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Corporate Governance Report

Last Update: June 29, 2021
Keio Corporation
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The corporate governance of Keio Corporation (the "Company") is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information

I. 1. Basic Views

(Basic Views on Corporate Governance)

Aiming to secure a position as the "Top Brand in Trust," as set forth in the "Keio Group Philosophy," the Group is advancing the "creation of the preferred lifestyle, location and rail line" based on the "Keio Group Code of Conduct." With our railway business in particular, we have formulated our "Basic Policy on Safety" and a "Code of Conduct for Employees in Regard to Safety" in order to become a trusted and much-loved railway, and all employees are working as one, striving to build a culture of safety.

As a railway business operator, the Company ensures safety and business continuity as it makes prompt and decisive decision making that ensures transparency and fairness pursuant to the "Keio Group Philosophy." Through these efforts, in order to secure the trust of our shareholders and all other people with whom we have connections, and to achieve sustainable growth of the Group and greater mid- to long-term corporate value, the Company will strive to promote the enhancement and strengthening of its corporate governance based on the following basic policy.

On June 26, 2020, the Company further improved its corporate governance structure by transitioning from a company with an audit and supervisory board to a company with an audit and supervisory committee, introducing an executive officer system, and amending the executive compensation system.

(Basic Policy on Corporate Governance)

1. Ensuring the rights and equal treatment of shareholders

- To fully secure rights and fairness for various shareholders, the Company discloses necessary information

in a timely and appropriate manner, and together with this, creates an environment which enables shareholders to properly execute such rights.

2. Appropriate cooperation with stakeholders other than shareholders

- The Company is fully aware that sustainable corporate growth and creation of corporate value are supported by all those who are involved with the Company. While striving to appropriately work together in sincerity with stakeholders, we endeavor to foster a corporate culture and atmosphere where sound business activity ethics are respected.

3. Ensuring appropriate information disclosure and transparency

- In line with its "Disclosure Policy," the Company not only strives to make information disclosure in a timely and appropriate manner in compliance with laws and regulations, but to take the initiative in providing information beyond that required by laws and regulations, and improving the utility of such information.

4. Responsibilities of the Board of Directors

- The Company's Board of Directors shapes the direction of the Group's management strategy, and conducts highly effective management supervision within the defined scope of delegation to the senior management.
- Directors of the Company are constantly aware of their fiduciary responsibilities and accountability to shareholders, and conduct decision making pursuant to appropriate procedures that adhere to the "Management Judgment Principles" defined by the Company.
- As advisory bodies to the Board of Directors, the Company establishes its Governance Committee and Nomination and Compensation Committee so as to improve Group governance and ensure management transparency.

5. Dialogue with shareholders

- The Company regularly engages in constructive dialogue with shareholders, listening to them and paying due attention to their interests and concerns. In addition to this, the senior management clearly explains management policy to shareholders in an easy-to-understand manner, and strives to gain a balanced understanding with regard to the standpoints of all those with whom it has connections, including shareholders.

6. Formulation, amendment and abolition of this Basic Policy

- Formulation, amendment and abolition of the Basic Policy is conducted through resolution of the Board of Directors.

[Reasons for Non-compliance with the Principles of the Corporate Governance Code]

The Company complies with all of the Corporate Governance Code principles.

[Disclosure Based on the Principles of the Corporate Governance Code]

[Principle 1-3] Basic strategy for capital policy

The Company strives to achieve sustainable growth and enhance corporate value over the medium to long term while maintaining and strengthening a sound financial position.

With regard to investments, in the midst of the impact of the new coronavirus infection, the Company will make new investments that will lead to recovery of profitability and growth after careful examination while ensuring safety and curbing unnecessary investments. With regard to financing, in light of the characteristics of the Company's mainstay railway business, the Company makes careful decisions with a focus on controlling interest-bearing debt, focusing on long-term debt (bonds payable and long-term borrowings).

Given the highly public nature of the railway business, which the Company positions as a core business, the Company considers it vital to secure business continuity in its capital policy. For that reason, in preparation for continuing business operations by swiftly restoring services in the event of a disaster, etc., and to fulfill our responsibilities on our own resources, we post general reserve in its capital.

With regard to shareholder returns, the Company pays dividends by following its basic policy of returning profits to shareholders by taking into account business performance, etc., while enhancing internal reserves necessary to strengthen the management base to prepare for future business development and changes in the business environment.

[Principle 1-4] Cross-shareholdings

The Company engages in business of a highly public nature, primarily the railway business, and considers it important to grow based on a mid- to long-term perspective. For that reason, it holds the shares of other companies when it has been determined that such holding will contribute to the Group's business continuity and enhancement of its corporate value.

In light of transaction status and risks, the shares that are held are comprehensively examined. If, as a result of such examination, the Company determines that the holding of such shares is neither worthwhile nor economically rational, it will consider the sale of these shares, and will work to reduce the number of shares held.

At the meeting of the Board of Directors held in April 2021, the Company verified based on its standards for holding listed shares, whether the listed shares held as of March 31, 2021 carried significance in terms of business continuity and improvement of corporate value.

Furthermore, some of our shareholdings were reviewed during fiscal 2020. As a result, the number of stocks held decreased by four as of March 31, 2021, from 35 stocks we held as of March 31, 2020.

In the exercise of voting rights, from the perspective of raising corporate value over the mid- to long-term, and after verifying on an individual basis that there will be no significant damage to shareholder value, we will make an overall decision to approve or disapprove.

[Principle 1-7] Related party transactions

With regard to Directors' competing transactions, and transactions involving conflicts of interest, the Company, pursuant to laws and regulations, approves upon confirming the details of the transaction at the Board of Directors' meeting, and reports following the transaction.

In addition, with regard to transactions, etc. made between the Company or its consolidated subsidiaries and officers, or those with close relationships to such officers, the Company performs regular confirmation of the existence of such transactions.

[Principle 2-6] Roles of corporate pension funds as asset owners

The Company has established the Pension Committee with regard to the operation and management of the pension assets of corporate pension funds. The Company has formulated a basic policy that defines the principles and basic portfolio pertaining to pension asset management, and by utilizing a pension consultant, evaluates the asset managers from both an objective perspective as well as in quantitative and qualitative terms, and regularly conducts monitoring. In addition, the Company also ensures that conflicts of interest that may arise between a corporate pension beneficiary and the Company are properly managed.

[Principle 3-1] Full disclosure

The Company strives to provide information proactively, and discloses information as follows.

(1) Corporate Philosophy, Management Plan

Please refer to the information disclosed on the Company's website.

- Corporate Philosophy, Keio Group Code of Conduct
  https://www.keio.co.jp/company/corporate/summary/corporate_manual/pdf/2015/2015_p001_p002.pdf

- Management Plan
  https://www.keio.co.jp/company/stockholder/businessplan/index.html

(2) Basic views and basic policy on corporate governance

Please refer to "I.1. Basic Views" in this report.

(3) Policies and procedures in determining the remuneration of senior management and Directors

Following the resolution made at the 99th Ordinary General Meeting of Shareholders held on June 26, 2020, the Company overhauled the executive compensation system.

After the transition to a company with an audit and supervisory committee, compensation for Directors (excluding Directors who are Audit and Supervisory Committee Members and Outside Directors) is categorized into base salary and annual performance-linked compensation that is linked to the Company's performance in each business year. In addition, we introduced a stock-based compensation plan.

Outside Directors and Directors who are Audit and Supervisory Committee Members are only paid base salary, taking into account their duties and other relevant factors.

The Company has set an appropriate level of compensation for each officer based on their responsibilities, taking into account each officer's position and other relevant factors. The Company has also adopted annual performance-linked compensation that is linked to the Company's performance in each business year, whereby a part of remuneration reflects the status of progress toward business results, in comprehensive consideration of consolidated operating profit and other factors in each fiscal year. Furthermore, a stock-based compensation plan has been introduced to raise the motivation of Directors to contribute to enhancing medium- to long-term performance and to maximizing shareholder value.

The Nomination and Compensation Committee deliberates on compensation amounts and submits its opinions to the Board of Directors to ensure management transparency. While respecting what has been discussed by the Nomination and Compensation Committee, the Board of Directors leaves it to the discretion of the President and Representative Director to determine compensation amounts for each Director (excluding Directors who are Audit and Supervisory Committee Members) within the range not exceeding the total amount of compensation for Directors (excluding Directors who are Audit and Supervisory Committee Members), which is set by a resolution of the General Meeting of Shareholders.

Compensation for Directors who are Audit and Supervisory Committee Members is determined through their discussions within the range not exceeding the total amount of compensation set by a resolution of the General Meeting of Shareholders.

The Nomination and Compensation Committee, which is a voluntary advisory body to the Board of Directors and consists of members including Outside Directors (excluding Directors who are Audit and Supervisory Committee Members), deliberates on executive compensation and verifies the appropriateness of compensation amounts.

The resolution of the General Meeting of Shareholders regarding the Company's executive compensation was made on June 26, 2020. It set the amount of compensation for Directors (excluding Directors who are Audit and Supervisory Committee Members) at no greater than 420 million yen a year (of which, up to 40 million yen shall be allocated to Outside Directors), and the amount of compensation for Directors who are Audit and Supervisory Committee Members at no greater than 130 million yen a year. At the Board of Directors meeting held on March 1, 2021, the Company determined the "policy on determination of the content of individual remuneration for officers."

