November 11, 2014

ACCORDIA GOLF

Accordia Golf Co., Ltd.

Securities Code: 2131

Analyst Meeting Materials

FY 3/2015 First Half

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1. Asset-Light Measures in Golf Course Management Business

In FY3/2014, return on equity (ROE) was 5.0%
versus cost of equity 6.4%.
Increasing capital efficiency is an urgent management issue.

We are implementing asset-light measures in our golf course operation business to meet the expectations of our shareholders as a company included in the JPX-Nikkei Index 400.
ROE will improve substantially to 11.9% (plan/ in FY3/2015).

We try to become a high-earning company by separating the functions of ownership and operation in the golf course operation business and concentrating management resources on golf course operation.

Summary of Asset-light Measures

- **Securitized the golf course business, creating a Business Trust (BT) with the function of holding golf course assets and listing BT units.**
- **Built new business base to concentrate management resources on operation and expand the number of operated golf courses.**
- **Improved asset efficiency associated with business securitization and improved capital efficiency by acquiring treasury stock using cash resulting from securitization.**

Before August

Accordia Golf

Ownership and operation of golf course assets

Asset ownership

90 golf courses

- Return of assets (ROA) 1.7% (average during the period) 1.8% (end of period)
- Return on equity (ROE) 5.0% (average during the period/end of period) FY3/2014

August 1, 2014

Accordia Golf

Conclusion of agreement on holding, operation and management of golf course assets

Asset ownership

43 golf courses

Business Trust

Listed on Stock Exchange of Singapore

Asset ownership

90 golf courses

- TK contribution to Godo Kaisha that holds 90 golf courses transferred entirely to BT.
- ROA 2.7% (est./average during the period)
  3.5% (est./end of period)
- ROE 8.2% (est./average during the period)
  11.9% (est./end of period)

FY3/2015 forecast

Note: The FY3/2015 ROA and ROE forecasts are calculated using total assets and shareholders' equity as of the end of March 2015 and net income (revised net income forecast) and are for reference only.

Uses of amount received

Amount received	Main uses
Around ¥113.2 billion	Acquisition of treasury stock: ¥45 billion
	Acquisition of BT units: ¥25.3 billion
	Commemorative dividend: ¥300 million
	Repayment of existing loans: ¥42.6 billion (excl. effect of refinance, etc.)

New revenue items

Revenue item	Counterparty	Scale of income
Consigned management revenue	Company that holds golf courses (LLC)	Expect to record around ¥4 billion in FY3/2015
Revenue from distributions (expect to record next fiscal year)	Business Trust	FY3/2016 forecast: Approx. ¥1.5 billion

Changes in Assets after Asset-light Measures

Status of major assets before asset-light measures

(Unit: Millions of yen)	FY 3/2014
Current Assets	19,431
Non-current Assets	243,529
Property, Plant and Equipment	214,764
(of which, Golf Courses)	110,241
(of which, Land)	53,448
Intangible Assets	25,868
(of which, Consolidation Goodwill)	21,128
Investments & Other Assets	2,896
Total Assets	262,961
Current Liabilities	61,870
(of which, Interest-bearing Debt)	40,065
Non-current Liabilities	108,888
(of which, Interest-Bearing Debt)	60,817
(of which, Deposits for Admission)	24,847
Total Liabilities	170,758
Net Assets	92,202
Total Liabilities and Net Assets	262,961

Major transactions

1. Real estate appraisal of golf course assets
2. Calculation of asset value based on profitability of golf course operation business assets
3. Recognition of liabilities in relation to asset value
4. Calculation of share value when holding golf course operation business assets
5. Transfer of contribution to transferred company to Business Trust (Consideration for transfer: ¥113,286 million)
6. Acquisition of Business Trust units (cost of acquisition: ¥25,357 million)
7. Repayment and refinancing of interest-bearing debt (Refinancing: ¥55,000 million) (Repayment of existing loans: ¥57,752 million)
8. Acquisition of treasury stock (Cost of acquisition: ¥ 45,000 million)
9. Retirement of treasury stock (to be implemented December 1, 2014) (Number of retired shares: 20,659,700 shares)

Status of major assets after asset-light measures and acquisition of treasury stock

(Unit: Millions of yen)	FY 3/2015 First Half
Current Assets	21,682
Non-current Assets	136,652
Property, Plant and Equipment	95,398
(of which, Golf Courses)	41,906
(of which, Land)	28,479
Intangible Assets	12,281
(of which, Consolidation Goodwill)	9,557
Investments & Other Assets	28,972
Total Assets	158,334
Current Liabilities	31,021
(of which, Interest-bearing Debt)	20,671
Non-current Liabilities	81,878
(of which, Interest-Bearing Debt)	56,185
(of which, Deposits for Admission)	9,385
Total Liabilities	112,900
Net Assets	45,434
Total Liabilities and Net Assets	158,334

Changes in the Profitability Structure after Asset-light Measures

1. Relationships with the business trust

Accordia Golf

- Acquisition of new golf courses
- Management and operation of golf courses
- Improvement in the profitability of our own assets
- Brand management
- Training of staff members
- Operation of points service

(2) ⟵⟶ (1)

(4) ⟵⟶ (3)

Accordia Golf Trust

- **Owns golf courses**
- **Seeks to increase the volume of managed assets**

90 golf courses
(107 courses based on 18 holes per course)

Godo Kaisha (Limited Liability Company)

(1) Hold a 28.9% share in the unit
(2) Earnings from dividends (in FY2016/3 and thereafter)
Approx. 1.5 billion yen (full year)

Results not recognized forFY 3/2015

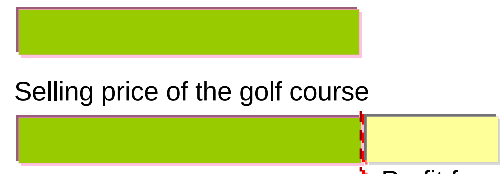
(3) Golf course management agreement
(Approval of trade marks, approval of systems, provisioning of operational expertise, instructions and advice on management, as well as the dispatch or temporary assignment of the management team)
Term of agreement: June 2014 – June 2024
(5 years for the initial agreement; to be renewed every 5 years)
To be renewed every 5 years from July 2024 and thereafter

(4) Income from the consignment of operations
(Payment to corporate: 2.75 million yen per month for 18 holes, base fees: 3% of Operating Revenue, incentive fees: 5% of EBITDA, incentive fees for membership income, use fees for the centralized purchasing system)
Approx. 6 billion yen (full year)

2. Sharing of cash in the asset-light business model (assumption)

Book value of a golf course at the time of acquisition

Selling price of the golf course



Profit from transfer

Selling price	Repayment of interest-bearing debts. Repayment of loans in conjunction of the acquisition of assets that will be transferred.
	Reinvestment. Part of the proceeds from sales will be used as funds for the future acquisition of golf courses.
Proceeds from transfer	Returns to shareholders (repurchase of our own shares). Reduction of shareholders' equities commensurate with the sell-off of golf course assets.
	Returns to shareholders (dividends). Payment of commemorative dividends will be considered.

Value Chain in a Circulating Business Model

- **Shifting away from ownership of golf courses and specializing in operation business, increasing number of operated golf courses and sustainably expanding share of golf courses visitors.**
- **We are making preparations to implement, by FY 3/2017, additional asset-light measures that will amount to approximately 40 billion yen in terms of the book value of the golf course assets.**

1. Golf courses acquired after FY 3/2011

Acquisition → **Revenue improvement** → **Sale** → **Distribution of proceeds and profits** → **Golf Course management** → **Acquisition**

Acquisition

- Search for golf courses mainly in the three large metropolitan areas, while strengthening business connections (enhancement of information exchange with financial entities and brokers).

- A discount rate of approx. 8-10% is assumed, factoring in profitability and scarcity.

Revenue improvement

- Implement measures for increasing visitors, leveraging brand strength, and increase overall revenues by raising visitor numbers.

- Implement cost control by introducing a centralized purchasing system and personnel cost rationalization.

Sale

- Sell golf courses chiefly to the Business Trust after earnings are improved.

Distribution of proceeds and profits

- Repayment of interest-bearing debts that occurred for the purchase of the golf courses sold off.

- Enhance returns for shareholders by such means as the buyback of our own shares or the payment of commemorative dividends to maintain shareholder's equity commensurate with asset reduction.

- Allocate part of the proceeds to investments in new golf courses.

Golf Course management

- Additionally concluded Golf Course Management Agreement with affiliated company that holds golf course assets, after sale to BT

- The term of a golf course management agreement is initially 10 years (to be revised every 5 years).

2. Golf courses acquired before FY 3/2010

Preparations for sale → **Sale** → **Distribution of proceeds and profits** → **Golf Course management**

Preparations for sale

- Make preparations for selling golf courses through such measures as property securitization (clarification of the rights to real estate, etc.).

- Rebranding of golf courses is determined based on the stability of earnings.

Asset-Light Strategies under New Mid-Term Management Plan

Acquisition of golf courses

Key strategies
Upgrade Business Development Department to Division and strengthen personnel in business units in charge of acquisition.
Strengthen communication with intermediaries such as financial institutions.
Aim to acquire around 15 courses (1 course =18 holes) in three business years.
Also expand overseas projects in North America, etc.

