyoto Line in 2010, is Japan's first net-zero CO₂ emissions station (or carbon neutral station). Various environmental measures adopted at this station, including the use of solar panels and LED lights, have reduced CO₂ emissions from the station to about half of those from an ordinary station. The remaining CO₂ emissions from the station are completely offset by CO₂ emissions reductions through forest conservation activities (carbon offset).

Real Estate

● Use of building management systems to measure energy efficiency

The Group is committed to utilizing a systematic building management system that measures energy use and efficiency, contributes to overall building energy saving and energy efficiency improvements, and thereby supports tenants' energy saving awareness and daily activities.

Osaka Umeda Twin Towers South uses the Building Energy Management System (BEMS) to "visualize" energy usage and efficiency for the energy-saving operations and management of building facilities. The building also promotes energy saving while maintaining comfort through other systems, including a highly efficient cogeneration system, sequential air conditioning that automatically changes temperature setting in stages from areas near the outside of the building to the offices, and desiccant air conditioning that regulates the air quality by controlling the humidity in the air with desiccants. Furthermore, the building also graphically displays trends and year-on-year comparisons, and tenants can check the daily and hourly energy consumption in their rental rooms on the website. These initiatives help to raise tenants' awareness of energy use and enable tenants to carry out daily energy saving activities.



Osaka Umeda Twin Towers South

● Environment-friendly initiatives adopted in the Geo condominium series*1

All of the Geo condominiums sold by the Hankyu Hanshin Holding Group from around the end of July 2011 onward are equipped with various environment-friendly features, such as Low-E multi-layered glass and LED lighting (in both common and private areas), as well as electric vehicle charging equipment. Also, sunlight and solar heat are used to create energy for use in some Geo condominiums. In some condominiums, we collect and reuse household tempura oil. We have taken the initiative to embark on these diverse environmental improvement efforts. Furthermore, the properties currently under construction have acquired Heat Insulation Performance Grade 4 or higher and Primary Energy Consumption Grade 4 or higher under the Housing Performance Labeling System, and all properties to be sold or leased from FY2025 onward will be Net Zero Energy House Mansion (ZEH-M) Oriented*2 or higher to continue our efforts to reduce the environmental impact of our activities.

*1: May not be applicable to condominiums jointly developed with other companies.

*2: Net Zero Energy House Mansion (ZEH-M) Oriented: A condominium in which the primary energy consumption of the entire condominium including common areas is reduced by 20% or more (compared with the standard primary energy consumption for heating, cooling, ventilation, lighting and hot water supply specified in the 2016 Energy Conservation Standard).

● Promotion of ZEH in Geo Garden detached houses

In the Geo Garden series of detached houses sold by our Group, we will actively promote the spread of ZEH to contribute to the realization of an energy-saving and a carbon-neutral world. There are three types of ZEH for detached houses: "ZEH," the design of which reduces primary energy consumption (heating and cooling, ventilation, hot water supply, and lighting) by 100% or more as compared with standard primary energy consumption; "Nearly ZEH," with a reduction rate of 75% or more; and "ZEH Oriented," with a reduction rate of 20% or more. The Group's goal is to have at least 50% of detached houses for sale at "ZEH" or Nearly ZEH levels by FY2026 and to have all detached houses for sale at the ZEH standard in principle by FY2031.

Aim for more eco-friendly buildings (green buildings)

To provide many more environment-friendly buildings, the Hankyu Hanshin Holdings Group has striven to obtain environment- and society-friendliness certification such as DBJ Green Building certification, which is organized and run by the Development Bank of Japan in collaboration with the Japan Real Estate Institute, which is in charge of assessment and certification granting.




Target

Indicator	Range	Target	FY2022 Results
Acquisition rate of green building and other environmental certifications*1 that apply to office buildings and large buildings for commercial and other uses*2	Hankyu Corporation, Hanshin Electric Railway, Hankyu Hanshin Properties	100% in FY2022 (The target is 100% each fiscal year.)	100% (Kobe Sannomiya Hankyu Building)

*1: Environmental certification systems such as DBJ, CASBEE, BELS, and LEED

*2: Buildings with a total floor area of 30,000 m² or more (excluding properties jointly owned with another company) completed in FY2021 or later

Acquisition of Green Building certification (certification to a recognized building management standard for property portfolio)

Certification name and evaluation details	Facility
DBJ Green Building certification (5-star scale)	
 <p>★★★★★ (Certified as 5-star) DBJ Green Buildings that meet Japan's highest standards for environmental and social consideration</p>	Osaka Umeda Twin Towers South Hankyu Nishinomiya Gardens
 <p>★★★★ (Certified as 4-star) DBJ Green Building with exceptionally high environmental and social awareness</p>	HEP FIVE
 <p>★★★ (Certified as 3-star) DBJ Green Building with very high environmental and social awareness</p>	Kobe Sannomiya Hankyu Building
CASBEE Osaka (Osaka's Comprehensive Assessment System for Built Environment Efficiency) (5-grade evaluation)	
<p>S rank (top in the ranking) (Buildings that have obtained the highest rank in overall environmental performance of the building, including comfort of the indoor environment, longevity of the building, and consideration for the landscape.)</p>	Osaka Umeda Twin Towers North

Utilize renewable energy (e.g. solar)

As an action to utilize renewable energy and reduce CO₂ emissions, we have been installing solar power generation facilities on our Group premises. Our major premises equipped with solar power generators are as follows. (The figures in parentheses are annual power generation output in FY2022.)

- Urban Transportation: Hanshin Oishi Station (119,302 kWh); Hankyu Settsu-shi Station (59,796 kWh)
- Real Estate: HEP FIVE (17,477 kWh)
- Entertainment: Hanshin Koshien Stadium (128,514 kWh)

Since April 2022, electricity* equivalent to that used in the common areas and leased office spaces of the Osaka Umeda Twin Towers North / South has come from CO₂-free renewable energy. In this way, the building owners and tenant companies are working together to realize a carbon-neutral world.

* Excluding electricity generated privately via co-generation systems.

Identifying risks and opportunities created by climate change

Risks caused by climate change are broadly divided into physical risks and transition risks.

Addressing physical risks

In recent years, floods caused mainly by super typhoons and training thunderstorms have hit Japan more frequently than before and become major social issues. The Hankyu Hanshin Holdings Group recognizes that it must implement appropriate disaster preparedness measures to reduce the risks of being affected by such natural disasters.

As a risk management measure, each Group company conducts an annual risk survey to identify the risks. In the Urban Transportation Business, in response to the recent situation where other companies in the same industry have been affected by floods caused by super typhoons, Hankyu Corporation and Hanshin Electric Railway designated response to natural disasters associated with climate change as our priority risk management issue for FY2020, identified specific risks, and devised necessary countermeasures. As a result, in FY2021, we formulated a policy for evacuating trains from the sheds in the event of heavy rain and reorganized our plan for service suspension in the event of a typhoon. We have also considered measures for substations and the other facilities and equipment necessary for train operations and created specific renovation plans for bridges.

Addressing transition risks

We follow the TCFD framework to monitor transition risks created by changes due to the transition to a low-carbon society, including changes in policies, laws and regulations, as well as technological innovation and changes in the markets. We also conform to the same scheme in devising measures to address transition risks. For details, please refer to the [disclosure based on TCFD's recommendations](#) [WEB](#).