(4) Policies and procedures in the appointment/dismissal of senior management, the nomination of candidates for Director, and the appointment of Executive Officers

Nomination of candidates for Directors and appointment of Executive Officers is premised on candidates possessing qualities and insights suitable to that of an officer. For the positions of Directors (excluding Outside Directors and Audit and Supervisory Committee Members) and Executive Officers, an individual shall have a wealth of experience and capability that will enable contribution to increased corporate value,

and for the positions of Directors who are full-time Audit and Supervisory Committee Members, the candidate shall have the ability to appropriately audit and supervise business executors. In addition, from the perspective of strengthening governance, the Company appoints Outside Directors (excluding Audit and Supervisory Committee Members) who possess experience and insights as corporate managers, and Outside Directors who are Audit and Supervisory Committee Members who have specialized knowledge with regard to finance, accounting, and legal affairs. In addition, if it is objectively deemed reasonable that an officer should be dismissed due to serious violation of laws and regulations, and the Articles of Incorporation, etc., the Nomination and Compensation Committee will deliberate, and then submit recommendations to the Board of Directors.

(5) Individual reasons for the appointment of Directors

The information is disclosed in Reference Documents (proposal for election) in the "Notice of the 100th Ordinary General Meeting of Shareholders."
https://www.keio.co.jp/company/stockholder/shareholdersmeeting/index.html

[Supplementary principle 4-1-1] Scope of matters delegated to the senior management

Pursuant to the Standard for Submitting Proposals for Meetings, the Company specifies the scope of matters to be delegated to the Board of Directors and the Management Committee made up of full-time Directors and full-time Executive Officers, making appropriate management decisions that adhere to standards. Matters addressed by the Management Committee are reported to the Board of Directors. In addition, the Company established new provisions in the Articles of Incorporation regarding the delegation of decision-making authority on the execution of important operations to the Company's Directors in order to allow for swift decision-making.

[Principle 4-9] Criteria for determining the independence and qualifications of Independent Outside Directors

With regard to the Company's "Criteria for Determining the Independence of Outside Officers," please see "II. 1. [Independent Directors/Audit & Supervisory Board Members] Matters relating to Independent Directors/Audit & Supervisory Board Members" in this report.

[Supplementary principle 4-11-1] Views on the balance between knowledge, experience and skills of the Board of Directors as a whole, and on diversity and appropriate scale

To further improve the corporate governance structure, the Company has transitioned to a company with an audit and supervisory committee and appointed five Outside Directors among 15 Directors.

In order to make appropriate management decisions as a business company, the Company considers it vital that persons well versed in each business field participate in decision making as Directors, and based on this belief, appoints eight full-time Directors (including two Directors who are Audit and Supervisory Committee Members (one of them is an Outside Director)) and three part-time Directors who serve concurrently as presidents of major Group companies. Through this structure, we supervise management, check the direction

of the entire Group, and strive to strengthen Group management.

In addition to the aforementioned 11 Directors, the Company appoints four Outside Directors (including two Outside Directors who are Audit and Supervisory Committee Members (one of them is female)), and by having them properly perform monitoring functions through their experience and insights as corporate managers at major financial institutions as well as through their expertise in finance, accounting, and legal affairs, we strive to strengthen governance.

From the above, we believe that the Board of Directors is sufficiently fulfilling its function as a management decision making body and that the current condition is of an appropriate scale.

[Supplementary principle 4-11-2] Status of concurrently serving officers

We believe that officers who serve concurrently at other companies are appropriately fulfilling their respective roles and responsibilities at the Board of Directors of the Company and are devoting the required amount of time and effort to the Company.

For information on the status of concurrent service, please refer to the "Notice of the 100th Ordinary General Meeting of Shareholders," which is disclosed on the Company's website.
https://www.keio.co.jp/company/stockholder/shareholdersmeeting/index.html

[Principle 4-11-3] Ensuring effectiveness of the Board of Directors as a whole

We use surveys on decision-making processes, etc. conducted with each of the Directors as well as quantitative analyses on the operational status, etc. of the Board of Directors to evaluate the effectiveness of the Board of Directors. The Governance Committee, a voluntary advisory body to the Board of Directors, which is composed of members that include Outside Directors, analyzes, conducts assessments, and reports to the Board of Directors.

As a result of the analysis and assessments for fiscal 2020, which examined the Board of Directors based on the perspectives of Board of Directors' composition, operational status, decision-making processes, and a support structure for Outside Directors, the Company recognizes that the effectiveness of the Board of Directors of the Company is ensured.

We have worked on "the transition to a company with an audit and supervisory committee, the introduction of an executive officer system, and the amendment of the executive compensation system" as issues to be addressed for fiscal 2020 and made one-third of the members of the Board of Directors Independent Outside Directors, and we also introduced a system for delegation of authority to Directors in a company with an audit and supervisory committee. In addition, we have improved the effectiveness of the Board of Directors by strengthening auditing and supervision through an exchange of opinions on matters to be discussed at the Board of Directors meetings in advance at Audit and Supervisory Committee meetings, expression of opinions at the Board of Directors meetings as necessary, promotion of close cooperation between the Audit and Supervisory Committee and the internal audit section, and Audit and Supervisory Committee Members having voting rights as Directors. As to the "review of matters to be presented to the Board of Directors and a method to present them," we have worked to improve the efficiency of meeting management.

For fiscal 2021, we will continue to work on "enhancement of deliberations by making agenda items

clearer" and addressing the "issues associated with the revision of the Corporate Governance Code." Through these measures, we aim to improve the effectiveness of the Board of Directors.

[Supplementary principle 4-14-2] Training policy for Directors

In consideration of individual experience, etc., the Company provides Directors (including Directors who are Audit and Supervisory Committee Members) with the opportunity to obtain necessary training and other learning to carry out their roles and responsibilities. In addition to this, ongoing training is conducted so that they can gain an understanding of economic conditions, revisions to laws and regulations, and the business environment in which the Group operates.

[Principle 5-1] Policy for constructive dialogue with shareholders

The Company has the following organizational structures and initiatives aimed at promoting constructive dialogue with shareholders and investors.

(1) For dialogue with shareholders and investors, the Director in Charge of Finance and Information Disclosure shall have responsibility.

(2) In the conduct of dialogue, the Finance and Accounting Department with person in charge of IR will play a central role in providing assistance.

The Finance and Accounting Department acts as the Disclosure Committee's secretariat, and collects information from the Group Business Management Department that aggregates information from Business Departments, General Administration Departments, and each Group company, in addition to the information obtained from internal meetings.

(3) As to dialogue other than individual meetings, in addition to holding twice-yearly briefings for analysts and institutional investors, we hold company briefings for individual investors, primarily in the Company's business area. In this manner, through promoting understanding, we strive to further enhance IR activities.

(4) While reporting to the senior management in a timely manner the opinions and other comments from shareholders and investors obtained through dialogues, by conveying the contents to respective departments, we strive to properly share these opinions company-wide and reflect them to management.

(5) The Company will properly manage insider information in accordance with the internal regulation, "Regulations on Prevention of Insider Trading."

I. 2. Capital Structure

Foreign Shareholding Ratio	From 10% to less than 20%

[Status of Major Shareholders]

Name / Company Name	Number of Shares Owned	Percentage (%)
The Master Trust Bank of Japan, Ltd. (trust account)	11,530,400	9.44
Nippon Life Insurance Company	6,141,672	5.03
TAIYO LIFE INSURANCE COMPANY	5,862,032	4.80
Custody Bank of Japan, Ltd. (trust account)	5,495,200	4.50
Sumitomo Mitsui Trust Bank, Limited	3,648,200	2.99
The Dai-ichi Life Insurance Company, Limited	2,222,500	1.82
STATE STREET BANK WEST CLIENT - TREATY 505234	2,164,040	1.77
Custody Bank of Japan, Ltd. (Sumitomo Mitsui Trust Bank Retirement Benefit Trust Account)	2,000,000	1.64
MUFG Bank, Ltd.	1,959,031	1.60
Fukoku Mutual Life Insurance Company	1,918,000	1.57

Controlling Shareholder (except for Parent Company)	—
Parent Company	None

3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange, First Section
Fiscal Year-End	March
Type of Business	Land Transportation
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	More than 1000
Sales (consolidated) as of the End of the Previous Fiscal Year	From ¥100 billion to less than ¥1 trillion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	From 10 to less than 50

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

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5. Other Special Circumstances which may have Material Impact on Corporate Governance

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II.1. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management

1. Organizational Composition and Operation

Organization Form	Company with an audit and supervisory committee

[Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	20
Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	Chairman (except when Chairman concurrently serves as President)
Number of Directors	15
Appointment of Outside Directors	Appointed
Number of Outside Directors	5
Number of Independent Directors	5

Outside Directors' Relationship with the Company (1)

Name	Attribute	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Atsushi Takahashi	From another company								△			
Takeshi Furuichi	From another company								○			
Hiroshi Takekawa	From another company								△			
Keiko Kitamura	Academic											
Masashi Kaneko	Lawyer											

* Categories for "Relationship with the Company"

* "○" when the director presently falls or has recently fallen under the category;
"△" when the director fell under the category in the past

