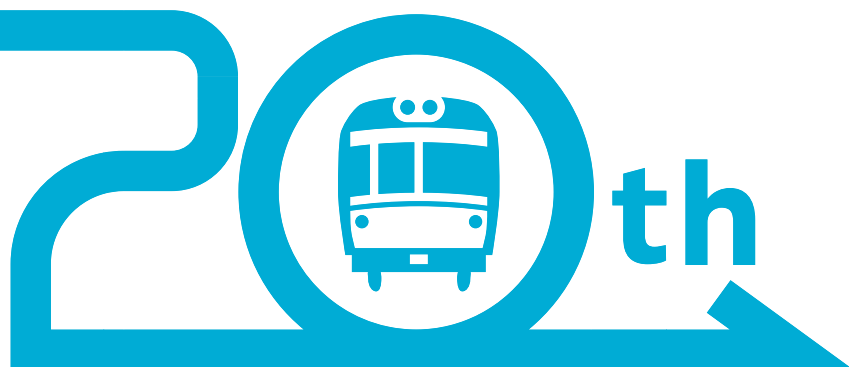
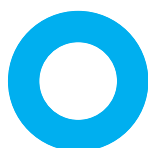




Tokyo Metro Group
Sustainability Report
2024
(Digest Version)



Anniversary & Future





Group Ideal

Keeping Tokyo on the Move

At the Tokyo Metro Group, with the railway business at the core of our business development, we support the capital city Tokyo's urban functions and make Tokyo even more attractive and vibrant. Through outstanding technology and creativity we provide safe and comfortable transportation daily, contributing to the active lives of all people who gather in Tokyo.



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Keeping Tokyo on the Move

About this Sustainability Report

Under the group ideal of *Keeping Tokyo on the Move*, the Tokyo Metro Group promotes various initiatives based on key sustainability issues (materiality) to achieve a “Creating a Sustainable Society that Offers Peace of Mind.”

This report is published to broadly communicate the Tokyo Metro Group's commitment to and efforts

toward sustainability to our stakeholders, with the goal of deepening their understanding.

With this report, we aim to continue engaging with all of you to enhance the value we provide to society. We welcome any comments or feedback you may have on the contents of this report or our sustainability initiatives.

Reference Guidelines

- Environmental Reporting Guidelines (FY2018 Edition, Ministry of the Environment)
- GRI Standards (Global Reporting Initiative)
- ISO 26000 (International Organization for Standardization)

- **Scope:** In principle, the entire Tokyo Metro Group, with Tokyo Metro Co., Ltd. at the core
- **Period Covered:** From April 2023 to March 2024 (However, for ongoing initiatives or significant matters, information from fiscal year 2024 and prior years may also be included).

- **Published:** December 2024 (Previously published: October 2023 (Japanese version only))
Revised May 2025 (Figures related to CO₂ emissions in FY2023 have been revised.)

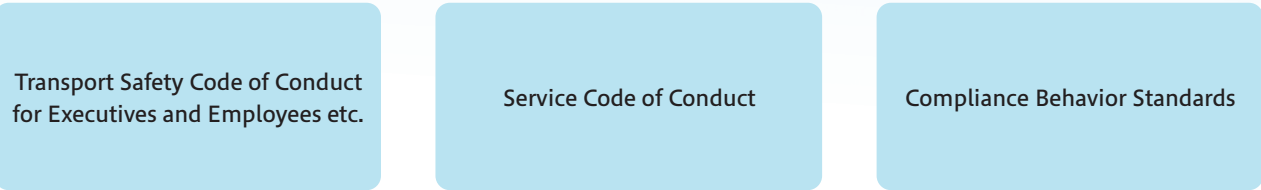
- **Disclaimer:** This report contains future outlooks based on the current plans, management policies, and strategies of the Tokyo Metro Group. These outlooks are based on our judgments using the information available at the time. Please note that actual business activities may yield different results due to various factors.

Corporate Vision Structure

“Creating a Sustainable Society that Offers Peace of Mind”



Code of Conduct and Behavior Standards for the Tokyo Metro Group



Our Resolution

Keeping passenger safety as the top priority, we will work ever harder toward fulfilling our mission of bringing greater peace of mind to all our passengers through the unrelenting pursuit of safety and provision of high-quality, customer-oriented services.

Unrelenting Pursuit of Safety

The Hibiya Line derailment and collision in Naka-meguro occurred on March 8, 2000.

We have learned from the accident and have maintained a firm resolve to never let another tragedy occur again. To this end, we have worked to upgrade our facilities and to better our understanding and awareness of transport safety.

We believe that in order to guarantee safety, all employees must make tireless efforts, all the while keeping passenger safety as the top priority. Our biggest task is to foster a culture of safety, in which all employees, regardless of position, from new hires to veterans, maintain a safety-first attitude. We are also working to improve our overall capabilities as an organization to operate safely in the field, developing and introducing new technology. In this way, we are making sure the memory of the Hibiya Line derailment and collision does not fade.

The unrelenting pursuit of safety: This is Tokyo Metro Group's No. 1 mission as a subway operator.

Provision of High-quality, Customer-oriented Services

The Tokyo Metro Group strives to incorporate customer demands into specific services by always listening to what our customers are saying.

However, our customers' needs are diversifying rapidly as the structure of society transforms in the face of a decreasing birthrate and an aging population. Other factors resulting in the need for more diverse services include the re-development of the neighborhoods surrounding Tokyo's stations as well as the increasing number of foreign tourists visiting Japan. This means we must provide high-quality services that more aptly meet these new needs.

In recognition of this, our employees are forming ideas to further improve customer services and create a service that is simple and comfortable for all passengers to use, while bearing in mind that customer feedback is a valuable management resource for realizing the Group's Ideal.

Through such initiatives, the Tokyo Metro Group is aiming to achieve the highest customer satisfaction levels in the rail transport industry.

Sustainability Management Vision

In September 2020, we identified the Group's key sustainability issues (materiality) as a reflection of our corporate management philosophy and the value we provide to stakeholders, with an eye toward the SDGs' target year of 2030. Based on these, we formulated our sustainability management vision in March 2022. (See P.17 for details on materiality)

Tokyo Metro Group — Looking Ahead to 2030

We will work toward creating a sustainable society that offers peace of mind, following the Tokyo Metro Group ideal of “Keeping Tokyo on the Move.” We will place sustainability at the center of our business and create value based on five different themes, aiming to make our Group the first choice for all stakeholders.

Materiality Themes (Value We Provide)	Theme 1 Realizing a Safer and More Resilient Subway	Theme 2 Contributing to the Active Lives of All People	Theme 3 Enhancing the Multifaceted Charms and Value of Tokyo	Theme 4 Making Thoughtful Choices for a Healthy Planet	Theme 5 Cultivating Resources for Our Future
Materiality (Key Challenges)	(1) Ensuring safe and stable transport (2) Building robust and secure transport infrastructure	(3) Make travel easy, convenient and comfortable (4) Cater to a variety of lifestyles and working patterns	(5) Improve the appeal of the city and local areas	(6) Achieve a decarbonized and sound material-cycle society (7) Overseas development and support	(8) Technology development, DX, Strengthening partnerships (9) Respect human rights, promote diversity and inclusion, develop human resources (10) Strengthen corporate governance
Our Approach	Unrelenting pursuit of safety ■ Make safety the top priority, and ensure all executives and employees are firmly committed to ensuring past accidents never happen again ■ Prevent accidents through continuous improvement, better facilities and new technology, etc. ■ Take swift measures to prepare for an earthquake under Tokyo and increasingly extreme weather disasters ■ Strengthen our crisis management against crime and other incidents, infectious diseases, the threat of terrorism and cyberattacks, etc.	■ Provide easier and more comfortable travel for all ■ Transform mobility, focusing on the “my! Tokyo MaaS” project ■ Expand operations to meet the increasingly diverse needs arising from social, lifestyle, and working style changes ■ Provide services linked to “my! Tokyo MaaS” that enable people to be themselves	■ Discover and broadcast the appeal of local areas to connect people and districts and enrich the places along our lines ■ Work together with various partners to create station spaces that are in harmony with the surrounding area, refine the transport network, and create appeal and value of Tokyo	■ Reduce CO ₂ emissions through cutting-edge technology and renewable energy, and reduce our environmental impact by putting resources back into circulation ■ Encourage the use of public transport and roll out highly environmentally friendly railway technologies in Japan and overseas ■ Use our wealth of technology and expertise to support the development of foreign transport services, contributing to the sustainable development of cities in other countries	■ Reform operations and create new corporate value through persistent efforts toward technological improvement, digital transformation, and strengthening partnerships ■ Respect human rights, promote diversity and inclusion, develop human resources, encourage healthy management and work-style reform and ensure occupational health and safety ■ Ensure fair organizational corporate governance

Mid-term Management Plan: Tokyo Metro Plan 2024 (FY2022 - FY2024)

In March 2023, we reviewed our capital investment plan and revised our management targets upward.

Contributing to the sustainability of society as an urban and lifestyle creation corporate group centered on railways



Message from the President

Akiyoshi Yamamura

President
Tokyo Metro Co., Ltd.

山村明義

On October 23, 2024, Tokyo Metro was listed on the Tokyo Stock Exchange Prime Market. Moving forward, we will continue to place sustainability at the core of our management, striving to accelerate our efforts in value creation as we aim to be a corporate group chosen by all stakeholders.

Reflecting on fiscal year 2023 and progress of the mid-term management plan: Tokyo Metro Plan 2024

Tokyo Metro's performance experienced a deficit during fiscal years 2020-2021 due to the COVID-19 pandemic. However, we returned to profitability in fiscal year 2022, and in fiscal year 2023, we were finally starting to see what a post-pandemic world looks like. While human mobility patterns have undergone significant changes—particularly with the widespread adoption of remote work and online meetings—our operating revenue continues to experience a decline. Nevertheless, we are on a recovery trend. In fiscal year 2024, we aim to transition from recovery to growth.

Currently, we are advancing our mid-term management plan, the Tokyo Metro Plan 2024. This plan was developed during discussions held amid the COVID-19 pandemic, reflecting on how our Company should adapt in a post-pandemic world. Three key themes emerged during these discussions. The first is “Spaces for Peace of Mind.” Based on our pandemic experience, we recognized that society would place a higher value on the sense of safety in daily life. The second is “Personalized.” We saw the pursuit of individuality accelerating, driven by advancements in online services, e-commerce, and remote work. The third key theme is “Digitalized.” In response to our pandemic-related deficit, it became clear that we needed to reform our cost structure. This necessitates transforming our management practices through the use of digital technology (DX). With these three perspectives in mind, we set our basic policy as “structural reform and new breakthroughs.”

Through the pandemic, we also recognized the need to strengthen our urban design and lifestyle creation business that has synergies with our railway operations. Projects that integrate stations with the surrounding communities aim to create attractive towns for everyone who gathers there. A significant achievement in fiscal year 2023 was the full opening of Toranomon Hills Station, which stands as a major milestone. We plan to continue these efforts, contributing to the creation of attractive communities for everyone who visits or lives in Tokyo.

