

First Half of FY2013  
(Ended September 30, 2012)  
Financial Results Presentation

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November 7, 2012

Keihan Electric Railway Co., Ltd.

(Tokyo Stock Exchange 1st / Osaka Securities Exchange 1st

Securities Code: 9045 <http://www.keihan.co.jp/>)

[Notes on forecasts]

Descriptions of business forecasts and future prospects are based on current information and certain assumptions about factors that may affect future business. The actual results of operating performance may differ from these forecasts.

# Overview of the First Half of FY2013

## Financial Results

# Consolidated Statements of Income

(Millions of yen)

	1H FY2012 Results	1H FY2013 Results	Change	Main factors of changes	May 2012 Estimate
Operating revenue	122,878	129,648	6,769 (5.5%)	Transportation +148, Real estate +6,285, Retail -719, Leisure and service +1,064, Others +89	128,100
Operating income	8,654	12,204	3,550 (41.0%)	Transportation +895, Real estate +1,832, Retail +245, Leisure and service +494, Others +82	9,200
Ordinary income	6,353	10,161	3,808 (59.9%)	Non-operating income -156 (Dividends income -19, Miscellaneous income -135) Non-operating expenses -414 (Interest expenses -116, Miscellaneous expenses -287)	6,900
Net income	3,936	6,566	2,629 (66.8%)	Extraordinary income -773 (Contribution for construction -622, Gain on sales of investment securities -251) Extraordinary loss -687 (Loss on reduction of fixed assets -545)	4,200

EBITDA	17,509	20,594	3,084 (17.6%)	EBITDA : Operating income + Depreciation	—
Depreciation	8,855	8,389	-465 (-5.3%)		—

[Changes in scope of consolidation and application of the equity method (from the previous fiscal year end)]

Consolidated subsidiaries: 37 companies (1 company): New: 1 company Keihan Kind Co., Ltd.

Equity method affiliates: 2 companies (No changes)

# Consolidated Balance Sheets

(Millions of yen)

	FY2012 Results	1H FY2013 Results	Change	Main factors of changes
Current assets	137,064	133,248	-3,816	Notes and accounts receivable -6,514 Prepaid expenses +678 Cash and deposit +618
Fixed assets	505,438	503,665	-1,772	Investments and other assets -1,929
<b>Total assets</b>	<b>642,502</b>	<b>636,913</b>	<b>-5,588</b>	
Current liabilities	184,947	188,317	3,369	Current portion of bonds +10,018 Income taxes payable +1,462 Accounts payable -8,129
Long-term liabilities	311,767	298,390	-13,376	Bonds -10,228 Long-term loans -1,602
<b>Total liabilities</b>	<b>496,714</b>	<b>486,708</b>	<b>-10,006</b>	
Net assets	145,788	150,205	4,417	Retained earnings +5,374 Valuation difference on available-for-sale securities -1,126 * Equity capital ratio 23.1% (+0.8pt)
<b>Total liabilities and net assets</b>	<b>642,502</b>	<b>636,913</b>	<b>-5,588</b>	
Interest-bearing debt at end of interim period	335,864	331,874	-3,989	Loans payable -2,484 Bonds -210 Long-term accounts payable -1,294

\*Interest-bearing debt: Loans payable + bonds + accounts payable for Japan Railway Construction, Transport and Technology Agency (JRJT)

# Consolidated Statements of Cash Flows

(Millions of yen)

	1H FY2012 Results	1H FY2013 Results	Change	Main factors of changes
Operating cash flows	7,680	16,777	9,097	Income before income taxes +3,722 Changes in notes and accounts receivable +3,107 Changes in inventories +3,820
Investing cash flows	-29,104	-11,064	18,039	Purchase of fixed assets +14,577 Purchase of investment securities +3,917
Financing cash flows	9,045	-5,849	-14,894	Proceeds from issuance of bonds -20,424 Changes in short-term loans -3,056 Redemption of bonds +9,922
Net increase (decrease) in cash and cash equivalents	-12,379	-136	12,243	
Increase in cash and cash equivalents from newly consolidated subsidiary	—	204	204	
Increase in cash and cash equivalents resulting from merger with non-consolidated subsidiaries	13	—	-13	
Cash and cash equivalents at end of interim period	14,381	19,195	4,814	

