

First Half of FY2018
(Ended September 30, 2017)

Financial Results Presentation



November 9, 2017

Keihan Holdings Co., Ltd.

(Tokyo Stock Exchange 1st / Securities Code: 9045 [http:// www. keihan-holdings.co.jp/](http://www.keihan-holdings.co.jp/))

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◆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.
Actual results may differ due to various factors that may arise in the future.

Overview of the First Half of FY2018

Financial Results

Consolidated Statements of Income



Overview of the First Half of FY2018 (year-on-year comparison)

◆ Both revenue and profits increased thanks to the strong passenger revenue of Keihan Electric Railway Co., Ltd. in the transportation business and contributions from the consolidation of Zero Corporation in the real estate business.

(Millions of yen)

| | 1H FY2017 Results | 1H FY2018 Results | Change | Main factors of changes | 1H FY2018 (projections released in April) | Change |
|---|-------------------|-------------------|----------------|---|---|---------------|
| Operating revenue | 141,157 | 143,752 | 2,594 (1.8%) | Refer to Segment Information. | 138,000 | 5,752 (4.2%) |
| Operating income | 17,316 | 15,740 | -1,575 (-9.1%) | | 13,000 | 2,740 (21.1%) |
| Non-operating income | 891 | 962 | 70 | | | |
| Non-operating expenses | 1,904 | 1,848 | -55 | | | |
| Ordinary income | 16,303 | 14,854 | -1,449 (-8.9%) | | 12,000 | 2,854 (23.8%) |
| Extraordinary income | 1,162 | 3,858 | 2,695 | Gain on the sale of affiliated shares 3,164 | | |
| Extraordinary losses | 547 | 418 | -129 | | | |
| Profit attributable to owners of parent | 12,046 | 12,532 | 486 (4.0%) | | 10,000 | 2,532 (25.3%) |
| Depreciation | 8,861 | 9,298 | 437 | | | |
| EBITDA | 26,177 | 25,039 | -1,138 (-4.3%) | * EBITDA: Operating income + Depreciation | | |

Number of consolidated subsidiaries: 39 (down two companies year on year), Number of equity-method affiliates: 2 (up one company year on year)

Segment Information

◆ Both revenue and profits fell for the transportation business, while revenue grew and profits shrank for the real estate business, retail business, leisure and service business, and others.

(Millions of yen)

| | 1H FY2017 Results | 1H FY2018 Results | Change | Change (%) |
|-------------------------|----------------------|----------------------|--------|------------|
| Total operating revenue | 141,157 | 143,752 | 2,594 | 1.8% |
| Total operating income | 17,316 | 15,740 | -1,575 | -9.1% |

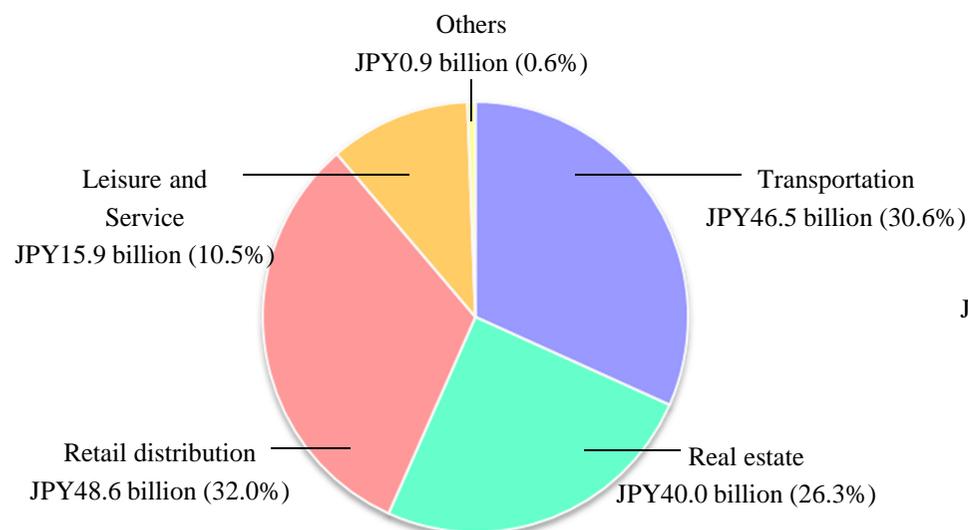
| | | | | | |
|---------------------|-------------------|--------|--------|-------|--------|
| Transportation | Operating revenue | 47,356 | 46,595 | -760 | -1.6% |
| | Operating income | 6,541 | 5,993 | -547 | -8.4% |
| Real estate | Operating revenue | 37,391 | 40,026 | 2,635 | 7.0% |
| | Operating income | 6,422 | 6,230 | -191 | -3.0% |
| Retail distribution | Operating revenue | 47,711 | 48,609 | 897 | 1.9% |
| | Operating income | 1,058 | 975 | -83 | -7.9% |
| Leisure and service | Operating revenue | 15,949 | 15,951 | 1 | 0.0% |
| | Operating income | 2,935 | 2,914 | -20 | -0.7% |
| Others | Operating revenue | 906 | 929 | 23 | 2.6% |
| | Operating income | 67 | 12 | -55 | -81.6% |
| Adjustments | Operating revenue | -8,157 | -8,360 | -202 | — |
| | Operating income | 291 | -385 | -676 | — |

Segment Information (Breakdown)

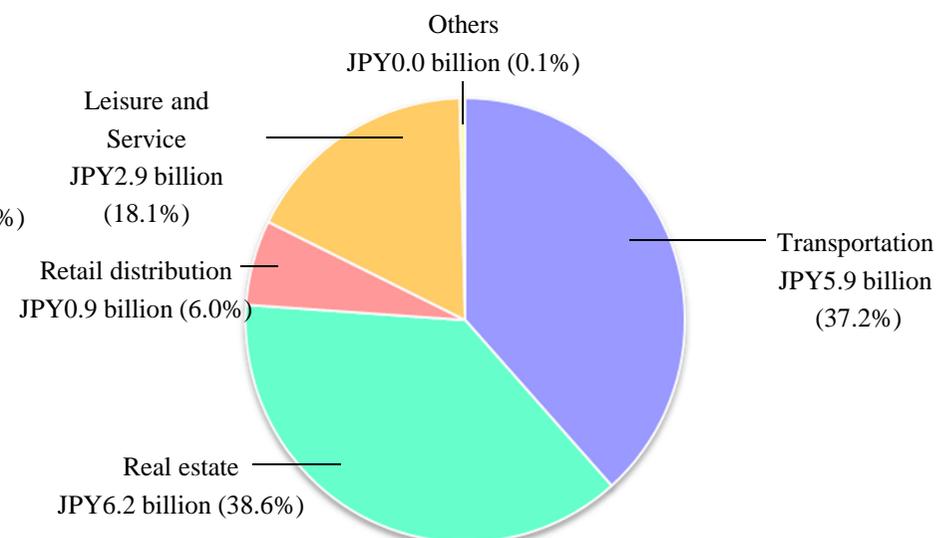
[Consolidated companies] 40 companies [Equity-method affiliates] 2 companies

| | |
|---------------------|--|
| Transportation | Keihan Electric Railway Co., Ltd., Keifuku Electric Railroad Co., Ltd., Keihan Bus Co., Ltd. and 12 other companies |
| Real estate | Keihan Holdings Co., Ltd., Keihan Dentetsu Real Estate Co., Ltd., Keihan Building Co., Ltd., Zero Corporation and 7 other companies |
| Retail distribution | Keihan Department Stores Co., Ltd., Keihan The Store Co., Ltd., Keihan Ryutsu Systems Co., Ltd., Biomarket Co., Ltd. and 1 another company |
| Leisure and service | Hotel Keihan Co., Ltd., Keihan Hotels & Resorts, Biwako Kisen Steamship Co., Ltd. and 5 other companies |
| Others | Keihan Card Co., Ltd. |

<Operating revenue by segment>



<Operating income by segment>



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

Segment Information (Transportation)

- ◆ **Railway business**
Keihan Electric Railway's transportation revenue increased due to the commencement of the Premium Car service in August as well as an increase in the number of commuter pass passengers and the number of tourists to the Kyoto area. However, overall revenue fell due to the significant impact of the revenue decrease caused by the assignment of shares of Keihan Life Support Co., Ltd. Profits also declined reflecting factors such as an increase in depreciation costs at Keihan Electric Railway.
- ◆ **Bus business**
Revenue shrank due to reductions in income from chartered bus and regular passenger bus services resulting from business downsizing. In addition, profits slid due to factors such as rises in fuel, oil and fat expenses.