Furthermore, with the recent increase in inbound visitors and the growing demand for outings, it has become increasingly important to implement measures that stimulate this demand. We will continue to develop various initiatives to encourage more people to go out and explore.

Business activities themselves contributing to society and solving sustainability issues

For us, sustainability means continuously contributing to people's peace of mind. Tokyo Metro's core business, the railway business, is an essential part of social infrastructure, supporting people's mobility through safety and convenience. Also, through our urban design and lifestyle creation business, we integrate stations with their surrounding communities, offering comfortable spaces and services. By contributing to society through these activities and enhancing corporate value, we are addressing the key sustainability issues (materiality) that we have identified.

In fiscal year 2023, our efforts focused on initiatives to achieve our long-term environmental goal, “Tokyo Metro Zero CO₂ Challenge 2050.” We also promoted initiatives related to respect for human rights, including human rights due diligence, and advanced human capital management that views each employee as a valuable asset.

→See P.15 for details on our sustainability management

Energy conservation and renewable energy, the driving force for achieving net-zero CO₂ emissions by 2050

Under the “Tokyo Metro Zero CO₂ Challenge 2050,” we have set the goals of reducing CO₂ emissions by 50% by fiscal year 2030 compared to fiscal year 2013 and achieving net-zero CO₂ emissions by fiscal year 2050. To reach these targets, we are promoting both energy conservation measures and the use of renewable energy.

For energy conservation, we are optimizing the use of regenerative power through energy storage systems and station auxiliary power sources, enhancing the energy efficiency of our trains, and switching to LED lighting. In terms of renewable energy, starting from April 2024, all electricity used on the Marunouchi Line and Namboku Line has been sourced from hydroelectric power. Additionally, for the Tozai Line, part of the electricity used for operations has come from surplus solar power generated by households.

To further drive these initiatives, we have introduced internal carbon pricing (ICP), which factors CO₂ emission costs into investment decisions, particularly in projects related to energy conservation and renewable energy.

Tokyo Metro also contributes to CO₂ reduction when compared to automobile travel. Based on passenger data from fiscal year 2022, we calculated that our operations

helped reduce CO₂ emissions by approximately 1.77 million tons. This is equivalent to about 3% of Tokyo’s total CO₂ emissions. By actively sharing this information, we aim to encourage more customers to choose rail transportation, helping them realize that they can lead a more environmentally friendly lifestyle.

Through the use of Mobility as a Service (MaaS), we also aim to cooperate with different transportation modes and services to reduce barriers and provide seamless travel between home and destination. We believe this will not only increase the number of passengers using our railway services but also contribute to preserving the environment. Taking this opportunity, we hope to encourage a modal shift from private car use to taking the metro, leading to even greater environmental benefits.

Respecting human rights is directly linked to ensuring the safety of our customers

In March 2023, we established the Tokyo Metro Group Human Rights Policy, and in fiscal year 2023, we began identifying and addressing potential negative impacts on human rights through human rights due diligence. Based on dialogue with experts, we have identified seven key human rights issues that we are committed to addressing.

The foremost issue we prioritize is the violation of the right to receive products and services safely. One of the unique challenges for our company is ensuring that customers can continue to move safely, something that is taken for granted we see as fundamental to our business and a core social responsibility. We consider any failure to provide this basic expectation as a violation of human rights. Therefore, we are dedicated to pursuing safety, as it is essential to protecting the rights of our customers.

In March 2024, we established the railway industry’s first Customer Harassment Response Policy. I have been deeply concerned about the ongoing assaults by intoxicated customers on station staff, as well as the hurtful remarks directed at our Customer Relations Center staff and station employees. Such actions undermine the dignity of our employees. Coinciding with the Japan Private Railway Association’s joint messaging and the enactment of local ordinances in Tokyo, societal attitudes towards customer harassment are beginning to change. This policy was created in response to these circumstances, aiming to clearly define what constitutes customer harassment and communicate our response policy. It reflects our desire to create an environment where employees can safely and confidently carry out their duties in protecting the safety of our customers.

When employees feel secure in performing their duties, they will, in turn, be able to provide safer and more reliable transportation to our customers. I hope this understanding becomes more widespread in the coming years.

The three key elements of talent for promoting human capital management: Autonomy, Challenge, and Collaboration

It is our human capital that will achieve the structural reform and new breakthroughs set forth in our Mid-term Management Plan. To achieve this, we have outlined our vision for the ideal organization and established the Tokyo Metro Group DE&I Declaration to help bring it to life. Additionally, we identified three essential qualities for the human capital that will drive this strategy: Autonomy, Challenge, and Collaboration. The emphasis on collaboration reflects the railway industry’s characteristic of working as a team, making this a fitting focus for a railway company.

To support these three qualities, we introduced the personnel initiative theme: WORK×LIFE SMILE ACTION—Maximizing the Potential of Every Employee. This theme embodies our desire to create an environment where diverse employees can thrive, ensuring that each individual enjoys a fulfilling work-life experience. Under this theme, we will continue to advance a range of HR initiatives aimed at achieving our human capital strategy, with a focus on improving workplace comfort, creating job satisfaction, fostering human capital development, and promoting health management.

Strengthening corporate governance to support the future of Tokyo Metro

I believe that Japanese society is now at the threshold of significant change. During such transformative times, it is crucial for the leadership to demonstrate strong guidance and pull employees into the future.

In preparation for a potential public listing, we increased the number of Outside Members of the Board to more than one-third of the board—four members in total—in fiscal year 2023, and we also appointed two female Members of the Board, enhancing the board’s diversity. A year has passed since the change in board composition, and discussions at board meetings have become noticeably more dynamic. Previously, the board was more homogenous, leading to



similar perspectives and values. However, with the addition of individuals from diverse backgrounds, we now have the opportunity to continuously reassess our own values, resulting in healthier and more productive discussions. Moving forward, we will continue to foster an environment that encourages rich and meaningful discussions.

Towards our 100th anniversary: Evolving into a subway that contributes even more to urban sustainability

Tokyo Metro’s journey began in 1927 with the opening of the Ginza Line between Ueno and Asakusa. Before that, overcrowded streetcars and increasing numbers of automobiles were causing significant traffic congestion in Tokyo. Our founder, Noritsugu Hayakawa, saw the London Underground and became convinced that subways could be the key to solving urban traffic jams. However, many questioned whether a subway could be built in Tokyo, with its soft ground, and whether there would be enough demand to sustain it as a business. Despite these doubts, Hayakawa expanded his network and continued to conducted thorough

research. One of the people who supported him was Eiichi Shibusawa, often called the father of modern Japanese capitalism and whose image now graces the banknotes of today. Thanks to these efforts, many supporters came together, and eventually, we succeeded in creating the first subway in the Eastern world. With its opening in 1927, we will celebrate the 100th anniversary of the subway in 2027.

Reflecting on the current contributions of the subway to alleviating traffic congestion and reducing the environmental impact in Tokyo. The subway is indispensable to Tokyo, and we can truly appreciate Hayakawa’s foresight. This year marks the 20th anniversary of Tokyo Metro’s establishment, and looking ahead to the 100th anniversary of the subway in 2027, we are working on expanding the subway network, including extensions to the Yurakucho Line and the Namboku Line, to further contribute to Tokyo’s development.

As we continue to prioritize the safety of our customers, Tokyo Metro aims to remain a transportation provider that supports the urban functions of the capital, striving to be an urban design and lifestyle creation corporate group centered on railways. I look forward to your continued support and encouragement in the years ahead.

History of the Tokyo Metro Group

The history of the Tokyo Metro Group began in 1920 with the founding of its predecessor, Tokyo Underground Railway Company. Driven by the conviction of founder Noritsugu Hayakawa that “the subway is essential for improving Tokyo’s transportation and the city’s development,” the first subway in the Eastern world was opened in 1927. In 1941, Teito Rapid Transit Authority was established, supporting Tokyo’s growth in the latter half of the 20th century through the expansion of the subway network.

In 2004, Tokyo Metro Co., Ltd. was established, marking a new beginning. Today, Tokyo Metro operates one of the largest railway networks in the capital region, with 9 lines covering 195.0 kilometers and 180 stations primarily in central Tokyo. The company prioritizes safety in transportation above all else, continuously striving to improve safety standards and enhance customer-oriented services. As society evolves, particularly in the post-COVID era, Tokyo Metro will continue to meet changing social needs and provide various forms of value, aiming to realize a safe and sustainable society.

1927



The first subway in the East

■ Starting from a 2.2 km subway

Amid the overcrowded state of Tokyo’s transportation network, the conviction that a subway was essential for the city’s development led to the opening of the first subway in the East, a 2.2-kilometer line between Asakusa and Ueno.

1950s to 1960s



Marunouchi, Hibiya, Tozai, and Chiyoda Lines opened

■ Growth in tandem with rapid economic expansion

Around the time of the Marunouchi Line’s opening in 1954, Japan saw the rise of new home electric appliances such as televisions, refrigerators, and washing machines. The subway contributed to the post-war recovery, shaping a new urban lifestyle. During the 1960s, new subway lines were constructed at an annual pace of about 6 kilometers. In 1964, the Hibiya Line fully opened in time for the Tokyo Olympics. To accommodate the rapidly increasing demand for commuting, the Tozai Line and Chiyoda Line were also successively launched to further enhance the subway network.

1970s to 1980s



Yurakucho and Hanzomon Lines opened

■ Introduction of energy-efficient trains

Alongside the opening and extension of new lines, Tokyo Metro actively embraced the latest technologies. In 1971, the Series 6000 trains, which combined the chopper control system and regenerative braking system, were introduced. These are the first energy-efficient trains of this kind in the world and significantly improved the energy performance of the rolling stock.

1990s



Namboku Line opened

■ First platform doors introduced for the subway system in Japan

From the outset of its opening in 1991, the Namboku Line became the first subway line in Japan to have platform doors installed at all stations. This innovation enhanced safety and comfort on the platforms. Additionally, in pursuit of creating a people-friendly subway, the line actively promoted barrier-free accessibility, becoming a pioneer in the development of modern barrier-free facilities that have since been widely adopted.

2000s



Birth of Tokyo Metro / Fukutoshin Line opened

■ A new beginning as Tokyo Metro

After Tokyo Metro’s establishment in 2004, the company expanded its efforts to support customers’ daily lives by launching related businesses such as opening the Echika Omotesando commercial facility within a station the following year. In 2008, the Fukutoshin Line was inaugurated, completing Tokyo Metro’s current network of nine lines.

2020s and beyond

Becoming the railway company of choice

■ Looking ahead to the next normal

With customer safety as the top priority, we are focusing on three key themes: “Spaces for Peace of Mind,” “Personalized,” and “Digitalized.” These serve as the foundation for improving the sustainability of our railway operations as we undertake structural reform. At the same time, we are pushing forward with initiatives aimed at new breakthroughs, including the construction of new lines, creating more opportunities for outings, and strengthening our urban design and lifestyle creation business.

