Presentation Materials -
FY2025.3 Third Quarter Financial Results

February 6, 2025
Tokyo Metro Co., Ltd.

Presentation Materials - FY2025.3 Third Quarter Financial Results

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*The amounts shown in this document are, in principle, rounded down to the nearest unit value.
* “Third Quarter” means the nine months from April 1 to December 31.

I

Results for the Nine Months Ended December 31, 2024

Key Points of Results for the Nine Months Ended December 31, 2024

(JPY mm)

	'23.4 - '23.12 A	'24.4 - '24.12 B	YoY Amount B-A	YoY Ratio (B-A)/A	FY2024.3 Results C	FY2025.3 Forecast D	YoY Amount D-C	YoY Ratio (D-C)/C
Operating revenues	291,130	**306,106**	+14,975	+5.1%	389,267	**407,500**	+18,232	+4.7%
Operating expenses	226,466	**228,400**	+1,934	+0.9%	312,908	**319,500**	+6,591	+2.1%
Operating income	64,664	**77,705**	+13,040	+20.2%	76,359	**88,000**	+11,640	+15.2%
Ordinary income	56,704	**69,320**	+12,615	+22.2%	65,866	**76,700**	+10,833	+16.4%
Net income attributable to owners of the parent	39,152	**41,972**	+2,819	+7.2%	46,262	**52,300**	+6,037	+13.1%

Consolidated financial results for the nine months ended December 31, 2024: **increase in operating revenues and income**

- **Increase in operating revenues** due to an increase in passenger transportation revenue and other revenues reflecting the revitalization of economic activities
- **Increase in income** in all phases due to higher operating revenues, despite the recording of settlement money related to work and impairment losses in extraordinary losses

Results for the nine months ended December 31, 2024 by segment: **increase in operating revenues and income in all the segments**

- Transportation: **increase in operating revenues and income** due to an increase in passenger transportation revenue reflecting the revitalization of economic activity
- Real Estate: **increase in operating revenues and income** due to an increase in rental income from properties acquired and opened during the previous fiscal year
- Retail and Advertising: **increase in operating revenues and income** due to an increase in operating revenues in the Advertising Business and an increase in business license fees in the Information and Communications Business reflecting progress in the development of forth-generation cell phone communication services, etc.

Forecast for the Financial Year Ending March 31, 2025

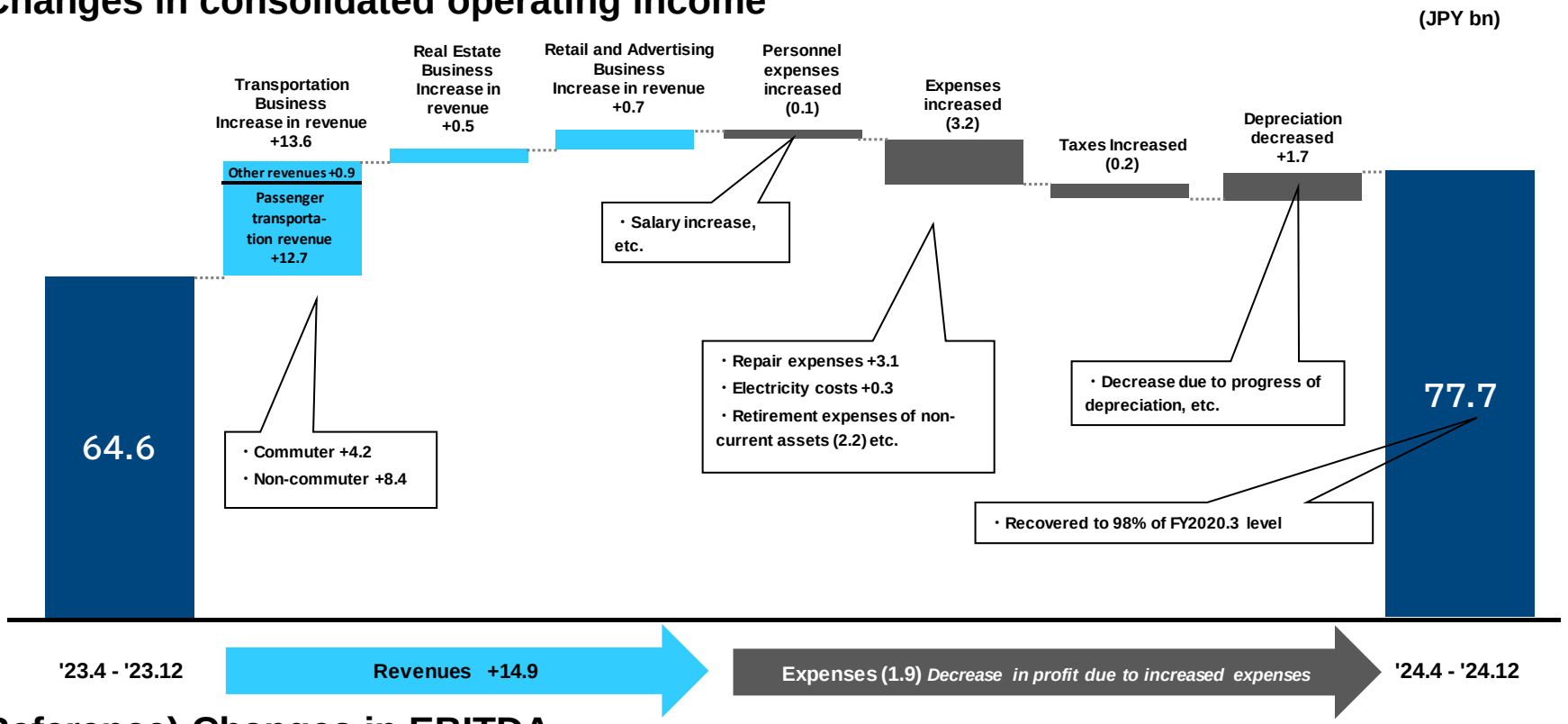
- As a result of a review of the financial results for the nine months ended December 31, 2024, no changes have been made to the forecast announced on October 23, 2024.

Dividend forecast (per share)

- FY2025.3 interim dividends of – yen / Year-end dividends of 40 yen: Total 40 yen

Results for the Nine Months Ended December 31, 2024
Changes in Consolidated Operating Income

Changes in consolidated operating income



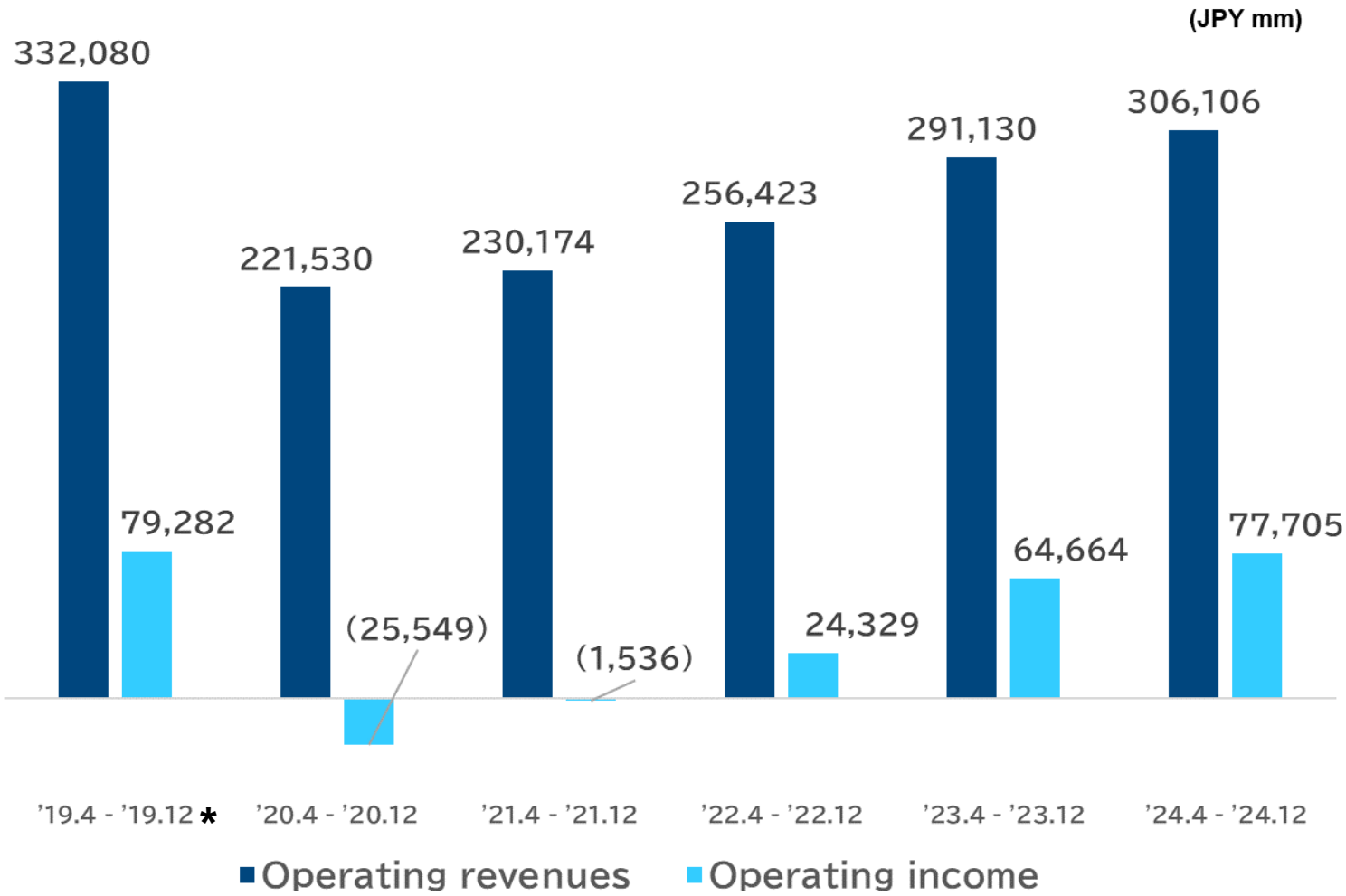
(Reference) Changes in EBITDA

(JPY bn)

	'23.4 - '23.12 A	'24.4 - '24.12 B	Changes Amount B-A	Changes Ratio (B-A)/A
Consolidated	119.6	130.8	+11.2	+9.4%
Transportation Business	106.8	117.4	+10.5	+9.9%
Real Estate Business	5.5	5.8	+0.2	+4.8%
Retail and Advertising Business	7.0	7.3	+0.2	+4.1%

Consolidated EBITDA = Consolidated operating income + Consolidated depreciation
Segment EBITDA = Segment operating income + Segment depreciation

Financial Performance for Third Quarter Financial Results



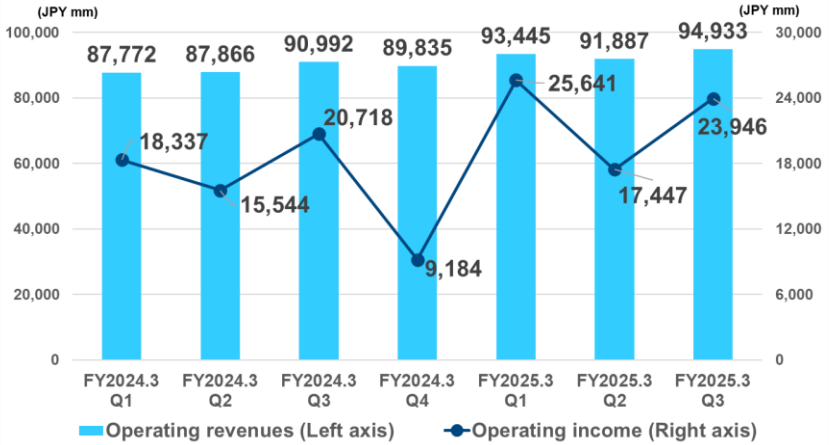
*For FY2020.3, when the Accounting Standard for Revenue Recognition (Revenue Recognition Standard) had not been applied yet, the Company recorded ¥12.5 billion as both operating revenue and operating expenses, which would not have been recorded under the Revenue Recognition Standard.

