

Fiscal Year Ended March 31, 2020 (FY2019) Results Presentation

May 19, 2020 Keisei Electric Railway Co., Ltd.

Contents



1. Consolidated Results for Fiscal Year Ended March 31, 2020

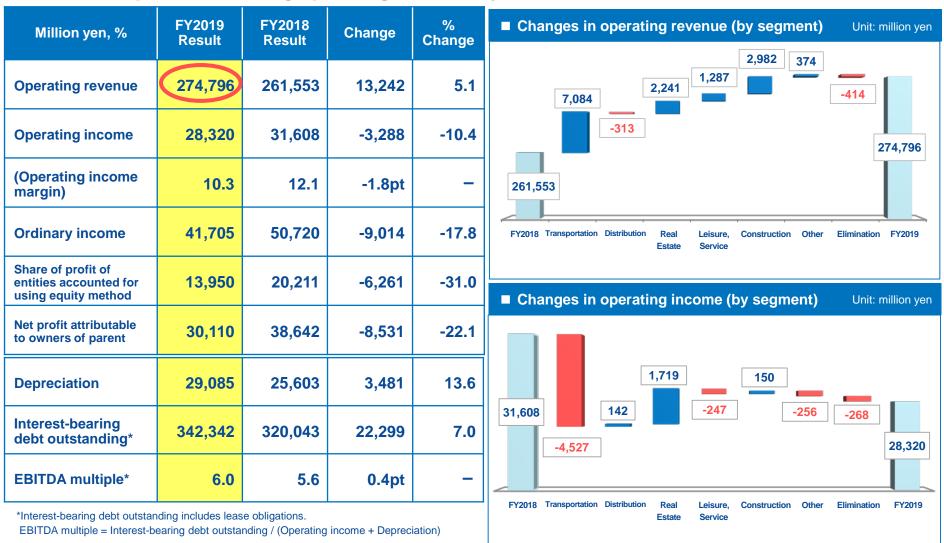
- 2. Progress in E4 Plan
- 3. Reference Material

1-1. Overview of Results (Year on Year)



Kanto Railway became consolidated subsidiary along with its 14 subsidiaries, increasing operating revenue by ¥7.8 billion

COVID-19 impact: decreasing operating revenue by ¥5.8 billion



1-2. Overview of Results [Consolidated Balance Sheet/Consolidated Cash Flows]

Following acquisition of Kanto Railway as consolidated subsidiary, total assets and interest-bearing debt outstanding increased, while equity ratio decreased. Cash flow from operating activities increased, and the negative cash flow from investing activities improved, increasing free cash flows by ¥11 billion.

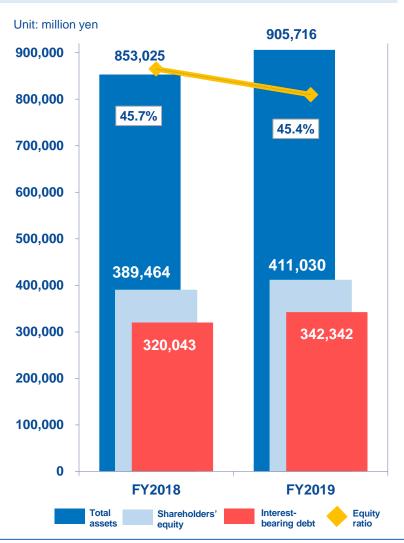
Million yen, %	FY2019 Result	FY2018 Result	Change
Total assets	905,716	853,025	52,690
Interest-bearing debt outstanding*	342,342	320,043	22,299
Net assets	428,664	402,901	25,762
Shareholders' equity	411,030	389,464	21,565
Equity ratio	45.4	45.7	-0.3pt

Consolidated Balance Sheet

*Includes lease obligations.

Consolidated Cash Flows

Million yen, %	FY2019 Result	FY2018 Result	Change
Cash flows from operating activities	51,487	45,851	5,635
Cash flows from investing activities	-48,076	-53,430	5,354
(Free cash flows)	(3,410)	(-7,579)	(10,989)
Cash flows from financing activities	-4,411	7,246	-11,657
Cash and cash equivalents	-1,000	-332	-667



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1-3. COVID-19 Impact



Less revenue (FY2019): Around ¥5.8 billion

Transportation ¥4.9 billion (Railway: ¥3.0 bn, Bus: ¥1.8 bn, Taxi: ¥0.1 bn)
Distribution ¥ 0.3 billion (Store: ¥0.2 bn, Department store, Other: ¥0.1 bn)
Leisure, Service ¥ 0.5 billion
Other ¥ 0.1 billion