Sale of golf courses

Key strategies
Establish section dedicated to implementing additional asset-light strategies.
Sold courses 1: Golf courses subject to the granting of call options on the sale of assets to the Business Trust
Sold courses 2: Golf courses acquired from FY3/2011 whose revenues are improving

Key Targets under New Mid-Term Management Plan (Figures for FY3/2015 are revised forecasts)

(Unit: Billion yen)	FY3/2015	FY3/2016	FY3/2017
Operating Revenues	64.2	54.2	55.5
Operating Profit	8.0	8.5	8.9
Operating Profit Margin	12.5%	15.8%	16.1%
Net Income	5.8	6.3	6.4
EPS before exercise of stock acquisition rights (yen) (*1)	82.2	90.4	91.4
EPS after exercise of stock acquisition rights (yen)	68.4	75.2	76.1
EBITDA	13.6	13.1	13.8
EBITDA Margin	21.2%	24.1%	24.8%

- Note: EPS after exercise of stock acquisition rights assumes the full exercise of the stock acquisition rights. Calculation of EPS is based on the following: Total number of outstanding shares is set as, from FY3/2015, EPS before exercise / 70,500,000 shares, EPS after exercise/84,680,000 shares.

- **The plan is based on the assumption of additional asset-light strategies for ¥24 billion in golf course assets (book value).**
- **For an early transition to operation-based business, 16 billion (book value) in golf course assets will be added and preparations for the implementation of asset-light measures totaling more than ¥40 billion (book value) will be made.**

2. FY 3/2015 First Half Results

FY 3/2015 H1 Overview

1. First Half Results (entries based on YoY)

- Golf reservations were strong and were translated into rounds played in early spring. However, unseasonable weather from June led to reservation cancellations and weakened ability to attract customers, prompting the Company to take action, including utilization-oriented measures. As a result, the number of rounds played at operated golf courses rose by 50,000 year on year, to 4.37 million.

- **Operating Revenues**
  Overall, consolidated operating revenues fell 7,611 million yen, to 41,319 million yen, reflecting a 8,105 million yen decrease in operating revenues from golf course operation and restaurants compared with the same period of the previous year as a result of implementation of asset-light measures, which was only partially offset by a 647 million yen increase in driving range revenues from the same period last year.
- **Operating Profit**
  Operating expenses of transferred golf courses and the cost of ownership of assets, including fixed asset tax, decreased. Operating profit decreased 3,067 million yen, to 8,292 million yen, owing to the temporary factor of higher preparatory costs for asset-light measures borne by the Company under SG&A expenses.
- **Recurring Profit**
  Recurring profit fell 5,649 million yen, to 738 million yen, because the Company posted non-operating expenses and equity in losses of affiliates of 2,158 million yen.
- **Net income**
  Net income rose 860 million yen, to 3,990 million yen, reflecting the posting of a 6,180 million yen gain on sales of shares of subsidiaries and associates in extraordinary income, on the transfer of the TK contribution to the Business Trust as a result of implementation of asset-light measures.
- **Balance Sheet**
  Total assets shrank to 158,334 million yen (down 39.8% from the end of the previous fiscal year) as a result of the implementation of asset-light measures. Net assets shrank to 45,434 million yen (down 50.7% from the end of the previous fiscal year) as a result of the acquisition of treasury stock.

2. Results Forecasts for the Full Year

- The recording of revenues associated with golf course acquisitions planned in the current fiscal year was postponed and so these revenues were not recorded in operating revenues. The impact on operating profit will be insignificant, however, as the forecast does not factor in the contribution of golf courses the Company had expected to newly acquire.
  The main factor affecting recurring profit and net income will be equity in losses of affiliates. Recent results including monthly business results for October are progressing according to plan, and the Company plans to implement revenue improvement measures to achieve a second-half performance in line with the plan.

Main Reasons for Revisions to Earning Forecasts

- **The revision to earning forecasts reflects incorporation of the profit/loss of Business Trust, etc. as a result of the implementation of asset-light measures.**
- **This is the main reason for the downward revision of the FY3/2015 forecast. However, it is non-cash expenditure (and a temporary factor).**

1. Equity in losses of affiliates (Increase in non-operating expenses)

- The Company holds 28.9% of the Business Trust units. The Business Trust (affiliate) and subsidiaries of affiliates are handled as equity-method companies for accounting purposes.
- The Business Trust and the subsidiaries of affiliates paid commissions upon the listing of the units in August, but, due to the application of IFRS (International Financial Reporting Standards), the Company assumed a capital allowance with respect to the commissions.
- Under Japanese accounting standards, the Company will record equity in losses of affiliates of 2,158 million yen, which is the portion of the profit/loss of the Business Trust and subsidiaries of affiliates that equates to the 28.9% units held. The revisions to the earnings forecasts will not have a substantial impact on cash flow as they are attributable to equity in losses of affiliates.

2. Postponement of planned golf course acquisitions (only affects operating revenues)

- The amount of revenues expected to be recorded (3,100 million yen) according to the initial forecast was lowered because transactions for the acquisition of new golf that were in the pipeline looked more likely to be postponed until next fiscal year.
- This revision does not significantly affect the operating income forecast, as this was based on the assumption of contribution to profit in the first year after acquisition.

3. Loss of earning opportunities as a result of unseasonable weather (affects operating revenues, operating profit, recurring profit and net income)

- Revisions are made due to the sluggish increase in the number of visitors to golf courses affected by the localized torrential downpours and typhoons mainly in the second quarter.

FY 3/2015 H1 Performance Summary

(Yen millions)

	FY 3/2014 H1	FY 3/2015 H1 (Result)	(Initial Forecast)	(Revised Forecast)	(YoY)	(vs Initial Forecast)	(% of FY forecast achieved)
Operating Revenue	48,930	41,319	43,700	41,300	- 15.6%	- 5.4%	64.4%
EBITDA	11,359	8,292	8,200	8,200	- 27.0%	+ 1.1%	60.5%
Operating Income	7,319	4,870	4,800	4,800	- 33.5%	+ 1.5%	60.9%
Ordinary Income	6,387	738	2,400	700	- 88.4%	- 69.3%	18.5%
Extraordinary Income	273	6,450	-	-	+2,262.6%	-	-
Extraordinary Losses	72	121	-	-	+ 68.1%	-	-
Income before Income Taxes	6,588	7,067	-	-	+ 7.3%	-	-
Net income	3,130	3,990	5,900	4,000	+ 27.5%	- 32.4%	68.8%
EBITDA Margin	23.2%	20.1%	18.8%	19.9%	- 3.1 pt	-	-
Owned (Contracted) Golf Courses	134 (4)	136 (93)	-	-	-	-	-
Owned (Managed) Driving Ranges	24(5)	25(5)	-	-	-	-	-
Number of Rounds Played	4,320,000 Rounds	4,370,000 Rounds	4,370,000 Rounds	-	+50,000 Rounds	-	-

Note: Regarding the Consolidated Forecast for the First Half of FY3/2015 and the Consolidated Full-Year Forecast for FY3/2015, the Company announced revisions to the earning forecast on October 31, 2014.

Recent Business Conditions

- **Business conditions of the first half (Apr. – Sep. 2014)**

In April, impact from unseasonable weather at the beginning of the month was seen, but the month reflected demand for rounds of golf on the back of solid golf course reservations.

In May, generally strong demand for rounds of golf was seen amid moderate weather and a solid showing during Golden Week.

In June, while golf reservations were being made at a healthy clip at the beginning of the month, some effect from typhoons materialized from the middle of the month.

In July, the decline caused by reservation cancellations and suspension of operations due to Typhoon No. 8 at the beginning of the month could not be offset.

In August, utilization-oriented measures to attract customers proved successful in offsetting the impact of Typhoons Nos. 11 and 12 at the beginning of the month.

In September, both reservations and footfall were solid, leading to year-on-year growth, partly because the year-ago level was low.

- **Business conditions at operated golf courses**

	Operated golf courses (134 courses)		Held golf courses (43 courses)		
	# of rounds played (YoY)	Expected # of rounds played as of end of previous month (YoY)	# of rounds played (YoY)	Expected # of rounds played as of end of previous month (YoY)	Operating Revenue (YoY)
April 2014	+ 3.8%	+ 1.0%	+ 7.8%	+ 10.2%	+ 4.7%
May 2014	+ 2.0%	+ 1.2%	+ 3.9%	+ 2.8%	+ 4.0%
June 2014	- 2.3%	- 0.1%	- 1.3%	- 0.5%	- 4.4%
July 2014	- 2.1%	- 2.1%	- 1.9%	+ 0.4%	- 1.5%
August 2014	+ 0.2%	+ 5.8%	+ 0.7%	+ 5.6%	+ 0.2%
September 2014	+ 5.9%	+ 0.9%	+ 6.0%	+ 1.5%	+ 5.8%
October 2014 (Est.)	+ 3.9% (As of November 1)	+ 4.4%	+ 9.0% (As of November 1)	+ 5.1%	+ 9.7% (As of November 1)
November 2014 (Est.)	-	+ 2.4% (As of October 31)	-	+ 3.8% (As of October 31)	-

(Note) For May 2014, expected number of rounds played as of the end of the previous month are numbers as of May 7.

Breakdown of Operating Revenues

(Yen millions)

	FY 3/2014 H1	FY 3/2015 H1	(YoY)
Operating Revenues	48,930	41,319	- 15.6%
Golf Course Operations	32,827	26,753	- 18.5%
Restaurants	10,827	8,796	- 18.8%
Golf Equipment Sales	2,134	2,248	+ 5.3%
Other	3,141	3,520	+ 12.1%
(Breakdown of Golf Course Operations)			
Golf Course Revenues	28,267	22,386	- 20.8%
Consigned Management Revenues	88	1,034	+ 1,075%
Membership Revenues	4,472	3,333	- 25.5%
(Breakdown of Membership Revenues)			
Annual Membership Dues	3,232	2,400	- 25.7%
Registration Fees	238	195	- 18.1%
Initial Membership Fees	1,002	738	- 26.3%
(Breakdown of Others)			
Driving Ranges	1,807	2,454	+ 35.8%
Other	1,334	1,066	- 20.1%

Factors for Change

<Golf Course Operations Golf Course Revenues>

All operated golf courses

- Number of rounds played: 4.37 million rounds (up 1.2% year on year)
- Revenue per customer: 9,307 yen (down 1.3% year on year)
- Ratio of play without caddies: 93.0% (up 0.4% year on year)

<Restaurants>

- Party demand grew as a result of an increase in the number of competitions.