Results for the Nine Months Ended December 31, 2024
Transportation Business

(JPY mm)

	'23.4 - '23.12 A	'24.4 - '24.12 B	Changes Amount B-A	Changes Ratio (B-A)/A	FY2024.3 Results C	FY2025.3 Forecast D	YoY Amount D-C	YoY Ratio (D-C)/C
Operating revenues	266,631	**280,266**	+13,635	+5.1%	356,467	**372,600**	+16,132	+4.5%
Operating expenses	212,031	**213,231**	+1,200	+0.6%	292,682	**297,300**	+4,617	+1.6%
Operating income	54,600	**67,035**	+12,434	+22.8%	63,785	**75,300**	+11,514	+18.1%

Transportation Business: Quarterly results

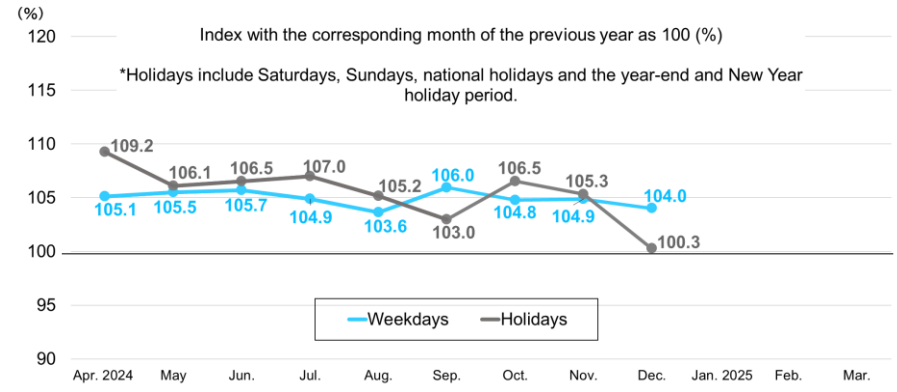


Passenger transportation revenues (total)

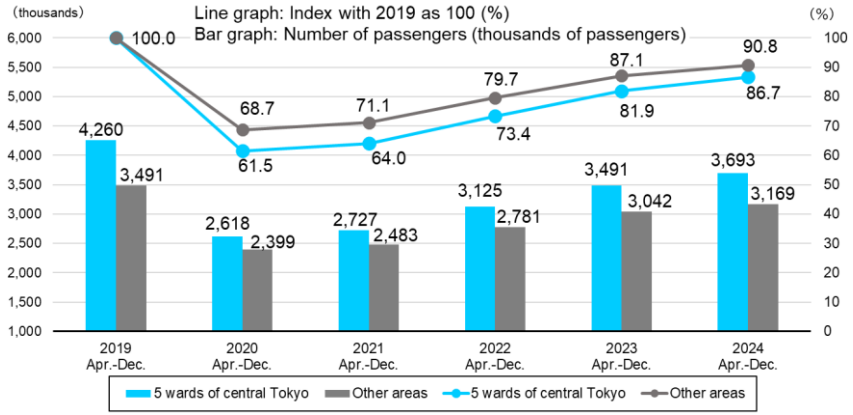
(JPY mm)

	Q1 (Apr.-Jun.)	Q2 (Jul.-Sep.)	Q3 (Oct.-Dec.)	Q4 (Jan.-Mar.)	FY
FY2024.3 Results	80,379	80,267	82,586	80,776	324,009
FY2025.3 Forecast	85,626	84,189	86,277	84,035	340,128
YoY Ratio	+6.5%	+4.9%	+4.5%	+4.0%	+5.0%
FY2025.3 Results	85,626	84,074	86,304		
YoY Ratio	+6.5%	+4.7%	+4.5%		

Transportation volume (by weekdays and holidays*: the number of automatic ticket gate entries)



Number of passengers by area

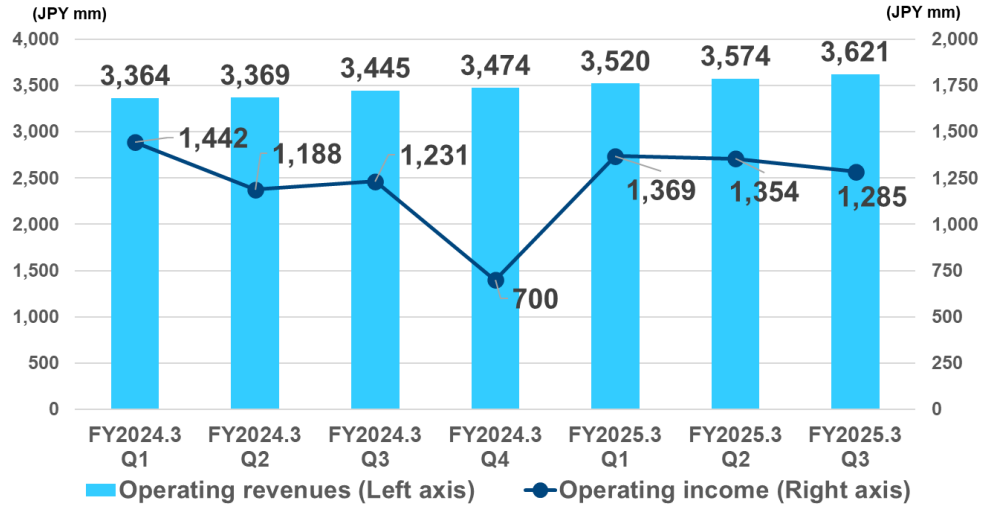


Results for the Nine Months Ended December 31, 2024
Real Estate Business

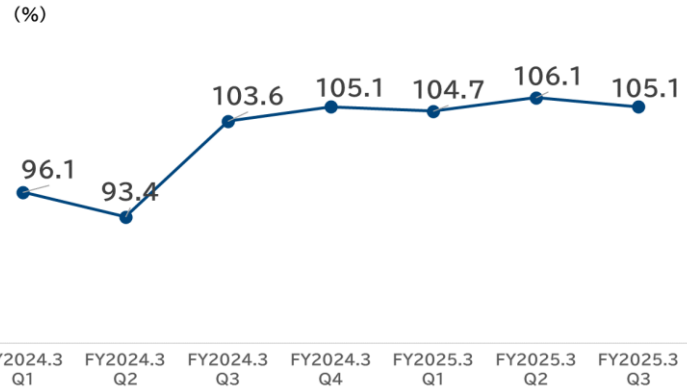
(JPY mm)

	'23.4 - '23.12 A	'24.4 - '24.12 B	Changes Amount B-A	Changes Ratio (B-A)/A	FY2024.3 Results C	FY2025.3 Forecast D	YoY Amount D-C	YoY Ratio (D-C)/C
Operating revenues	10,179	**10,716**	+537	+5.3%	13,654	**14,700**	+1,045	+7.7%
Operating expenses	6,317	**6,707**	+390	+6.2%	9,091	**10,200**	+1,108	+12.2%
Operating income	3,862	**4,009**	+147	+3.8%	4,563	**4,500**	(63)	(1.4%)

Real Estate Business: Quarterly results



Real Estate Business: YoY Changes in operating revenues



Average office rent and vacancy rate

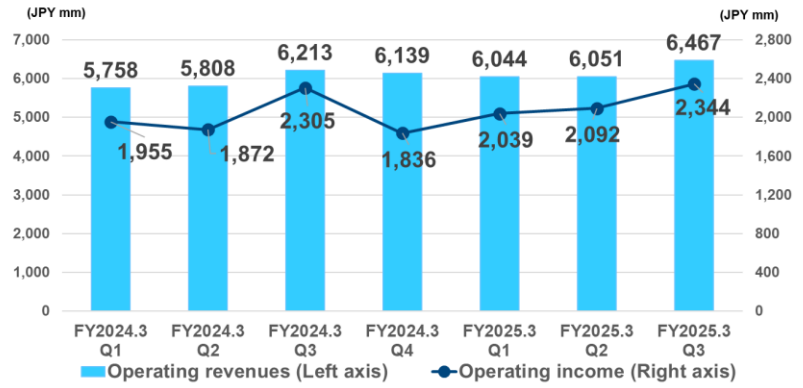
	As of Dec.31, 2023 (A)	As of Dec.31, 2024 (B)	Changes Amount (B-A)	Changes Ratio (B-A)/A
Average rent per unit (JPY/month tsubo)	23,163	22,613	(550)	(2.3%)
Vacancy rate (%)	2.94	1.14	1.8pt improve -ment	—

Results for the Nine Months Ended December 31, 2024
Retail and Advertising Business

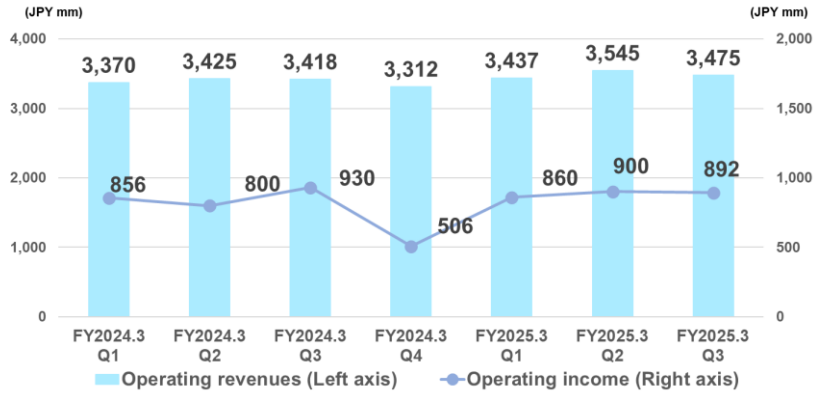
(JPY mm)

	'23.4 - '23.12 A	'24.4 - '24.12 B	Changes Amount B-A	Changes Ratio (B-A)/A	FY2024.3 Results C	FY2025.3 Forecast D	YoY Amount D-C	YoY Ratio (D-C)/C
Operating revenues	17,780	**18,563**	+782	+4.4%	23,920	**24,400**	+479	+2.0%
Operating expenses	11,647	**12,086**	+439	+3.8%	15,951	**16,500**	+548	+3.4%
Operating income	6,132	**6,476**	+343	+5.6%	7,969	**7,900**	(69)	(0.9%)

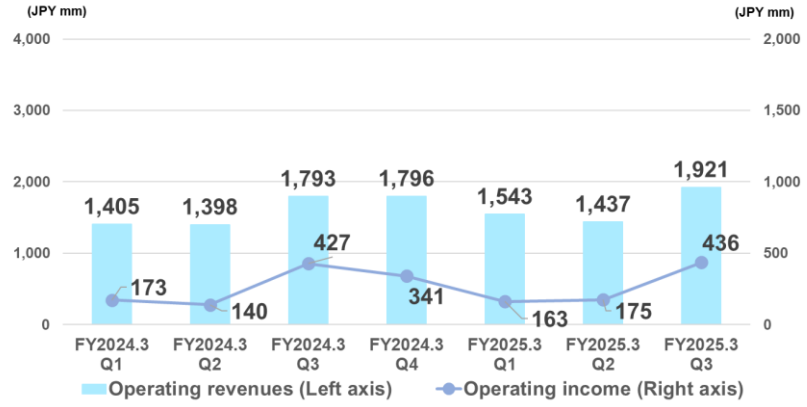
Retail and Advertising Business: Quarterly results



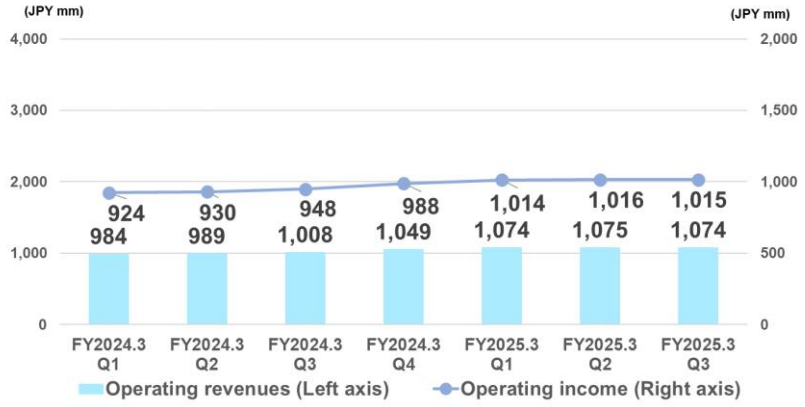
Retail Business: Quarterly results



Advertising Business: Quarterly results



Information and Communications Business: Quarterly results



Consolidated Statements of Income for the Nine Months Ended December 31, 2024

(JPY mm)