* "●" when a close relative of the director presently falls or has recently fallen under the category;
"▲"when a close relative of the director fell under the category in the past

a. Executive of the Company or its subsidiaries
b. Non-executive director or executive of a parent company of the Company
c. Executive of a fellow subsidiary company of the Company
d. A party whose major client or supplier is the Company or an executive thereof
e. Major client or supplier of the listed company or an executive thereof
f. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a director/*kansayaku*
g. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)

h. Executive of a client or supplier company of the Company (which does not correspond to any of d, e, or f) (the director himself/herself only)
i. Executive of a company, between which and the Company outside directors/*kansayaku* are mutually appointed (the director himself/herself only)
j. Executive of a company or organization that receives a donation from the Company (the director himself/herself only)
k. Others

Outside Directors' Relationship with the Company (2)

Name	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons of Appointment
Atsushi Takahashi	○	- Honorary Advisor of Sumitomo Mitsui Trust Bank, Limited - Outside Director of The Bank of Iwate, Ltd.	Atsushi Takahashi has abundant experience and knowledge as a management executive, and plays an appropriate role in enhancing corporate governance of the Company by providing useful opinion from the external point of view as well as having discussions as a member of the Governance Committee and the Nomination and Compensation Committee, which are voluntary advisory bodies to the Board of Directors. Therefore, the Company appoints him as Outside Director. Atsushi Takahashi served as Director of Sumitomo Trust and Banking Co., Ltd. (currently Sumitomo Mitsui Trust Bank, Limited) until March 2011. That company is in a business relationship with the Company involving borrowing funds, etc., but all of which are based on the same terms and conditions as those for ordinary transactions. As Atsushi Takahashi satisfies the Criteria for Determining the Independence of Outside Officers stipulated by the Company and the independence criteria set forth by the Tokyo Stock Exchange, the Company registered him with the Exchange as an Independent Officer with no risk for conflict of interest with general shareholders.
Takeshi Furuichi	○	- Representative	Takeshi Furuichi has abundant experience and knowledge as a management executive,

		Director and Vice Chairman of Nippon Life Insurance Company - Outside Director of Daicel Corporation	and plays an appropriate role in enhancing corporate governance of the Company by providing useful opinion from the external point of view as well as having discussions as a member of the Governance Committee and the Nomination and Compensation Committee, which are voluntary advisory bodies to the Board of Directors. Therefore, the Company appoints him as Outside Director. Nippon Life Insurance Company is in a business relationship with the Company involving borrowing funds, etc., but all of which are based on the same terms and conditions as those for ordinary transactions. As Takeshi Furuichi satisfies the Criteria for Determining the Independence of Outside Officers stipulated by the Company and the independence criteria set forth by the Tokyo Stock Exchange, the Company registered him with the Exchange as an Independent Officer with no risk for conflict of interest with general shareholders.
Hiroshi Takekawa	○	—	Hiroshi Takekawa has experience working at financial institutions, has abundant knowledge in finance and accounting, and a wealth of experience and high level knowledge from serving as an executive officer of a financial institution. The Company appoints him as Outside Director who is Audit and Supervisory Committee Member as it has determined that he plays an appropriate role in enhancing corporate governance of the Company by appropriately fulfilling the audit function from a neutral and fair perspective, as well as having discussions as a member of the Governance Committee, which is a voluntary advisory body to the Board of Directors. Hiroshi Takekawa was Executive Officer

			of Mitsubishi UFJ Financial Group, Inc. until May 2018, and Executive Officer of MUFG Bank, Ltd. until June 2018. As Hiroshi Takekawa satisfies the Criteria for Determining the Independence of Outside Officers stipulated by the Company and the independence criteria set forth by the Tokyo Stock Exchange, the Company registered him with the Exchange as an Independent Officer with no risk for conflict of interest with general shareholders.
Keiko Kitamura	○	- Honorary Professor, Chuo University - Outside Director of Meiji Yasuda Life Insurance Company - Outside Audit & Supervisory Board Member of Hino Motors, Ltd.	Keiko Kitamura has abundant knowledge in finance and accounting from her experience as a university professor specializing in accounting over many years. The Company appoints her as Outside Director who is Audit and Supervisory Committee Member as it has determined that she plays an appropriate role in enhancing corporate governance of the Company by appropriately fulfilling the audit function from a neutral and fair perspective. As Keiko Kitamura satisfies the Criteria for Determining the Independence of Outside Officers stipulated by the Company and the independence criteria set forth by the Tokyo Stock Exchange, the Company registered her with the Exchange as an Independent Officer with no risk for conflict of interest with general shareholders.
Masashi Kaneko	○	—	Masashi Kaneko is an attorney at law and has abundant experience and knowledge as a legal specialist. The Company appoints him as Outside Director who is Audit and Supervisory Committee Member as it has determined that he plays an appropriate role in enhancing corporate governance of the Company by appropriately fulfilling the audit function from the perspective of legal compliance.

			As Masashi Kaneko satisfies the Criteria for Determining the Independence of Outside Officers stipulated by the Company and the independence criteria set forth by the Tokyo Stock Exchange, the Company registered him with the Exchange as an Independent Officer with no risk for conflict of interest with general shareholders.

[Audit and Supervisory Committee]

Committee's Composition and Attributes of Chairperson

	All Committee Members	Full-time Members	Inside Directors	Outside Directors	Chairperson
Audit and Supervisory Committee	4	2	1	3	Inside Director

Appointment of Directors and/or Employees to Support the Audit and Supervisory Committee	Appointed

Matters Related to the Independence of Such Directors and/or Employees from Executive Directors

To increase the effectiveness of audits by the Audit and Supervisory Committee and to carry out audit operations smoothly, the Company assigns dedicated employees. In performing their duties, these employees abide by directions and orders of Directors who are Audit and Supervisory Committee Members. For the transfer, personnel evaluation and disciplinary action on these employees, a consent from the Directors who are full-time Audit and Supervisory Committee Members delegated by the Audit and Supervisory Committee is required.

Cooperation among Audit and Supervisory Committee, Accounting Auditors and Internal Audit Departments

Outside Directors supervise and audit the execution of operations based on reports on the status of internal audits, audits by the Audit and Supervisory Committee, accounting audits, and on the status of execution of operations by the internal control section, which are provided through the Board of Directors and the Audit and Supervisory Committee.

The Audit and Supervisory Committee has deepened cooperation with the Internal Audit Department, which is the internal audit section, through regular meetings on matters including audit plans and reporting of results, as well as discussions on issues such as the way audits should be, on a monthly basis, while jointly considering issues such as sharing of information on risks and the way to handle it, as necessary, thereby further enhancing internal control.

In addition, the Audit and Supervisory Committee exchanges opinions with the Accounting Auditor in charge of the accounting audit after receiving reports from the Accounting Auditor on audit plans, the progress of audits during the fiscal year and the audit results, and receives a briefing on a summary of the audit results under the Financial Instruments and Exchange Act. In this manner, the Audit and Supervisory Committee strives to collaborate with the Accounting Auditor.

Furthermore, in order to ensure that internal audits, audits by the Audit and Supervisory Committee, and audits by the Accounting Auditor are conducted efficiently and effectively, the Internal Audit Department, Audit and Supervisory Committee Members, and the Accounting Auditor hold a Three-Pillar Audit Liaison

Committee regularly to exchange and share information and exchange opinions about respective audit plans and audit results, thereby strengthening collaboration.

[Voluntary Establishment of Nomination/Remuneration Committee]

Voluntary Establishment of Committee(s) Corresponding to Nomination Committee or Remuneration Committee	Established

Committee's Name, Composition, and Attributes of Chairperson

	Committee Corresponding to Nomination Committee	Committee Corresponding to Remuneration Committee
Committee's Name	Nomination and Compensation Committee	Nomination and Compensation Committee
All Committee Members	4	4
Full-time Members	0	0
Inside Directors	2	2
Outside Directors	2	2
Outside Experts	0	0
Other	0	0
Chairperson	Inside Director	Inside Director

Voluntary Committees and Supplementary Explanation

As a voluntary advisory body to the Board of Directors, the Company has established a Governance Committee in addition to the Nomination and Compensation Committee above. For an overview of the Nomination and Compensation Committee and the Governance Committee, please see "II. 2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System)" in this document.

[Independent Directors]

Number of Independent Directors	5

Matters relating to Independent Directors

The Company registers all the Outside Officers who are deemed to be independent pursuant to the following criteria as Independent Officers with the Tokyo Stock Exchange. [Criteria for Determining the Independence of Outside Officers] Keio Corporation (hereafter, the "Company") deems Outside Directors to whom none of the following criteria

apply to be independent.

(1) A business executor (Note 1) at the Company or an affiliated company (hereafter, the "Group") at present or in the past ten (10) years;

(2) An entity for whom the Group is an important business partner (Note 2) or its business executor;

(3) An important business partner of the Group (Note 3), or its business executor;

(4) A major shareholder (Note 4) of the Group, or its business executor;

(5) A major lender (Note 5) for the Group, or its business executor;

(6) A person who is employed with the audit firm serving as the Group's Accounting Auditor;

(7) A consultant, lawyer, certified public accountant, tax specialist, or other (a person affiliated with the particular group in the event that the entity receiving the assets is a group) who receives or has received a large amount of money or other assets (Note 6) from the Group excluding a director's remuneration;

(8) An organization that has received a large contribution exceeding a certain amount (Note 7) from the Group, or its business executor;

(9) In the event that the Group's full-time Director or full-time Audit & Supervisory Board Member also serves as an Outside Director or Outside Audit & Supervisory Board Member of another company, the officer in question serves as a business executor at that company, that company's parent company, or a subsidiary;

(10) A person to whom (2) through (9) above have applied in the past three (3) years; or

(11) The spouse of a person to whom (1) through (10) above apply who has an important position (Note 8) or a relative within two degrees of that person.