<Golf Equipment Sales>

- Sales remained at the year-ago level mainly due to an increase in stores and higher sales volume of consumables, which offset the reactionary decline in golf clubs, etc. following a rush of purchases ahead of the consumption tax hike.

<Driving Ranges>

- Driving range charges and golf lessons at existing driving ranges were strong in addition to effect of newly opened or acquired driving ranges.

Breakdown of Operating Expenses

(Yen millions)

	FY 3/2014 H1	FY 3/2015 H1	(YoY)
Operating Expenses	41,611	36,448	- 12.4%
COGS	39,786	33,192	- 16.6%
Personnel Expense	13,755	11,343	- 17.5%
Materials Expense	6,230	5,400	- 13.3%
Other Expense	19,801	16,448	- 16.9%
SG&A Expenses	1,824	3,255	+ 78.5%
Personnel Expense	605	843	+ 39.3%
Other Expense	1,219	2,412	+ 97.9%

Factors for Change

<COGS>

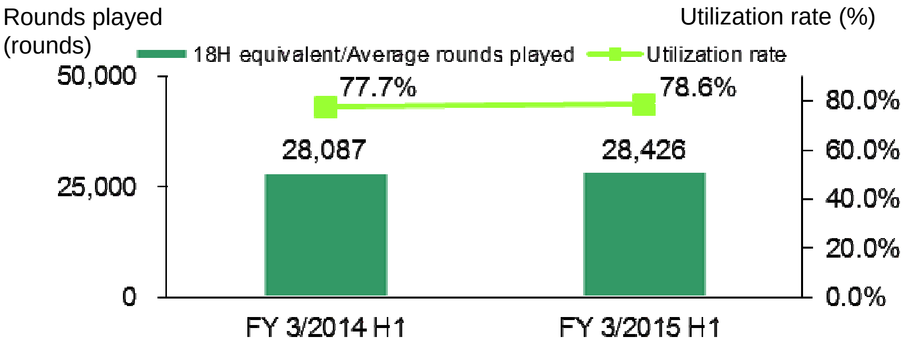
- Personnel Expense
  Personnel expense decreased as a result of the transfer of the golf course business and, additionally, the measure of standard personnel expense set at the beginning of the fiscal year proved effective in controlling cost.
- Other Expense
  Other expense decreased as a result of business transfer. However, utilities (especially electricity) increased. The ratio of online reservations to the total number of rounds played increased to 42.4% and online customer invitation fees, etc. increased.

<SG&A Expenses>

- Personnel Expense
  From August, the personnel expense of business units in charge of managing golf courses transferred to the BT are recorded in SG&A expense instead of COGs.
- Other Expense
  Remuneration and fees paid increased as a result of the implementation of the asset-light measures.

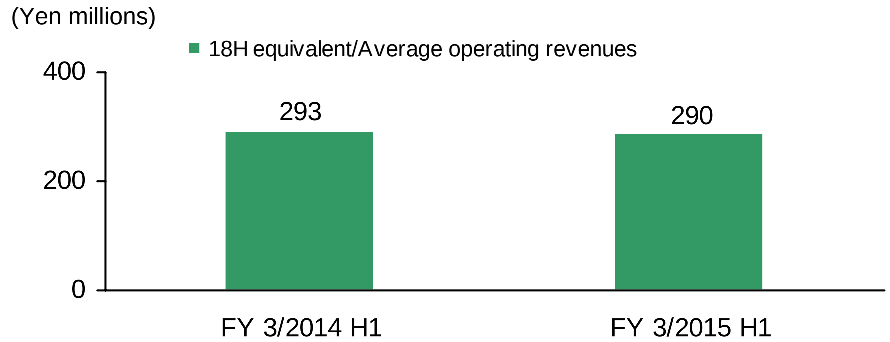
Earnings at the 134 Operated Golf Courses

Rounds Played / Utilization Rate



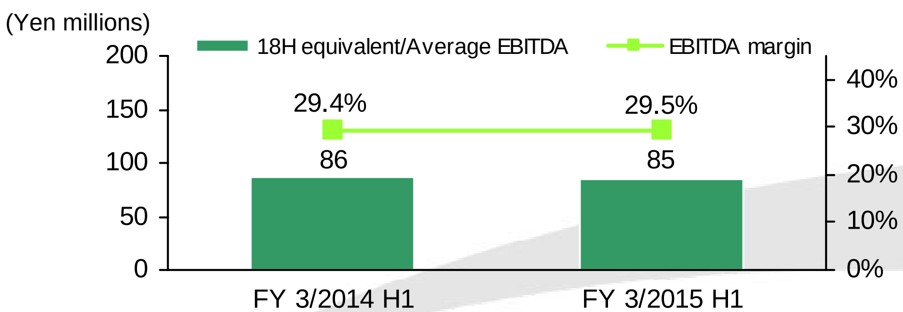
(Note) Utilization Rate = Rounds per 18 holes/business days x 200 (visitors)

Operating Revenues

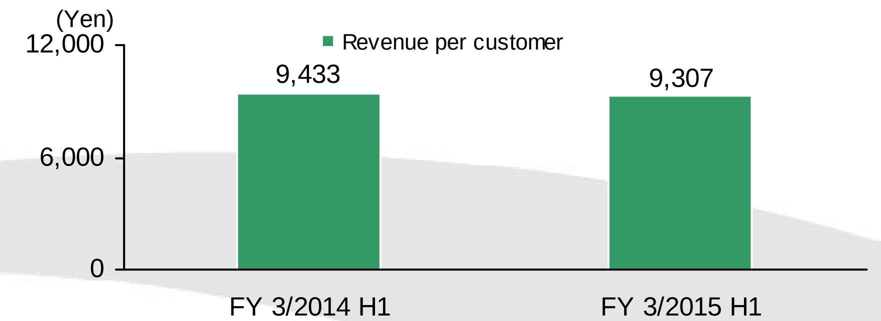


(Note) Calculated revenues from golf course operation + Restaurant sales + Saleof golf equipment based on 18 holes

EBITDA (Before allocation of headquarter overhead)



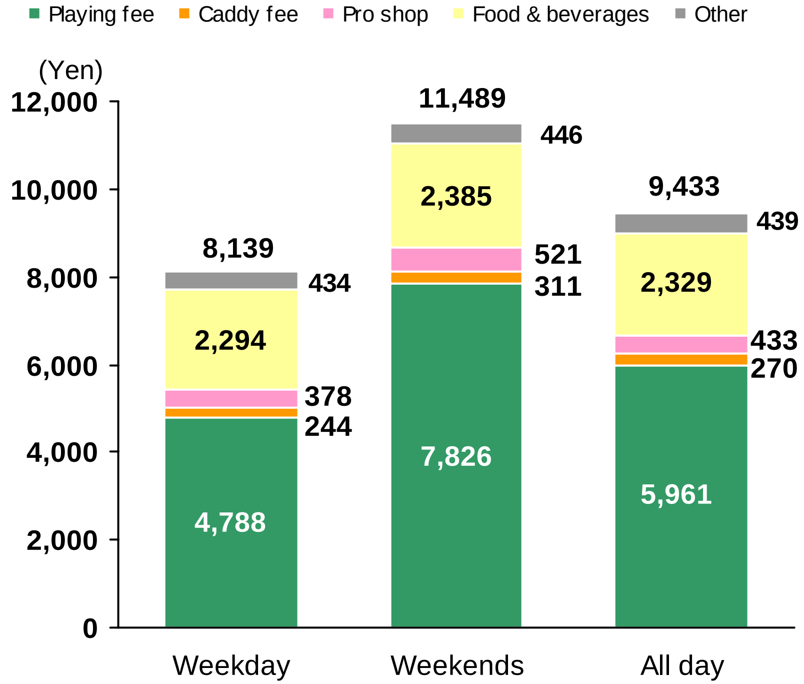
Revenue per Customer



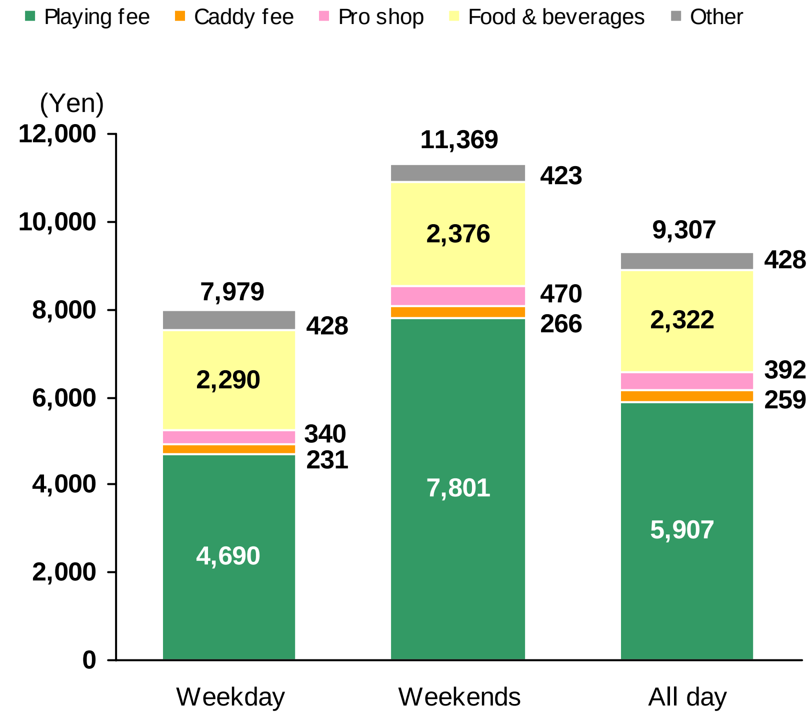
(Note) Revenue per customer = Golf course revenues+ Restaurant sales (excluding sales outside the Group) + Sales of golf equipment / Rounds played

(Note) 134 golf courses that are held or in relation to which operating consignment agreements (including Golf Course Management Agreements) have been concluded (including closed golf courses)

Breakdown of Revenue per Customer at the 134 Operated Golf Courses



FY 3/2014 H1



FY 3/2015 H1

- In the industry as a whole, there was a sense of a volume effect as a result of the increase in the number of rounds played and, in particular, revenue per customer at golf courses operating in regions that are in the outskirts of suburban areas (especially the three prefectures in the Northern Kanto area) remained weak. Meanwhile, revenue per customer at golf courses located in regions outside of metropolitan areas had already fallen and tended to remain stable at a low level
- Play without caddies: 93.0% (an increase of 0.4 percentage points year on year)
- Utilization rate: 70.0% weekdays, 97.2% weekends
- Sales at pro shops saw slow growth in demand for golf clubs, which are expensive products that people rushed to buy ahead of the consumption tax hike.
- In food & beverages, competition demand increased year on year.
- Revenue per customer (all day) is estimated at 9,537 yen in the second quarter.