2010s

Providing greater peace of mind

■ Promotion of natural disaster countermeasures

In addition to existing measures, we have strengthened our natural disaster preparedness in response to increasingly severe natural disasters. To support the urban functions of Tokyo, we have been advancing earthquake preparedness and large-scale flood countermeasures, ensuring that we are able to respond effectively to such events.



Creating a Sustainable Society that Offers Peace of Mind

FY1927
2.74 million passengers
Subway opened on December 30th

Opened in 1927

FY1941
110 million passengers
Teito Rapid Transit Authority established

Opened in 1954

FY1969
1.04 billion passengers
Over 100 km in operating distance and 1 billion passengers transported

Opened in 1964

Opened in 1961

Opened in 1978

Opened in 1974

Opened in 1969

Opened in 1991

FY2008
2.32 billion passengers
Network completed with nine lines

Opened in 2008

F Fukutoshin Line: 11.9km long

Namboku Line: 21.3km long

Hanzomon Line: 16.8km long

Yurakucho Line: 28.3km long

Chiyoda Line: 24.0km long

Tozai Line: 30.8km long

Hibiya Line: 20.3km long

Marunouchi Line: 27.4km long

Ginza Line: 14.2km long

FY2023
Annual no. of passengers transported
2.38 billion
*2.17 billion in FY2022

Average daily no. of passengers transported
6.52 million
*5.95 million in FY2022

Operating distance
9 lines
195.0km

No. of stations
180

1920

Tokyo Metro events

1920 Tokyo Underground Railway Company founded
1925 Construction began between Asakusa Station and Ueno Station
1927 Opening of Asakusa Station to Ueno Station

World events

1923 Great Kanto Earthquake
1925 Start of radio broadcasting
1926 Change of era to Showa
1939 Start of World War II

1940

1941 Teito Rapid Transit Authority established
1943 Female conductors appointed
1944 Female train drivers appointed

1945 End of World War II
1947 First baby boom
1953 NHK began television broadcasting
1958 Completion of Tokyo Tower

1960

1962 Full opening of the Marunouchi Line
1964 Full opening of the Hibiya Line
1969 Full opening of the Tozai Line
1969 Operating distance exceeded 100 kilometers
1978 Full opening of the Chiyoda Line

1964 Tokyo 1964 Olympics held
Tokyo 1964 Paralympics held
1971 Second baby boom
1973 First oil crisis
1978 Second oil crisis

1980

1986 Metro Museum opened
1987 Number of subway cars exceeded 2,000
1988 Smoking ban implemented throughout all stations
Full opening of the Yurakucho Line
1996 Integrated Control Center established
1997 First female conductors appointed since the post-war period

1986 Bubble economy
1989 Change of era to Heisei
1995 Great Hanshin-Awaji Earthquake
Tokyo subway sarin attack

2000

2000 Hibiya Line train derailment and collision
Full opening of the Namboku Line
2002 First female train drivers appointed since the post-war period
2003 Full opening of the Hanzomon Line
2004 Establishment of Tokyo Metro Co., Ltd.
2008 Full opening of the Fukutoshin Line
2017 Tokyo Metro’s first overseas subsidiary, Vietnam Tokyo Metro, established

2001 September 11 terrorist attacks in the U.S.
2007 Global financial crisis
2011 Great East Japan Earthquake
2015 Adoption of the Sustainable Development Goals (SDGs)
2019 Change of era to Reiwa

2020

2020 Identification of sustainability key issues (materiality)
2021 Establishment of long-term environmental goal “Tokyo Metro Zero CO₂ Challenge 2050”
2022 Extension approval for Yurakucho Line and Namboku Line
Announcement of the Mid-term Management Plan
2023 Update to the Mid-term Management Plan

2020 COVID-19 pandemic outbreak
2021 Tokyo 2020 Olympics held
Tokyo 2020 Paralympics held

Tokyo Metro's Strengths and Capital

These are the capital resources gained from the strengths we have built up over 97 years since the subway's opening. By leveraging and combining these capital resources within our strategies and business operations, we will continue to create new value. * All data as of March 31, 2024



Strength 1

Business Area in the Heart of Tokyo

Tokyo, where our railway lines are located, is the center of Japan's economic and financial activities. As one of the largest metropolitan areas in the world, Tokyo attracts people not only from across Japan but also from around the globe, offering the Group a vast array of business opportunities.



Strength 2

The core of the metropolitan railway network

Our network, where through-service operation is carried out, spans a total route distance of **556.6 kilometers (including through-services)**. At the heart of this network is Tokyo Metro, spanning like a web beneath the streets of Tokyo, serving as a core of the metropolitan rail system.



Strength 3

Employees' sense of mission and technical expertise supporting urban functions

Tokyo Metro's on-time performance rate is an impressive **99%**, ranking among the highest in the world. Driven by the group ideal, "Keeping Tokyo on the Move," our employees, with a strong sense of mission and technical expertise, play a vital role in supporting the daily lives of customers and ensuring the smooth operation of the capital's infrastructure.

Manufacturing Capital

Features

- ✓ A dense railway network supporting the urban functions of the capital city Tokyo
- ✓ Extensive railway network spanning across Tokyo
- ✓ Integration with multiple through-service lines

Route length **195.0km**
(556.6km including through-service)

Stations **180**

Reciprocal through-service lines **13**

Social Relations Capital

Features

- ✓ Broad customer base in metropolitan Tokyo
- ✓ Strong relationships of trust with regions and local governments

Average daily no. of passengers transported **6.52 million**

No. of Metro members: **525,000**
* Metro: Metro Point Club

©TOKYO MARATHON FOUNDATION
Tokyo Metro is an official partner of Tokyo Marathon 2025.

Intellectual Capital

Features

- ✓ Extensive know-how and data accumulated as the first subway in the East
- ✓ Various regulations and manuals utilizing know-how and data

Opened in **1927**

No. of papers/research presentations **80**
* FY2023 figure

Human Capital

Features

- ✓ Human resources who support the urban functions of the capital city Tokyo to create new value

No. of Group employees **11,390**

Training hours per employee **75.6**

Certified in basic lifesaving: **All employees**
* Non-consolidated, excluding some employees on leave etc.

Financial Capital

Features

- ✓ Financial foundation that supports sustainable growth

Three-year capital investment (consolidated) and main measures
Total **¥330.0 billion**

Other **¥25.0 billion**

Urban Design & Lifestyle Creation Business **¥44.0 billion**

Passenger Services **¥89.0 billion**

New line construction **¥15.0 billion**

Natural disaster countermeasures **¥5.0 billion**

Safety measures **¥124.0 billion**

Transportation improvements **¥28.0 billion**

Equity ratio (consolidated) **33.0%**

Consolidated net assets **¥668.4 billion**

Capital investment **¥96.5 billion**

Environmental Capital

Features

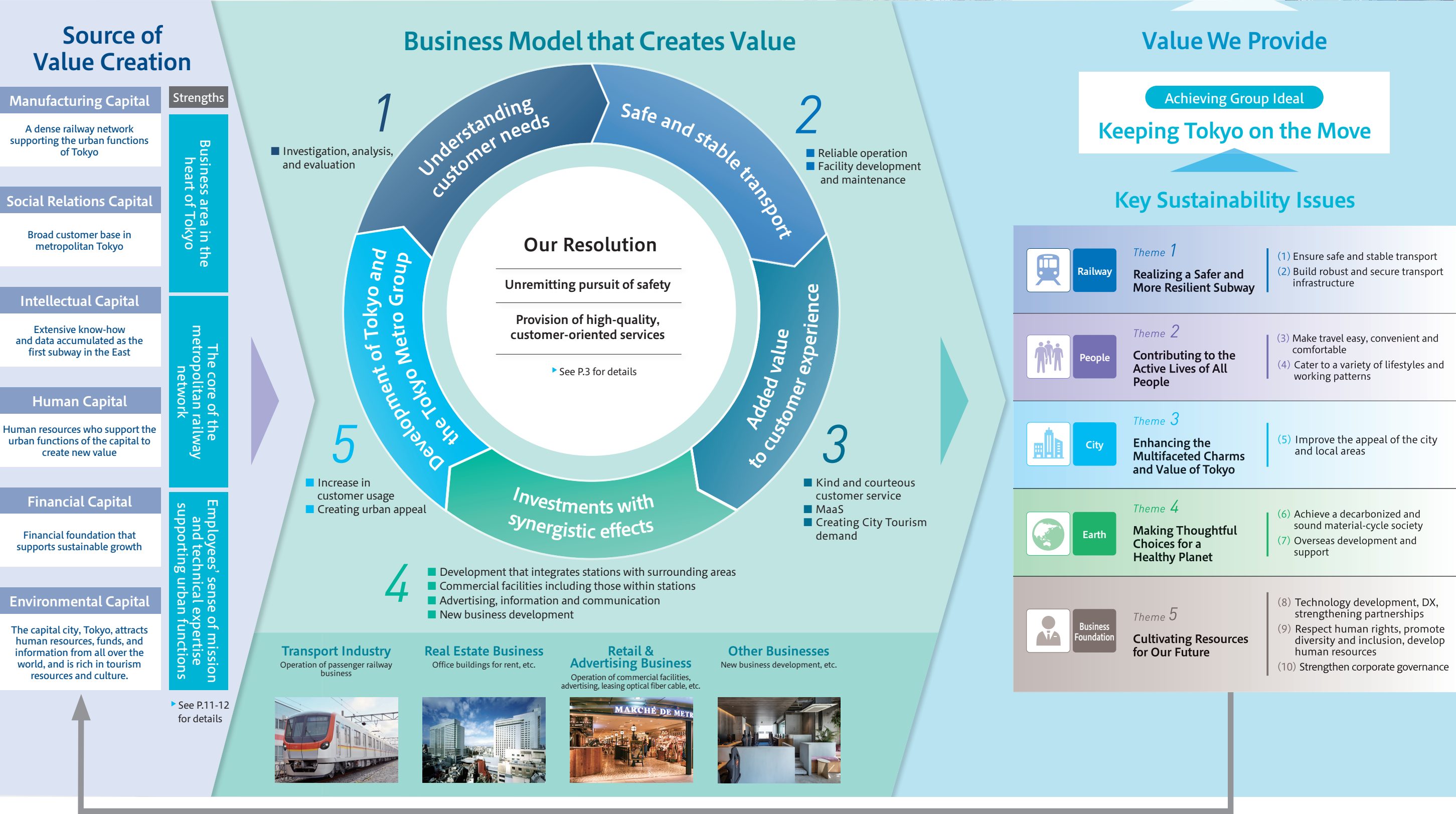
- ✓ The capital city, Tokyo, attracts human resources, funds, and information from all over the world, and is rich in tourism resources and culture.

No. of foreign tourists in Tokyo **Approx. 19.54 million**
(2023)

The Tokyo Metro Group's Value Creation Process

The Tokyo Metro Group aims to realize its group ideal, “Keeping Tokyo on the Move,” and contribute to a sustainable society that offers peace of mind by leveraging its three strengths: a business area in the heart of Tokyo, being at the core of the metropolitan railway network, and employees’ sense of mission and technical expertise supporting urban functions.