	'23.4 - '23.12 A	'24.4 - '24.12 B	Changes Amount B-A	Changes Ratio (B-A)/A	Main factors behind changes
Operating revenues	291,130	**306,106**	+14,975	+5.1%	
Transportation Business	266,631	**280,266**	+13,635	+5.1%	
(Passenger transportation revenues)	*243,232*	***256,004***	*+12,771*	*+5.3%*	
Real Estate Business	10,179	**10,716**	+537	+5.3%	
Retail and Advertising Business	17,780	**18,563**	+782	+4.4%	
Others	2,795	**3,039**	+243	+8.7%	
Operating expenses	226,466	**228,400**	+1,934	+0.9%	Repair expenses +3,102 Depreciation (1,765)
Operating income	64,664	**77,705**	+13,040	+20.2%	
Transportation Business	54,600	**67,035**	+12,434	+22.8%	
Real Estate Business	3,862	**4,009**	+147	+3.8%	
Retail and Advertising Business	6,132	**6,476**	+343	+5.6%	
Others	(12)	**99**	+112	-	
Adjustments	82	**84**	+2	+2.8%	
Non-operating income or expenses	(7,960)	**(8,385)**	(424)	-	
Non-operating income	1,443	**678**	(764)	(53.0%)	Clerical costs received on work performed on contract (394)
Non-operating expenses	9,403	**9,064**	(339)	(3.6%)	
Ordinary income	56,704	**69,320**	+12,615	+22.2%	
Extraordinary gains or losses	4	**(8,065)**	(8,070)	-	
Extraordinary gains	6,605	**1,281**	(5,324)	(80.6%)	Gain on sales of non-current assets +538 Assessed value of railway facilities received as donation (5,655)
Extraordinary losses	6,600	**9,346**	+2,746	+41.6%	Loss on impairment of long-lived assets +1,223 Loss on tax purpose reduction entry of non-current assets (5,284) Settlement money related to work +6,570
Income before income taxes	56,708	**61,254**	+4,545	+8.0%	
Income taxes	17,556	**19,282**	+1,725	+9.8%	
Current	8,357	**9,002**	+644	+7.7%	
Deferred	9,198	**10,279**	+1,081	+11.8%	
Net income attributable to owners of parent	39,152	**41,972**	+2,819	+7.2%	

Consolidated Balance Sheets as of December 31, 2024

(JPY mm)

	As of '24.3 A	As of '24.12 B	Changes Amount B-A	Changes Ratio (B-A)/A	Main factors behind changes
Current assets	337,220	**333,425**	(3,795)	(1.1%)	
Fixed assets	1,685,303	**1,672,964**	(12,338)	(0.7%)	Deferred tax assets (9,816)
Total Assets	2,022,524	**2,006,390**	(16,133)	(0.8%)	
Current liabilities	173,620	**169,857**	(3,763)	(2.2%)	Current portion of bonds payable (10,000) Current portion of long-term borrowings +32,225 Accounts payable - other (25,789)
Long-term liabilities	1,180,507	**1,145,786**	(34,721)	(2.9%)	Long-term borrowings (38,320)
Total Liabilities	1,354,128	**1,315,643**	(38,484)	(2.8%)	
Total Equity	668,395	**690,746**	+22,350	+3.3%	
Total Liabilities and Equity	2,022,524	**2,006,390**	(16,133)	(0.8%)	

Equity-to-asset Ratio	33.0%	**34.4%**
Excluding long-term borrowings for new railway construction	*36.5%*	***38.0%***

Consolidated Interest-bearing Debt for the Nine Months Ended December 31, 2024

Consolidated Interest-bearing Debt

(JPY mm)

	As of '24.3 A	As of '24.12 B	Changes		average interest rate	
			Amount B-A	Ratio (B-A)/A	As of '24.3	As of '24.12
Interest-bearing debt balance	1,118,898	**1,103,804**	(15,094)	(1.3%)	1.08%	**1.07%**
Corporate bonds	587,000	**577,000**	(10,000)	(1.7%)	1.06%	**1.03%**
Long-term debt	339,778	**334,684**	(5,094)	(1.5%)	0.89%	**0.87%**
Long-term borrowings for new railway construction	192,120	**192,120**	-	-	1.50%	**1.50%**

* The “average interest rate” indicates the weighted average interest rate on the balance of debts outstanding at the end of March 2024 and at the end of December 2024.

Non-consolidated Capital Investment for the Nine Months Ended December 31, 2024

(JPY mm)

	'23.4-'23.12	'24.4-'24.12	Main contents
Natural disaster countermeasures	437	**239**	
Safety improvements	27,290	**13,348**	・Installation of new platform doors (Tozai Line, Hanzomon Line, etc.) ・Substation facility improvements ・CBTC (Marunouchi Line, Hibiya Line. etc.) ・Car renewal (Hanzomon Line)
Improvements to transportation	1,688	**6,902**	・Transportation improvement on Tozai Line ・Improvement of Toyosu Station (platform expansion)
Passenger services	8,419	**6,237**	・Installation of barrier-free facilities ・Replacement of station air-conditioning
Urban Design & Lifestyle Creation Businesses	9,900	**11,491**	・Shinjuku West Gate Development Project ・Acquisition of Toyocho Square Building
Improvements to management efficiency	2,669	**2,025**	
Environmental measures Other	1,796	**1,199**	
Total	52,201	**41,444**	
New railway constructions	1,107	**1,792**	・Extension of Namboku Line ・Extension of Yurakucho Line
Aggregate total	53,309	**43,236**	

Financial Results Forecast for the Financial Year Ending March 31, 2025

(JPY mm)

	FY2024.3 Results A	FY2025.3 Forecast B	Changes Amount B-A	Changes Ratio (B-A)/A	Main factors behind changes
Operating revenues	389,267	**407,500**	+18,232	+4.7%	
Transportation Business	356,467	**372,600**	+16,132	+4.5%	Increase in passenger transportation revenue
Real Estate Business	13,654	**14,700**	+1,045	+7.7%	
Retail and Advertising Business	23,920	**24,400**	+479	+2.0%	
Others	3,726	**4,100**	+373	+10.0%	
Operating expenses	312,908	**319,500**	+6,591	+2.1%	Increase in repair expenses
Operating income	76,359	**88,000**	+11,640	+15.2%	
Transportation Business	63,785	**75,300**	+11,514	+18.1%	
Real Estate Business	4,563	**4,500**	(63)	(1.4%)	
Retail and Advertising Business	7,969	**7,900**	(69)	(0.9%)	
Others	(64)	**0**	+64	-	
Adjustments	106	**300**	+193	+182.5%	
Non-operating income or expenses	(10,492)	**(11,300)**	(807)	-	
Ordinary income	65,866	**76,700**	+10,833	+16.4%	
Extraordinary gains or losses	(324)	**(1,500)**	(1,175)	-	(Extraordinary gain) Increase in gain on sale of non-current assets (Extraordinary loss) Recording of settlement money related to work
Income before income taxes	65,541	**75,200**	+9,658	+14.7%	
Income taxes	19,279	**22,900**	+3,620	+18.8%	
Current	10,885	**11,600**	+714	+6.6%	
Deferred	8,394	**11,300**	+2,905	+34.6%	
Net income attributable to owners of parent	46,262	**52,300**	+6,037	+13.1%	

[Reference] Non-consolidated Statements of Income for the Nine Months Ended December 31, 2024

(JPY mm)

	'23.4-'23.12 A	'24.4-'24.12 B	Changes Amount B-A	Changes Ratio (B-A)/A	Main factors behind changes
Operating revenues from Transportation Business	263,633	**278,179**	+14,545	+5.5%	
Passenger transportation revenues	243,232	**256,004**	+12,771	+5.3%	Commuter +4,275 Non-commuter +8,496
Trackage revenue	701	**721**	+20	+2.9%	
Miscellaneous income of transportation	19,699	**21,453**	+1,754	+8.9%	
Operating expenses from Transportation Business	209,973	**212,289**	+2,316	+1.1%	
Personnel expenses	70,219	**69,848**	(370)	(0.5%)	
Overhead costs	77,541	**81,874**	+4,333	+5.6%	
(Repair expenses)	*17,979*	***21,081***	*+3,102*	*+17.3%*	
(Electricity costs)	*16,171*	***16,478***	*+306*	*+1.9%*	
Taxes	10,037	**10,211**	+174	+1.7%	
Depreciation	52,175	**50,354**	(1,821)	(3.5%)	
Operating income from Transportation Business	53,660	**65,890**	+12,229	+22.8%	
Operating revenues from Affiliated Businesses	13,432	**14,169**	+737	+5.5%	
Operating expenses from Affiliated Businesses	5,998	**6,301**	+303	+5.1%	
Operating income from Affiliated Businesses	7,434	**7,868**	+433	+5.8%	
Operating income from all businesses	61,094	**73,758**	+12,663	+20.7%	
Non-operating income or expenses	(6,621)	**(6,194)**	+426	-	
Ordinary income	54,473	**67,563**	+13,089	+24.0%	
Extraordinary gains or losses	75	**(7,653)**	(7,728)	-	(Extraordinary loss) Loss on impairment of long-lived assets +1,223 Settlement money related to work +6,413
Income before income taxes	54,549	**59,910**	+5,360	+9.8%	
Income taxes	16,314	**18,045**	+1,730	+10.6%	
Net income	38,234	**41,864**	+3,630	+9.5%	

[Reference] Non-consolidated Balance Sheets as of December 31, 2024

(JPY mm)

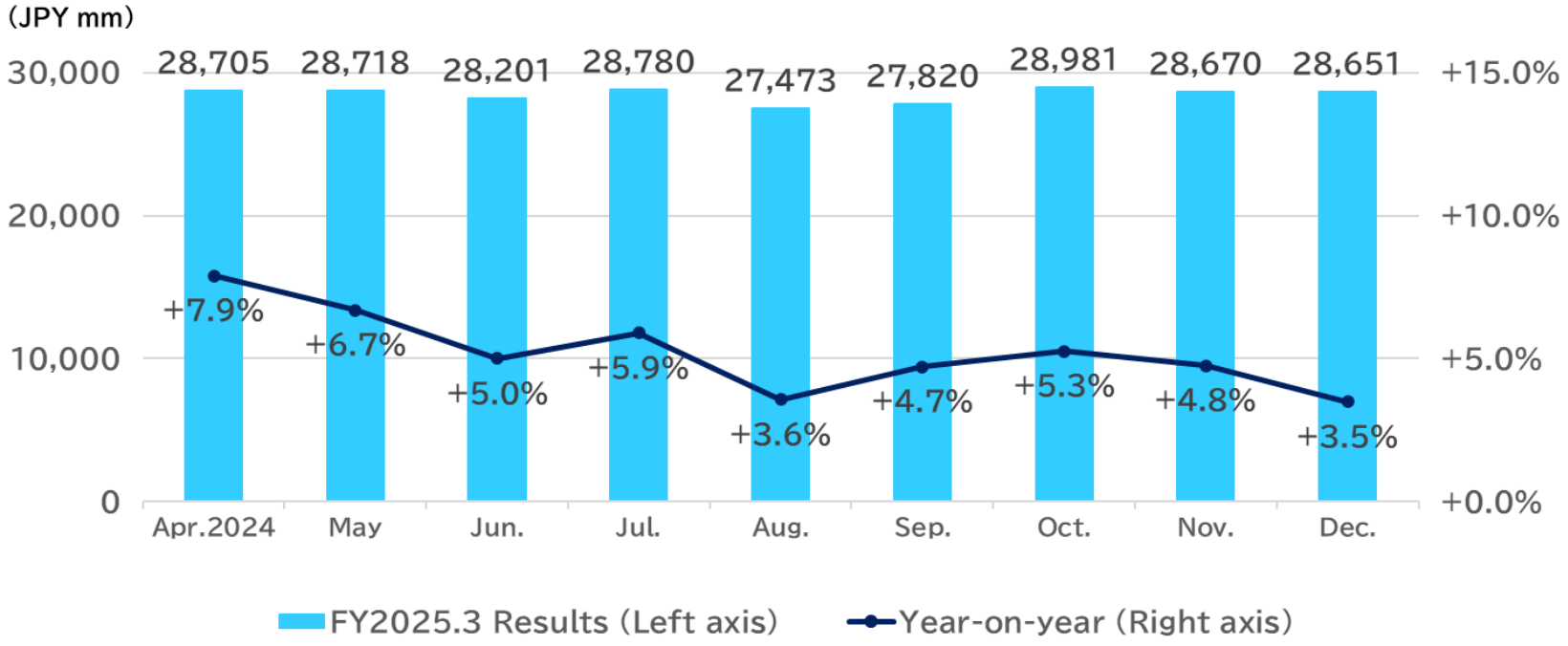
	As of '24.3 A	As of '24.12 B	Changes Amount B-A	Changes Ratio (B-A)/A	Main factors behind changes
Current assets	334,471	**329,734**	(4,736)	(1.4%)	
Fixed assets	1,663,651	**1,651,334**	(12,317)	(0.7%)	Deferred tax assets (10,126)
Total Assets	1,998,122	**1,981,069**	(17,053)	(0.9%)	
Current liabilities	196,706	**191,188**	(5,518)	(2.8%)	Current portion of bonds payable (10,000) Current portion of long-term borrowings +33,225 Accounts payable - other (28,150)
Long-term liabilities	1,168,612	**1,133,831**	(34,781)	(3.0%)	Long-term borrowings (38,320)
Total Liabilities	1,365,319	**1,325,019**	(40,299)	(3.0%)	
Total Equity	632,803	**656,049**	+23,246	+3.7%	
Total Liabilities and Equity	1,998,122	**1,981,069**	(17,053)	(0.9%)	