DATA

The Group's GHG emission volumes

Indicator	Unit	Group total (business sites in Japan and overseas)			Business sites in Japan					Business sites overseas			
		FY 2020	FY 2021	FY 2022	FY 2020	FY 2021	FY 2022	Versus FY2014	(Reference) FY2014	FY 2020	FY 2021	FY 2022	
Total greenhouse gas (GHG) emissions* (SCOPE 1 & 2)	t-CO ₂	436,013	371,136	394,858	434,932	370,131	393,821	-222,544	-36.1%	616,365	1,082	1,005	1,037
By segment													
Urban Transportation	t-CO ₂	284,232	247,119	260,062	284,232	247,119	260,062	-140,557	-35.1%	400,619	—	—	—
Real Estate		81,643	73,034	77,501	81,557	72,954	77,430	-42,987	-35.7%	120,417	85	80	71
Entertainment		11,843	9,341	10,989	11,843	9,341	10,989	-4,445	-28.8%	15,434	—	—	—
Information and Communication Technology		1,895	1,938	2,135	1,895	1,938	2,135	-1,034	-32.6%	3,169	—	—	—
Travel		2,042	1,566	1,472	2,029	1,556	1,462	-637	-30.3%	2,099	13	10	9
International Transportation		2,916	2,774	2,778	1,933	1,858	1,821	-514	-22.0%	2,335	983	916	957
Hotels		47,321	31,372	35,658	47,321	31,372	35,658	-29,615	-45.4%	65,274	—	—	—
Other		4,121	3,993	4,264	4,121	3,993	4,264	-2,754	-39.2%	7,018	—	—	—
By SCOPE													
SCOPE 1	t-CO ₂	129,656	104,772	104,555	129,512	104,668	104,479	-39,688	-27.5%	144,166	144	104	77
SCOPE 2		306,357	266,365	290,303	305,420	265,463	289,342	-182,857	-38.7%	472,199	938	902	961

* The data covers Hankyu Hanshin Holdings, Inc., all its consolidated subsidiaries, and certain non-consolidated subsidiaries. However, some business sites for which data is difficult to obtain are excluded. The segment-specific breakdown is calculated based on the core business structure as of the end of FY2022.

* For our GHG emissions, we calculated Scope 1 emissions (direct emissions from sources that are owned or controlled by the company) and Scope 2 emissions (indirect emissions from the generation of purchased or acquired electricity, steam, heat, and cooling).

All those figures were calculated using adjusted GHG emission factors.

GHGs other than CO₂ account for only a very small part of the total GHG emissions and are not subject to reporting under the Act on Promotion of Global Warming Countermeasures. Therefore, we equate CO₂ emissions with GHG emissions.

The Group's energy consumption on a crude oil-conversion basis

Indicator	Unit	Group total (business sites in Japan and overseas)			Business sites in Japan						Business sites overseas		
		FY 2020	FY 2021	FY 2022	FY 2020	FY 2021	FY 2022	Versus FY2014	(Reference) FY2014	FY 2020	FY 2021	FY 2022	
Total energy consumption on crude oil-conversion basis	kl	283,582	253,601	252,986	283,045	253,116	252,495	-63,996	-20.2%	316,491	538	485	491
By segment													
Urban Transportation	kl	181,701	167,138	164,480	181,701	167,138	164,480	-36,248	-18.1%	200,728	—	—	—
Real Estate		57,017	52,663	52,305	56,962	52,611	52,258	-11,875	-18.5%	64,133	56	52	47
Entertainment		8,044	6,577	7,210	8,044	6,577	7,210	-1,090	-13.1%	8,299	—	—	—
Information and Communication Technology		1,335	1,438	1,465	1,335	1,438	1,465	-320	-17.9%	1,786	—	—	—
Travel		1,169	941	859	1,159	935	852	-285	-25.1%	1,137	10	7	7
International Transportation		1,521	1,450	1,473	1,049	1,024	1,035	-205	-16.6%	1,241	472	427	437
Hotels		30,185	20,789	22,542	30,185	20,789	22,542	-12,999	-36.6%	35,541	—	—	—
Other		2,610	2,604	2,653	2,610	2,604	2,653	-974	-26.8%	3,626	—	—	—

- The data covers Hankyu Hanshin Holdings, Inc., all its consolidated subsidiaries, and certain non-consolidated subsidiaries. However, some business sites for which data is difficult to obtain are excluded. The segment-specific breakdown is calculated based on the core business structure as of the end of FY2022.

The Group's GHG emission volumes and energy consumption on a crude oil-conversion basis in the property portfolio

Indicator	Unit	FY2020	FY2021	FY2022
Greenhouse gas (GHG) emissions*	t-CO ₂	175,885	153,028	166,291
Energy consumption on crude oil-conversion basis	kl	126,818	115,078	115,407

- The scope of the aggregation of GHG emissions and energy consumption is properties classified as rental office business owned by companies in the Group's Real Estate Business Segment, which must be reported under the 2023 Revised Act on the Rationalization etc. of Energy Use.

* All the figures were calculated using adjusted GHG emission factors.

GHGs other than CO₂ account for only a very small part of the total GHG emissions. Therefore, we equate CO₂ emissions with GHG emissions.

3. Pollution and Resources

Approach

The Hankyu Hanshin Holdings Group has defined producing less waste and recycling more as a policy for the priority issue of “environmental protection” toward Sustainable Management.

In accordance with its Basic Environmental Policy, the Group not only complies with various laws and regulations but also strives to reduce environmental pollution, waste, and the resource use, associated with our business activities. The Group is also committed to utilizing resources effectively mainly by promoting recycling.

In the management and operation of properties in the Real Estate Business, the Group promotes environmental conservation activities that contribute to a circular society by cooperation with tenants and other stakeholders to comprehensively sort the waste generated by tenant operations, reduce the amount of waste generated, and promote recycling.

Management / Organization

Refer to “Management / Organization” in “Environment: 1. Environmental Management” (p. 29).

Initiatives

Reducing environmental pollution

The Hankyu Hanshin Holdings Group has set a process target of reducing the pollutants emitted by its business activities by implementing countermeasures against environmental pollution in compliance with various laws and regulations.

Countermeasures against soil pollution in the Real Estate Business

In compliance with applicable laws and regulations, we appropriately conduct land history surveys and soil pollution surveys and adopt soil purification measures when we acquire and develop land.

Installing kitchen wastewater abatement equipment in real estate facilities

At Osaka Umeda Twin Towers South, Hankyu Nishinomiya Gardens, and HERBIS OSAKA and HERBIS ENT, we have installed kitchen wastewater abatement facilities in some food and beverage tenants. And then, kitchen wastewater from those tenants is treated by a complex of microorganisms before discharge into public sewage to reduce pollutants and maintain water quality at levels well below discharge standards.

Using no more plastic straws in the Hotel Business

Hankyu Hanshin Hotels has ceased using plastic straws in its directly operated restaurants and banquet halls of its directly operated hotels and has replaced them with environmentally friendly straws. Its directly operated restaurants offer straws only to customers who need them to reduce CO₂ emissions when burning them.

Reducing waste and utilizing resources

The Group has set a process target of devoting further efforts to reducing waste and utilizing resources effectively by fulfilling its responsibilities as an enterprise provided for by various laws and regulations and by collaborating and cooperating with other companies and tenants at its real estate facilities.

Promoting waste reduction by introducing a pay-per-amount system

We have introduced a pay-per-amount system, instead of a common flat-fee system, to charge tenant stores in commercial facilities managed and run by the Hankyu Hanshin Holdings Group (Hankyu Sanbangai and Hankyu Nishinomiya Gardens) for waste disposal according to the amount of waste they produce. This system is aimed at giving an incentive for the stores to minimize waste and consequently reducing the total amount of waste.

Reducing food waste in the Hotel Business

Hankyu Hanshin Hotels is committed to reducing food waste and making effective use of resources by developing mechanisms to control food waste generation and weighing, and by making effective use of reusable food scraps.

Target

Indicator	Range	Target	FY2022 Result
Volume of food waste	Hankyu Hanshin Hotels	In FY2031, 50% reduction compared to FY2014	77.3% reduction compared to FY2014

Reducing resource use

The Group has set a process target of reducing resource use by curbing the use of resources and promoting the use of recycled materials through collaboration with stakeholders, including other companies.

Reducing the number of plastic bags used at the Hanshin Koshien Stadium

We are working with stakeholders to reduce resource use such as reducing the number of plastic bags used at food and beverage concessions and merchandise stores at the stadium.

Target

Indicator	Range	Target	FY2022 Results
Reduction rate in the number of plastic bags used at food and beverage concessions and merchandise stores at the Hanshin Koshien Stadium	Hanshin Electric Railway (Koshien department), Hanshin Tigers Baseball Club, and Wellness Hanshin	2030 season 45% reduction compared to the 2019 season	2021 season 77.5% reduction compared to the 2019 season (temporary increase due to the COVID-19 pandemic)

Using recycled materials for uniforms

Since March 2022, uniforms worn by employees and part-time staff at the Hanshin Koshien Stadium have been made of recycled polyester fiber manufactured by Teijin Frontier Co., Ltd. as an alternative to polyester fiber, thereby reducing the use of fiber resources.