# Segment Information

(Millions of yen)

	1H FY2012 Results	1H FY2013 Results	Change	Change (%)
Operating revenue	122,878	129,648	6,769	5.5
Transportation	46,179	46,328	148	0.3
Real estate	21,890	28,175	6,285	28.7
Retail	47,308	46,589	-719	-1.5
Leisure and service	12,513	13,577	1,064	8.5
Others	650	740	89	13.7
Elimination	-5,663	-5,762	-99	—

Operating income	8,654	12,204	3,550	41.0
Transportation	3,490	4,386	895	25.7
Real estate	4,047	5,880	1,832	45.3
Retail	710	956	245	34.6
Leisure and service	432	927	494	114.3
Others	-80	1	82	—
Elimination	53	52	-1	—

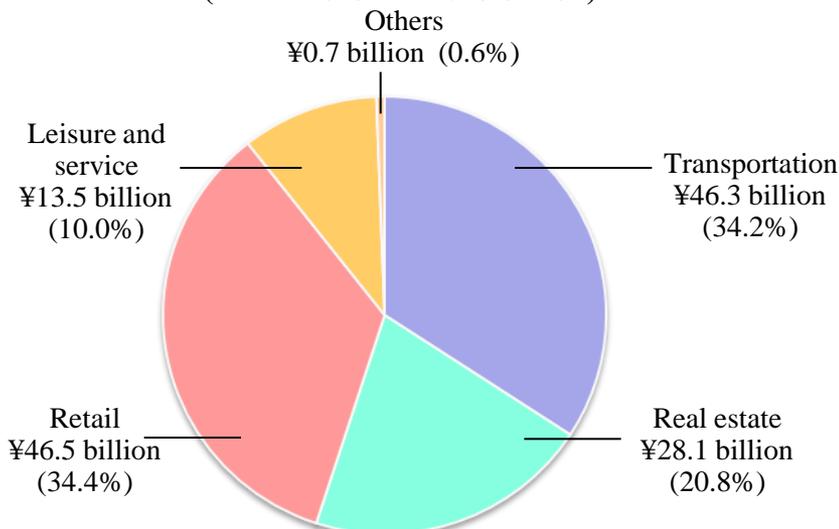
# Segment Information (Breakdown)

[Consolidated subsidiaries] 38 companies (Keihan Electric Railway covers both the transportation business and the real estate business) [Equity method affiliates] 2 companies

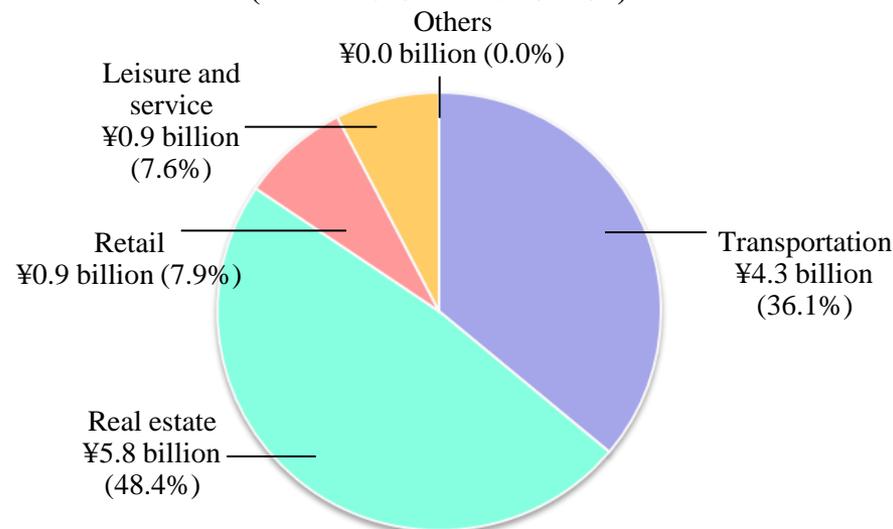
Transportation	Keihan Electric Railway Co., Ltd., Keifuku Electric Railroad Co., Ltd., Keihan Bus Co., Ltd., and 13 other companies
Real estate	Keihan Electric Railway Co., Ltd., Keihan Dentetsu Real Estate Co., Ltd., Eastern Kogyo Co., Ltd., *Keihan Kind Co., Ltd., and 3 other companies
Retail	Keihan Department Stores Co., Ltd., Keihan The Store Co., Ltd., Keihan Ryutsu Systems Co., Ltd., and 2 other companies
Leisure and service	Hotel Keihan Co., Ltd., Kyoto Tower Co., Ltd., Kyoto Century Hotel Co., Ltd., Biwako Kisen Steamship Co., Ltd., and 6 other companies
Others	Keihan Card Co., Ltd.

