TOKYU GROUP
2016–2017 GROUP GUIDE
Toward a Beautiful Age

Beauty is the guiding principle and standard of value for Tokyu Group as it meets the challenges of the future. For all of us in Tokyu Group, the beauty we aspire to is a universal beauty deeply impressing anyone who encounters it, regardless of a person’s age or culture, we aim to create a beauty in harmony with people, their communities, and the natural environment.

With beauty as our touchstone, Tokyu Group’s goal is to create beautiful living environments, which reflect our desire to serve our customers by refining our products and services, raising quality, and promoting good health. We are making every effort to realize this vision, and moreover, we aspire to play an active role in creating a more harmonious society, overflowing with kindness and consideration, so that all people may find genuine happiness and express an individual lifestyle.

Our slogan, “Toward a beautiful age,” expresses the commitment of all of us in Tokyu Group to continually pursue beauty, and proclaims our determination to lead the way in creating beautiful living environments.

Tokyu Group Philosophy

We hold the following shared vision as we work together to create and support Tokyu Group.

Mission Statement
We shall strive to create beautiful living environments, in which each person can pursue individual happiness in a harmonious society.

Management Policy
Work independently and in collaboration to raise Tokyu Group synergy and establish a trusted and beloved brand.
- Meet current market expectations and develop new ones.
- Manage in harmony with the natural environment.
- Pursue innovative management from a global perspective.
- Value individuality and encourage the best from each employee.

Through these means, we will fulfill our corporate social responsibilities.

Guidelines for Action
Fulfill your responsibilities.
Collaborate to enhance each other’s abilities.
Reinvent yourself with a global awareness.

Tokyu Group Is Creating Beautiful Living Environments for New Generations to Come

Under the slogan, “Toward a beautiful age,” Tokyu Group conducts a wide range of business activities that are essential to people’s day-to-day lives. While focusing on urban development, which is underpinned by its core business of transportation services, Tokyu Group is also involved in real estate, lifestyle services, and hotel and resort management.

The living environments that people hope for are changing dramatically amid shifts in the population structure, increasing globalization, and diversifying values. Against this backdrop, we recognize that Tokyu Group must continue bringing quality to people’s lives in tune with the times, while always maintaining a fresh and innovative outlook.

In 2022, the TOKYU CORPORATION will celebrate its 100th year in business since it was originally established as a railway company. While looking forward to our centennial anniversary, we are combining the operational resources, know-how, and competitive advantages of each company in Tokyu Group to generate powerful synergies under the banner of “One Tokyu.” In this way, we intend to continue bringing quality to people’s lives as a group of companies that benefits the communities we serve.

A visionary example of this approach is Futako Tamagawa Rite, a vast commercial and residential complex in Tokyo that we opened in 2015. Together with local communities, over 30 companies in Tokyu Group have been involved in various aspects of this project, making the most of their respective specializations and expertise from the development stage through to management and administration. Another example is Tokyo Plaza Ginza, which we opened in 2016. This large commercial facility is anticipated to be a new landmark in Tokyo’s upscale Ginza district. In the same year, we launched our Tokyu-Denki retail electricity service, which includes a combination of services offered by various group companies for the purpose of making the lives of customers more comfortable. In addition, we started the operation of Sendai International Airport, which is expected to play a part in revitalizing the surrounding Tohoku region, and become a symbol of the reconstruction of those areas in Miyagi Prefecture damaged by the 2011 earthquake and tsunami disaster. In all of these cases, Tokyu Group is carrying out its business activities as One Tokyu.

Along with members of the local community, various companies in Tokyu Group are currently involved in several major projects in Tokyo’s Shibuya district, where TOKYU CORPORATION is headquartered. These projects include a skyscraper in the Shibuya Station area with a 230-meter-high outdoor observation deck, which will be one of the largest in the country. Meanwhile, in the neighboring Doganzaka area, we are building facilities designed to attract tourism and a bus terminal that will include an airport shuttle bus service. Through these large-scale development projects, we are aiming to transform Shibuya into an “entertainment city” that provides a platform for promoting new business and culture.

All members of Tokyu Group are striving to create beautiful living environments, and we are dedicated to ensuring that Tokyu Group continues to be an increasingly trusted brand name always appreciated and valued by customers. As we pursue these endeavors, we look forward to earning the enduring patronage of our customers.

Message from the Chairman

Hirofumi Nomoto
Chairman, Tokyu Group
President & Representative Director, TOKYU CORPORATION
Tokyu Group’s Four Business Segments Help Create Beautiful Lifestyle Environments

Comprised of 218 companies, six of which are publicly listed (as of September 30, 2016), and eight other incorporated bodies, Tokyu Group has expanded its operations into diverse businesses that support people’s day-to-day lives.

Tokyu Group’s operations are divided into four broad segments: the Transportation Business segment, which is based around the railway business; the Real Estate Business segment, which focuses on real estate development; the Life Service Business segment, which includes a department store business; and the Hotel and Resort Business segment. By combining the functions of each of these business areas, Tokyu Group is creating beautiful lifestyle environments for new generations to come.

Note: Numbers of stores and business locations appearing in this report are as of September 30, 2016.
Providing more passenger-friendly transportation services

We are always exploring ways to make transportation and travel safer, more comfortable, and more convenient by providing passenger-friendly services for people who are on the move every day. Tokyu Group is committed to making transportation more passenger-friendly than ever before through its operation of railway lines, bus lines, an airport, and other services.

Railway Business

Tokyu Group’s railway business covers southwestern Tokyo and eastern Kanagawa Prefecture, as well as two train lines in Izu Peninsula and the city of Ueda in Nagano Prefecture. The Tokyu line network made up of seven train lines and one light rail line, the Satagaya Line, includes the Toyoko Line, linking Shibuya and Yokohama stations, and the Den-en-toshi Line, an important commuter route to the city center from communities in southwestern Tokyo, which is home to Tokyu Group’s massive Tama Den-en-toshi development project. In fiscal 2015, about 11,148,570,000 passengers used the eight lines comprising 97 stations and 104.9 kilometers of track. The two smaller lines are Ueda Station linking to Bessho-Oursen Station with 11.6 kilometers of track, and on the Izu Peninsula, the Izu Kyuko Line connecting Ito and Shimoda cities with 45.7 kilometers of track. From July 2017, the new sightseeing train THE ROYAL EXPRESS is scheduled to begin service between Yachikama and Shimoda.

