

# FY2020 Financial Results

– Held on May 18, 2021 –

**Keio Corporation**  
**京王電鉄株式会社**

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# I. FY2020 Results

1. Performance Summary
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4. Consolidated Financial Position
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# 1. Performance Summary

## FY2020 results

- Revenue has been down in each segment except the real estate segment due to COVID-19, so operating revenues were 3,154 hmy year on year.
- The operating loss came to 208 hmy, despite thorough reduction of non-essential, non-urgent costs.
- The net loss attributable to owners of parent was 275 hmy due primarily to recording of impairment loss.
- After carefully reviewing investments, capital expenditures came to 361 hmy.
- The annual dividend per share was 40.0 yen.

## FY2021 plan

- Aim to return to profit levels curbing the decrease in cash on hand as quickly as possible while working urgently on efforts to improve profitability.
- We expect operating revenues of 3,435 hmy\*, operating profit of 157 hmy, and profit attributable to owners of parent of 71 hmy.
- Steadily promoting investments for the future while carefully reviewing them, capital expenditures are expected to come to 477 hmy.
- The annual dividend per share will be considered separately.

\* Accounting Standard for Revenue Recognition applied as of fiscal 2021.  
Operating revenues prior to application were 3,931 hmy.

## 2. FY2020 Results

- COVID-19 had tremendous impact, especially during periods subject to declarations of states of emergency in April and May 2020.
- Results gradually recovering since lifting of state of emergency, but revenues and profit down due to decreased demand through end of year resulting from resurgence of COVID-19.
- Profit attributable to owners of parent was -275 hmy due to posting of impairment loss and other factors.

(Units: ¥ hundred million)

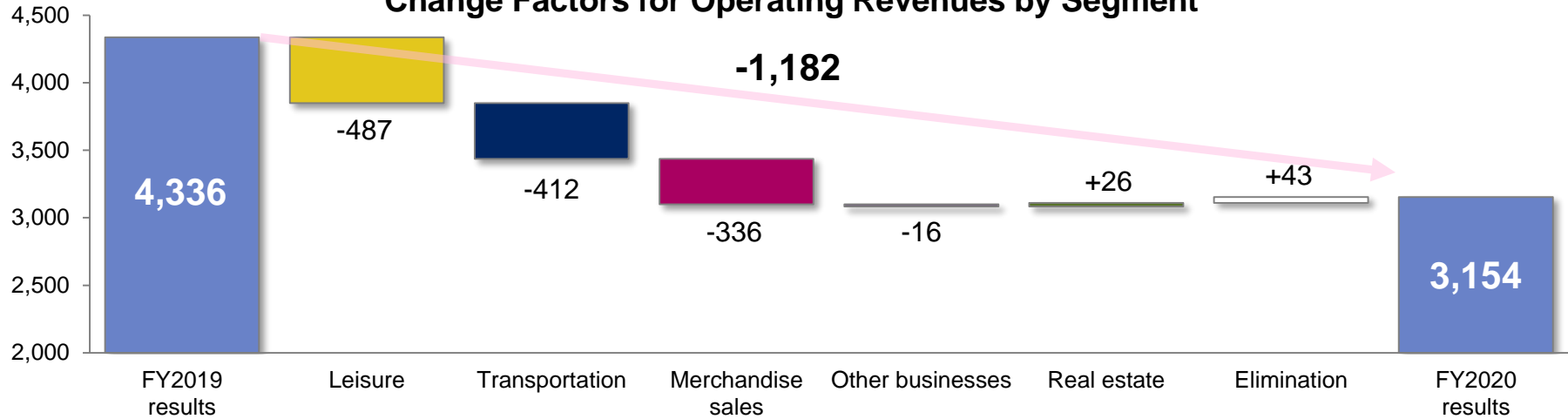
	1H FY2020 result	2H FY2020 result	FY2020 total	YoY change
Operating revenues	1,382	1,771	3,154	-1,182
Operating profit	-164	-43	-208	-568
Ordinary profit	-158	-20	-179	-526
Profit attributable to owners of parent	-135	-140	-275	-453
EBITDA	8	133	142	-580
Capital expenditures	116	244	361	-205

## 2. FY2020 Results (Operating Revenues / Operating Profit Change Factors)

- Operating revenues down 1,182 hmy year-on-year owing to decreased revenue in each segment except the real estate segment.
- Operating profit down 568 hmy year-on-year owing to decreased profit in each segment except the real estate segment.

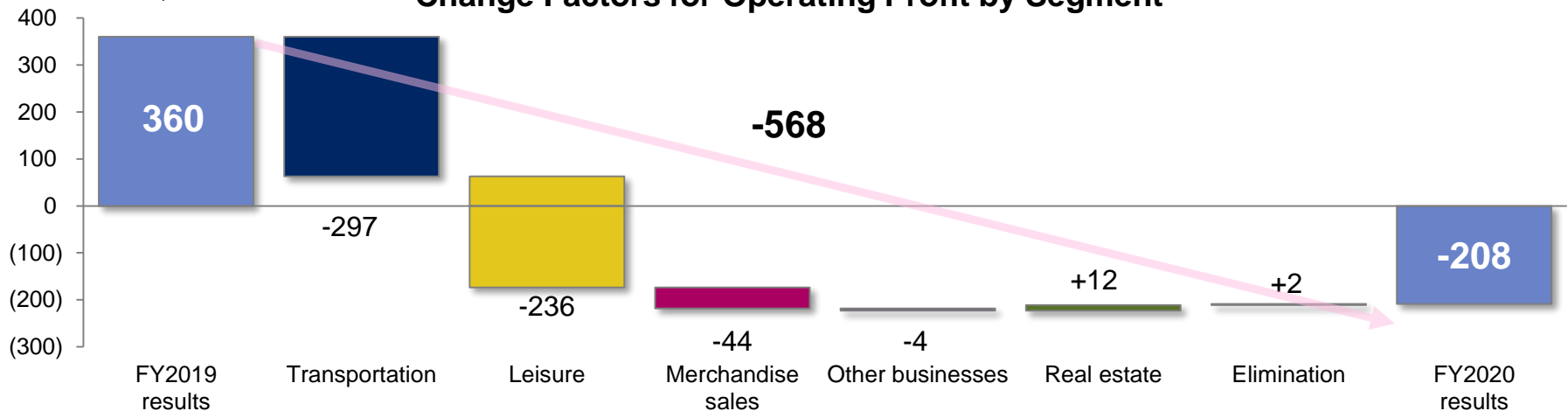
(Units: ¥ hundred million)

### Change Factors for Operating Revenues by Segment



(Units: hundred million)

### Change Factors for Operating Profit by Segment



## 2. FY2020 Results (Operating Revenues / Operating Profit Change Factors)

- Operating loss recorded despite **boosting operating revenues by reducing expenses by around 168 hmy.**

(Units: ¥ hundred million)

	YoY Change		
	Operating revenues	Operating profit	Change factors
Transportation	-412	-297 (56)	Results were recovering following the lifting of the state of emergency in May 2020, but they dropped below the previous year through the end of the year due to the redeclaration of a state of emergency following a resurgence of the virus, resulting in decreased revenues (railways business and bus services).
Merchandise sales	-336	-44 (33)	Revenues were down due to customers voluntarily staying at home in conjunction with the declaration of a state of emergency and reduced hours of operation/closings, etc. (department stores and shopping centers businesses).
Real estate	26	12 (14)	
Leisure	-487	-236 (58)	Although efforts were made to capture demand, revenues were down substantially due to a drastic decrease in lodging demand, particularly with the drop in foreign tourists to Japan, and the resurgence of COVID-19 (hotels business). Revenues were down due to the decline in travel demand as customers stayed home voluntarily (travel services business).
Other businesses	-16	-4 (4)	
Total	-1,182	-568 (168)	* Figures in parenthesis under operating profit represent amount of cost reductions.

### 3. Consolidated Statements of Cash Flows

- Operating cash flow down due to declining performance. Non-essential, non-urgent capital expenditures kept down, but free cash flow was -239 hmy.
- Cash on hand was expanded (new procurement of 850 hmy), so cash and cash equivalents at end of period were up.

(Units: ¥ hundred million)

	FY2019 result	FY2020 result	Change	Notes
Net cash provided by (used in) operating activities	501	68	-432	Decrease in profit before income taxes, etc.
Net cash provided by (used in) investing activities	-505	-308	197	Decrease in expenditures to acquire property, plant and equipment and intangible assets.
Free (operating + investing) cash flow	-4	-239	-235	
Net cash provided by (used in) financing activities	-156	587	743	Revenue from issuance of corporate bonds, etc., and issuance of commercial paper, etc.
Cash and cash equivalents at end of period	419	767	348	



## 4. Consolidated Financial Position

■ Equity ratio at 37.7% as **sound financial position** maintained.

(Units: ¥ hundred million)

	FY2019 result	FY2020 result	Change
Total assets	8,766	9,126	359
Liabilities	5,032	5,682	649
Net assets	3,734	3,443	-290
Interest-bearing debt	3,295	3,996	701
Equity ratio	42.6%	37.7%	-4.9P

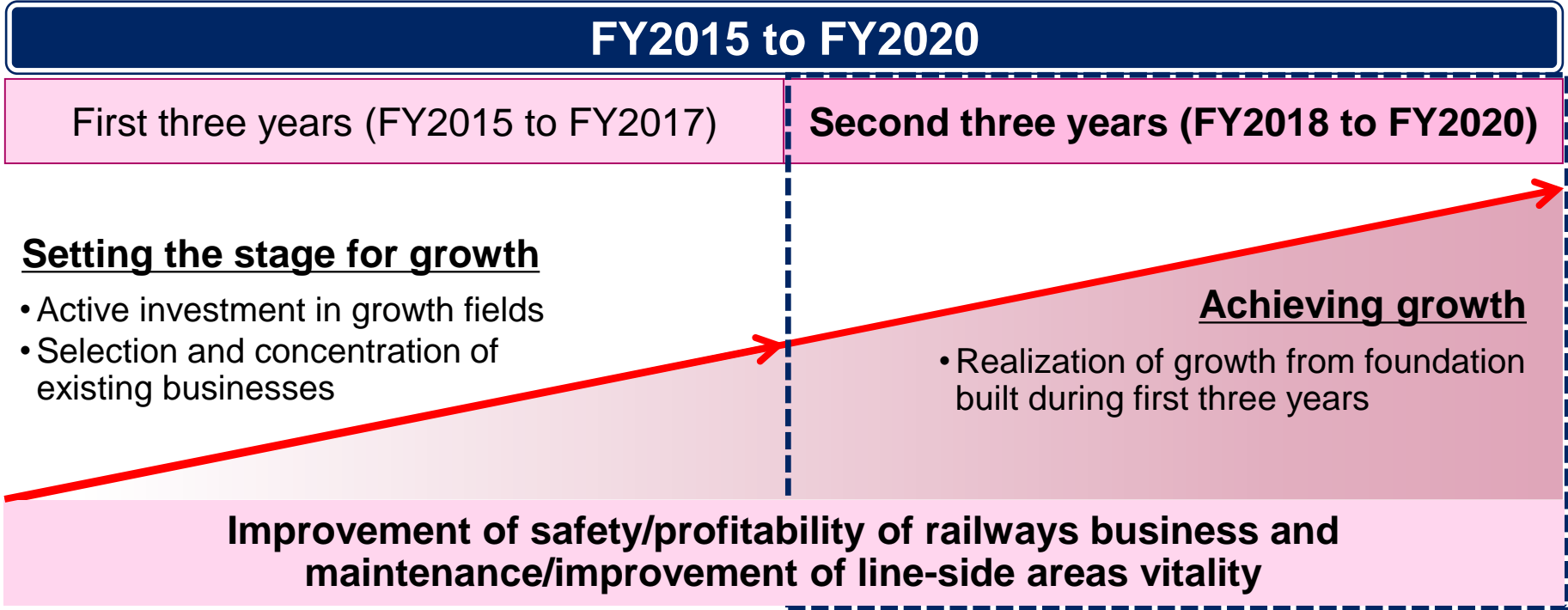
Net interest-bearing debt-based  
equity ratio

**39.2%**

(348 hmy increase in ending balance  
of cash and cash equivalents offset  
by interest-bearing debt)

# 5. Summary of Medium-Term Management Plan

- Promoted “setting the stage for growth” in the first three years and promoted measures for “achieving growth” in the second three years.