(Millions of yen)

| | Operating revenue | | | | Operating income | | | |
|----------------------|----------------------|----------------------|--------|---------------|----------------------|----------------------|--------|---------------|
| | 1H FY2017 Results | 1H FY2018 Results | Change | Change (%) | 1H FY2017 Results | 1H FY2018 Results | Change | Change (%) |
| Railway | 38,914 | 38,151 | -762 | -2.0% | 5,588 | 5,228 | -359 | -6.4% |
| Bus | 13,486 | 13,478 | -8 | -0.1% | 938 | 760 | -178 | -19.0% |
| Elimination | -5,045 | -5,035 | 10 | - | 14 | 4 | -9 | - |
| Transportation total | 47,356 | 46,595 | -760 | -1.6% | 6,541 | 5,993 | -547 | -8.4% |

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

| | Number of passengers (Thousands of people) | | | | Passenger transportation revenue (Millions of yen) | | | |
|------------------------|--|----------------------|--------|---------------|--|----------------------|--------|---------------|
| | 1H FY2017 Results | 1H FY2018 Results | Change | Change (%) | 1H FY2017 Results | 1H FY2018 Results | Change | Change (%) |
| Non-commuter passes | 75,294 | 75,603 | 308 | 0.4 | 17,387 | 17,470 | 83 | 0.5 |
| Commuter passes | 72,126 | 73,241 | 1,114 | 1.5 | 8,288 | 8,418 | 130 | 1.6 |
| Total | 147,421 | 148,845 | 1,423 | 1.0 | 25,675 | 25,888 | 213 | 0.8 |

* Major factors affecting passenger revenue (estimates)

Increase in commuter pass revenue thanks to the improved employment situation and the like (+JPY130 million); increase in the number of tourists to the Kyoto area (+JPY124 million); and increase in revenue due to the launch of the Premium Car service (+JPY52 million).

Segment Information (Real Estate)

- ◆ Real estate sales business
Revenue grew overall thanks to the sale of the apartment units *Fine City Oji-Kamiya River & Forest*, combined with the contribution from Zero Corporation, which became a consolidated subsidiary. However, profits shrank due to the reaction to the highly profitable sale of detached properties in the same half-term of the previous year.
- ◆ Real estate leasing business
Both revenue and profits grew due to the acquisition of the JCB Sapporo Higashi Building and the greater revenue from Keihan Yodo Logistics Yard.
- ◆ Construction business
Both revenue and profits rose on the back of the strong performance in the construction materials sales business in the logistics facility construction work of Keihan Sangyo Co., Ltd.

(Millions of yen)

| | Operating revenue | | | | Operating income | | | |
|-----------------------------|----------------------|----------------------|--------|---------------|----------------------|----------------------|--------|---------------|
| | 1H FY2017 Results | 1H FY2018 Results | Change | Change (%) | 1H FY2017 Results | 1H FY2018 Results | Change | Change (%) |
| Real estate | 31,306 | 32,628 | 1,322 | 4.2% | 6,662 | 6,497 | -165 | -2.5% |
| Real estate sales | 19,053 | 20,396 | 1,342 | 7.0% | 1,568 | 1,195 | -373 | -23.8% |
| Real estate leasing service | 10,395 | 10,543 | 147 | 1.4% | 4,784 | 4,999 | 215 | 4.5% |
| Other businesses | 1,857 | 1,689 | -168 | -9.0% | 309 | 301 | -7 | -2.5% |
| Construction | 8,124 | 9,558 | 1,434 | 17.7% | -249 | -127 | 121 | - |
| Elimination | -2,039 | -2,160 | -121 | - | 8 | -138 | -147 | - |
| Real estate total | 37,391 | 40,026 | 2,635 | 7.0% | 6,422 | 6,230 | -191 | -3.0% |

Segment Information (Retail distribution)



- ◆ Department stores
Both revenue and profits fell due to the weak results of fresh foods, dairy foods, and women's apparel and sundries, in addition to the reaction to the large orders placed in sales to outside customers in the previous year.
- ◆ Stores
Revenue grew due to the full-term contribution from the FREST Nagao Store, which opened in March this year, and the impact of the opening of the SWEETS BOX Shapo Funabashi store. Profits, however, were almost unchanged from the same half-term of the previous year due to the opening costs of new stores.
- ◆ Shopping mall management
Revenue increased due to the reopening of the Keihan Mall following its upgrade in March this year and the opening of KYOTO TOWER SANDO in April. Profits, however, were almost unchanged from the same half-term of the previous year due partly to an increase in rents following the new mall openings.

(Millions of yen)

| | Operating revenue | | | | Operating income | | | |
|---------------------------|-------------------|-------------------|--------|------------|-------------------|-------------------|--------|------------|
| | 1H FY2017 Results | 1H FY2018 Results | Change | Change (%) | 1H FY2017 Results | 1H FY2018 Results | Change | Change (%) |
| Department store | 23,295 | 23,079 | -216 | -0.9% | -242 | -308 | -66 | - |
| Store | 14,386 | 15,797 | 1,411 | 9.8% | 440 | 439 | -1 | -0.3% |
| Shopping mall management | 6,896 | 7,397 | 500 | 7.3% | 856 | 857 | 0 | 0.0% |
| Others | 4,548 | 4,487 | -60 | -1.3% | 28 | -17 | -46 | - |
| Elimination | -1,414 | -2,152 | -737 | - | -25 | 5 | 31 | - |
| Retail distribution total | 47,711 | 48,609 | 897 | 1.9% | 1,058 | 975 | -83 | -7.9% |

<<Department Stores: Sales by store>>

(Millions of yen)

| | Moriguchi Store | Hirakata Store | Kyobashi Store | Kuzuha Store | Suminodo Store |
|-------------------|-----------------|----------------|----------------|--------------|----------------|
| 1H FY2018 Results | 9,681 | 3,064 | 3,579 | 4,354 | 2,095 |
| 1H FY2017 Results | 9,947 | 3,163 | 3,297 | 4,426 | 2,162 |
| Change | -265 | -99 | 281 | -71 | -66 |

Segment Information (Leisure & Service)

◆ Hotel business

Despite the opening of Hotel Keihan Yodoyabashi in July, both revenue and profits shrank due to the significant impact of the fall in revenue following the partial renovation work of Kyoto Century Hotel.

(Millions of yen)

| | Operating revenue | | | | Operating income | | | |
|-------------------------|-------------------|-------------------|--------|------------|-------------------|-------------------|--------|------------|
| | 1H FY2017 Results | 1H FY2018 Results | Change | Change (%) | 1H FY2017 Results | 1H FY2018 Results | Change | Change (%) |
| Hotel | 13,756 | 13,701 | -54 | -0.4% | 2,685 | 2,483 | -201 | -7.5 |
| Leisure | 2,283 | 2,337 | 54 | 2.4% | 295 | 419 | 124 | 42.2 |
| Elimination | -90 | -87 | 2 | - | -45 | 10 | 56 | - |
| Leisure & Service total | 15,949 | 15,951 | 1 | 0.0% | 2,935 | 2,914 | -20 | -0.7 |

<< Hotel occupancy rates >>

| | Hotel Keihan | | | | | |
|-----------------------------|--------------|---------|---------|-------------|--------------|-----------------|
| | Tenmabashi | Sapporo | Asakusa | Yodoyabashi | Kyoto Grande | Kyobashi Grande |
| 1H FY2018 Results | 98.2% | 97.8% | 98.0% | 95.5% | 99.3% | 98.6% |
| 1H FY2017 Results | 96.0% | 97.6% | 96.9% | - | 96.8% | 97.5% |
| Change | 2.2pt | 0.2pt | 1.1pt | -pt | 2.5pt | 1.1pt |
| (Reference) Number of rooms | 315 | 200 | 178 | 210 | 320 | 214 |

| | Hotel Keihan | | Keihan Hotels & Resorts | | | |
|-----------------------------|-----------------|----------------|-------------------------|-------------------------|---------------------|--------------|
| | Universal Tower | Universal City | Kyoto Tower Hotel | Kyoto Tower Hotel Annex | Kyoto Century Hotel | Biwako Hotel |
| 1H FY2018 Results | 97.4% | 97.0% | 98.5% | 96.1% | 92.3% | 93.9% |
| 1H FY2017 Results | 93.0% | 95.3% | 97.4% | 98.1% | 94.3% | 80.8% |
| Change | 4.4pt | 1.7pt | 1.1pt | -2.0pt | -2.0pt | 13.1pt |
| (Reference) Number of rooms | 641 | 330 | 162 | 126 | 219 | 171 |

* Hotel Keihan Yodoyabashi opened on July 28, 2017.