Notes:

1. A business executor refers to a director, executive officer, corporate officer, staff executing business, a manager, or other equivalent person and employee of a corporation or other group.
2. An entity or its business executor for whom the Group is an important business partner refers to a person or company that received payments from the Group equivalent to 2% or more of the consolidated sales of that party in the most recent business year.
3. An important business partner of the Group refers to a person or company who pays to the Company an amount equivalent to 2% or more of the Company's consolidated sales in the most recent business year.
4. A major shareholder refers to someone who holds 10% or more of the voting rights in the Company directly or indirectly.
5. A major lender refers to a counterparty that is essential for the Group's financing and on whom the Group depends to the extent that it has no alternatives.
6. A large amount of money or other assets refers to an amount of money or assets exceeding ¥10 million

per year, other than compensation for directors, on average over the past three (3) business years (in the event that the person receiving the assets is a corporation, association, or other group, an amount of money or assets exceeding 2% of that group's consolidated sales on average over the past three (3) business years).

7. A large contribution exceeding a certain amount refers to contributions equivalent to ¥10 million per year on average over the past three (3) years or 30% of the average annual total costs of that organization, whichever is higher.

8. An important position refers to Director (excluding Outside Director and Audit and Supervisory Committee Member), Audit & Supervisory Board Member (excluding Outside Audit & Supervisory Board Member), Executive Officer, and a manager at the rank of General Manager and higher.

[Incentives]

Incentive Policies for Directors	Other

Supplementary Explanation

Following the resolution made at the 99th Ordinary General Meeting of Shareholders held on June 26, 2020, the Company overhauled the executive compensation system.

After the transition to a company with an audit and supervisory committee, compensation for Directors (excluding Directors who are Audit and Supervisory Committee Members and Outside Directors) is categorized into base salary and annual performance-linked compensation that is linked to the Company's performance in each business year. In addition, we introduced a stock-based compensation plan.

Outside Directors and Directors who are Audit and Supervisory Committee Members are only paid base salary, taking into account their duties and other relevant factors.

The Company has set an appropriate level of compensation for each officer based on their responsibilities, taking into account each officer's position and other relevant factors. The Company has also adopted annual performance-linked compensation that is linked to the Company's performance in each business year, whereby a part of remuneration reflects the status of progress toward business results, in comprehensive consideration of consolidated ordinary profit and other factors in each fiscal year. Furthermore, a stock-based compensation plan has been introduced to raise the motivation of Directors to contribute to enhancing medium- to long-term performance and to maximizing shareholder value.

The Nomination and Compensation Committee deliberates on compensation amounts and submits its opinions to the Board of Directors to ensure management transparency. While respecting what has been discussed by the Nomination and Compensation Committee, the Board of Directors leaves it to the discretion of the President and Representative Director to determine compensation amounts for each Director (excluding Directors who are Audit and Supervisory Committee Members) within the range not exceeding the total amount of compensation for Directors (excluding Directors who are Audit and Supervisory Committee Members), which is set by a resolution of the General Meeting of Shareholders.

Compensation for Directors who are Audit and Supervisory Committee Members is determined through their discussions within the range not exceeding the total amount of compensation set by a resolution of the General Meeting of Shareholders.

The Nomination and Compensation Committee, which is a voluntary advisory body to the Board of Directors and consists of members including Outside Directors (excluding Directors who are Audit and Supervisory Committee Members), deliberates on executive compensation and verifies the appropriateness of compensation amounts.

Recipients of Stock Options	

Supplementary Explanation

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[Director Remuneration]

Disclosure of Individual Directors' Remuneration	No Individual Disclosure

Supplementary Explanation

1. Total amount of the remuneration for officers (fiscal 2020)

(1) Before the transition to a company with an audit and supervisory committee

Directors (excluding Outside Directors): 104 million yen

Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members): 6 million yen

Outside Directors and Outside Audit & Supervisory Board Members: 14 million yen

For a total of 125 million yen

Notes:

1. Aside from the above, 17 million yen was paid to five Directors who are concurrently serving as employees, as salaries in the capacity of employee.
2. In consideration of the severe business environment in fiscal 2020, 10% of the remuneration for Directors (excluding Outside Directors) and full-time Audit & Supervisory Board Members has been returned since May. The amounts shown above are amounts after the said return of remuneration.

(2) After the transition to a company with an audit and supervisory committee

Directors (excluding Outside Directors and Audit and Supervisory Committee Members): (Base salary) 172 million yen; (Non-monetary remuneration, etc.) 61 million yen; total of 234 million yen

Audit and Supervisory Committee Members (excluding Outside Audit and Supervisory Committee Members): (Base salary) 26 million yen; Outside Directors: 54 million yen; total of 315 million yen

Notes:

1. As of March 31, 2021, there are 11 Directors (excluding Audit and Supervisory Committee Members) and 4 Audit and Supervisory Committee Members, for a total of 15.
2. In consideration of the severe business environment in fiscal 2020, 10% of the remuneration for Directors (excluding part-time Outside Directors) has been returned since July, and 10% to 30% depending on their positions since September. The amounts shown above are amounts after the said return of remuneration.

2. Total amount of consolidated remuneration, etc. by officer

Description is omitted as no person was awarded a consolidated remuneration of 100 million yen or more in total.

Policy on Determining Remuneration Amounts and Calculation Methods	Established

Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

[Details of the resolution of the General Meeting of Shareholders regarding remuneration, etc. for Directors]

At the 99th Ordinary General Meeting of Shareholders held on June 26, 2020 (hereinafter, the "Meeting"), the Company resolved that the amount of remuneration for Directors (excluding Directors who are Audit and Supervisory Committee Members) shall be no more than 420 million yen per year, of which no more than 40 million yen shall be for Outside Directors, and the amount of remuneration for Directors who are Audit and Supervisory Committee Members shall be no more than 130 million yen per year.

[Policy on determination of the content of individual remuneration for officers]

1. Basic composition

   Remuneration, etc. of Directors (excluding Directors who are Audit and Supervisory Committee Members and Outside Directors) shall consist of base salary, annual performance-linked compensation linked to business performance for each business year, and stock-based compensation. Regarding remuneration for Outside Directors and Directors who are Audit and Supervisory Committee Members, only base salary shall be paid, taking into consideration the nature of their duties.

2. Policy on determination of individual remuneration of base salary

   The base salary for Directors of the Company shall be a monthly fixed remuneration and shall be set at an appropriate level corresponding to their responsibilities, taking into consideration their position, etc.

3. Policy on determination of the content of performance indicators for annual performance-linked compensation and the calculation method of the amount or number of such performance-linked compensation

   Annual performance-linked compensation shall be calculated by comprehensively taking into account consolidated operating profit, etc. for the relevant fiscal year as indicators linked to business performance

for each business year, reflecting the achievement status of business performance, and shall be paid in addition to base salary. In calculating the amount, the Nomination and Compensation Committee shall be consulted, and the amount shall be determined after deliberation.

4. Policy on determination of the content of stock-based compensation and the calculation method of the amount or number

As to stock-based compensation, the number of the Company shares equivalent to the number of points granted to each Director shall be delivered, using a trust set by monetary contribution by the Company, in order to improve the motivation to contribute to the improvement of medium- to long-term business performance and the maximization of shareholder value.

Points shall be granted in accordance with the position, etc., based on the share delivery regulations determined by the Board of Directors. The delivery of the Company shares corresponding to the granted points shall be made, in principle, at the time of retirement of the Director.

5. Policy on determination of the ratio of the amount of base salary, annual performance-linked compensation, and stock-based compensation to the amount of individual remuneration, etc. for Directors

The amount and ratio of basic salary, annual performance-linked compensation, and stock-based compensation shall be determined in accordance with the policies described in the above items 2, 3, and 4, as well as in consideration of the fact that the Company is engaged in a business with a highly public nature centered on the railway business.

6. Matters concerning determination of the content of individual remuneration for Directors

The amount of individual remuneration shall be left to the discretion of the President and Representative Director in accordance with the resolution of the Board of Directors, after deliberation by the Nomination and Compensation Committee, a voluntary advisory body to the Board of Directors.

While respecting the deliberation by the Nomination and Compensation Committee, the President and Representative Director shall determine compensation amounts for each Director (excluding Directors who are Audit and Supervisory Committee Members) within the range not exceeding the total amount of compensation for Directors (excluding Directors who are Audit and Supervisory Committee Members), which is set by a resolution of the General Meeting of Shareholders.

Compensation for Directors who are Audit and Supervisory Committee Members shall be determined through their discussions within the range not exceeding the total amount of compensation set by a resolution of the General Meeting of Shareholders.