\*Consolidated subsidiaries: increase of 1 YoY

**<Operating revenue by segment>**  
(1H FY2013 ¥129.6 billion)



**<Operating income by segment>**  
(1H FY2013 ¥12.2 billion)



Note: Breakdown of operating revenue and operating income by segment, including intersegment transactions.

# Results of Transportation

(Millions of yen)

	1H FY2012 Results	1H FY2013 Results	Change	Change (%)	Summary
Operating revenue	46,179	46,328	148	0.3	Railway operation 39,405 (+180) Bus 13,106 (+443) Elimination -6,183 (-475)
Operating income	3,490	4,386	895	25.7	Railway operation 4,129 (+928) Bus 232 (+85)

## << Operating results for transportation (Keihan Electric Railway) >>

	Number of passengers (Thousands of people)				Passenger transportation revenue (Millions of yen)			
	1H FY2012 Results	1H FY2013 Results	Change	Change (%)	1H FY2012 Results	1H FY2013 Results	Change	Change (%)
Non-commuter passes	71,846	72,081	234	0.3	16,770	16,717	-52	-0.3
Commuter passes	69,417	69,051	-365	-0.5	8,062	7,992	-69	-0.9
Total	141,264	141,133	-130	-0.1	24,832	24,709	-122	-0.5

# Results of Real Estate

(Millions of yen)

	1H FY2012 Results	1H FY2013 Results	Change	Change (%)	Summary
Operating revenue	21,890	28,175	6,285	28.7	Real estate 24,534 (+7,842) Construction 5,939 (+361) Elimination -2,297 (-1,918)
Operating income	4,047	5,880	1,832	45.3	Real estate 5,919 (+1,651) Construction -66 (-43)

## <<Results by business>>

(Millions of yen)

	Operating revenue				Operating income			
	1H FY2012 Results	1H FY2013 Results	Change	Change (%)	1H FY2012 Results	1H FY2013 Results	Change	Change (%)
Real estate sales	9,449	15,208	5,758	60.9	589	1,477	888	150.8
Real estate leasing service	7,241	8,246	1,004	13.9	3,679	4,421	742	20.2
Real estate management	—	1,080	1,080	—	—	21	21	—
Total	16,691	24,534	7,842	47.0	4,268	5,919	1,651	38.7

## <<Main condominium buildings for sale>>

Name	Sales amount (Millions of yen)	Number of units sold*	Location
Fine Flats Kuzuha the Residence	2,552	72	Hirakata city, Osaka
Grand First Senri Momoyamadai	1,770	56	Suita city, Osaka
La Breise Keihan-Makino	1,577	60	Hirakata city, Osaka
Grand Marks Twin Fort	1,233	37	Adachi ward, Tokyo

\* After adjusting for share in project

## <<New leasing properties>>

Name	Acquired date	Location
Eastern Building*	January 2012	Minato ward, Tokyo
Toranomon 5 Mori Building	August 2011	Minato ward, Tokyo
Mikami Building	June 2011	Setagaya ward, Tokyo
Eishin Building	April 2011	Chiyoda ward, Tokyo

\* Eastern Building became part of the portfolio following the acquisition of shares in the building's owner, Eastern Kogyo Co., Ltd.