How main businesses were affected (Dec 2019 – Mar 2020)*



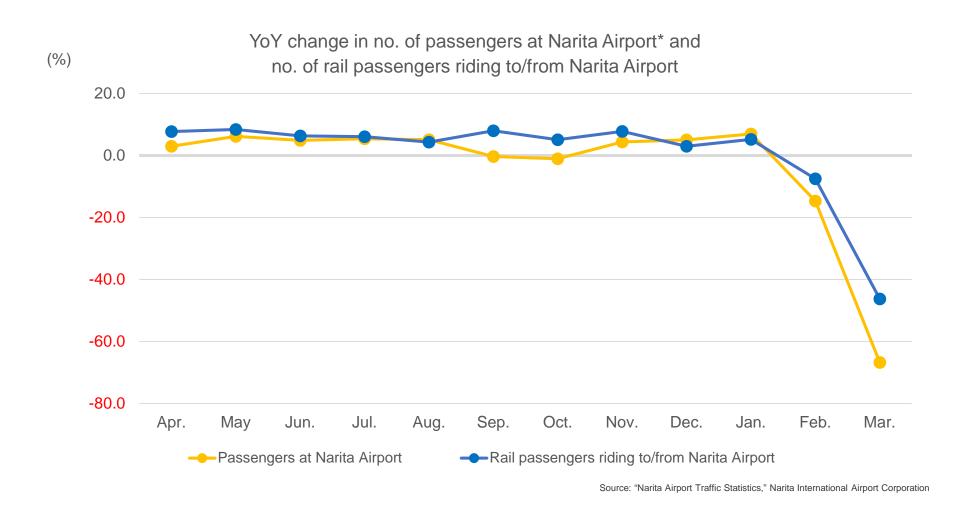
*Before consolidation adjustments. Excludes impact in newly acquired subsidiaries such as Kanto Railway

1-3. COVID-19 Impact



Transportation to/from Narita Airport (FY2019) [non-consolidated]

• Number of passengers entered downturn in February due to fewer passengers at Narita Airport



Contents



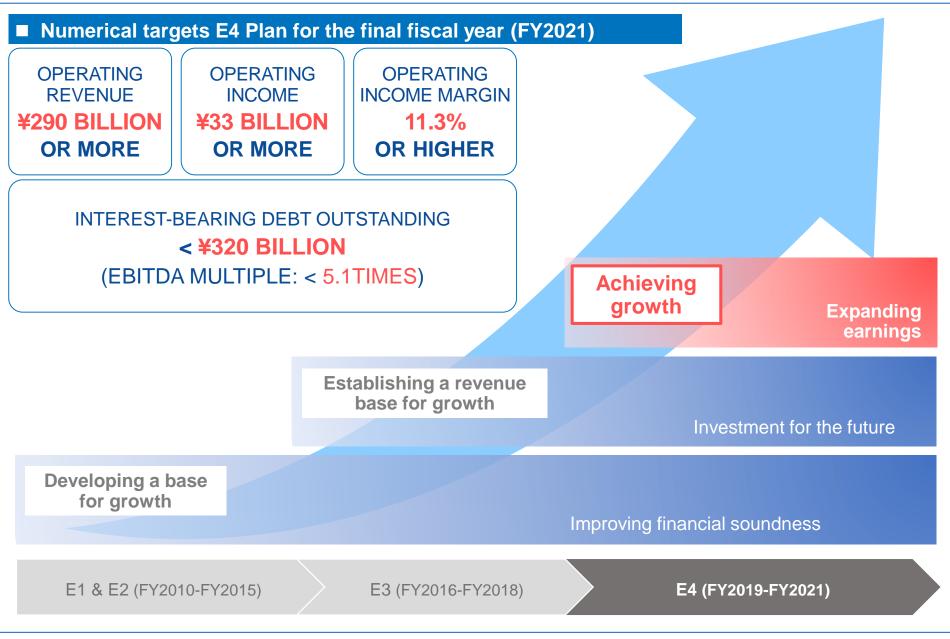
1. Consolidated Results for Fiscal Year Ended March 31, 2020

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2-1. Medium-Term Management Plan: E4 Plan – Outline





2-1. Medium-Term Management Plan: E4 Plan – Strategic Investment

70% of the ¥50 bn strategic investment fund has now been allocated

About the strategic investment fund...

For E4 Plan, a strategic investment of 50 billion yen was provided for expanding revenue over

the medium-to-long term.

Breakdown of confirmed investments	Key projects				
13% 17% 69%	Profitable rental properties	 Keisei Richmond Hotel: Second location (Kinshicho) Keisei Richmond Hotel: Third location (Oshiage) Remodeling of building outside the western exit of Chiba-Chuo Station Acquisition of Keisei Higashi-Ueno building (March 2020) Acquisition of Wind Bell Plaza, Keisei Koiwa (September 2019), etc. 			
	Improvements to airport links	 1 extra Skyliner train (September 2019) Acquisition of land to expand Sougo depot, etc. 			
 Profitable rental properties Improvements to airport links M&A, startups 	M&A, startups	 Teito Motor Transportation's acquisition of Sanshin Taxi and Omori Taxi (April 2019) Bid to take over Kanto Railway (October 2019) Acquisition of Shikida Building Industry (April 2019), etc. 			