**Basic policy**

**Obtain return on strategic investment made in first-half plan and thus achieve the growth necessary to prepare a solid foundation for the coming era of depopulation and large-scale investment**

## 5. Summary of Medium-Term Management Plan

- Steadily promoted strengthening of profitability of existing businesses and establishment of revenue base in growth fields to achieve growth.

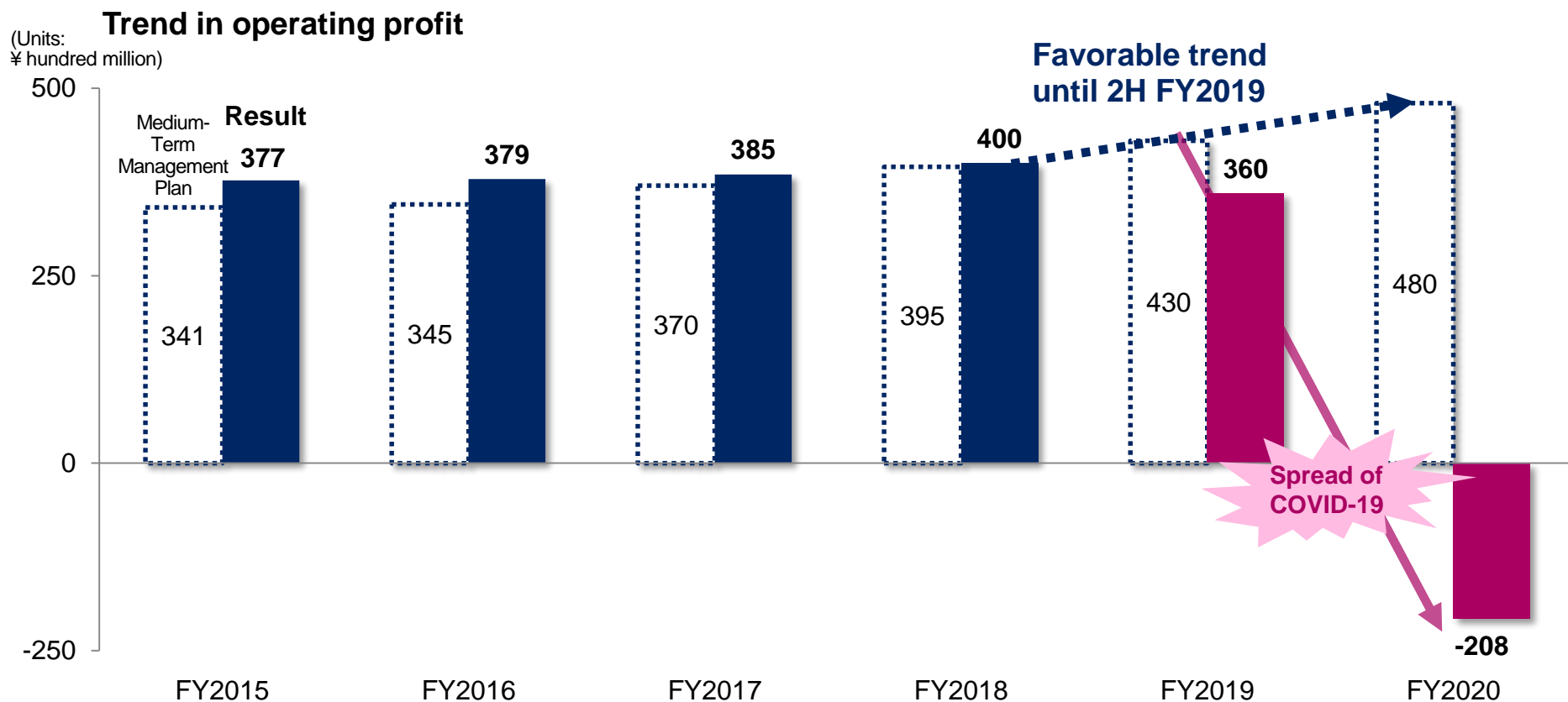
	Key actions	Status of implementation
Strengthen profitability of existing businesses	Make Railways safer and more profitable	<ul style="list-style-type: none"> <li>Expanding seat designated Keio Liner operations</li> <li>Steadily promoting construction of grade crossing and elevated lines along Keio Line (between Sasazuka and Sengawa stations)</li> </ul>
	Revitalize line-side areas	<ul style="list-style-type: none"> <li>Promoting renovation of commercial facilities</li> <li>Promoting redevelopment project in Shinjuku Station area</li> </ul>
	Selection and concentration of businesses	<ul style="list-style-type: none"> <li>Review of poorly performing stores and selling of businesses</li> <li>Business tie-up with taxi services</li> </ul>
Establish revenue base in growth fields	Strengthen profitability of existing hotels	<ul style="list-style-type: none"> <li>Increasing number of Premiere Grand rooms and remodeling guest rooms</li> </ul>
	Develop hotels business	<ul style="list-style-type: none"> <li>Two Keio Prelia Hotel locations opened (Kyoto and Sapporo)</li> <li>Four THE SHARE HOTELS opened (Kyoto, Kyoto-Sanjo, Hiroshima, and Tokyo)</li> <li>Takayama Green Hotel made consolidated subsidiary, and new Ohrinkaku opened</li> </ul>
	Develop renovation business	<ul style="list-style-type: none"> <li>Opus Arisugawa Terrace and Residence acquired</li> <li>Promoting renovated homes business</li> </ul>

## 5. Summary of Medium-Term Management Plan

- Steady progress was being made until 2H FY2019 when COVID-19 hit.
- Recorded substantial operating loss in FY2020 despite maintaining social infrastructure, including railways business, while implementing thorough measures to prevent spread of COVID-19 and implementing various measures to recover performance.

Setting the stage for growth

Achieving growth

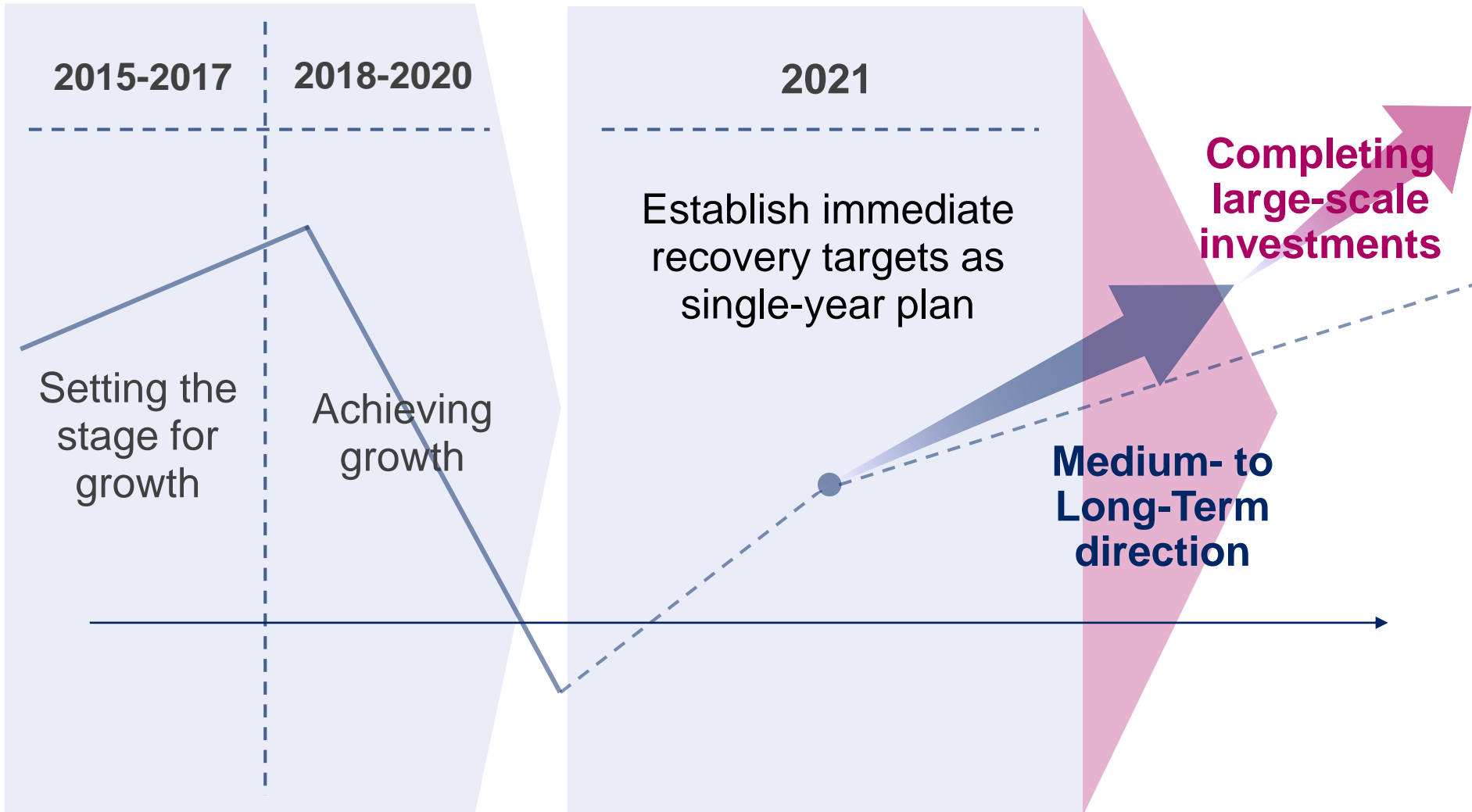


## II. Medium- to Long-Term Direction

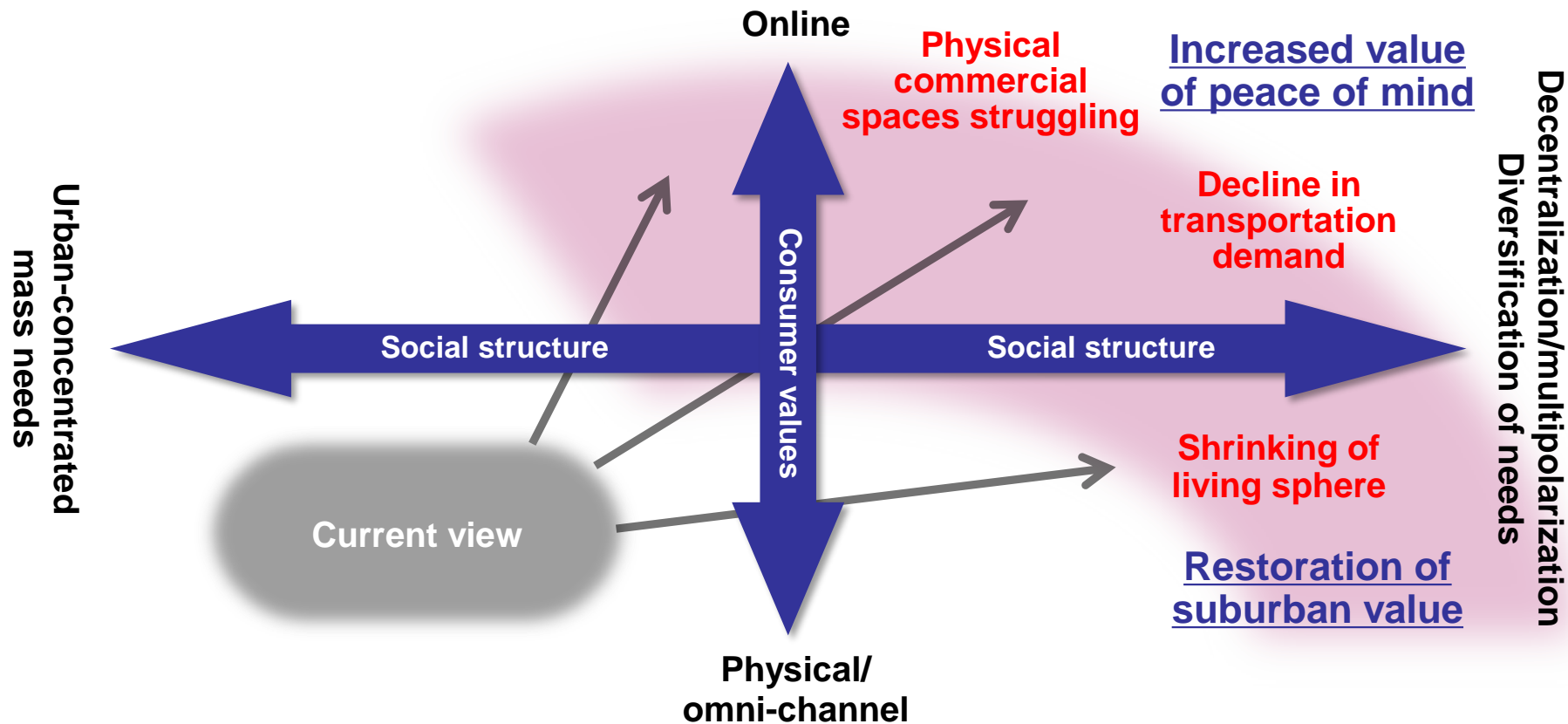
1. Analysis of Current Position
2. Anticipated Changes in Environment
3. Medium- to Long-Term Policy
4. Specific Initiatives
5. Long-Term Scenario

# 1. Analysis of Current Position

- Normally, FY2021 would have been first year of new Medium-Term Management Plan, but with future being unclear, establish immediate recovery targets as single-year plan.
- Medium- to Long-Term direction presented for completing large-scale investments.