Consolidated Balance Sheets



(Millions of yen)

| | FY2017 Results | 1H FY2018 Results | Change | Main factors of changes |
|--|-------------------|----------------------|---------------|---|
| Current assets | 157,655 | 171,819 | 14,164 | Land and buildings for sale +11,098 |
| | | | | Expenses on uncompleted construction +6,217 |
| | | | | Notes and accounts receivable -3,664 |
| Non-current assets | 521,976 | 519,932 | -2,044 | Property, plant and equipment -4,414 |
| | | | | Intangible assets +1,434 |
| Total assets | 679,631 | 691,752 | 12,120 | |
| Current liabilities | 136,217 | 144,410 | 8,192 | Current portion of bonds +10,000 |
| | | | | Short-term loans payable +6,604 |
| | | | | Accounts payable -10,726 |
| Long-term liabilities | 339,959 | 332,254 | -7,704 | Bonds -10,032 |
| | | | | Long-term loans payable +4,516 |
| Total liabilities | 476,176 | 476,664 | 488 | |
| Net assets | 203,455 | 215,087 | 11,632 | Retained earnings +10,420 |
| | | | | * Equity capital ratio 30.6% (+1.1pt) |
| Total liabilities and net assets | 679,631 | 691,752 | 12,120 | |
| Interest-bearing debt at end of fiscal period | 314,539 | 326,627 | 12,087 | Loans payable +11,120 |
| | | | | Short-term bonds +1,000 |
| | | | | Bonds -32 |

* Interest-bearing debt: Loans payable + bonds + short-term bonds

Consolidated Statements of Cash Flows



(Millions of yen)

| | 1H FY2017 Results | 1H FY2018 Results | Change | Main factors of changes |
|--|----------------------|----------------------|---------|---|
| Cash flows from operating activities | 10,717 | 6,607 | -4,110 | Increase in expenses due to an increase in inventories -2,846 Decrease in income due to the collection of accounts receivable -1,460 |
| Cash flows from investing activities | -13,831 | -11,559 | 2,271 | Increase in income due to the sale of subsidiary shares +2,826 |
| Cash flows from financing activities | -11,325 | 2,520 | 13,846 | Decrease in the repayment amount of interest-bearing liabilities +9,426 Decrease in the acquisition amount of treasury shares +4,350 |
| Net increase (decrease) in cash and cash equivalents | -14,439 | -2,432 | 12,007 | |
| Cash and cash equivalents at beginning of interim period | 29,372 | 18,324 | -11,048 | |
| Cash and cash equivalents at end of interim period | 14,933 | 15,892 | 958 | |

FY2018 Forecasts

Consolidated Statement of Income (Performance Forecast)



Overview of full-year performance forecasts for FY2018 (compared with the forecasts released in April 2017)

- ◆ The retail business is projected to show weak results, including poor results anticipated for department stores. On the other hand, in the real estate business, a larger number of apartment units than initially projected is expected to be sold, in addition to the contribution from Zero Corporation, which became a new consolidated subsidiary. Furthermore, the transportation business is producing steady results helped by the Premium Car service. Reflecting these situations, performance forecasts are revised upward from the forecasts released in April.
- ◆ Operating revenue is expected to reach a record high, and profit attributable to owners of parent is projected to be at the same level as that of the previous year, which marked the highest level ever.

(Millions of yen)

| | FY2018 full-year forecasts released in April | New FY2018 full-year forecasts | Change | Change (%) | FY2017 Results | Change | Change (%) |
|---|--|--------------------------------|--------|------------|----------------|--------|------------|
| Operating revenue | 300,000 | 315,000 | 15,000 | 5.0% | 302,917 | 12,082 | 4.0% |
| Operating income | 27,000 | 30,000 | 3,000 | 11.1% | 32,343 | -2,343 | -7.2% |
| Ordinary income | 24,500 | 28,000 | 3,500 | 14.3% | 30,335 | -2,335 | -7.7% |
| Profit attributable to owners of parent | 19,000 | 22,000 | 3,000 | 15.8% | 22,636 | -636 | -2.8% |
| Capital expenditure | 60,800 | 58,700 | -2,100 | -3.5% | 39,173 | 19,526 | 49.8% |
| Depreciation | 19,000 | 19,100 | 100 | 0.5% | 18,074 | 1,025 | 5.7% |
| EBITDA | 46,000 | 49,100 | 3,100 | 6.7% | 50,418 | -1,318 | -2.6% |
| Interest-bearing debt | 329,000 | 327,000 | -2,000 | -0.6% | 314,539 | 12,460 | 4.0% |
| Interest-bearing debt/EBITDA multiple (Times) | 7.15 | 6.66 | -0.49 | — | 6.24 | 0.42 | — |
| Net interest-bearing debt/EBITDA multiple (Times) | 6.76 | 6.33 | -0.43 | — | 5.87 | 0.46 | — |

Segment Information (Performance Forecasts)



■ Operating Revenue/Operating Income

(Millions of yen)

| | FY2018 full-year forecasts released in April | New FY2018 full-year forecasts | Change | Main factors of changes | FY2017 Results | Change |
|-------------------------|--|--------------------------------|--------|-------------------------|----------------|--------|
| Total operating revenue | 300,000 | 315,000 | 15,000 | | 302,917 | 12,082 |
| Total operating income | 27,000 | 30,000 | 3,000 | | 32,343 | -2,343 |

| | | | | | | | |
|---------------------|-------------------|---------|---------|--------|--|---------|--------|
| Transportation | Operating revenue | 92,100 | 92,500 | 400 | <ul style="list-style-type: none"> Increase in the passenger transportation revenue in the railway business due to an increase in the number of commuter pass passengers and an increase in the number of tourists to the Kyoto area, among others. Fall in power expenses in the railway business | 94,404 | -1,904 |
| | Operating income | 8,500 | 9,200 | 700 | | 9,976 | -776 |
| Real estate | Operating revenue | 88,500 | 105,700 | 17,200 | <ul style="list-style-type: none"> Consolidation of Zero Corporation in the real estate sales business and an increase in the number of apartment units sold, among others. | 94,014 | 11,685 |
| | Operating income | 12,500 | 14,400 | 1,900 | | 14,491 | -91 |
| Retail distribution | Operating revenue | 103,600 | 101,000 | -2,600 | <ul style="list-style-type: none"> Weak sales of fresh foods, dairy foods, and women's apparel and sundries in department stores, among others. | 98,493 | 2,506 |
| | Operating income | 3,000 | 2,800 | -200 | | 2,636 | 163 |
| Leisure and service | Operating revenue | 30,900 | 31,000 | 100 | <ul style="list-style-type: none"> Strong performance of the Hotel Keihan Universal Tower in the hotel business, among others. Cost reduction following a review of personnel and other expenses. | 30,801 | 198 |
| | Operating income | 3,900 | 4,700 | 800 | | 4,755 | -55 |
| Others | Operating revenue | 1,800 | 1,800 | - | | 1,792 | 7 |
| | Operating income | 0 | 0 | - | | 74 | -74 |
| Adjustments | Operating revenue | -16,900 | -17,000 | -100 | | -16,588 | -411 |
| | Operating income | -900 | -1,100 | -200 | | 408 | -1,508 |