Tokyu Group has been making efforts to expand its rail network by directly linking Tokyo train lines with the lines of other operators. For example, it has created a through service between the Toyoko Line and the Fukutoshin Line, a subway line operated by Tokyo Metro. The Yokohama-Tokyu through line is also scheduled to commence service in the second half of fiscal 2022.

Aiming to offer greater convenience to passengers, Tokyu Group is installing automatic doors separating station platforms and trains. It is stepping up the pace of these installations, and by 2020 aims to complete work ahead of the previous schedule at all 64 stations of the Toyoko, Den-en-toshi, and Oimachi Lines. Stations are also being made more accessible, with elevators, escalators, and ramps installed so that all passengers can comfortably use the facilities. In addition, Tokyu Group is taking proactive initiatives for making its stations more environmentally friendly, such as designing structures to facilitate natural ventilation, and using high-performance LED lighting for interior lights and information signage.

A new sightseeing train, THE ROYAL EXPRESS, operated by TOKYO CORPORATION.

Tokyu’s Metro in Bessho-Jo Station. Photo courtesy of Den Design Association.

Bus Business

Tokyu Group’s bus business operates an extensive network of scheduled bus services in the greater Tokyo area, particularly in communities serviced by Tokyu train lines. It also operates other bus services for a variety of travel needs, including the Tokyo E-Liner rapid commuter service along the Den-en-toshi Line to Shibuya, and the Midnight Arrow late-night bus service enabling people to return home after the last train. Bus services to Tokyo International Airport, Narita International Airport, and Tokyu Disney Resort are also offered, along with direct service high-speed passenger buses to the Mount Fuji and Lake Kawaguchi area, and the city of Imabari in Shikoku Region. In addition, Tokyu Group boosted its chartered bus business with the introduction of its Tokyo Transsés Premium fleet of luxury sightseeing buses. Passengers can now use a mobile device or computer to check bus route and timetable information via a dedicated website newly created for greater convenience and comfort.

A bus operated by TOKYO ULIS Corporation.

In addition, services to the city of Sapporo in Hokkaido have been expanded, improving travel in the region and providing regular and chartered bus services to local residents.

Operational companies: TOKYO BUS CORPORATION, JOTETSU CORPORATION.

Airport Management Business

From July 1, 2016, Sendai International Airport Co., Ltd., began managing the operations of Sendai Airport. This was the company’s first privatization of a domestically operated airport. For the project, private real estate and management capabilities were utilized based on a concession system. (See page 19 for more details.)

A bus operated by JOTETSU CORPORATION offering direct service to places, a popular not spring resort.

Main operational companies: TOKYO BUS CORPORATION, JOTETSU CORPORATION.
Main operational companies: TOKYU CORPORATION; TOKYU LAND CORPORATION; TOKYU LIABLE, INC.; TOKYU UFIA CORPORATION

Real Estate Development Business
Tokyu Group’s real estate development business is planning and designing for the future in many cities across Japan and the world. It draws on the expertise gained over the course of developing the Tokyu Tama Dien-en-ishi project, a massive urban development begun in the 1950s that has since grown into the largest of its kind in Japan.

In partnership with communities along Tokyu lines and in Chiba Prefecture, this business is promoting urban development designed for today, by applying innovative ideas in harmony with the lifestyles and community ties in existing neighborhoods.

In anticipation of the 2020 Tokyo Olympic Games, Tokyu Group is helping make Tokyo more attractive through major development projects in several districts in the heart of the city, including Shibuya and Takeshiba.

At the same time, based on its decades of urban development expertise in Japan, Tokyu Group is carrying out large-scale urban development projects around the world, including Shihuiya and Takashiba.

Real Estate Sales Business
Tokyu Group’s real estate sales business operates nationwide, selling condominium units under its BRANZ and DRESSER brands, and houses under its Branz Garden and Neue brands. Recognizing that the values and lifestyles of consumers are ever changing, Tokyu Group offers high-quality residences designed to meet the requirements of every generation and give peace of mind to homeowners.

Main operational companies: TOKYU CORPORATION; TOKYU LAND CORPORATION; TOKYU LIABLE, INC.; TOKYU UFIA CORPORATION

Building Leasing, Property Management, and Real Estate Investment Management Businesses
Tokyu Group’s building leasing business handles office buildings and commercial facilities in the greater Tokyo and Osaka regions. Prominent buildings include the Tokyu Capitol Tower in Tokyo’s Nagatacho district, as well as Shibuya Hikari, the Shin-Meguro Tokyu Building, and the Shin-Aoyama Tokyu Building.

Tokyu Group also offers a broad range of services tailored to meet needs related to real estate. For example, the property management business manages a diverse range of buildings, including condominiums, office buildings, and public facilities, while the property brokerage business handles real estate sales, purchases, and leasing. The real estate investment management business manages a real estate investment trust (REIT) portfolio of properties in central Tokyo and areas surrounding Tokyo train lines, including Qfront and Cocoti, two commercial buildings in Tokyo’s Shibuya district.

Construction and Related Businesses
Utilizing the know-how accumulated through railway and development projects in areas surrounding Tokyu lines, Tokyu Group’s construction companies handle civil engineering projects, including roads, railways, airports, and marine facilities, as well as building projects, including office buildings, commercial facilities, and condominiums, all over Japan.

They are also developing new technologies, such as systems for rapidly assessing whether buildings are fit for continued use, and providing a wide range of engineering services spanning from project planning to design supervision.

Custom Home and Renovation Businesses, and Services for Senior Citizens
Tokyu Group builds custom homes and carries out home renovations giving exemplary consideration to the health and safety of occupants as well as their living environment. These businesses aim to provide long-lasting homes for families to live in for many years, even over two or three family generations.

Tokyu Group provides senior citizens with high-quality services that facilitate an enjoyable lifestyle and peace of mind. It operates the Tokyu Welina senior citizens’ homes with nursing care services, the GRANCREEER residences for senior citizens, and the Ohana nursing care services for helping elderly people maintain an independent lifestyle in their homes.