- Strategy 1 Engage with local stakeholders to increase our profile
- Strategy 2 Manage the group more effectively and strengthen corporate governance
- **Strategy 3** Cultivate inbound tourism market
- **Strategy 4 Expand earnings by strengthening existing businesses**
- **Strategy 5** Ensure safety and security and improve the quality of services
- Strategy 6 Establish new growth vision

2-2. Strategy 1: Engage with local stakeholders to increase our profile



More collaboration with local authorities and schools

- Collaborated with Sakura City
 - To promote local tourism, we gave Keisei Sakura Station a new decorative signboard and sold commemorative tickets.



The station's decorative signboard

- Collaborated with Tokyo University of the Arts
 - We revamped Keisei Ueno Station's underground walkway.



The revamped walkway

- Collaborated with Katsushika ward and Tomy
 - Tomy trainsets tied with our 110th anniversary
 We worked with Tomy to hold one-off summer events at Keisei Tateishi Station commemorating Plarail's 60th anniversary



"Keisei Tateishi Plarail Station" at Keisei Tateishi Station's concourse





An orienteering activity: "Get all 5 station stamps"

2-2. Strategy 1: Engage with local stakeholders to increase our profile



Enhancing lifestyle services (1)

 Attracted nursery school tenants to properties under elevated railway tracks



Clover nursery school: Senjuohashi Station

- We are opening more convenience store locations.
 - There are now 53 locations in station complexes and elsewhere (3 locations opened in FY2019)
- Ventured into laundromat business



A convenience store combined with a laundromat (Chiba Minato store)

Enhancing lifestyle services (2)

- Changed supermarket business format (Gyomu Super stores)
- Keisei Real Estate opened Tsudanuma Center





Gyomu Super store Misaki

Tsudanuma Center

Energizing Chiba-Chuo area

- We are reconstructing the building outside the western exit of Chiba-Chuo Station (to be completed in FY2021).
 - The 8-story complex is directly connected to Chiba-Chuo Station
 - The complex will house retail stores, offices, and hotels



2-2. Strategy 1: Engage with local stakeholders to increase our profile



BRT business

- We are expanding our transport network through the BRT Business to capitalize on rising transport demand in Tokyo's Rinkai area (following the opening of the Toyosu market, the work on the 2nd ring road, and new residential developments).
- Founded bus company, Tokyo BRT, in July 2019.
 Preparations underway for trial runs.

Operator	Keisei Bus
Routes	Toranomon Hills – Shimbashi – Harumi BRT Terminal Shimbashi – Harumi BRT Terminal
Hours	6:00 to 23:00
Fare	¥220 (cash/IC; half-fare for children) Also, BRT-only season tickets will be available
Vehicles	8 non-bendy buses (5 fuel cell, 3 diesel) 1 bendy bus (diesel hybrid)

[Reference] Schedule for trial runs (phase 1)



Non-bendy bus

Bendy bus



Bus station



2-2. Strategy 2: Manage the group more effectively and strengthen corporate governance



Acquisition of Kanto Railway as consolidated subsidiary

- After issuing a takeover bid, we acquired equitymethod affiliate Kanto Railway
- We made the affiliate a consolidated subsidiary to raise the level of synergy

[Reference] About Kanto Railway

Establishment	September 3, 1922
Headquarters	1-10-8 Manabe, Tsuchiura, Ibaraki Prefecture
Trackage	55.6 km
Number of stations	28
Number of employees	685
Affiliated companies	14 (including bus, taxi, and real-estate businesses)
Main bus routes	

Regular	Routes in Mito, Tsukuba, Tsuchiura
Intercity / expressway	Intercity routes (10 routes, including Mito Station –Tokyo Disney Resort) Airport services (7 routes, including Ibaraki Airport –Tokyo Station)

Tighter corporate governance

• One more outside director $(2\rightarrow 3, 25\%)$ of board)

CSR activities

• We run events for kids, including hands-on experience of working as rail staff





Keisei Kids Academy

Keisei Real Museum

- Safety education for our customers
 - Held level crossing safety event with Narashino PD



Level crossing safety event

Emergency button simulation

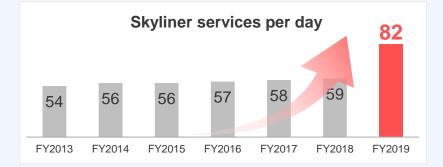
- Established the Keisei Art Award
 - The award honors outstanding artworks produced by students at the Tokyo University of the Arts