Segment Information (Performance Forecasts)



■ Capital Expenditure

(Millions of yen)

| | FY2018 full-year forecasts released in April | New FY2018 full-year forecasts | Change | FY2017 Results | Change |
|---|--|--------------------------------|--------|----------------|--------|
| Transportation | 16,800 | 18,300 | 1,500 | 17,690 | 609 |
| Real estate | 18,400 | 21,100 | 2,700 | 16,553 | 4,546 |
| Retail distribution | 2,400 | 2,200 | -200 | 2,341 | -141 |
| Leisure and service | 2,800 | 2,200 | -600 | 1,877 | 322 |
| Others | 0 | 0 | — | 34 | -34 |
| Administration of entire company and others | 20,400 | 14,900 | -5,500 | 675 | 14,224 |
| Total capital expenditure | 60,800 | 58,700 | -2,100 | 39,173 | 19,526 |

■ EBITDA

(Millions of yen)

| | FY2018 full-year forecasts released in April | New FY2018 full-year forecasts | Change | FY2017 Results | Change |
|---|--|--------------------------------|--------|----------------|--------|
| Transportation | 19,800 | 20,500 | 700 | 20,699 | -199 |
| Real estate | 17,400 | 19,400 | 2,000 | 19,224 | 175 |
| Retail distribution | 4,400 | 4,200 | -200 | 3,913 | 286 |
| Leisure and service | 5,000 | 5,800 | 800 | 5,857 | -57 |
| Others | 0 | 0 | — | 104 | -104 |
| Administration of entire company and others | -600 | -800 | -200 | 618 | -1,418 |
| Total EBITDA | 46,000 | 49,100 | 3,100 | 50,418 | -1,318 |

Operating Results for Transportation (Performance Forecasts)



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

■ Number of passengers

| | FY2018 full-year forecasts released in April | New FY2018 full-year forecasts | Change | Change (%) | FY2017 Results | Change | Change (%) |
|---------------------|--|--------------------------------|-----------------------|------------|-----------------------|-----------------------|------------|
| | (Thousands of people) | (Thousands of people) | (Thousands of people) | % | (Thousands of people) | (Thousands of people) | % |
| Non-commuter passes | 150,575 | 152,157 | 1,582 | 1.1 | 150,735 | 1,421 | 0.9 |
| Commuter passes | 140,784 | 142,530 | 1,746 | 1.2 | 140,351 | 2,178 | 1.6 |
| Total | 291,359 | 294,687 | 3,328 | 1.1 | 291,087 | 3,599 | 1.2 |

■ Passenger transportation revenue

| | FY2018 full-year forecasts released in April | New FY2018 full-year forecasts | Change | Change (%) | FY2017 Results | Change | Change (%) |
|---------------------|--|--------------------------------|-------------------|------------|-------------------|-------------------|------------|
| | (Millions of yen) | (Millions of yen) | (Millions of yen) | % | (Millions of yen) | (Millions of yen) | % |
| Non-commuter passes | 35,020 | 35,235 | 215 | 0.6 | 34,853 | 381 | 1.1 |
| Commuter passes | 16,360 | 16,565 | 205 | 1.3 | 16,307 | 257 | 1.6 |
| Total | 51,380 | 51,800 | 420 | 0.8 | 51,160 | 639 | 1.3 |

Progress Status of Keihan Group's Medium-Term Management Plan “Bravely Pursuing Creation”

Keihan Group's Medium-Term Management Plan (FY2016 – FY2018)



Basic Policy

Keihan Group's Determination to Take on
Challenges at the "Second Foundation Stage"
– Bravely Pursuing Creation –

Main Strategies

- ◆ Achieve new growth through the creation of sightseeing opportunities
- ◆ Revitalize the areas along the Keihan Railway lines—efforts to redesign the areas along the Keihan Railway lines
- ◆ Create contents to enhance the "value of living"
- ◆ Establish a "steadfast group management" style

Strengthen the Management Foundation

- ◆ Continuous measures to revitalize railway transportation toward regaining the glory of railway transportation
- ◆ Real estate business as the engine of the group's growth
- ◆ Retail distribution business to enhance the value of "community" and "living"
- ◆ Hotel and leisure businesses to create sightseeing opportunities

Quantitative Targets

Consolidated operating income: JPY22 billion or more; consolidated EBITDA: JPY41 billion or more; net consolidated interest-bearing liabilities-to-EBITDA ratio: 8.5x or less

Overview of Keihan Group's Medium-Term Management Plan (Main Actions Taken)