Target

Indicator	Range	Target	FY2022 Results
Percentage of uniforms worn by the stadium staff made of recycled materials	Hanshin Electric Railway (Koshien department)	2030 season 20%	2021 season 60% (temporary increase due to the COVID-19 pandemic)

Plastic cup recycling in collaboration with other companies and the government at the Hanshin Koshien Stadium

In cooperation with Teijin Frontier Co., Ltd. and Shimojima Co., Ltd., we have introduced a circular resource initiative in which plastic cups used for beer and other beverages at the Hanshin Koshien Stadium and collected by customers are recycled as part of the raw materials for novelty items such as beer cup holders and garbage bags. We are also promoting the reduction of resource use in cooperation with the government, for example, by expanding the use of those garbage bags outside the Hanshin Koshien Stadium, as they have been approved as government-designated garbage bags since FY2023.



A beer cup recycle bin

Target

Indicator	Range	Target	FY2022 Results
Plastic cup collection rate at the Hanshin Koshien Stadium	Hanshin Electric Railway (Koshien department), Hanshin Tigers Baseball Club, Wellness Hanshin	2030 season 70%	2021 season 29%

Reducing paper use by digitizing air cargo documents in the International Transportation Business

Taking part in the International Transport Association (IATA)'s e-Freight* initiative to build a paperless transportation process for consolidated air cargo, Hankyu Hanshin Express has digitized (made paperless) all shipping documents for its consolidated air cargo from Japan to Hong Kong since FY2017. The company has established a necessary system through repeated verifications with airlines, local subsidiaries, and overseas agencies, and it has built a safer, more reliable, and faster transportation process, with a reduction in consumption of paper (equivalent to 500 A4-size sheets of paper per cargo). As of August 2022, this initiative had been expanded to 109 destinations in 36 countries and regions, with an expected monthly reduction of 80 tons of paper use.

* e-Freight: A joint initiative in the international transportation industry to build paperless transportation processes through collaboration throughout the supply chain, including carriers, freight forwarders, ground handlers, shippers, customs brokers and customs authorities

DATA

Waste

Indicator		Unit	FY2020	FY2021	FY2022
Waste	Generation	t	(25,749)	55,153	43,094
	Recycled		(8,570)	19,954	22,777
	Non-recycled		(1,423)	23,728	7,370
Hazardous waste*1 included		Generation	(18)	172	327

Results of waste reduction measures

Indicator		Unit	FY2020	FY2021	FY2022
Construction waste*2	Generation	t	(678)	69,602	35,463
	Recycled		(268)	67,215	28,894
	Non-recycled		(202)	301	5,066
Equipment regulated by recycling laws		Disposed of	(1)	4	3
Disused items sold		Disposed of	(21)	696	797

• The data above covers Hankyu Hanshin Holdings, Inc.'s subsidiaries in Japan. However, some business sites on which data are difficult to obtain are excluded. The figures for FY2022 pertain to 87 subsidiaries in Japan. The figures for FY2020 pertain only to domestic business sites of the six major Group companies.

*1: Industrial waste of toxic or infectious kinds, defined as "waste requiring special management" by the Waste Management and Public Cleansing Act of Japan

*2: Construction waste to which the Construction Material Recycling Act applies

Results concerning chemicals

Indicator		Unit	FY2020	FY2021	FY2022
Volatile organic compounds (VOCs) *1	Generation	kg	6,450	9,340	7,970
	Emissions		650	3,080	2,870
	Transferred out		5,800	6,260	5,100
PCB-containing waste*2	Stored	t	104	82	24

Results for other emissions

Indicator		Unit	FY2020	FY2021	FY2022
Nitrogen Oxide (NOx)*3	Emissions	t	96.1	74.0	59.5
Sulfur Oxides (SOx)*4			—	—	0.63

Results of raw materials

Indicator		Unit	FY2020	FY2021	FY2022
Office paper	Used	t	(453)	597	589

• The data above covers Hankyu Hanshin Holdings, Inc.'s subsidiaries in Japan. However, some business sites on which data are difficult to obtain are excluded. The figures for FY2022 pertain to 87 subsidiaries in Japan. The figures for FY2020 pertain only to domestic business sites of the six major Group companies.

*1: Specific chemical substances whose amounts emitted and transported from business sites are reported to the government in compliance with the Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof

*2: Stored and treated in compliance with the Waste Management and Public Cleansing Act and the Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes

*3: The level of nitrogen oxide in automobile exhaust gas in specified areas in Osaka and Hyogo Prefectures, calculated in accordance with the Law Concerning Special Measures for Total Emission Reduction of Nitrogen Oxides and Particulate Matter from Automobiles in Specified Areas.

*4: Sulfur oxides emitted from soot- and smoke-generating facilities, of which we have notified the government in accordance with the Air Pollution Control Law.

4. Biodiversity

Approach

The Hankyu Hanshin Holdings Group values biodiversity as a factor for developing a good living environment under the priority issue of “thriving communities” toward Sustainable Management. Additionally, in the Hankyu Hanshin Dreams and Communities of the Future Project, which is a social contribution initiative of the Group, we have defined sustainable community development as a priority fields and promoted activities aimed at contributing to the preservation of biodiversity and the natural environment.

In the Group’s business activities and social contribution initiatives, we will continue our efforts to protect biodiversity in cooperation with local communities in conformity to the principle of paying due consideration to the surrounding environments and ecosystems.

Management / Organization

Refer to “[Management / Organization](#)” in “[Environment: 1. Environmental Management](#)” (p. 29).

Initiatives

Consideration for biodiversity

We pay due consideration to biodiversity and implement the following measures to reduce the environmental impact of the Group’s business activities.

Consideration for biodiversity and environmental impact assessments in development projects

Every time a new development project is launched in its Urban Transportation and Real Estate Businesses, the Hankyu Hanshin Holdings Group confirms whether any natural features, including trees and forests, that need protection and conservation exist on the development site, and it adopts measures to protect and conserve such natural features as needed. On the development site, we arrange green areas with plants selected with great care to ensure good harmony between these green areas and natural features in the nearby area. In development projects in areas with abundant natural features, we assess those projects’ environmental impacts on local flora and fauna and ecosystems in compliance with laws, regulations, and ordinances concerning environmental impact assessments and the conservation of nature.

Reducing environmental pollution

We mitigate environmental pollution caused by our business activities to reduce their impact on the natural environment, which is home to diverse organisms. For details, refer to “[Initiatives](#)” in “[Environment: 3. Pollution and Resources](#)” (p. 37).

Restoration and protection of biodiversity

We contribute to the restoration and protection of biodiversity through the following efforts, including the creation and maintenance of environments that support a variety of living organisms in the areas where the Group operates and local communities connected with the Groups.

Urban greening in the Umeda area, Osaka Prefecture

At Osaka Umeda Twin Towers South, planters (477 units, approx. 700 m²) have been installed over a wide area on the exterior balconies (3rd to 9th floors) of the lower floors as wall greening. In consideration of biodiversity, we have selected tree species native to the Rokko mountain range and the Yodo River water system, as well as a variety of flowers, maple trees, and other plants that change with the seasons. In the rooftop garden on the 12th floor, tree species were selected based on the same concept as that applied for the wall greening, and zelkova trees, symbolic trees for the area, have been placed in harmony with the surrounding landscape and combined with seasonal plants to provide office workers and visitors with a relaxing and restful oasis space (approximately 800 m² for the entire rooftop garden).

GRAND FRONT OSAKA, in which the Group participated as a member of the developers, has a garden of approximately 4,000 m² to the north of the North Building and rooftop gardens, which total over 10,000 m², on the roofs of the 9th floors of both the South and North Buildings. These gardens are designed for harmony with the environment. The entire facility is surrounded with a network of ginkgo trees, zelkova trees, and waterscapes, offering a space for store customers, office workers, residents, and hotel guests to enjoy natural features and seasonal changes. The Umekita Phase 2 Development Project, in which the Group participates as a member of the consortium designated as the developer, will create a total of approximately 80,000 m² of green areas (including an urban park of about 45,000 m²) on the development site based on the community development principle of realizing a fusion of “green” and “innovation.” The development site is located on an important spot for creating a network of ecosystems from Osaka Castle to the Yodo River. Therefore, we aim to create an urban environment that will be friendly not only to plants but also to birds that use the surrounding area as a destination and other organisms that will inhabit the urban park.