2-2. Strategy 3: Cultivate inbound tourism market



Enhancing convenience of access to/from airport (1)

- We are increasing Skyliner services (adding a ninth train to the fleet)
 - Daily services up 1.4 fold



 Skyliner now runs at 20 minute intervals throughout day

*Some exceptions

Daily Skyliner services (From Ueno Station, 8:00 to 10:40 am)

	Before	After
8:	00 25 50	00 20 40
9:	20	00 20 40
10:	00 40	00 20 40

- More Skyliner services
- · Last train and bus services depart later

Enhancing convenience of access to/from airport (2)

• New trains added to fleet (3100 series)



Enhance environment for inbound tourists

- Destination information displayed in Mandarin and Hangul
- Translation device (POCKETALK®) introduced at all stations
 - Introduced at all stations and on Skyliner trains





Destination information display

Conductor using POCKETALK®

2-2. Strategy 3: Cultivate inbound tourism market



International marketing

- The group is represented at overseas travel exhibitions.
- Tokyo Tower & Access Ticket: A special ticket offered to foreign travelers, combining tickets for Tokyo Tower (main deck), Skyliner (basic fare and premium charge), and Tokyo Metro





Overseas travel exhibition

Tokyo Tower & Access Ticket

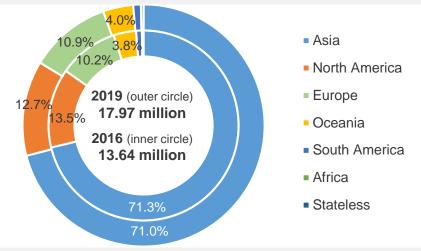
Capitalizing on tourist travel to/from Narita Airport

- More mobile payment options at Japan-side Skyliner sales counters
 - Now accepting Alipay and WeChat Pay

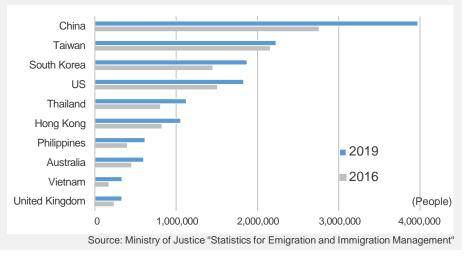


[Reference] Inbound tourist trends (2019)

Breakdown of foreign nationals using Narita Airport



Overseas visitors entering/leaving at Narita Airport: Breakdown by country (top 10 countries)



2-2. Strategy 4: Expand earnings by strengthening existing businesses



Profitable rental properties

- We are acquiring/developing properties that yield stable revenue
- Group properties are being leveraged effectively



Hotel LiVEMAX Nihombashi Koamicho



Keisei Higashi-Ueno building



Wind Bell Plaza, Keisei Koiwa



Skygrande Shin-okachimachi

Stay-type hotel business

• Faster expansion of Keisei Richmond hotel brand





2nd location (5 min walk from Kinshicho Station) To be opened in FY2021 3rd location (1 min walk from Oshiage Station) To be opened in FY2021

2-2. Strategy 4: Expand earnings by strengthening existing businesses



Offer for-sale apartments

• Sungrande Hachioji (56 units; to be built by FY2020)



M&As and partnerships

- Transportation (taxi business)
 - Teito Motor Transportation acquired the following companies in April 2019:
 - Sanshin Taxi (81-strong fleet)
 - Omori Taxi (27-strong fleet)
 - * The two companies now operate as Teito Sanshin Transport and Teito Sanshin Omori Transport
 - Teito Motor Transportation entered a business tieup with the following company in February 2020: Keio Jidousha (229-strong fleet)

Attracting domestic travelers

 Installed ticket machines offering discounted Skyliner tickets to airports



- Undertaking joint project with lyotetsu Group
- Promoting attractions in the areas served by our network



Tourist info mag Keisei Odekake Book (2020 edition)

2-2. Strategy 5: Ensure safety and security and improve the quality of services



Better platform safety

- Installing platform doors
 - Narita Airport Station (doors will enter service in FY2020)



Left: Platform doors at Nippori Station Right: Platform doors at Narita Airport Terminal 2-3 Station

- We have installed new seating
 - The new seating is perpendicular to the track (this reduces the risk of passengers falling off the platform edge).