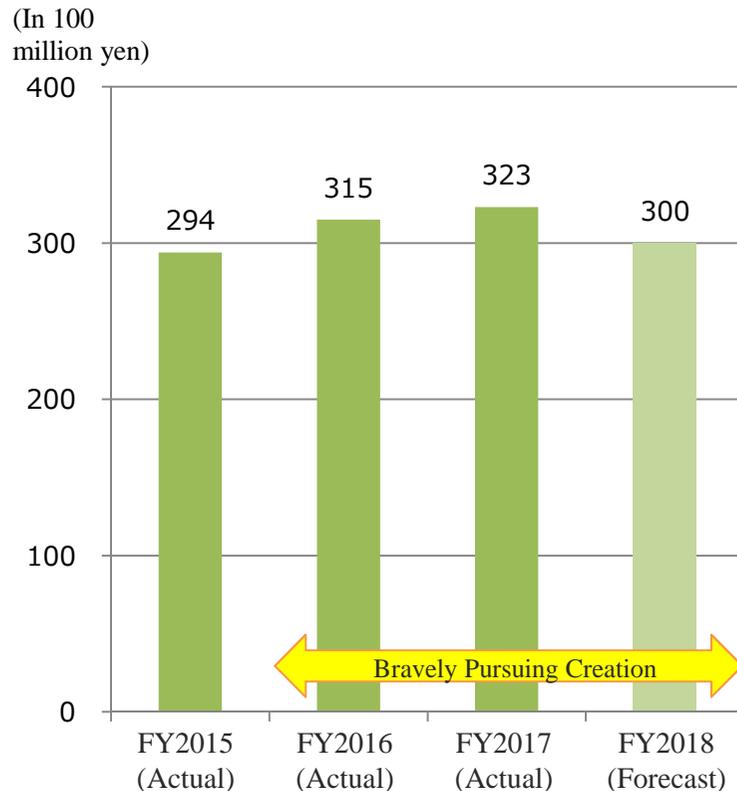


| Qualitative goals | | Main actions taken | |
|--------------------------------------|--|---|---|
| Main Strategies | Achieve new growth through the creation of sightseeing opportunities | <ul style="list-style-type: none"> ■ New hotel project in front of Kyoto Station <ul style="list-style-type: none"> • Renovation of Kyoto Century Hotel • Starting the construction of a new hotel | <ul style="list-style-type: none"> ■ Development of Kyoto Tower as a global base for tourism <ul style="list-style-type: none"> • Opening of Kansai Tourist Information Center Kyoto • Opening of KYOTO TOWER SANDO |
| | Revitalize the areas along the Keihan Railway lines—efforts to redesign the areas along the Keihan Railway lines | <ul style="list-style-type: none"> ■ Redevelopment of Hirakatashi Station and its surrounding areas <ul style="list-style-type: none"> • Make proposals to Hirakata City to promptly build and revitalize a community and promote settlement. • Participation in the Hirakatashi Station area revitalization council and conclusion of a triparty agreement for prompt implementation of the redevelopment of the areas around Hirakatashi Station (Keihan Holdings Co., Ltd., Hirakata City and SO-TWO Inc.) | |
| | Create contents to enhance the “value of living” | <ul style="list-style-type: none"> ■ Creation of contents under the theme, BIOSTYLE <ul style="list-style-type: none"> • BIOSTYLE Project: Started the construction of a commercial complex in Shijo-Kawaramachi, Kyoto. | |
| | Establish a “steadfast group management” style | <ul style="list-style-type: none"> • Transition to a holding company system | |
| Strengthen the Management Foundation | Continuous measures to revitalize railway transportation toward regaining the glory of railway transportation | <ul style="list-style-type: none"> • Introduced a new ATS(automatic train stop). • Upgraded Gion-shijo Station. • Improvement of the connection between Randen Sai Station and Hankyu Saiin Station | <ul style="list-style-type: none"> • Introduced the next-generation, comprehensive search portal, Keihan Group Bus Navi • Introduction of Premium Cars—special carriages with reserved seats |
| | Real estate business as the engine of the group's growth | <ul style="list-style-type: none"> • Made Osaka Merchandise Mart Corporation (currently Keihan Building) a wholly-owned subsidiary. • Opened Keihan Yodo Logistics Yard. | <ul style="list-style-type: none"> • Established Keihan Private REIT, Inc. • Acquisition of buildings (JCB Sapporo Higashi Building and Keihan Yokohama Building) • Acquisition of Zero Corporation as a consolidated subsidiary |
| | Retail distribution business to enhance the value of “community” and “living” | <ul style="list-style-type: none"> • Upgraded Keihan Department Store Hirakata. • Opened a new Shin-Naniwa Daishokudo food hall as part of the development project of in-station facilities of Shin-Osaka Station. | <ul style="list-style-type: none"> • Acquisition of cafe co. as a subsidiary • Upgraded the Keihan Mall. • Opened FREST Nagao Store. |
| | Hotel and leisure businesses to create sightseeing opportunities | <ul style="list-style-type: none"> • Renovated hotels. • Introduced “Grande”, a new brand of Hotel Keihan. | <ul style="list-style-type: none"> • Opening of Hotel Keihan Yodoyabashi |

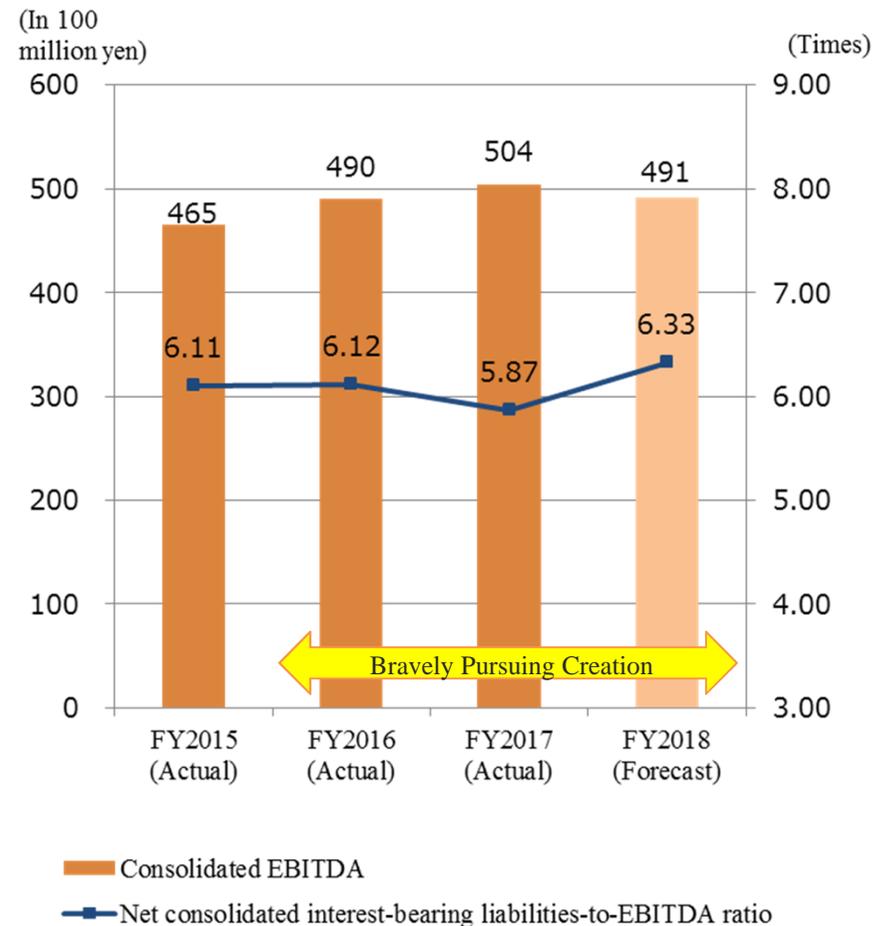
Overview of Keihan Group's Medium-Term Management Plan (Actual Results of Quantitative Target Items)



Consolidated operating income



Consolidated EBITDA and net consolidated interest-bearing liabilities-to-EBITDA ratio



Introduction of New Railway Services: Premium Cars and Liners



◆ Premium Cars: special carriages with reserved seats

Convert the sixth car of each of ten eight-car 8000 Keihan limited express trains into a Premium Car. With guaranteed seats, which is great for commuting and sightseeing, the carriage provides a high-quality moving space. With a special attendant for the carriage, we offer a service that is one level higher.

- Investment amount: Approx. JPY 1.6 billion
- Service started on: August 20, 2017
- Price: 400 or 500 yen
 - * The price will differ depending on the travel distance.
 - The railway fare is required separately.
- Number of seats: 40
- How to purchase tickets: A Premium Car ticket can be purchased through a special website or at stations where limited express trains stop.

⇒ Since their launch, they have achieved strong results especially during weekday rush hours and on weekends and national holidays.



◆ Liner Train: All seats reserved during weekday morning rush hours

We introduced a liner train—a new service that guarantees every passenger a seat during the morning rush hours. The non-stop service to Kyobashi with reserved seats make commuting more comfortable.

- Service started on: August 21, 2017
- Operating hours: Two trains (from Hirakatashi and Kuzuha Stations) to Yodoyabashi Station during morning rush hours on weekdays
- Price: 300 yen *The railway fare is required separately.
- Number of seats: Approx. 400
- How to purchase tickets: A liner ticket can be purchased through a special website or at stations where limited express trains stop.



Growth in Passenger Revenue



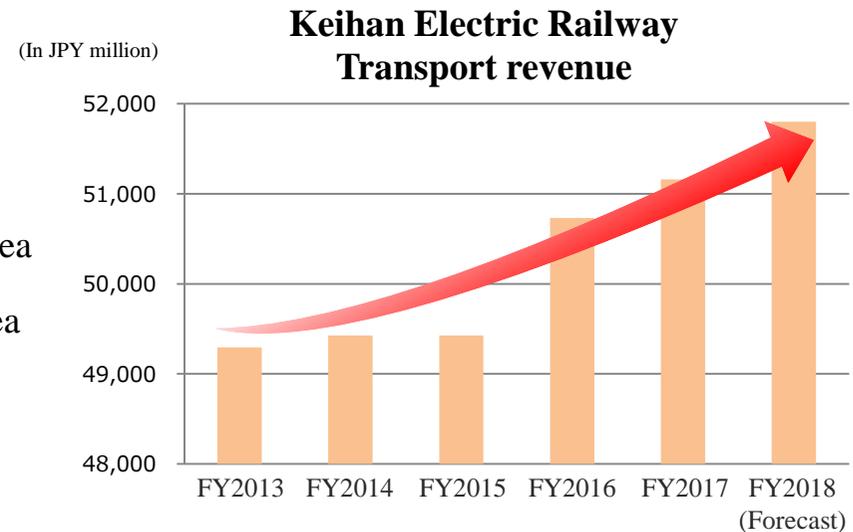
◆ Keihan Electric Railway

■ Main factors causing fluctuations in passenger revenue

- Increase in the number of tourists to the Kyoto area (Increase in the number of tourists visiting the Kyoto area such as the Gion/Higashiyama area and Fushimi Inari Taisha Shrine)
- Increase due to the Premium Car service

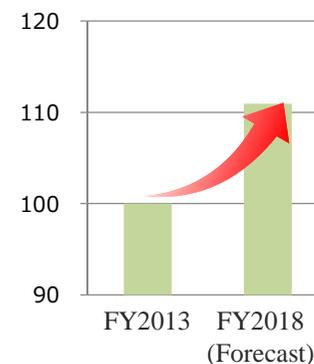
■ Measures to capture inbound tourists

- **Sales situation of special pass, Sightseeing Pass**
 - Since its launch in August 2015, its sales have grown steadily, currently selling more than 10,000 passes each month.
- **Overseas promotion (Latest activities)**
 - Large Business Meeting in Taiwan (Kaohsiung, Taichung and Taipei) (September 5 to 9; Eight Keihan Group companies participated)
 - VISIT JAPAN Travel & MICE Mart 2017 (September 21 to 23; Seven Keihan Group companies participated), among others

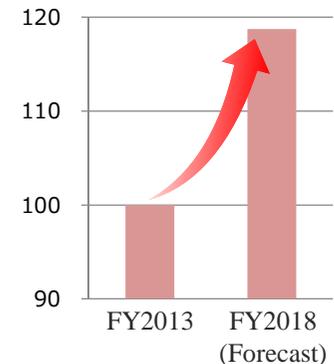


◆ Other Group companies (Railway companies)

Keifuku Electric Railroad Transport revenue



Eizan Electric Railway Transport revenue



* Based on the figures for FY2013 as 100.