[Reference] Rail Transportation Results for the Nine Months Ended December 31, 2024

Third Quarter Comparison

		'23.4 - '23.12 A	'24.4 - '24.12 B	Changes Amount B-A	Changes Ratio (B-A)/A
Number of transported passengers (Thousands of passengers)	Commuter	945,619	983,788	+38,168	+4.0%
	Non-commuter	851,061	903,534	+52,473	+6.2%
	Total	**1,796,680**	**1,887,322**	**+90,641**	**+5.0%**
Passenger transportation revenue (JPY mm)	Commuter	93,799	98,074	+4,275	+4.6%
	Non-commuter	149,433	157,929	+8,496	+5.7%
	Total	**243,232**	**256,004**	**+12,771**	**+5.3%**

Monthly trends in passenger transportation revenues



[Reference] Non-consolidated Financial Results Forecast for the Financial Year Ending March 31, 2025

(JPY mm)

	FY2024.3 Results A	FY2025.3 Forecast B	Changes Amount B-A	Changes Ratio (B-A)/A	Main factors behind changes
Operating revenues from Transportation Business	352,319	**370,000**	+17,681	+5.0%	Increase in passenger transportation revenue
Operating expensesfrom Transportation Business	290,657	**295,600**	+4,943	+1.7%	Increase in repair expenses
Operating income from Transportation Business	61,662	**74,400**	+12,738	+20.7%	
Operating expenses from Affiliated Businesses	18,100	**19,000**	+900	+5.0%	
Operating expenses from Affiliated Businesses	8,873	**9,700**	+827	+9.3%	
Operating income from Affiliated Businesses	9,226	**9,300**	+74	+0.8%	
Operating income from all businesses	70,889	**83,700**	+12,811	+18.1%	
Non-operating income or expenses	(7,528)	**(9,000)**	(1,472)	-	Decrease in dividend income
Ordinary income	63,361	**74,700**	+11,339	+17.9%	
Extraordinary gains or losses	(161)	**(1,300)**	(1,139)	-	(Extraordinary gain) Increase in gain on sale of non-current assets (Extraordinary loss) Recording of settlement money related to work
Income before income taxes	63,199	**73,400**	+10,201	+16.1%	
Income taxes	17,390	**21,600**	+4,210	+24.2%	
Net income	45,809	**51,800**	+5,991	+13.1%	

II Future Key Strategies

Future Key Strategies

- We will accelerate growth along with an increase in the attractiveness of Tokyo by leveraging synergies with the Real Estate Business, Retail and Advertising Business, and other business centered on the Transportation Business.

Railway Business

— Profit recovery and growth through demand stimulus measures and cost structure reforms in light of population growth, urban redevelopment and inbound travel

- **In December 2024, passenger transportation revenues recovered to 98.4% of the level of pre-COVID period[*1].** We aim to further increase revenues by implementing demand stimulus measures focused on non-commuters.
- We have reduced overhead costs[*2] in the Railway Business during the COVID pandemic (down approximately 15% compared to pre-COVID). We aim to maintain the level below ¥100 billion in the future.
- Construction of the Yurakucho Line Extension and Namboku Line Extension will be proceeded on the premise of receiving sufficient public funding. The extensions will contribute to long-term revenue growth. **(Construction work commenced on November 4, 2024.)**

Non-railway businesses

— Generate profits through disciplined growth investments, especially in Real Estate Business with an awareness of synergies with the Railway Business

- The Real Estate Business aims to increase the flow of people and contribute to the Railway Business through the development of real estate neighboring major stations. We will utilize a private REIT to expand business through a business model focused on the cyclical sale, acquisition, and development of real estate. **(Established Tokyo Metro Private REIT, Inc. in December 2024. Plan to commence operations within the fiscal year)**

Capital allocation

— Generate stable FCF by keeping investments in maintenance and renewal within the scope of depreciation and amortization and focusing on growth

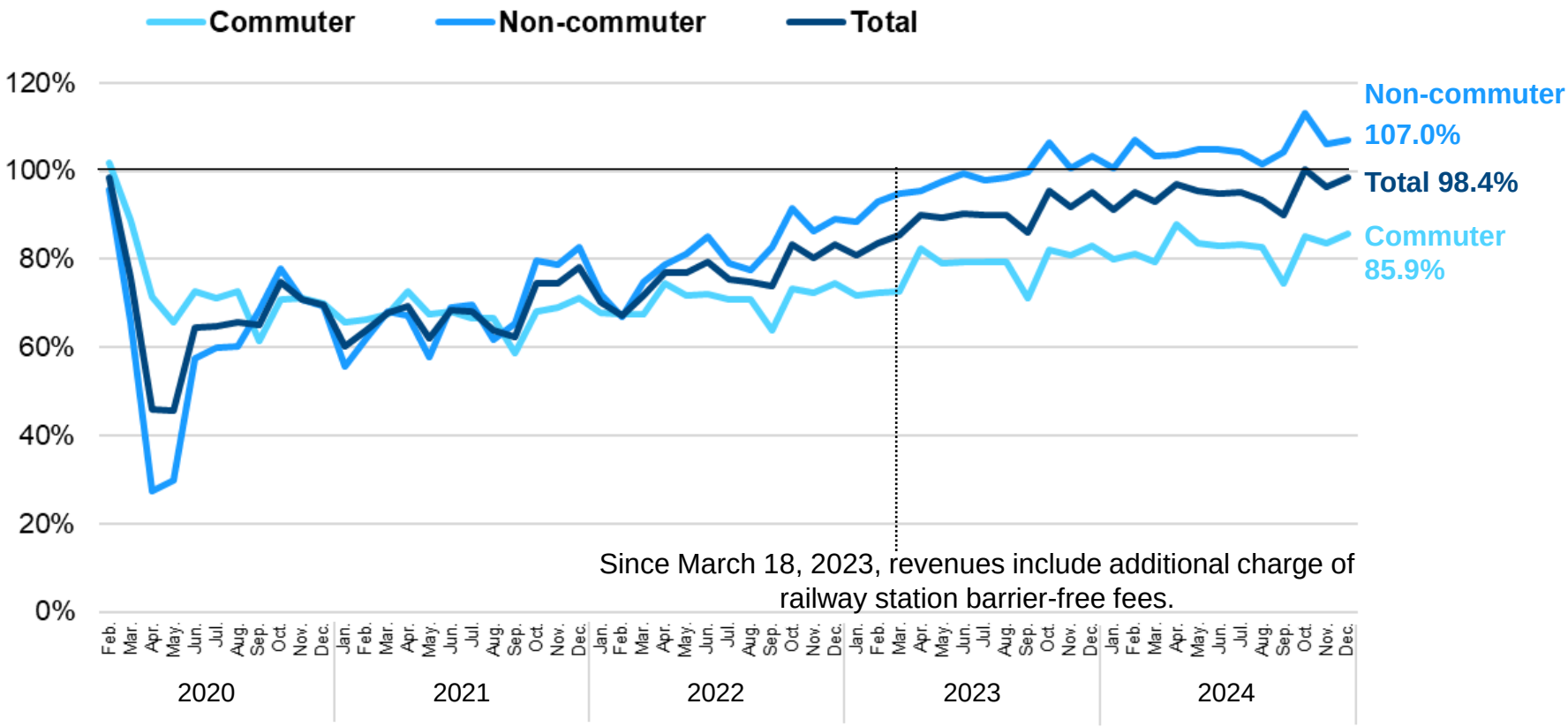
- After a phase of accelerated capital investments conducted in preparation for the Tokyo 2020 Olympic Games, our investments have now normalized. Going forward, we will allocate funds to growth investments.
- We will continue to aim for a dividend payout ratio of 40% or higher in FY2025.3 and beyond, aiming to enhance shareholder returns along with profit growth

*1 The pre-COVID period is assumed to be from February 2019 to January 2020, and the same months are compared.
*2 Excluding electricity costs.

Changes in Monthly Passenger Transportation Revenues (Impact and Recovery from COVID)

- In December 2024, passenger transportation revenues, including additional charge of railway station barrier-free fees, recovered to 98.4% of pre-COVID levels*.

Rate of Recovery on Monthly Passenger Transportation Revenues (compared to pre-COVID period)

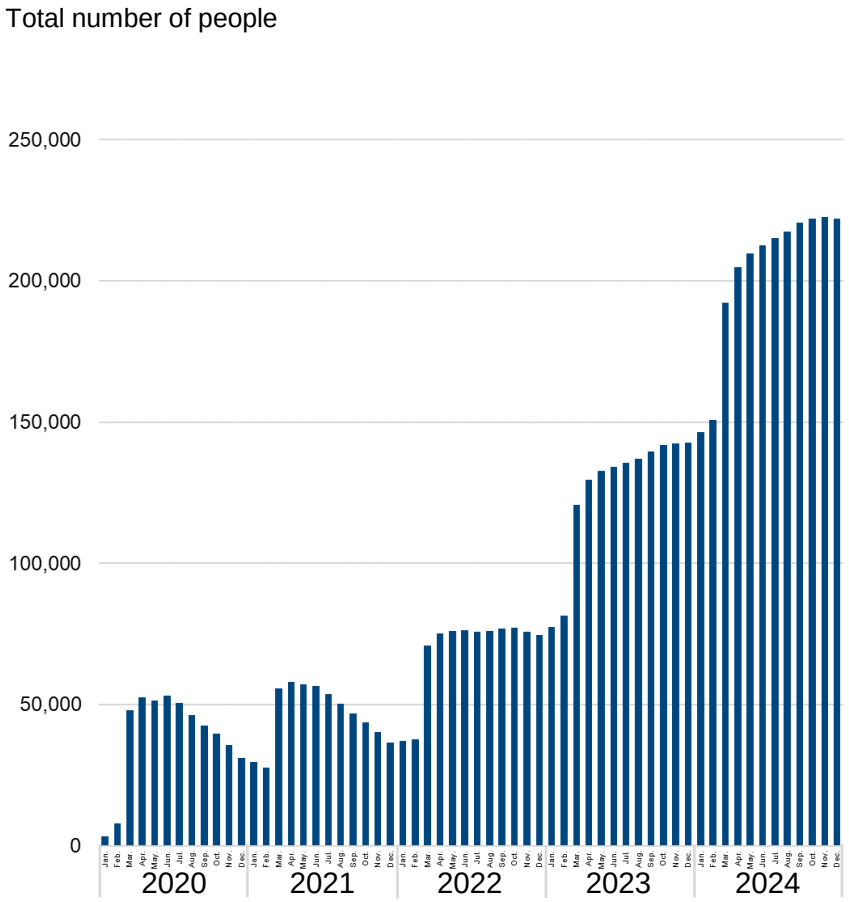


* The pre-COVID period is assumed to be from February 2019 to January 2020, and the same months are compared.

