



Keio Corporation

Company Introduction Document

Last updated on November 20, 2025



Keio Group Philosophy

The Keio Group aims to become the “Top Brand in Trust,” one that is sincere toward all those with whom we have connections and environmentally friendly.

We also strive on a daily basis to enhance our lifestyle-integrated services to enrich the lives of our customers.

- 01. Overview of the Keio Group's Businesses**
- 02. Overview by Segment**

01. Overview of the Keio Group's Businesses

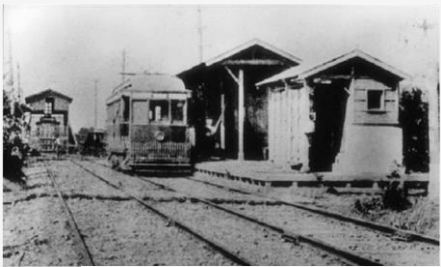
02. Overview by Segment

Name	Keio Corporation
Established	June 1, 1948
Head Office	1-9-1 Sekido, Tama-shi, Tokyo Registered Primary Office: 3-1-24 Shinjuku, Shinjuku-ku, Tokyo
Number of permanent employees (consolidated)	13,003 (Including 2,411 at Keio Corporation)
Business segments	Transportation, real estate, hotels, construction and maintenance, and life services
Number of group companies	Consolidated subsidiaries: 40 Equity method affiliates: 9
Listed market	Tokyo Stock Exchange Prime Market (Securities code: 9008)
Number of shares issued	128,550,830 (119,701,730 after the retirement of treasury stock on April 30, 2025)
Market capitalization	450.2 billion yen
Issuer ratings	JCR: AA (Stable) R&I: AA- (Stable)

*As of March 31, 2025



Keio Electric Tramway Company, the predecessor to Keio Corporation, was established



Chofu Station and train around 1914

Keio Department Store Shinjuku opened



Keio Department Store Shinjuku in 1964

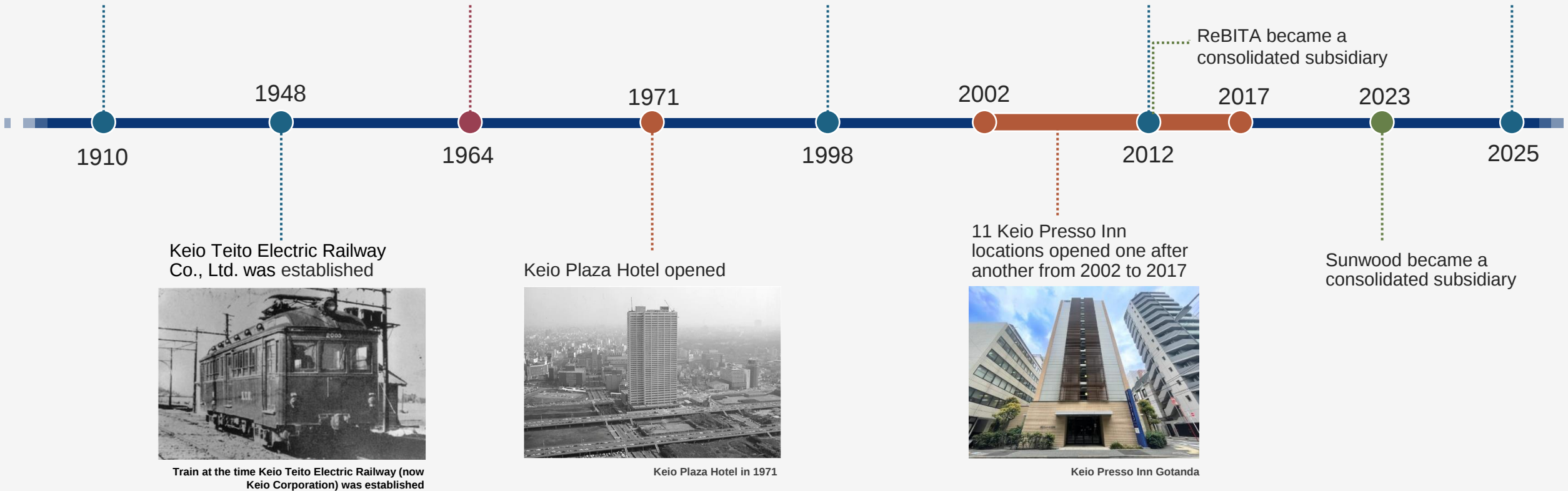
Company name changed to Keio Corporation



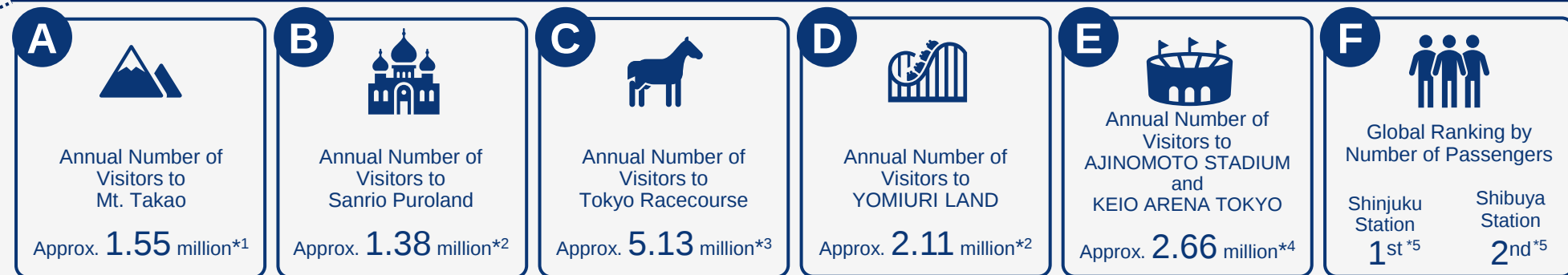
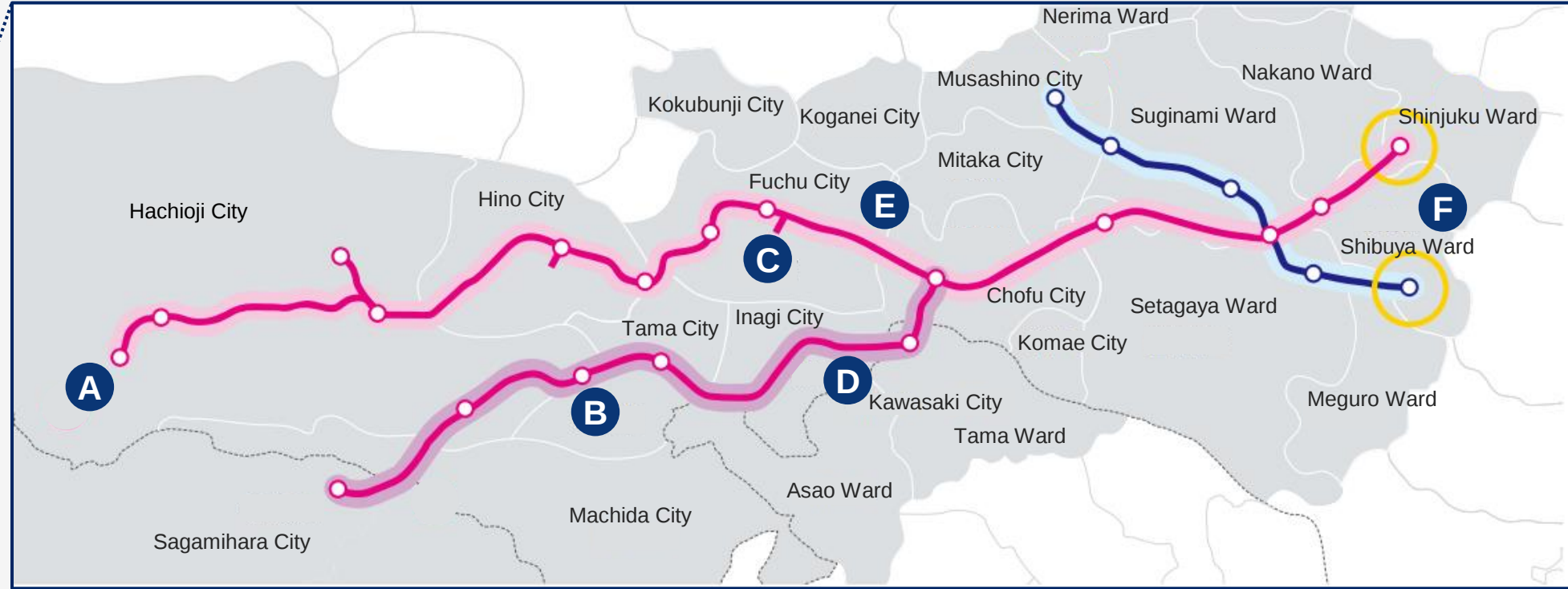
Work to convert the area around Chofu Station to an underground station completed