Redevelopment of Hirakatashi Station and Its Surrounding Areas

◆ Toward the redevelopment of surrounding areas

■ Concentrate urban functions on a site adjacent to the station

To redesign and revitalize the areas along the Keihan Railway lines with a focus on improving the “value of living” in the areas centered on Hirakatashi Station, we will actively make proposals on the redevelopment of surrounding areas of the station promoted by Hirakata City to facilitate the redevelopment of the entire area.

- Neatly concentrate urban functions in a site surrounded by the Keihan Main Line and Keihan Katano Line (Delta land).
- Create a hybrid and convenient facility directly connected to a station to promote the prompt implementation of community building.
- Play a part in creating an attractive community and revitalize the areas surrounding Hirakatashi Station.

■ Progress status

- October 2016
Keihan Holdings Co., Ltd., Hirakata City and SO-TWO Inc. signed an agreement for the prompt implementation of the redevelopment of the areas around Hirakatashi Station based on tripartite collaboration.
- August 2017
The Kitakawachi Prefectural Residents' Center and the Kitaosaka Chamber of Commerce & Industry have expressed their intention to consider relocating to the delta land.
- Consultations are underway with Hirakata City to implement a redevelopment plan to build a complex that will contain businesses, offices, for-lease housing and so forth on the delta land based on the relocation of the two entities.



Redevelopment of Hirakatashi Station and Its Surrounding Areas



◆ Make Hirakatashi Station a “station that people always want to use and want to visit once”

As part of the highest priority project of the core strategy, “revitalization of the areas along the Keihan Railway lines,” we will revitalize Hirakatashi Station, which boasts the third highest number of passengers on the Keihan lines, as a station that befits the face of a core city.

In collaboration with Ryohin Keikaku Co., Ltd., we have designed the central exit area on the second floor of Hirakatashi Station and commercial facilities as an integral space under the concept of “a station that people always want to use and want to visit once.” On the second floor of the Keihan Department Hirakata Store, MUJI will open a store. In addition, new store types will be introduced to the in-station building.

- Construction work will be completed in around May 2018 for the second floor of the Keihan Department Store and part of the concourse outside the ticket gates, and by the end of 2018 for the concourse inside the ticket gates and for in-station shops.



Image of the station after the upgrade



■ Profile of Hirakata City

- Population: 404,324 (as of September 2017)
- Great medical system as a healthy medical care city
- Has a cluster of administrative organs for northern areas of Osaka
- Five universities located in the city
- Became a core city in 2014

■ Profile of Hirakatashi Station

- Number of passengers using Hirakatashi Station each day: 91,782 (third largest number among all stations on the Keihan lines)
- Approximately 15 minutes to Kyobashi, Osaka
- Approximately 27 minutes to Gion-shijo, Kyoto

Acquisition of Zero Corporation as a Consolidated Subsidiary



◆ Executed an M&A to strengthen the real estate sales business

In July 2017, we purchased all the shares of Zero Corporation Co., Ltd., which was engaged in the built-for-sale housing and order-made building business mainly in Kyoto City, and made it our consolidated subsidiary.

The company's strength is the housing development know-how it has developed in Kyoto, which has many densely built areas and strict landscape regulations. Its high-quality, reasonably priced building services and generous after services have garnered support from many customers.

⇒ We will enhance its detached-house business and use its know-how to create a variety of communities reflecting changes in the market environment and the characteristics of particular areas in places such as the established suburbs along the Keihan lines to increase the value of areas along the Keihan lines.

Profile of Zero Corporation Co., Ltd.

- Established on: December 17, 1982
- Business: Design, building and sales of custom-made and built-for-sale homes; real estate brokerage service; renovation; and development and sale of apartment units
- Business results

(In JPY million)

| | FY2015 | FY2016 | FY2017 |
|-------|--------|--------|--------|
| Sales | 11,381 | 12,869 | 12,157 |

- Number of houses sold: 6,632 (cumulative total as of August 2017)



Hana-rikyu, Saga Nison-in



Built Kobe House Kitano apartment units, which were sold by Keihan Dentetsu Real Estate.



Development of Area in Front of Kyoto Station as a Global Tourism Base



◆ New hotel project in front of Kyoto Station

As part of the highest priority project of the core strategy, “creation of sightseeing opportunities,” we will build a hotel in the former site of Kyoto Dai-ni Tower Hotel, which closed in January 2016, and make it a flagship hotel of the Keihan Group to cater to the global market. The hotel will be connected to the adjacent Kyoto Century Hotel in the lower levels (first basement to third floors) and will be opened as an integral facility.

- Name: THE THOUSAND KYOTO
- Scheduled opening: January 2019
- Building size: One basement floor and nine above-ground floors
- Total floor area: 22,063 square meters
- Guest rooms: 222 rooms (on the third to ninth floors)
- Facilities: Reception hall, restaurants/cafes, chapel, bridal salon, spa, sport gym, parking space



Hotel facade (image)



Spa Suite Room



Garden Suite Room



Overall image

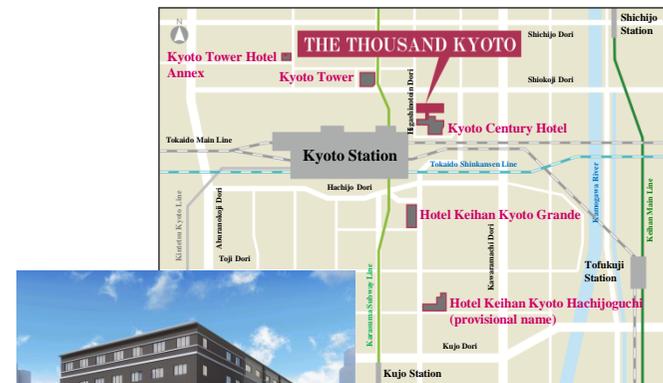
Expansion of Accommodation Facilities in Kyoto



◆ Opening of “Hotel Keihan Kyoto Hachijoguchi (provisional name)”

Targeting families and groups visiting Kyoto for sightseeing, the hotel will be equipped with a large bath, a tourist information corner, and parking space for large buses, among other facilities. We will enhance our earning power in the area in front of Kyoto Station.

- Scheduled opening: Autumn in 2018
- Address: 5-1 Higashikujo Minamisannocho, Minami-ku, Kyoto City
8 minutes on foot from the Hachijo Exit of JR Kyoto Station
- Size: Five above-ground floors with a total floor area of approx. 8,360 square meters
- Guest rooms: 234 rooms (scheduled)



Hotel facade (image)

◆ Opening a new type of accommodation facility in Kyoto Sanjo Minami Building

To diversify our hotel business, we are renovating Kyoto Sanjo Minami Building to operate a new type of accommodation facility that combines accommodation space and cafe business. We will offer this space as a female-only accommodation facility and “a place where people can get together and interact.”