## 2. Anticipated Changes in Environment



### <Issues to address>

Shrinking living sphere	Struggling physical commercial spaces	Declining transportation demand
Redevelopment of living sphere along railway lines <Focus on urban development>	Promotion of business structure reform <Structure to address decreased demand>	Enhancement of earning power <Rebuilding of revenue portfolio>

### 3. Medium- to Long-Term Policy

Rebuild Keio's starting point and fulfill role as public transportation operator maintaining lifestyles along railway lines.



- Work on improving ease of getting around within living sphere as company driving new lifestyles
- Central involvement in productive and attractive urban development
- Creation of new transportation demand



#### <Focus on urban development>

- \* Redevelopment of living sphere centered on review of station offerings
- \* Redevelopment of hubs
- \* Enhancement of real estate developer functions
- \* Promotion of large city suburb-type MaaS



#### <Promotion of business structure reform>

- \* Utilization of DX and review of cost structure
- \* Rebuilding of hotels and merchandise sales businesses



#### <Enhancement of earning power>

- \* Structural shift from land and building leasing to general real estate business
- \* Active expansion of real estate/B2B domains
- \* Launch of logistics business along railway lines



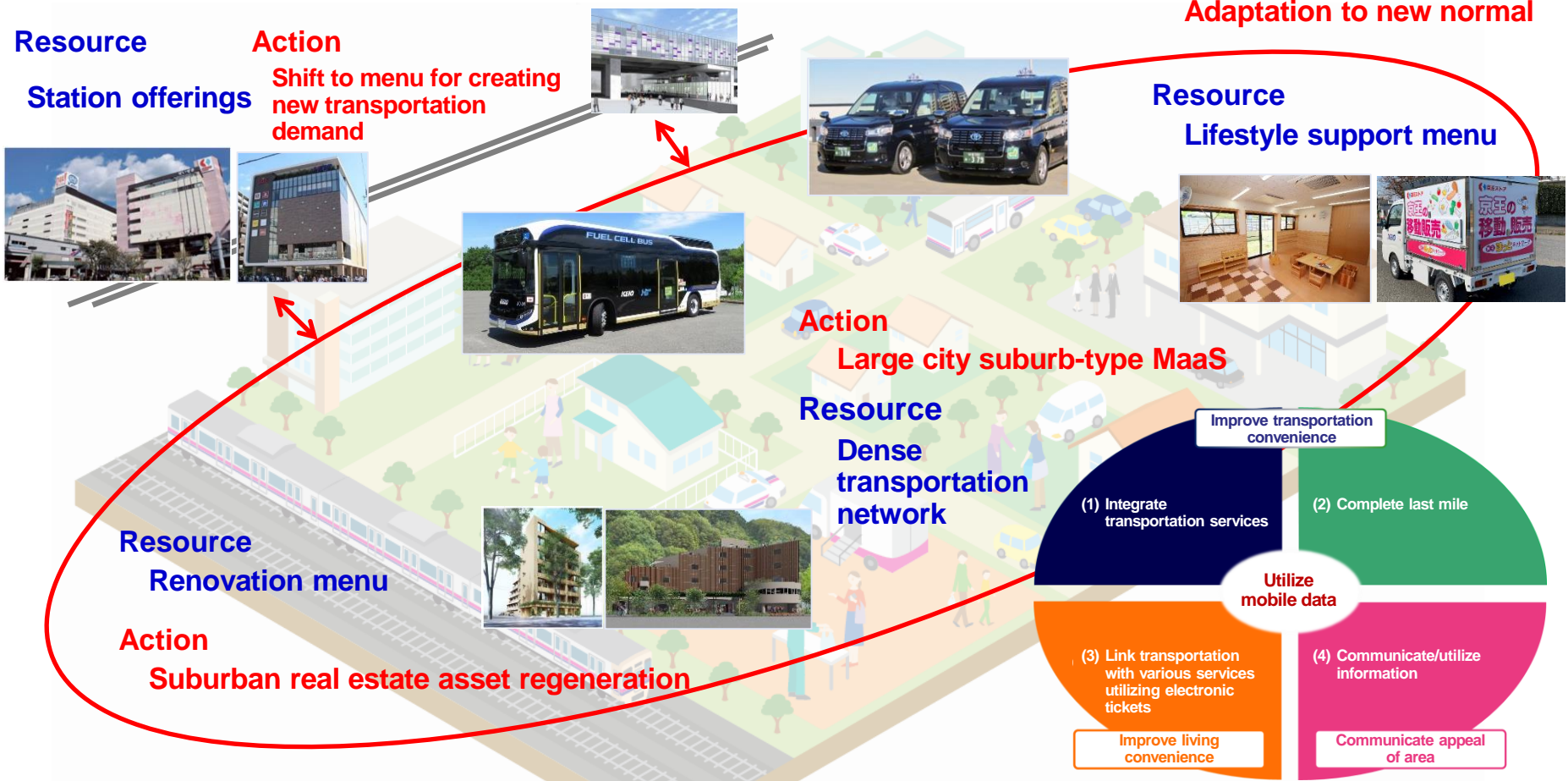
# 4. Specific Initiative: REDEVELOPMENT: Focus on Urban Development

■ By utilizing the resources cultivated so far and creating new value, we will improve the ease of getting around the living sphere and create new transportation demand.

### Lifestyle

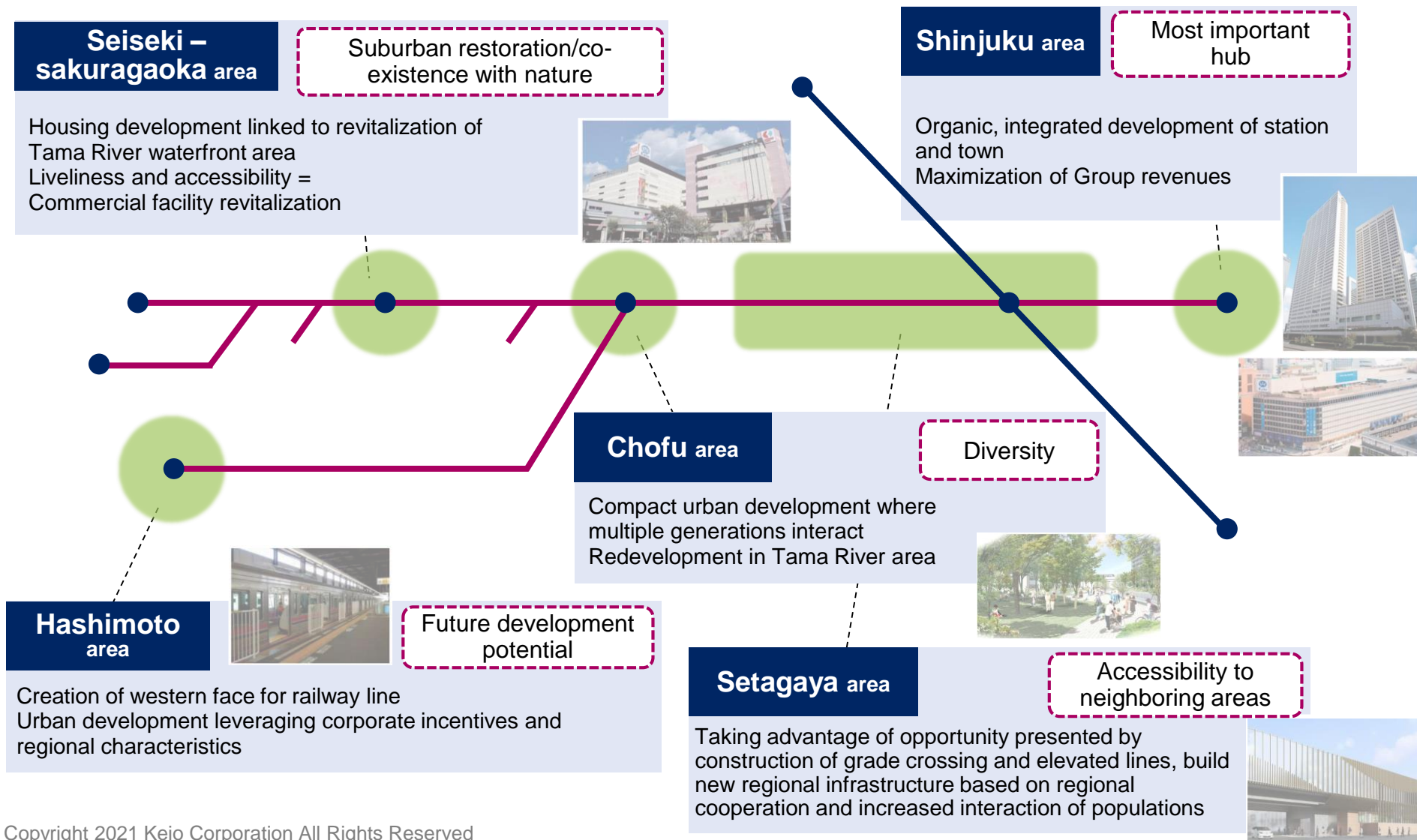
“Proximity of work and home = Shrinking of living sphere”

“Relaxation/rest > distance from city center”



## 4. Specific Initiative: REDEVELOPMENT: Focus on Urban Development

- Manage railway lines at area level, promote station-centered hub development, focus on attractive urban development, and revitalize transportation inside and outside area.



## 4. Specific Initiative: RESTRUCTURING: Promotion of Business Structure Reform

■ Promote structural reform to adapt to business environment.

### Railways



Balancing safety and peace of mind with cost restructuring / Expanding revenue from reserved seating

Labor saving with AI/IoT

Investment planning based on demand forecasts

Timetable adjustments according to demand

### Hotels



Creating steady revenue / Identifying unprofitable domains / Pursuing chain advantages

Multipurpose facilities (Live and work)

Consider future conversions

Common sales system

### Merchandise sales



Creating reasons to visit stores with DX / Considering Group-wide system

Utilization of DX (App upgrades)

Optimization of operational systems at commercial facilities

Consideration of business operations system taking Shinjuku redevelopment into account

## 4. Specific Initiative: **REINFORCE: Enhancement of Earning Power**

### Real estate

- Expand real estate domain as pillar of new growth and enhance earning power.

#### Past domain

##### Land and building leasing

- Maximize value of company-owned land
- Invest based on assumption of long-term holdings



- Change out some assets
- Optimize portfolio balance (Increase percentage of office ownership)
- Active roll-out of shared and satellite offices

#### Other businesses

- Leverage existing businesses to expand external construction, building maintenance, and railway car maintenance projects.
- Leverage Group know-how in consideration of launch of logistics business along railway.