HIRAKU 2030, the Keio Group Medium-Term Management Plan, formulated



- We have railway lines that run through the western part of Tokyo. This is the most densely populated area in Japan. It also has a high income level. We provide highly public railway services that supports the lives of residents along these lines.
- Our two railway lines, the Keio Line (72.0 km) and the Inokashira Line (12.7 km), connect densely populated districts and popular attractions within a compact network.



*1: Result in FY2023. Source: Ministry of the Environment's Annual Number of Users of Quasi-national Parks (by Park and Year) https://www.env.go.jp/park/doc/data/natural/naturalpark_05.pdf (Reference: July 4, 2025)

*2: Result in FY2023. Source: SOGO UNICOM Co., Ltd.'s Ranking of Leisure Facilities by Number of Visitors (FY2023) <https://www.sogo-unicom.co.jp/databook/n0520241001/p01/> (Reference: July 4, 2025)

*3: Result in FY2024. Source: Japan Racing Association's Sales and Visitor Numbers https://www.jra.go.jp/company/about/outline/growth/pdf/q_22_01.pdf (Reference: August 4, 2025)

*4: Result in FY2024. Source: Tokyo Stadium Co., Ltd.'s 31st Fiscal Year Report <https://www.ajinomotostadium.com/corp/pdf/kessan31.pdf> (Reference: July 5, 2025)

*5: Ranking in FY2024 (including the lines of other companies). Source: Business Insider Africa's Top 10 Busiest Train Stations in the World <https://africa.businessinsider.com/local/lifestyle/top-10-busiest-train-stations-in-the-world/bf05ghl> (Reference: July 4, 2025)

- Form a stable revenue base with the railway business with the highly public railway business at the core. (Fares are subject to approval by the government. The most recent revision in fares occurred in October 2023.)
- Carry out station-centered urban development to improve the brand power of neighborhoods that serve as the source of corporate value creation and then expand revenue by increasing the population in the neighborhoods along our railway lines.
- Reinvest the profits created in and outside the neighborhoods along our railway lines into the neighborhoods along our railway lines to aim to sustainably increase the value in those neighborhoods

Carry out station-centered urban development



Housing development



Commercial facility development and management



Bus and taxi services



Nursery school and nursing home management



Reinvest the profits created in and outside the neighborhoods along our railway lines into the neighborhoods along our railway lines

Increase population in the neighborhoods along our railway lines and improve brand power

Increase Revenues

Expand business by increasing the population in the neighborhoods along our railway lines



Increase passenger numbers



Increase the number of users of group facilities

Expand business outside of the neighborhoods along our railway lines by leveraging our brand power



Expand real estate sales in areas with high asset value



Expand hotels across Japan

Our Long-term Vision for the Neighborhoods along Our Railway Lines

- We will simultaneously promote urban development in each city along our railway lines to further improve the brand value over the entirety of the neighborhoods along our railway lines.
- We will promote large-scale development especially in the Shinjuku area, the world's largest transportation hub, and the Hashimoto area with its high potential due to the opening of the Chuo Shinkansen maglev line.

Tama/Hachioji area

- Attracting more visitors and improving area circulation by enriching urban offerings



Chofu area

- [Keio-Tamagawa Development Project]
- "A community where people continue to live and pass down their way of life across generations"
- Symbolic development embodying Keio's suburban lifestyle

Shinjuku area

- [Shinjuku Station Southwest Exit Area Development Plan]
- Symbolic area of the Keio brand
- Creating the world's most vibrant and interactive terminal
- Hotels and industrial exchange centers designed to strengthen international competitiveness



Takao area

- A nature-friendly community that integrates tourism, living, and working

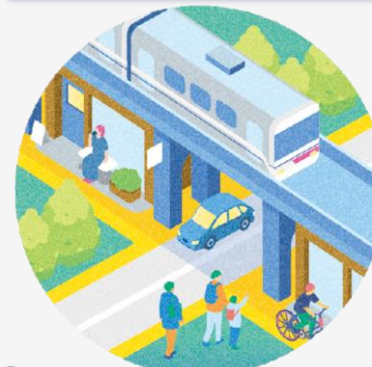


Hashimoto area

- [Hashimoto Station Area Development]
- Creating a new transportation axis as a western hub
- Anticipating the revitalization of Tama New Town

Setagaya area

- [Construction of grade crossings and elevated lines to the west of Sasazuka]
- Creating a walkable north-south connection through grade separation
- Creating vibrancy by utilizing spaces beneath elevated structures