Managing the Rokko Alpine Botanical Garden in the Mt. Rokko area of Hyogo Prefecture

The Rokko Alpine Botanical Garden in the Mt. Rokko area, which the Group owns and where the Group operates its leisure business, has around 1,500 varieties of wild plants, including alpine and cold-region plants from around the world, plants native to Rokko, and endangered species. In an around 50,000 m² area of the garden, these plants are cultivated in their near-natural conditions. With daily guided flower tours, seasonal exhibitions, and nature experience programs, the garden helps raise public awareness of the importance of preserving nature. The garden has been a member of the Japan Association of Botanical Gardens since its inception in 1947 and has also served as a local outpost for the protection of biodiversity, promoting a program aimed at preserving Japan's endangered plant species outside their habitats. The Itami City Museum of Insects has been working for the conservation of *Agapanthia japonica*, an insect designated as an endangered species and on the Ministry of the Environment's Red List. Since 2021, the garden has provided the museum with *Hemerocallis dumortieri*, a food source for the larvae. (In 2022, the museum became the first facility in Japan to successfully breed this insect in captivity.)



Hemerocallis dumortieri

The maintenance and management of green spaces and plantings, including the tree planting project in the southern waterfront area of Hyogo Prefecture

Hanshin Gardenings is actively involved in the maintenance and management of green spaces, plantings, and other facilities that lead to the restoration and conservation of biodiversity. For example, it collects the seeds of plants native to the forests and grasslands of the surrounding area, grows them into seedlings, and plants them to create diverse ecosystems at the Amagasaki-no-mori Central Green Park. This park is a former plant site, and situated on reclaimed land in the southern Hyogo Prefecture, covered approximately 291,000 m², and is developed as an urban green park. By managing green spaces with consideration for the habitats of diverse organisms, we are contributing to the restoration and protection of biodiversity, as evidenced by the steadily increasing number of bird, insect, and other species identified in the monitoring surveys regularly conducted by the government.

Target

Indicator	Range	Target	FY2022 Results
Number of biodiversity-related projects undertaken	Hanshin Gardenings	The number of maintenance and management initiatives equaled or exceeded the previous year's results.	5

Engagement and collaboration with NPOs and other groups and the local community

We have selected some civic groups that promote forest conservation activities through tree planting and tree growing, *satoyama* conservation, and protection of endangered species as subsidized groups for the Hankyu Hanshin Dreams and Communities of the Future Project, a social contribution activity of the Hankyu Hanshin Group. By supporting the activities of these groups with donations and engaging in regular dialogue with them, we are working together to conserve biodiversity to create "communities that people will truly want to live in" which is the goal of our social contribution activities.



Mushugawa River Area Nature Protection Association

Obtaining biodiversity-related certification schemes

Hanshin Gardenings has constructed and owns the green areas of the Osaka Umeda Twin Towers South including wall and rooftop greening, and is working on planting and maintaining them. Thanks to these efforts, those green areas of that building have been recognized as a high-quality green space in the city, and is certified as an "Urban Oasis" under the Social and Environmental Green Evaluation System (SEGES) implemented by the Organization for Landscape and Urban Green Infrastructure.



Osaka Umeda Twin Towers South rooftop garden

5. Water Resources

Approach

The Hankyu Hanshin Holdings Group’s major area of operation is Japan, which has relatively low water risks.* However, the Group places importance on utilizing water resources effectively to contribute toward a circular economy, as declared in its policy for the priority issue of “environmental protection” toward Sustainable Management. In addition, the Group’s Basic Environmental Policy, formulated in 2010, states that the Group will monitor the environmental impact of its business activities and take action to reduce it.

With the cooperation of our tenants and other stakeholders, the Group is committed to reducing water withdrawal as much as possible by saving water and using gray water facilities mainly in the Real Estate Business.

* Japan is positioned as low to low-medium in water risks (the first and second lowest on a five-point scale) on the Aqueduct Water Risk Atlas.

Management / Organization

Refer to “Management / Organization” in “Environment: 1. Environmental Management” (p. 29).

Initiatives

Encouraging the reuse of bed and bath linens to reduce water withdrawal

Hankyu Hanshin Hotels encourages guests staying consecutive nights at its 18 directly operated hotels (7 in the Tokyo metropolitan area and 11 in the Kansai area as of September 30, 2022) to use its “No Cleaning” option where towels and sheets used on the first night are reused and not replaced. We are also striving to save water and reduce the amount of water discharged by laundry by setting the following goals.



No Cleaning card

Target

Indicator	Range	Target	FY2022 Results
Usage rate of “No Cleaning” option for stays of consecutive nights (to save water and reduce wastewater)	Hankyu Hanshin Hotels	7.0% in FY2031 (double the FY2020 level)	5.9%

Using gray water facilities

Osaka Umeda Twin Towers South, HERBIS OSAKA, and HERBIS ENT have adopted gray water facilities that purify and treat kitchen wastewater from restaurants and stores and rainwater for various uses as miscellaneous water (i.e. for watering plants and toilet flushing), thereby helping to reduce the amount of water withdrawal.

Making use of rainwater

Hankyu Settsu-shi Station and Nishiyama-tennozsan Station are equipped with tanks beneath platforms to store rainwater collected on the platform sheds. The stored rainwater is used to water plants at the stations and wash toilets.

The Hanshin Koshien Stadium also has underground tanks to store rainwater that pours on the “Ginsan” roof and use it for watering the field and for washing toilets.

Promoting water conservation

● Facility renovation initiatives

Water-efficient toilets are increasingly being installed at stations. For the toilets renewed in 2015, Hankyu Corporation introduced the latest model urinals with the necessary washing water reduced to 0.8 liters per flush. At commercial facilities, office buildings, and theater facilities, we have installed water-efficient equipment and upgraded to water-saving toilets and thus have realized a substantial reduction in water use.

● Operational improvement initiatives

We are striving to save water by reducing the use of water for janitorial cleaning and by checking for leaks in bathrooms and toilets during security patrols.

DATA

Water withdrawal

Indicator		Unit	FY2020	FY2021	FY2022
Total water withdrawal			(4,190,003)	3,132,413	3,328,912
By water source*1	Service water supply and industrial water supply (Municipal potable water)	m ³	(3,891,045)	2,893,687	3,062,846
	Groundwater		(184,028)	144,232	164,383
	Rainwater and other sources		(114,930)	94,494	101,683

Water discharge

Indicator	Unit	FY2020	FY2021	FY2022
Total water discharge*2	m ³	(4,190,003)	3,132,413	3,328,912

• The data above covers Hankyu Hanshin Holdings, Inc.'s subsidiaries in Japan. However, some business sites on which data are difficult to obtain are excluded. The figures for FY2022 pertain to 87 subsidiaries in Japan. The figures for FY2020 pertain only to domestic business sites of the six major Group companies.

*1: No surface water, water collected in the quarry, external wastewater, or seawater was withdrawn.

*2: All wastewater was discharged through sewage to external water treatment facilities. No water was discharged into the ocean, surface water, the subsurface, wells, etc. Since most of the water withdrawal is discharged into public sewage system, the amount of water withdrawal was equated with the amount of water discharge in the calculations.

The Group's results concerning water usage in the property portfolio (water withdrawal and discharge)

Indicator		Unit	FY2020	FY2021	FY2022
Water resources	Water withdrawal	m ³	3,939,330	2,799,923	2,911,640
	Water discharge*		3,939,330	2,799,923	2,911,640

• The scope of the aggregation of water withdrawal and discharge is properties classified as rental office business owned by companies in the Group's Real Estate Business Segment and for which data can be obtained, which must be reported under the 2023 Revised Act on the Rationalization etc. of Energy Use.