- Name: Cafetel Kyoto Sanjo for Ladies (provisional name)
- Scheduled opening: Spring in 2018
- Address: 173 Shingokencho (Yamatoojiodori Sanjo Sagaru) Higashiyama-ku, Kyoto City
Directly connected to Keihan Railway Sanjo Station
- Size: Three above-ground floors with a total floor area of approx. 922 square meters
- Guest rooms: 21 rooms (65 beds) (planned)
- Facility: A cafe will be opened on the first floor.



Guest room (image)

Create contents to enhance the “value of living”



◆ Create contents under the theme “BIOSTYLE”

■ Start the construction of a commercial complex in Shijo-Kawaramachi, Kyoto

- Address: Inaricho (Kawaramachi-dori Shijo Sagaru), Shimogyo-ku, Kyoto City
- Scheduled to open in: Spring 2019
- Building size: Nine above-ground floors; total floor area of 27, 337 square meters
 - 1st to 2nd floors: Eat Zone (e.g., *marché*, restaurants)
 - 3rd floor: Care Zone (e.g., spa, cosmetics)
 - 4th to 9th floors: Stay Zone (a hotel with approx. 170 guest rooms)



Facility's facade (image)

■ Entry to new businesses

- Consider directly operating a beauty salon business
- Consider independently developing, manufacturing, and selling organic skin care, hair care, and body care products, soaps, and the like
- Plan to expand content creation starting from Shijo-Kawaramachi

■ Establishment of BIOSTYLE Co.,Ltd.

- Established a subsidiary to promote the BIOSTYLE Project (June 21)

■ Activities to spread BIOSTYLE

[Outdoor event focusing on *foods* in the BIOSTYLE: *marché's* BIO-ICHI (market) in front of Sanjo Station—delicious market for the soul and body]

- A regular event launched in 2016
(Third event: November 11–12, 2017 Stalls: Approx. 30)



Activities in Each Business: Transportation Business

◆ To offer a pleasant transport experience to many inbound tourists and others

■ Upgrade of Fushimi-inari Station

The station is a gateway to the Fushimi Inari Taisha Shrine, which attracts tourists as an international tourist site. Many tourists including inbound tourists have used this station in recent years (the number of passengers using the station each day has risen by 72% from FY2013).

We are renovating the station building and platforms, making the toilet facilities barrier free, and beautifying them under the concept that “a station that evokes an image of Senbon Torii (thousands of *torii* gates) of Fushimi Inari Taisha Shrine.”



(Image)

- Scheduled completion: Early December 2017

■ Installation of automatic foreign currency exchange machines

We installed automatic foreign currency exchange machines as a new service for inbound tourists whose number is expected to continue to grow in the future.

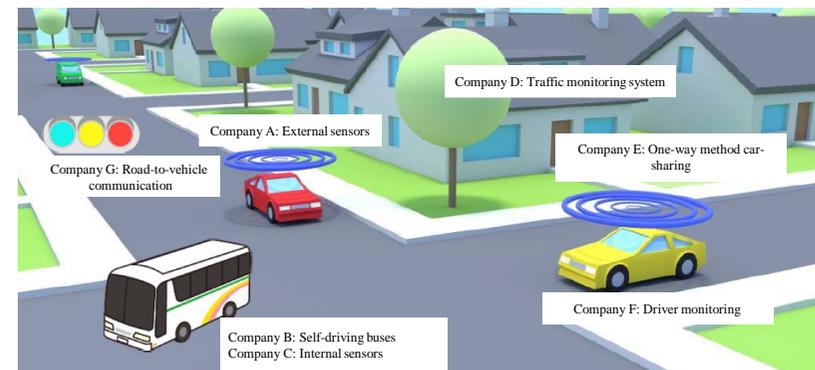
- Installed in: September 2017
- Available languages: English, Chinese, Korean and Japanese
- Currencies offered: 12 currencies
- Installation site: Gion-shijo Station and Sanjo Station



◆ Keihan Bus: Participated in a verification experiment of driverless technology

Keihan Bus participated in a verification experiment following the introduction of the “Keihanna Public Road Experimental Platform (K-PEP)” to conduct driving tests of driverless vehicles on public roads in Kansai Science City (Keihanna Science City), which extends over Kyoto, Osaka and Nara Prefectures.

* K-PEP...Keihanna Public road Experimental Platform



Source: “Example of verification experiments in which different companies participate” by Public Foundation of Kansai Research institute.

Activities in Each Business: Real Estate Business

◆ Main condominiums to be sold in the term ended March 31, 2018 and thereafter

| Property name, location, number of units for sale | Scheduled to be posted in | Property name, location, number of units for sale | Scheduled to be posted in |
|--|---------------------------|--|--|
| Fine City SENRI TSUKUMODAI (Suita City, Osaka Prefecture; 250 units*) | FY 2018 | The Fine Tower Umeda Toyosaki* (Kita-ku, Osaka City; 312 units*) | FY 2019 |
| Fine City HIRAKATA (Hirakata City, Osaka Prefecture; 203 units) | FY 2018 | Kitahama Mid Tower* (Chuo-ku, Osaka City; 311 units*) | Fy 2019 |
| The Parkhouse Nakanoshima Tower* (Kita-ku, Osaka City; 894 units*) | FY 2018 | Center Marks Tower* (Higashi-ku, Fukuoka City; 283 units*) | FY 2019 |
| Fine City Oji-Kamiya River & Forest (Adachi-ku, Tokyo; 319 units) | FY 2018 | Fine Residence Sumiyoshi Yamate (Higashinada-ku, Kobe City; 22 units) | FY 2019 |
| Fine City Higashi-Matsudo Mall & Residence (Matsudo City, Chiba Prefecture; 382 units*) | FY 2018 |  |  |
| Fine City Yokohama Egasaki RENAI* (Tsurumi-ku, Yokohama City; 338 units*) | FY 2018 | | |
| Fine City Sapporo Kotoni (Nishi-ku, Sapporo City; 84 units) | FY 2018 | | |
| Grand Suniant Ropponmatsu* (Chuo-ku, Fukuoka City; 52 units*) | FY 2018 | | |

* Joint project; the number of units is the total number of units.
The number of units and the timing of posting of the above properties may change.

The Fine Tower Umeda Toyosaki

Kitahama Mid Tower

Activities in Each Business: Real Estate Business



◆ New development project in the real estate sales business

As part of our efforts to expand non-apartment business, we have taken up a new development project to renovate and sell a resort hotel in the real estate sales business.



- Property name: Hotel Karuizawa 1130 (Eleven-thirty)
- Address: 1453-2 Kambara, Tsumagoi-mura, Agatsuma-gun, Gunma
Approx. 40 minutes by car from JR Hokuriku Shinkansen Karuizawa Station
- Completed in: 1996
- Building size: Three basement floors and seven above-ground floors
- Total floor area: 33,940.13 square meters
- Guest rooms: 233 rooms

◆ Acquisition of new properties to strengthen the real estate leasing business

To achieve future growth and build a stable revenue basis, our policy is to continue making strategic and proactive investments to increase business size and expand business areas. Under this policy, we acquired two properties in the first half of FY2018.

■ JCB Sapporo Higashi Building

- Acquisition date: June 30, 2017
- Address: 1-1-1 Minami-ichijo-nishi, Chuo-ku, Sapporo City
2 minutes on foot from Sapporo Municipal Subway Tozai Line/Toho Line Odori Station
- Completed in: October 1966
- Building size: One basement floor and seven above-ground floors
- Total floor area: 9,062.04 square meters



JCB Sapporo Higashi Building

■ Keihan Yokohama Building

- Acquisition date: August 9, 2017
- Address: 2-22 Honcho, Naka-ku, Yokohama City, Kanagawa
3 minutes on foot from Yokohama Minatomirai Railway Minatomirai Line Bashamichi Station and Nihon-odori Station
- Completed in: February 1982
- Building size: Two basement floors and 11 above-ground floors
- Total floor area: 16,191.4 square meters



Keihan Yokohama Building

Activities in Each Business: Retail Business

◆ Opening of KYOTO TOWER SANDO

Renewed the floor design to make it more suitable for a global base that welcomes domestic and overseas tourists as well as local customers. The shops range from classic souvenir shops to well-established local stores waiting to be discovered.