Creating a Sustainable Society that Offers Peace of Mind



Tokyo Metro Group's Key Sustainability Issues (Materiality) and Themes

In September 2020, the Tokyo Metro Group identified its Key Sustainability Issues (Materiality) and established five materiality themes that reflect the Company's commitment to addressing these challenges.

Furthermore, in fiscal year 2021, the Company revised some of these materiality themes in response to internal and external environmental changes, resulting in the current structure of 5 themes and 10 issues.

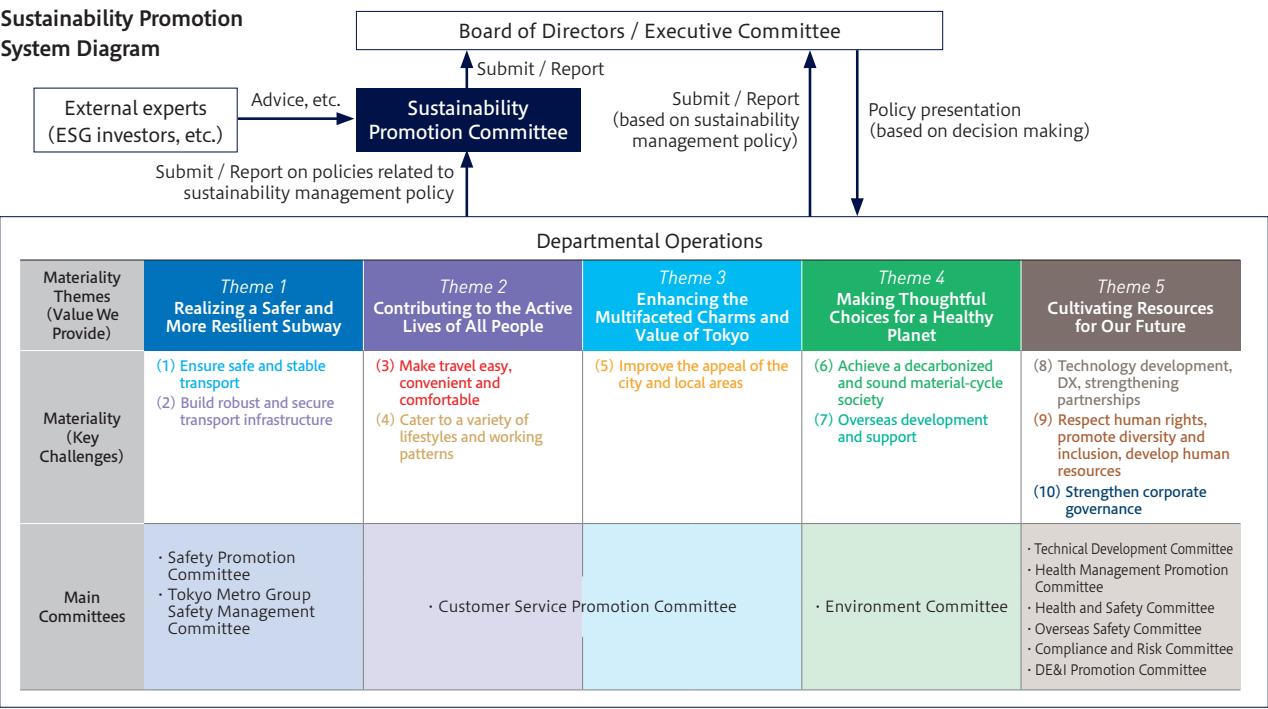
In March 2022, Tokyo Metro also established its Sustainability Management Vision (→ P.4) as a framework for corporate management aimed at 2030, the target year for the SDGs. This vision also outlines the value the Company aims to provide to its stakeholders.

Materiality Themes (Value We Provide)		Materiality (Key Challenges)
Theme 1	Realizing a Safer and More Resilient Subway	(1) Ensure safe and stable transport (2) Build robust and secure transport infrastructure
Theme 2	Contributing to the Active Lives of All People	(3) Make travel easy, convenient and comfortable (4) Cater to a variety of lifestyles and working patterns
Theme 3	Enhancing the Multifaceted Charms and Value of Tokyo	(5) Improve the appeal of the city and local areas
Theme 4	Making Thoughtful Choices for a Healthy Planet	(6) Achieve a decarbonized and sound material-cycle society (7) Overseas development and support
Theme 5	Cultivating Resources for Our Future	(8) Technology development, DX, strengthening partnerships (9) Respect human rights, promote diversity and inclusion, develop human resources (10) Strengthen corporate governance

WEB The process for identifying key sustainability issues and themes is posted on our website.
<https://www.tokyo-metro.jp/corporate/csr/materiality.html> (Japanese only)

Sustainability Promotion System

To advance the Tokyo Metro Group's sustainability management, the Sustainability Promotion Working Group was established in 2019. This working group has been responsible for discussing management policies, goals, and various strategies related to sustainability, while also monitoring progress. In April 2023, the system was further strengthened by formalizing internal regulations, and the Sustainability Promotion Committee, chaired by the president, was established and put into operation. The committee's membership is periodically reviewed, and advice from external experts is sought as needed.



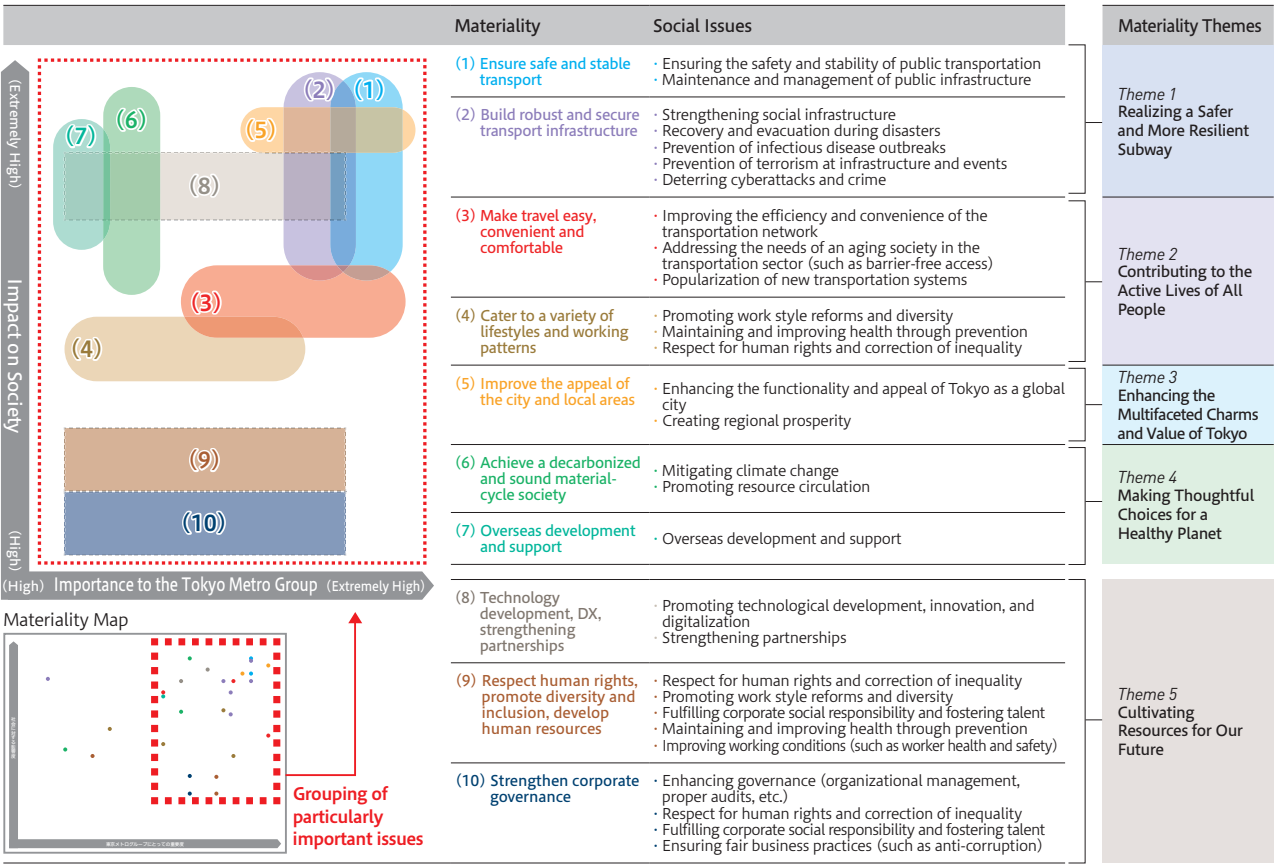
Process for Identifying Key Sustainability Issues (Materiality)

Materiality was identified through the following process between fiscal years 2019 and 2020, with reference to guidelines such as GRI. Starting with the social issues surrounding the Tokyo Metro Group, we organized and evaluated the issues that needed to be prioritized. This process was thoroughly discussed at the Sustainability Promotion Working Group, chaired by the president, where topics such as the identification, evaluation, and validation of social issues were debated. After multiple discussions at the Board of Directors, the materiality items were finalized.



Review of Key Sustainability Issues (Materiality)

In fiscal year 2021, in response to internal and external changes related to sustainability, the social issues were re-evaluated. As a result, certain issues, such as resource circulation, respect for human rights, and the enhancement of security, were identified as more critical. This led to a partial revision of the materiality topics. The revised materiality was approved by the Board of Directors, and based on these revisions, KPIs were formulated to advance relevant initiatives.



Setting KPIs and Targets Based on Key Sustainability Issues (Materiality)

In order to understand the results and progress of initiatives based on our materiality and make steady progress in addressing social issues, we have set key performance indicators (KPIs) aimed at 2030. By regularly reporting on these achievements, we will continue to drive our efforts toward resolving social challenges.