* Since most of the water withdrawal is discharged into the public sewage system, the amount of water withdrawal was equated with the amount of water discharged in the calculations.

1. Corporate Governance

Approach

The Company aims to remain a company that customers and other stakeholders trust. To this end, the Company is strengthening and increasing corporate governance by heightening the transparency and soundness of business management, complying with relevant laws and regulations, and ensuring appropriate, timely disclosure.

Reflecting this approach, the Company has established the policies below with a view to adhering to the principles of our Corporate Governance Code, sustaining growth, and enhancing corporate value over the medium to long term.

- (1) We shall respect shareholders' rights and ensure equality.
- (2) We shall take into consideration the interests of shareholders and other stakeholders and cooperate with them appropriately.
- (3) We shall disclose corporate information appropriately and ensure transparency.
- (4) We shall ensure that the Board of Directors performs its roles and duties appropriately and ensure advanced oversight and decision making.
- (5) We shall have constructive dialogue with shareholders with a view to sustaining our growth and enhancing corporate value over the medium to long term.

Governance Structure

Overview of Hankyu Hanshin Holdings, Inc.'s and the Group's Corporate Governance Structure

Hankyu Hanshin Holdings, Inc. is a pure holding company, and the conduct of operations is basically the responsibility of Group member companies. Hankyu Hanshin Holdings, Inc.'s principal role is supervision and oversight of the entire Group—meaning that these functions are separate from the conduct of Group businesses.

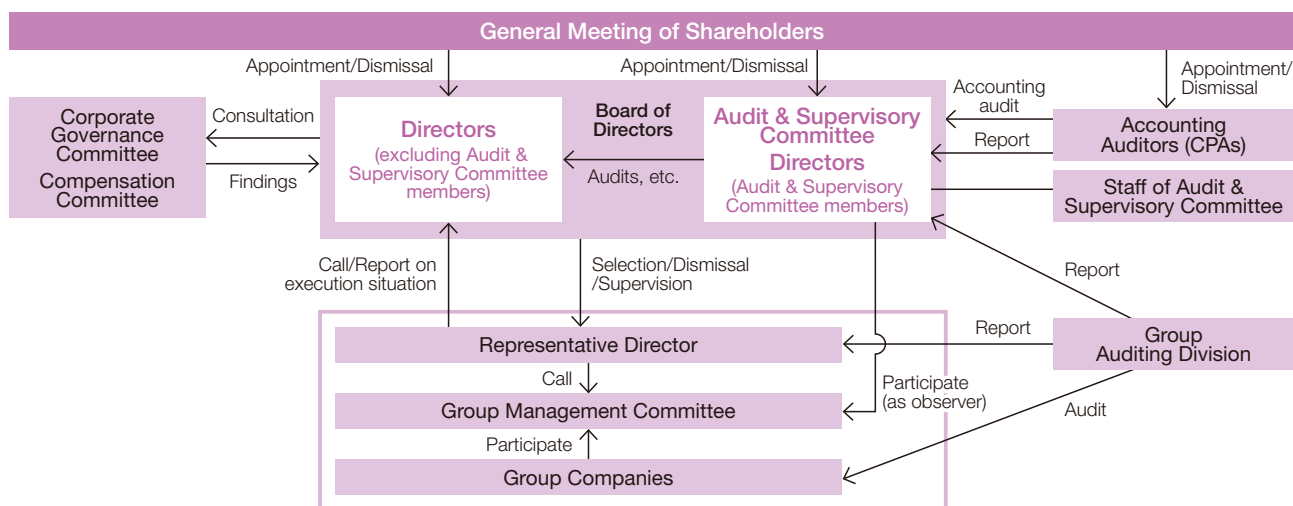
Through this system, the Company realizes supervision and oversight and enhances the overall governance of the Group by retaining the authority to approve the Company's and the Group's management policies and strategies, and the medium-term or annual management plans of all core businesses; requiring timely submission of progress reports by operating companies; and having Group companies obtain approval from, or report to, Hankyu Hanshin Holdings, Inc. before taking actions that affect the Group's management significantly (for example, investments above a certain threshold).

With regard to the above matters, the Board of Directors, which includes outside directors, makes approval decisions and receives reports. Moreover, to undertake preliminary reviews the Company has established a Group Management Committee, which includes representatives of the Group's core businesses.

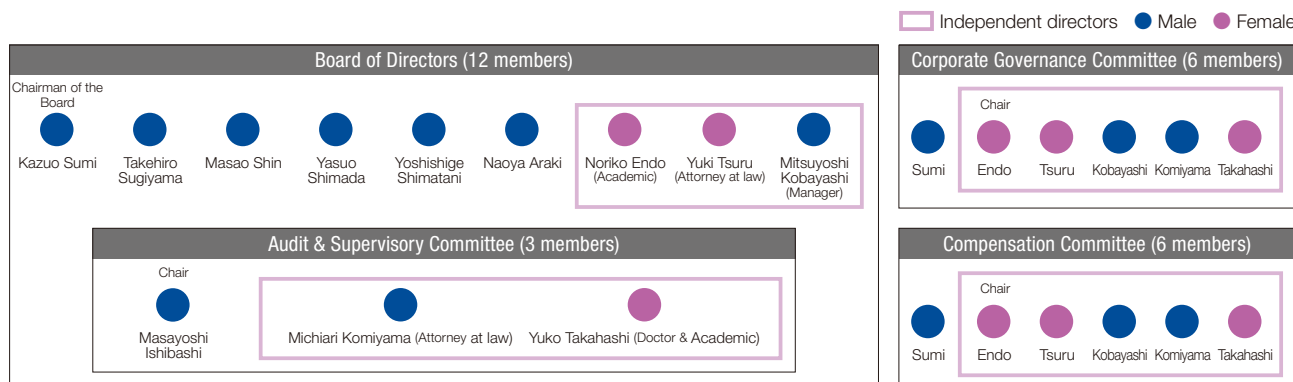
Further, to ensure transparency in the appointment and dismissal of the Company's directors and to facilitate coordination with outside directors, the Group has established the Corporate Governance Committee, which comprises the chairman of the board (or the president, in the chairman's absence or unavailability) and outside directors who are independent of the Company, and is chaired by one of the outside directors. Moreover, to ensure that concrete decisions regarding the amount of director compensation (excluding that of members of the Audit and Supervisory Committee) under the responsibility of the Board of Directors, are made based on objective and transparent procedures, the Company has established a Compensation Committee which comprises the chairman of the board (or the president, in the chairman's absence or unavailability) and outside directors who are independent of the Company, and is chaired by one of the outside directors.

In addition, as part of efforts to strengthen its overall capabilities, the Company is strengthening the governance of funding. Measures include centralizing funding under the Company, as a rule, and distributing funds to operating companies within the limits set out in business plans that the Company has approved.

Corporate governance system



*The Hankyu Hanshin Holdings Group takes practical steps to enact all of the principles stipulated in the Corporate Governance Code. For examples of specific action and other items relating to corporate governance, please refer to the Corporate Governance Report. [WEB](#)



Initiatives / DATA

More transparent management and effective governance

Management organization for decision making, execution, and oversight of matters related to company management

Board of Directors and Directors

The Board of Directors of the Company realizes supervision and oversight and enhances the overall governance of the Group by retaining the authority to approve the Company’s and the Group’s management policies and strategies, and the medium-term or annual management plans of all core businesses requiring timely submission of progress reports by operating companies and having Group companies obtain approval from, or report to, Hankyu Hanshin Holdings, Inc. before taking actions that affect the Group’s management significantly (for example, investments above a certain threshold).

The Board of Directors deliberates upon and supervises the Group’s ESG initiatives by receiving regular reports on the policies and status of ESG issues. To address potential conflict-of-interest transactions and related-party transactions, the Board of Directors monitors transactions involving the company’s directors, major shareholders, etc., by approving or reporting such transactions as needed in accordance with statutory and regulatory provisions and the materiality of such transactions.

In order to reinforce governance and oversight capabilities and boost decision-making quality, the Board of Directors is composed of 12 directors, five of whom are independent directors, including three women. This ensures the diversity on the Board of Directors. Moreover, the 12 directors include all three members of the Audit & Supervisory Committee.*1,2

*1: Quorum of directors: The Company’s articles of incorporation stipulate that a quorum shall be reached with at least four directors and at least three Audit & Supervisory Committee members.