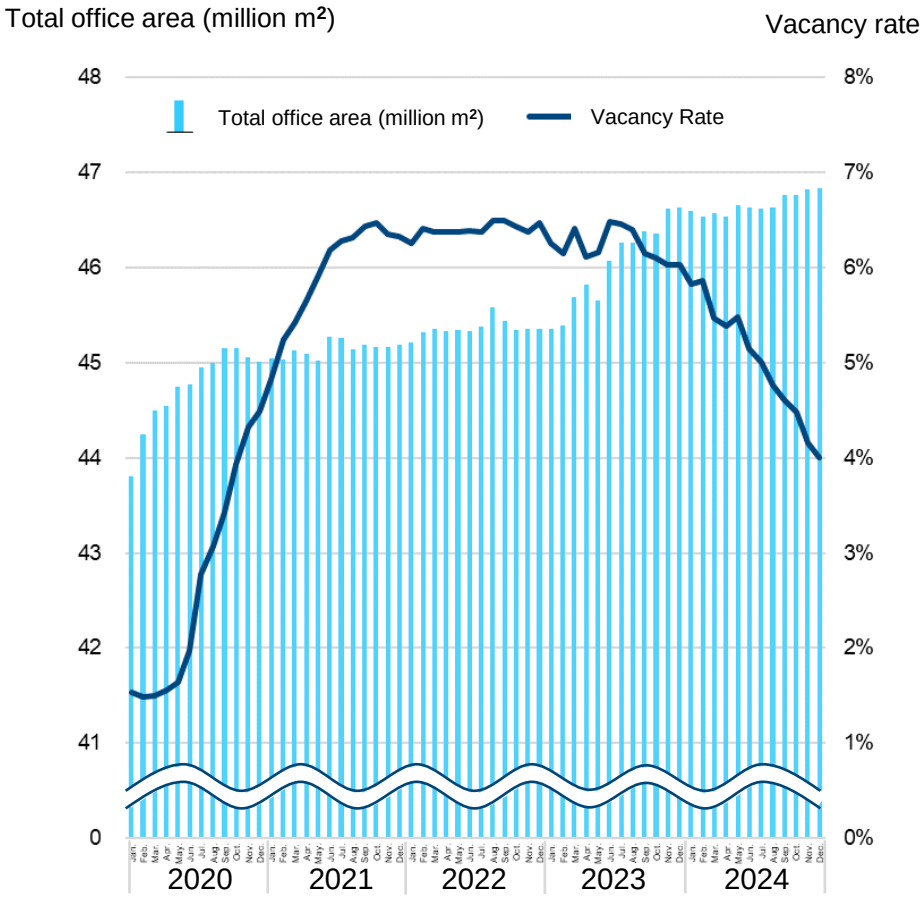
Acceleration of Population Inflow to Tokyo and Decrease in Office Vacancy Rate

- Since the COVID pandemic, the population inflow into Tokyo has accelerated. In addition, office vacancy rates are also on a downward trend, and the supply of large-scale office buildings is expected to continue.

Net nighttime population inflow to Tokyo Metropolis*1



Total Office Area and Vacancy Rates in the Five Wards in Central Tokyo*2

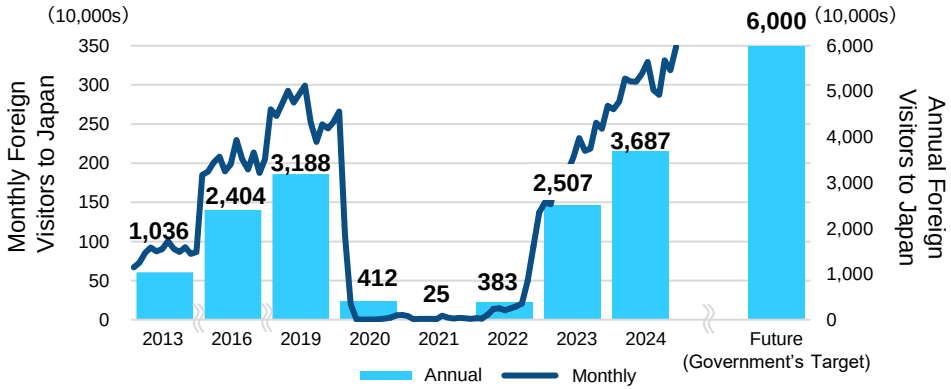


*1 Referred to “The Report on Internal Migration in Japan Derived from the Basic Resident Registration” by the Statistics Bureau, the Ministry of Internal Affairs and Communications.
*2 Referred to “OFFICE MARKET” by Miki Shoji Co., Ltd. The five wards in Central Tokyo are Chiyoda ward, Chuo ward, Minato ward, Shinjuku ward, and Shibuya ward.

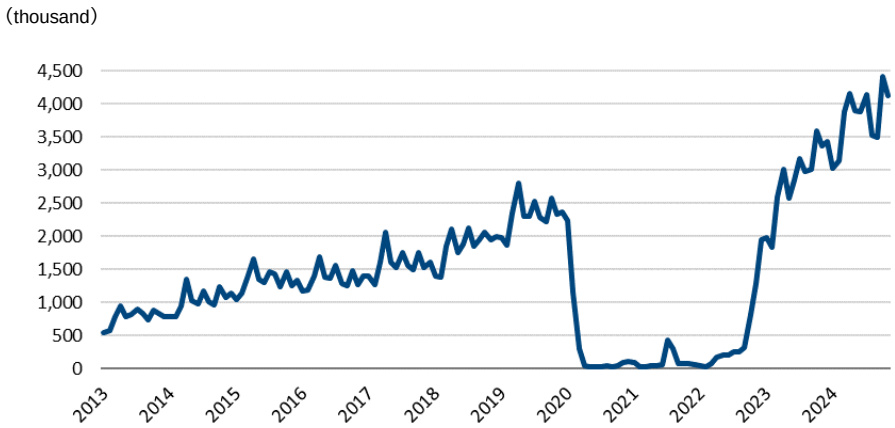
Demand Stimulus Measures to Increase Operating Revenues

- To achieve further growth in passenger transportation revenues, especially non-commuter revenues, we will implement various measures to create and stimulate demand and create a flow of people through promoting “City Tourism” in Tokyo.

Number of Visitor Arrivals to Japan *1



Monthly Overnight Stays by Foreigners in Tokyo *2



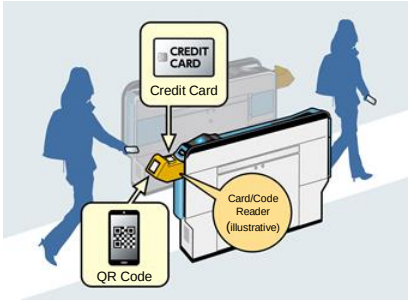
Increasing sales of special tickets and developing new products for inbound travelers

- We have signed a capital business alliance with LINKTIVITY Inc., a transportation and tourism platform business company (March 2024)



New Passenger Services

- We plan to conduct pilot experiments for passenger services using QR codes and contactless payment with credit cards



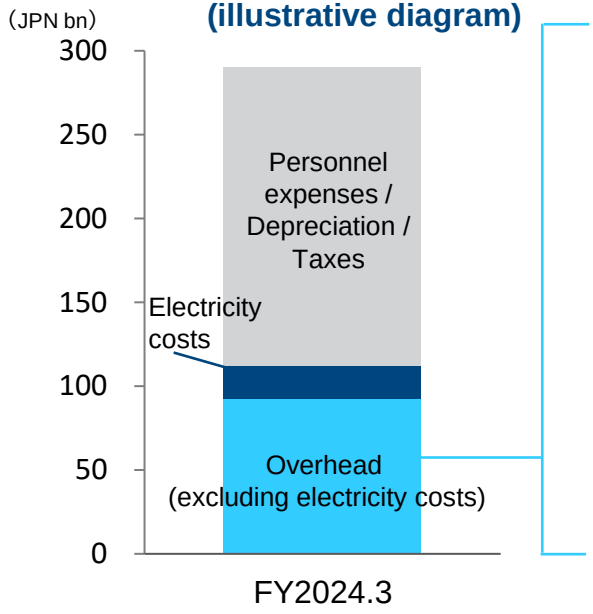
The QR Code is a registered trademark of Denso Wave Incorporated.

*1 For actual figures, see Japan National Tourism Organization “Foreign Visitor Trends”. For future figures, see 2030 government target of 60 million people in MLIT’s “Basic Plan for Promoting The Creation of a Tourist Nation”.
*2 See Japan Tourism Agency “Overnight Trip Statistical Survey.” Gross foreign overnight guests per month (at facilities with 10 or more employees). The chart shows results through Dec. 2024.

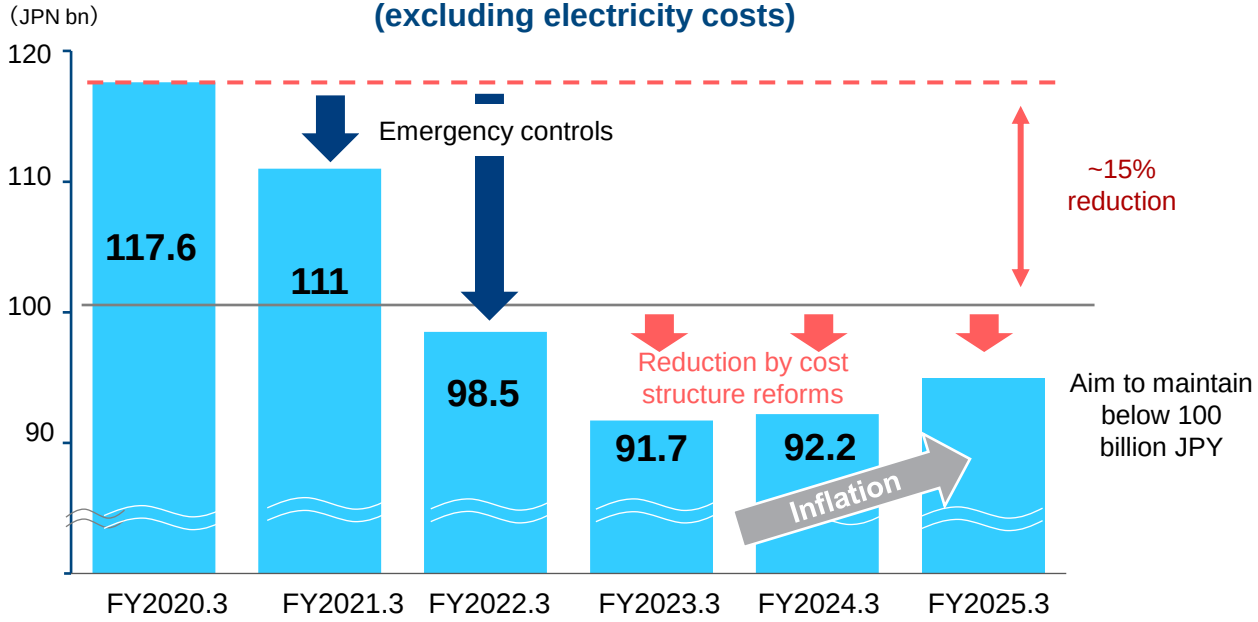
Cost Structure Reform

- We will continue to review inspection and renewal cycles, etc., based on the condition of facilities, etc., while leveraging the results of emergency controls implemented during the COVID pandemic.
- We aim to keep overhead costs for the Railway Business, excluding electricity costs, below 100 billion JPY (down approximately 15% compared to the pre-COVID period) , even with future price increases expected. As of now, there are no factors hindering cost reduction.
- Regarding electricity costs, there is no significant increase expected at this point, as current resource prices remain stable.