Value We Provide	Materiality	Our Approach		KPI		FY2023 Results	FY2024 Target Values (Mid-Term Plan)	FY2030 Target Values
Theme 1 Realizing a Safer and More Resilient Subway	(1) Ensure safe and stable transport	Ensure safety		Number of railway operation accidents ^{*1} (excluding those not caused by the Company)		0	0	Aim for 0
				Number of incidents ^{*2}		0	0	Aim for 0
		Improve stability		On-time performance rate ^{*3}		99%	98%	98%
	(2) Build robust and secure transport infrastructure	Strengthen social infrastructure (natural disaster countermeasures)		Flood control improvement rate		60%	60%	75%
Theme 2 Contributing to the Active Lives of All People	(3) Make travel easy, convenient and comfortable	Improve convenience and comfort	Customer satisfaction	Customer satisfaction score in the Japan Customer Satisfaction Index (JCSI)		68.2	72.0 or more	75.0 or more
			Barrier-free	Railway station barrier-free accessibility rate [*] (including platform doors, at least one elevator route, and barrier-free restrooms)		91%	92%	100%
		Popularize new passenger services	Metpo	Number of Metpo members		525 thousand	1,000 thousand	1,500 thousand
			MaaS	[Qualitative goal] Popularization of personalized services utilizing the Tokyo Metro My! app		In collaboration with the Tokyo Metropolitan Bureau of Transportation, Tokyo Metro has launched a reservation service for the sightseeing cruise (Symphony Cruise) through both companies' official apps: Tokyo Metro my! App and Toei Transportation App!	Deliver personalized destinations ● Provide useful information and services when going out through collaboration with other companies, etc. ● Real-time congestion information for all lines	Report on achievements and summaries of services introduced
	(4) Cater to a variety of lifestyles and working patterns	Respond to diverse needs		[Qualitative goal] Introduction of services that meet customer needs		· Actively replaced existing stores while installing new types of vending machines · Pushed forward with preparations for installing digital signage · Collaborated with telecommunications providers to support the development of 4G communications · Focused on external sales of the civil engineering inspection system that has been commercialized, while conducting business verification for the introduction of new services tailored to customer needs	Report on achievements and summaries of retail-related, advertising, and information and communications businesses, as well as new business development	Report on achievements and summaries of retail-related, advertising, and information and communications businesses, as well as new business development
Theme 3 Enhancing the Multifaceted Charms and Value of Tokyo	(5) Improve the appeal of the city and local areas	Urban revitalization		Number of properties developed		1	4 (FY2022 - FY2024)	13 (FY2022 - FY2030)
		Regional cooperation	Cooperative measures along railway lines, etc.	Number of participants in collaborative measures along railway lines, etc.		176 thousand	200 thousand (FY2022 - FY2024)	600 thousand (FY2022 - FY2030)
			City Tourism	Number of City Tourism ticket users		157 thousand	250 thousand	400 thousand
Theme 4 Making Thoughtful Choices for a Healthy Planet	(6) Achieve a decarbonized and sound material-cycle society	Realize a decarbonized society		CO ₂ emissions from all Group businesses		363 thousand t-CO ₂ , 37.8% reduction (compared to FY2013)	Less than 455,000 t-CO ₂ , 22% reduction (compared to FY2013)	Less than 292,000 t-CO ₂ , 50% reduction (compared to FY2013) * Reference: Targeting net zero by 2050
		Realize a sound material-cycle society		[Qualitative goal] Promotion of resource circulation, etc.		Signed an agreement regarding an initiative to reuse waste cooking oil, which is discharged from some of the restaurants operated by the Group, as a raw material for SAF (sustainable aviation fuel made from non-fossil fuel sources)	Continuous implementation of initiatives based on the basic environmental policy	Continuous implementation of initiatives based on the basic environmental policy
	(7) Overseas development and support	Overseas urban transportation development support		Number of cities involved in overseas railway business		24	49 (FY2022 - FY2024)	Report on achievements (target values set based on the situation)
Theme 5 Cultivating Resources for Our Future	(8) Technology development, DX, strengthening partnerships	Technology development		[Qualitative goal] Promotion of technology development		—	Report on achievements and summaries of technological development results	Report on achievements and summaries of technological development results
				[Qualitative goal] Develop specialized human resources		—	Report on achievements and summaries of specialized human resources related to railway technology, etc.	Report on achievements and summaries of specialized human resources related to railway technology, etc.
		Digital transformation (DX)	Develop data analysis human resources (basic level engineers)			27	25 per year	Report on achievements (target values set based on the situation)
			Develop in-house development human resources (basic level engineers)			45	40 per year	Report on achievements (target values set based on the situation)
		Strengthening partnerships		[Qualitative goal] Create new corporate value through partnerships with external companies, etc.		Launched the invitation for the Accelerator Program 2023, while also conducting business verification with previously selected companies, such as Matilda	Report on achievements and summaries of the number of new co-creation projects created through partnerships with external companies, etc.	Report on achievements and summaries of the number of new co-creation projects created through partnerships with external companies, etc.
	(9) Respect human rights, promote diversity and inclusion, develop human resources	Promote diversity		Percentage of female employees		7.2% (as of April 1, 2024, including seconded employees)	7.4%	10% or more
				Percentage of female managers		3.0% (as of April 1, 2024, including seconded employees)	Increase compared to previous year	10% or more
				Percentage of female recruits		19.6% (joined on April 1, 2024)	30%	35%
				Employment rate of people with disabilities		3.19% (as of June 1, 2024)	Above the legal employment rate	Above the legal employment rate
				Parental leave utilization rate		Men : 95.7% Women: 100%	100% for both men and women	100% for both men and women
		Occupational health and safety		Number of occupational accidents (number of serious railway accidents)		1 (as of March 31, 2024)	Maintain at 0	Maintain at 0
		Health and happiness of employees and their families		[Qualitative goal] Promotion of health management		Certified as an outstanding health management corporation in 2023	Report on achievements and summaries of indicators related to health management	Report on achievements and summaries of indicators related to health management
		Create job satisfaction for employees (work environment, fulfillment)		Level of employee satisfaction		Conducted company-wide survey targeting all employees. The results indicated that while the soft aspects, such as support from supervisors and collaboration with colleagues, were strengths, the hard aspects, such as the workplace environment, were identified as weaknesses. In response to these findings, efforts were made to develop improvement strategies, including the creation of action plans by department heads, sharing these plans with employees, and exploring further improvements in the workplace environment.	Report on achievements ^{*5}	Report on achievements ^{*5}
		Respect human rights		[Qualitative goal] Respect the human rights of stakeholders		Conducted impact surveys on suppliers, customers, and employees	Continuous implementation of initiatives based on the human rights policy	Continuous implementation of initiatives based on the human rights policy
		(10) Strengthen corporate governance		Number of systematic violations of criminal laws and administrative laws in business operations		1	Maintain at 0	Maintain at 0

^{*1} A railway operation accident refers to the following seven types of accidents, as classified under Article 3 of the Railway Accidents Reporting Regulations: Train collision, derailment, fire, level crossing obstruction, road obstruction, railway personal injury, railway property damage ^{*2} An incident refers to a situation recognized as posing a risk of leading to a railway operation accident ^{*3} The calculation of on-time performance is based on the required travel time across all lines throughout the day, within a tolerance of 5 minutes

^{*4} Refers to the percentage of stations (out of 180) where platform doors, at least one elevator route, and accessible restrooms have all been completed ^{*5} At the time of setting KPI, the plan was to set targets after conducting surveys, but moving forward, targets will be set based on the workplace environment improvement plan that will be formulated

Stakeholder Engagement

Tokyo Metro Group's Stakeholders

The Tokyo Metro Group will continue to communicate with our stakeholders through various initiatives. Additionally, in April 2024, the Group established a Multi-Stakeholder Policy.



- Customers

 - Based upon our resolution, we will work toward unrelenting pursuit of safety and provision of high-quality, customer-oriented service.
 - We will leverage our seamless urban network and improve passenger transfer convenience to make our transportation service smoother and more reliable.
 - We will accurately grasp the needs of people in Tokyo and create comfortable, appealing spaces that all customers can use.
- Shareholders and Investors

 - We will conduct our business with a constant focus on corporate value improvement, and maintain sound finances through improved profitability and cost reductions across the Group. We will also strengthen our profit structure to enable the payment of stable dividends.
 - The Group's growth will be based in our efforts to maintain and improve our technological capabilities at the highest levels of the industry.
 - We will ensure the transparency and fairness of our business through improved corporate governance, and focus on IR activities and disclosure to build firm relationships of trust with shareholders and investors.
- Employees

 - The human rights of each and every employee will be respected to create a workplace where employees have job satisfaction and where diverse human resources can thrive. We will also give consideration to mental and physical health so that employees and their families can lead happy and fulfilling lives.
 - As a private enterprise, we aspire to be a professional Group that can beat the competition.
 - We will develop human resources who can think flexibly and take the initiative, and who can discover and solve problems independently and take on challenges.
- Suppliers

 - We will perform quality-assured, appropriate procurement that is transparent and fair in order to provide a better service that is safe, secure and pleasant.
 - Aiming to be considerate of the environment and human rights, we will strengthen our relationships of trust with suppliers and partners and together contribute to the building of a sustainable society.
- Communities and Society*

 - We will contribute to a sustainable society through business development that takes into account the societal and global environment.
 - We will actively participate in initiatives to develop Tokyo, ensure peaceful coexistence with local communities, and contribute to international society as an excellent corporate citizen.
 - In terms of corporate ethics, we aim to be a more trusted corporation and to carry out compliance-focused management.

* "Communities and Society" means the local areas along our railway lines as well as the entire society that supports the urban functions of the Tokyo metropolis.

Message from the Outside Members of the Board

Starting from the fiscal year ending March 2024, the number of Outside Members of the Board at Tokyo Metro has increased by three, bringing the total to four. These Outside Members of the Board, who provide an important external perspective for Tokyo Metro's governance, share their message.



Takehiko Sugiyama
Outside Member of the Board

Outside Director
Airport Facilities Co., Ltd.

Advisor
Express Highway Research
Foundation of Japan

Natsuko Takei
Outside Member of the Board

Independent Outside Member of
the Board
TBS Holdings, Inc.

Outside Member of the Board
Nippon Telegraph and
Telephone Corporation

Junko Imura
Outside Member of the Board

Representative
Imura Certified Public Accountants

MBA Course Visiting Professor
Tama Graduate School of Business

Outside Director, Audit and Supervisory
Committee Member
Mitsubishi UFJ Trust and Banking
Corporation

Eizo Kobayashi
Outside Member of the Board

Chairperson
Japan Securities Finance Co., Ltd.

Director
Japan Information Processing Service
Co., Ltd.

Director
Nihon Building Co., Ltd.

Message from the Outside Members of the Board



Takehiko Sugiyama
Outside Member of the Board

Outside Director
Airport Facilities Co., Ltd.
Advisor
Express Highway Research
Foundation of Japan

Reaching Greater Heights by Leveraging Our Dense Network

Unlike a typical railway company, Tokyo Metro's core strength lies in its exceptionally dense network, concentrated within the metropolis of Tokyo. This unique environment brings enormous demand for the diverse movements of many different people, something only a major city can offer. I believe that all of our other strengths stem from this foundation.

Looking ahead, I see two opportunities for the Company to further enhance its strengths. The first is addressing the issue of congestion in large cities. Currently, travel in Tokyo is not always comfortable due to crowding, but when society collectively decides to improve this, the Company will have a significant opportunity to contribute. The second opportunity lies in responding to technological advancements. The future will see advances in autonomous driving technology for vehicles and the nature of urban transportation will likely change dramatically. By preparing in advance to ensure that our transportation services complement, rather than compete with autonomous vehicles, we can evolve into a new form of transportation service. Successfully leveraging these two opportunities and making contributions will further strengthen the Company's position.

Now that Tokyo Metro has achieved a public listing, there is a greater expectation to contribute to a wider range of stakeholders than ever before. As we move forward, I believe it is important to strike a balance between public and corporate interests, all while being mindful of our surroundings and reflecting on our actions as we progress.