# Results of Retail

(Millions of yen)

	1H FY2012 Results	1H FY2013 Results	Change	Change (%)	Summary
Operating revenue	47,308	46,589	-719	-1.5	Department store 25,883 (+230) Store 13,119 (-878) Shopping mall management 5,641 (-63) Restaurant 3,389 (-47)
Operating income	710	956	245	34.6	Department store 116 (+163) Store 247 (-18) Shopping mall management 493 (+102) Restaurant 90 (-0)

## << Major New Stores >>

Name	Opening date	Location
Juicer Bar AUGA Aomori Store	September 8, 2012	Aomori city, Aomori
Juicer Bar Shinkansen Shin-Osaka Station Store	August 8, 2012	Yodogawa ward, Osaka city
SWEETS BOX LUCUA Osaka Store	May 1, 2011	Kita ward, Osaka city

## << Main Stores Closed >>

Name	Closing date	Location
Ashikari Hilton Plaza East Store	July 21, 2012	Kita ward, Osaka city
Juicer Bar Kyoto Subway Station Store	March 31, 2012	Shimogyo ward, Kyoto city
12 kiosks	March 7, 2012, etc.	—
UNIQLO Tennouji Subway Station Store	December 31, 2011	Abeno ward, Osaka city

## << Sales of Department Store >>

(Millions of yen)

Store	Sales amount	Change
Moriguchi Store	11,443	-42
Hirakata Store	3,336	164
Kyobashi Store	3,507	-95
Kuzuha Store	4,860	-3
Suminodo Store	2,435	209
Miscellaneous revenue	299	-3
Total	25,883	230

## << Sales of Store >>

(Millions of yen)

Division	Sales amount	Change
Store	5,875	-212
Convenience store	2,905	-102
Kiosk	357	-89
Station business	3,475	-462
Miscellaneous revenue	505	-11
Total	13,119	-878

# Results of Leisure and Service

(Millions of yen)

	1H FY2012 Results	1H FY2013 Results	Change	Change (%)	Summary
Operating revenue	12,513	13,577	1,064	8.5	Hotel 11,053 (+1,108) Leisure 2,602 (-36)
Operating income	432	927	494	114.3	Hotel 762 (+502) Leisure 275 (+3)

## << Hotel occupancy rates >>

		1H FY2012 Results	1H FY2013 Results	Change	Number of rooms	Remarks
Hotel Keihan	Kyobashi	93.3%	91.6%	-1.7pt	214	
	Temmabashi	81.4%	81.0%	-0.4pt	317	
	Kyoto	91.4%	96.8%	5.4pt	286	
	Universal City	76.7%	82.5%	5.8pt	330	
	Universal Tower	75.6%	84.5%	8.9pt	641	
	Asakusa	84.9%	95.4%	10.5Pt	178	
	Sapporo	88.5%	93.1%	4.6pt	200	
Biwako Hotel		79.1%	83.5%	4.4pt	171	
Kyoto Tower	Kyoto Tower Hotel	90.4%	94.6%	4.2pt	158	
	Kyoto Dai-ni Tower Hotel	83.3%	86.4%	3.1pt	303	
	Kyoto Tower Hotel Annex	93.5%	96.4%	2.9pt	122	
Kyoto Century Hotel		88.8%	91.1%	2.3pt	220	July 25, 2011 Acquisition of shares
Total		—	—	—	3,140	

# Non-consolidated Statements of Income

(Millions of yen)