New seating in 15 stations as of FY2019



Before



After

Disaster-proofing

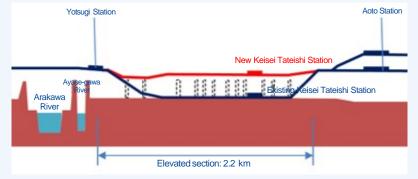
- We are reinforcing slopes (Sogosando Station -Kozunomori Station)
- We are pressing ahead with earthquake-resilience work (Keisei Nishifuna Station and elsewhere)



Reinforced slope between Sogosando Station and Kozunomori Station

Elevated rail

- We are making progress in constructing an elevated section in Katsushika-ku (Yotsugi Station – Aoto Station)
 - Elevated rail sections have allowed us to remove eleven railway crossings



2-2. Strategy 5: Ensure safety and security and improve the quality of services



Better customer services (1)

Revamped Narita Airport Terminal 2.3 Station and Narita Airport Station



Revamped ticket area

- Provide waiting room (Keisei Makuharihongo Station) ۲
- Improve disability access in station (Kemigawa Station)



Wheelchair ramp

Waiting room



 Emergency braking system adopted in vehicles operating on major routes



Better customer services (2)

The new 3100 series

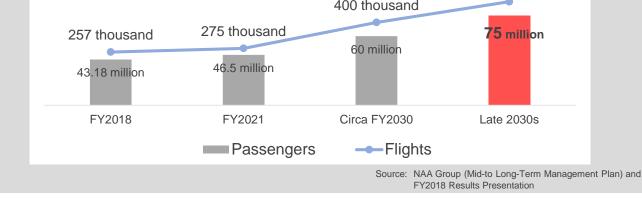


Free space



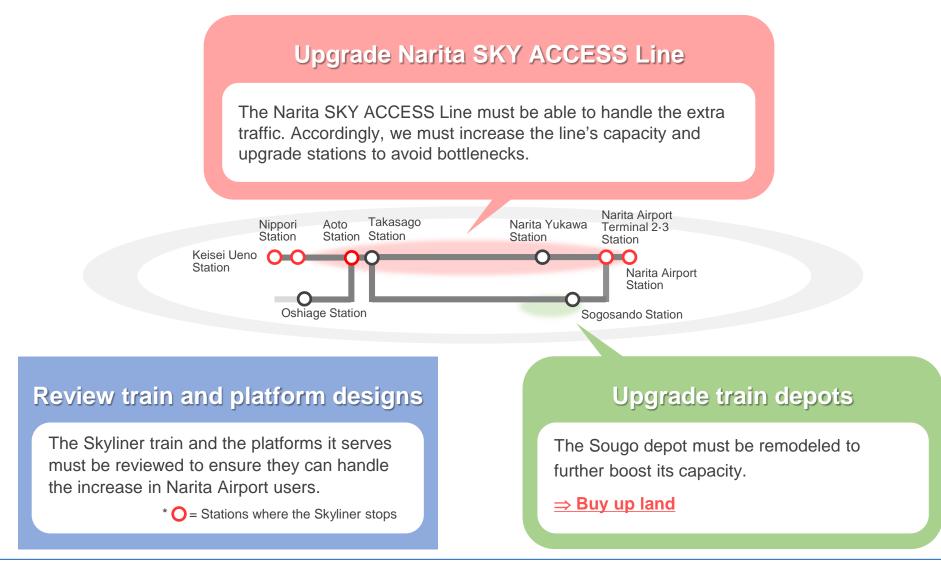
Narita's situation is changing; the airport will see an increasing amount of traffic in the future.







We continue to explore capacity increases to accommodate the increasing traffic at Narita





Get on board with new technologies/services

- We are testing driverless buses
- Trials in Makuhari New City are run by committee members (Chiba City, AEON Co., Ltd, AEON COMPASS Co., Ltd., Keisei Electric Railway Co., Ltd., Keisei Bus Co., Ltd.) with technical support from Gunma University.



A driverless bus in the trial

- MaaS joint venture
 - We are partnering with All Nippon Airways Co., Ltd. (ANA) in a project to develop a MaaS business. For phase 1, ANA will enable users to buy discounted Skyliner tickets seamlessly via its flight booking website.

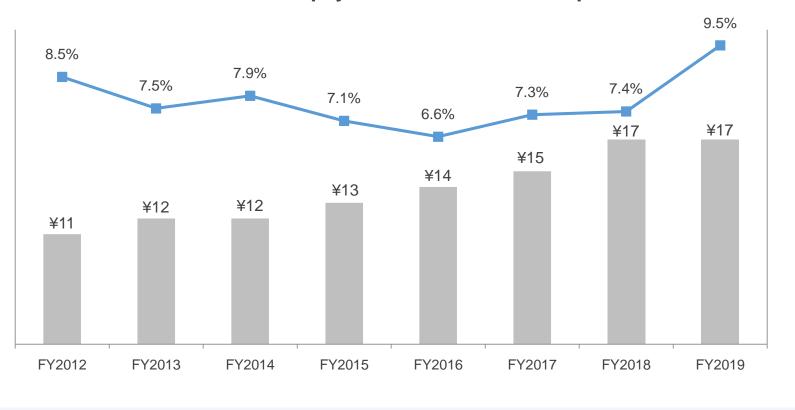


How the service works

2-3. Shareholder Returns



- We aim for stable and sustained shareholder dividends.
- The first priority is to ensure that we have sufficient funds to equip our railway for the increased future demand.
- We will raise the level of dividend while prioritizing the above.
- For FY2021, we aim for consolidated payout ratio of 10%.