Composition of railway expenses (illustrative diagram)



Railway overhead reduction plan (excluding electricity costs)



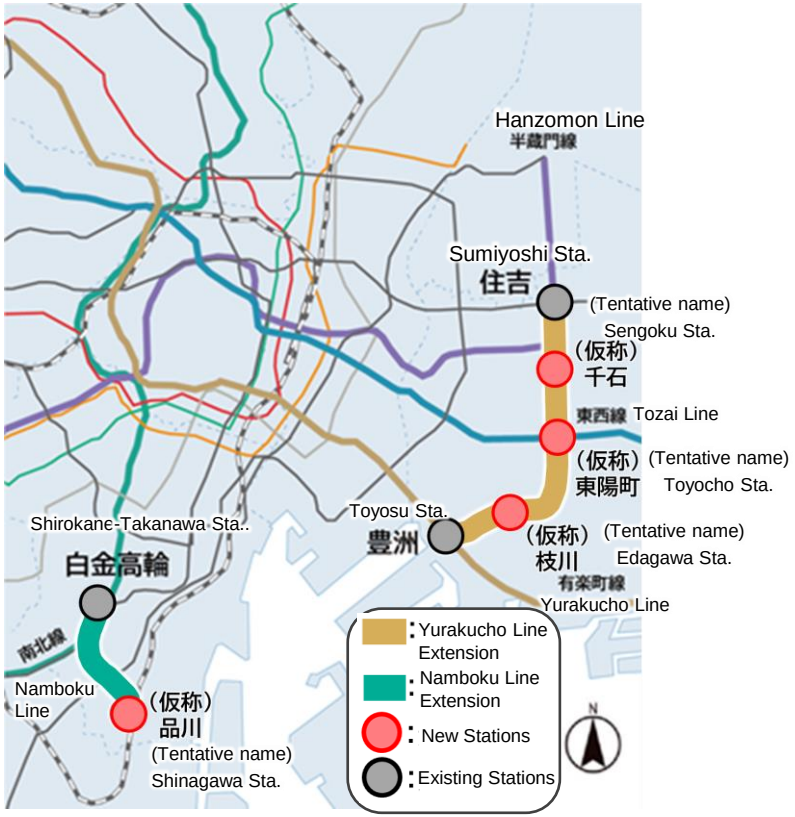
In order to curb maintenance and repair costs, which rise with the number and aging of facilities, we will continue to optimize renewal cycles and specifications, and explore standardizing specifications with other railway operators that engage in reciprocal through-service with us.

Long-Term Upside from Construction of New Lines

- Construction of the Yurakucho Line Extension and Namboku Line Extension will be proceeded on the premise of receiving sufficient public funds. The extensions will contribute to long-term revenue growth.
- Construction work commenced on November 4, 2024.

Overview of Extension

	Yurakucho Line Extension	Namboku Line Extension
Line overview	・Construction length: 4.8km ・Route: Toyosu – Toyocho –Sumiyoshi ・Opening target: mid-2030s	・Construction length: 2.5km ・Route: Shinagawa – Shirokane-takanawa ・Opening target: mid-2030s
Significance and effectiveness	・Improved access to tourist attractions and positive effects on urban development ・Contribution to reducing congestion on the Tozai Line	・Multiple other line connections at Shinagawa Station ・Contribution to improved access to Shinagawa Station and Haneda Airport
Forecast number of passengers	・303 thousand passengers/day (Year of stabilized demand: FY2041.3)	・154 thousand passengers/day (Year of stabilized demand: FY2041.3)



*The names of the new stations are tentative.

Construction Costs and Funding Scheme

Construction costs	Extension of the Yurakucho Line: 269.0 billion JPY	Extension of the Namboku Line: 131.0 billion JPY
Funds	Urban Railway Financing: 162.4 billion JPY	Subway Subsidy*1: 237.6 billion JPY

*1 Subsidy for Underground High-speed Railway Development Project

Real Estate Development Synergistic with the Railway Business

- Our Real Estate Business began in 1963. Currently, we possess 121 income properties centered on offices and commercial retail properties.
- The Real Estate Business will contribute to the Railway Business by jointly developing real estate adjacent to major stations with partners, depending on the location, to increase the flow of people.

Completed Projects

Completed in 2000



Shibuya Mark City
Co-developers: TOKYU, Keio

Completed in 2012



Shibuya Hikarie
Co-developers: TOKYU, etc.

Completed in 2017



PMO HANZOMON

Completed in 2019



SHIBUYA SCRAMBLE SQUARE Phase 1 (East Wing)
Co-developers: TOKYU, JR-EAST

Completed in 2019



PMO SHINJUKU-GYOEMMAE

Completed in 2020



Metrocity Roppongi

Leasing started in 2022



Shiohama 2-chome Site

Completed in 2023



Tokyu Plaza Harajuku "Harakado"
Co-developer: TOKYU LAND

Completed in November 2024



Super Hotel Ikebukuro West Natural Hot Spring

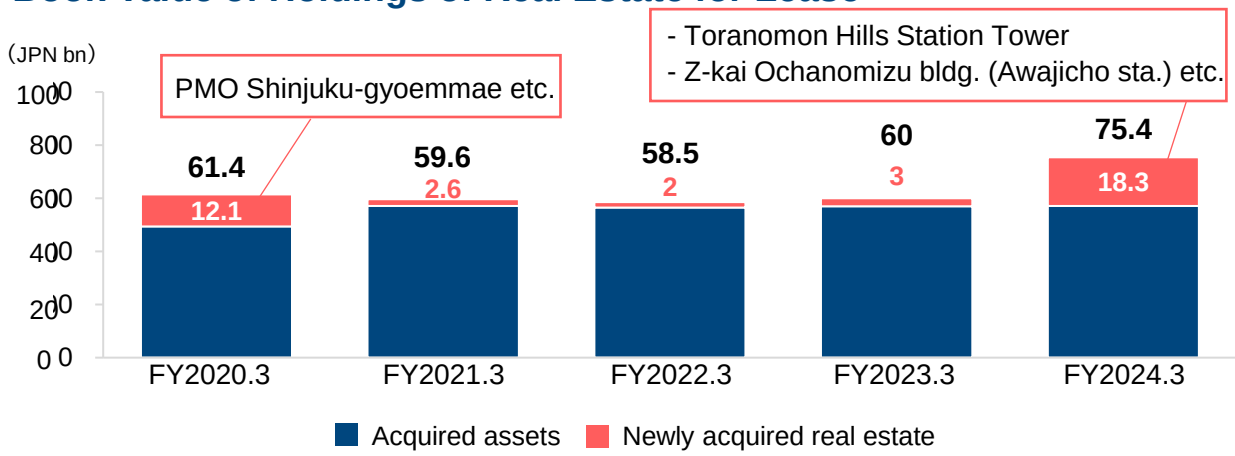
Ongoing Projects

To be completed in FY2030.3



Shinjuku West Gate Development Project
Co-developers: Odakyu Electric Railway, TOKYU LAND

Book Value of Holdings of Real Estate for Lease

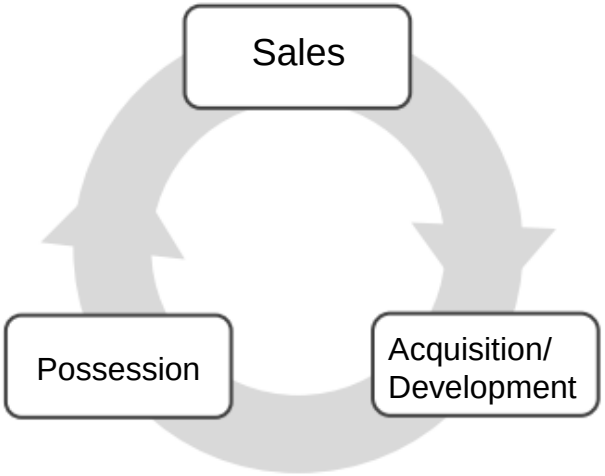


Private REIT

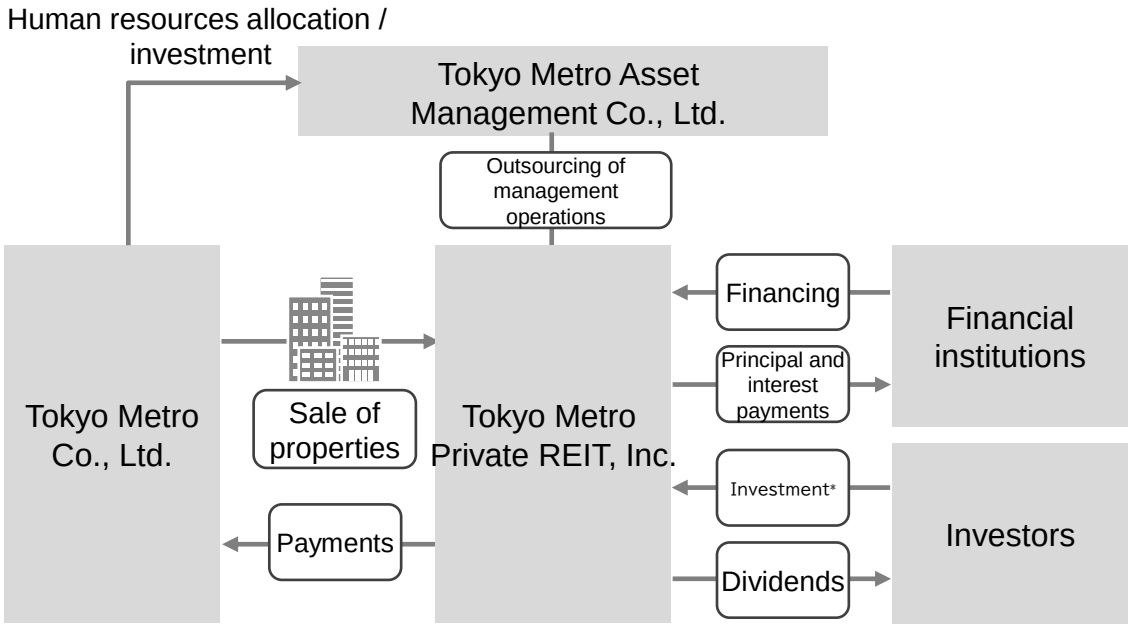
- We will utilize a private REIT to expand business through a business model focused on the cyclical sale, acquisition, and development of real estate.
- We have established Tokyo Metro Private REIT, Inc. in December 2024 and plan to commence operations within the fiscal year.

Recycling-oriented Business Model

- Streamlining of assets through an asset-light approach
- Early realization of development profit from sales
- Utilization of proceeds from the sales as a source of new development funds