	1H FY2012 Results	1H FY2013 Results	Change	Change (%)	Summary	May 2012 Estimate
Operating revenue	37,481	39,032	1,550	4.1		38,800
Railway operation	26,414	26,275	-138	-0.5	Number of passengers -0.1% Passenger transportation revenue -0.5%	
Subsidiary business	11,066	12,756	1,689	15.3		
Real estate sales	2,376	3,648	1,272	53.6		
Real estate leasing service	7,241	7,562	320	4.4		
Leisure	1,448	1,545	96	6.7	Number of visitors in Hirakata Park +5.2%	
Operating income	6,809	8,182	1,372	20.2		7,040
Railway operation	3,073	3,675	601	19.6		
Subsidiary business	3,735	4,506	770	20.6		
Real estate sales	37	370	333	900.5		
Real estate leasing service	3,679	4,007	328	8.9		
Leisure	19	127	108	563.7		
Ordinary income	5,385	7,214	1,829	34.0	Non-operating income +102 (Reversal of allowance for doubtful accounts +137) Non-operating expenses -354 (Provision of allowance for doubtful accounts -128, Bond issuance cost -116)	5,870
Net income	3,605	4,756	1,150	31.9	Extraordinary income -907 (Contribution for construction -622, Gain on sales of investment securities -250) Extraordinary loss -693 (Reduction entry of land contribution for construction -565)	3,860

# **FY2013 Forecasts**

# Forecast of Consolidated Business Results (1)

(Millions of yen)

	FY2012 Results	FY2013 Forecast	Change	Change (%)	Main factors of changes	May 2012 Estimate
Operating revenue	265,629	273,600	7,970	3.0	Transportation -358, Real estate +10,857, Retail -3,037, Leisure and service +868	268,900
Operating income	18,160	20,700	2,539	14.0	Transportation -340, Real estate +2,813	17,600
Ordinary income	13,580	15,500	1,919	14.1	Non-operating income -460, Non-operating expenses +160	12,200
Net income	7,005	9,400	2,394	34.2	Extraordinary income -1,037, Extraordinary loss -2,722	7,400

Capital expenditure	32,487	29,190	-3,297	-10.1	[Breakdown of capital expenditure] Transportation 12,400 (+3,079)	24,800
Depreciation	18,109	17,100	-1,009	-5.6	Real estate 13,800 (-7,583)	17,300
EBITDA	36,269	37,800	1,530	4.2	Retail 1,100 (+177) Leisure and service 1,700 (+865) Corporate, etc. 190 (+165)	34,900
Interest-bearing debt	335,864	335,434	-430	-0.1	<<Main capital expenditure for FY2013>> (Transportation)	343,300
Interest-bearing debt / EBITDA multiple (Times)	9.3	8.9	-0.4	—	Investment on our railway 7,592 (Real estate) Investment on our real estate 13,700	9.8

# Forecast of Consolidated Business Results (2)

<< By segment >>

(Millions of yen)

	FY2012 Results	FY2013 Forecast	Change	Change (%)	Main factors of changes	May 2012 Estimate
Operating revenue	265,629	273,600	7,970	3.0		268,900
Transportation	91,858	91,500	-358	-0.4	Railway operation -398	92,300
Real estate	61,442	72,300	10,857	17.7	Real estate sales +9,903 Real estate leasing service +1,098 Real estate management +2,143 Elimination -2,340	65,700
Retail	97,637	94,600	-3,037	-3.1	Store -1,604 Shopping mall management -560	95,900
Leisure and service	24,931	25,800	868	3.5	Hotel +932	25,500
Others	1,327	1,500	172	13.0		1,500
Elimination	-11,566	-12,100	-533	—		-12,000

Operating income	18,160	20,700	2,539	14.0		17,600
Transportation	5,740	5,400	-340	-5.9	Railway operation -178	5,600
Real estate	10,186	13,000	2,813	27.6	Real estate sales +1,743 Real estate leasing service +713	9,800
Retail	1,919	1,600	-319	-16.7	Store -158 Shopping mall management -118	1,400
Leisure and service	413	700	286	69.5	Hotel +337	500
Others	-207	0	207	—		0
Elimination	109	0	-109	—		300