(Note) Revenue by customer is calculated from revenue from different fee structures in accordance with customers' attributes, playing styles, tee times, and whether it is a busy day or a slack day.
The above figures are calculated by dividing the sum of course revenues, sales at restaurants and sales of golf equipment by the number of rounds played at subject golf courses.

Status of Balance Sheets

	FY 3/2014	FY 3/2015 H1	Change	Factors for Change
Current Assets	19,431	21,682	+2,251	Increase in cash and deposits
Non-current Assets	243,529	136,652	-106,877	
Property, Plant and Equipment	214,764	95,398	-119,366	Transfer associated with securitization of golf course business
(of which, Golf Courses)	110,241	41,906	-68,335	
(of which, Land)	53,448	28,479	-24,969	
Intangible Assets	25,868	12,281	-13,587	
(of which, Consolidation Goodwill)	21,128	9,557	-11,571	
Investments and Other Assets	2,896	28,972	+26,076	Acquisition of BT units and increase in deferred tax assets
Total Assets	262,961	158,334	-104,627	
Current Liabilities	61,870	31,021	-30,849	
Short-term Loans Payable	12,704	5,100	-7,604	Refinancing of short-term debt on a long-term basis
Current Portion of Long-term Loans Payable	9,363	10,573	+1,210	Amount scheduled for repayment this fiscal year, etc.
Non-current Liabilities	108,888	81,878	-27,010	
Long-term Loans Payable	60,817	56,185	-4,632	Refinancing
(of which, Deposits for Admission)	24,847	9,385	-15,462	Decrease associated with securitization of golf course business
Total Liabilities	170,758	112,900	-57,858	
Net Assets (Shareholders' Equity)	92,202	45,434	-46,768	Dividend payment in FY2013, acquisition of treasury stock
Total Liabilities and Net Assets	262,961	158,334	-104,627	

Status of Liabilities

(Yen millions)

	FY 3/2014	FY 3/2015 H1	Change	Summary
Short-term Loans Payable	12,704	5,100	-7,604	Borrowing for the payment of dividends in June, which will be repaid during the current fiscal year using cash flow from operating activities
Current Portion of Long-term Loans Payable	9,363	10,573	+1,210	8,000 million yen corresponding to scheduled repayments and payment of withholding tax will be repaid with rebate next fiscal year
CP	2,998	4,997	+1,999	Adjustment of cash position
Long-term Loans Payable	60,817	56,185	-4,632	Refinancing in August. Loan with stock acquisition right of 20,000 million yen
Lease Obligations	6,903	7,016	+113	Sale and leaseback of driving range facilities
Interest Bearing Debt	107,785	83,871	-23,914	D/E ratio is 1.9 (net interest-bearing debt/net assets)
Net Interest-Bearing Debt	96,226	70,923	-25,303	Interest-bearing debt less cash and deposits and lease obligations
Deposits on Admission	24,847	9,385	-15,462	Decrease associated with transfer of 90 golf courses

- Extended 79% of net interest-bearing debt to long-term liability as a result of refinancing in FY3/2015 in the interests of stability and spreading out repayments.
- The 15,000 million yen in corporate bonds that matured in September 2014 were covered by loans from financial institutions.
- Planning to procure funds using corporate bonds to diversify fund procurement and improve financial position.

Major financial covenants [Syndicate loan in 2014]

Subject: Syndicated loan due August 2019 and others

- Shareholders' equity ratio: 20% or higher
- Leverage ratio: 6.0 times (rating of BBB)
- Maintain a rating of BBB- or higher for long-term preferred liabilities

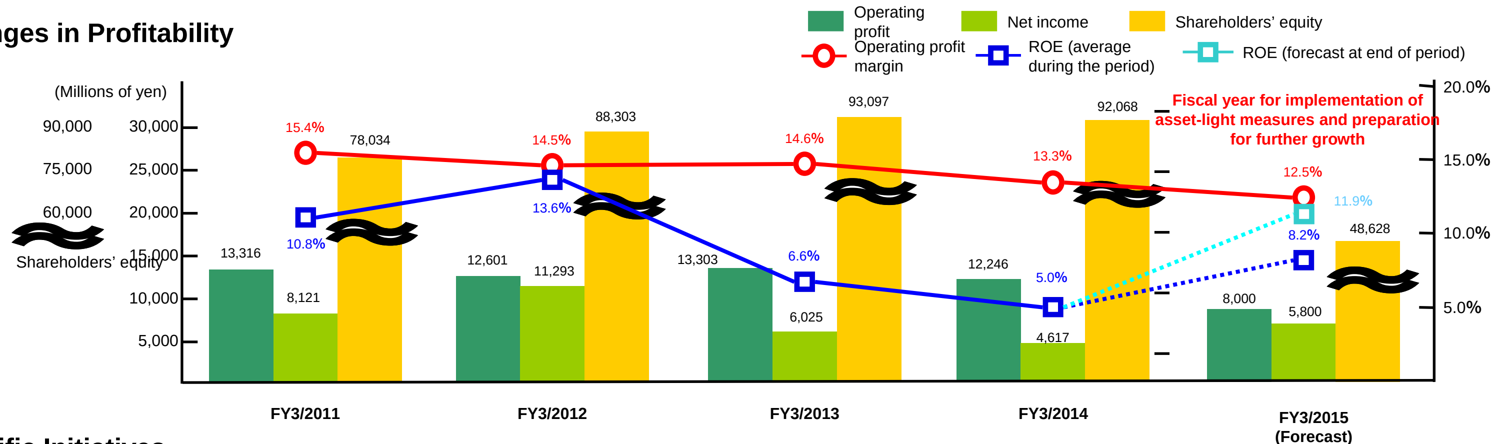
Rating
Long-term preferred liabilities: BBB (JCR)
Forecast (negative)
Commercial paper: J-2 (JCR)

Short-term loan facilities: Total 6,300 million yen
(As of September 30, 2014)

Approach to Improving Return on Equity (ROE)

- Improve margins next fiscal year through expansion of share of consigned management revenue and other fee revenue which has a high profit margin as a result of specialization in the operation business.
- Maintain optimal capital structure in the face of liability with the implementation of additional asset-light measures for golf-course assets.

1. Changes in Profitability



2. Specific Initiatives

Achieve and maintain return on equity (ROE) of around 15%

Level exceeding shareholder's equity cost of just over 6.4% (FY3/2014)

Appropriate level of shareholders' equity commensurate with level of assets

- Increase shareholder returns (growth in base dividend, appropriate level of shareholders' equity through purchase of own shares).
- Be mindful of a reasonable equity ratio out of consideration for rating.

Reduction of liabilities to level commensurate with level of assets

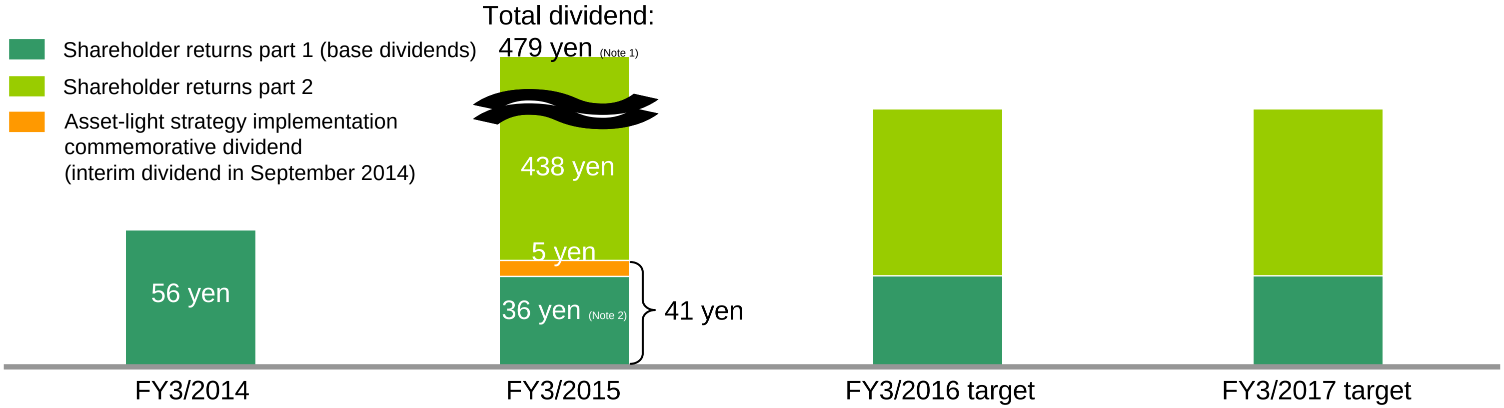
- Repay borrowing on implementation of additional asset-light measures.
- Explore diverse means of fund procurement to reduce interest costs.