#### Expanded domains

##### Urban development along railway lines

- Drive new lifestyles
- Create transportation demand

##### Development for selling by Lots (condominium)

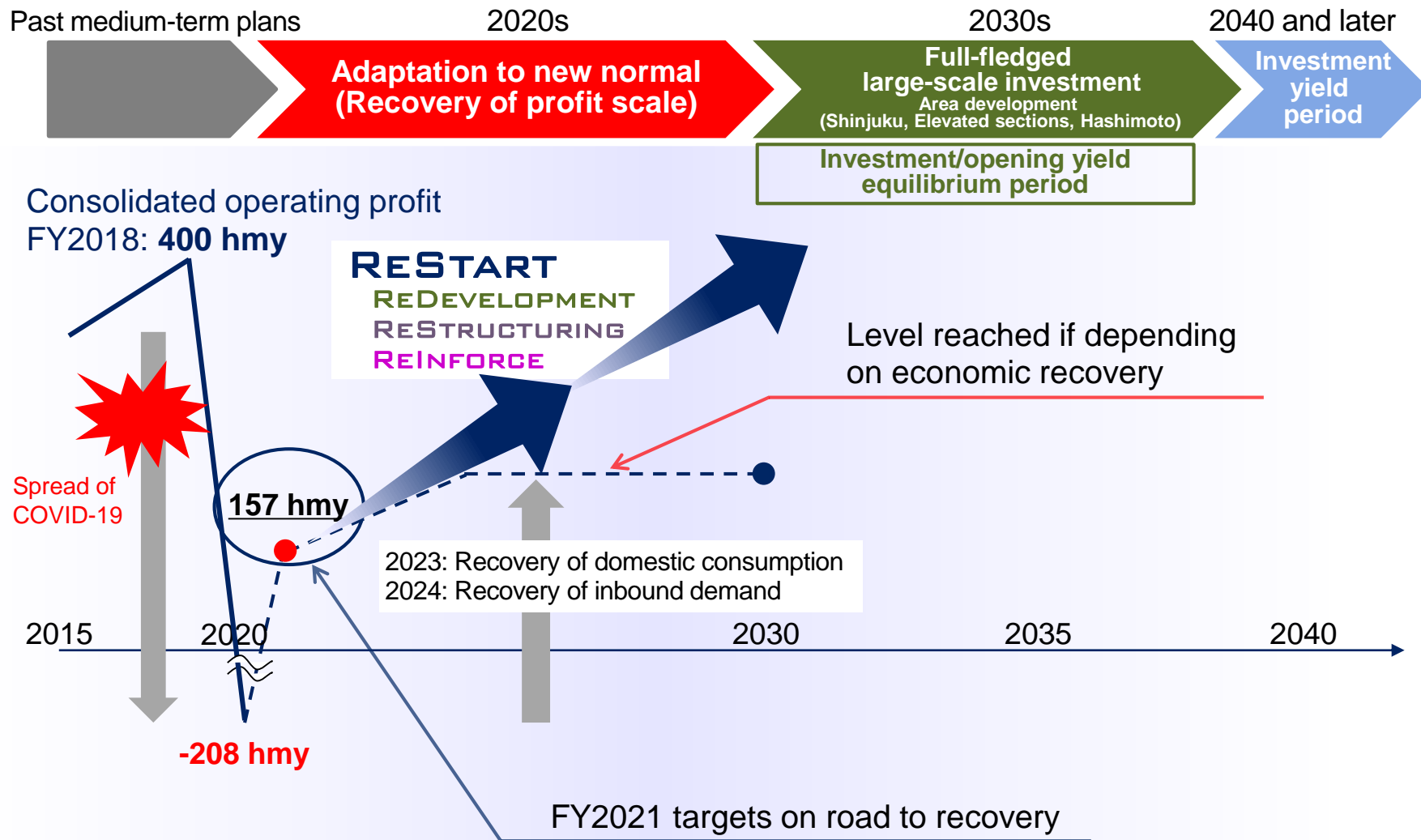
- Promote population inflow
- Enhance short-term turnover business

##### Real estate investment business

- Balance expanding profit with asset efficiency
- Acquire ⇒ Increase value ⇒ Sell

# 5. Long-Term Scenario

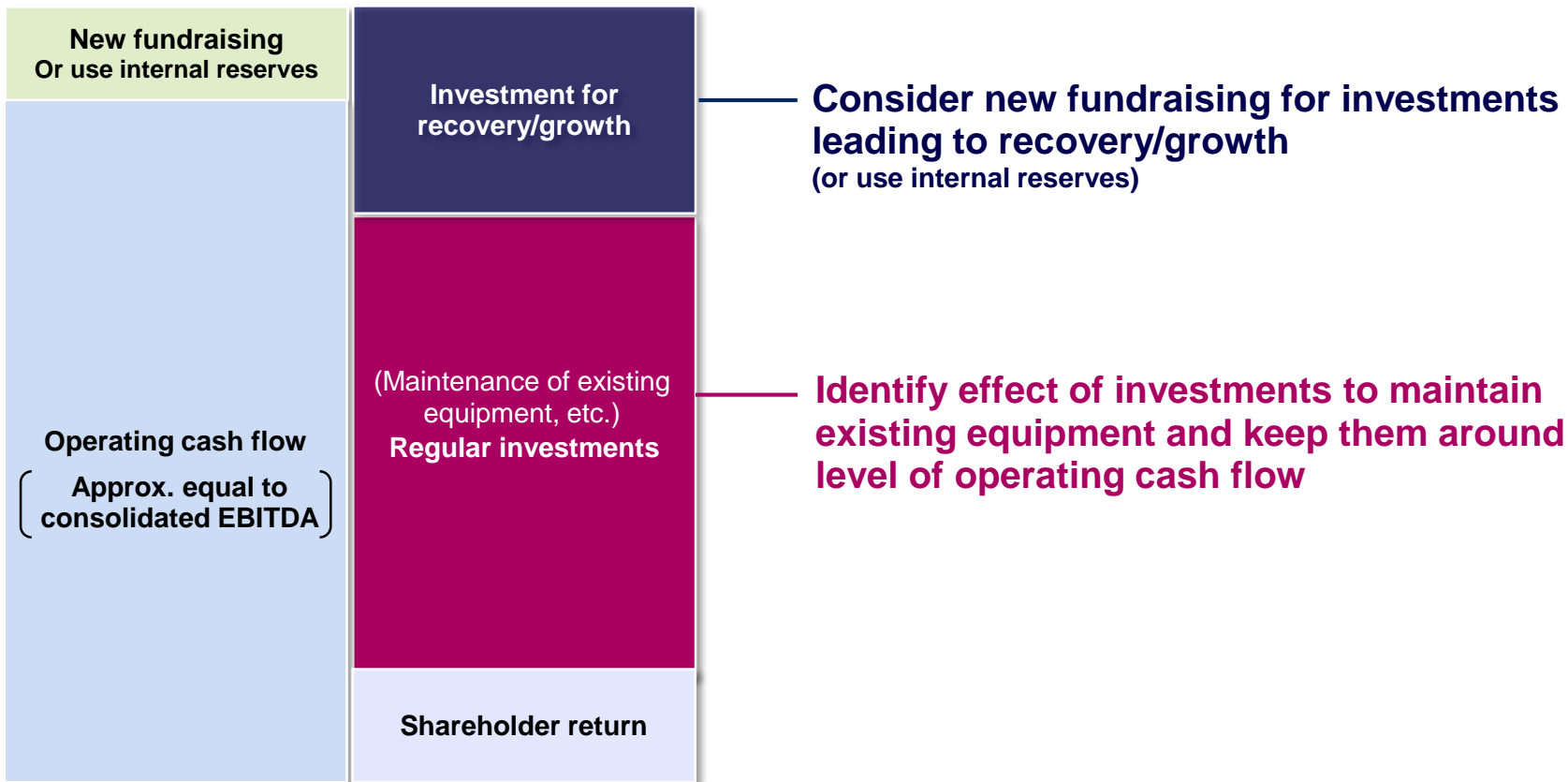
- Boost profit levels without depending on economic recovery in order to complete large-scale investments.



# (Reference) Thinking on Cash Flows in Recovery Period

- Consider new fundraising for investments leading to profit recovery and growth during recovery period while emphasizing financial discipline in midst of unstable business environment.

## Thinking on immediate cash flows



## III. FY2021 Plan

1. Basic Policy for FY2021 Plan
2. Figures for FY2021 Plan
3. Plans and Assumptions by Segment
4. Capital Expenditures Forecast
5. FY2021 Initiatives

# 1. Basic Policy for FY2021 Plan



## Improve profitability in midst of unstable business environment and stop decrease in cash on hand ASAP

- ✓ Continue restricting non-essential, non-urgent expenses/investments
- ✓ Implement dynamic measures to increase revenues according to times
- ✓ Review business structure according to new normal

(Units: ¥ hundred million)

<b>Consolidated EBITDA</b> 487	<b>FCF</b>
	<b>Capital expenditures</b> 477
Operating revenues 157 +Depreciation and amortization 327 + amortization of goodwill 3	

Keep increase in interest-bearing debt down and maintain financial discipline



## 2. Figures for FY2021 Plan

- Aim to return to profit levels curbing the decrease in cash on hand as quickly as possible while working urgently on efforts to improve profitability.
- We expect operating revenues of 3,435 hmy, operating profit of 157 hmy, and profit attributable to owners of parent of 71 hmy.

(Units: ¥ hundred million)

	FY2020 result	FY2021 plan	YOY change
Operating revenues	3,154	3,435 (3,931)	280 (776)
Operating profit	-208	157	365
Ordinary profit	-179	144	323
Profit attributable to owners of parent	-275	71	346
EBITDA	142	487	345
Capital expenditures	361	477	116

\*Accounting Standard for Revenue Recognition applied as of fiscal 2021

\*Parenthesis below show figures prior to application of Accounting Standard for Revenue Recognition

### 3. Plans and Assumptions by Segment

■ Passengers transported (railways) and domestic demand (department stores, hotels, etc.) expected to be 15-20% lower than before COVID-19.

■ Demand from foreign tourists to Japan expected to recover slower than domestic demand.

(Units: ¥ hundred million)

	Operating Revenues			Operating Profit		
	FY2020 result	FY2021 plan	Change (%)	FY2020 result	FY2021 plan	Change (%)
Transportation	884	1,083 ( 1,085 )	199 ( 22.5 ) ( 201 ) ( 22.8 )	- 164	22	186 ( — )
Merchandise Sales	1,284	1,017 ( 1,493 )	- 266 ( - 20.8 ) ( 209 ) ( 16.3 )	- 0	31	32 ( — )
Real Estate	480	499 ( 500 )	19 ( 4.0 ) ( 20 ) ( 4.4 )	104	102	- 1 ( - 1.1 )
Leisure	253	579 ( 610 )	325 ( 128.6 ) ( 357 ) ( 141.1 )	- 192	- 29	163 ( — )
Other Businesses	654	668 ( 669 )	14 ( 2.3 ) ( 14 ) ( 2.3 )	52	43	- 9 ( - 18.6 )
Elimination	- 402	- 413 ( - 429 )	- 10 ( — ) ( - 26 ) ( — )	- 7	- 12	- 4 ( — )
Consolidated	3,154	3,435 ( 3,931 )	280 ( 8.9 ) ( 776 ) ( 24.6 )	- 208	157	365 ( — )

\*Accounting Standard for Revenue Recognition applied as of fiscal 2021

\*Parenthesis below show figures prior to application of Accounting Standard for Revenue Recognition

### 3. Plans and Assumptions by Segment

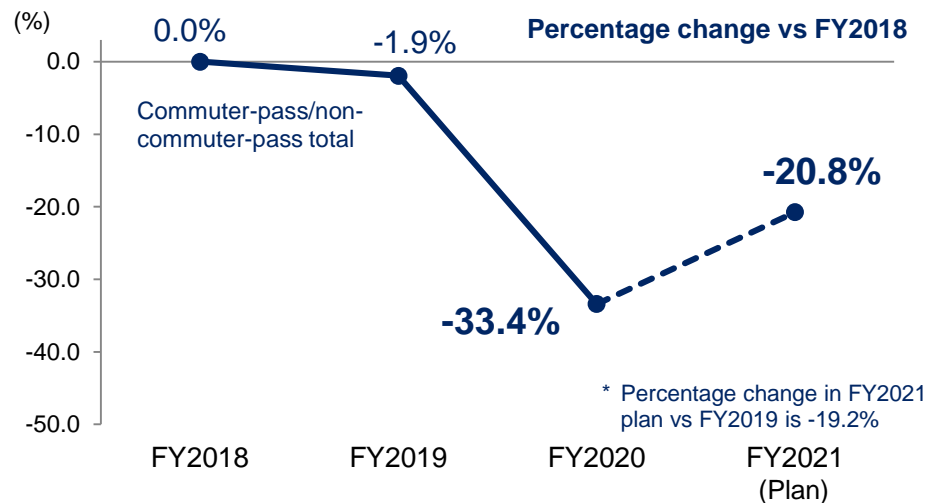
#### Railways transportation results

(Units: Thousands of People, ¥ million)