Annual consolidated payout ratio and dividend per share

Contents



- 1. Consolidated Results for Fiscal Year Ended March 31, 2020
- 2. Progress in E4 Plan
- 3. Reference Material

3-1. Results for FY2019 by Segment (Transportation)



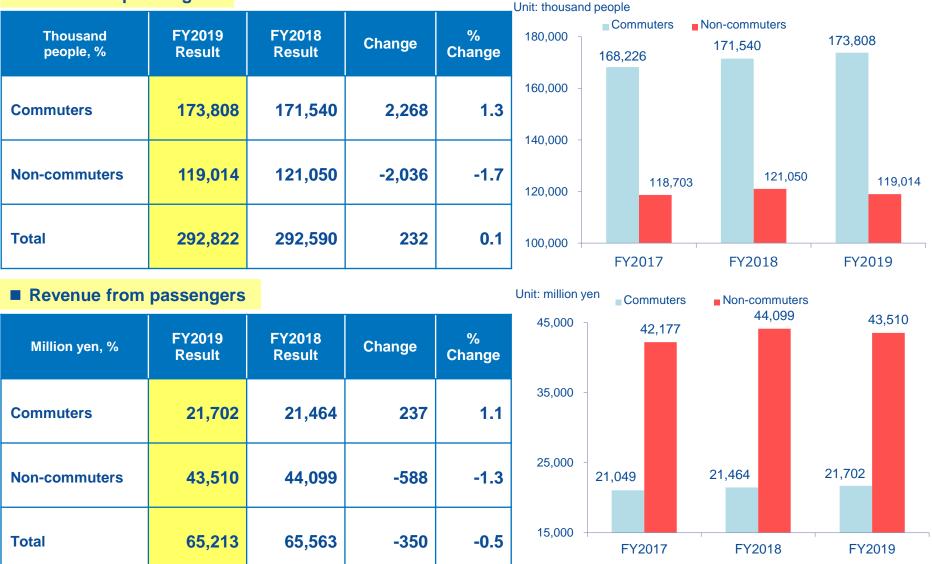
Operating revenue increased after acquiring Kanto Railway together with its subsidiaries. However, income fell due to the COVID-19 impact and higher costs (including depreciation).

Million yen, %	FY2019 Result	FY2018 Result	Change	% Change	Reason for change
Operating revenue	161,089	154,004	7,084	4.6	
Railway	82,424	82,436	-11	-0.0	Acquisition of Kanto Railway*: +¥1,100 million COVID-19 impact: -¥3,000 million Processing in-station revenue under new segment: -¥900 million
Bus	50,242	46,686	3,556	7.6	Consolidation of Kanto Railway* and its 3 bus-related subsidiaries: +¥4,200 million COVID-19 impact: -¥1,800 million
Тахі	28,422	24,882	3,539	14.2	Larger consolidation scope after reorganizing taxi biz, coupled with consolidation of Kanto Railway's 4 taxi-related subsidiaries: +¥500 million
Operating income	17,921	22,448	-4,527	-20.2	
Railway	14,744	17,880	-3,135	-17.5	COVID-19 impact, coupled with processing in-station revenue under new segment: -¥700 million
Bus	2,939	4,187	-1,248	-29.8	COVID-19-related revenue dip in existing companies
Тахі	237	380	-143	-37.7	
Depreciation	24,222	21,291	2,930	13.8	* Kanto Railway extends across multiple segments.

3-1. Results for FY2019 by Segment

- Transportation Performance [non-consolidated]