Growth in net income as a result of improvement in the operating profit margin

- Improve profit margin by increasing consigned management revenue through implementation of additional asset-light measures.
- Reduce COGs, including exploring improvement of efficiency of business departments and reducing indirect costs of head office departments.

Shareholder Returns

Total Shareholder Return Per Share (*1)



Shareholder returns part 1 (*2)

- Aim for dividend ratio of around 45% of the "deemed consolidated net income"

Calculation formula

- Deemed consolidated net income
  = Consolidated net income - Extraordinary income/loss
  + Adjustment for corporate and other taxes associated with the extraordinary income/loss
- Target dividend
  = Deemed consolidated net income ✕ 45%

Shareholder returns part 2

- Apply part of surplus cash flows associated with transfer of golf courses
- Diligently work for shareholder returns, including acquisition of own shares and dividends, etc. while looking to repay loans relating to golf courses upon posting gains on their sales and looking to acquire additional golf courses.

Target Total Shareholder Return Ratio：90% (*1)

Note 1: Total shareholder return = Total amount of dividends from surplus + Total amount of acquisition of own shares. Total shareholder return ratio = (Total amount of dividends from surplus + Total amount of acquisition of own shares) ÷ Consolidated net income
Annual dividend in FY3/2015 will be 41 yen per share (including interim dividend of 5 yen). The Company acquired its own shares amounting to 45.0 billion yen in September 2014. Total shareholder return per share takes into consideration dividend per share of 41 yen + total amount of acquisition of own shares of 45.0 billion yen.

Note 2: The dividend for FY3/2015 is based on the basic divided policy of aiming for a payout ratio of 45% of the deemed consolidated net income, while at the same time also taking into consideration the implementation of the Asset-light Strategy during the period, and the simulation of dividend levels for FY3/2016 and beyond.

Status of Cash Flows

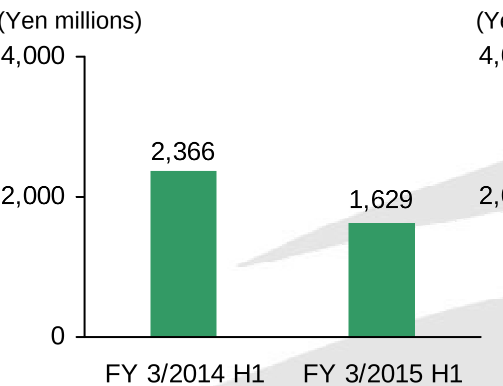
(Yen millions)

	FY 3/2014 H1	FY 3/2015 H1	(YoY)
Operating Activities	4,808	-10,914	- 327.0%
Investing Activities	-2,427	85,351	+ 3616.7%
Financing Activities	-2,934	-73,112	- 2391.9%
Change	-554	1,324	+ 339.0%
Beginning Balance	5,823	4,594	- 21.1%
New Consolidated Subsidiaries	-	-	-
End Balance	5,269	5,919	+ 12.3%

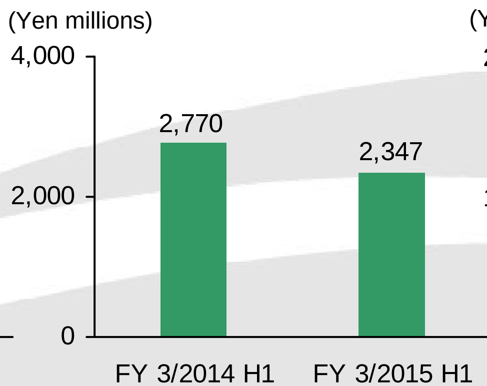
Factors for Change

- The main factors influencing cash flows from operating activities were an increase in corporate tax payments and the payment of withholding tax upon the payment of dividends from subsidiaries. Next year, a tax rebate of almost the same amount is expected.
- The main factors influencing cash flows from investment activities were expenditure of 25,382 million yen for the acquisition of Business Trust units and proceeds from sales of shares in subsidiaries of 113,076 million yen associated with the implementation of asset-light measures.
- The main factors influencing cash flows from financing activities were refinancing and acquisition of treasury stock.

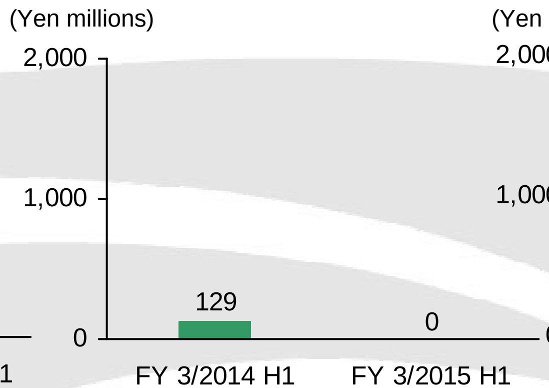
Capital Expenditures



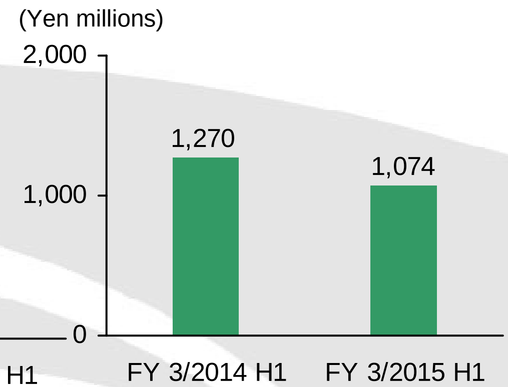
Depreciation Expenses



Acquisition Costs (Note)



Amortization of Goodwill



(Note) Calculated the sum of purchase of shares of subsidiaries, payments of long-term loans receivable, interim sponsor investments and sponsor contributions from cash flows from investing activities.

Acquisition and Sale of Golf Courses

Acquisitions

Course	Date / Scheme	Location / Number of Holes	Operating Revenues (Results in the previous year)
Grandvert Kyoto Golf Club	October 2014 Stock acquisition	Funai District, Kyoto 36	492 million yen

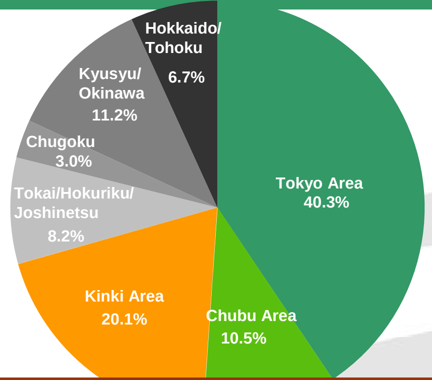
Acquisition policy going forward

- A rising trend in the number of cases that are proposed to the Company year by year; identification of golf courses located in the three large metropolitan areas especially the suburbs, and expansion of share of operated golf courses
- Proactive investment in first-rate properties (at least 15 golf courses in three fiscal years), expanding scope of projects considered to include overseas projects in North America, etc.
- To continue selling golf courses with low earnings located in regions outside metropolitan areas and create a portfolio of operated golf courses that can survive into the future.

Additional asset-light measures

- Golf courses whose earnings are improving: Sell as soon as earnings are maximized through improvement in profitability via expansion of earnings and cost optimization
- Golf courses for which rights are still being determined: Sell as soon as there is a prospect of rights associated with land and the building being finalized
- Golf courses that are undergoing brand/business restructuring: Sell as soon as the brand/business restructuring is complete and recording steady earnings becomes a possibility.

Location of Golf Course Development

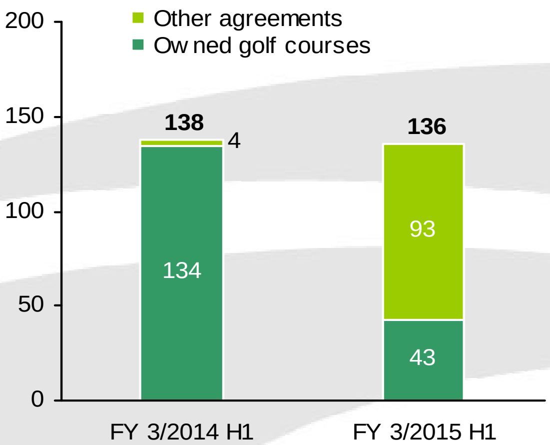


Ratio of three major metropolitan areas: 70.9%

(Notes) 1. 134 Operated Golf Courses as of September 30, 2014

2. Chubu Area consists of Aichi, Gifu and Mie prefectures

Golf Courses



- **Change in administration and legal liquidation**
  In the period from January to September 2014
  Change in administration:
  18 courses (23 courses in the same period of the previous year)
  Legal liquidation:
  3 courses (6 courses in the same period of the previous year)
- **Golf course ownership** (number of courses as of March 31, 2014)
  The Company 133, PGM 127, ORIX 41, Seibu 28, Tokyu 27, Ichikawa Golf 24, Cherry Golf 23, Unimat 18, Taiheiyo Club 17, Chateraise 15, Akechi GC & Boso CC 10, Resorttrust 13, Tokyo Tatemono 12

Source: In-house calculations based on Golf *Tokushin* data published by IKKI

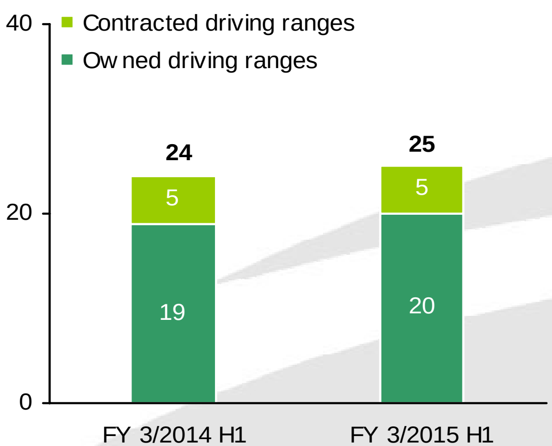
Driving Range Performance Summary

(Yen millions)

