

# Six-Month Period Ended September 30, 2024 Financial Results Presentation for Investors

**Nagoya Railroad Co., Ltd.**

Securities Code: 9048

**November 20, 2024**

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01

# Review of the Six-Month Period and Revisions to Results Forecasts for FY2024

# Review of the Six-Month Period

## ■ FY2024 1st Half consolidated results

Figures in brackets are the year-on-year percentage changes. (Billions of yen, %)

	FY2024 1st Half	FY2023 1st Half	Change	Previous Forecast (As of May)	Change
Operating revenues	<b>334.5</b>	283.7	50.7 [17.9]	330.0	4.5 [1.4]
Operating income	<b>24.1</b>	15.9	8.2 [52.0]	20.0	4.1 [20.8]
Ordinary income	<b>28.4</b>	17.2	11.1 [64.3]	20.0	8.4 [42.1]
Profit attributable to owners of the parent	<b>21.5</b>	9.9	11.6 [116.3]	14.0	7.5 [54.2]

## ■ Operating income by Segment

(Billions of yen)

	FY2024 1st Half	YoY change
Traffic	11.8	3.7
Transport	1.0	0
Real Estate	9.1	2.5
Leisure and Services	1.4	(0.4)
Distribution	(1.1)	0.7
Aviation Services	0.7	1.1
Others	0.8	0.4
Adjustment	0.1	0
Total	24.1	8.2

## ■ Consolidated results highlights

Year-on-year comparison:

Operating revenues: **Increased revenues**

- Revenues increased in the Transport business (NX Transport Co., Ltd. has become our consolidated subsidiary.)
- Revenues increased in the Real Estate business (Increase in condominium sales)
- Revenues increased in the Traffic business (Effect of revised fares and demand recovered)

Operating income: **Increased income**

- Income increased because revenues increased.

Comparison with the forecast in May

Operating revenues: **Increased revenues**

- Revenues increased mainly in the Leisure and Services business in which demand was on the rise

Operating income: **Increased income**

- Income increased because revenues increased.

## ■ Major corporate actions

◆ May 24, 2024

Conclusion of capital and business alliance agreement with Tosei Corporation  
⇒ It has become an equity-method affiliate since the current period.

◆ May 30, 2024

Issuance of euro-yen convertible bonds due 2033 and euro-yen convertible bonds due 2034  
⇒ Raised 50 billion yen by issuing zero coupon convertible bonds

# Revisions to Results Forecasts for FY2024

## ■ FY2024 Consolidated results forecast

	Revised forecasts	Previous forecasts	Change
Operating revenues	686.0 bn yen	675.0 bn yen	11.0 bn yen
Operating income	41.0 bn yen	40.0 bn yen	1.0 bn yen
Ordinary income	46.0 bn yen	40.5 bn yen	5.5 bn yen
Profit attributable to owners of the parent	29.0 bn yen	28.0 bn yen	1.0 bn yen
Net interest-bearing debt*/ EBITDA multiple	5.9 times	6.0 times	(0.1) pt
ROE (net income/equity)	6.4 %	6.2 %	0.2 pt

\*Net interest-bearing debt = Interest-bearing debt - Cash, Deposits, and Short-term investment securities

## ■ FY2024 Operating income forecast by segment

(Billions of yen)

	Revised forecasts	Previous forecast	Change
Traffic	17.4	16.0	1.4
Transport	2.5	3.9	(1.4)
Real Estate	15.6	14.8	0.8
Leisure and Services	2.4	2.4	—
Distribution	(1.6)	(1.4)	(0.2)
Aviation Services	1.7	1.6	0.1
Others	2.9	2.6	0.3
Adjustment	0.1	0.1	—
Total	41.0	40.0	1.0

### Operating revenues: Increased revenues

Revenues are expected to increase mainly due to recovery trend of tourism demand in the Leisure and Services business and the expected sale of assets in the Real Estate business.