Main operational companies: TOKYU CORPORATION; TOKYU LAND CORPORATION; TOKYU COMMUNITY CORP.; TOKYU FACILITY SERVICE CO., LTD.; TOKYU LIABLE, INC.; TOKYU REAL ESTATE INVESTMENT MANAGEMENT INC.; TLC ACTIVIA INVESTMENT MANAGEMENT INC.; TLC COMFORIA INVESTMENT MANAGEMENT INC.; TOKYU LAND CAPITAL MANAGEMENT INC.
Helping people have the ideal lifestyles

Everyone has different tastes, ideas, and interests. Lifestyles vary depending on the person, and all of us seek out comfort, convenience and relaxation in our own distinct ways. By providing a diverse range of lifestyle services, Tokyu Group enriches people’s lives according to individual preferences and styles.

Tokyu Group provides quality services in people’s lives through its retail businesses, ranging from department stores to supermarkets and large-scale shopping centers.

Throughout Japan, Tokyu Group operates 14 department stores, including its flagship store in Shibuya and branches such as the Shibuya Hikarie ShinQs branch in Tokyo’s Shibuya district, the Toyoko, Kichijoji and Tama Plaza branches, the Sapporo branch in Hokkaido, and the Nagano Tokyu Department Store in Nagano Prefecture. Outside Japan, there are two stores in Bangkok, Thailand.

The supermarket business operates 81 supermarkets, including the Tokyu Store chain, primarily in areas along Tokyu train lines, providing a useful service for the local residents. This business also offers original Tokyu food products for its customers at its Tokyu Store Plus chain of shops.

The shopping center business operates commercial complexes in the greater Tokyo and Osaka regions, including the Futako Tamagawa Rise shopping center in Tokyo, which attracts about 30 million visitors each year, Tama Plaza Terrace, and Shibuya 109, a commercial facility specializing in trendy fashions popular with the young. The business opened the Q’s Mall Base Monoromiya in Osaka in April 2015, followed by the Tokyu Plaza Ginza in Tokyo’s Ginza district in March 2016. (See page 16 for more details.)

Tokyu Group also operates retail stores in every region of Japan, TOKYU HANDS chain, offering a wide range of household and lifestyle products, has 41 stores in Japan and two overseas, while its 27 domestic “hands be” stores specialize in creative lifestyle goods. Tokyu Group also operates four ranking RamQueen shops offering popular novelty goods, and three Ekimo underground shopping malls connected to train stations in Osaka.

Main operational companies: TOKYU DEPARTMENT STORE CO., LTD.; NAGANO TOKYU DEPARTMENT STORE CO., LTD.; TOKYU STORE CHAIN CO., LTD.; TOKYU CORPORATION; TOKYU LAND CORPORATION; Tokyu Malls Development Corporation; TOKYU HANDS INC.; TOKYU RECREATION CO., LTD.

Tokyu Group manages many cultural facilities in Tokyo’s Shibuya Ward aiming to make the area an exciting and pleasurable “entertainment city.” A wide variety of high-quality performing arts and cultural events, including Broadway musicals, are staged at its numerous facilities, including Bunkamura, a cultural complex housing a concert hall, theater, art gallery, and cinema, as well as the Cerusian Tower Noh Theatre, Creative Space 8/, Hikarie Hall, and the 1,972-seat Tokyu Theatre Orb, one of Japan’s largest theaters dedicated to musicals. The business also manages 109 Cinemas, a nationwide chain of movie theater multiplexes.

Entertainment and Cultural Facility Management Business

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Sports Facility and Culture School Management Businesses

Tokyu Group’s sports facility management business helps people lead healthy and fulfilling lives by managing facilities, including Tokyu Sports Oasis and Atrio Duo fitness clubs, and schools that teach sports such as swimming, golf, tennis, and football. Tokyu Group also manages culture schools located near railway stations which are highly convenient for commuters.

Main operational companies: TOKYU SPORTS OASIS; TOKYU RECREATION CO., LTD.; TOKYU CORPORATION

Cable Television Business

Tokyu Group provides cable television and Internet services to about one million households in areas surrounding Tokyu train lines in Tokyo and Kanagawa Prefecture through its communications Inc. and Cable Television Shinagawa Inc. While providing a wide range of services including shopping websites, the business also contributes to local communities by cooperating with local government to announce community information, as well as emergency updates during times of disaster.

Similarly, cable television services are offered by Izukyu Cable Network Co., Ltd., to almost all the communities along Izukyu train line routes, including the cities of Atami, Ito, and Shimoda, as well as the towns of Higashiizu and Kawazu in Shizuoka Prefecture, and the town of Yugawara in Kanagawa Prefecture.

Main operational companies: its communications Inc.; Cable Television Shinagawa inc.; Izukyu Cable Network Co., Ltd.
Communications Inc.

Main operational companies: TOKYU AGENCY INC.; Tokyu Media Communications Inc..

Security Business

Tokyu Group’s home security business offers services for helping families and households stay safe and secure. Tokyu Group provides security guards and other security services to commercial buildings as part of its comprehensive building maintenance services, which also include facility management and cleaning services.

After-School Childcare Business

Kids Base Camp offers a private after-school childcare service in Tokyo and Kanagawa, which provides various activities for children after the schools and during holidays as well. The business also manages training staffs for after-school daycare staff working throughout the country.

Card Business

The card business provides a service for customers to earn and use Tokyu Points at stores, particularly those operated by Tokyu Group. Also, we are working to make the cards even more user-convenient by collaborating with other businesses in Tokyu Group.

Travel Agency Business

The travel agency business operates the Tokyo Travel Salons in communities located along Tokyo train lines. Featuring a wide lineup of attractive travel packages and options, specialized staff will assist customers with their diverse travel needs.

Home Convenience Business

The home convenience business, The Tokyu Bell, offers a variety of services for supporting people’s lifestyles, including house cleaning, household affairs management and home delivery services—including Tokyo Store Online supermarket—bringing customers’ items directly to their homes.

Operational company: TOKYU CORPORATION

Media and Advertising Business

This business offers advertising media services under the Tokyu OOH brand, including commuter advertising utilizing train and bus facilities, and outdoor advertising in Tokyo's Shibuya district, especially on video screens mounted to buildings. The business also provides digital signage inside train cars and train stations, such as a series of 55-inch digital signs on a staircase wall in Futako-Tamagawa Station in Tokyo.