Private REIT Structure

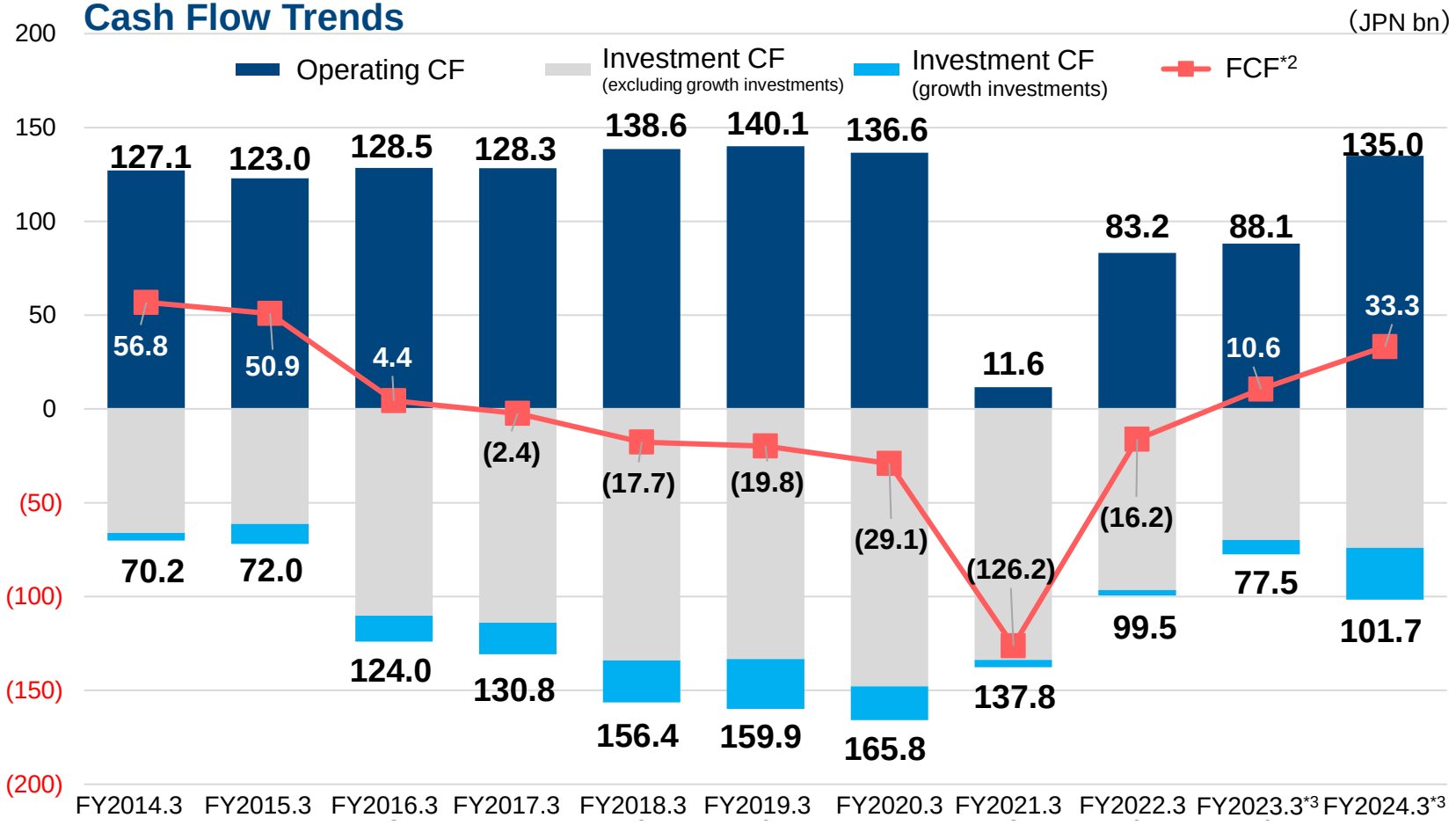


*Tokyo Metro Co., Ltd. has invested in the private REIT

Cash Flow

- After a phase of accelerated capital investments conducted in preparation for the Tokyo 2020 Olympic / Paralympic Games, our investments have now normalized. Free cash flow (FCF) for FY2024.3 was a net inflow of 33.3 billion JPY.
- Going forward, capital investments are expected to remain around 100 billion[*1] JPY, creating stable FCF beyond the medium-term management plan.

Cash Flow Trends

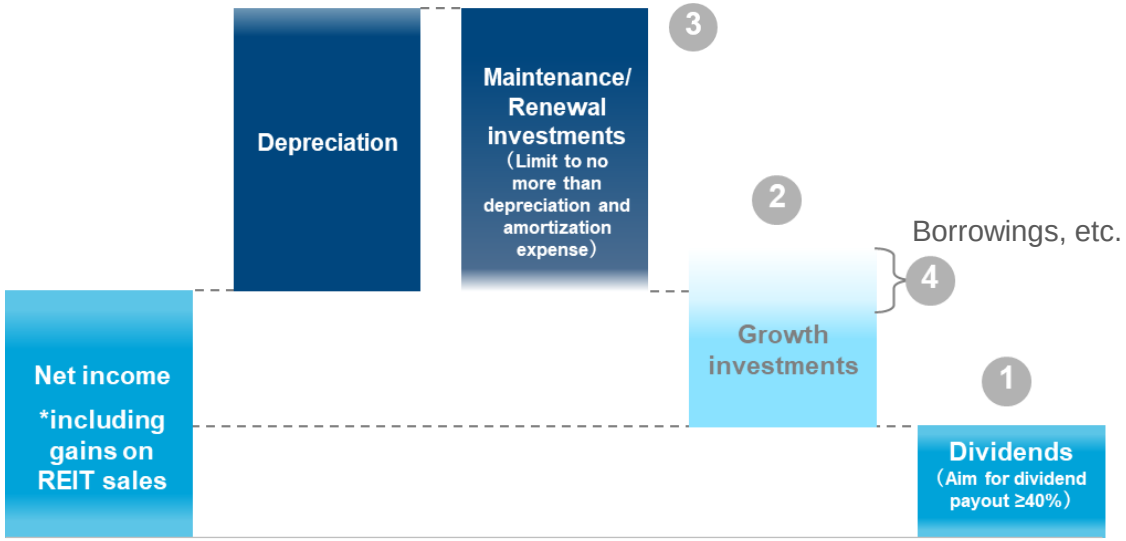


*1 Capital investments exclude those in new lines. *2 FCF is the sum of operating CF and investment CF
*3 Figures for FY2023.3 and thereafter are shown after deducting the impact of the new line construction promotion fund trust from the investment CF.

Capital Allocation and Shareholder Returns

- Since our listing, our focus has been on returning profits to shareholders and steadily investing in growth.
- Under the policy of aiming for a dividend payout ratio of 40% or higher, we forecast a dividend of 40 yen for FY2025.3. We will continue to enhance shareholder returns in line with profit growth.

Illustrative Diagram of Capital Allocation

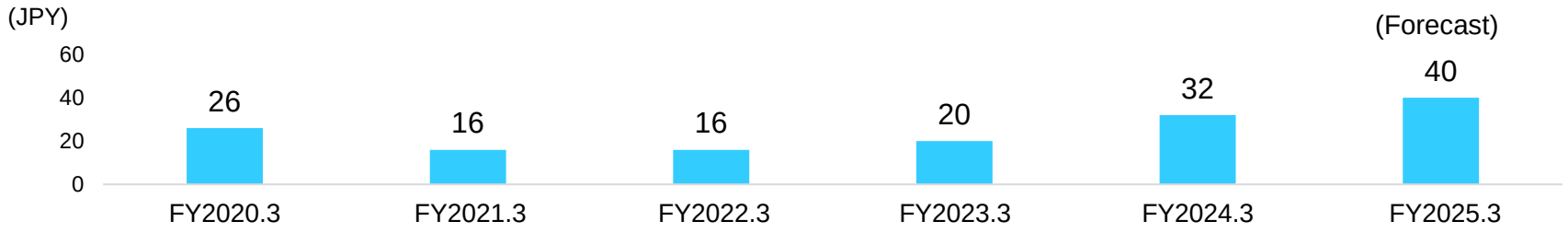


* Investments for new line construction are managed separately

Policy on Capital Allocation

1. Aim for dividend growth in line with profit growth, pursuing a dividend payout ratio of at least 40% or more
2. Investments focused on growth, remaining conscious of the cost of capital
3. Limit maintenance and renewal investments to no more than depreciation and amortization expense
4. Engage in borrowings, etc. as needed to execute growth investments

Changes in Dividends per Share



III References

Changes in Transportation Performance

Number of transported passengers

(Thousand people)

		FY2019.3	FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3
Commuter		1,586,054	1,608,003	1,129,132	1,077,227	1,166,475	1,248,078
Non-commuter		1,180,113	1,156,999	690,355	826,555	1,005,435	1,136,653
Total		2,766,167	2,765,003	1,819,487	1,903,782	2,171,910	2,384,731
YoY Ratio	Commuter	+2.2%	+1.4%	(29.8%)	(4.6%)	+8.3%	+7.0%
	Non-commuter	+2.0%	(2.0%)	(40.3%)	+19.7%	+21.6%	+13.1%
	Total	+2.1%	(0.0%)	(34.2%)	+4.6%	+14.1%	+9.8%

Passenger transportation revenues

(JPN mm)

		FY2019.3	FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3
Commuter		153,242	155,188	107,587	105,483	111,990	124,581
Non-commuter		195,266	191,354	116,341	139,609	169,374	199,427
Total		348,509	346,542	223,928	245,092	281,364	324,009
YoY Ratio	Commuter	+2.2%	+1.3%	(30.7%)	(2.0%)	+6.2%	+11.2%
	Non-commuter	+1.9%	(2.0%)	(39.2%)	+20.0%	+21.3%	+17.7%
	Total	+2.0%	(0.6%)	(35.4%)	+9.5%	+14.8%	+15.2%

Consolidated Statements of Income

(JPN mm)

		FY2019.3	FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3
Transportation Business	Operating revenues	386,531	383,889	255,784	276,255	312,260	356,467
	Operating expenses	300,535	312,889	306,576	299,911	297,655	292,682
	Operating income/losses	85,996	70,999	(50,791)	(23,656)	14,604	63,785
Real Estate Business	Operating revenues	13,632	13,913	13,474	13,630	13,740	13,654
	Operating expenses	9,005	9,245	8,975	9,020	8,393	9,091
	Operating income	4,626	4,667	4,499	4,609	5,347	4,563
Retail and Advertising Business	Operating revenues	40,992	41,750	31,086	21,746	23,656	23,920
	Operating expenses	33,249	33,423	25,741	14,952	15,968	15,951
	Operating income	7,742	8,327	5,344	6,793	7,687	7,969
Others	Operating revenues	3,250	3,402	3,160	3,308	3,707	3,726
	Operating expenses	3,145	3,350	3,117	3,268	3,672	3,790
	Operating income/losses	104	52	43	40	35	(64)
Operating revenues		434,894	433,147	295,729	306,904	345,370	389,267
Operating expenses		336,327	349,229	336,029	319,021	317,592	312,908
Operating income/losses		98,566	83,917	(40,299)	(12,117)	27,777	76,359
Non-operating revenues		1,916	2,134	3,789	2,372	2,480	2,055
Non-operating expenses		11,291	11,142	11,179	10,752	10,563	12,548
Ordinary income/losses		89,191	74,910	(47,689)	(20,497)	19,694	65,866
Extraordinary gains		10,724	20,594	27,881	7,729	5,236	13,074
Extraordinary losses		11,650	20,438	29,587	10,209	4,968	13,398
Income/losses before income taxes		88,265	75,066	(49,395)	(22,977)	19,962	65,541
Income taxes - current		27,560	23,557	1,601	1,565	4,117	10,885
Income taxes - deferred		(4)	117	1,931	(11,145)	(11,927)	8,394
Net income/losses attributable to owners of parent		60,709	51,391	(52,927)	(13,397)	27,771	46,262

Consolidated Balance Sheet

(JPN mm)

		FY2019.3	FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3
Assets	**Assets**						
	Current assets	123,747	120,351	124,072	157,253	334,139	337,220
	Cash and deposits	17,920	20,042	70,820	76,664	38,982	45,665
	New line construction promotion fund trust	-	-	-	-	192,120	190,610
	Railway fares receivables	27,765	21,774	20,666	21,832	26,193	28,931
	Accounts receivable	10,397	11,697	9,007	7,728	8,405	8,715
	Other current assets	67,663	66,836	23,578	51,028	68,437	63,297
	Non-current assets	1,552,334	1,614,436	1,638,389	1,655,714	1,668,681	1,685,303
	Tangible and intangible fixed assets	1,310,301	1,384,522	1,434,846	1,439,469	1,428,346	1,454,870
	Construction in progress	190,901	180,892	150,721	151,600	165,712	161,421
	Investments and other assets	51,131	49,021	52,821	64,644	74,622	69,011
	Total Assets	1,676,081	1,734,788	1,762,461	1,812,967	2,002,821	2,022,524
Liabilities, Net Assets	**Liabilities**						
	Current liabilities	236,630	228,983	166,666	192,721	171,242	173,620
	Current portion of long-term borrowings	18,760	27,178	35,576	13,426	11,087	32,086
	Current portion of bonds payable	40,000	25,000	10,000	55,000	30,000	10,000
	Accounts payable - other	91,479	92,635	64,937	60,252	57,121	52,185
	Accrued consumption taxes	4,290	2,125	486	6,025	8,128	5,726
	Income taxes payable	14,855	10,948	1,058	1,864	4,386	10,357
	Prepaid fares received	18,878	19,170	14,033	15,469	16,349	18,194
	Provision for bonuses	11,121	11,359	10,145	10,450	11,802	12,249
	Other	37,245	40,564	30,428	30,233	32,367	32,819
	Non-current liabilities	760,472	795,699	951,382	1,001,885	1,198,234	1,180,507
	Bonds payable	427,000	462,000	562,000	577,000	577,000	577,000
	Long-term borrowings	229,051	241,872	296,295	325,868	329,781	307,692
	New line construction promotion long-term loans	-	-	-	-	192,120	192,120
	Other	104,420	91,826	93,086	99,016	99,333	103,695
	Total liabilities	997,102	1,024,682	1,118,049	1,194,607	1,369,476	1,354,128
	Net assets						
	Share capital	58,100	58,100	58,100	58,100	58,100	58,100
	Capital surplus	62,167	62,167	62,167	62,167	62,167	62,167
	Retained earnings	547,223	583,508	515,504	491,502	509,978	544,620
	Total net assets	678,978	710,106	644,412	618,360	633,344	668,395
	Total liabilities and net assets	1,676,081	1,734,788	1,762,461	1,812,967	2,002,821	2,022,524