Shimokitazawa area

- Creating value through collaboration with external partners

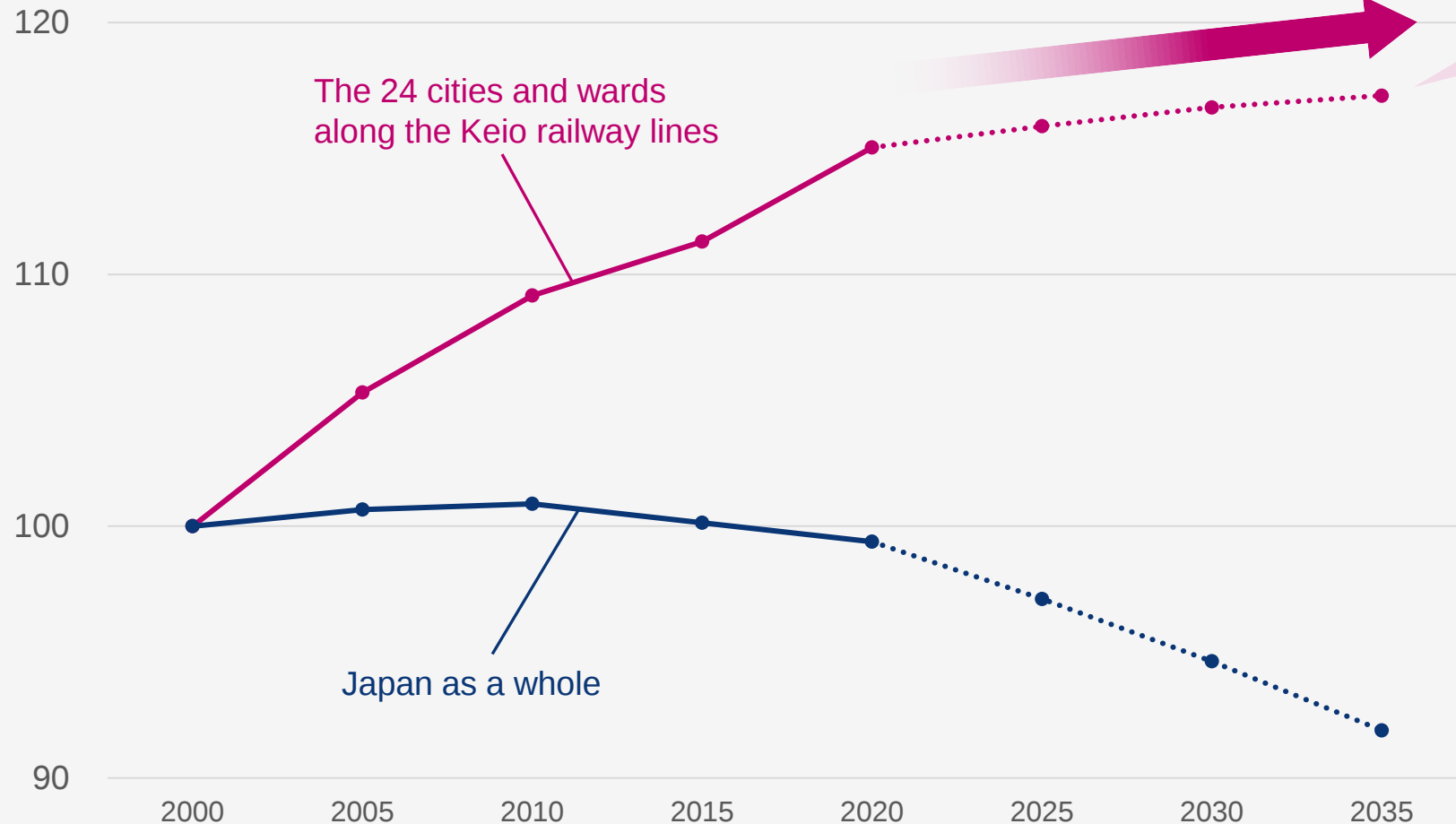
Current core transportation axis

Second transportation axis

- The population in the neighborhoods along our railway lines is extremely important as a source of corporate value creation in our business for neighborhoods along our railway lines focused on railway operations.
- Although population of Japan as a whole has been declining since peaking in 2008, the population in the 24 cities and wards along the Keio railway lines is increasing thanks in part to the measures we are taking such as those to improve the brand value in the neighborhoods along our railway lines.

Estimated Population in Cities and Wards along the Keio Railway Lines

(Indexed at 100 in 2000)



The population in the neighborhoods along our railway lines is increasing thanks to our ongoing urban development efforts

The 24 Cities and Wards along the Keio Railway Lines

■ Tokyo (Covers approx. 40% of Tokyo's total population)		
Shinjuku Ward	Chofu City	Mitaka City
Meguro Ward	Fuchu City	Machida City
Setagaya Ward	Hino City	Koganei City
Shibuya Ward	Hachioji City	Kokubunji City
Nakano Ward	Tama City	Kunitachi City
Suginami Ward	Inagi City	Komae City
Nerima Ward	Musashino City	Nishitokyo City
■ Kanagawa		
Tama Ward, Kawasaki City		
Asao Ward, Kawasaki City		
Sagamihara City		

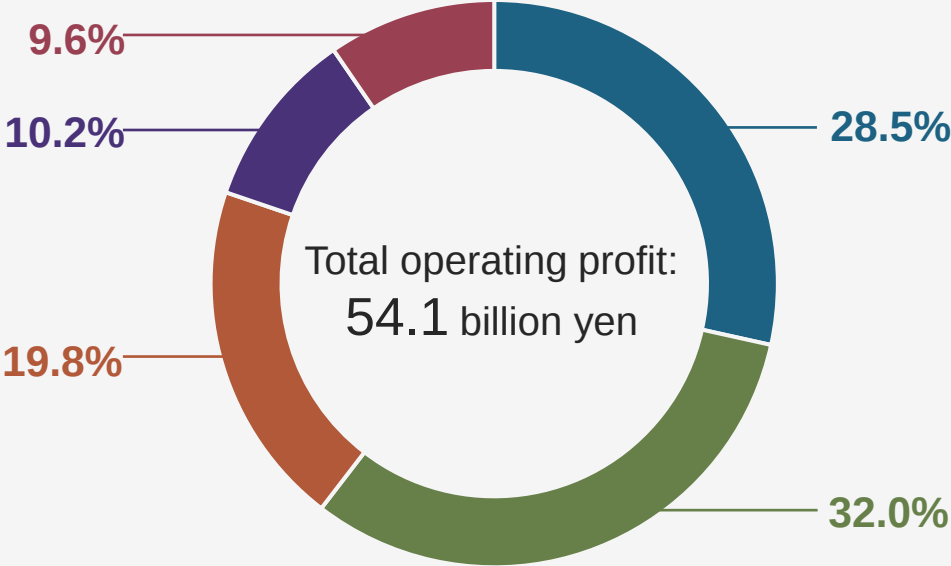
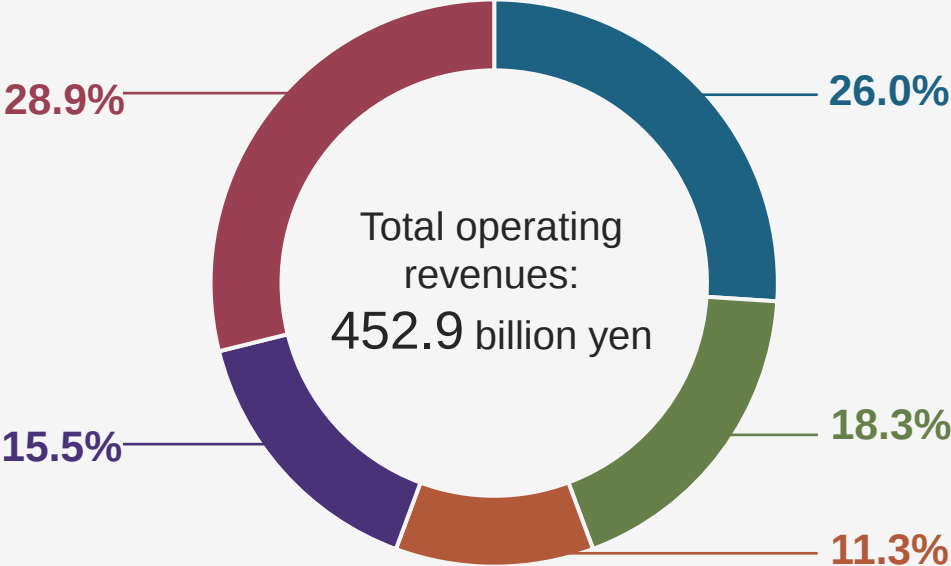
*Population census (2000 to 2020) and National Institute of Population and Social Security Research's Population Projection for Japan (2023 Estimate)