Main operational companies: TOKYU AGENCY INC.; Tokyo Media Communications Inc.

Retail Electricity Business

In response to the full liberalization of Japan’s retail electricity market in April 2016, Tokyu Group launched its Tokyu-Denki electricity service for residences providing electricity packages in an easy to understand format for consumers. (See page 20 for more details.)

Operational company: Tokyo Power Supply Co., Ltd.

Tokyo Group operates hotel chains nationwide under three brands—Tokyu Hotels, Excel Hotel Tokyu, and Tokyu REI Hotel. Each one provides outstanding hospitality suited to customers with various purposes, allowing them to enjoy a luxurious stay whether on a business or a private trip. In addition, Tokyo Group operates 17 Tokyu Stay apartment hotels in Tokyo for guests visiting the city for longer periods.

Tokyo Group operates the TOKYU Harvest Club, membership resort hotels, with 24 locations nationwide. Members can use these resorts like a holiday villa whenever they wish. It also operates Big Week timeshare resorts in 15 locations across the country, allowing members to book rooms in any of the facilities they prefer.

Outside Japan, Tokyo Group operates a hotel, golf course, and spa in the Mauna Lani Resort located in the Kohala Coast, Hawaii, and the Palau Pacific Resort in the Micronesian nation of Palau.

Hotels and Membership Resort Hotels Business

Tokyo Group operates golf courses at 26 locations throughout Japan, providing everything a golfer could ask for to enjoy a perfect day out, from the usual sports and leisure facilities to opportunities for socializing at a famous course like the Three Hundred Club.

Tokyo Group also operates eight ski resorts nationwide. Among them, the NISEKO Mt. RESORT Grand HIRAFU is located in the town of Niseko, which was chosen as Japan’s best ski resort area for two consecutive years from 2013 to 2014 by the World Ski Awards, the most prestigious international prize in the ski tourism industry.

Hotel and Resort Business

Offering relaxing times with a full range of amenities

Time spent at a hotel or resort should always be extraordinary and unforgettable special. To ensure that guests enjoy relaxing times with a full range of amenities, Tokyu Group offers a range of refined services and hospitality of the highest quality.
Under the banner of “One Tokyu,” Tokyu Group is integrating its diverse operational resources, know-how, expertise and competitive advantages while carrying out a wide range of projects. Group companies involved in these projects actively collaborate to generate collective synergies as each company in Tokyu Group works to expand its respective business area of specialty. In that way, Tokyu Group is striving to create beautiful living environments for a new generation. Key examples of its projects are presented in the following pages.

For the Future

By combining its diverse business domains, Tokyu Group is creating beautiful living environments for a new generation.

- The Shibuya Stream building is scheduled to open
- The 425 Park Avenue multi-purpose building is scheduled for completion in Manhattan, New York City
- The Tokyu Plaza Ginza commercial building opens (see page 18)
- Tokyu-Denki electricity service commences (see page 20)
- Management of Sendai Airport commences (see page 19)
- Facilities being constructed in the Shibuya Station Sakuragicho Exit District Redevelopment are scheduled to open in fiscal 2019
- Facilities being constructed in Urban Regenerations Step Up Project (Tokiwabashi District) are scheduled to open

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- The Shibuya Cast building is scheduled to open
- THE ROYAL EXPRESS train service is scheduled to begin
- The 425 Park Avenue multi-purpose building is scheduled for completion in Manhattan, New York City
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- The Shibuya Hikarie commercial building holds its grand opening
- The Tokyu Capitol Tower building opens
- The Futako Tamagawa Rise Shopping Center opens
- The Tokyo Metro Fukutoshin Line begins service with the Toyoko Line
- The Shibuya Station Sakuragicho Exit District Redevelopment is scheduled to open
- The Shibuya Station Window Project (near Shibuya Station) is scheduled to open in fiscal 2019
- Facilities being constructed in the Shibuya Station Sakuragicho Exit District Redevelopment are scheduled to open

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Transforming Shibuya into the place people want to visit

Tokyu Group is working to develop and enliven Tokyo’s Shibuya district, which has been the heart of Tokyu Group’s operations since it was founded. Today, Shibuya is evolving into a center of diverse fine arts and culture, including cinema, music, art, and fashion. Tokyu Group is enhancing these unique aspects of Shibuya in its large-scale urban redevelopment projects, which aim to make the area even more attractive by transforming it into a comprehensive entertainment space in which people can enjoy all aspects of their lifestyles, such as dining, living, and working.

A project spanning 33 years reaches its completion

After meetings were initiated in 1982 to consider the redevelopment of Futako Tamagawa area, the project was launched to redevelop the east side. Together with members of the local community and the government, Tokyu Group combined its collective capabilities and went forward with the project, aiming to create a new neighborhood that would blend in well with the community.

Construction of the Futako Tamagawa Rise Tower and Residence buildings was completed in 2010. Tenants then began occupying the Futako Tamagawa Rise office building, and the Futako Tamagawa Rise Shopping Center opened in 2011. In 2015, the Futako Tamagawa Rise Shopping Center terrace market opened, along with Ribbon Futako Tamagawa Excel Hotel Tokyu, Cinemas Futako Tamagawa, the Atrio Due Futako Tamagawa movie theater complex, Itscom Studio & Hall Futako Tamagawa Rise, and Futako Tamagawa comprehensive fitness club.

More than 30 companies of Tokyu Group have been involved in the creation of this new neighborhood and its operations. They handled the construction of buildings and the opening and management of various commercial facilities, including 109 Cinemas Futako Tamagawa, the Atto Due Futako Tamagawa fitness club, Itscom Studio & Hall Futako Tamagawa Rise, and Futako Tamagawa Excel Hotel Tokyu.

Creating Japan’s most desirable neighborhood to work in an area existing in harmony with the local ecosystem

Applying the concept of “water, greenery, and light,” the project promoted the creation of an environment that would exist in harmony with the local ecosystem. In November 2015, the project acquired Leadership in Energy and Environmental Design (LEED*) certification, an international standard for assessing environmental performance, and became the first in the world to receive Gold certification in the urban development category. Looking ahead, Tokyu Group will continue striving to create urban environments that attract many people and allow them to experience the tranquility that comes with being connected to nature.