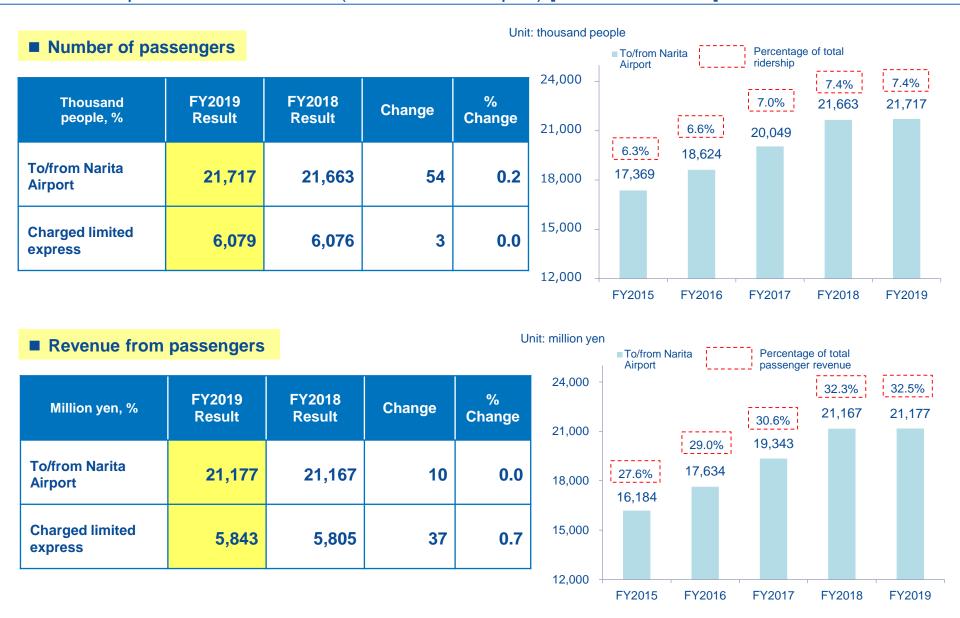
Number of passengers





3-1. Results for FY2019 by Segment – Transportation Performance (to/from Narita Airport) [non-consolidated]







Despite lower department store takings, income increased after cutting costs

Million yen, %	FY2019 Result	FY2018 Result	Change	% Change	Reason for change
Operating revenue	68,321	68,634	-313	-0.5	
Store	37,425	37,214	211	0.6	New openings* Consolidation of Kanto Railway's 2 store-related subsidiaries
Department store	25,351	25,869	-517	-2.0	Declining sales of clothing
Other	5,544	5,551	-7	-0.1	
Operating income	389	247	142	57.5	* Major new stores
Store	245	325	-79	-24.5	Keisei Store (Livre Keisei) Misaki Store Temporarily closed (from May 2019)
Department store	10	65	-55	-84.1	 ⇒ Opened as Gyomu Super store (Oct 2019) La Park Chishirodai closed (in Feb 2020)
Other	133	-143	276	-	Community Keisei (FamilyMart): Openings at the
Number of supermarkets*	20	21	-1	_	following locations: Chiharadai Station Store (Jun 2019)
Number of convenience stores*	53	50	3	_	Michinobe-Chuo Store (Nov 2019)Chibaminato Store (Mar 2020)

3-1. Results for FY2019 by Segment (Real Estate)



Both operating revenue and operating income increased due to the leasing of new rental properties and consolidation of Kanto Railway and its subsidiaries

Million yen, %	FY2019 Result	FY2018 Result	Change	% Change	Reason for change
Operating revenue	24,648	22,406	2,241	10.0	
Sales	6,585	6,229	355	5.7	
Leasing	13,786	11,904	1,881	15.8	In-station revenue processed under new segment; consolidation of Kanto Railways and its 2 leasing-related subsidiaries; leasing of new rental properties*
Management	4,276	4,272	4	0.1	
Operating income	8,446	6,727	1,719	25.6	* Major apartments sold and new rental properties
Sales	932	440	491	111.5	Apartments for sale (FY2018) Sungrande Tsudanuma: 72 units
Leasing	7,235	6,038	1,196	19.8	Apartments for sale (FY2019) Sungrande The Residence Chiba
Management	279	248	31	12.5	East Residence: 90 units Sungrande Tsudanuma: 9 units
Depreciation	3,786	3,332	453	13.6	New rental properties • Wind Bell Plaza, Keisei Koiwa (September 2019)
Number of apartments sold	99	72	27	_	 Hotel LiVEMAX, Nihombashi Koamicho (September 2019)

3-1. Results for FY2019 by Segment (Leisure, Service, Construction, Other)



■ Leisure, Service

Million yen, %	FY2019 Result	FY2018 Result	Change	% Change	Reason for change
Operating revenue	10,524	9,237	1,287	13.9	Consolidation of Kanto Railway's 2 leisure/service-related companies; new hotel locations started contributing to full-year earnings
Operating income	-140	107	-247	_	COVID-19 impact in hotel industry

Construction

Million yen, %	FY2019 Result	FY2018 Result	Change	% Change	Reason for change
Operating revenue	27,245	24,263	2,982	12.3	Increase in completed construction
Operating income	1,617	1,466	150	10.3	

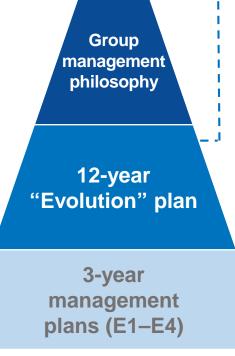
■ Other

Million yen, %	FY2019 Result	FY2018 Result	Change	% Change	Reason for change
Operating revenue	9,977	9,602	374	3.9	Increase in train maintenance
Operating income	316	573	-256	-44.8	Less vehicle manufacturing



GROUP MANAGEMENT PHILOSOPHY

Keisei Group supports the development of society through its sound business growth by safely and pleasantly providing quality products and services appreciated by customers.