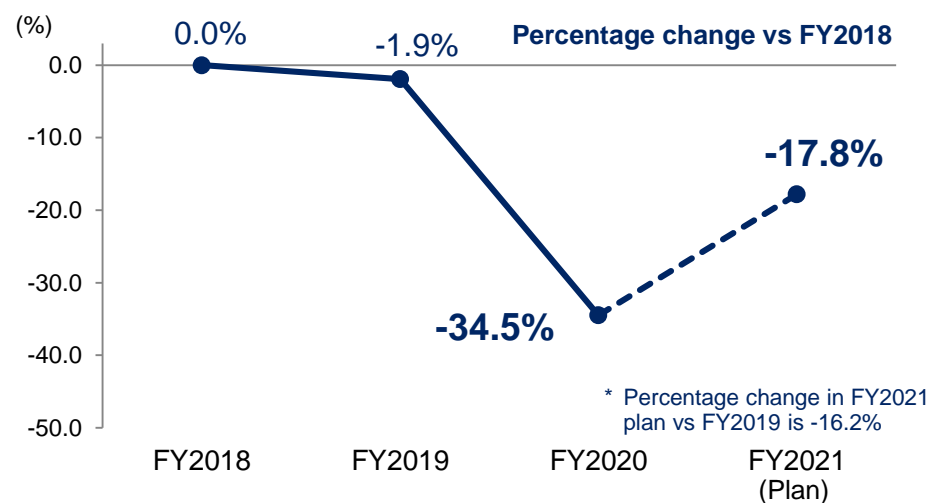
		FY2021 Forecasts		
		FY2020 result	FY2021 plan	Change (%)
Passengers Transported	Commuter-Pass	269,745	319,717	49,972 ( 18.5 )
	(Business)	231,373	251,737	20,364 ( 8.8 )
	(Student)	38,372	67,980	29,608 ( 77.2 )
	Non-Commuter-Pass	180,899	223,192	42,293 ( 23.4 )
	Total	450,644	542,909	92,265 ( 20.5 )
Passenger Revenues	Commuter-Pass	25,155	28,082	2,926 ( 11.6 )
	(Business)	23,739	25,563	1,824 ( 7.7 )
	(Student)	1,416	2,519	1,102 ( 77.8 )
	Non-Commuter-Pass	29,614	37,081	7,467 ( 25.2 )
	Total	54,770	65,164	10,393 ( 19.0 )

# 3. Plans and Assumptions by Segment (Forecasts for Main Businesses)

**Keio Corporation (railways) passenger revenues**



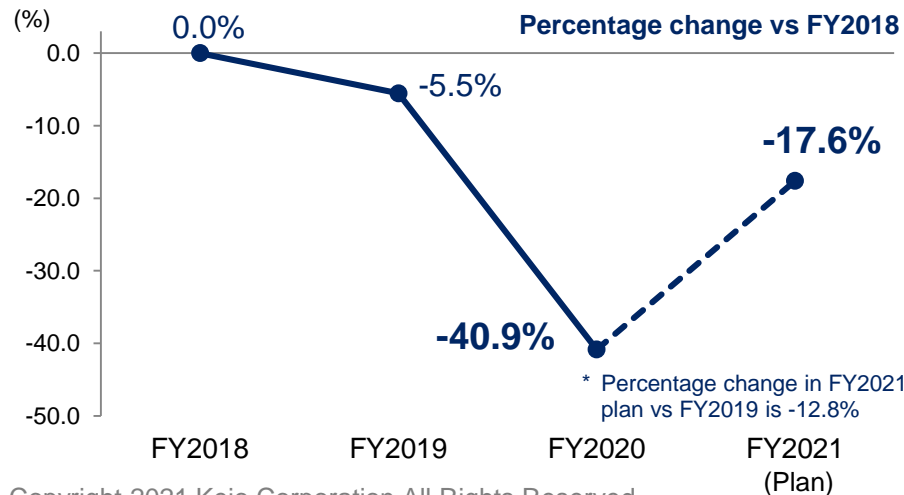
**Keio Dentetsu Bus Group (fixed route\*) sales**



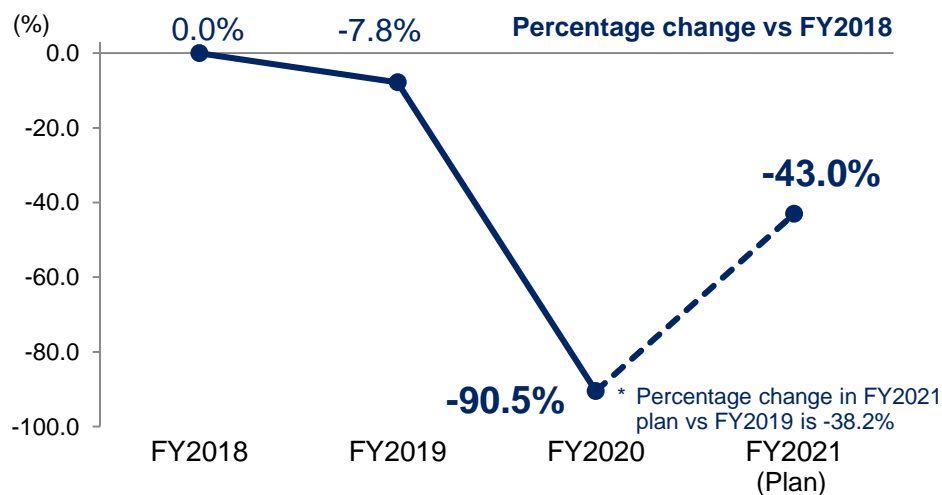
(\*1) Excludes "Silver Pass" revenue and impact of ending bus usage perks in April 2021

**Keio Department Store (Shinjuku) sales**

(Prior to application of Accounting Standard for Revenue Recognition)



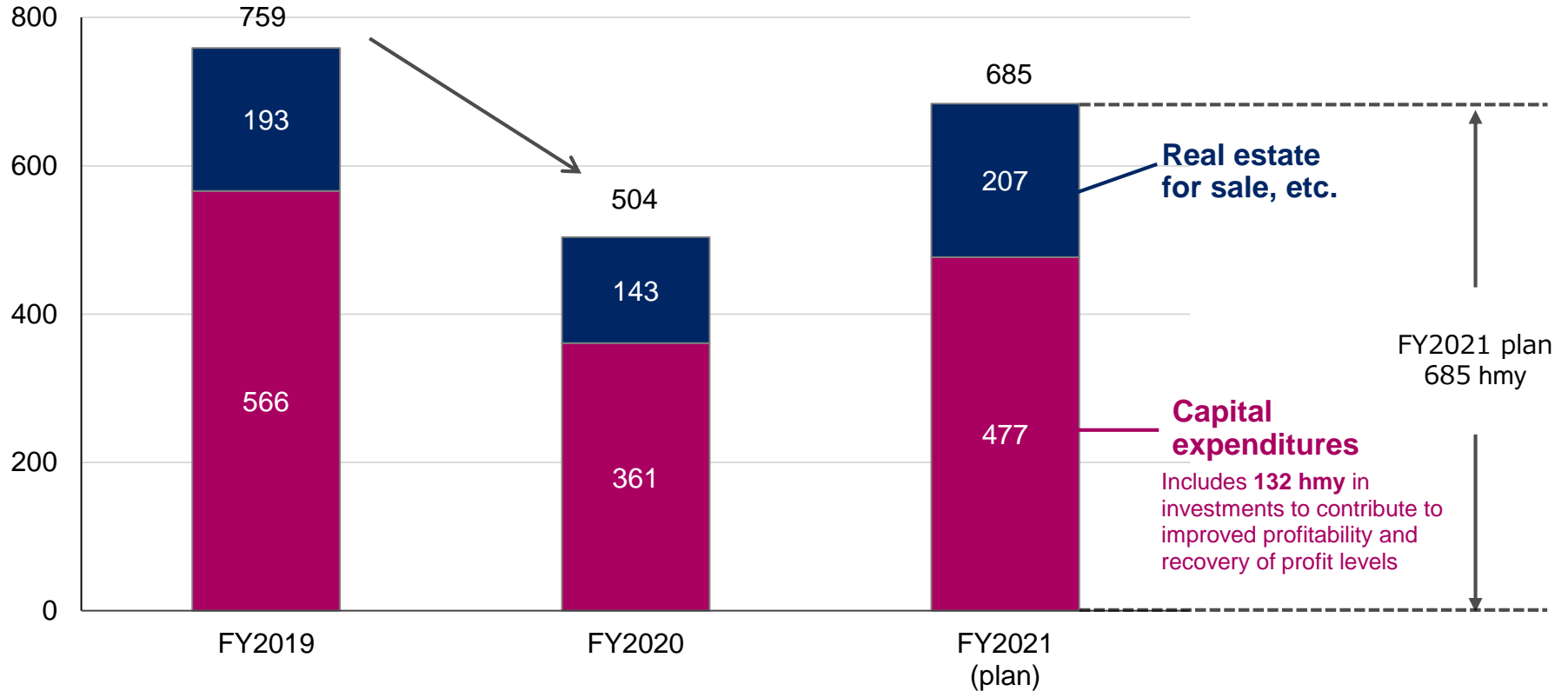
**Keio Plaza Hotel (Shinjuku) lodging revenue**



## 4. Capital Expenditures Forecast

- In FY2020, **capital expenditures were 361 hmy (down 205 hmy year on year)**.
- Non-essential, non-urgent investments will continue to be restricted in FY2021.
- Meanwhile, promote investments to contribute to improved profitability and recovery of profit levels (consider implementation outside of scope planned).
- Expand purchases of real estate for sale, etc. to contribute to enhancement of real estate business.

(Units: ¥ hundred million)



# 5. FY2021 Transportation Initiatives

## Initiatives based on customer usage trends in train operations

### Initiatives to prevent infection

- Continue to recommend off-peak usage and provide rush hour customer usage status.
- Increase number of Keio Liners on weekday mornings and suspend some late night operations.

### Revise Keio Line timetable

- Increase number of Keio Liners on weekday evenings.
- Convert 2 special weekday morning Keio Liners to regular operations
- Reduce time spent on local trains waiting for express trains to pass, reduce travel time, etc.

### Move up last train at request of national government, Tokyo, and three prefectures in conjunction with declaration of state of emergency

### Revise Keio and Inokashira Line timetables

- Move up last train for purpose of further improving safety by ensuring late night working time and offering operations according to lifestyle changes.

June 2020

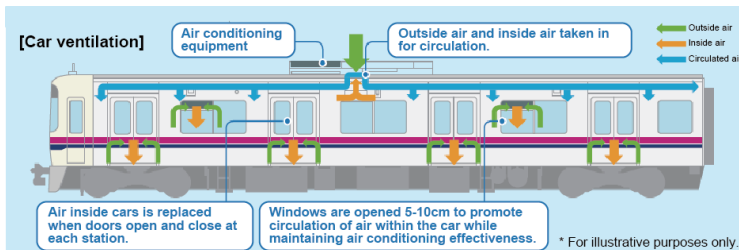
October 2020

January 2021

March 2021

## Initiatives to provide customers with peace of mind

- Regularly disinfect equipment at station and in cars.
- Use antiviral/antibacterial treatment on the cars.
- Promote ventilation of cars.



## Introduce 5000 series train

- 5000 series train to be introduced in 2H 2022 to ensure stable operations and further expand services.