Consolidated Statements of Cash Flows

(JPN mm)

	FY2019.3	FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3
Cash flows from operating activities						
Income before income taxes	88,265	75,066	(49,395)	(22,977)	19,962	65,541
Depreciation	77,568	82,662	86,775	88,218	70,377	73,747
Increase/decrease in allowance	(844)	(50)	(3,817)	3,276	1,105	52
Other	2,803	6,240	(10,350)	15,453	(1,611)	1,016
Income taxes paid	(27,688)	(27,293)	(11,588)	(675)	(1,656)	(5,292)
Cash flows from operating activities	140,104	136,626	11,622	83,295	88,177	135,066
Cash flows from investing activities						
Capital Investment	(168,659)	(170,792)	(139,858)	(104,033)	(81,714)	(104,132)
Subsidy received	5,639	2,925	362	225	3,217	1,088
Payment for money held in trust for new railway construction	-	-	-	-	(192,120)	-
Other	3,105	2,044	1,664	4,307	942	2,812
Cash flows from investing activities	(159,914)	(165,822)	(137,831)	(99,500)	(269,674)	(100,230)
Cash flows from financing activities						
Repayments of Interest-bearing debt	(40,314)	(58,760)	(52,178)	(45,576)	(68,427)	(41,089)
Amount of financing	105,557	99,591	199,220	112,477	236,912	19,943
Other	(15,353)	(15,504)	(15,554)	(9,850)	(9,670)	(12,006)
Cash flows from financing activities	49,889	25,326	131,486	57,049	158,814	(33,153)
Net increase (decrease) in cash and cash equivalents	30,078	(3,870)	5,277	40,844	(22,682)	1,682
Cash and cash equivalents at beginning of period	39,333	69,412	65,542	70,820	111,664	88,982
Cash and cash equivalents at end of period	69,412	65,542	70,820	111,664	88,982	90,665

Non-Consolidated Statements of Income

(JPN mm)

		FY2019.3	FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3
Transportation Business	Operating revenues	383,372	380,480	252,540	272,751	308,778	352,319
	Passenger transportation Revenues	348,509	346,542	223,928	245,092	281,364	324,009
	Trackage revenue	1,137	1,221	1,248	937	975	935
	Miscellaneous income of transportation	33,725	32,715	27,362	26,721	26,437	27,374
	Operating expenses	301,314	313,845	305,962	297,979	295,393	290,657
	Personnel Expenses	89,983	91,744	90,148	91,082	93,248	94,617
	Overhead costs	125,190	131,241	122,469	110,778	122,324	112,445
	Taxes	11,899	12,060	10,888	12,032	12,988	13,538
	Depreciation	74,240	78,798	82,455	84,086	66,831	70,055
	Operating income/losses	82,057	66,634	(53,421)	(25,227)	13,385	61,662
Affiliated Business	Operating revenues	16,057	16,950	17,130	17,201	18,263	18,100
	Operating expenses	7,352	7,983	7,959	8,156	8,225	8,873
	Operating income	8,704	8,967	9,170	9,045	10,038	9,226
Operating income/losses from all businesses		90,762	75,601	(44,251)	(16,181)	23,423	70,889
Non-operating revenues		4,283	4,450	5,975	2,823	3,567	5,005
Non-operating expenses		11,322	10,697	10,886	10,683	10,558	12,533
Ordinary income/losses		83,723	69,354	(49,161)	(24,042)	16,431	63,361
Extraordinary gains		10,748	20,622	27,842	7,730	5,241	13,075
Extraordinary losses		11,452	20,213	27,622	9,861	4,875	13,236
Income/losses before income taxes		83,020	69,763	(48,941)	(26,173)	16,797	63,199
Current		24,800	20,480	180	70	2,430	8,930
Deferred		(2)	190	2,473	(11,214)	(12,246)	8,460
Net income/losses		58,222	49,093	(51,595)	(15,029)	26,614	45,809

Management Indices（Consolidated）

	FY2019.3	FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3
Profitability						
Operating income margin（%）	22.7%	19.4%	(13.6%)	(3.9%)	8.0%	19.6%
EBITDA〔Operating income＋Depreciation〕（million yen）	176,134	166,580	46,475	76,101	98,155	150,106
EBITDA margin（%）	40.3%	38.2%	15.2%	24.3%	28.2%	38.3%
ROA〔Return on assets〕※1（%）	6.1%	4.9%	(2.3%)	(0.7%)	1.5%	3.8%
ROE〔Return on equity〕※2（%）	9.2%	7.4%	(7.8%)	(2.1%)	4.4%	7.1%
Soundness						
Net Interest-bearing Debt / EBITDA Multiple※3（times）	3.7	4.1	17.9	11.3	10.7	6.9
Net Interest-bearing Debt / EBITDA Multiple（excluding new lines）※3、4（times）	-	-	-	-	8.8	5.6
D/E ratio※5（times）	1.05	1.06	1.40	1.57	1.80	1.67
Equity ratio（%）	40.5%	40.9%	36.6%	34.1%	31.6%	33.0%
Balance-sheet Indicators						
Net assets（million yen）	678,978	710,106	644,412	618,360	633,344	668,395
Total assets（million yen）	1,676,081	1,734,788	1,762,461	1,812,967	2,002,821	2,022,524
Cash-flow Indicators						
Interest-bearing debt at end of term（million yen）	714,811	756,036	903,872	971,295	1,139,982	1,118,896
Amount of financing（million yen）	106,000	100,000	200,000	113,000	45,000	20,000
Depreciation（million yen）	77,568	82,662	86,775	88,218	70,377	73,747
Investment Indicator						
Dividend per share - Annual (yen)	26. 00	26.00	16.00	16.00	20.00	32.00
Dividend payout ratio （%）	24.9%	29.4%	-	-	41.8%	40.2%
DOE〔Dividends on equity〕※6（%）	2.3%	2.2%	1.4%	1.5%	1.9%	2.9%

※1 ROA＝Operating income / Total assets (average for term) ×100
※2 ROE＝Net income attributable to owners of parent / Shareholders' equity (average for term) ×100
※3 Net Interest-bearing Debt / EBITDA Multiple＝ Net Interest-bearing Debt (at end of term) / EBITDA
※4 Excluding impact of New line construction promotion long-term loans（192.1 billion yen）
※5 D/E ratio＝Interest-bearing debt (at end of term) / Net assets（at end of term）
※6 DOE＝Total dividends / Net assets（average for term）

Policy on sale of shares by the national government and Tokyo metropolitan government

July 2021, "Future Vision for the Tokyo Subway Network" (MLIT Council of Transportation Policy Report No. 371)

The ideal approach to share sales in light of Tokyo Metro's role (excerpts)

In selling Tokyo Metro shares, ...it is appropriate to proceed in stages, taking into account the role of Tokyo Metro.

Specifically, **from the perspective of ensuring the development of two lines during the period of extension of Tokyo Line No. 8[*1] and the development of the central Tokyo and Shinagawa subway concept[*2], it is appropriate for the national government and Tokyo metropolitan government to hold one-half of the shares for the time being**. In the meantime, Tokyo Metro should strengthen its structure and improve its governance to enhance its corporate value, while the national government and Tokyo metropolitan government, as shareholders, should appropriately support Tokyo Metro's management policies

Thereafter, the national government and Tokyo metropolitan government are required to handle the the subsequent sales of Tokyo Metro shares with due consideration for the public nature of the subway that supports the central areas of the capital and the progress of subway network development, while maintaining the policy of complete privatization stipulated in previous Cabinet decisions and laws.

In selling Tokyo Metro shares, from the perspective of selling them at a fair price and in a fair manner, it is important that the national government and Tokyo metropolitan government jointly proceed with the procedures and sell the shares at the same time and at the same proportion, while also seeking to improve Tokyo Metro's corporate value and to ensure its financial soundness.

*1 Yurakucho Line extension, *2 Namboku Line extension

March 2022, "Disposal of Tokyo Metro Co., Ltd. shares" (MOF Fiscal System Council report)[*3]

Items to be considered when conducting the sale (excerpts)

Based on the MLIT Committee report, it is appropriate to set the number of shares sold as follows:

(a) At the time of the initial public offering, one-half of the shares held by the selling party, the Ministry of Finance and Tokyo metropolitan government, shall be sold at the same time and at the same proportion.

(b) **The subsequent sale shall be handled based on the discussion between the national government and Tokyo metropolitan government.**

*3 March 2022, "Basic approach to the disposal of Tokyo Metro Co., Ltd. shares" (Tokyo metropolitan government Bureau of Urban Development) contains the same information.

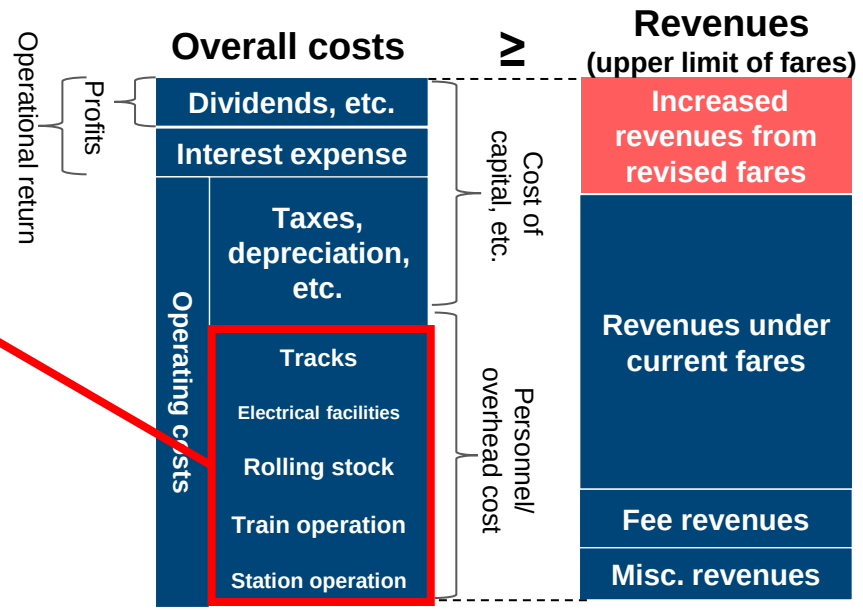
Japanese Railway Fare/Fee System

- The “Station Barrier-free Fee System” established in December 2021 allows railway operators to impose surcharges to fares for costs associated with installing barrier-free facilities in stations. Whereas approval from MLIT (the Ministry of Land, Infrastructure, Transport and Tourism) is necessary when revising the upper limits of railway fares, it is possible to implement Station Barrier-free Fees with just a prior filing to MLIT.
- In March 2024, MLIT announced an amendment to “Guidelines for Revenue Cost Calculation”, which stipulate the calculation methods for “overall costs” that serves as the basis for calculating railway fare levels. Calculation methods for correcting regional differences in personnel/overhead costs, and handling depreciation and ancillary electric power costs were revised, making it easier for operators to revise fares. The standard cost and standard unit cost, which serves as the basis for calculating a portion of the overall costs, are announced by MLIT every summer.

Outline of the “Guidelines for Revenue Cost Calculation”

Scope of the yardstick method (operating costs that are comparable among operators)

- In order to promote efficiency through indirect competition between operators, personnel/ overhead costs are calculated based on the standard costs and standard unit costs, which are derived from the actual costs of 10 subway operators.



Calculation of revenues

- Revenues are calculated based on trends of past transportation volume and other factors.

Reference: MLIT, “Guidelines for Revenue Cost Calculation for JR Passenger Railway Companies, Major Private Railways, and Subway Operators”

Investor Relations materials can be accessed at the following URL:

https://www.tokyometro.jp/lang_en/corporate/ir/index.html

Note

Forward looking statements in this document are based on information currently available to the Company and certain assumptions that the Company has deemed reasonable as of the date of this document. Actual results may differ greatly from these forecasts due to a variety of factors.