*2: Criteria for appointment of directors: The Company’s articles of incorporation stipulate that resolutions on the appointment of directors, who are split into two distinct categories—Audit & Supervisory Committee members and others—shall be passed with a majority of voting rights by shareholders in attendance, provided that those in attendance constitute no less than one third of all shareholders with voting rights. The articles also state that resolutions shall not be conducted by cumulative vote.

● **Audit & Supervisory Committee and its members**

Of the Audit & Supervisory Committee’s three members, two are independent directors. By selecting committee members who are independent from the Company and have a high level of specialist expertise, the Company endeavors to further ensure sound decision making. We provide full backup to enable the Audit & Supervisory Committee members to perform their governance and oversight functions, for example by involving the full-time member in the Group Management Committee and other meetings within the Group.

Membership of the Board of Directors, etc.

Maximum number of directors stipulated in articles of incorporation	No upper limit stipulated.
Term of office stipulated in articles of incorporation	1 year (2 years in the case of Audit & Supervisory Committee members)
Chairman of the board	Chairman
Number of directors	12
Appointment of outside directors	Appointed
Number of outside directors	5
Among outside directors, number of independent directors	5

* Number of times of the Board of Directors met in FY2022: 9

Membership of the Audit & Supervisory Committee

	Audit & Supervisory Committee
Total committee members	3
Full-time committee members	1
Internal directors	1
Outside directors	2
Committee chairperson	Internal director
Directors and employees assigned to aid the duties of Audit & Supervisory Committee members	Staff assigned exclusively to this position

* Number of times of the Audit & Supervisory Committee met in FY2022: 11

● **Corporate Governance Committee (voluntarily established committee that functions as a nominating committee)**

To ensure transparency in the appointment and dismissal of directors and coordination with outside directors, the Corporate Governance Committee comprises the chairman of the board (or the president, in the chairman’s absence or unavailability) and outside directors who are independent of the Company, and is chaired by one of the outside directors. The committee gives advice about the selection of director candidates and the dismissal of directors (excluding Audit & Supervisory Committee members) to the Board of Directors on request, serves as a forum to provide information in such areas as the Group’s finances to outside directors. The Corporate Governance Committee met twice in FY2022.

● **Compensation Committee (voluntarily established)**

To ensure that the decision-making process for the amount of compensation paid to directors (excluding Audit & Supervisory Committee members) is objective and transparent, the Compensation Committee comprises the chairman of the board (or the president, in the chairman’s absences or unavailability) and outside directors who are independent of the Company, and is chaired by one of the outside directors. The committee gives advice to the Board of Directors on the Company’s compensation system on request. The Compensation Committee met once in FY2022.

● **Group Management Committee**

The members of the Group Management Committee include full-time directors (excluding Audit & Supervisory Committee members) and executive officers of the Company, and representatives of each of the Group’s core businesses. The committee meets to deliberate and decide on the approval of resolutions of the Board of Directors; the Group’s management strategies and business plans; Group companies’ significant investments; and significant Group management matters.

Ensuring effectiveness of the Board of Directors and Audit & Supervisory Committee

● Attendance at meetings of the Board of Directors and Audit & Supervisory Committee by outside directors (FY2022)

Name	Position	Attendance (times attended/ times held)		Statements at Board of Directors meetings, etc.
		Board of Directors	Audit & Supervisory Committee	
Noriyuki Inoue	Director	8/9	—	Instructive comments made from a corporate manager's perspective, based on a wealth of management experience.
Noriko Endo	Director	9/9	—	Instructive comments based on a wealth of experience and knowledge gained through research into public and government policy.
Yuki Tsuru	Director	9/9	—	Instructive comments from a compliance perspective.
Junzo Ishii	Director and Audit & Supervisory Committee member	9/9	11/11	Instructive comments from a management studies expert's perspective.
Michiari Komiyama	Director and Audit & Supervisory Committee member	9/9	11/11	Instructive comments from a compliance perspective.

* The office of the Board of Directors assists outside directors and the office of the Audit & Supervisory Committee assists outside directors who are Audit & Supervisory Committee members; in particular, the office of the Audit & Supervisory Committee is staffed with dedicated staff. Moreover, the office of the Board of Directors sends out materials relating to motions to be tabled at board meetings, in principle around seven days before the meeting date, as well as its other activities to enhance outside directors' supervision and oversight functions.

● Evaluation of the Board of Directors' effectiveness

The Company conducts evaluations of the board's effectiveness at the board meeting held in April every year.

A summary of the process and results of an evaluation of the effectiveness of the Board of Directors conducted in FY2022 is as shown below.

1. Evaluation process

In FY2022, the board's effectiveness was evaluated by conducting a questionnaire survey regarding the adequacy of the board's composition and operations, followed by interviews with board members based on the questionnaire's results.

2. Evaluation results

As a result of the questionnaire and interviews, the board's composition and operations in FY2022 were deemed to be adequate, and the evaluation concluded that the board was effective and generally administered appropriately.

Conversely, it was suggested that information sharing about issues facing core businesses and current circumstances could be improved.

Taking this into account, a study will be carried out into how to further improve the board's oversight and decision-making.

Compensation system

Compensation of Directors

● Basic Policies

The Company's compensation system for directors (excluding Audit & Supervisory Committee members) further motivates them to enhance the Company's corporate value and business performance, as well as to enhance shareholder value. Compensation comprises two elements: fixed monetary compensation paid according to position and job responsibilities, and performance-linked stock compensation* paid in trust to representative directors.

* The Group's stock-based, performance-linked stock compensation system covers all representative directors (currently four), including the Group CEO. The system includes malus provisions, under which the rights to receive stock-based compensation may be withheld from any person who commits an egregious breach of duty prior to the finalization of such rights, or if any other grounds for withholding such rights arise.

● Procedure

Based on the foregoing policies, to ensure that concrete decisions regarding the amount of director compensation, which are the responsibility of the Board of Directors, are made based on objective and transparent procedures, the Company has established a Compensation Committee comprising the chairman of the board (or the president, in the chairman's absence or unavailability) and independent outside directors, chaired by one of the outside directors. The Board of Directors makes compensation decisions after consultation with the Compensation Committee concerning the compensation system and content of compensation. The Compensation Committee carries out multifaceted reviews of the individual compensation paid to directors (excluding Audit & Supervisory Committee members), including into the decision-making policy and whether it complies with this. It has been determined that the Board of Directors acts in accordance with this policy and fundamentally respects the committee's findings.

More information on this policy can be found in [the Corporate Governance Report](#). [WEB](#)

Other efforts to strengthen governance

Regular rotation of accounting audit partners

In accordance with the rules of the Audit Corporation under the Certified Public Accountants Act, etc., the Company operates as follows.

- The engagement partner can be involved in the auditing services of the Company for periods not exceeding seven accounting periods, and the lead engagement partner can be involved in the auditing services of the Company for periods not exceeding five accounting periods.

Internal control system

Hankyu Hanshin Holdings Group recognizes that it is important to conduct our corporate activities properly for ensuring that all Group officers and employees act with integrity and in accordance with relevant laws, articles of incorporation, regulations, and corporate ethics and promote a managerial approach based on the concept of compliance to meet the expectations of our stakeholders. Therefore, the Group has established the following internal control system for the entire Group and revises the system as necessary.

Corruption prevention and compliance

Please refer to [“Governance 2. Ensure compliance and prevent corruption” \(page 51\)](#).

Risk management structure

Please refer to [“Risk management system” of “Governance 3. Risk management” \(page 54\)](#).

Conducting internal audits

The Group Auditing Division has dedicated staff and operates under the direct control of the President. The Division establishes regulations and conducts internal audits of the overall operations of Hankyu Hanshin Holdings, Inc. and its group companies to ensure compliance with laws, regulations, and rules. Specifically, each of the Group's businesses is audited for some Group's priority themes based on the Group's annual audit policy and audit plan with reference to the Group Management Philosophy (Code of Conduct), and is also audited to address the business-specific risks as needed. For example, we regularly (at least once every three years) set audit themes for accounting and fund management and audit whether basic internal controls such as checks and approvals related to accounting and funds are functioning effectively. In addition, we audit the compliance status with laws, regulations, and internal rules related to our business, information security efforts, and working hour management systems, to verify that internal controls are functioning effectively throughout the Group's management activities.