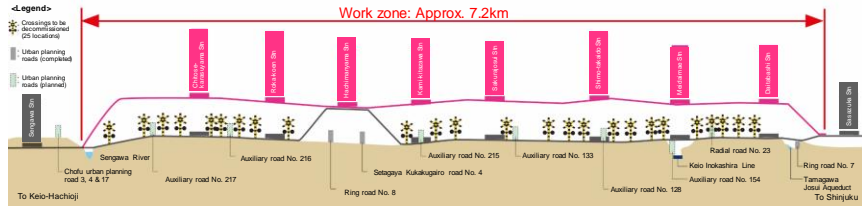


Equip with Japan's first convertible long/cloth seats that recline

# 5. FY2021 Transportation Initiatives

## Drive Forward on Construction of Grade and Elevated Sections Along Keio Line

- Elevating roughly 7.2km section of Keio Line between Sasazuka and Sengawa stations and removing grade crossings in 25 places.
- Purchasing land, promoting installation of earth retaining pile, and building elevated sections in FY2020.



## MaaS initiatives

- **TAMa-GO field tests (January 13-February 28, 2021)**
  - In addition to selling electronic tickets that can be purchased in advance and used without contact in collaboration with commercial facilities, etc., provided shared transportation services with taxis.

## Future initiatives

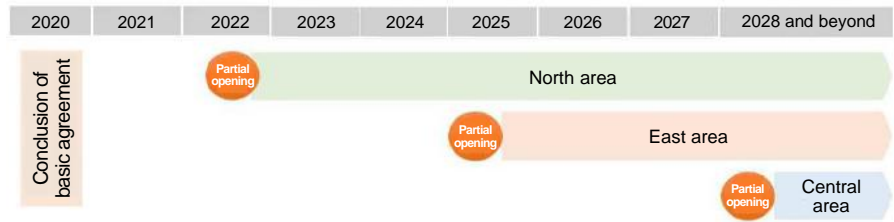
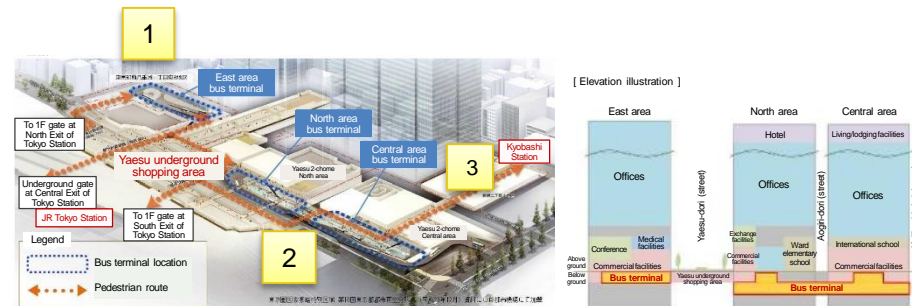
<b>Tourism-type</b>	Hida Takayama area Takaosan area
<b>Large city suburb-type</b>	Our lines



<Digital map screen>

## Yaesu Bus Terminal Operations by Keio Dentetsu Bus

- Integrated operations, leasing three area bus terminals (Yaesu area) in front of Tokyo Station to be completed gradually (August 2022, FY2025, and FY2028) from Urban Renaissance Agency.
- Fully leverage many years of experience and aim for SMART bus terminal operations.

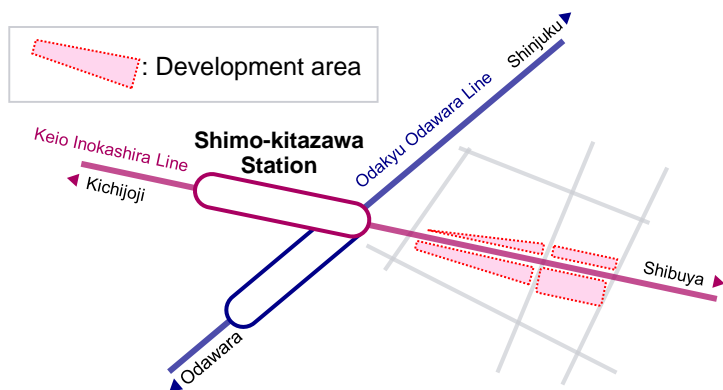




## 5. FY2021 Merchandise Sales Initiatives

### Development under elevated section at Shimo-kitazawa

- Provide four facilities along the pedestrian road in Setagaya Ward (only emergency vehicles allowed) to form a highly accessible area where people can enjoy the atmosphere of roadside stores.
- Create opportunities for further urban development through commercial development that combine the unique charm of the city with functions that were lacking, cooperation with the government, provision of a place for entrepreneurial activities, etc.



#### Overview of development under elevated section at Shimo-kitazawa

Summary	Commercial facility, parking lot, etc. (4 buildings in total)
Size	5 above-ground floors, 2 below-ground floors
Opening	Phase 1: Spring 2022 (tentative) Phase 2: Summer 2022 (tentative)



# 5. FY2021 Real Estate Initiatives

## Launch of Brillia Tower Seiseki-sakuragaoka BLOOMING RESIDENCE sales

- Participation in joint condominium project.
- Participate in development of large-scale condominium tower (highest in city at 112 meters) to be city symbol and enhance sales business.

### Overview of Brillia Tower Seiseki-sakuragaoka BLOOMING RESIDENCE



Location	4-minute walk from Seiseki-sakuragaoka Station
Structure	Reinforced concrete/33 above-ground floors
Total number of units	520
Completion	Mid-September 2022 (tentative)

## Expansion of leasehold assets

- Most recent property acquisitions.

### Most recent acquisitions (rental condominium)

Minato Ward (partial acquisition)	Feb. 2021
Shinjuku Ward	Feb. 2021
Minato Ward	Apr. 2021

## Livio RAISON THURSDAY CHOFU sales

- First joint project between NIPPON STEEL KOWA REAL ESTATE CO., LTD. and ReBITA Inc.
- Utilize know-how cultivated through past sales, leasing, and operations to propose new value creation in new condominiums built mainly for singles.
- Selling well (approx. 80% under contract as of March 2021).

### Overview of Livio RAISON THURSDAY CHOFU

Location	6-minute walk from Chofu Station
Structure	Reinforced concrete/7 above-ground floors
Total number of units	50
Completion	April 2021 *Completed

## Takaosanguchi experiential hotel Takaone to be opened

- Renovate property acquired in Takaosan area, which is important Group hub.
- Expand entertainment options and improve area accessibility by rolling out lodging and restaurant services, etc. in Takaosan area where day trip mountain hikes are main attraction.



### Overview of Takaone

Opening	July 17, 2021 (tentative)
Location	1-minute walk from Takaosanguchi Station
Structure	Reinforced concrete 5 above-ground floors
Number of rooms	28
Management	R.project Inc.

# 5. FY2021 Leisure Initiatives

## Keio Plaza Hotel (Shinjuku)

### ■ Expand long-term stay products

- Mid-February 2021 portion sold out on first day.
- Expand number of rooms sold and launch sales as “Hotel-type service apartment: Nishi-shinjuku ‘Comfort’ Stay”.



### ■ Members-only satellite offices inside hotel New opening in KEIO BIZ PLAZA Shinjuku/Tochomae

- Renovate restaurants into fourth KEIO BIZ PLAZA.
- Provide environment for comfortable working stay, including safety/security and quality/tranquility, taking advantage of hotel characteristics.
- Opening: May 2, 2021.



<KEIO BIZ PLAZA Shinjuku/Tochomae>  
(Illustration)

## Keio Plaza Hotel Sapporo

### ■ Sales of long-term stay products and concept rooms

- Sell two types of long-term stay hotel plans (“30 consecutive nights of comfortable hotel life” and “5 consecutive night new life support plan”) according to purpose.
- Equip all rooms with humidifiers/air purifiers and disinfect everything in room after checkout.



Launch of Shimaenaga concept room

## Keio Presso Inn

### ■ Enhance guest room furnishings for long-term stays

- Disinfect guest rooms so that guests can go barefoot.
- Expand storage space in rooms.

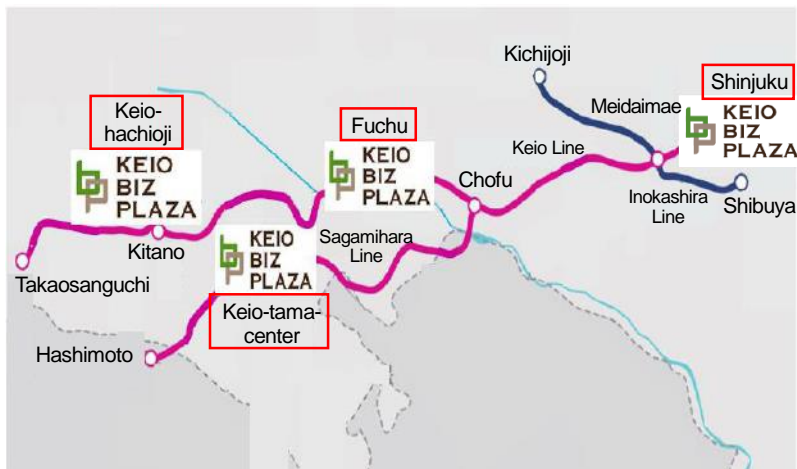


## 5. FY2021 Other Businesses Initiatives

### Open three new KEIO BIZ PLAZA members-only satellite offices

- Open three locations utilizing existing facilities (Fuchu, Keio-hachioji, Shinjuku/Tochomae).
- Contribute to more flexible work styles than ever by establishing new all location plan allowing mutual use of each KEIO BIZ PLAZA location in addition to registered location.

	Tama-Center	Fuchu	Keio-hachioji	Shinjuku/Tochomae
Opening	October 17, 2018	March 30, 2021	March 30, 2021	May 2, 2021
Location	2F Keio Plaza Hotel Tama	7F "Prarito" Nishi, "Prarito" Keio Fuchu	10F Keio-hachioji Shopping Center	2F South Tower, Keio Plaza Hotel
Number of seats	48 (2 meeting rooms)	33 (5 private rooms)	46 (4 private rooms)	49 (1 meeting room)



<KEIO BIZ PLAZA locations>

### Launch of mobile sales in Chofu and Inagi

- Improve shopping convenience for customers in area along railway line and make it comfortable city for multiple generations to live in by expanding mobile sales area while also revitalizing local community.



<New mobile sales vehicle>



<Mobile shop>

## IV. Reference Material

1. Consolidated Statements of Income
2. Overview by Segment
3. Segment Information (Transportation)
4. Segment Information (Merchandise Sales)
5. Segment Information (Real Estate)
6. Segment Information (Leisure)
7. Segment Information (Other Businesses)
8. Consolidated Balance Sheets and Consolidated Statements of Cash Flows
9. Remaining a Sustainable Company

# 1. Consolidated Statements of Income

(Units: ¥ hundred million)

	Full-Year FY2020 Earnings		
	FY2019 result	FY2020 result	Change (%)
Operating Revenues	4,336	3,154	- 1,182 ( - 27.3 )
Operating Profit	360	- 208	- 568 ( — )
Ordinary Profit	346	- 179	- 526 ( — )
Profit Attributable to Owners of Parent	178	- 275	- 453 ( — )
EBITDA	722	142	- 580 ( - 80.3 )
Depreciation and Amortization	358	346	- 11 ( - 3.3 )
Capital Expenditures	566	361	- 205 ( - 36.2 )

Note: EBITDA is operating profit + depreciation and amortization + amortization of goodwill

## 2. Overview by Segment

(Units: ¥ hundred million)

	Operating Revenues			Operating Profit		
	FY2019 result	FY2020 result	Change (%)	FY2019 result	FY2020 result	Change (%)
<b>Transportation</b> Total of 14 companies	1,296	884	- 412 ( - 31.8 )	133	- 164	- 297 ( — )
<b>Merchandise Sales</b> Total of 8 companies	1,621	1,284	- 336 ( - 20.8 )	44	- 0	- 44 ( — )
<b>Real Estate</b> Total of 6 companies	453	480	26 ( 5.9 )	91	104	12 ( 13.1 )
<b>Leisure</b> Total of 10 companies	740	253	- 487 ( - 65.8 )	43	- 192	- 236 ( — )
<b>Other Businesses</b> Total of 12 companies	670	654	- 16 ( - 2.4 )	57	52	- 4 ( - 8.2 )
<b>Elimination</b>	- 446	- 402	43 —	-10	-7	2 —
<b>Consolidated</b> Total of 47 companies	4,336	3,154	- 1,182 ( - 27.3 )	360	- 208	- 568 ( — )

\* Results from Keio Corporation and Keio Juuki Seibi are recorded under multiple business segments.