- Opening date: April 14, 2017
- Number of shops: 55
- Floor structure: First basement floor: Food hall
First floor: Kyoto's souvenir shops
Second floor: Participation-type workshops

⇒ Their results have steadily exceeded expectations since the opening of the building.

◆ Further improvement to the quality of in-station shopping business

■ Opening of a special *inari zushi* shop, **Senbon Inari**, in Fushimi-inari Station

The shop opened on April 5 to become a new specialty shop of Fushimi-inari, a popular spot for inbound tourists. Their products have been sold at JR Kyoto Station's Gift Kiosks since August. Senbon Inari plans to open more shops in major terminal stations mainly along the Keihan railway lines.



■ Other new openings

- Opening of Dean & Deluca Cafe Shin-Osaka in Osaka Municipal Subway Midosuji Line Shin-Osaka Station (July 28)

As part of the “Midosuji Line Shin-Osaka Station In-station Business” commissioned by the Osaka Municipal Transportation Bureau, the shop was opened as the second shop following the opening of Shin-Naniwa Daishokudo in March 2016.

Activities in Each Business: Hotel Business

◆ Opening of Hotel Keihan Yodoyabashi

Accommodation-only hotel in an excellent location with good access to major spots in Osaka City and direct train routes to tourist spots such as Osaka Castle and Kyoto. The occupancy ratio has been surpassing projections.

- Opening date: July 28, 2017
- Address: 2-4-6 Kitahama, Chuo-ku, Osaka City
- Building size: 11 above-ground floors/210 rooms

◆ Scheduled future opening

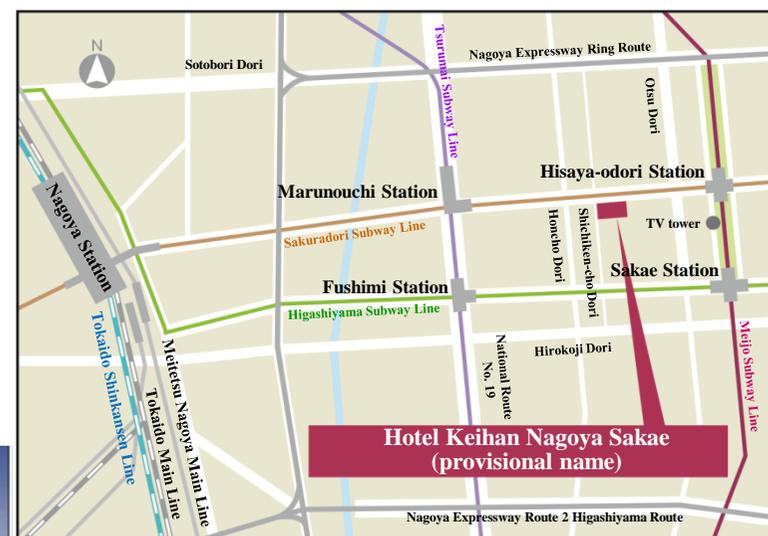
■ Opening of “Hotel Keihan Nagoya Sakae (provisional name)”

The first Keihan Group hotel to be opened in Nagoya. It will be located in the “Sakae/Nishiki area,” a main district in Nagoya, with the aim of capturing demand from business customers as well as serving as a base for sightseeing and leisure.

- Scheduled opening: Spring 2020
- Address: 3-2-1 Nishiki, Naka-ku, Nagoya City
3 minutes on foot from Nagoya Municipal Subway Sakura-dori Line Marunouchi Station and Hisaya-odori Station
- Building size: 13 above-ground floors
- Total floor area: Approx. 8,200 square meters
- Guest rooms: 259 rooms (planned)



Hotel facade (image)



⇒ Hotel Keihan is working on increasing its hotels mainly in locations in front of stations in major cities. It now has a total of 12 hotels. It aims to have over 15 directly operated hotels throughout Japan by 2020.

Activities in Each Business: Leisure Business

◆ Activities to create sightseeing opportunities along “waterways”



■ Participation in the Lake Biwa Canal Restoration Project

We began participating in the restoration project in 2014, and continue to take part in the “Council for Creating Attractions in Areas along the Lake Biwa Canal” established in September ahead of the full-fledged operation of the waterway transportation service. Our group company, Biwako Kisen, is commissioned to operate this service.

- Full-fledged operation will start in: Spring 2018 (scheduled)

■ Promotion to revitalize waterway transportation on the Yodogawa River: Romantic journey on the Yodogawa River

In collaboration with the Yodogawa River Office, Regional Development Bureau for the Kinki Region, Ministry of Land, Infrastructure, Transport and Tourism, we are promoting the revitalization of waterway transportation on the Yodogawa River and increasing the attraction of towns alongside the river so as to attract more visitors and facilitate exchanges. The tourist boat, *Himawari* (sunflower), will connect the Tenmabashi/Hachikenya Boat Docks and the Hirakata Boat Dock.

- Period: From September; mainly on the second Sunday of each month
- Operator: Osaka Aqua Bus Ltd.



■ Art sightseeing boat service

In collaboration with Mr. Masao Hatayama, a budding artist from Osaka, we are trying to create a new tourism resource originating in Osaka by decorating the Osaka Aqua Bus sightseeing ship, the *Aqualiner*.

- Name: HATApopLINER
- Operated by: Osaka Aqua Bus Ltd.



Progress Status of Major Strategic Investment Projects



Medium-Term Management Plan
“Bravely Pursuing Creation”

| | | | FY2016 | FY2017 | FY2018 | FY2019 | |
|--------------------------------------|--|--|--|---|--|--|---|
| Main Strategies | Creation of sightseeing opportunities | New hotel in the area in front of Kyoto Station | | | ● Construction starts (2017) | ● Scheduled opening of THE THOUSAND KYOTO (January 2019) | |
| | | Upgrade of Kyoto Tower | ● Opening of a tourism information office (June 2015) | | ● Opening of KYOTO TOWER SANDO (April 2017) | | |
| | Revitalization of areas along the Keihan railway lines | Redevelopment of Hirakatashi Station and surrounding areas | | ● Participation in the Hirakatashi Station area revitalization council Conclusion of a triparty agreement (October 2016) | ● Hirakatashi Station upgrade (around May and end of 2018) | | |
| | | Development of BIOSTYLE, a commercial complex in Shijo-Kawaramachi | | | ● Construction starts (2017) | ● Scheduled opening (spring 2019) | |
| Strengthen the Management Foundation | Transportation | Premium Cars | | | ● Introduction (August 2017) | | |
| | | Eizan Electric Railway's tourist train | | | ● Introduction (March 2018) | | |
| | | Keifuku Arashiyama Station upgrade | | | ● Opening of First Cabin Kyoto Arashiyama (March 2018) | | |
| | Real estate | Keihan Yodo Logistics Yard | | ● Opening (April 2016) | | | |
| | | Toranomon 1-chome district Type-1 Urban Area Redevelopment Project | | | ● Construction starts (FY2017) | ● Scheduled opening (FY2020) | |
| | | Expansion of leasing business (acquisition of properties) | | ● Keihan Shijo Kawaramachi Building (March 2016) | ● JCB Sapporo Higashi Building (June 2017) | ● Keihan Yokohama Building (August 2017) | |
| | Retail distribution | FREST Nagao Store | | | ● Opening (March 2017) | | |
| | | Keihan Mall upgrade | | | ● Keihan Mall upgrade (March 2017) | | |
| | Leisure and service | New openings/upgrades of hotels | Upgrade | | ● Kyoto Century Hotel/Hotel Keihan Kyoto (March 2016) | ● Kyoto Tower Hotel Annex (March 2017) | |
| | | | Opening of accommodation-only and accommodation-focused hotels | | ● Hotel Keihan Yodoyabashi (July 2017) | ● Hotel Keihan Kyoto Hachijoguchi (autumn 2018) | ● Hotel Keihan Tsukiji Ginza Grande (autumn 2018) |
| | | | Opening of new types of hotels | | ● Hotel Keihan Nagoya Sakae (spring 2020) | | |
| | | | Cafetel Kyoto Sanjo for Ladies (spring 2018) | ● | | | |