Eizo Kobayashi
Outside Member of the Board

Chairperson
Japan Securities Finance Co., Ltd.
Director
Japan Information Processing
Service Co., Ltd.
Director
Nihon Building Co., Ltd.

Ensuring Safety and Precision While Embracing New Challenges

I believe the Company's strengths lie in having a well-established railway network in Tokyo, combined with the high technical expertise to operate it. Additionally, there is a deeply embedded culture among all employees of pursuing safety and precision. However, looking ahead, even in densely populated Tokyo, we anticipate a long-term decline in population, which could lead to a decrease in ridership. To address these changes, it will be essential for us to add value beyond the railway itself.

Although Tokyo Metro is already taking specific new actions, the flexibility and agility required to start new initiatives may differ from the safety and precision that we have traditionally prioritized. It is important to maintain our existing culture while also fostering new cultural values within the Company to complement each other. Potential strategies include securing more external talent or forming corporate partnerships and investments at the company level. Additionally, being listed on the stock market has created a more favorable environment for launching new initiatives.

Sometimes the interests of customers, such as convenience, align with the expectations of shareholders, such as dividends, while at other times they may conflict. I hope to provide advice based on my experience to help navigate these management challenges. Moving forward, I expect the Company to evolve from "keeping Tokyo on the move" to having "the power to shape Tokyo," enhancing the city's value from its transportation roots.



Natsuko Takei
Outside Member of the Board

Independent Outside Member
of the Board
TBS Holdings, Inc.

Outside Member of the Board
Nippon Telegraph and
Telephone Corporation

Leveraging the Power of Diverse People for the Development of Tokyo Metro

As a long-time user, I can personally attest that Tokyo Metro operates as a public transportation system for the metropolitan area of Tokyo, ensuring safety, precision, cleanliness, and stability in its continued service.

The Company's strength lies not only in its corporate culture and operational systems that have supported Tokyo, but also in the knowledge, experience, autonomy, and capabilities of each individual employee in the field. To continue developing and maintaining these strengths, it is essential that Tokyo Metro constantly evolves its systems and corporate culture to align with societal changes and shifting public consciousness, as it has been doing so far. By doing so, the Company will be well-equipped to respond resiliently to environmental changes, such as population decline.

In today's world, companies must act with high ethical standards and autonomy. Tokyo Metro has earned the public's trust because its employees have consistently operated with sincerity and integrity since the Company's founding. As the Company looks to expand into new fields for future growth, this stance will become even more crucial.

The current Members of the Board is diverse, and under the chairperson's open approach, it has become a space where discussions are held freely and actively. I aim to contribute to making Tokyo Metro a place where employees, regardless of generation or gender, feel psychologically safe, engage in open discussions, and refine their ideas together.



Junko Imura
Outside Member of the Board

Representative
Imura Certified Public
Accountants

MBA Course Visiting Professor
Tama Graduate School of
Business

Outside Director, Audit and
Supervisory Committee Member
Mitsubishi UFJ Trust and
Banking Corporation

Increasing Risk Sensitivity to Drive Global Growth

Within the Group mission, "Keeping Tokyo on the Move," I sense a strong confidence derived from Tokyo Metro's role in supporting the massive metropolis of Tokyo as a key piece of social infrastructure, and a firm belief that the Company will continue to contribute to the city's development.

The Company's core strength lies in its technological expertise in the railway industry. However, the challenge during the COVID-19 pandemic, when performance significantly declined, was structural reform. Now, as the Company begins to recover, the new challenge is growth.

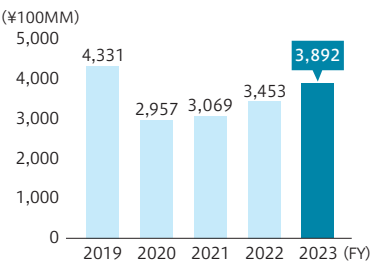
While the railway business remains the core, further expanding the portfolio of related new businesses is one of the future challenges. Discussions have already begun on how to envision this growth in the development of the new mid-term management plan. Having worked for many years as a certified public accountant specializing in audits, I have always approached audits with a focus on risk recognition. In today's rapidly changing environment, I believe that enhancing the Company's sensitivity to risk is essential for achieving new growth. I hope to apply the expertise I have developed over the years to help establish this system.

As someone who travels all over Tokyo for work, I see Tokyo Metro "keeping me on the move." I look forward to seeing the Company expand from being a force that moves not only me and Tokyo, but also the world, and I am committed to contributing to that growth.

Key Financial and Non-financial Data for Fiscal Year 2023

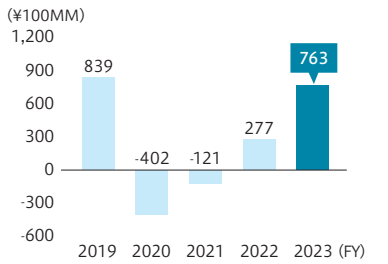
Financial Data

Operating revenue (consolidated)
¥ **389.2** billion



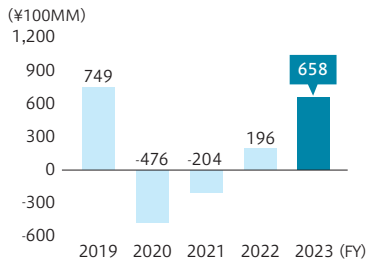
Due to the revitalization of economic activity, passenger transportation revenue increased, resulting in higher income.

Operating profit or loss (consolidated)
¥ **76.3** billion



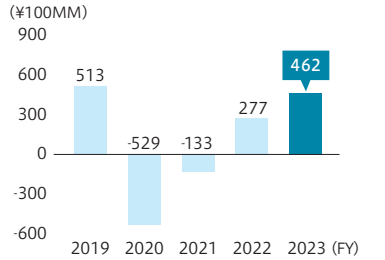
In addition to the increase in passenger transportation revenue due to the revitalization of economic activity, operating expenses decreased due to reductions in electricity costs despite factors such as higher depreciation costs from rolling stock renewals, resulting in increased profits.

Ordinary profit or loss (consolidated)
¥ **65.8** billion



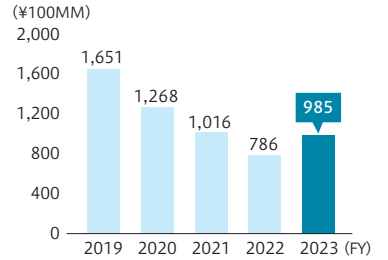
Due to the revitalization of economic activity, passenger transportation revenue increased, resulting in higher profits.

Profit or loss attributable to owners of parent (consolidated)
¥ **46.2** billion



Due to the revitalization of economic activity, passenger transportation revenue increased, resulting in higher profits.

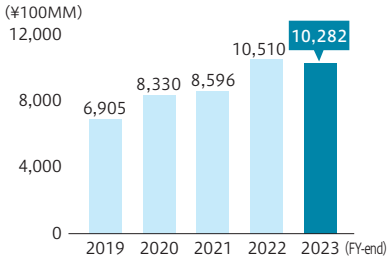
Capital expenditure*
¥ **98.5** billion



While ensuring safety as a priority, capital expenditure increased due to continued investment in safety measures and passenger services, despite efforts to reduce costs by reviewing priorities, specifications, and timelines.

* Excluding capital investments related to maintenance and renewals made by Group subsidiaries

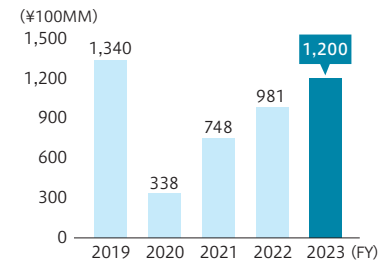
Consolidated net interest-bearing debt*
¥ **1,028.2** billion



Due to the repayment of long-term debt, consolidated net interest-bearing debt has decreased. Moving forward, we will continue to ensure financial soundness by balancing debt levels with earning power.

* Debt balance - Cash equivalents

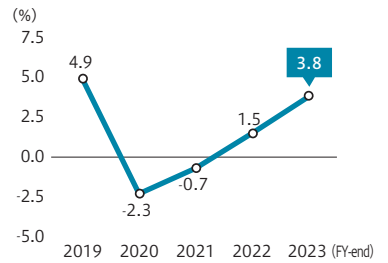
Consolidated cash flow*
¥ **120.0** billion



Due to the revitalization of economic activity, passenger transportation revenue increased, and consolidated cash flow continued to rise this fiscal year as well.

* Net income + Depreciation

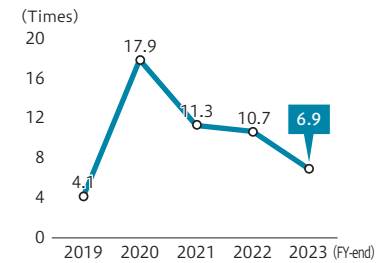
Consolidated ROA*
3.8%



Due to increased profits from the rise in passenger transportation revenue, our performance has improved and is steadily recovering to levels seen before the pandemic.

* Operating profit / ((Total assets at beginning of period + Total assets at end of period) / 2)

Consolidated net interest-bearing debt / EBITDA multiple*
6.9x

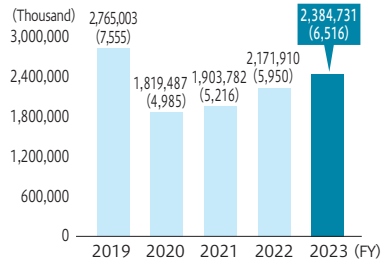


In addition to the increase in profits driven by higher passenger transportation revenue, the progress in reducing long-term debt has also contributed to improvements.

* (Debt balance - Cash equivalents) / (Operating profit + Depreciation)

Non-financial Data

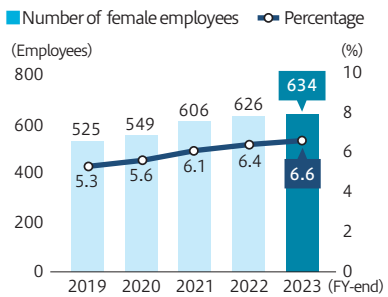
Annual number of passengers transported (average per day*)
2,384,731 thousand (6,516 thousand)



Due to the revitalization of economic activity, the figure has increased compared to fiscal year 2022.

* The average daily number of passengers transported is rounded to nearest thousand

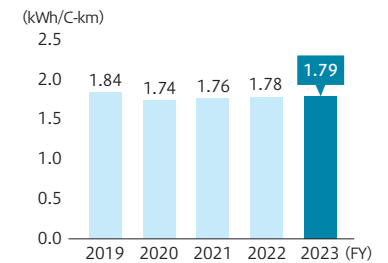
Number (and percentage) of female employees*
634 (6.6)%



We have been actively improving the workplace environment and enhancing human resource systems, which has led to a steady increase in the number and percentage of female employees over the years. Moving forward, we will continue to create a work environment where women can thrive and pursue long-term careers.