01. Overview of the Keio Group's Businesses

02. Overview by Segment

Component Ratio by Segment (FY2024 Results)

■ Transportation
 ■ Real Estate
 ■ Hotels
 ■ Construction and Maintenance
 ■ Life Services



As of March 31, 2025			
Transportation 	- Railways - Bus services - Taxi services	Number of kilometers operated (railways):	Number of passengers (railways):
		84.7 km	593 million
Real Estate 	- Real estate leasing - Real estate sales	Number of stations (railways):	Number of passengers *1 (buses):
		69	115 million
Hotels 		Real estate leasing area (Keio Corporation's share):	Properties sold:
		495 thousand m ²	251
Construction and Maintenance 	- Building maintenance - Railway car maintenance - Construction and civil engineering	Real estate sales:	Whole buildings sold:
		47.6 billion yen	14
Life Services 	- Department stores - Retail stores - Other	Number of hotels:	Ratio of foreign guests at Keio Plaza Hotel (Shinjuku):
		25	88.1%
Construction and Maintenance 		Number of hotel guest *2 rooms:	
		5,934	
Construction and Maintenance 		Building maintenance sales:	Construction and civil engineering sales:
		29.0 billion yen	39.4 billion yen
Life Services 		Railway car maintenance sales:	
		9.4 billion yen	
Life Services 		Department store sales: *3	Number of Keio Passport Card members:
		88.9 billion yen	1.79 million
Life Services 		Number of supermarkets *2	Number of childcare facilities operated:
		27	11

*1. Keio Dentetsu Bus Group (fixed-route buses, highway buses and chartered buses) + Nishitokyo Bus (fixed-route buses and highway buses)

*2. As of August 2025

*3. Before applying the Accounting Standards for Revenue Recognition

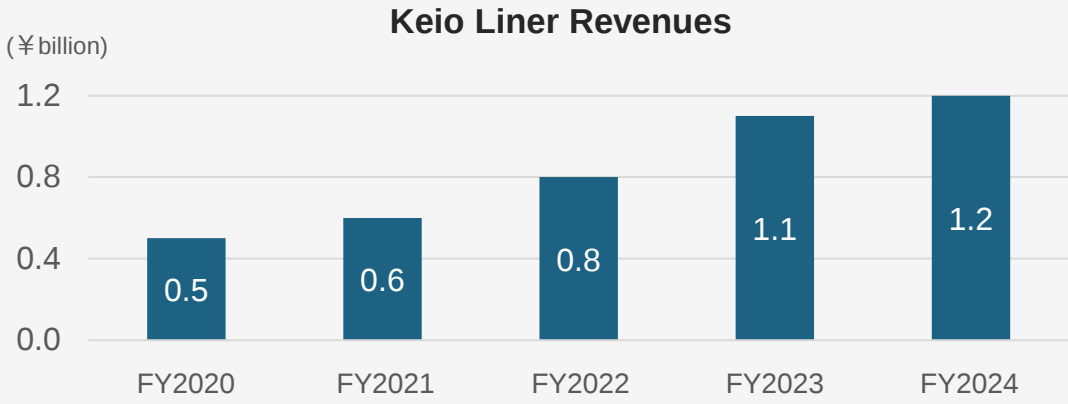
Cars with Reserved Seating: Keio Liner and Mt.TAKAO

- We began operating Keio Liner, which has cars with paid reserved seating for the first time in our company, in February 2018.
- These trains are equipped with seating that can be converted to both cross seats and long seats.



Fare

1 seat: **410 yen** (Same price for children)



Introduction of New Commuter Trains: 2000 Series

- We are planning to install large free spaces for the first time in our company to improve services for the families with children and seniors.



Number introduced: 4 sets (10 cars × 4)