7. Policy on determination of individual remuneration for Executive Officers

The policy regarding Directors (excluding Directors who are Audit and Supervisory Committee Members and Outside Directors) described in this policy shall apply mutatis mutandis to the determination of individual remuneration for Executive Officers.

[Supporting System for Outside Directors (Outside Audit & Supervisory Board Members)]

- In convening the Board of Directors' meeting, proposal documents are distributed in advance to all

Directors including Outside Directors. In addition, explanations are provided in advance as needed.

- Support including the provision of information to Outside Directors (excluding Audit and Supervisory Committee Members) is offered by the Secretariat and the Management Planning Department.
- Support including the provision of information to Outside Directors who are Audit and Supervisory Committee Members is provided by the Office of Audit and Supervisory Committee.

[Retired presidents/CEOs holding advisory positions (advisor, consultant, etc.)]

Information on retired presidents/CEOs holding advisory positions (advisor, consultant, etc.)

Name	Job title/ position	Responsibilities	Employment terms (Full/part time, with/without compensation, etc.)	Date when former role as president/ CEO ended	Term
Kan Kato	Corporate Advisor	He provides advice at the request of the management team, leveraging his knowledge and career as a former executive.	Part-time, with compensation	June 26, 2015	One-year delegation agreement

Number of retired presidents/CEOs holding advisory positions (advisor, consultant, etc.)	1

Others

- Upon consultation with the Nomination and Compensation Committee (a voluntary advisory body to the Board of Directors), the Company's Corporate Advisors may conclude a delegation contract of a one-year period, based on a resolution of the Board of Directors.
- At the Company, there are cases where a person who retired as Corporate Advisor is appointed to "Honorary Advisor," for which no business or duties are assigned, and no remuneration is paid.
- The aforementioned "Corporate Advisor" and "Honorary Advisor" do not involve in any way with the Company's management decision making.

II. 2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System)

1. Business execution and supervision

(1) The Company's Board of Directors is currently comprised of 15 members (there are four Directors who are Audit and Supervisory Committee Members), including five Outside Directors and three presidents of major Group companies. The Board of Directors meeting is held once a month, in principle, to resolve important management matters as well as matters stipulated by laws and regulations, and supervise business execution.

(2) By delegating decision-making authority on the execution of important operations to the Company's Directors, we aim to enhance management efficiency and achieve swift decision-making.

(3) The Management Committee made up of full-time Directors and full-time Executive Officers makes deliberation and decision on important management matters based on the policies determined by the Board of Directors.

(4) The Group Management Council made up of full-time Directors, part-time Directors, Executive Officers, and presidents of Group companies, etc. discusses the management issues of the entire Group to strengthen and promote the Group management.

(Status of the major meetings in fiscal 2020)

Board of Directors meetings: 11 times

Executive Committee (before the transition to a company with an audit and supervisory committee): 7 times

Management Committee (after the transition to a company with an audit and supervisory committee): 18 times

Group Management Council: 2 times

2. Audits by the Audit and Supervisory Committee

(1) The Audit and Supervisory Committee audits the execution of duties of Directors based on the basic policy determined by the committee, pursuant to laws and regulations, Articles of Incorporation, rules for the Audit and Supervisory Committee, Standards for the Audit and Supervisory Committee Audit, and other rules. In addition to this, Directors who are Audit and Supervisory Committee Members attend the Board of Directors meetings and other important meetings and have voting rights at the Board of Directors as Board members, while being entrusted with the audit function and endeavoring to raise the effectiveness of the Board's supervision function of business execution.

The Audit and Supervisory Committee closely cooperates with the Internal Audit Department, which is the internal audit section, to carry out organizational audits, and when it deems necessary, requests investigations from the Internal Audit Department and provides instructions.

Furthermore, the Audit and Supervisory Committee determines standards for the selection and evaluation of

Accounting Auditor and confirms its independence and expertise, and strengthens cooperation with Accounting Auditor through having it attend the meetings of the Audit and Supervisory Committee.

(2) The Audit and Supervisory Committee meets more than once a month, in principle. The Audit and Supervisory Committee mainly considers important matters related to audits, including the analysis and evaluation of the committee's audit plans, appropriateness of the Accounting Auditors' auditing method and results, development and operational status of the internal control system, and the effectiveness of the Audit and Supervisory Committee. The Audit and Supervisory Committee receives preliminary briefings from responsible departments on major agenda items among matters presented to the Board of Directors.

(3) Full-time Audit and Supervisory Committee Members attend important meetings, inspect important approval documents, etc., hold regular meetings with Representative Directors, and conduct interviews with General Managers of major responsible departments regarding the status of business execution and risk recognition. Part-time Audit and Supervisory Committee Members, together with full-time Audit and Supervisory Committee Members, hold meetings with Director and Senior Managing Executive Officers and Director and Managing Executive Officers, inspect railway operation sites, and interview operation site managers.

(4) Standards for the Audit and Supervisory Committee Audit, etc. stipulate cooperation between the Company's Audit and Supervisory Committee and Audit & Supervisory Board Members of Group companies. Full-time Audit and Supervisory Committee Members have established a system for exchanging information when needed, such as holding regular meetings of the Group Audit & Supervisory Board consisting of Audit & Supervisory Board Members of the Group companies, and receiving reports from Audit & Supervisory Board Members of the Group companies on the status of audits during and at the end of each fiscal year, in principle.

Furthermore, part-time Audit and Supervisory Committee Members, together with full-time Audit and Supervisory Committee Members, exchange opinions with Representative Directors of Group companies and Audit & Supervisory Board Members of Group companies to enhance and strengthen audits of the entire Group.

In addition, full-time Audit and Supervisory Committee Members share the responsibility to concurrently serve as part-time Audit & Supervisory Board Members of important subsidiaries, and thereby conduct audits that take into consideration the perspective of the corporate group.

(5) To support the duties of the Audit and Supervisory Committee, the Office of the Audit and Supervisory Committee assigns four dedicated employees.

(Status of meetings in fiscal 2020)

Audit & Supervisory Board meetings (before the transition to a company with an audit and supervisory committee): 5 times

Audit and Supervisory Committee meetings (after the transition to a company with an audit and supervisory committee): 10 times

3. Deliberation on corporate governance

As a voluntary advisory body to the Board of Directors, the Governance Committee, which is composed of Outside Directors (excluding Audit and Supervisory Committee Members) and Outside Directors who are full-time Audit and Supervisory Committee Members, is established to deliberate on the Group corporate strategies and governance system by bringing views of Outside Directors into the discussion. In addition, collaboration among Representative Directors and Outside Directors is strengthened, thereby achieving sustainable growth of the Group and greater mid- to long-term corporate value.

(Status of meetings in fiscal 2020)

Governance Committee: 2 times

4. Decision on nomination and remuneration

As a voluntary advisory body to the Board of Directors, the Nomination and Compensation Committee, which is composed of members that include Outside Directors (excluding Audit and Supervisory Committee Members), deliberates on executive appointments and remuneration, and then submits recommendations to the Board of Directors, thereby ensuring management transparency.

(Status of meetings in fiscal 2020)

Nomination and Compensation Committee: 3 times

5. Internal audits

(1) Internal audits are performed for the purpose of verifying the compliance with laws and regulations and internal regulations, and appropriateness and effectiveness of management. Recommendations are made for management rationalization, business improvement, greater efficiency and sound development of business operations.

(2) To maintain independence and objectivity of internal audit, the Internal Audit Department is an organization under the direct control of the President. As of March 31, 2021, the Internal Audit Department has 33 members, including General Manager of Internal Audit Department.

(3) In accordance with the Internal Audit Ethics Code and the Internal Audit Regulations, thematic audits and special-purpose audits are performed on the Company and its Group companies, in addition to general audits focusing on accounting and overall business operations.

(4) Internal audit plan for each fiscal year is reported to the Audit and Supervisory Committee and the Board of Directors upon obtaining approval of the President. An outline of audit result is also reported to the Audit and Supervisory Committee and the Board of Directors, in addition to the President.

(5) Audited parties are requested to submit improvement plans and the status of improvement is confirmed as needed.

(6) Full-time Audit & Supervisory Board Members of the Group companies belong to the Internal Audit Department, in principle. They are enhancing and strengthening the audit system of the Group as a whole

through mutual collaboration.

6. Accounting audit and internal control audit

Certified public accountants who performed operation in the fiscal year ended March 31, 2021

Names, years of continuous audit service for the Company, and the audit firm to which they belong

Designated Limited Liability Partner/Engagement Partner	Satoshi Yokosawa	5 years
	KPMG AZSA LLC	
Designated Limited Liability Partner/Engagement Partner	Mutsumi Kanai	6 years
	KPMG AZSA LLC	

Assistants involved in audit service are comprised of 14 certified public accountants and 20 other staff members.

There are no special interests between the Company and either of the audit firm and the engagement partners of the said audit firm engaged in the audit of the Company. As such, they are all in an independent and neutral position.

II. 3. Reasons for Adoption of Current Corporate Governance System

To further enhance our corporate governance structure, we made a transition to a company with an audit and supervisory committee on June 26, 2020 and introduced a new executive officer system.