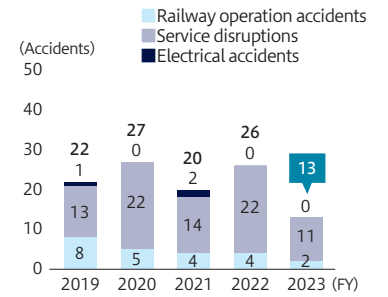
* Tokyo Metro non-consolidated figures

Electric power consumption per train kilometer
1.79 kWh/C-km



In fiscal year 2023, the electric power consumption per train kilometer remained largely unchanged compared to fiscal year 2022.

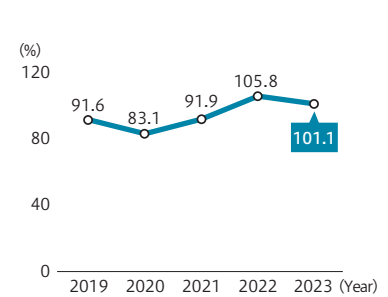
Total number of railway accidents, etc.*
13



In fiscal year 2023, a total of 13 railway-related accidents occurred, representing a decrease of 13 incidents compared to the previous year. The breakdown includes 2 railway operation accidents, 11 service disruptions, 0 electrical accidents, and 0 incidents. We will continue to implement measures to further reduce these numbers.

* For definitions of the terms in the breakdown and detailed numbers, please refer to the Safety Report 2024.

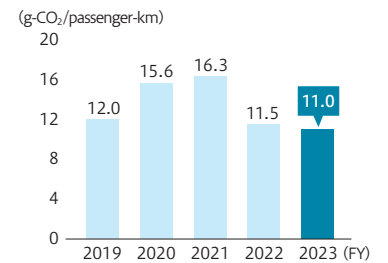
Paid leave utilization rate*
101.1%



Between 2020 and the first half of 2021, the utilization rate of paid leave remained low due to restrictions on movement caused by the impact of the COVID-19 pandemic. However, as these restrictions were eased, employees began to actively take paid leave, leading to a significant increase in the utilization rate of paid days off.

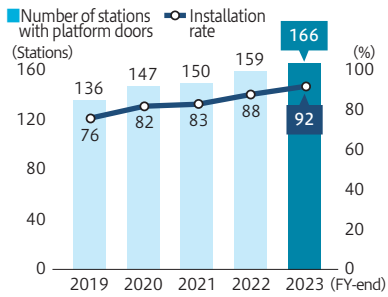
* Tokyo Metro non-consolidated figures

CO₂ emissions per passenger kilometer
11.0 g-CO₂/passenger-km



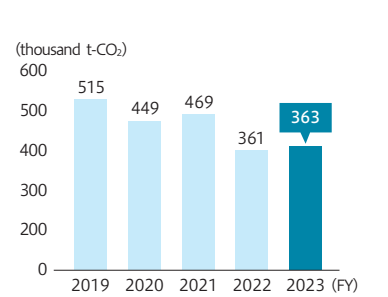
Due to the increase in the number of passengers, the figure has decreased compared to fiscal year 2022.

Number of stations with platform doors installed (and installation rate)
166 (92%)



In fiscal year 2023, installation was completed at 7 stations on one line. Moving forward, we will continue to push ahead with construction, aiming for the completion of installations across all lines and stations.

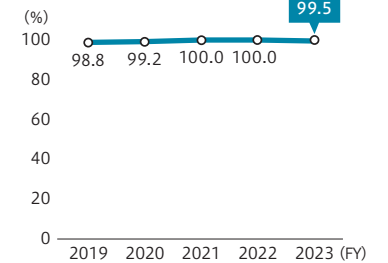
CO₂ emissions
363 thousand t-CO₂



In fiscal year 2023, the utilization rate of paid leave remained flat compared to fiscal year 2022.

* Third-party assurance for the data from the fiscal year 2023 was obtained in March 2025.

Attendance rate of Members of the Board at meetings*
99.5%



The Members of the Board hold regular meetings once a month in principle, where it makes decisions on matters stipulated by laws and the Company's articles of incorporation, as well as other important management issues. Additionally, the board supervises the execution of operations.

* Tokyo Metro non-consolidated figures

Key Financial and Non-financial Data for Fiscal Year 2023

Social Data

Safety and service related data (FY)

Indicator	Unit	2019	2020	2021	2022	2023
Congestion rate in most crowded section during morning rush hour ^{*1}	%	199	123	128	140	162
On-time performance rate ^{*2}	%	97.4	99.7	99.6	99.5	99.2
Elevator installation rate (one route) ♦	%	93	98	98	98	98

Human resources related data								(FY)
Indicator		Unit	Non/ Consolidated	2019	2020	2021	2022	2023
Number of employees (consolidated)	Total ♦	Employees	Consolidated	11,742	11,818	11,794	11,571	11,390
	Men ♦	Employees	Consolidated	10,836	10,860	10,781	10,535	10,340
	Women ♦	Employees	Consolidated	906	958	1,013	1,036	1,050
	Percentage of female employees ♦	%	Consolidated	7.7	8.1	8.6	9.0	9.2
Number of employees (non-consolidated)	Total ♦	Employees	Non-consolidated	9,865	9,881	9,880	9,721	9,551
	Men ♦	Employees	Non-consolidated	9,340	9,332	9,274	9,095	8,917
	Women ♦	Employees	Non-consolidated	525	549	606	626	634
	Percentage of female employees ♦	%	Non-consolidated	5.3	5.6	6.1	6.4	6.6
Number of labor union members	♦	Employees	Non-consolidated	9,630	9,622	9,555	9,510	9,284
Number of female managers ^{*3}		Employees	Non-consolidated	8	8	9	10	12
Percentage of female managers ^{*4}		%	Non-consolidated	2.4	2.3	2.3	2.5	3.0
Employment rate of people with disabilities ^{*5}		%	Consolidated	2.98	3.07	3.03	3.05	3.19
Number of recruits ^{*6}		Employees	Non-consolidated	443	285	234	196	235
Percentage of female recruits ^{*7}		%	Non-consolidated	18.9	23.5	23.1	23.5	19.6
3-year turnover rate	♦	%	Non-consolidated	8.9	6.3	9.7	11.1	14.9
Average length of service	♦	Year	Non-consolidated	16.3	16.6	17	17.3	17.7
	Men ♦	Year	Non-consolidated	16.7	17.1	17.5	17.9	18.3
	Women ♦	Year	Non-consolidated	9	9	9.3	9.7	10.3
Turnover rate	♦	%	Non-consolidated	1.7	1.5	1.7	1.4	1.5
Number of occupational accidents (fatal accidents)		Accidents	Non-consolidated	0	0	0	0	0
Number of occupational accidents (serious railway accidents) ^{*8}		Accidents	Non-consolidated	1	0	2	0	1
Average overtime working hours		Hours/month	Non-consolidated	28.4	23.3	25.2	24.8	23.8
Annual paid leave utilization rate		%	Non-consolidated	91.6	83.1	91.9	105.8	100.6
Number of employees taking parental leave	Total	Employees	Non-consolidated	92	84	86	315	340
	Men	Employees	Non-consolidated	54	20	34	275	310
	Women	Employees	Non-consolidated	38	64	52	40	30
Parental leave utilization rate		%	Non-consolidated	21.4	23.9	35.8	79.3	96.0
	Men	%	Non-consolidated	13.7	16	30.6	96.7 ^{*9}	95.7
	Women	%	Non-consolidated	100	100	100	100	100
Number of employees taking caregiver leave		Employees	Non-consolidated	5	0	3	3	13
Average annual training hours per employee		Hours	Non-consolidated	88.1	67.1	68.2	71.5	75.6

♦ data are as of the end of each fiscal year.

*1 The figure for fiscal year 2023 is based on the Hibiya Line (Minowa → Iriya).
*2 The figure for fiscal year 2022 was calculated based on travel times within 5 minutes across all lines throughout the entire day.
*3 The number reflects the headcount as of April 1 of each year, including seconded/temporarily transferred employees.
*4 The figure is calculated from the headcount as of April 1 of each year, including seconded/temporarily transferred employees.
*5 The figure is based on the headcount as of June 1 of each following year.
*6 The number includes employees who joined between April 2 and April 1 of the following year (revised figures for fiscal years 2020 to 2022).
*7 The figure is calculated based on the number of employees who joined between April 2 and April 1 of the following year.
*8 A serious railway accident refers to train-person collisions, falls, or electrocutions.
*9 The figure is based on the headcount from October 1, 2022 to March 31, 2023 (the figure for April 1, 2022 to September 30, 2022, was 77.0%).

Customer related data (FY)

Indicator	Unit	2019	2020	2021	2022	2023
Total number of customer feedback received	Cases	475,262	231,679	260,299	364,451	366,884
(Opinions)	Cases	13,490	7,656	6,876	8,506	9,454
(Compliments)	Cases	1,080	780	899	1,106	1,231
(Inquiries)	Cases	460,692	223,243	252,524	354,839	356,199
Customer satisfaction (overall rating) ^{*10}	10-point scale	7.98	7.97	7.85	8.27	8.36

Environmental Data (FY)

Indicator	Unit	Non/ Consolidated	2019	2020	2021	2022	2023
Energy usage	10,000 GJ	Consolidated	1,025.0	989.0	966.7	900.3	808.3
CO ₂ emissions	Scope1 ^{*12}	10,000 t-CO ₂ Consolidated	0.5	0.5	0.5	0.5	0.5 ^{*17}
	Scope2 ^{*12}		51.0	44.4	46.4	35.6	35.8 ^{*17}
	Scope3 ^{*12}		—	—	—	54.5	63.7 ^{*11 *17}
Amount of renewable energy used ^{*13}	1,000 kWh	Consolidated	641	1,096	2,319	5,468	5,668
CO ₂ emission reduction through the use of renewable energy (including non-fossil certificates, etc.) ^{*13}	t-CO ₂	Consolidated	282	484	1,040	2,472	2,269
Paper usage	t	Consolidated	194.3	176.9	167.7	161.2	144.7
Water usage	1,000 m ³	Consolidated	2,205	1,706	2,030	1,974	2,108
General waste/industrial waste recycling rate	%	Consolidated ^{*14}	96.8	98.1	98.3	97.7	99.7

Governance Data^{*15} (FY)

Indicator	Unit	Non/ Consolidated	2019	2020	2021	2022	2023
Number of Board members	Employees	Non-consolidated	15	15	14	14	11
Of which, number of female Members of the Board	Employees	Non-consolidated	0	0	0	0	2
Of which, number of Outside Members of the Board	Employees	Non-consolidated	1	1	1	1	4 ^{*16}
Attendance rate of Members of the Board at meetings	%	Non-consolidated	98.8	99.2	100.0	100.0	99.5
Number of people on the Auditors Committee	Employees	Non-consolidated	4	4	4	4	4
Of which, number of female Auditors	Employees	Non-consolidated	1	1	1	1	1
Of which, number of Outside Auditors	Employees	Non-consolidated	3	3	3	3	3 ^{*16}
Attendance rate of Auditors at the Auditors Committee	%	Non-consolidated	98.1	100.0	98.1	100.0	100.0

Four Outside Members of the Board (including two women) from June 2023

Intellectual Property Data (FY)

Indicator	Unit	Non/ Consolidated	2019	2020	2021	2022	2023
Number of research publications	Cases	Non-consolidated	113	91	74	70	80

*10 Results of the customer survey conducted at the end of the monitoring period.
*11 The categories included in Scope 3 are: Category 1 - 19%, Category 2 - 63%, Category 3 - 11%, Other - 6%.
*12 Third-party assurance for the data from the fiscal year 2023 was obtained in March 2025.
*13 Estimated values were used for locations with malfunctioning solar power measurement devices.
*14 Data for fiscal years 2018 to 2021 is non-consolidated, while data for fiscal year 2022 is consolidated.
*15 Number of persons as of the end of June each year.
*16 In October 2024, Tokyo Metro reported that four Outside Members of the Board and one Outside Auditor were registered as independent officers.
*17 The CO₂ emission amount is a value rounded up to the second decimal place.