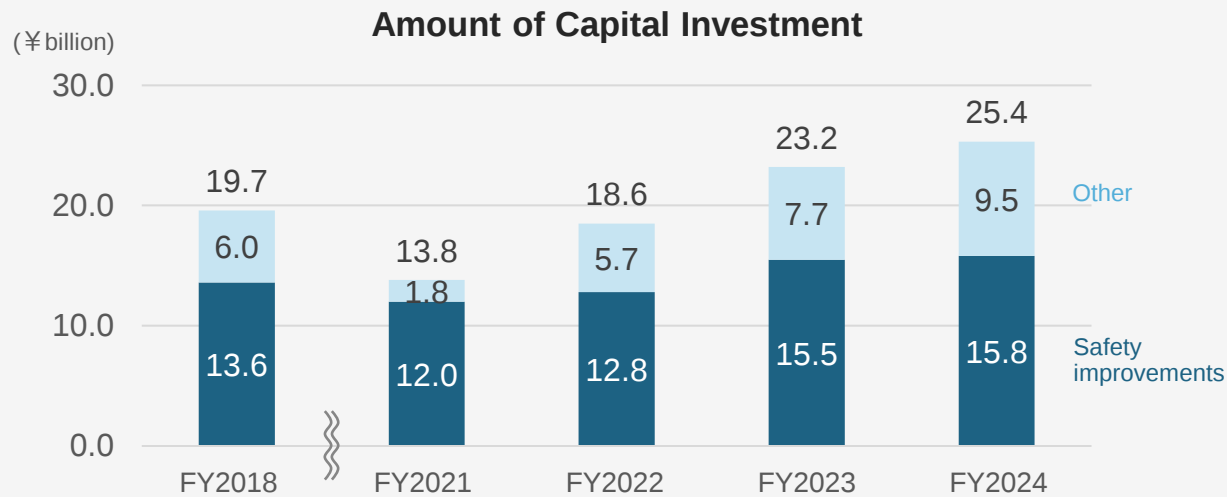
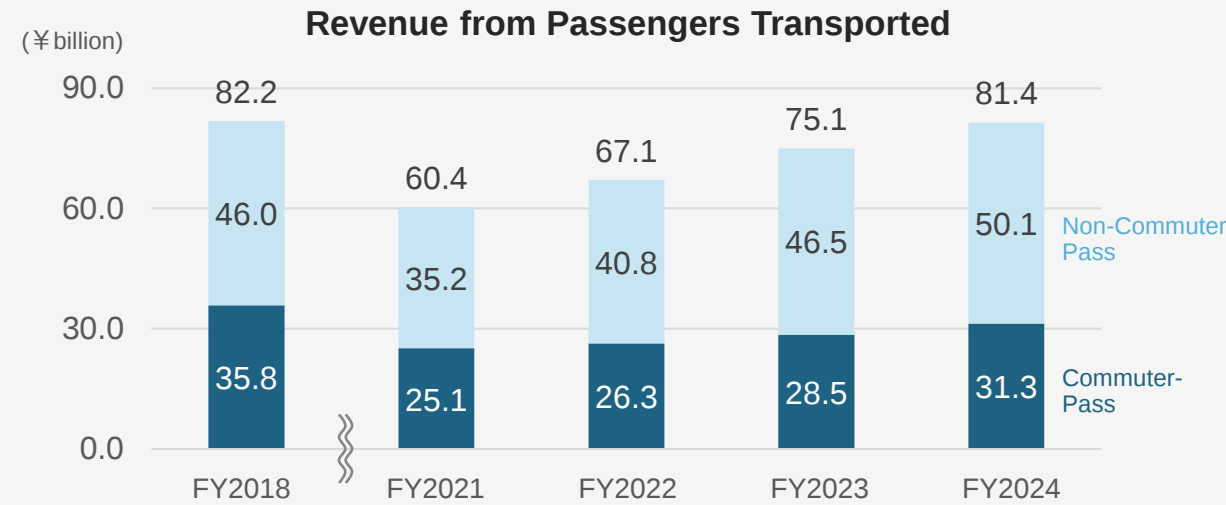
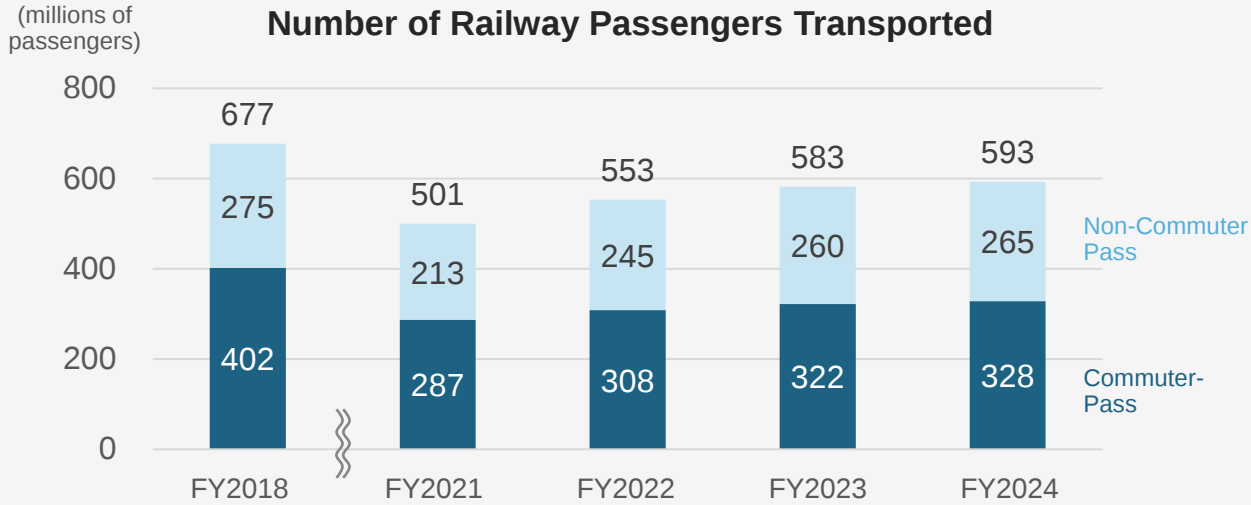
▲Large free space

Keio Train Points Services

- This is a railway ride points service in which a customer riding the Keio Line or Inokashira Line using a registered PASMO earns Train Points worth 5% of the fare of each ride.
- Using PASMO for children earns Train Points for 50% of the fare.
- Earned points can be exchanged for Keio Points, charged to PASMO and exchanged for KEIO NEOBANK



Railways Transportation Results



About Fare Revisions

- Railways are a monopolistic regional transit system and public transportation. Accordingly, the Ministry of Land, Infrastructure, Transport and Tourism's approval is required to revise fares.
- Continuous capital investment is essential to allow us to continue providing advanced safety and services in the future. Therefore, we revised our fares in October 2023.
- This was our first increase in fares in about 30 years since 1995 excluding those due to changes in the rate of consumption tax.

Date of revision	October 1, 2023
Rate of revision	13.3%
Rate of increase in revenue	11.5%

Bus Services

- We operate fixed-route buses in the Tama area and Tokyo metropolitan area as well as highway buses and bus terminals.
- Keio Bus revised its fares on all the routes it operates in the Tokyo metropolitan area in March 2023 to secure the necessary bus drivers, respond to the increase in fuel costs and other reasons. (This was the first increase in fares in about 32 years since 1993 excluding those due to changes in the rate of consumption tax.)
- We also revised fares in September 2023 in the Tama area (first time since 1997).

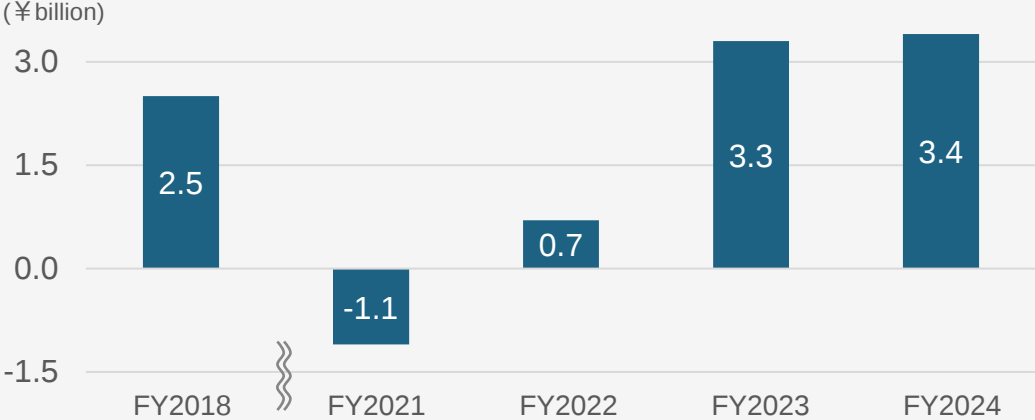


Fuel cell bus



GLP ALFALINK Sagamihara employee transport bus

Bus Services Operating Profit



- We have undertaken a contract to operate and manage Bus Terminal Tokyo Yaesu, which opened in Tokyo Midtown Yaesu in September 2022, in our bus terminal business.