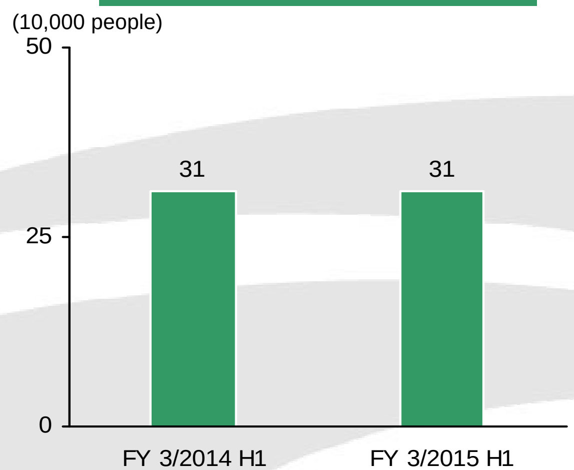
	FY 3/2014 H1	FY 3/2015 H1	(YoY)
Operating Revenue	2,061	2,765	+ 34.2%
EBITDA	616	911	+ 47.9%
EBITDA Margin	29.9%	32.9%	+ 3.0 pt
Rounds Played (10 thousand rounds)	148	183	+ 23.6%
Number of Participants in Schools (thousand people)	87	116	+ 33.3%
Tee Turnover	4.4	4.8	-
Number of driving ranges	23	25	-

- Opening costs for two development projects recorded in the previous first half came to an end and profitability improved.
- Building up expertise in cooperation with golf courses at existing driving ranges and seeking to share success stories.
- Closed operations of one driving range in August 2014 due to entry into the solar power generation business.

Changes in Number of Driving Ranges



Customer Transportation to Golf Courses



- **Characteristics of deals for acquisition or development**
  Continued to move ahead with opening locations in cities and regions where golf courses are being operated.
  - Accordia Garden Fukuoka (opened in April 2014; Fukuoka, Fukuoka Prefecture; 80 bays)
- **Affiliation**
  Number of affiliated driving ranges: 757 (compared with 763 a year ago)
  7.1% of visitors to operated golf courses were referred from owned or affiliated driving ranges.

- **Golf range operating environment**

Number of domestic driving ranges: 3,425 (2013)
Total number of users: 93.18 million (2013)

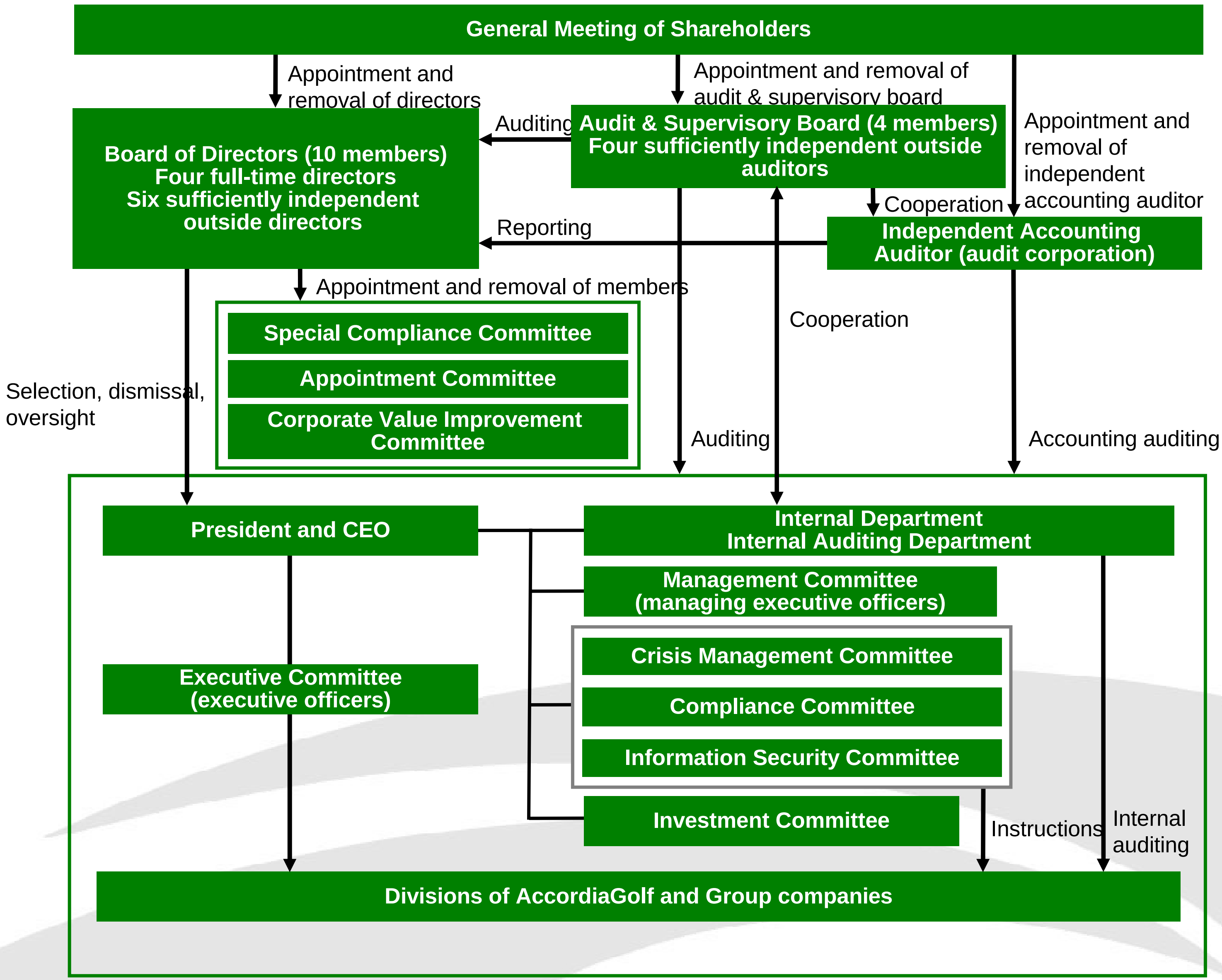
Trends in Average Revenue per Customer (Operated Golf Courses)

(Yen)

FY 3/2011	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Average
Revenue per Customer	10,359	10,329	9,819	9,755	9,151	9,469	9,966	10,317	10,213	9,868	9,425	9,323	9,873
Number of Golf Courses	130	130	130	130	130	130	130	130	130	133	133	133	-
FY 3/2012	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Average**
Revenue per Customer	9,490	9,761	9,568	9,563	8,890	9,390	9,983	10,193	10,236	9,711	9,359	9,750	9,666
Number of Golf Courses	133	135	135	136	135	135	135	135	133	134	134	134	-
FY 3/2013	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Average**
Revenue per Customer	9,870	9,683	9,588	9,336	8,873	9,336	9,797	10,252	10,415	9,651	9,221	9,718	9,651
Number of Golf Courses	133	132	132	133	133	134	132	132	133	133	133	134	-
FY 3/2014	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Average**
Revenue per Customer	9,725	9,735	9,777	9,124	8,921	9,272	9,771	10,473	10,234	9,229	8,765	9,752	9,610
Number of Golf Courses	134	134	134	134	134	134	134	133	133	133	133	134	-
FY 3/2015	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Average**
Revenue per Customer	9,648	9,772	9,396	9,098	8,793	9,067							-
Number of Golf Courses	134	134	134	134	134	134							-

(Notes) 1. Average revenue per Customer is calculated as revenues minus membership revenues (initial membership fees, registration fees and annual membership dues), divided by the number of rounds played.
2. Number of Golf Courses include owned and managed golf courses. Newly acquired/ sold or managed courses are added/subtracted in the following month after the acquisition/sale or contract (excluding gold courses under corporate reorganization).

Corporate Governance



Stance Towards Capital Markets

1. Basic IR Policy

- **Accordia Golf Co., Ltd. has undertaken investor relations activities since the listing of its shares in November 2006. The Company takes steps to facilitate understanding of Accordia's management strategies and financial information among all individual shareholders and investors, securities analysts, institutional investors in Japan and abroad and the media providing information on the economy and its securities to the capital market. To establish an effective relationship with the capital market, the Company will enhance its corporate value and ensure diversity in its financial strategies through ongoing communication activities.**
- **Specific initiatives**
  - **Communication with the capital market**
  - **Timely communication of accurate and appropriate information**
  - **Pursue ease of understanding**
  - **Establishment of a relationship of mutual trust through communication with all shareholders**

2. Flow of internal information sharing

Capital Markets

⇩

IR Department

⇩

Senior management

- Besides communicating management policies, operating results and financial information through dialog with investors, we also share feedback from investors with management to gain a shared understanding of issues and create a sense of unity with capital markets.
- Composition of IR Meeting
  The President and all managing directors, Management Planning Department, etc.
- Organization of inspections of business premises
  We arrange inspections of golf courses, driving ranges, etc. for institutional investors. We provide opportunities to gather information from managers and senior managers as necessary.
- Response to information gathering by investors
  We also respond to individual investors gathering information about the Company and other information gathering such as macroeconomic surveys from a consumer perspective.

(Regarding the FY3/2015 Plan, the Company announced revision of its earnings forecast on October 31, 2014.)

3. FY 3/2015 Business Plan

Preconditions for FY 3/2015 Business Plan

(Regarding the FY3/2015 Plan, the Company announced revision of its earnings forecast on October 31, 2014.)