### Operating income: Increased income

Despite an expected decrease in profits in the Transport business, income is expected to increase on a consolidated basis due to an increase in revenues mainly in the Traffic and Real Estate businesses.

### Ordinary income: Increased income

In addition to the rise in operating income, income is expected to increase because of improvement in non-operating income due to an increase in investment income from equity-method affiliates.

### Net income: Increased income

Despite an expected decrease in extraordinary gains, net profit is expected to increase due to higher ordinary income.

02

## Medium- to Long-term Management Strategies and Growth Potential

# Five Key Points for Growth Potential

## Management Vision

The Meitetsu Group continues to provide unique value linked to wonder, amazement, and admiration on a foundation of safety, which serves as the source of trust.

## Vision for 2040

Develop Regions, Support Society, and Color Communities

- Leading Company -

## Medium- to Long-term Management Strategies

- ◆ Creating attractive areas and cities
- ◆ Realizing a mobility network centered on public transportation
- ◆ Strengthening earning power and promoting structural reforms
- ◆ Enhancing management resilience through both defensive and offensive strategies
- ◆ Enhancing human capital

Based on newly formulated “Management Vision,” “Vision for 2040,” and “Medium- to Long-term Management Strategies,” we will work on initiatives with the aim of pursuing “five key points for potential” which could lead to medium- to long-term growth.

<Five key points for growth potential>

**Developing the Chubu region focusing on Nagoya city center with an eye on the opening of the Linear Chuo Shinkansen maglev line**

**Increasing the ratio of passengers taking public transport**

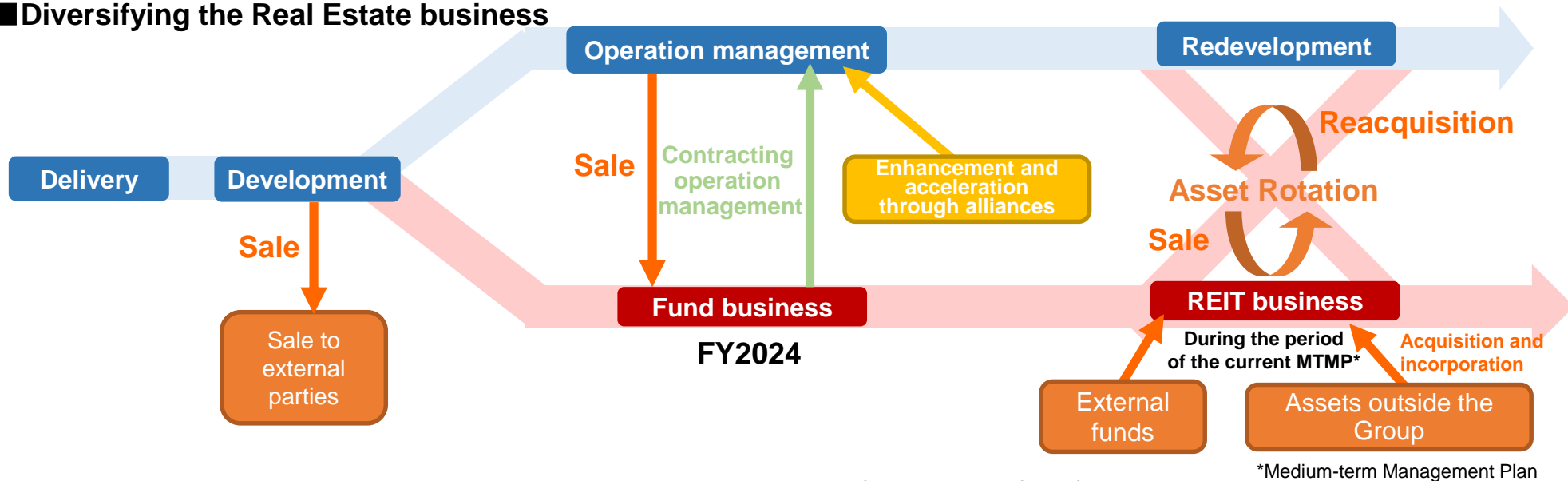
**Seizing demand for tourism exchange**

**Adding greater value**

**Expanding B-to-G business**

Attracting external capital to the Chubu region to accelerate real estate development in the area