Bus Terminal Tokyo Yaesu Ticket Information Counter



- We are also involved in management and sales for cemeteries and columbarium.

A graveyard with tree burial sites where it is possible to rest together in peace with pets

Taxi Services

- We provide automobile transportation services with taxis, hired cars and buses in the Tokyo metropolitan, Tama and Sagamihara areas, as well as an automobile maintenance service that is also available to the general public.
- We provide safe and comfortable services such as by expanding cashless payments through use of the GO taxi dispatch app and the S.RIDE service we have introduced in the Tama area.



Keio Taxi

- Keio SC Creation is responsible for operating commercial facilities. Meanwhile, Keio Realty and Development manages office buildings and lease housing.

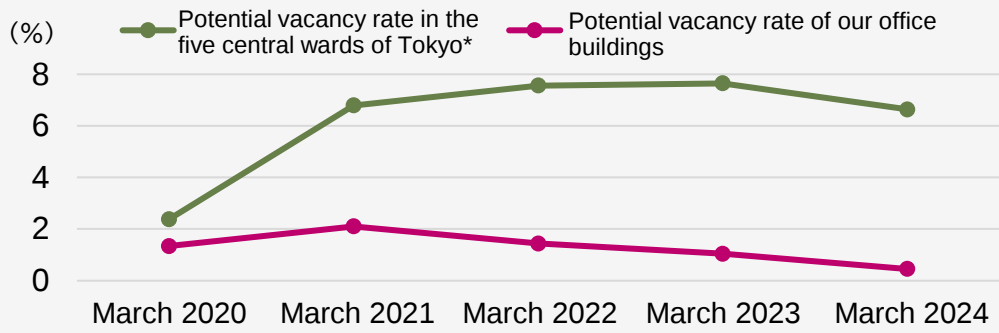
As of March 31, 2024



Name	Location (City / Ward)	Application	Year of Completion	Rental Area
Keio Seiseki Sakuragaoka SC	Tama	Commerce	March 1986	Approx.56,000 m ²
Keio Shinagawa Building	Shinagawa	Offices etc.	February 2004	Approx.27,000 m ²
Trie Keio Chofu	Chofu	Commerce	September 2017	Approx.19,000 m ²
Tokyo Opera City*	Shinjuku	Offices etc.	August 1996	Approx.17,000 m ²
Keio Hachioji Myojincho Building	Hachioji	Offices etc.	January 2002	Approx.12,000 m ²
Keio Fuchu 1-chome Building	Fuchu	Offices etc.	March 1993	Approx.12,000 m ²
Shibuya Mark City*	Shibuya	Offices etc.	February 2000	Approx.12,000 m ²
Kirarina Keio Kichijoji	Musashino	Commerce	March 2014	Approx.11,000 m ²

*Joint building in which our company holds an interest

Office Building Vacancy Rate



*1 Source: Commercial Property Research Institute, Inc.'s Office Market Report

*2 Jointly owned buildings, retail spaces within office buildings, properties planned for redevelopment, and real estate for sales are excluded from the calculation.

- We will drive business growth by leveraging the strengths of each group company and creating synergy across the Group, particularly in areas such as procurement.
- Aiming to expand revenue opportunities by building expertise in fund management.

Sunwood



Operating profit
(Real Estate Sales)

1.7 billion yen

(FY2024 results)

Condominiums Business

• Guided by the brand policy of “Crafting a Quality Lifestyle,” we will carefully supply privacy-focused residences and advance the condominium business to meet the needs of high-net-worth individuals.



Sunwood Omori Sanno
3-chome



Sunwood Kichijoji Minami-cho
1-chome

Financial strength and
creditworthiness

ReBITA



Operating profit
(Real Estate Sales)

2.3 billion yen

(FY2024 results)

Renovation Business

• Building on our expertise in high value-added product planning for premium properties in central Tokyo (R100 Tokyo), we will promote the renovation and sales business of both entire buildings and individual condominium units.



Opus Arisugawa



PATH Nakarokugo

Financial strength and
creditworthiness

Keio Realty and Development



Operating profit
(Real Estate including Leasing)

1.6 billion yen

(FY2024 results)

Asset Management Business

• With Keio Realty and Development serving as the asset manager, we aim to expand revenue opportunities through the asset management business.

Aiming for funds under
management
of 150.0 billion yen

Investing in funds and
contributing owned properties

Keio Corporation



Operating profit
(Real Estate Sales)

1.5 billion yen

(FY2024 results)

- Leveraging our strong management foundation, we will support the growth of the Group’s Real Estate Sales Business through financial backing.
- We will expand our Real Estate Sales Business by advancing condominium projects integrated with urban development along our railway lines, pursuing value-enhancement investments primarily in central Tokyo properties, and making equity investments in real estate funds.

Overview of Main Hotels

Keio Plaza Hotel (Shinjuku)

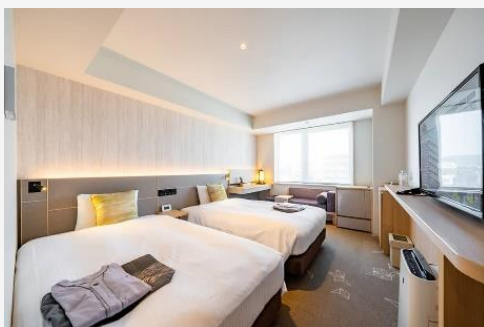
- Located a 5-minute walk from the west exit of Shinjuku Station, this high-rise international urban hotel has a 47-floor main building and a 34-floor south building.



Premier Grand Suite at Keio Plaza Hotel (Shinjuku)

Keio Prelia Hotel

- This is a hotel that accommodates a wide range of needs focused on Japanese tourists and leisure guests as well as including inbound and business guests.



Standard Twin at Keio Prelia Hotel
Kyoto Karasuma Gojo

Keio Presso Inn

- A chain of 10 hotels specialized in lodging mainly in central Tokyo.



Comfort Double Room at Keio Presso Inn Hamamatsucho

THE SHARE HOTELS (ReBITA)

- Operates six hotels with unique local character in cities across Japan: Hakodate, Kanazawa, Tokyo, Kyoto, Nara and Hiroshima.