The objectives of this transition are to ensure that Directors who are Audit and Supervisory Committee Members will have voting rights at the Board of Directors as Board members, while being entrusted with the audit function and endeavoring to raise the effectiveness of the Board's supervision function of business execution, in order to increase the transparency and fairness of the Board of Directors; and that the Audit and Supervisory Committee will closely cooperate with the Internal Audit Department, which constitutes the Company's internal audit section, in carrying out organizational audits, and request and instruct the Internal Audit Department to conduct an investigation when it deems necessary, in order to further improve the internal control system.

Furthermore, the executive officer system was adopted to build a structure that can swiftly respond to changes in the business environment surrounding the Group, by achieving more flexible decision-making and business execution.

To strengthen supervisory functions towards management, the Company appoints two Outside Directors (excluding Audit and Supervisory Committee Members), who possess experience and insight as corporate managers of major financial institutions, as well as three Outside Directors who are Audit and Supervisory Committee Members. In addition, as advisory bodies to the Board of Directors, the Company has established the Governance Committee and the Nomination and Compensation Committee so as to improve management transparency and fairness.

To enhance the effectiveness of audits performed by the Audit and Supervisory Committee, the

Company appoints highly independent Directors who are Audit and Supervisory Committee Members, with considerable knowledge in finance, accounting and legal affairs. In addition, the Company ensures a cooperation system between the Audit and Supervisory Committee and Accounting Auditor, and between the internal audit section and the sections in charge of internal control.

Furthermore, the Company aims to exert comprehensive capability through diversified business development centered on railway lines. As such, we include presidents of major Group companies as the members of the Board of Directors, and hold the Group Management Council comprised of members including the presidents of Group companies, the Keio Group Presidents Council, and the Group Audit & Supervisory Board meeting, etc., thereby enhancing its Group governance system.

From the above, we believe that the Company's corporate governance system is functioning sufficiently.

III. Implementation of Measures for Shareholders and Other Stakeholders

III. 1. Measures to Vitalize the General Meeting of Shareholders and Smooth Exercise of Voting Rights

	Supplementary Explanations
Early Notification of General Meeting of Shareholders	The notice of the 100th Ordinary General Meeting of Shareholders to be held on June 29, 2021 was sent three weeks before the day of the meeting (June 7, 2021). Also, prior to the mailing, we posted early the notice of convocation on the Company's website on May 28.
Allowing Electronic Exercise of Voting Rights	Electronic Exercise of Voting Rights became available from the 88th Ordinary General Meeting of Shareholders (held on June 26, 2009).
Participation in Electronic Voting Platform	Electronic Voting Platform was introduced from the 88th Ordinary General Meeting of Shareholders (held on June 26, 2009).
Providing Convocation Notice in English	The convocation notice became available in English from the 95th Ordinary General Meeting of Shareholders (held on June 29, 2016).
Other	At the General Meetings of Shareholders, we explain the contents of the Business Report to shareholders using visual aid.

III. 2. IR Activities

	Supplementary Explanations	Explanation by Representative
Preparation and Publication of Disclosure Policy	Disclosure Policy was formulated in April 2006, and is posted on the Company's website. [Disclosure Policy] The Company strives to ensure timely and appropriate disclosure of information in order for shareholders and investors to evaluate the Company's corporate value properly. (1) The Company discloses information in accordance with the Financial Instruments and Exchange Act, the Companies Act and timely disclosure rules set forth by the Tokyo Stock Exchange. (2) In addition to the information provided in (1), the Company also proactively discloses information such as major decisions and occurrence of facts that could have a significant influence on the decisions of shareholders and investors. (3) The Company discloses information in an expeditious manner, and strives to ensure that information is delivered to all shareholders and investors in an impartial manner. (4) The Company emphasizes accuracy, clarity and continuity in the contents of information subject to disclosure. (5) The Company internally shares feedbacks from shareholders and investors about the disclosed information, and strives to reflect them in the management properly.	
Regular Investor Briefings for Analysts and Institutional Investors	Regular briefings are held twice a year, in principle, with the President or a Director in charge of finance and	Yes

	information disclosure acting as an explainer. At the briefings, we explain about the consolidated financial results and management plan, along with the status of their progress.	
Posting of IR Materials on Website	IR Materials are posted at the following URL: https://www.keio.co.jp/company/ Following types of information are available at the above website: Earnings summary, financial results briefing materials, securities report/quarterly report, monthly business overview, financial highlights, investors guide, IR calendar, materials related to General Meetings of Shareholders, and other news release (including financial information and timely disclosure information other than financial information)	
Establishment of Department in Charge of IR	The Company established Disclosure Committee. The Committee is chaired by a Director in charge of finance and information disclosure, who is responsible for information handling. The Accounting Department is in charge of administrative communication.	
Other	Investor relations periodicals "INVESTOR'S GUIDE KEIO" is published twice a year. In addition, we hold company briefings for individual investors at branch offices of securities companies located in the Company's business areas to promote individual investors' understanding of the Group's financial results and business contents, etc.	

III. 3. Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanations
Stipulation of Internal Rules for Respecting the Position of Stakeholders	The "Keio Group Philosophy" and the "Keio Group Code of Conduct" stipulate that we shall be sincere to all stakeholders and mutually respect the position of each stakeholder.
Implementation of Environmental Activities, CSR Activities etc.	The Company operates an environmental management system, issues the "Safety, Social and Environmental Report," and discloses it on its website. As part of our contribution to the local community, we conduct "Keio Clean Campaign" and provide support for "Takao Forest Regeneration"

	volunteer activities.
Development of Policies on Information Provision to Stakeholders	The "Keio Group Code of Conduct" stipulates that we shall ensure timely and appropriate disclosure. With regard to information disclosure to shareholders and investors, we formulated "Disclosure Policy" and concrete rules have been established in accordance therewith.
Other	As of March 31, 2021, the number of female regular employees of the Company including those who are seconded to the Group companies, is 280. The number of those who are in managerial positions is 22. After experiencing a job rotation in a wide range of fields covering a variety of business domains from the forefront of the railway operation to overseas assignment, talented human resources capable of proactively pursuing their careers are performing well. Also, the action plans based on the "Act on the Promotion of Female Participation and Career Advancement in the Workplace" set the following numerical targets for the period of the plan from April 2021 to March 2026: "increasing the number of women in managerial positions (Manager or higher positions) by 30% compared to the April 2021 level by March 2026" and "continue to maintain an annual paid leave usage rate of 80% or more." Furthermore, the Company developed, announced, and has been implementing the following measures aimed at achieving the target: (1) increasing the percentage of female new graduates hired for career-track positions to 30% or over of the total number of new graduates hired for those positions; (2) create an environment in which male employees can easily take childcare leave; (3) reviewing various systems and evaluating and implementing new systems with the aim to further improve work-family balance and to create a more comfortable workplace; and (4) implement measures to promote usage of annual paid leave. We have been working on various initiatives to help employees who are involved in childcare and/or nursing care achieve a balance between childcare and/or nursing care and work, through efforts including the enhancement of an employment system that allows them to achieve a balance between childcare and/or nursing care and work, establishment of an in-house nursery school, and establishment of a nursing care inquiry counter. In addition to the foregoing, the Company implements action plans in accordance with the "Act on Advancement of Measures to Support Raising Next-Generation Children," and promotes measures to support employees in balancing their work and family life. These efforts led the Company to

	acquire the next generation certification mark “Kurumin.” Going forward, based on the belief that fostering a better working environment will lead to the enhancement of individuals’ work and social life, as well as to the invigoration of a company, we will promote work-life balance initiatives and other various measures related to further promotion of women’s advancement.

IV. Matters Related to the Internal Control System

IV. 1. Basic Views on Internal Control System and the Progress of System Development

[Keio Group Basic Policies on Internal Control System]

Keio Corporation (hereinafter, the "Company") and its Group companies develop and operate internal control systems pursuant to these basic policies, in order to conduct business activities properly and continuously based on the "Keio Group Philosophy," while conforming to laws and regulation as well as the Articles of Incorporation.

1. System for ensuring that the execution of business by Directors, Executive Officers and employees complies with laws and regulations as well as the Articles of Incorporation

(1) To ensure that the execution of business by officers and employees of the Group complies with laws and regulations as well as the Articles of Incorporation, and is conducted in a sound manner, the Company ensures that the entire Group is thoroughly informed of the "Keio Group Code of Conduct," which was formulated based on the "Keio Group Philosophy." Directors and Executive Officers make decisions properly pursuant to the "Management Judgment Principles" established by the Company.

(2) At the Company, the Compliance Committee composed of members including external experts takes a central role in the development of the Group-wide compliance system. Important matters are reported to the Board of Directors on a regular basis.

(3) To address and resolve compliance-related issues, the Company operates "Keio Helpline," a dedicated consultation counter for the entire Group pursuant to the Whistleblower Protection Act.

(4) Through continuously holding a compliance training, etc., the Company raises employees' awareness of compliance and thereby strengthens the Group-wide compliance system.

(5) The Company has in place the Internal Audit Department, which is an internal audit section under direct control of the Representative Director President and CEO, and performs internal audits of the Company and the Group companies for the purpose of verifying the compliance with laws and regulations as well as internal rules and other standards, and appropriateness and effectiveness of the management. The Audit and Supervisory Committee may request and instruct the Internal Audit Department to conduct an investigation when it deems necessary.

(6) To ensure reliability of its financial reports, the Company develops and operates an internal control system pursuant to the Financial Instruments and Exchange Act and other laws and regulations. We carry out timely and appropriate information disclosure as required by laws and regulations.