Ensuring the reliability of financial reports

With regard to the Evaluation and Auditing of Internal Controls over Financial Reports system based on the Financial Instruments and Exchange Act, the Group has established rules and responds appropriately by carrying out management evaluations on a consolidated basis.

Reflecting stakeholder sentiment in operations

At the Hankyu Hanshin Holdings Group, we believe that the views of our stakeholders—including customers, local communities, shareholders, trading partners, and employees—have an important place in our business operations.

Shareholder and investor relations

We have adopted a variety of initiatives to make shareholder meetings more rigorous and make it easier for shareholders to exercise their voting rights. These include timing meetings to avoid scheduling clashes with other companies, using online voting platforms, posting convocation and resolution notices (including English versions) on our website, and improving the voting experience for institutional investors.

Early sending of convocation notices for the General Meeting of Shareholders

Notices of convocation for the General Meeting of Shareholders held in June 2022 were sent 21 days prior to the event (May 25, 2022).

Avoiding scheduling clashes with other companies

The General Meeting of Shareholders held in June 2022 took place on June 15, 14 days before the day on which other companies held their own meetings.

Exercising voting rights via electronic means

We have allowed votes to be cast online via a designated voting website.

Entry into an electronic voting platform, efforts to improve the environment in which other institutional investors exercise their voting rights

We belong to an electronic voting platform run by ICJ, Inc. We also post convocation and resolution notices (including English versions) on our website.

- **IR activities**

In addition to actively engaging with investors in a variety of ways, including twice-yearly briefings—attended by the president—for analysts and institutional investors regarding the mid-year and year-end results, our dedicated investor relations staff in the Group Planning Division respond to investors' inquiries. The feedback we get from investors is shared in-house and reflected in business management.

- **Acting on feedback from customers**

We value feedback from customers, which we receive in via multiple channels, including our Listening Center and forums for dialogue with residents' groups from communities along our railway routes. This structure is designed so that customer feedback is routinely shared in-house and reflected in our business.

The Hankyu Corporation incorporates its Transit Information Center and Public Relations Dept. Listening Center into its framework for collecting and acting on customer feedback. For its part, the Hanshin Electric Railway seeks to act on feedback collected by its public relations office and at its various facilities, as well as through its website.

Alongside the pertinent departments, we investigate and respond to opinions, questions, and other feedback as appropriate, and the results are subsequently used to improve our businesses.

2. Ensure Compliance and Prevent Corruption

We at the Hankyu Hanshin Holdings Group are constantly striving to live up to the stakeholders' expectations and become a good, trustworthy organization. Our strong focus on compliance is one of the pillars underpinning our efforts in this area.

Organizational initiatives for better compliance

We have established a dedicated compliance office in the Personnel and General Affairs Division to help bolster compliance groupwide by pursuing three main initiatives as set forth below. Moreover, the Board of Directors conducts biennial reviews to monitor compliance with the Code of Conduct, mainly involving questionnaire surveys of employees.

We periodically review and evaluate the effectiveness of the Code of Conduct and update its contents not only to comply with the stated rules but also to always keep in mind the perspectives of our customers and other stakeholders.

(1) Raising awareness via the Compliance Handbook

The Compliance Handbook (distributed to all the Group's officers and employees) makes clear to officers and employees that violations of law or social norms, or actions that betray customer trust, are prohibited, and provides handy examples of likely scenarios. In this way, the manual is part of our effort to raise awareness of the importance of compliance.

Compliance Handbook Contents

- **Hankyu Hanshin Holdings Group Management Philosophy**
Mission, Values, and principles
- **Compliance for the Interest of Customers**
 - Customer Safety First
 - Sincere Response to Customers
 - Observance of Rules
 - Proper Treatment of Personal Information
 - Proper Disclosure
 - Act as a Sensible Member of Society
 - Proper Use of SNS
- **Compliance for the Interest of Business Partners**
 - Sincere Trading
 - Proper Use of Intellectual Property
 - No Involvement with Anti-social Forces
 - No Bribery or Excessive Entertainment
- **Compliance for the Interest of Shareholders**
 - No Inappropriate Accounting
 - No Insider Trading
- **Compliance as a Member of Society**
 - Environmental Activities
 - Social Activities
 - Respect for Human Rights
- **Compliance in Workplace**
 - Satisfying Working Environment
 - Clear Distinction Between Work Spending and Private Spending
 - Observance of Decision-Making Procedures

(2) Operation of Corporate Ethics Consultation Desk (Internal Whistle-Blower Procedures)

● Corporate Ethics Consultation Desk

The Corporate Ethics Consultation Desk comprises an in-house section and an external section, which is staffed by outside lawyers. It enables all Hankyu Hanshin Holdings Group officers and employees, as well as the group's business partners, to report behavior that violates (or may violate) laws or regulations, or is otherwise unethical (including any corruptions or human rights violations stated in the Compliance Handbook) with guaranteed anonymity.

The desk operates in accordance with the Whistleblower Protection Act and ensures the protection of the whistleblowers by appropriately managing any information that could identify them and preventing from prejudicial treatment or retaliation to the whistleblowers.

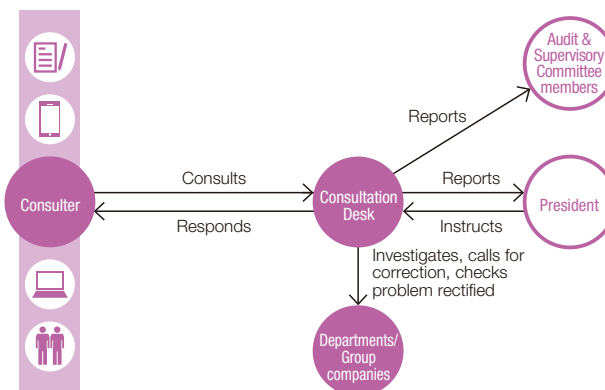
Furthermore, the desk reports each year to the Board of Directors on its operations; in FY2022 it received fifty-three reports from throughout the whole Group.

● **Procedures to follow up on non-compliance identified**

The Corporate Ethics Consultation Desk requests an investigation to each department and group company related to the content of a consultation, and receives a report on the response as per the results of the investigation, and confirms the status of the corrective actions taken.

In addition, the company takes the risks of the content of a consultation to the Corporate Ethics Consultation Desk into consideration, and if it is considered significant, the group convenes a Risk Management Committee to discuss and decide how to deal with the matters.

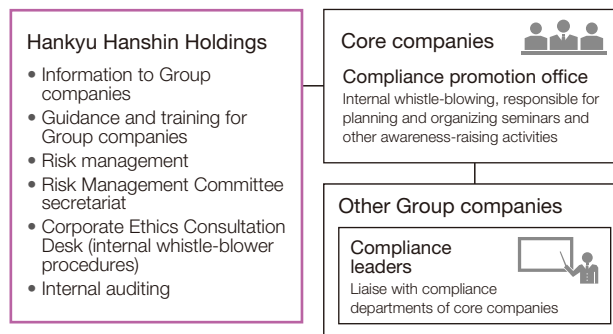
Procedures to follow up on the Corporate Ethics Consultation Desk



(3) Other Initiatives

In addition, we are setting up compliance promotion offices at core Group companies and appointing “compliance leaders” at other companies to ensure our response is on a Group-wide basis.

Overview of Group Compliance



Training and raising awareness among all officers and employees

We seek to raise awareness among all Group officers and employees* regarding compliance issues through a variety of training activities and communication as described below. Specifically, in our compliance training, we organize the compliance issues to be considered for each stakeholder (customers, business partners, shareholders, etc.) and situation (workplace, private life, etc.) and work to raise awareness in a more practical manner.

* Officers and employees include officers, employees, and temporary employees.