* LEED is an international standard for assessing environmental performance, and is administered by the United States Green Building Council for the purpose of promoting excellent energy efficiency and sustainable buildings.
**Example 3**

**Development of Tokyu Binh Duong Garden City**

**Applying know-how gained through the Tokyu Tama Den-en-toshi Project to Vietnam**

By applying its collective capabilities and know-how accumulated through creation and expansion of the Tokyu Tama Den-en-toshi Project, Tokyu Group is contributing to development in Southeast Asia in partnership with local communities. These include large-scale projects in Binh Duong New City in Vietnam, where Tokyu Group is developing Tokyu Binh Duong Garden City, a major venture comprising 7,500 residential units, commercial facilities and office buildings on a 110-hectare site.

Promoting urban development and operating scheduled bus service in response to requests from provincial authorities, Tokyu Group’s first project was SORA gardens I, high-rise condominiums completed in March 2015 as a symbol of Binh Duong New City. Japanese quality is embodied in the building’s refined design and comfortable residential units. It also opened hikari, a major commercial complex in the center of the city that offers convenience to the lifestyles of local residents. Then, in April 2016, Tokyu Group began building MIDORI PARK, an area development that will provide high-quality, low-rise residential buildings surrounded by a natural environment. In all these projects, Tokyu Group is striving to create beautiful communities that promote bonds between people over time.

In addition, Tokyu Group began operating KAZE SHUTTLE between the former urban area and Binh Duong New City in 2014 in response to requests from Binh Duong Province. The service area was expanded in March 2016, including a new circular route in Binh Duong New City. Tokyu Group is incorporating Japanese know-how regarding comfortable, safe and dependable bus service based on fixed timetables in the operation of this public transportation.

**Example 4**

**Tokyu Plaza Ginza**

**A landmark in Ginza for a new generation**

Located on the corner of Ginza’s famous Sukiyabashi intersection, Tokyu Plaza Ginza opened in March 2016. The development concept was “Creative Japan—making the world more interesting.” By flexibly incorporating traditional and modern themes, Tokyu Group aimed to ensure that Ginza continues to be an area that charms visitors from around the world. At the same time, it created an attraction in Ginza for a new generation, with the goal of making a commercial facility that is relevant for people both in and outside Japan.

The building houses a total of 125 stores on 13 floors (two below ground and 11 above ground), including a wide assortment of classy fashion boutiques, general goods shops, restaurants, and cafes, allowing visitors to experience both tradition and innovation. Tokyu Plaza Ginza also features the new specialty Tokyu Department Store, HINKA RINKA, and a new version of the TOKYU HANDS store called Hands Expo. In addition, the K)];[ printed LOUNGE open space on the sixth floor holds seasonally themed cultural events in collaboration with the Bunkamura culture center in Shibuya—an example of how greater cooperation is being promoted within Tokyu Group.

With the goal of bringing new dynamism to Ginza, Tokyu Group enhanced the area surrounding the facility, including the refurbishment of Sukiyabashi Park next to the building. It also set up the “G Info information center” on the first floor to provide the latest news on events in Ginza to foreign and domestic visitors. In these ways, Tokyu Group is helping make Ginza an even more attractive place.

A vessel of light reflecting tradition and innovation

The building exterior was designed based on a traditional type of faceted glass used in Japan’s Edo Period (1603 – 1867) called edo kiriko. Light from the glass exterior pours out as if the building is a vessel of light, symbolizing how the facility welcomes various cultures while creating new information. From sunset, the glass exterior facing the adjacent streets (Nishi-Ginza-Dori and Miyuki-Dori) lights up, illuminating the neighborhood. The reflections of the glass respond not only to the changing seasons, but also to the time of day, weather, and temperature.

Ginza is an area in which tradition and innovation are found side by side. Tokyu Plaza Ginza was developed with the goal of passing down this fascinating aspect of Ginza as a new landmark in this sophisticated district of Tokyo.

**Working together as One Tokyo in the development of Tokyu Binh Duong Garden City**

- **Real Estate Business Segment**
  - Development, leasing and management of SORA gardens
  - Development and operation of hikari, a commercial complex
  - Development and management of MIDORI PARK

- **Transportation Business Segment**
  - Operation of KAZE SHUTTLE, Japanese-quality bus service in Binh Duong New City

- **Life Service Business Segment**
  - Operation of hikari

**Working together as One Tokyo for Tokyu Plaza Ginza**

- **Real Estate Business Segment**
  - Development, operations, and management of the facility

- **Life Service Business Segment**
  - Operating HINKA RINKA, a new specialty Tokyu Department Store
  - Operating Hands Expo, a new version of TOKYU HANDS
  - Holding events in the facility in collaboration with the Bunkamura culture center
Example 5 »
A new model for airport operations in Japan

The first domestically operated airport to be privatized in Japan

With a vision of “Bringing the World to Tohoku,” Tokyu Group is creating routes for moving people and goods between the Tohoku region and countries worldwide from the Sendai Airport. In an effort to meet the hopes of communities in the region and of people around the world for an accessible international airport in the region, Sendai International Airport Co., Ltd., began managing the airport from July 1, 2016, after being jointly established by five companies in Tokyu Group along with Maeda Corporation and Toyota Tsusho Corporation. That marked the first time in Japan for a government operated airport to be privatized under a concession system* based on the country’s law concerning private airport operations. The exception of air traffic control, the new company is responsible for all aspects of the airport business, including management of commercial facilities in the passenger terminal building, cargo, parking lot, and maintenance and supervision of runways and taxiways.

Renovating the airport from the standpoint of passengers
Since July 1, 2016, various initiatives have already been carried out at the airport, including the opening of a fee-free observation deck, sales of merchandise exclusively available at the airport, and discounted parking lot services. In the future, Tokyu Group plans to provide facilities and services tailored specifically for airport users by taking an advantage of our extensive expertise in urban development, along with its know-how accumulated in the railway business related to maintaining transportation networks and ensuring safety and security.