▲ The SHARE HOTELS in Hakodate
renovated from a bank building built in 1932



Standard Double in the
Historic Bldg. at HakoBA

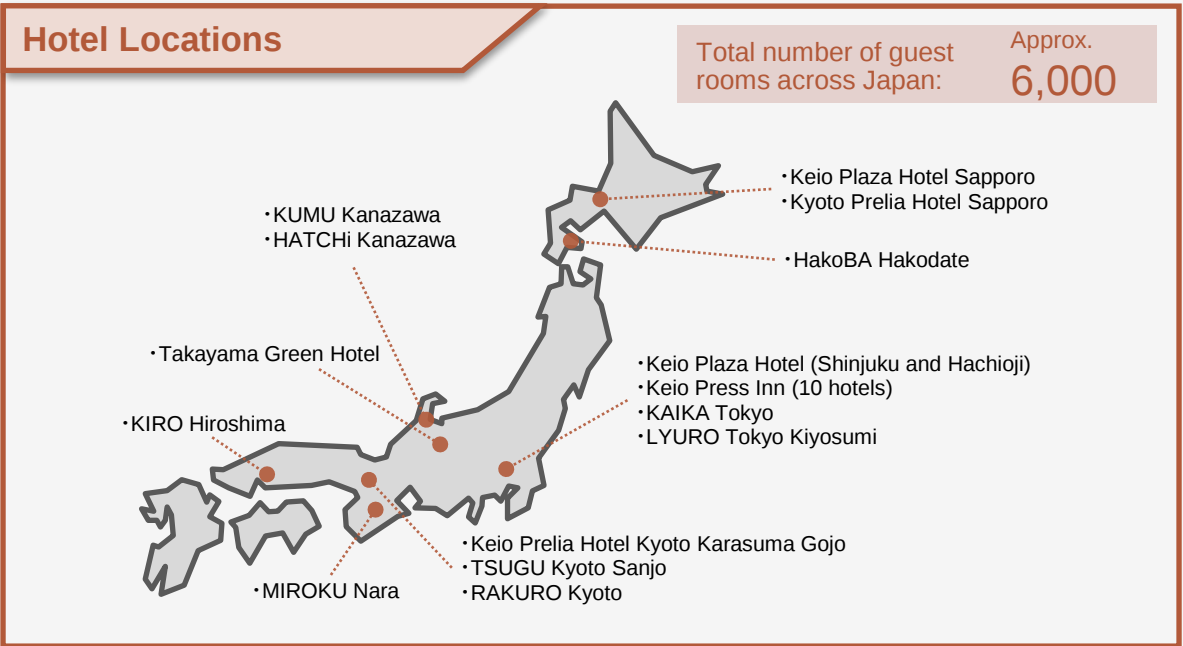
Main Hotel Locations and Number of Guest Rooms

As of March 31, 2025

	Name	Number of Guest Rooms	Month and Year of Opening
Keio Plaza Hotel (2,135 rooms in 3 hotels)	Keio Plaza Hotel (Shinjuku)	1,452	June 1971
	Keio Plaza Hotel Sapporo	483	May 1982
	Keio Plaza Hotel Hachioji	200	September 1994
Keio Prelia Hotel (624 rooms in 2 hotels)	Keio Prelia Hotel Kyoto Karasuma Gojo	287	November 2018
	Keio Prelia Hotel Sapporo	337	May 2019
Keio Presso Inn (2,542 rooms in 10 hotels)	Keio Presso Inn Kanda	270	June 2003
	Keio Presso Inn Shinjuku	371	May 2005
	Keio Presso Inn Otemachi	386	October 2005
	Keio Presso Nihonbashi Kayabacho	236	March 2008
	Keio Presso Inn Gotanda	178	May 2008
	Keio Presso Inn Ikebukuro	231	February 2009
	Keio Presso Inn Tokyo Kudanshita	126	July 2009
	Keio Presso Inn Akasaka	157	July 2015
	Keio Presso Inn Tokyo Station Yaesu	248	August 2017
	Keio Presso Inn Hamamatsucho	339	December 2017
Takayama Green Hotel	-	238	July 1973*

*Became a consolidated subsidiary in April 2020

	Name	No. of Guest Rooms	Month and Year of Opening
THE SHARE HOTELS (395 rooms in 9 hotels)	KUMU Kanazawa	47	August 2017
	MIROKU Nara	44	September 2021
	KAIKA Tokyo	73	July 2020
	KIRO Hiroshima	49	September 2019
	TSUGU Kyoto Sanjo	49	May 2019
	RAKURO Kyoto	56	May 2018
	HakoBA Hakodate	35	May 2017
	LYURO Tokyo Kiyosumi	28	April 2017
	HATCHi Kanazawa	14	March 2016



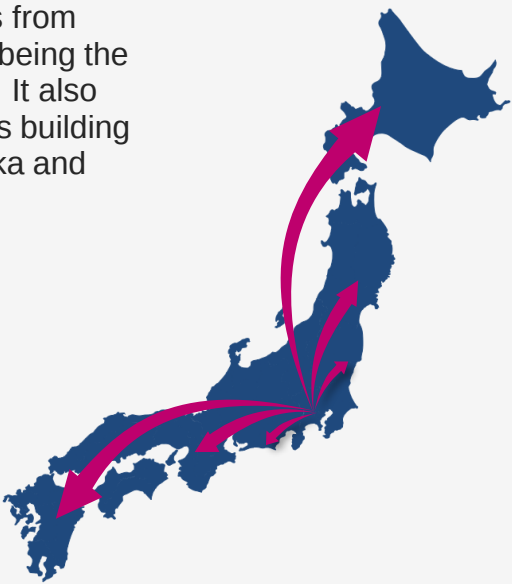
Railway Car Maintenance

■ Keio Juuki Seibi

Accepts orders for a wide range of services from areas across Japan with its main business being the maintenance and repair of railway vehicles. It also manufactures special vehicles and operates building complexes, such as Merkmal Keio Sasazuka and Keio Shiojiri kePio, as real estate leasing.



Maintenance of a Keio Line vehicle



Received orders from across Japan

■ Tokyo Special Coach Manufacture

Builds to order various vehicles to suit the needs of customers as a top-class manufacturer of special vehicles. In addition to special medical-related vehicles, it manufactures, modifies and repairs a wide range of vehicles including blood donation vehicles and racehorse transport vehicles.



Medium-sized blood donation bus for the Japanese Red Cross Society

Building Maintenance

■ Keio Setsubi service

Operates in three business areas: Building Maintenance, Railway Facility Maintenance, and Construction and Maintenance. Extensive experience in the maintenance and operational management of public facilities, including the Tokyo Metropolitan Tama Business Activation Center.