# Forecast of Non-Consolidated Business Results

(Millions of yen)

	FY2012 Results	FY2013 Forecast	Change	Change (%)	Main factors of changes
Operating revenue	78,809	85,700	6,890	8.7	
Railway operation	52,821	52,330	-491	-0.9	Number of passengers -0.7% Passenger transportation revenue -0.8%
Subsidiary business	25,987	33,370	7,382	28.4	
Operating income	12,847	14,100	1,252	9.7	
Railway operation	5,773	5,400	-373	-6.5	
Subsidiary business	7,073	8,700	1,626	23.0	
Ordinary income	9,237	10,300	1,062	11.5	Non-operating income -10 Non-operating expenses +180
Net income	4,469	6,600	2,130	47.7	Extraordinary income -1,101 Extraordinary loss -2,374

## << Forecast of operating results for transportation (Keihan Electric Railway) >>

	Number of passengers (Thousands of people)				Passenger transportation revenue (Millions of yen)			
	FY2012 Results	FY2013 Forecast	Change	Change (%)	FY2012 Results	FY2013 Forecast	Change	Change (%)
Non-commuter passes	144,826	143,844	-982	-0.7	33,757	33,506	-251	-0.7
Commuter passes	134,568	133,655	-913	-0.7	15,798	15,654	-144	-0.9
Total	279,394	277,499	-1,895	-0.7	49,555	49,160	-395	-0.8

## TOPICS

# Progress of FY2013 Initiatives

## Basic Policy

Building the foundations for a strong Keihan for the next 100 years

## Corporate Strategy

Strengthen the operating structure through extensive efficiency gains

### ◆ Operating divisions

Create an efficient operating system through a radical review of the business structure

- Overhaul business approaches
- Restructure and integrate businesses in the Group
- Exit unprofitable businesses or businesses with limited potential

### ◆ Administrative divisions

Achieve extensive efficiency gains through cost control

- Create a lean head office at Keihan Electric Railway by reducing the size of administrative divisions
- Reduce costs in administrative divisions at Group companies

Revitalize areas along the Keihan Railway lines

### ◆ Push ahead with site development

- Push ahead with the creation of highly livable areas by developing strategic sites such as the KUZUHA MALL second-stage development plan in order to ensure areas along our lines continue to be chosen by the public well into the future

### ◆ Implement our Kyoto strategy

- Establish a position as the leading company in Kyoto
- Customers always associate Keihan with Kyoto

### ◆ Promote new businesses to develop areas along rail lines

- Promote lifecycle support businesses

# Revitalize areas along the Keihan Railway lines <Kyoto and Otsu area>

## [Implement our Kyoto strategy]

### ◆ Strengthen transportation network

Non-stop RAKU RAKU Keihan express service

Upgrade bus routes serving Kyoto Aquarium and sold special tickets for the routes

### ◆ Enhance the value of Keihan Group facilities

Refurbish hotels, open new restaurants and implement other initiatives

### ◆ Revitalize areas along rail lines through a focus on local communities

Hold events to mark the 100th anniversary of the opening of the Otsu line

Hold events and operate trains with special designs that highlight areas along rail lines



# Revitalize areas along the Keihan Railway lines <Hirakata and Kuzuha area>

## [Push ahead with site development]

### ◆ Redevelop areas around Kuzuha Station

KUZUHA MALL second-stage development plan

Upgrading the Keihan Kuzuha Station building

Construction of the south wing of the Keihan Kuzuha Station building completed



### ◆ Revitalize areas along rail lines by strengthening links with local communities

Comprehensive partnership signed with Hirakata city

Keihan, Hirakata city and Katano city joined together to hold Star Festival

Events held to mark the 100th anniversary of the opening of Hirakata Park

- Autumn in Hirakata; Kiku Ningyo Festival; The Men Who Changed History: Taira no Kiyomori and Minamoto no Yoritomo
- Upgraded appearance of Hirakata-koen Station