\* Keio Bus Higashi Co., Ltd., Keio Bus Minami Co., Ltd., and Keio Bus Chuo Co., Ltd. were merged as of October 1, 2020, and the name was changed to Keio Bus Co., Ltd.



### 3. Segment Information: Transportation

(Units: ¥ hundred million)

	Full-Year FY2020 Earnings		
	FY2019 result	FY2020 result	Change (%)
<b>Operating Revenues</b>	<b>1,296</b>	<b>884</b>	<b>- 412 ( - 31.8 )</b>
<b>(Railways)</b>	<b>848</b>	<b>581</b>	<b>- 266 ( - 31.4 )</b>
<b>(Bus Services)</b>	<b>362</b>	<b>240</b>	<b>- 121 ( - 33.5 )</b>
<b>(Taxi Services)</b>	<b>121</b>	<b>85</b>	<b>- 35 ( - 29.6 )</b>
<b>(Other)</b>	<b>25</b>	<b>22</b>	<b>- 2 ( - 11.1 )</b>
<b>(Elimination)</b>	<b>- 61</b>	<b>- 46</b>	<b>14 ( — )</b>
<b>Operating Profit</b>	<b>133</b>	<b>- 164</b>	<b>- 297 ( — )</b>
<b>(Railways)</b>	<b>104</b>	<b>- 97</b>	<b>- 201 ( — )</b>
<b>(Bus Services)</b>	<b>24</b>	<b>- 56</b>	<b>- 81 ( — )</b>
<b>EBITDA</b>	<b>356</b>	<b>47</b>	<b>- 309 ( - 86.8 )</b>
<b>Depreciation and Amortization</b>	<b>222</b>	<b>211</b>	<b>- 11 ( - 5.2 )</b>
<b>Capital Expenditures</b>	<b>268</b>	<b>208</b>	<b>- 60 ( - 22.5 )</b>

### 3. Segment Information: Transportation

#### Railways Transportation Results

(Units: Thousands of People, ¥ million)

		FY2020 Results		
		FY2019 result	FY2020 result	Change (%)
Transported Passengers	Commuter-Pass	404,751	269,745	- 135,006 ( - 33.4 )
	(Business)	312,585	231,373	- 81,212 ( - 26.0 )
	(Student)	92,166	38,372	- 53,794 ( - 58.4 )
	Non-Commuter-Pass	267,814	180,899	- 86,915 ( - 32.5 )
	Total	672,565	450,644	- 221,921 ( - 33.0 )
Passenger Revenues	Commuter-Pass	35,866	25,155	- 10,710 ( - 29.9 )
	(Business)	32,356	23,739	- 8,617 ( - 26.6 )
	(Student)	3,510	1,416	- 2,093 ( - 59.6 )
	Non-Commuter-Pass	44,801	29,614	- 15,186 ( - 33.9 )
	Total	80,668	54,770	- 25,897 ( - 32.1 )



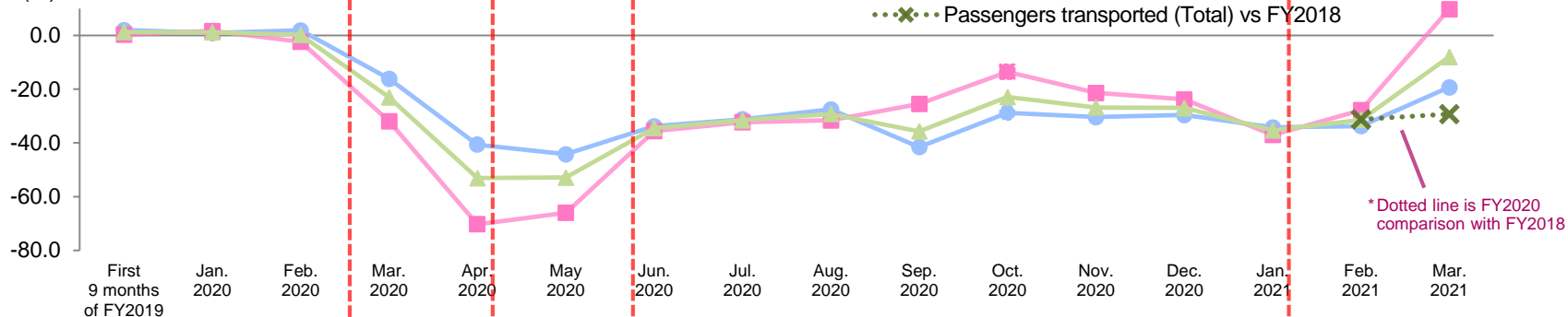
# 3. Segment Information: Transportation

\* September and October data includes impact of last minute purchasing of commuter passes prior to tax hike in previous year.

## YoY trend in railways business

(Passengers transported)

(%)



Late Feb  
 · Voluntary suspension of large-scale events requested  
 · School closure requested

Apr. 7  
 Declaration of state of emergency (7 prefectures)

May 25  
 Lifting of state of emergency (nationwide)

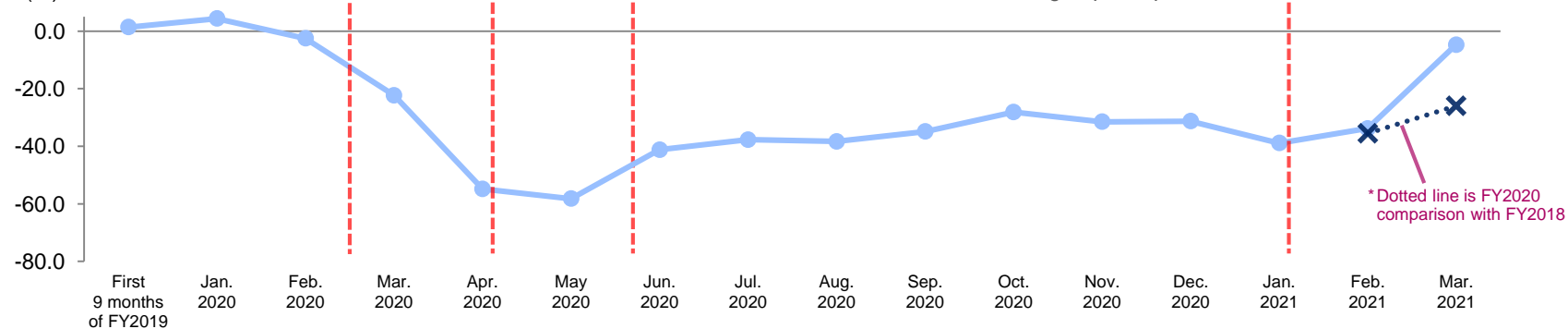
Jan. 8  
 Declaration of state of emergency (4 prefectures)

## YoY trend in bus services

(Sales)

(%)

Keio Dentetsu Bus Group Sales



\* Dotted line is FY2020 comparison with FY2018

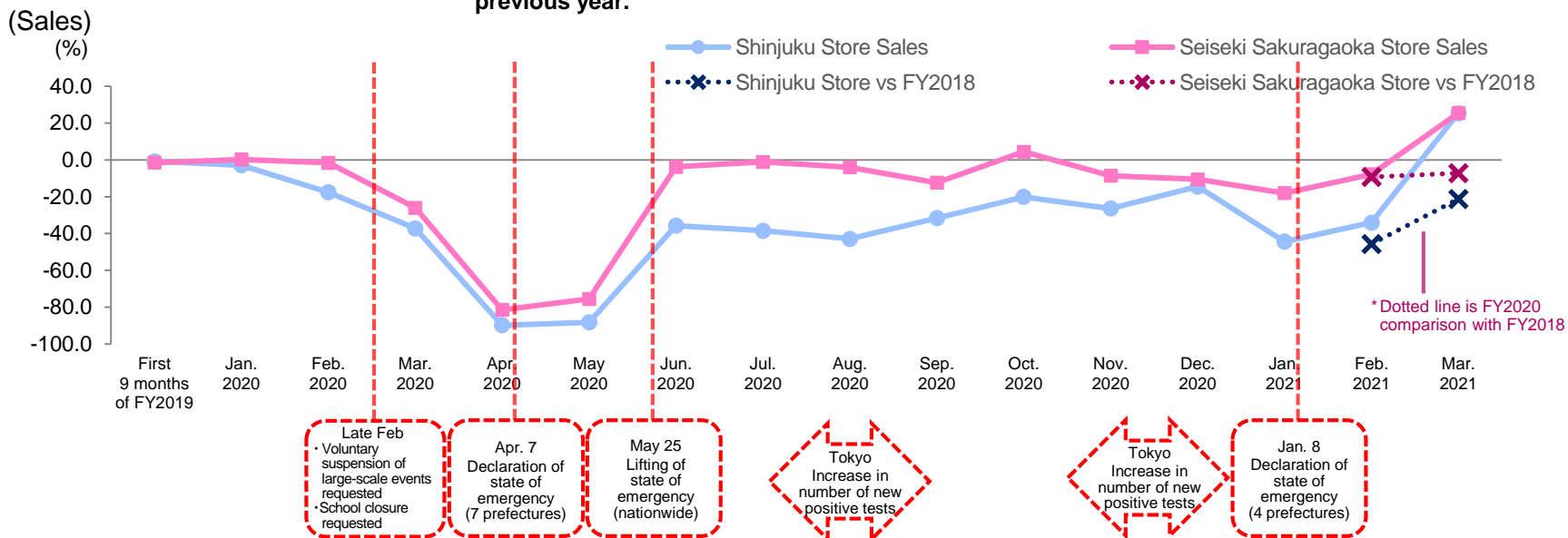
## 4. Segment Information: Merchandise Sales

(Units: ¥ hundred million)

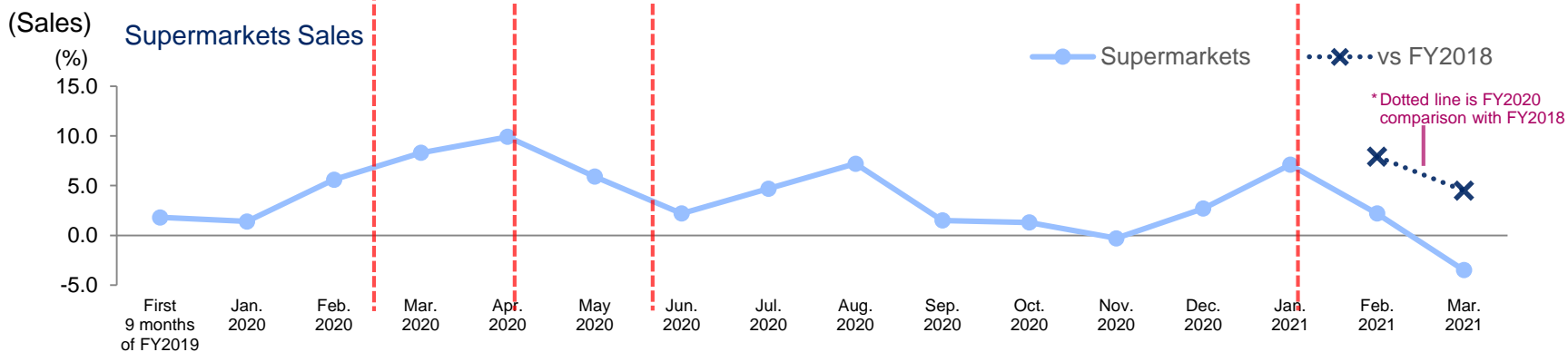
	Full-Year FY2020 Earnings		
	FY2019 result	FY2020 result	Change (%)
<b>Operating Revenues</b>	<b>1,621</b>	<b>1,284</b>	<b>- 336 ( - 20.8 )</b>
<b>(Department Stores)</b>	<b>847</b>	<b>548</b>	<b>- 299 ( - 35.3 )</b>
<b>(Retail Stores)</b>	<b>511</b>	<b>502</b>	<b>- 8 ( - 1.7 )</b>
<b>(Retail Stores for Books)</b>	<b>60</b>	<b>60</b>	<b>- 0 ( - 0.7 )</b>
<b>(Shopping Centers)</b>	<b>146</b>	<b>133</b>	<b>- 12 ( - 8.7 )</b>
<b>(Other)</b>	<b>118</b>	<b>96</b>	<b>- 21 ( - 18.5 )</b>
<b>(Elimination)</b>	<b>- 63</b>	<b>- 56</b>	<b>6 ( — )</b>
<b>Operating Profit</b>	<b>44</b>	<b>- 0</b>	<b>- 44 ( — )</b>
<b>(Department Stores)</b>	<b>1</b>	<b>- 45</b>	<b>- 46 ( — )</b>
<b>(Retail Stores)</b>	<b>8</b>	<b>11</b>	<b>3 ( 40.1 )</b>
<b>EBITDA</b>	<b>84</b>	<b>36</b>	<b>- 47 ( - 56.8 )</b>
<b>Depreciation and Amortization</b>	<b>40</b>	<b>37</b>	<b>- 3 ( - 8.3 )</b>
<b>Capital Expenditures</b>	<b>32</b>	<b>25</b>	<b>- 6 ( - 21.4 )</b>

# 4. Segment Information: Merchandise Sales

**YoY trend in department stores** \*September and October data includes impact of last minute purchasing prior to tax hike in previous year.