12-YEAR "EVOLUTION" PLAN (E1–E4)

E1 E2 E3 E4 (FY2010 -FY2012) (FY2013 -FY2015) (FY2016 -FY2018) (FY2019 -FY2021)

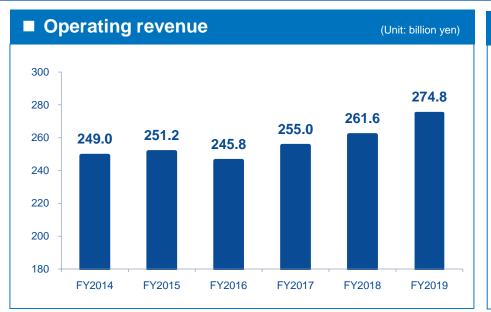
Enhancing our position as a corporate group representing the regional economy by further strengthening the competitiveness and earnings power of the transportation business, the Group's core operations, and firmly developing the community-based living essentials industry in the northwestern part of Chiba (areas served by the Keisei Line, the Shin-Keisei Line and the Hokuso Line) and the eastern part of Tokyo.

Numerical targets for the final fiscal year (FY2021)

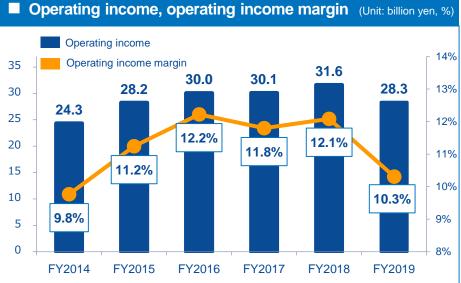
OPERATING REVENUE ¥280 BILLION OR MORE OPERATING INCOME MARGIN 10% OR HIGHER INTEREST-BEARING DEBT OUTSTANDING ¥350 BILLION OR LESS (EBITDA MULTIPLE: 7 TIMES OR LESS)

3-2. Progress of 12-year "Evolution" Plan (E1–E4)



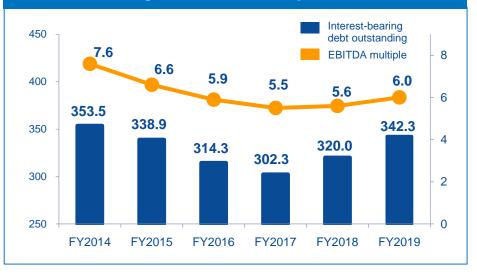


Ordinary income (Unit: billion yen) 50.7 47.1 47.1 50 42.6 41.7 37.2 40 30 20 10 0 FY2016 FY2017 FY2014 FY2015 FY2019 FY2018



Interest-bearing debt, EBITDA multiple

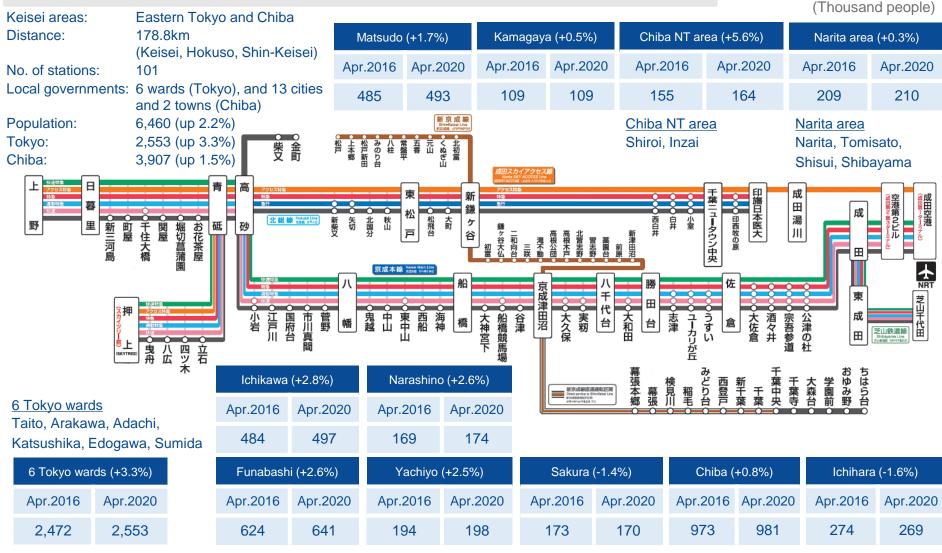
(Unit: billion yen, times)



3-3. Trends in Population in Areas Served by Lines



Comparison between April 2020 and April 2016 (first year of E3 Plan)



The figures are based on data published by local governments.



In this material, information other than past facts constitutes forward-looking statements and includes risk and uncertainty. Actual results may differ due to a variety of reasons.

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