## ■ Diversifying the Real Estate business



### <Significance of entering the real estate rotation business>

- Establishing both business growth and maintenance of financial discipline
- Boldly expanding related assets not bound to the Company's ownership
- Expanding such fee businesses as property management (PM) and building management (BM) businesses

### <Effects expected from entering the real estate rotation business>

- We hope that the promotion of REIT business mainly in the Chubu region will enhance the attractiveness of the real estate market in the area and lead to attracting more external capital.

- Toward forming the first fund
  - Proceeding with the procedures for licenses and permissions to **start managing the fund in January 2025**
  - Expecting to include in the fund **highly competitive rental residential properties** with stable occupancy in good locations near train stations mainly in Nagoya area and **commercial leased land** on high-traffic roadsides
  - Expecting the initial **size of the fund to be about 10 billion yen**

### ➤ Toward entering the REIT business

We are promoting discussions to quickly enter the REIT business which will provide a stable base supporting the real estate rotation business.

\*Medium-term Management Plan



Enhancing and accelerating the Real Estate business through alliances with partner companies with solid know-how

[Tosei Corporation]

From FY2024 onwards



## ➤ Overview and strengths of Tosei Corporation

- Small and medium-sized real estate revitalization and development business, real estate fund business, and hotel operation business in the Greater Tokyo area
- Extensive track record of real estate investment in the Greater Tokyo area and real estate solution capabilities
- Extensive track record of real estate fund management

## ➤ Initiatives with Tosei Corporation

- Promotion of joint real estate business in the Nagoya area and the Greater Tokyo area
- Promotion of joint projects in the real estate tech business and private placement fund business
- Collaboration in terms of human resources and expertise

## ➤ Incorporation into FY2024 operating results forecast

- We expect to record 2.9 billion yen in equity method investment income (including negative goodwill) by making Tosei Corporation an equity method affiliate.

[XYMAX Group Corporation]

From FY2021 onwards



## ➤ Overview and strengths of the XYMAX Group

- An independent real estate management company that operates and manages around 13,000 office buildings, commercial facilities, and logistics facilities nationwide

## ➤ Initiatives with the XYMAX Group

- Proactive expansion of real estate operations and management business focusing on the Tokai area
- Enhanced collaboration through mutual investment relationship between the Meitetsu Group and the XYMAX Group
- Mutual personnel dispatch between the XYMAX Group and three companies of the Meitetsu City Design Group
- Start of operation management of the real estate assets including commercial facilities and office buildings owned by the Meitetsu Group under a new scheme developed in collaboration with the XYMAX Group

## <Major development schedule>

FY2024

From FY2025 to FY2029

From FY2030 to FY2039



Opened on April 25, 2024  
SWING MALL, a commercial facility at the south exit of Higashi Okazaki Station



Opened on October 23, 2024  
MOKU KICHI, a commercial facility located under the elevated railway tracks of Hotei Station



Opened on September 6, 2024  
Atsuta nagAya, a tourist commercial facility



Scheduled to open by the end of March 2025  
Public-Private Partnership project to create excitement in Gifu Park (Park-PFI)

- MCD-LOGI Komaki, a logistics facility (scheduled to be completed in spring 2025)
- Plan of renovating Meitetsu's new Ichinomiya Station building (scheduled to open by the end of FY2025)
- Type 1 Urban Redevelopment Project in the North Exit Area of Higashi Okazaki Station (scheduled to be completed by the end of FY2029)
- Redevelopment of Meitetsu Gifu Station Area (TBD)