Before implementation of Asset-light Measures

April 2014 to July 2014

Operating golf courses	3 courses
Owned golf courses	133 courses
Driving ranges	26

<Asset, Liabilities, Equity>

- Same asset structure as the past due to asset holding

<Profit and loss>

- Profit structure of owned golf courses will be unchanged until July

After implementation of Asset-light Measures

August 2014 to March 2015

Operating golf courses	93 courses
Owned golf courses	43 courses
Driving ranges	26

<Asset, Liabilities, Equity>

Absorption-type split was conducted at 90 golf courses

- TK contribution interest was transferred to the business trust
- Repayment of existing loans and implementation of new debts

<Profit and loss>

- Profit structure of 43 golf courses
- Management fee to be generated from 90 of the transferred golf courses
- Record transaction cost in relation to the setup
- Golf equipment sales business and driving range business will not be subject to transfer as they are operated by the Company

FY 3/2015 Forecasts

(Regarding the FY3/2015 Plan, the Company announced revision of its earnings forecast on October 31, 2014.)

(Yen millions)

		FY 3/2014	FY 3/2015 (Initial Forecast)	(Revised Forecast)	(Change)
Operating Revenue		91,983	68,100	64,200	- 30.2%
EBITDA		20,513	14,400	13,600	- 33.7%
Operating Income		12,246	8,700	8,000	- 34.7%
Ordinary Income		10,318	5,200	4,000	- 61.2%
Net Income		4,617	7,200	5,800	+ 25.6%
EBITDA Margin		22.3%	21.1%	21.2%	- 1.1 pt
Net Income per Share (Yen)		44.98	83.63	69.07	-
Dividends per Share (Yen)		56	36	41 (incl. interim dividend of 5 yen)	-
ROA (Net income/ Total assets)	Average	1.7	3.4	2.7	+ 1.0 pt
	Term-end	1.8	4.4	3.5	-
ROE (Net income/ Net assets)	Average	5.0	10.2	8.2	+ 3.2 pt
	Term-end	5.0	14.8	11.9	-
Number of Rounds Played (10,000 rounds)		785	806	806	-

(Notes)

1. The Company's own 2,751,000 shares were deducted from the number of shares issued as of March 31, 2014 (105,398,700 shares).
2. The Company's own 2,751,000 shares were deducted from the number of shares projected to be issued for FY 3/2015 (105,398,700 shares), and average number of shares during the period in regard to projected shares to be issued upon Tender Offer for the Company's Own Shares which is to be implemented after the Asset-Light Measures were used.
3. ROA and ROE were calculated based on the average of the values as of the end of FY 3/2014, the planned values for FY 3/2015 and term-end value for FY 3/2015
4. Dividend income from the business trust will be accrued from FY 3/2016

FY 3/2015 Quarterly Targets

(Regarding the FY3/2015 Plan, the Company announced revision of its earnings forecast on October 31, 2014.)

(Yen millions)

	1Q plan	1Q result	YoY	Initial 2Q Plan	Revised 2Q Plan	2Q Result	Vs Revised Plan
Operating Revenue	27,000	25,863	-4.2%	16,700	15,400	15,456	+0.4%
EBITDA	6,200	6,551	+5.7%	2,000	1,700	1,741	+2.4%
Operating Income	4,200	4,501	+7.2%	600	300	369	+23.0%
Ordinary Income	3,400	4,142	+21.8%	-1,000	-3,400	-3,404	-0.1%
Net Income	2,000	2,848	+42.4%	3,900	1,200	812	-32.3%
EBITDA Margin	23.0%	25.3%	+2.3 pt	12.0%	11.0%	11.3%	+0.3 pt
Number of Rounds Played	221 (10,000 rounds)	223 (10,000 rounds)	+1.4%	216 (10,000 rounds)	214 (10,000 rounds)	214 (10,000 rounds)	+1.9%
Revenue per Customer (All Golf Courses)	9,806 (Yen)	9,613 (Yen)	-1.4%	9,242 (Yen)	9,242 (Yen)	8,986 (Yen)	-2.8%

	Initial 3Q Plan	Revised 3Q Plan	Vs Initial Plan	YoY Change	Initial 4Q Plan	Revised 4Q Plan	Vs Initial Plan	YoY Change
Operating Revenue	14,000	13,100	-6.4%	-48.7%	10,400	9,800	-5.8%	-44.0%
EBITDA	4,300	3,400	-20.9%	-54.8%	1,900	1,900	-	+16.1%
Operating Income	3,100	2,300	-25.8%	-57.7%	800	800	-	+258.1%
Ordinary Income	2,500	2,900	+16.0%	-39.1%	300	300	-	+136.2%
Net Income	1,300	1,800	+38.5%	-32.1%	0	0	-	+100.0%
EBITDA Margin	30.7%	26.0%	-4.8pt	-3.5 pt	18.3%	19.4%	+1.1 pt	+10.1 pt
Number of Rounds Played	212 (10,000 rounds)	212 (10,000 rounds)	-	+1.4%	157 (10,000 rounds)	157 (10,000 rounds)	-	+6.2%
Revenue per Customer (All Golf Courses)	10,291 (Yen)	10,291 (Yen)	-	+1.3%	9,628 (Yen)	9,628 (Yen)	-	+3.1%

FY 3/2015
Operating Revenue (Breakdown) Forecast

(Regarding the FY3/2015 Plan, the Company announced revision of its earnings forecast on October 31, 2014.)

(Yen millions)

	FY 3/2014	FY 3/2015 (Initial Forecast)	FY 3/2015 (Revised Forecast)	FY 3/2015 (Change)
Operating Revenue	91,983	68,100	64,200	- 30.2%
Golf Course Operations	61,452	43,500	40,500	- 34.1%
Restaurants	19,847	13,800	12,900	- 35.0%
Golf Equipment Sales	4,363	5,300	5,300	+21.5%
Other	6,320	5,500	5,500	-13.0 %
(Breakdown of Golf Course Operations)				
Golf Course Revenues	52,200	34,200	31,500	- 39.7%
Consigned management revenue	130	4,000	4,000	+2976.9%
Membership Revenues	9,121	5,300	5,000	- 45.2%
(Breakdown of Membership Revenues)				
Annual Membership Dues	6,397	3,600	3,300	- 48.4%
Registration Fees	518	400	400	- 22.8%
Initial Membership Fees	2,206	1,300	1,300	- 41.1%
(Breakdown of Others)				
Driving Ranges	3,782	4,800	4,800	+ 26.9%
Other	2,538	700	700	- 72.4%

Background of the Planned Values

Golf courses

April 2014 –July, 133 owned golf courses

August 2014 –March 2015, 43 owned golf courses

SPC-owned (management to be consigned to the Company), 90 golf courses

- Number of rounds played: 8.06 million
- Utilization rate: 75.1%
- Revenue per customer: 9,748 yen
- Ratio of play without caddies: 91.9%

FY 3/2015
Operating Expenses (Breakdown) Forecast

(Regarding the FY3/2015 Plan, the Company announced revision of its earnings forecast on October 31, 2014.)

(Yen millions)

	FY 3/2014	FY 3/2015 (Initial Forecast)	FY 3/2015 (Revised Forecast)	FY 3/2015 (Change)
Operating Expenses	79,736	59,500	56,200	- 29.5%
COGS	75,482	52,300	48,600	- 35.6%
Personnel Expense	26,531	16,900	15,700	- 40.8%
Materials Expense	11,307	9,300	8,700	- 23.1%
Other Expense	37,643	26,100	24,200	- 35.7%
SG&A Expenses	4,254	7,200	7,600	+ 78.7%
Personnel Expense	1,212	2,500	2,500	+106.3%
Other Expense	3,042	4,700	5,100	+ 67.7%

Background of the Planned Values

<COGS>

A reduction in COGS is expected due to the implementation of the Asset-light Strategy.

- Personnel Expense
  A decrease in general administrative expense is expected due to the adjustment of work hours following the adoption of the irregular work hour system and the in-house running of call centers.
- An increase in materials expense is attributed to a partial rise in food cost.
- Other Expense
  An increase in utilities expenses is expected.

<SG&A Expenses>

- Personnel Expense
  While cost will be reduced through the improvement of operational efficiency, an increase in personnel expense is attributed to a special factor, namely the cost of the golf course management business being reclassified from COGS to SG&A expenses, upon implementation of the Asset-light Strategy.
- Other Expense
  While cost will be reduced through the trimming of the budget of each headquarter division and concentration on selected projects, an increase in cost is expected in conjunction with the implementation of the Asset-light Strategy.

3. FY 3/2015 Deemed Earnings Forecasts

As a reference for shareholders and investors in making invest decisions, this material is prepared on the assumption that the Asset-light Strategy has been completed at the end of FY 3/2013, and that only management and operation of the transferred golf courses will be conducted for FY 3/2014 and FY 3/2015, as well as that circulating model has not yet commenced with additional transfer or new acquisitions.

Further, earnings from transfer or cost in relation to implementation of the Asset-light Strategy has not been included.

Golf courses refer to 90 SPC-owned courses, 43 Accordia-owned courses, and contracted courses.Tax rate: 38.5%

There is no revision from the initial forecasts as the initial forecasts did not take new golf course acquisitions into consideration.

FY 3/2015 Deemed Earnings Forecasts

(Yen millions)

	FY 3/2014	FY 3/2015	
Operating Revenues	44,873	50,600	+12.8%
EBITDA	9,945	11,400	+14.6%
Operating Profit	6,096	7,100	+16.5%
Recurring Profit	5,692	6,600	+16.0%
Net Income	2,743	3,300	+20.3%
EBITDA Margin	22.2%	22.5%	+0.3pt
Net Income per Share (Yen)	38.90	46.80	-
Number of Rounds Played (10,000 rounds)	785	806	-

(Notes)
1. For calculation of net income per share, the Company's own 27,510 shares were deducted from the number of shares issued as of March 31, 2014 (1,053,987 shares), and 70,504,843 shares from projected shares to be issued upon Tender Offer for the Company's Own Shares tin conjunction with the Asset-Light Measures were used.