(7) With respect to anti-social forces that pose a threat to the social order and safety, we will strictly confront them in a resolute manner across the organization so as to live up to the trust of stakeholders.

2. System for Storing and Managing Information Relating to the Execution of the Duties of Directors and Executive Officers

(1) The Company properly stores and manages the information relating to the execution of the duties of Directors and Executive Officers pursuant to laws and regulations and internal regulations.
(2) The information is accessible for Directors and Executive Officers of the Company as necessary.

3. Rules and System Related to the Management of Risk of Loss

(1) Upon making decisions on important management issues, the Company's Directors and Executive Officers sufficiently verify the likelihood of loss.
(2) In accordance with the "Risk Management Policy" established by the Company's Board of Directors, which is intended to identify and manage risks associated with business execution, the Risk Management Committee, made up of Risk Management Committee chair, heads of relevant departments and external experts, carries out activities to reduce and prevent risks for the Company and its Group companies, and develops systems in preparation for the outbreak of crisis.
(3) As a Group engaged in a variety of businesses centered on the railway business with highly public nature, we recognize the safety of customers as an issue of the highest importance in our risk handling measures.
(4) In the event of a major crisis, the Company promptly organizes a Crisis Management Headquarters headed by the Representative Director President and CEO in order to carry out activities aimed at responding to the crisis and quickly bringing it under control.

4. System for Ensuring That the Duties of Directors and Executive Officers are Executed Effectively

(1) Pursuant to laws and regulations and internal regulations, the Board of Directors of the Company and its Group companies meet on a regular basis and on an ad-hoc basis as necessary. Important matters related to corporate management are deliberated in advance by meeting bodies made up of full-time Directors and full-time Executive Officers prior to the resolution by the Board of Directors. In addition, based on the provisions of the Articles of Incorporation, the Company delegates decision-making authority on the execution of important operations to Directors by resolution of the Board of Directors. The delegated matters are deliberated in advance by meeting bodies made up of full-time Directors and full-time Executive Officers prior to the decision-making.
(2) The Board of Directors of the Company and its Group companies set company-wide goals. Directors (excluding Outside Directors and Directors who are Audit and Supervisory Committee Members) and Executive Officers set department-specific goals, manage budget, and formulate and implement concrete measures toward achieving company-wide goals. The Company monitors the implementation status of the management plans of each company.
(3) The organizations and division of duties of the Company and its Group companies, as well as each position's responsibilities, authorities and approval criteria associated with the business execution are set forth in the internal regulations, and thereby basic functions of each position and mutual relations are clarified, and expeditious decision-making and business execution are facilitated.

5. System for Ensuring Appropriate Operations of the Corporate Group Consisting of the Company, Its

Parent and Its Subsidiaries

(1) With regard to the matters of importance for the management of each Group company, the Group companies discuss with and report to the Company in accordance with the "Group Company Consultation Standard" established with the Company. The Group companies enhance their internal control systems on a continual basis pursuant to the "Keio Group Basic Policies on Internal Control System" set forth by the Company's Board of Directors. The implementation status at each company is monitored by the Company.

(2) We establish within the Company a department responsible for initiatives related to the internal control of Group companies, in order to promote the development of a system under which a discussion, information sharing, and communication of directions and requests are effectively made between the Company and each Group company.

(3) The compliance systems of the Company and its Group companies are developed primarily by the Company on a group-wide basis. When any officer or employee of the Company and its Group companies discovers an event that may have a significant impact on the corporate value of the entire Group, they are required to report to the Compliance Committee chair of the Company, in addition to a regular reporting line, to discuss countermeasures.

(4) Risks faced by the Company and its Group companies are identified and managed on a group-wide basis primarily by the Company through holding the Risk Management Committee meetings. In the event of a major crisis, the Group companies immediately report to the Company's Risk Management Committee chair, and the Company provides support according to the case.

Also, the Group companies develop their own risk management systems and crisis management systems.

(5) Matters related to the management of the Group as a whole are discussed at the Group Management Council. In addition, the Keio Group Presidents Council is held on a regular basis to share the Group's management policies and management information.

(6) To enhance and strengthen the audits for the entire Group, the Company's full-time Audit and Supervisory Committee Members receive reports from Audit & Supervisory Board Members of the Group companies, as appropriate, and hold the Group Audit & Supervisory Board meeting on a regular basis, while also verifying the status of audits performed by each company' Audit & Supervisory Board Members during and at the end of each fiscal period. In principle, full-time Audit & Supervisory Board Members of the Group companies belong to the Internal Audit Department, which is an internal audit department. Through mutual collaboration, they work to ensure appropriateness of the operations of the Group as a whole.

6. Matters Related to Employees to Assist Duties of the Audit and Supervisory Committee at Its Request, and Matters related to the Independence of Such Employees

To increase the effectiveness of audits by the Audit and Supervisory Committee and to carry out audit operations smoothly, the Company assigns dedicated employees including those with expertise. In performing their duties, these employees abide by directions and orders of Audit and Supervisory Committee Members. For the transfer, personnel evaluation and disciplinary action on these employees, a consent from the full-time Audit and Supervisory Committee Members appointed by the Audit and Supervisory Committee is required.

7. Systems for Directors, Executive Officers and Employees to Report to the Audit and Supervisory Committee and Other Systems Related to Reporting to the Audit and Supervisory Committee

At the Company, Directors who are not Audit and Supervisory Committee Members ensure a system that allows Audit and Supervisory Committee Members to attend important meetings and state opinions. Moreover, Directors who are not Audit and Supervisory Committee Members and Executive Officers report the following items to the Audit and Supervisory Committee.

Similar systems are also ensured at each Group company and the following items are reported to Audit & Supervisory Board Members of each Group company.

(1) Important matters related to the decision-making of the Company;
(2) Matters that could cause serious damage to the Company and the Group;
(3) Audit plans and audit results of internal audits;
(4) Misconducts or important matters in violation of laws and regulations and the Articles of Incorporation associated with the execution of duties of Directors who are not Audit and Supervisory Committee Members and Executive Officers of the Company and Directors and employees of each Group company;
(5) Important matters related to compliance and risk management;
(6) Important matters among the items that are subject to discussion and reporting set forth in the "Group Company Consultation Standard"; and
(7) Other matters deemed necessary for the execution of duties of Audit and Supervisory Committee Members of the Company and Audit & Supervisory Board Members of each Group company, in addition to the above.

Employees who discover important matters related to (2) and (4) may report such matters directly to Audit and Supervisory Committee Members of the Company and Audit & Supervisory Board Members of each Group company.

Directors who are not Audit and Supervisory Committee Members and Executive Officers of the Company and Directors and employees of each Group company will not receive any disadvantages for reasons of having made such report to Audit and Supervisory Committee Members of the Company and Audit & Supervisory Board Members of each Group company.

8. Other Systems to Ensure That Audits by the Audit and Supervisory Committee are Performed Effectively

The Company's Directors who are not Audit and Supervisory Committee Members ensure the following system so that effective audits can be performed in accordance with the audits plan prepared by the Audit and Supervisory Committee of the Company:

(1) Hearing opinions from Directors who are not Audit and Supervisory Committee Members, Executive Officers and important employees as necessary;
(2) Regular meetings with the Representative Director and Accounting Auditors;
(3) Delivery of organizational audits in collaboration with the internal audit section;
(4) Collaboration with the sections in charge of internal control;
(5) Investigations on the Group companies;
(6) Appointment of external experts selected independently as advisors, including lawyers and certified public accountants

Any costs arising from (6) will be borne by the Company.

9. Internal Control Committee

To supervise the systems mentioned in above 1. through 8., Internal Control Committee meetings are held, and thereby the development of internal control system will be promoted on a group-wide basis.

<Outline of the Status of Implementation in Fiscal 2020>

(1) Compliance

In order to raise awareness of the importance of compliance, we continued our efforts to educate and enlighten employees of the Company and the Group companies, and also held seminars on the prevention of harassment for executives of the Group companies. In addition, to comply with the Act on the Arrangement of Related Acts to Promote Work Style Reform, we promoted practical measures for the balanced and equal treatment of employees.

With regard to a whistleblowing system, we made efforts to alleviate employees' anxiety about using the system and improve its reliability by thoroughly informing employees of the whistleblowing counter and introducing an outline of the investigation and response methods.

(2) Risk Management

In order to cope with the spread of infectious diseases such as the new coronavirus and large-scale natural disasters such as typhoons and floods, we reviewed our risk management rules, reorganized our systems, and focused on addressing risk items common to the Group.

With regard to the new coronavirus infection, a response headquarters headed by the President led the efforts to implement measures to prevent the spread of the infection and to develop a response method in the event of an outbreak, while taking measures according to changes in the situation of the spread of the infection. We also revised our BCP (business continuity plan) based on these measures.

In terms of countermeasures against large-scale natural disasters, we have formulated a new BCP to cope with flood damage caused by large typhoons, etc. In addition, to minimize the damage to our railway business caused by flooding, we conducted a railway car evacuation drill and formulated a procedure for informing customers in the event of planned suspension of operations, as well as an

evacuation plan for station staff.