Meitetsu Nagoya Station District  
Redevelopment Project

Collaborating with local communities to aim for high-quality inbound tourism demand seeking to visit the real Japan

(1) Prioritizing focus on Hida Takayama and Inuyama as tourist destinations



(2) Revitalizing tourism in mountain regions, mountain villages, cities around Nagoya, and Nagoya city center

(3) Developing a project focusing on quality rather than quantity by making the most of the time created by a delay in demand recovery

Making accurate assessments of the market and strengthening earning power with price commensurate with the value-added

- (1) Actions to pass on price increases
- (2) Price commensurate with the value-added
- (3) Improving quality and adding greater value to products and services
- (4) Proactive approach to wealthy and highly discerning customers



Establishing a cross-group marketing promotion structure

Proactively seizing business opportunities in social infrastructure development, healthcare, and disaster prevention

## Participation in PPP and PFI projects



Park-PFI project in Gifu Park



Commissioned operations of  
air ambulances

Working together as a whole region beyond the boundaries of modes and businesses to enhance the ratio of passengers taking public transport

(1) Sophisticating CentX



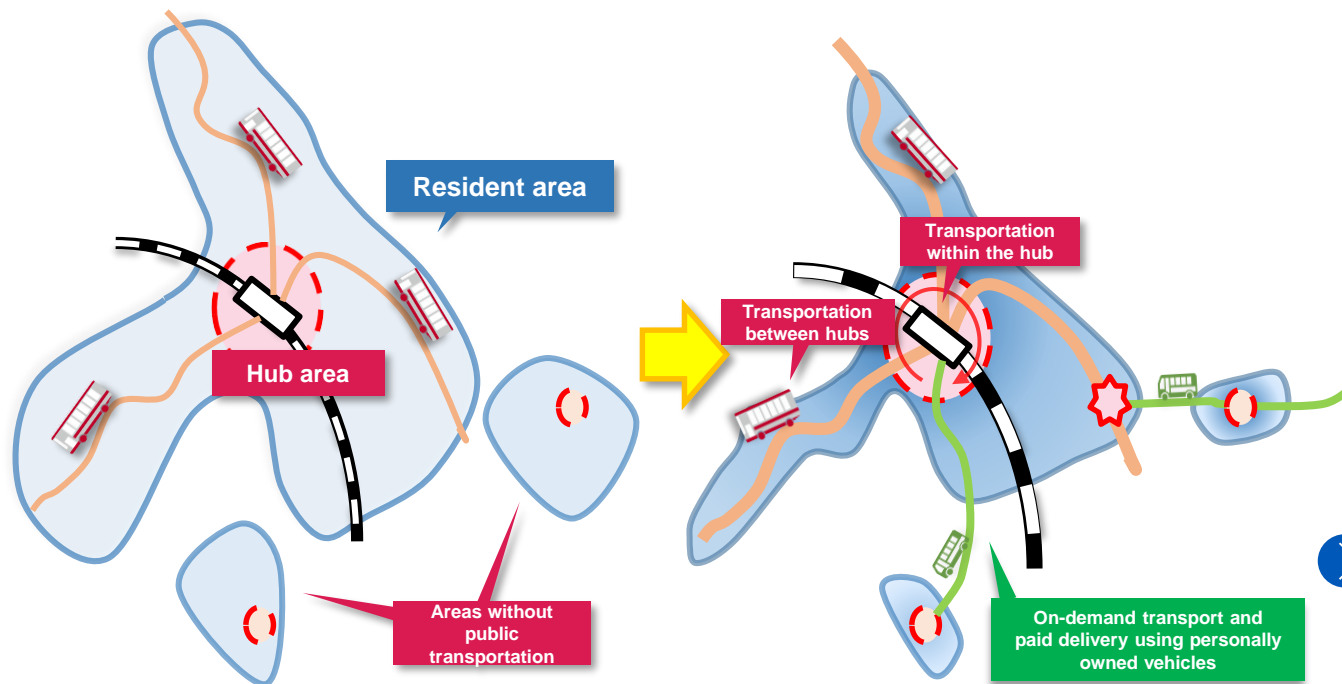
**CentX**

(2) Improving efficiency and networking by enhancing main lines and promoting DX

(3) Participating in the transportation system in Nagoya city and the city center