Example 6 »
Offering Tokyu-Denki as a new lifestyle infrastructure service

Taking on the challenge of creating a new lifestyle infrastructure business
The liberalization of Japan’s electricity supply market began in 2000, initially for high-demand users like factories and office buildings. This was extended to general households in April 2016, marking a new era in which each household could freely choose which company it purchases electricity from. Under these conditions, Tokyu Group established Tokyo Power Supply Co., Ltd., in October 2015, and then began offering the Tokyu-Denki electricity service for residences from April 2016, in time for the full liberalization of the domestic retail electricity market. Continuing its expansion into a wide range of business domains, Tokyu Group positioned this electricity service as a new lifestyle infrastructure business, with a commitment to operating it over the long term.

Making new lifestyles possible with energy
The plan for Tokyu-Denki not only included the supply of electricity at an economical rate, but also a combination of various services offered by Tokyu Group. In the summer of 2016, a major promotional campaign was launched for the service, including a direct mail-out of coupons that could be used at cinemas and beer gardens by new subscribers. In addition, if subscribers of the service used a Tokyu line train on an extremely hot day, they were offered complimentary points on their Tokyu Point cards. These initiatives encouraged customers to go out on hot summer days, thereby helping to conserve electricity usage at home. Tokyu Group plans to create more new ways to link energy and lifestyles in the future together with people living in communities around Tokyu train lines.

Working together as One Tokyo in the Retail Electricity Business

• Offering service subscribers twice the points that can be acquired when purchasing a commuter train pass for a Tokyu line train

• Joint sales activities involving TVOKU LIVABLE, INC.; TOKYU HOMES CORPORATION, Tokyo Housing Lease Corporation, TOKYU LIFIA CORPORATION, and TOKYU RESORT CORPORATION

Real Estate Business Segment

• Management of the airport terminal building
• Renovation work, operations, and management of commercial facilities inside the airport

Transportation Business Segment

• Applying Tokyu Group’s know-how gained through expanding railway networks and managing railway safety and security in the operations and management of the airport, promotion of air travel, and expansion of flight networks

Life Service Business Segment

• Providing functions and services to meet the diverse needs of passengers and customers, including maintenance of digital signage
• Planning and carrying out promotional campaigns aimed at enhancing the image of the Tohoku region

Special Feature  For the Future

Example

Operations of Sendai Airport

Retail Electricity Business

Transportation Business Segment

Life Service Business Segment

Real Estate Business Segment

• Joint sales activities involving TVOKU LIVABLE, INC.; TOKYU HOMES CORPORATION, Tokyo Housing Lease Corporation, TOKYU LIFIA CORPORATION, and TOKYU RESORT CORPORATION

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Example

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Social Contribution Activities

Activities of educational institutions and foundations

Tokyu Group fosters the education of young people through the schools it operates, and strives to enrich communities through its support for the fine arts and cultural endeavors.

- **Gotoh Educational Corporation**
  Established in 1955, the Gotoh Educational Corporation manages the operations of Tokyo City University and a number of associated schools, which range from a kindergarten up to senior high schools. The foundation strives to nurture healthy-minded and forward-looking individuals equipped with a well-rounded education. In addition, the foundation operates the Tokyu Driving School.

- **ASIA Educational Incorporative**
  Established in 1941, ASIA Educational Incorporative operates Asia University, a school that enables graduates to contribute to the international community, especially the development of Asia, through a progressive curriculum that emphasizes respect for individuality.

- **THE GOTOH MUSEUM**
  Founded in 1959, THE GOTOH MUSEUM holds special exhibitions and themed exhibitions of items in its collection of Japanese and East Asian artwork. Its collection includes picture scrolls of *The Tale of Genji*, which have been designated as a National Treasure in Japan. The museum is also home to the Dai-Tokyu Memorial Library, which preserves classical Japanese and East Asian documents, and makes them available to academic researchers.

- **TOKYU FOUNDATION FOR BETTER ENVIRONMENT**
  Established in 1974, the TOKYU FOUNDATION FOR BETTER ENVIRONMENT provides support for various measures aimed at restoring the Tama River, a large river that flows through greater Tokyo. The support includes grants for surveys and research related to environmental conservation and improvements of the Tama River and its river basin. The foundation also provides elementary schools with supplementary educational materials for environmental studies classes.

- **TOKYU FOUNDATION FOR FOREIGN STUDENTS**
  TOKYU FOUNDATION FOR FOREIGN STUDENTS offers scholarships to international students from the Asia-Pacific region studying at graduate schools in Japan. Since its establishment in 1975, the foundation has supported about 850 international students from 28 countries and regions.

- **THE GOTOH MEMORIAL FOUNDATION**
  Established in 1990, THE GOTOH MEMORIAL FOUNDATION works to help culturally enrich society by providing financial support for operas written by Japanese composers and staged by opera groups in Japan. It also offers awards and grants to up-coming talent in the fields of opera and the fine arts.

Engaging with customers

Tokyu Group brings joy and entertainment to people’s lives by supporting a wide array of musical concerts, theatrical productions, and sporting events.

- **Tokyu Silvester Concerts**
  A Tokyu Silvester Concert is held each year on New Year’s Eve at the Bunkamura culture center in Tokyo’s Shibuya district. A countdown piece is performed at the event by lavishly dressed entertainers, followed by a gorgeous concert of music specially selected for welcoming New Year.

- **Tokyu Music Live**
  Held at the Bunkamura culture center in Shibuya, the Tokyu Music Live, series of concerts featuring prominent musicians from a broad range of musical genres, offers audiences new musical experiences. Tickets are given away free to 4,000 people each year.

- **Tokyu Musical Program for Teenagers**
  This program is intended to give teenagers an opportunity to experience a genuine Broadway musical at Tokyu Theatre Orb. About 900 pairs of tickets are given to teenagers aged between 13 and 19 to attend the event with a parent.

- **Tokyu Adults Program**
  Starting from the idea that life gets better with age, the Tokyu Adults Program held events for people over the age of 40 from October to November 2016. The program organizes various events that are unique to Tokyu Group with the goal of satisfying the intellectual curiosity of mature adults.

- **Tokyu Kids Program**
  The Tokyu Kids Program holds hands-on learning events for children in elementary school, including creative activities, tours of various facilities, and events that let children experience various jobs together with their parents. A total of 27 types of events have been planned under the program in fiscal 2016. In addition, designs created through the program won Kids Design Awards in 2016 in the children’s creativity and future-oriented design categories.