# Revitalize areas along the Keihan Railway lines

## <Nakanoshima and Kyobashi area>



### [Revitalize areas along our lines ]

#### <Redevelopment plans for the Nakanoshima area>

Nov 2012: Nakanoshima Festival Tower  
(37 aboveground floors, 3 underground floors, 2 penthouse floors)

Festival Plaza retail facility opened in the tower

Feb 2013: Daibiru-Honkan Building  
(22 aboveground floors, 2 underground floors)

Apr 2013: Festival Hall scheduled to open

Mar 2015: New Shin Daibiru Building (provisional name)  
(31 aboveground floors, 2 underground floors)

Around 2018: Nakanoshima Festival Tower, second tower (West section)



#### <Events in Nakanoshima area>

Nakanoshima West Winter Story 2012 (Nov 28–Dec 25, 2012)

OSAKA Hikari-Renaissance 2012 (Dec 14–Dec 25, 2012)

#### <Kyobashi area>

Refurbishment of Hotel Keihan Kyobashi

Raibuza Kyobashi Theater opened in KiKi Kyobashi



# Business Strategy – Transportation –

## Ensure safety and peace of mind

### ◆ Complete installation of wireless train protection device on all trains of Keihan lines

Installation is scheduled for completion during November on all trains earmarked for the device

### ◆ Complete installation of platform warning devices

Installation is scheduled for completion during November at all stations that are required by the authorities to have the device

### ◆ Roll out new ATS technology

Introduce the new equipment with a target completion date of FY2017 for all Keihan lines.  
 Implement initiatives to further improve safety



Platform warning devices

## Improve the efficiency of the transport operating system

### ◆ Introduce additional station support systems

Install remote station monitoring systems in an additional 16 Keihan stations  
 Reduce staff members while maintaining station service levels

### ◆ Enhance operating efficiency

Consider wider use of driver-only trains, overhaul the train inspection system and line maintenance operations to boost operating efficiency



Additional station support systems

# Business Strategy — Transportation —

Develop services tailored to the needs of customers

## ◆ Sales of Keihan / Kintetsu ICOCA commuter passes set to start

Kintetsu–Keihan and Kintetsu–JR West–Keihan commuter passes are due to go on sale from December 1; will improve passenger convenience and promote an increase in the IC ratio

## ◆ Extend public wireless LAN services to all stations of Keihan lines

Aim at enhancing convenience for passengers that use smartphones, PCs and other compatible devices

## ◆ Complete the refurbishment of carriages used on express service routes

Complete refurbishment of all express service carriages: includes upgrading interiors, creating wheelchair spaces and installing LCD information displays; will improve service levels by creating barrier-free environments and increasing information available to passengers

## ◆ Introduce a bus location system

Introduce a trial system that allows passengers to use their smartphones or PCs to view bus information, such as estimated arrival time at bus stop, estimated arrival time at destination, and current bus location.

Trial routes: “Direct Express Choku Q Kyoto” bus services (high-speed link to JR Kyoto Station) on Kyoto–Matsui-Yamate, Kyoto–Katano and Kyotanabe–Namba routes



Interior of refurbished express service carriages



Bus location system

# Business Strategy — Real Estate—

## Continue to focus on short-term turnover business

### ◆ New property sales

#### [Fine Quarter City]

Location : 1-9-6 Oyodo Kita, Kita ward, Osaka city, Osaka  
 Building scale : 20 aboveground floors, 377 units  
 Completion : Early March 2014 (planned)

#### [The Kourien Residence]

Location : 8-1 Kouri Hondori-cho, Neyagawa city, Osaka  
 8-1 Kourien-cho, Hirakata city, Osaka  
 Building scale : 24 aboveground floors, 1 underground floor, 151 units  
 Completion : February 2014 (planned)



Image of Fine Quarter City



Image of The Kourien Residence

## Initiatives to enhance profitability

- ◆ Strategically replace portfolio assets and invest in real estate funds
- ◆ Expand the condominium management and property management businesses

## Business Strategy — Retail—

### Steadily Implement the KUZUHA MALL second-stage development plan

Based on the development concept “Towards Kuzuha we can be proud of ,” we will develop KUZUHA MALL into one of the best regional shopping centers in Japan in terms of size and quality by increasing the number of high-quality fashion, interior and general goods stores, and by offering greater entertainment and home living content, which is currently lacking.