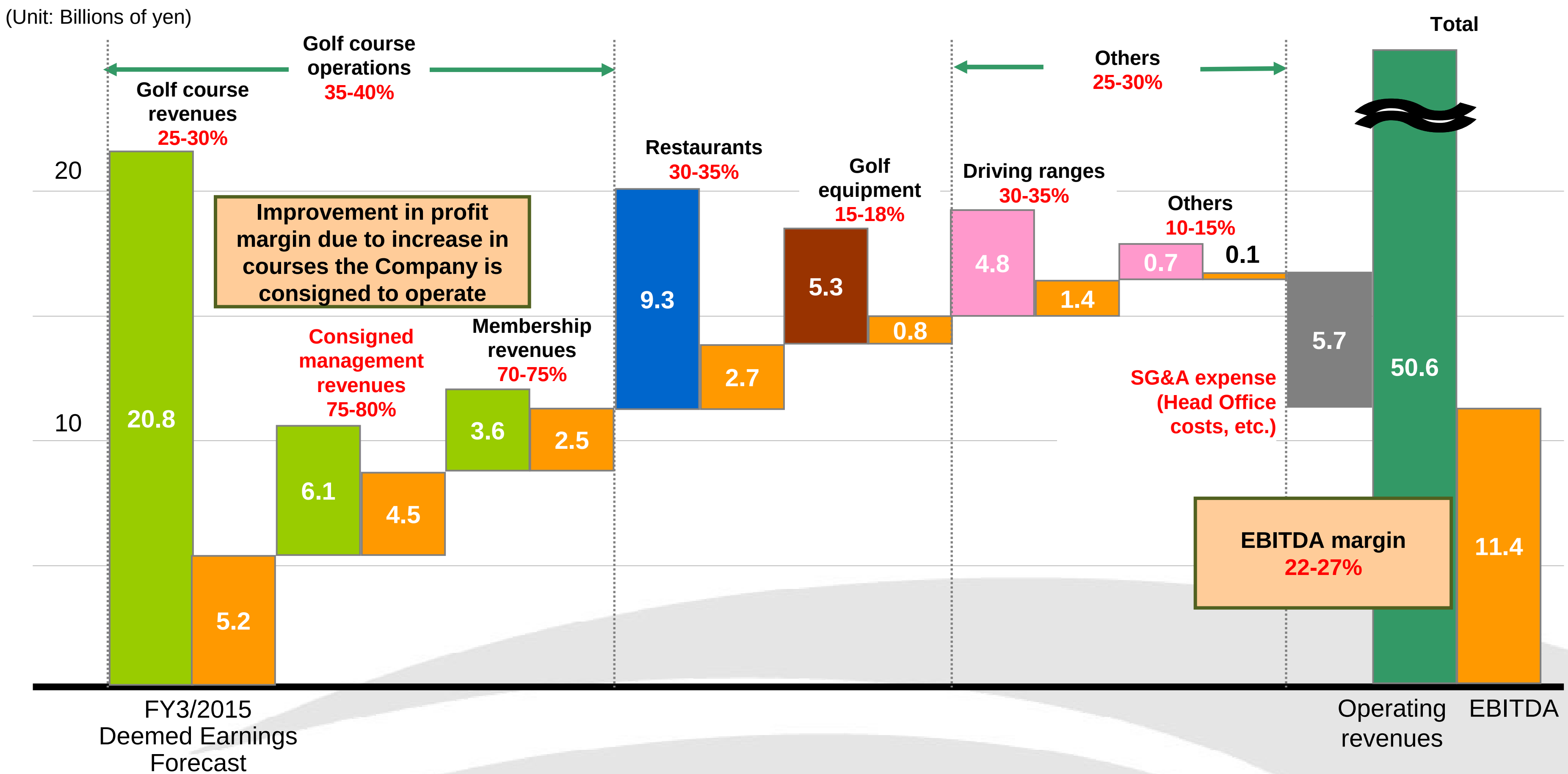
FY 3/2015
Deemed Operating Revenues (Breakdown) Forecast

(Yen millions)

	FY 3/2014	FY 3/2015	(Change)
Operating Revenues	44,873	50,600	+12.8%
Golf Course Operations	27,811	30,500	+9.7%
Restaurants	8,651	9,300	+7.5%
Golf Equipment Sales	4,390	5,300	+20.7%
Other	4,021	5,500	+36.8%
(Breakdown of Golf Course Operations)			
Golf Course Revenues	18,125	20,800	+14.8%
Consigned management income	(Note) -	(Note) -	-
Membership Revenues	3,607	3,600	-0.2%
(Breakdown of Membership Revenues)			
Annual Membership Dues	1,885	2,100	+11.4%
Registration Fees	317	300	-5.4%
Initial Membership Fees	1,405	1,200	-14.6%
(Breakdown of Others)			
Driving Ranges	3,738	4,800	+28.4%
Other	282	700	+148.2%

Note: As the figure for consigned management revenue relate to information of the business trust, such figures will be not disclosed at the moment.

EBITDA Margin Forecast Based on Operating Revenues (Breakdown) from Next Fiscal Year

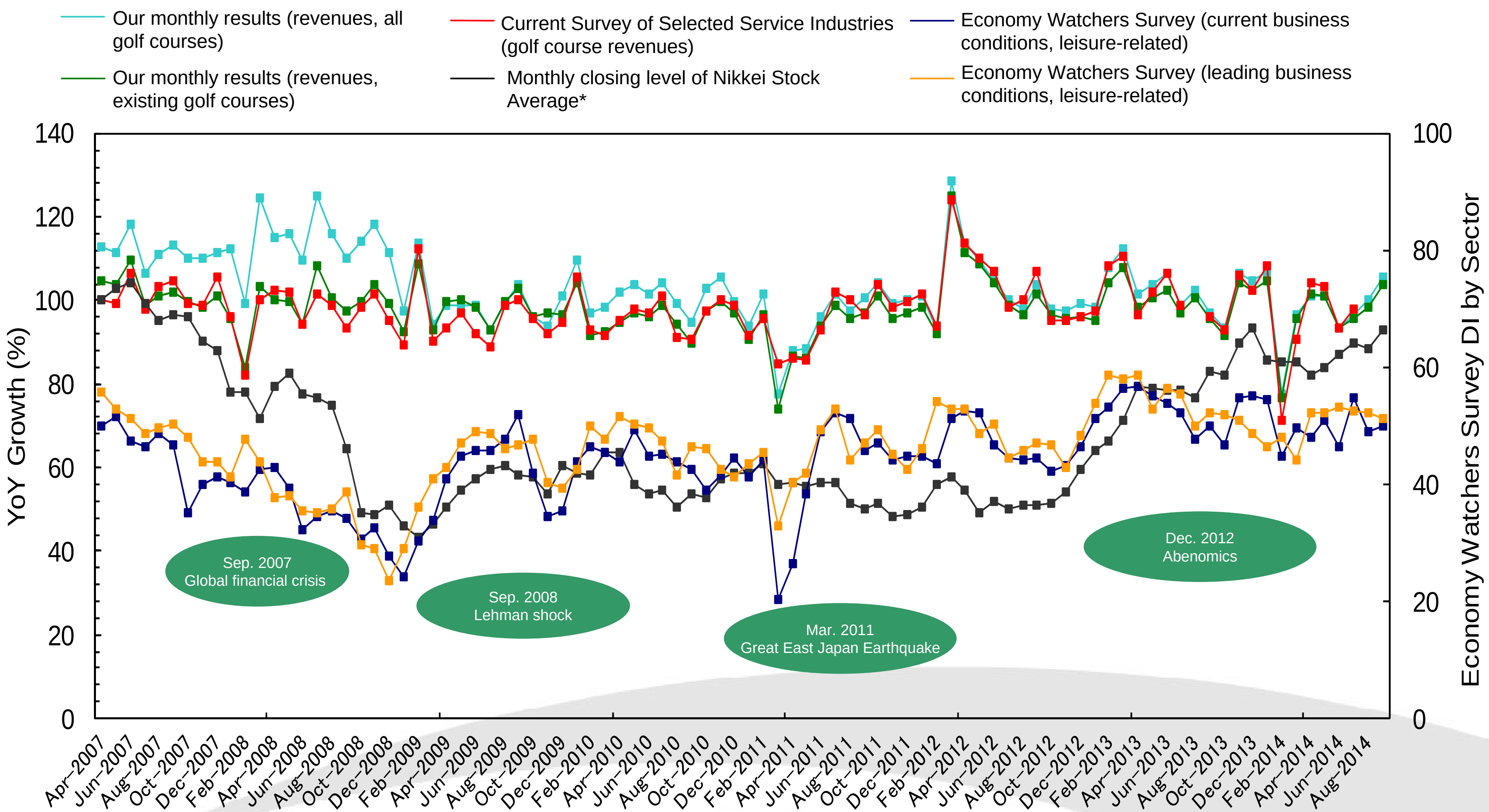


FY 3/2015
Deemed Operating Expenses (Breakdown) Forecast

(Yen millions)

	FY 3/2014	FY 3/2015	(Change)
Operating Expenses	38,776	43,500	+12.2%
COGS	32,648	37,800	+15.8%
Personnel Expense	10,369	12,100	+16.7%
Materials Expense	6,425	7,300	+13.6%
Other Expense	15,854	18,400	+16.1%
SG&A Expenses	6,128	5,700	-7.0%
Personnel Expense	2,961	2,700	-8.8%
Other Expense	3,167	3,000	-5.3%

(For Reference) Our Monthly Results and Economic Environment



- **Closing value of Nikkei Stock Average each month is used as an index (Base date: April 2007 = 100).**

(Sources) Company estimates based on METI's Current Survey of Selected Service Industries (personal services, amusements and hobbies) and the Cabinet Office's Economy Watchers Survey (DI by region and by sector).