**YoY trend in retail stores**



## 5. Segment Information: Real Estate

(Units: ¥ hundred million)

	Full-Year FY2020 Earnings		
	FY2019 result	FY2020 result	Change (%)
<b>Operating Revenues</b>	<b>453</b>	<b>480</b>	<b>26 ( 5.9 )</b>
<b>(Land and Building Leasing)</b>	<b>369</b>	<b>367</b>	<b>- 1 ( - 0.5 )</b>
<b>(Development for Selling by Lots)</b>	<b>172</b>	<b>202</b>	<b>29 ( 17.2 )</b>
<b>(Other)</b>	<b>27</b>	<b>22</b>	<b>- 5 ( - 19.1 )</b>
<b>(Elimination)</b>	<b>- 116</b>	<b>- 112</b>	<b>4 ( — )</b>
<b>Operating Profit</b>	<b>91</b>	<b>104</b>	<b>12 ( 13.1 )</b>
<b>(Land and Building Leasing)</b>	<b>97</b>	<b>100</b>	<b>3 ( 3.1 )</b>
<b>(Development for Selling by Lots)</b>	<b>12</b>	<b>13</b>	<b>0 ( 4.6 )</b>
<b>EBITDA</b>	<b>142</b>	<b>155</b>	<b>13 ( 9.3 )</b>
<b>Depreciation and Amortization</b>	<b>46</b>	<b>47</b>	<b>1 ( 2.6 )</b>
<b>Capital Expenditures</b>	<b>176</b>	<b>87</b>	<b>- 89 ( - 50.4 )</b>

## 6. Segment Information: Leisure

(Units: ¥ hundred million)

	Full-Year FY2020 Earnings		
	FY2019 result	FY2020 result	Change (%)
<b>Operating Revenues</b>	<b>740</b>	<b>253</b>	<b>- 487 ( - 65.8 )</b>
<b>(Hotels)</b>	<b>528</b>	<b>215</b>	<b>- 312 ( - 59.2 )</b>
<b>(Travel Services)</b>	<b>131</b>	<b>22</b>	<b>- 108 ( - 82.6 )</b>
<b>(Advertising Services)</b>	<b>131</b>	<b>85</b>	<b>- 46 ( - 35.1 )</b>
<b>(Other)</b>	<b>63</b>	<b>41</b>	<b>- 22 ( - 35.2 )</b>
<b>(Elimination)</b>	<b>- 114</b>	<b>- 111</b>	<b>2 ( — )</b>
<b>Operating Profit</b>	<b>43</b>	<b>- 192</b>	<b>- 236 ( — )</b>
<b>(Hotels)</b>	<b>42</b>	<b>- 166</b>	<b>- 209 ( — )</b>
<b>EBITDA</b>	<b>90</b>	<b>- 143</b>	<b>- 234 ( — )</b>
<b>Depreciation and Amortization</b>	<b>47</b>	<b>48</b>	<b>1 ( 2.7 )</b>
<b>Capital Expenditures</b>	<b>86</b>	<b>41</b>	<b>- 44 ( - 51.8 )</b>

# 6. Segment Information: Leisure

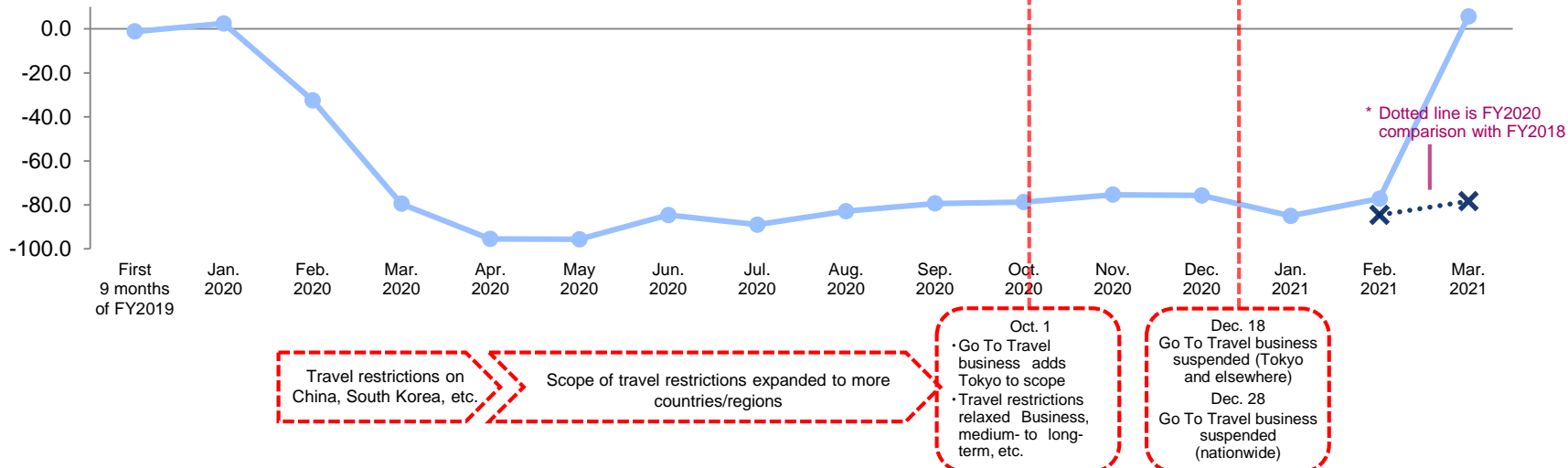
## YoY trend in hotels business

(Sales)

(%)

Keio Plaza Hotel (Shinjuku) Sales

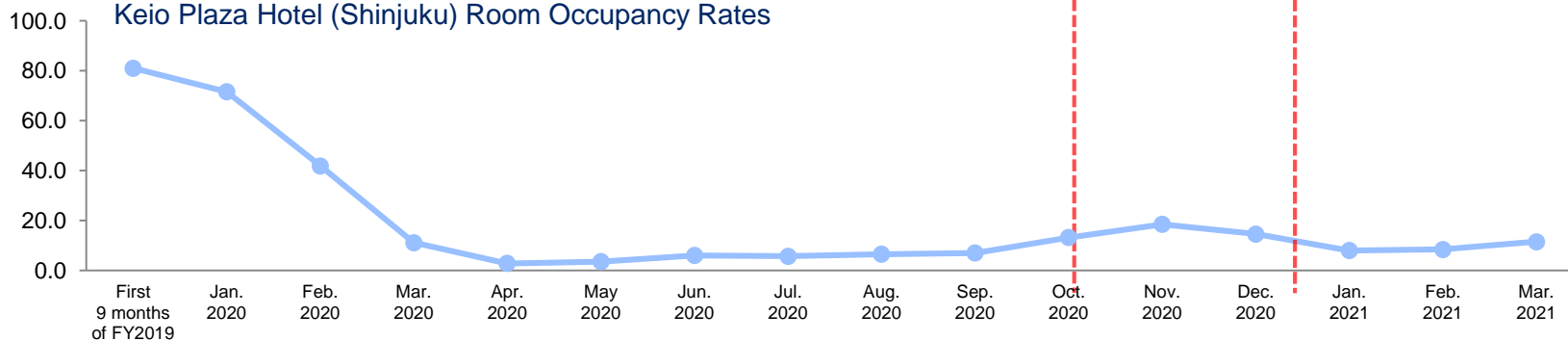
—●— Keio Plaza Hotel (Shinjuku) Sales    ···×··· vs FY2018



## Room Occupancy Rate Trends in hotels business

(%)

Keio Plaza Hotel (Shinjuku) Room Occupancy Rates



## 7. Segment Information: Other Businesses

(Units: ¥ hundred million)

	Full-Year FY2020 Earnings		
	FY2019 result	FY2020 result	Change (%)
<b>Operating Revenues</b>	<b>670</b>	<b>654</b>	<b>- 16 ( - 2.4 )</b>
<b>(Building Maintenance)</b>	<b>270</b>	<b>255</b>	<b>- 14 ( - 5.4 )</b>
<b>(Railway Car Maintenance)</b>	<b>106</b>	<b>89</b>	<b>- 17 ( - 16.3 )</b>
<b>(Construction)</b>	<b>226</b>	<b>256</b>	<b>29 ( 13.0 )</b>
<b>(Other)</b>	<b>89</b>	<b>83</b>	<b>- 5 ( - 6.6 )</b>
<b>(Elimination)</b>	<b>- 23</b>	<b>- 31</b>	<b>- 7 ( — )</b>
<b>Operating Profit</b>	<b>57</b>	<b>52</b>	<b>- 4 ( - 8.2 )</b>
<b>EBITDA</b>	<b>62</b>	<b>58</b>	<b>- 4 ( - 7.2 )</b>
<b>Depreciation and Amortization</b>	<b>4</b>	<b>5</b>	<b>0 ( 4.9 )</b>
<b>Capital Expenditures</b>	<b>10</b>	<b>3</b>	<b>- 7 ( - 68.4 )</b>

## 8. Consolidated Balance Sheets and Consolidated Statements of Cash Flows

### Consolidated balance sheets

(Units: ¥ hundred million)

	FY2019 result	FY2020 result	Change	Change factors
Total assets	8,766	9,126	359	Expansion of cash on hand, etc.
Liabilities	5,032	5,682	649	Issuance of commercial paper and corporate bonds, etc.
Net assets	3,734	3,443	-290	Recording of net loss attributable to owners of parent, etc.
Total liabilities and net assets	8,766	9,126	359	
Interest-bearing debt	3,295	3,996	701	

Note: Interest-bearing debt is loans payable + commercial paper+ bonds payable.

### Consolidated statements of cash flows






















(Units: ¥ hundred million)


	FY2019 result	FY2020 result	Change	Notes
Net cash provided by (used in) operating activities	501	68	-432	Decrease in profit before income taxes, etc.
Net cash provided by (used in) investing activities	-505	-308	197	Decrease in expenditures to acquire property, plant and equipment and intangible assets
Net cash provided by (used in) financing activities	-156	587	743	Revenue from issuance of corporate bonds, commercial paper, etc.
Cash and cash equivalents at end of period	419	767	348	



## 9. Remaining a Sustainable Company

- Work on priority themes in safety, society, environment, and governance and promote medium-term goals and action plan.
- Adopt an approach based on sustainable development and contribute to sustainable development of society through business activities.

CSR	Priority Themes	Related SDGs
Safety	Preventing accidents	  
	Disaster mitigation measures	
	Safety measures/measures against age-related deterioration	
Society	Improving customer convenience and comfort	       
	Dialog with customers	
	Creating a railway line for the lifestyles of multiple generations	
	Contributing to local communities	
	Partnering with local communities and governments	
	Utilizing human resources and creating pleasant workplaces	
	Initiatives for shareholders, investors, business partners, etc.	
Environment	Aiming for a low-carbon society	      
	Aiming for a society that exists in harmony with nature	
Governance	Corporate governance	  
	Compliance	
	Risk management	
	Information security	



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.