Company Outline

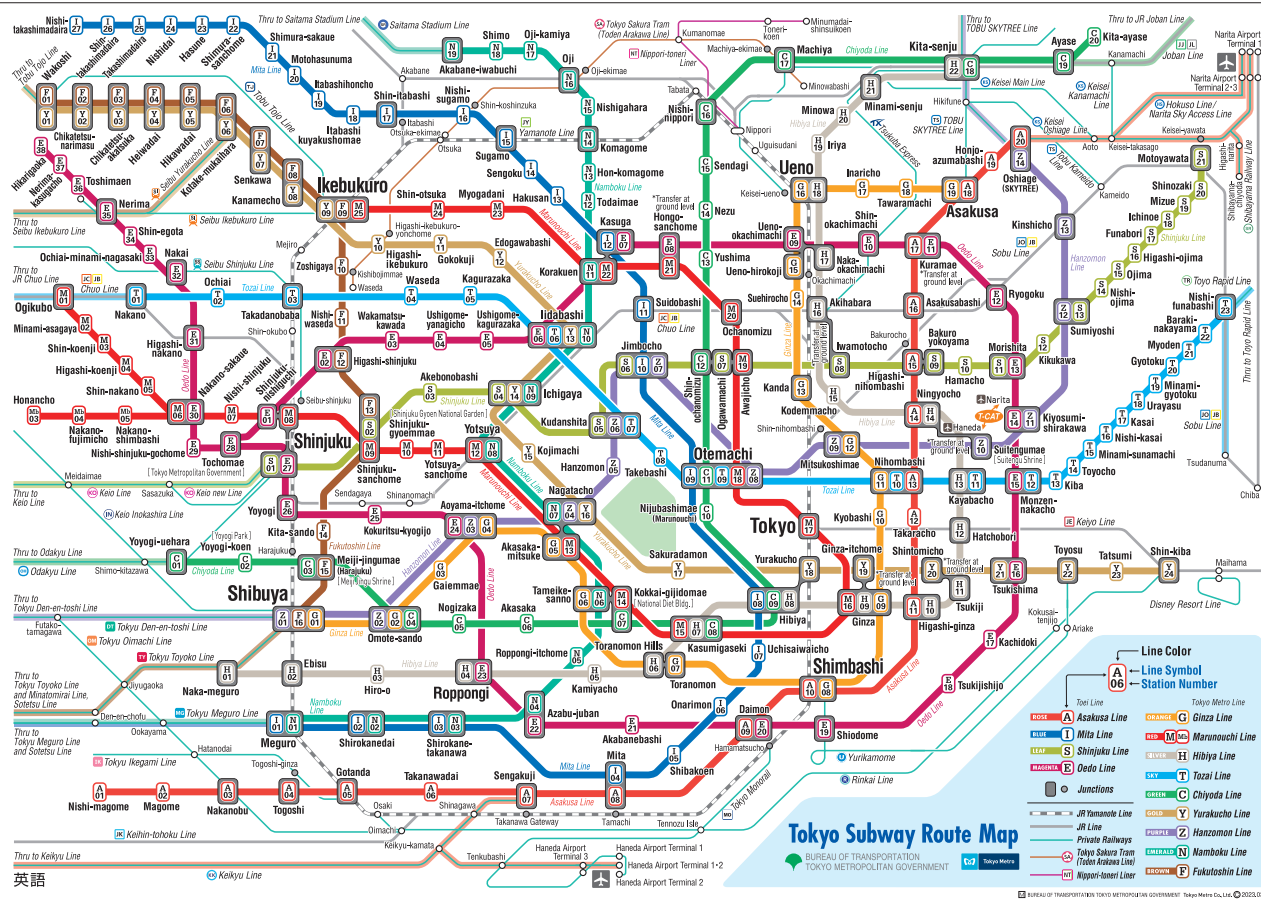
The Tokyo Metro Group consists of Tokyo Metro Co., Ltd. and 15 Group companies, as well as the Metro Cultural Foundation. The Group's core businesses are the railway business and the urban design and lifestyle creation business.



Company Name	Tokyo Metro Co., Ltd.
Head Office Address	19-6, Higashi-ueno 3-chome, Taito-ku, Tokyo
Established	April 1, 2004
Capital	¥58.1 billion
Stockholders	Minister of Finance (26.71%), Tokyo Metropolitan Government (23.29%), Others (50.00%) * Shareholders as of October 23, 2024
Net Sales	¥370.4 billion (FY2023)
Business Overview	1. Operation of passenger railway business 2. Operation of the urban design and lifestyle creation business, which includes: <ul style="list-style-type: none">Retail-related business (operation of station stores and commercial facilities)Real estate business (leasing of office buildings)Information and communications business (leasing of fiber-optic cables)
Number of Employees	9,551 (working staff) (As of March 31, 2024)

Tokyo Metro Group	
● Tokyo Metro Co., Ltd.	
● Metro Service Co., Ltd. (General cleaning services and security guard dispatching services)	
● Metro Commerce Co., Ltd. (Retail and service operations, station operations)	
● Metro Station Facilities Co., Ltd. (Station facilities maintenance operations)	
● Metro Sharyo Co., Ltd. (Rolling stock maintenance management operations)	
● Metro Rail Facilities Co., Ltd. (Infrastructure maintenance management operations)	
● Metro Development Co., Ltd. (Management of real estate located below elevated tracks and construction related operations)	
● Subway Maintenance Co., Ltd. (Electrical facilities maintenance management operations)	
● Tokyo Metro Urban Development Co., Ltd. (Development of real estate, lease and management of office buildings, etc.)	
● Metro Properties Co., Ltd. (Planning, development, and operational management of commercial facilities, as well as operational management of restaurants)	
● Metro Ad Agency Co., Ltd. (Management of advertising media and advertising agency operations)	
● Metro Life Support Co., Ltd. (Human resources and welfare related operations)	
● Metro Business Associe Co., Ltd. (Office work operations related to human resources/accounting/system management)	
● Metro Fleur Co., Ltd. (Cleaning of buildings etc.)	
● Tokyo Metro Asset Management Co., Ltd. (Investment corporation asset management operations)	
● VIETNAM TOKYO METRO ONE MEMBER LIMITED LIABILITY COMPANY (Support of Vietnam urban railway development operations)	
● Metro Cultural Foundation (Public service enterprises such as the Metro Museum)	

(As of April 1, 2024)



Business Status (FY2023)

Railway Business

Tokyo Metro operates a network of nine subway lines concentrated in the central wards of Tokyo, playing a crucial role in supporting the city's urban functions by providing reliable transportation. Leveraging decades of accumulated expertise, Tokyo Metro ensures safe, stable, and high-frequency operations. The company continuously evolves as a key part of Tokyo's transport infrastructure, introducing state-of-the-art technologies, including the deployment of new train models, to support the international city of Tokyo.

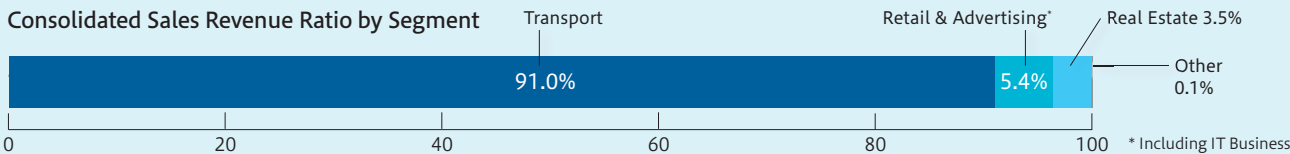
Lines in Operation

G Ginza Line (Asakusa - Shibuya) 14.2km	
M Marunouchi Line (Ikebukuro - Ogikubo) 24.2km (Nakano-sakaue - Honancho) 3.2km	
H Hibiya Line (Kita-senju - Naka-meguro) 20.3km	
T Tozai Line (Nakano - Nishi-funabashi) 30.8km	
C Chiyoda Line (Kita-ayase - Yoyogi-uehara) 24.0km	
Y Yurakucho Line (Wakoshi - Shin-kiba) 28.3km	
Z Hanzomon Line (Shibuya - Oshiage) 16.8km	
N Namboku Line (Meguro - Akabane-iwabuchi) 21.3km	
F Fukutoshin Line (Kotake-mukaihara - Shibuya) 11.9km * Total operating distance is 20.2 km from Wakoshi to Shibuya	

(As of March 31, 2024)

- Operating kilometers: 195.0km
- No. of stations: 180 (including 21 aboveground stations)
- No. of cars: 2,724
- No. of passengers: Average of 6.52 million per day (FY2023)

Consolidated Sales Revenue Ratio by Segment



Urban Design & Lifestyle Creation Business

Focusing on synergy with the railway business, Tokyo Metro develops operations that make effective use of company-owned land and station spaces.

[Retail-related Business]

Convenient, user-friendly commercial facilities which have been developed in stations for customers include Echika, Echika fit and Metro pia. Tokyo Metro is also developing buildings directly connected to stations such as Esola IKEBUKURO. Other facilities on the station premises include LAWSON METRO'S, a convenience store type kiosk, automatic vending machines, baggage lockers, ATMs and portable battery rental stations. In addition, we are increasing the number of stores handling PASMO electronic money. Also, we issue the To Me CARD credit cards equipped with PASMO functionality.



[Real Estate Business]

We have developed office buildings, hotels, housing, a golf driving range, and rental storage space, primarily in areas along Tokyo Metro railway lines. We will take a stronger approach to developing real estate that forms the city of Tokyo and create appealing spaces that become integral parts of urban development for our station environs so that we can contribute to the evolution of our people and city.



[Advertising and IT Business]

We are providing a wide range of advertising media, which are used by many corporate clients. These include not only paper media, such as hanging posters inside trains and wall posters in stations, but also digital signage on trains, platforms, and concourses. We also lease fiber-optic cables installed on all lines.





Compiled by:
Sustainability Promotion Dept., Corporate Planning Headquarters, Tokyo Metro Co., Ltd.
https://www.tokyometro.jp/lang_en/index.html