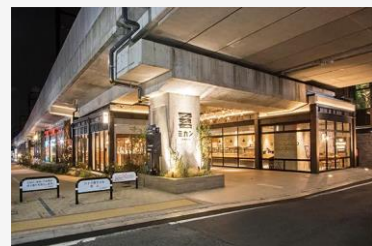


Sugunami Koukaidou (Public Hall), which is managed under a PFI (Private Finance Initiative) project

Construction and Civil Engineering

■ Keio Construction

Provides consulting, design, and construction services for architectural and civil engineering projects, primarily along the Keio Line and in central Tokyo. Railways Engages in construction projects for road-related facilities, condominiums, offices, and hotels, as well as railway-related work, including track maintenance and civil engineering projects for public infrastructure commissioned by government agencies.



Mikan Shimokita facility at the elevated section at Shimokitazawa, which the company designed and constructed

■ Keio Construction Yokohama

Engages in civil engineering projects for infrastructure development and public facilities, construction work for residential complexes, welfare, educational, and commercial facilities, railway-related projects for major private railways in the Kanto region, as well as large-scale renovations and anti-earthquake strengthening work for condominiums.



Repair work to YOKOHAMA SEIEN designed and supervised by the world-renowned architect Kengo Kuma

Keio Department Store

- Operates Shinjuku store, Seiseki Sakuragaoka store, nine satellite stores, electronic commerce and out-of-store sales.
- Has many products at affordable prices. Main targets are domestic customers.
- The legal personalities of Keio SC Creation and Keio Department Store are scheduled to integrate in FY2030 in preparation for the rebuilding of the Keio Department Store Shinjuku building.



Keio Department Store Shinjuku

Expansion in the Opening of Satellite Stores

- We will expand the opening of satellite stores with a view to increasing non-flagship store revenue in preparation for the redevelopment of Keio Department Store Shinjuku scheduled in the 2030s.
- We will implement flexible store management according to the commercial area characteristics and customer needs.
- We will expand the brand of Keio beyond the neighborhoods along our railway lines and also use this as the basis for employee education.



LaLaport Shin Misato

Keio Store

- Operates 27 supermarkets primarily along the Keio Line, extending from central Tokyo to the southwestern metropolitan area, including seven stores outside the railway line area.
- Also operates 33 convenience stores and eight franchised drugstores, primarily within station premises.



Keio Store Mejirodai



Kitchen Court Tachikawa

Franchising of Convenience Stores and Drugstores

- Partnering with Seven-Eleven Japan to franchise station kiosks and convenience stores
- Opening new Matsumoto Kiyoshi franchise stores to expand sales and profits in the drugstore business



Matsumoto Kiyoshi
Keio-Horinouchi Station Store

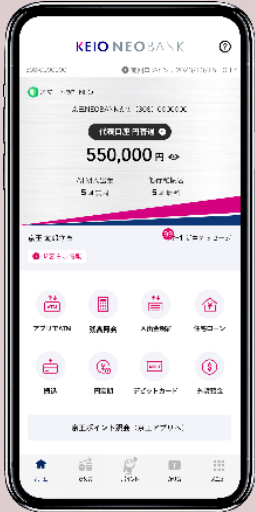


Seven-Eleven
Keio-Chofu Station Store

Name	Business Description
Keio Passport Club	Credit cards, points and PASMO electronic money
Keio ATMAN	Sale of stationery, cosmetics, household goods and other goods
Keio Shokuhin	Manufacture and sale of bread, confectionary and other food products
Keio Green Service	Sale of fresh flowers and gardening products, handling of floral decorations, congratulatory and condolence flowers, and rental greenery
Restaurant Keio	Restaurants and cafes
Keio Kosodate Support	Child-rearing support
Keio Wealthy Stage	Housing for seniors
Keio Farewell Support	Funeral hall management, funeral services, advance consultations and after-sales support
Keio Travel Agency	Travel and insurance agency services
Keio Agency	Advertising
Keio Recreation	Management of golf courses, driving ranges, tennis clubs and schools
Keio-Unyu	In-warehouse, transportation, moving and in-building logistics
KEIO INFORMATION TECHNOLOGY SOLUTIONS	Information processing services
Keio Accounting	Accounting service contracting and group finance services
Keio Business Support	Personnel service contracting
Keio Youth-Plaza	Takao no Mori Wakuwaku Village operation, etc.
Keio Sincere Staff	Cleaning services, business card creation and light work, etc.
Selecture	Online shops
Keio Tomonokai	Product sales mediation and culture classes
Elite	Planning, development and wholesale of women's clothing, sale of fashion accessories, and sales contracting
Shin Tokyo Elite	Job placement, temporary staffing and contracting, and banquet companion dispatching
Kansei AI	Consulting and service provider projects, etc.

Started Providing Keio NEOBANK

- Started providing a full banking service for the first time for a railway group in September 2023
- Targeting young people and families with children, we have linked up with approximately 750 stores along our railway lines through Keio Points with the aim of improving convenience in daily life and acquiring customers
- We will also link up with train riding point services to further enrich services and build long-term customer contact points





*Results in FY2024

Keio Line

Station Name	Number of Passengers	Station Name	Number of Passengers
Shinjuku	670,239	Keiō-Hachiōji	47,824
Sasazuka	73,199	Mejirodai	14,183
Meidaimae	51,776	Takao	23,252
Chitose-karasuyama	79,689	Takaosanguchi	10,690
Chōfu	118,575	Keiō-inadazutsumi	50,725
Fuchū	81,516	Keiō-nagayama	40,122
Bubaigawara	85,928	Keiō-tama-center	78,801
Seiseki-sakuragaoka	58,241	Minami-ōsawa	53,927
Takahatafudō	49,872	Hashimoto	88,419
Kitano	20,488		

Inokashira Line

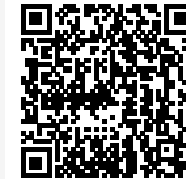
Station Name	Number of Passengers
Shibuya	286,940
Shimo-kitazawa	107,602
Meidaimae	39,396
Eifukuchō	30,039
Kugayama	38,168
Kichijōji	127,213

Total for All Lines

3,250,190

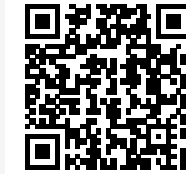
Medium-Term Management Plan

<https://contents.xj-storage.jp/xcontents/AS01800/bcd0bcc6/823f/47d8/9b28/92be1c402ba9/140120250529571379.pdf>



Financial Results / Presentation Materials

https://www.keio.co.jp/global/company/stockholder/library/account_report/



Monthly Report on Operating Conditions

https://www.keio.co.jp/global/company/stockholder/finance/monthly_report/



FACT BOOK

<https://www.keio.co.jp/global/company/stockholder/library/factbook/>



Inquiries:

investor@keio.co.jp



あなたと あたらしい あしたへ——京王グループ

The earnings forecasts and outlines on future performance noted in these materials include projections based on certain forecasts/assumptions made at the time of publication. Actual performance may differ from forecast figures due to various factors.