(1) Training

- New recruit training, training upon promotion
- Training upon first appointment to director or auditor position at a Group affiliate
- Collective training for Group companies’ compliance officers
- On-site training at Group companies

(2) Communication

- Compliance-related serials in Group magazines
- Compliance-related e-mail newsletter featuring case studies and updates regarding laws and regulations
- Compliance-related information posted on the Group intranet

Anti-corruption initiatives

As part of our efforts for better compliance, we have established the Anti-Corruption Policy as described below. In May 2021, we announced our agreement with the United Nations Global Compact and have been promoting anti-corruption activities based on Principle 10 (“Businesses should work against corruption in all its forms, including extortion and bribery”).

The Company has published and disseminated the establishment of “Anti-Corruption Policy” and comprehensive descriptions of corruption and its prevention methods, including “No Bribery or Excessive Entertainment,” “No Inappropriate Accounting,” “No Insider Trading,” and “Sincere Trading (prohibition of abuse of dominant bargaining position),” in the Compliance Handbook distributed to all the Group’s officers and employees. We are exhaustively striving to raise anti-corruption awareness by explaining the Anti-Corruption Policy and specific anti-corruption practices in training sessions for officers and employees.

Anti-Corruption Policy

1. Preventing Bribery and Other Corrupt Practices

All officers and employees of Hankyu Hanshin Holdings Group shall comply with all applicable laws in force in the countries where they operate and shall work to prevent corrupt practices. As used here, “corrupt practices” means practices in which officers or employees abuse the power entrusted to them to gain an illicit advantage or to commit an act that is contrary to law or ethical standards. Examples of corrupt practices include bribery, unfair trade practices (including abusing a superior bargaining position to exploit a weaker party), and insider trading. Officers and employees of Hankyu Hanshin Holdings Group shall observe the following anti-bribery rules:

- (1) All officers and employees of Hankyu Hanshin Holdings Group shall on no account give, offer, or promise any money, privilege, hospitality, objects of value, or any other benefit or advantage to public officials, whether directly or indirectly. As used here, “public officials” includes persons who serve a role analogous to that of a public official. Additionally, officers and employees shall on no account accept any privilege, hospitality, objects of value, or any other benefit or advantage beyond that which can be justified as business practice or within social norms.
- (2) Whenever officers or employees of Hankyu Hanshin Holdings Group pay money to public officials, they shall accurately record the payment and properly manage the record.

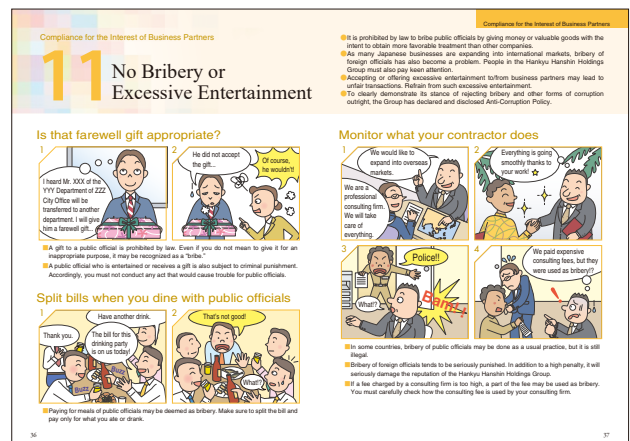
2. Organizational Support for Combatting Corrupt Practices

Hankyu Hanshin Holdings Group shall provide training to ensure that its officers and employees fully understand this policy. Member organizations of the Hankyu Hanshin Holdings Group shall provide anti-corruption guidelines that are relevant to their business profile.

3. Organizational Response to Corrupt Practices

Hankyu Hanshin Holdings Group shall provide information about, and facilitate the use of, the Corporate Ethics Consultation Desk, a means by which any of the Group’s officers or employees, or any trading partners or other interested parties, can swiftly report any violations or suspected violations. The Group shall address any reports swiftly and effectively.

Effective March 1, 2022
Hankyu Hanshin Holdings, Inc.



Example pages from the Compliance Handbook (explanations of the desirable approach toward fair and sincere dealings and measures to counter various forms of bribery)

3. Risk Management

Risk management system

● Risk management structure

We have established a risk management structure to help maintain the health of the Group's management by preventing risks from becoming reality, and at minimizing the damage if they do. Specifically, the Group has established a dedicated risk management office in the Personnel and General Affairs Division to oversee groupwide risk management. The office is responsible for determining and analyzing pan-organizational risks, while business departments and Group companies do the same for risks inherent to their own organizations. The Group has also set up a framework that enables the correct dissemination of information if an unforeseen incident occurs. If a serious risk situation materializes, a Crisis Response Team, headed by the president, is formed to contain the damage spreading and minimize the fallout.

● Risk assessment for new and existing operations

Under the risk management structure described above, each Group company conducts an annual risk survey to identify the risks related to management, including natural disasters (including infectious diseases), accidents, information management, legal compliance, and other ESG-related risks*, for both new and existing operations. Then, we assess each risk based on the likelihood of its occurrence and impact and assume some occurrence scenarios in determining appropriate measures. We are working on management approaches specifically for climate change-related risks and have identified the "natural disaster (such as flood) risk," which is increasingly likely to occur due to climate change and other factors, as a Group-wide priority risk for FY2023. We are also focusing on identifying detailed risks and implementing risk countermeasures.

* Items identified as ESG-related risks

Environment: Climate change risks, waste and pollution risks and impact on biodiversity, etc.

Society: Risks regarding the working environment (labor issues) and occupational health and safety, human rights violation, and harassment, etc.

Governance: Comprehensive corruption risks such as unfair trade practices, insider trading, and bribery, etc.

● Group management structure

In addition to establishing regulations on risk management that stipulate the above, the Company reports annually to the Board of Directors on the status of risk analysis and risk measures, including ESG-related risks. The Board of Directors thus has oversight of the risk management important to the Group, including ESG-related risks management, and reviews the effectiveness of the risk management process as appropriate.

The Corporate Sustainability Committee also deliberates on environmental and social risks, including climate change issues, and their impact on our business. We reflect the contents of these discussions in the Group's overall risk management strategy, such as in the selection of priority risks when conducting risk surveys.

We refer to ISO 31000 when establishing the above risk management system.

4. Taxation Transparency

The Hankyu Hanshin Holdings Group has established the following tax policy to improve the transparency and soundness of its business management. We also fulfill our corporate social responsibilities by understanding the spirit of applicable tax-related laws, complying with the tax-related laws and regulations in operating countries, and by conducting our tax operations properly.

■ Tax Policy

(1) Fundamental policy

The Group wishes to remain a corporate group that has the trust of its customers and the rest of society. To this end, we are strengthening and enhancing our corporate governance by further raising the level of transparency and soundness of our business management, complying with laws and regulations, and disclosing information in an appropriate manner and at a suitable time. This fundamental approach will guide us as we aim to both contribute to society by paying a reasonable amount of tax and achieve sustainable growth and greater corporate value in the medium to long term.

(2) Compliance with tax laws and regulations

As well as complying with laws and regulations pertaining to taxation, we will report and pay taxes appropriately and thereby fulfill our corporate social responsibility.

(3) Tax planning

The scope of our tax planning is based on our business objectives and actual performance and we are working to improve corporate value through the effective use of tax incentives and other measures. Our tax planning is not conducted with the aim of tax avoidance.

(4) Tax governance

Corporate governance of taxation is covered by our groupwide governance system. We have an oversight system in place, under which tax-related risks are reported to the Board of Directors and Audit & Supervisory Committee as appropriate.

(5) Tax-related risk management

Should any dealings for which tax interpretations are unclear take place as part of our business activities, we take advice from outside experts and where needed consult with tax authorities in advance so as to minimize tax-related risk.

(6) Relationship with tax authorities

We work to maintain a positive relationship with tax authorities and respond in a timely manner to their queries accurately and honestly.

Amount of tax paid

(¥ billion)

	Japan	Overseas	Total
FY2020	14.0	0.5	14.5
FY2021	19.4	0.3	19.8
FY2022	-11.1	0.9	-10.1

* Tax paid is a combined figure for both national and regional taxes. The figures given above are based on country-specific reports and are not directly connected to our consolidated financial statements.

Hankyu Hanshin Holdings, Inc.

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Hankyu Hanshin Toho Group