#### ◆ KUZUHA MALL second-stage development plan initiatives

- Boost shopping center value by attracting tenants with retail formats that have been lacking so far
- Increase the number of stores from around 170 to roughly 230
- Refurbish sales areas and reinforce product lineups at the Keihan department store in KUZUHA MALL
- Refurbish existing stores, including those in the station building, as part of the redevelopment plan



Image of mall after renovation

#### <Renovation project overview>

- July 2012 KUZUHA MALL start floor expansion work
  - \* West Wing to close end-June
  - \* Kids Wing and Kuzuha Court to close, and south car park to close end-August
- Spring 2014 KUZUHA MALL open after floor expansion work

#### ○ Facility overview

- Sales area approx. 72,000m<sup>2</sup> (before expansion approx. 50,000m<sup>2</sup>)
- Car parking approx. 3,000 cars (before expansion approx. 2,000 cars)

# Business Strategy – Retail–

## Initiatives to enhance profitability

### ◆ Newly opened attractions

**Raibuza Kyobashi Theater** opened in KiKi Kyobashi to stage live performances of popular drama (November 3)

One of Japan's largest popular drama theaters (460 seats)

Theater opened to revitalize the facility and the surrounding Kyobashi area



Kiki Kyobashi



Raibuza Kyobashi Theater

### ◆ Newly opened stores

#### [Juicer Bar]

- Shinkansen Shin-Osaka Store (August 8)
- AUGA Aomori Store (September 8)
- Shapo Ichikawa Store (October 23)

#### [SWEETS BOX]

- Shapo Ichikawa Store (October 23)
- Shin-Akitsu Store (November 1)

=>First store in Kanto area



Juicer Bar Shinkansen Shin-Osaka Store



Shapo Ichikawa Store

### ◆ Target new orders in the property management business

## Strengthen sales and marketing in the hotel business and leverage synergies

### ◆ Use hotel refurbishments to attract more customers

#### [Kyoto Century Hotel]

- Bridal salon (April 1), 3 restaurants (August 11)

#### [Hotel Keihan Kyobashi]

- Restaurant (October 10), some hotel rooms (October 30)  
Currently carrying out the first full refurbishment of the hotel since it opened

#### [Kyoto Tower Hotel]

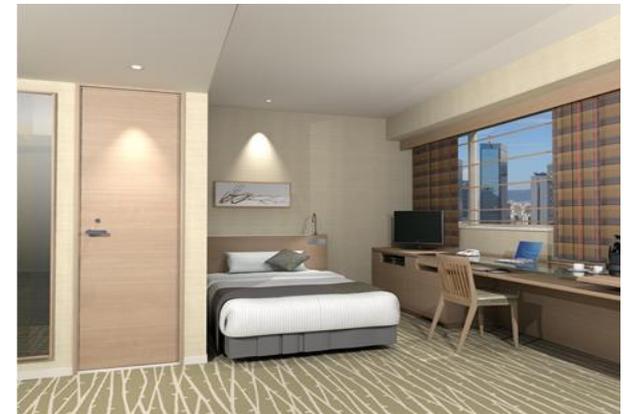
- New restaurant (scheduled to open in December)

### ◆ Enhance cooperation between the 13 hotels in the Keihan Group

- Currently expanding the shared online booking system and online membership system
- All 13 hotels in the chain now use the integrated procurement center
- Implementing shared marketing campaigns targeting inbound, MICE and group visitors



Kyoto Century Hotel  
All-day dining restaurant La Jyho



Hotel Keihan Kyobashi