- **Tokyu Associations**
  Since they were started about 40 years ago, Tokyu Associations have been actively involved in community-based activities, including cleanup events, cultural seminars, sporting events, and music concerts. The associations have been organized in 23 communities across Japan, and three areas in Thailand, Indonesia, and Singapore, respectively.
Offering beautiful living spaces in every region of the country

Tokyu Group carries out real estate development and operates hotels, commercial buildings, leisure facilities, and resorts not only in greater Tokyo but also in every region of Japan. Through these businesses, Tokyu Group brings vitality to regional cities and helps promote the attractiveness of the country’s sightseeing areas. Examples of these facilities and businesses in each region are presented here.
Around the World

TOKYU GROUP GUIDE

Taking business expertise gained in Japan to places worldwide

Tokyu Group operates all over the world at many locations in Asian countries as well as in the United States and Australia. Tokyu Group contributes to the development of local communities while building relations of mutual trust with the citizens and businesses of each region. Representative examples of Tokyu Group’s businesses and projects in various countries and cities where it operates are presented here.

### In Asia

- **In Thailand**
  - Main business activities:
    - Development of rental housing projects mainly for Japanese expatriates and their families
    - Construction of residential buildings, railways, etc.
    - Operating stores selling fashion and beauty-related goods, applying Tokyu Group’s know-how gained from operating department stores

- **In Indonesia**
  - Main business activities:
    - Construction of railway-related buildings and facilities
    - Carrying out a large-scale condominium building project
    - Development of luxury condominiums and hotel residences for Japanese expatriates
    - Construction of factories for Japanese companies in Indonesia and land reclamation for industrial parks

### In Oceania

- **In Palau**
  - Main business activities:
    - Developing the Palau Pacific Resort, a beach resort hotel in Micronesia offering one of the finest views of the Pacific Ocean, and the first overwater bungalows in the region
    - Managing hotels and resort properties in the region

### In the United States

- **In Hawaii**
  - Main business activities:
    - Operating the Mauna Lani Bay Hotel & Bungalows luxury hotel, as well as the golf course and spa in the world famous Mauna Lani Resort

### In Oceania

- **In Singapore**
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    - Managing hotels and resort properties in the region
Throughout its history, Tokyu Group has constantly taken on new challenges aimed at realizing its vision of a beautiful age for generations to come.

History of Tokyu Group

Tokyu Group was founded in 1923 with the establishment of Meguro-Kamata Electric Railway Company (the predecessor of TOKYU CORPORATION). The company began operating the Meikama Line in 1933, offering full train service between Meguro and Kamata (presently the Tokyu Meguro Line and Tokyu Tamagawa Line). Sales of homes began in the Tamagawa-dai residential district of Tokyo in the Den-en-chuo district.

Tokyu Group's Roots—a Railway Operator Involved in Urban Development from the Beginning

Tokyu Group was founded in 1923 with the establishment of Meguro-Kamata Electric Railway Company (the predecessor of TOKYU CORPORATION). The company began operating the Meikama Line in 1933, offering full train service between Meguro and Kamata (presently the Tokyu Meguro Line and Tokyu Tamagawa Line). Sales of homes began in the Tamagawa-dai residential district of Tokyo in the Den-en-chuo district.

Tokyo Tama Den-en-toshi—Tokyu Group's Largest Project Spanning Over Half a Century

Building on the know-how it has gained through the development of upscale residential neighborhoods in Tokyo's Senzoku and Den-en-chuo districts, Tokyu Group launched its Tokyo Tama Den-en-toshi urban development project in 1963 with the goal of supplying outstanding residential areas in Tokyo, which was expected to become overpopulated at that time. After more than half a century of development since it started, the project has become one of the largest privately led urban development projects in Japan, with a total development area covering about 5,000 hectares, and a population of approximately 610,000 people (as of April 1, 2016). Tokyu Group intends to make the most of the urban development expertise it has accumulated through the project in other projects it undertakes in the future.

Operating Diverse Businesses and Services for Supporting People’s Lives

While promoting urban development, Tokyu Group has launched a series of businesses—including its Lifestyle and Services Business and Hotels and Resorts Business—offering facilities and services that are essential for the lifestyles of community residents. These include educational facilities, healthcare clinics, commercial facilities, hotels and resorts, residences and services for senior citizens, and cultural facilities such as theaters and art galleries—all of which are important for people’s livelihoods and various aspects of their day-to-day lives. Tokyu Group is operating its many businesses across Japan and is expanding certain business areas internationally.
List of Companies in Tokyu Group

(as of September 30, 2016)

A
ABASHIRI KOTSU, INC.
ABIA Educational Incorporative

B
BANGKOK TOKYU DEPARTMENT STORE CO., LTD.
BECAMEX TOKYU BUS CO., LTD.
BECAMEX TOKYU CO., LTD.

C
Cable Television Shingawa Inc.
CH-KARIN-HANG TOKYU CONSTRUCTION CO., LTD.
CHUGA ENGINEERING CO., LTD.
COMMUNITY ONE CO., LTD.
Connected Design, Inc.

D
DAI-ICHI Building Service Inc.
E
EWEL, Inc.

GOLDEN TOKYU CONSTRUCTION CO., LTD.
Gotoh Educational Corporation

H
Halal Food Service Corp.
HANDS LAB INC.
Heart of Shibuya Development Corporation
HIROSHIMA TOKYU RECREATION CO., LTD.
HOKKAIDO TOKYU BUILDING MANAGEMENT CO., LTD

I
IMAGE STUDIO 109, INC.
INFIELD INC.
INTEGRATED RESIDENTIAL INFORMATION CENTER, JAPAN CO., LTD.
INTERNATIONAL RESTAURANT SERVICE CO., LTD.
Ishikatsu Exterior Inc.
It's communications Inc.
IZU KANKOU KAHTATSU
IZUKU Cable Network Co., Ltd.
IZUKU COMMUNITY CORPORATION
IZUKU CORPORATION
IZUKU HOUSING CORPORATION
IZUKU TOKAI TAXICAB CORPORATION
J
JOTETSU CARE SERVICE CORPORATION
JOTETSU CORPORATION

K
KATSUYAMA KOUGEN DEVELOPMENT CORPORATION
KIDS BASE CAM Co., Ltd.
KUNAMOTO TOKYU RECREATION CO., LTD.
KUNAIKO KOSYO CO., LTD.
KYODO GIJITSU CENTER CO., LTD.