As for measures to improve the working environment, we promoted work style reform, including establishing a new teleworking system for childcare and nursing care, as well as a new system that allows employees to take hourly leave for childcare and nursing care. In addition, amid the outbreak of the new coronavirus infection, we made efforts to secure human resources by conducting recruitment activities using the Internet.

As for information security measures, we updated the Group's Internet infrastructure and completely renewed our security measures to counter cyberattacks, and reviewed our response flow in the event of information security incidents. We also conducted training to deal with cyberattacks, mainly in the railway business.

As for countermeasures against accidents and incidents on railroads, in response to the incidence of train bogie cracks, we conducted an emergency inspection of train cars with the same structure, investigated causes, and proceeded with repairs. In addition, we carried out emergency inspections at stations with side roads behind platforms in response to the spalling of part of the concrete foundation of the fence behind the platform, and, in response to the falling accident of an information board for platforms, we carried out emergency inspections on the same type of information boards.

(3) Internal Control for Financial Reporting

We conducted an internal control assessment based on the audit plans that were formulated in light of the materiality of impacts on the reliability of financial reporting.

Financial disclosure materials were disclosed after submission to the Board of Directors, following the confirmation by the Disclosure Committee.

(4) Internal Audits

We conducted internal audits of the Company and the Group companies pursuant to the internal audit basic plan. In particular, we conducted interviews with employees at all levels in advance in order to conduct audits with a view to detecting fraudulent activities before they occur. We also visualized operational flows in operations with a high risk of fraud and identified risks, improving the effectiveness of risk control.

In addition, in connection with the transition to a company with an audit and supervisory committee, we held regular meetings with the Audit and Supervisory Committee to plan audits and report results, and discussed issues such as the way audits should be on a monthly basis, while sharing information on risks and discussing how to address the risks together when needed. Through these measures, we deepened cooperation with the Audit and Supervisory Committee.

* For a schematic diagram related to the corporate governance system, please see Attachment 1.

IV. 2. Basic Views on Eliminating Anti-Social Forces and the Progress of System Development

[Basic Views on Eliminating Anti-Social Forces]

Our basic views on eliminating anti-social forces are described in 1. (7) of the Keio Group Basic Policies on Internal Control System.

＜Major initiatives in fiscal 2020＞

As an initiative against anti-social forces, we ensured thorough implementation of rules for checking to confirm that new business partners are not anti-social forces.

V. Other

V. 1. Adoption of Anti-Takeover Measures

Supplementary Explanation

At the 98th Ordinary General Meeting of Shareholders held on June 27, 2019, the Company received approval for a proposal for the "Basic Policy Regarding Countermeasures to Large-Scale Acquisitions of the Company Shares (Takeover Defense Measures)," which is intended to ensure and increase the Company's corporate value and common interests of its shareholders. Given this, at the Company's Board of Directors meeting held on the same day, we resolved the "Plan for Countermeasures to Large-Scale Acquisitions of the Company Shares (Takeover Defense Measures)" (hereinafter, the "Plan), which is a specific countermeasure based on the said basic policy. As part of this countermeasure, we filed a shelf registration for the issuance of stock acquisition rights.

For the Basic Policy Regarding the Takeover Defense Measures and details of the Plan, please see the Company's website (https://www.keio.co.jp/company/).

V. 2. Other Matters Concerning Corporate Governance System

The internal system for ensuring timely disclosure of our corporate information is described below.

The Company has formulated the "Disclosure Policy" to set forth basic views on information disclosure to the shareholders and investors, and has established the Disclosure Committee to achieve the matters stipulated in the said policy.

1. Disclosure Policy

Please see "III. 2. IR Activities" in this report.

2. Internal System

The procedures for collection and disclosure of information mainly conducted by the Disclosure Committee are as follows. We continue to enhance and strengthen internal controls related to preparation and disclosure of financial reporting through ensuring that our employees are fully aware of the laws and regulations and internal rules related to information disclosure.

(1) Collection

The secretariat of the Disclosure Committee collects information through attending internal meetings and receiving reports from business divisions, administrative divisions and the Group Business Management Department. Information on the Group companies is aggregated by the Group Business Management Department from each Group company.

The information to be collected by the secretariat is stipulated under internal regulations. To enable an appropriate and timely disclosure to shareholders and investors, information shall be managed in a centralized manner.

(2) Disclosure

In principle, the Disclosure Committee determines whether or not information needs to be disclosed, and disclosure will be made after deliberation at the Board of Directors, etc.

In order to achieve more appropriate information disclosure, the contents of financial disclosure materials such as earnings summary and securities reports are confirmed by the Disclosure Committee in advance, prior to the submission to the Board of Directors, etc.

In addition, we disclose information beyond that required by laws and regulations, such as those requiring prompt disclosure in light of the purposes of timely disclosure, supplementary explanation materials for earnings summary and monthly business overview, in a timely and appropriate manner upon consent of the Disclosure Committee and in line with the procedures set forth in the internal regulations.

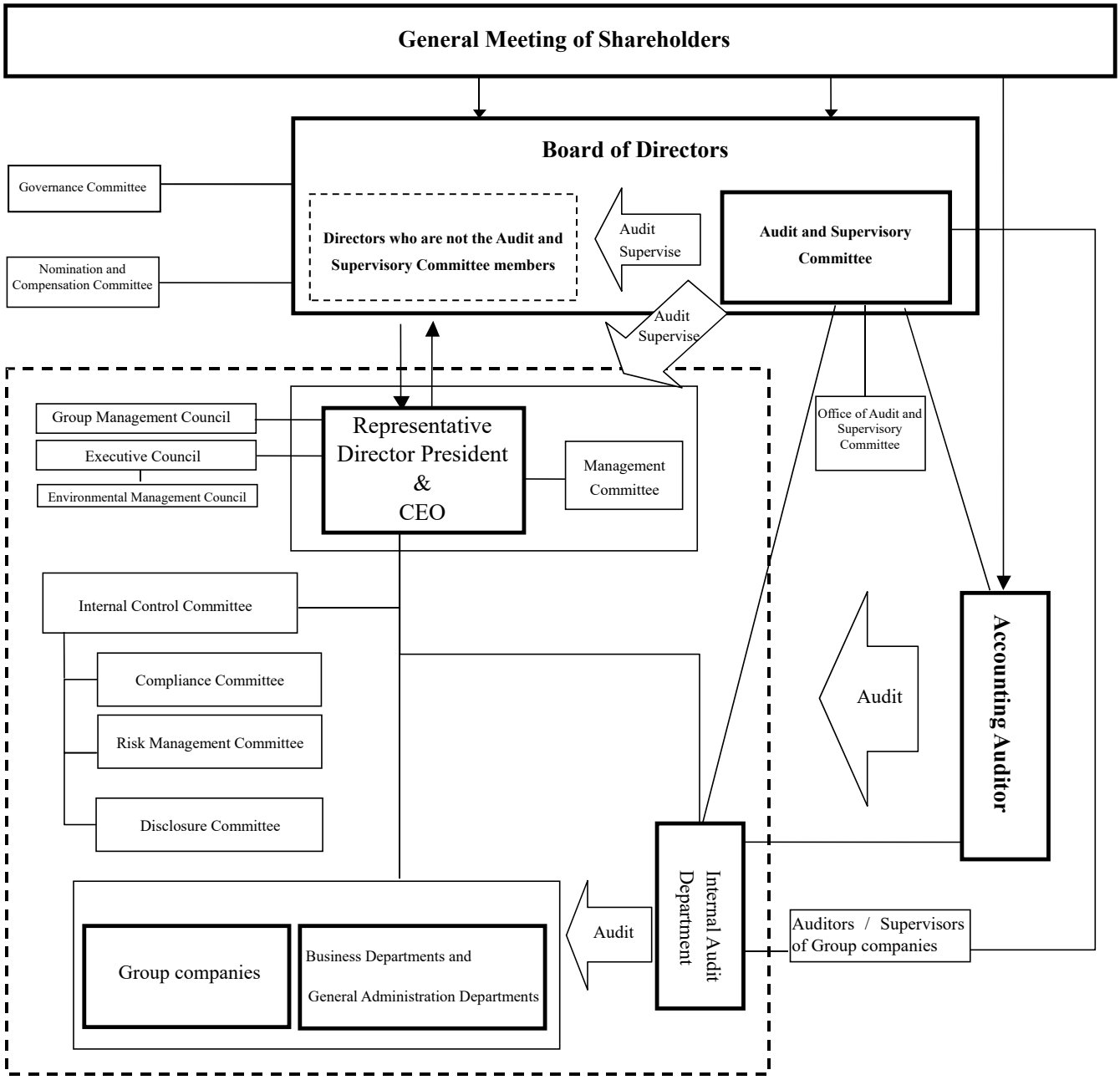
In the event of a disaster, accident or other fact necessitating an urgent disclosure, the Risk Management Committee chaired by a Director in charge of compliance and the Disclosure Committee discuss and promptly disclose the fact according to the judgment of the Representative Director President & CEO.

Disclosure is made through posting at TDnet and EDINET, etc., in accordance with the procedures set forth under laws and regulations. We also strive to disclose information proactively through the Company’s website.

※ For a schematic diagram related to the timely disclosure system, please see Attachment 2.

[Attachment 1]

Corporate Governance System (as of June 29, 2021)



[Attachment 2]

Timely Disclosure Outline Chart