L
Life & Work Design Co., Ltd.
LIVABLE ASSET MANAGEMENT INC.

M
MARIMO COMMUNITY CO., LTD
MAUNA LANI REALTY, INC.
MAUNA LANI RESORT (OPERATION), INC.
MICHIMARU KOSYO CO., LTD.

N
NAGANO TOKYU DEPARTMENT STORE CO., LTD.
nipponrengetsu-hokkaido company
NISEKO TOKYO RESORT CO., LTD.

O
OST CORPORATION

P
PACIFIC ISLANDS DEVELOPMENT CORP. (P.I.D.C)
P.T. HATMIJADU & KAWAN
PT. TOKYO CONSTRUCTION INDONESIA
P.T. TOKYO LAND INDONESIA

Q
QUEEN'S EAST CO., LTD.

R
Residential Partners Co., Ltd.

S
SAHA TOKYO CORPORATION CO., LTD.
SAPPORO TOKYO REFORM CORPORATION
SEIKOTOKYO KOSYO CO., LTD.
Sandai International Airport Co., Ltd
SHIBUYA CHIKAGAI CO., LTD
SHIMODA ROPEWAY CORPORATION
SHINDAI-BYOIN PARKING SERVICE
SHINSEKI KOSYO CO., LTD.
SHONAN COMMUNITY
ST ANDREWS PRIVATE ESTATE PTV LTD
ST KENZAI CO., LTD.
ST SERVICE CO., LTD.

T
TAKAMATSU KOUMUTEN CO., LTD.
TAMBARA TOKYO RESORT CO., LTD.
TOKYO FORUM CORPORATION
TOKYO PROPERTIES CO., LTD.
THE GOTHOM MEMORIAL FOUNDATION
THE GOTHOM MUSEUM
THREE HUNDRED CLUB CO., LTD.
TLC ACTIVA INVESTMENT MANAGEMENT INC.
TLC COMFORTINVESTMENT MANAGEMENT INC.
TOKO FLORA CO., LTD.
TOKYO AGENCY INC.
TOKYO AGENCY PROMIX INC.
TOKYO ARCHITECTS & ENGINEERS INC.
TOKYO ASSET MANAGEMENT INC.
TOKYO BE Co., Ltd.
TOKYO BLDG. MAINTENANCE
TOKYO BUNKAMURU INC.
TOKYO BUS CORPORATION
TOKYO BUSINESS CONSULTING SHANGHAI CO., LTD.
TOKYO CARD INC.
TOKYO COMMUNITY CORP.
TOKYO CONSTRUCTION CO., LTD.
TOKYO Corporate Housing Management Inc.
TOKYO CORPORATION
TOKYO DEPARTMENT STORE CO., LTD.
TOKYO DEPARTMENT STORE SERVICE CO., LTD.
TOKYO E-LIFE DESIGN INC.
TOKYO FACILITY SERVICE CO., LTD
TOKYO FINANCE AND ACCOUNTING CO., LTD.
TOKYO FOUNDATION
TOKYO FOUNDATION FOR BETTER ENVIRONMENT
TOKYO FOUNDATION FOR FOREIGN STUDENTS
Tokyo Fudosan Holdings Corporation
Tokyo Fudosan Next Generation Engineering Center Inc.
TOKYO GEEK CO., LTD.
TOKYO GOURMET FRONT CO., LTD
TOKYO GREEN SYSTEM CO., LTD.
TOKYO HANDS INC.
TOKYO HANDS SINGAPORE PTE. LTD.
TOKYO HOMES CORPORATION
TOKYO HOTELS CO., LTD.
Tokyo Housing Lease Corporation
TOKYO INSURANCE CONSULTING CO., LTD.
TOKYO KIDOH KOSYO CO., LTD.
TOKYO LAND CAPITAL MANAGEMENT INC.
TOKYO LAND CORPORATION
TOKYO LAND CORPORATION (SHANGHAI) LTD.
TOKYO LAND SERVICES CORPORATION
TOKYO Land US Corporation
TOKYO LIPA CORPORATION
TOKYO LEAFY CORPORATION
TOKYO LINEN SUPPLY CO., LTD.
TOKYO LIVABLE, INC.
TOKYO LIVABLE (SHANGHAI), INC.
TOKYO LIVABLE (TAMAN), INC.
TOKYO LIVABLE STAFF CORPORATION
TOKYO LOAN & GUARANTEE CORPORATION
Tokyo Malls Development Corporation
Tokyo Malls Development (Hong Kong) Limited
Tokyo Media Communications Inc.
Tokyo Power Supply Co., Ltd.
TOKYO RAILWAY SERVICE CO., LTD
TOKYO REAL ESTATE INVESTMENT MANAGEMENT INC.
TOKYO RECREATION CO., LTD.
TOKYO RENEWAL CO., LTD.
TOKYO RESEARCH INSTITUTE, INC.
TOKYO RESORT CORPORATION
TOKYO RESORT SERVICE
TOKYO SECURITY CO., LTD
TOKYO SPORTS OASIS
TOKYO STATION RETAIL SERVICE
Tokyo Stay Co., Ltd.
Tokyo Stay Service Co., Ltd.
TOKYO STORE CHAIN CO., LTD.
TOKYO TECH-INDSYSTEM CO., LTD.
TOKYO TECH-SOLUTIONS Inc.
TOKYO TIME CO., LTD.
TOKYO TRANSIT CORPORATION
TOKYO WELLNESS INC.
TR FOODS CO., LTD.
TR SERVICE CO., LTD.
TS COMMUNITY CORP.

U
UEDA ENGINEERING CORPORATION
UEDA KOTSU CORPORATION

W
WELLNESS HIROSHIMA CORPORATION

Y
YAMABIKO KOSYO CO., LTD.
YANCHIP SUN CITY PTV LTD
YOGA DISTRICT HEATING AND COOLING CO., LTD.
YOKOHAMA COMMUNITY BROADCASTING CO., LTD.