# (Reference) Compact Plus Network

Image of the Compact Plus Network proposed by the government



Prepared by the Company based on materials from the Ministry of Land, Infrastructure, Transport and Tourism

Amid the continuing population decline, it will become difficult to provide public services as urban areas are scattered.

As houses are concentrated in areas centered on multiple hubs, the demand for transportation between and within these hubs will further increase the role of public transportation.

- **Railways and buses** will continue to play a more important role in transportation between hubs and within hub areas.
- New mobility modes such as **taxies and on-demand transport** will provide a means of transportation in areas without public transportation, which are expected to decrease in number but still exist.
- Our regional MaaS app CentX supports the network by seamlessly connecting these modes.

**In the face of the continuing population decline as well as the declining birthrate and the aging of the population, the shift to the regional structure based on a Compact Plus Network is expected to promote the concentration of the houses along public transportation lines, thereby enhancing the ratio of passengers taking public transport.**

## ➤ Okazaki City, Aichi Prefecture (a model city in the third project)



Source: Website of the Ministry of Land, Infrastructure, Transport and Tourism

## ➤ Gifu City, Gifu Prefecture (a model city in the first project)



Source: Website of the Ministry of Land, Infrastructure, Transport and Tourism

## <Involvement of the Meitetsu Group>

# Promote the development of hubs and transportation networks in collaboration with the city development strategies worked on by both cities

### <Cases>

- Create excitement by promoting the redevelopment project around Higashi Okazaki Station
- Improved convenience by renovating the station
- Opening of SWING MALL, a commercial facility at the south exit of Higashi Okazaki Station (April 2024)
- Type 1 Urban Redevelopment Project in the north exit area of Higashi Okazaki Station (scheduled to be completed within FY2029)
- Participation in the pilot studies of self-driving buses (2023)
- Pilot studies of regional MaaS (2022)

### <Cases>

- Redevelopment in the area around Meitetsu Gifu Station
- Construction of MEITETSU GIFU, a condominium building in the “Urban Residential Priority Area” designated by Gifu City (scheduled for handover in 2025)
- Cooperation in the regular services of self-driving buses around Gifu City central business district (November 2023– March 2028)
- Route reorganization by Gifu Bus



A green arrow-shaped graphic pointing to the right, containing the number '03' in white.

03

## **The Company's Transportation Results and Progress of the Meitetsu Group's Medium-term Management Plan**

## ■ Nagoya Railroad, Transportation Results

(Unit: Billions of yen, %)

Transfer Reveunes	FY2024 2Q	YoY percent change
Non-commuters	26.1	+ 14.4 %
Work commuters	16.1	+ 11.5 %
School commuters	3.6	- 0.0 %
Commuters	19.7	+ 9.2 %
<b>Total</b>	<b>45.9</b>	<b>+ 12.1 %</b>

Note: Transfer revenues from non-commuters include special car fees.

- Revenue increased as expected due to the fare revision implemented in March 2024 (approx.3.6 billion yen as of September 30, 2024, while approx. 7.0 billion yen of annual forecast as of April 1, 2024)
- Revenue increased due to an increased number in passenger

(Unit: Millions of people, %)

Passengers	FY2024 2Q	YoY percent change
Non-commuters	59.67	+ 2.3 %
Work commuters	75.80	+ 2.7 %
School commuters	51.41	+ 0.6 %
Commuters	127.22	+ 1.8 %
<b>Total</b>	<b>186.89</b>	<b>+ 2.0 %</b>

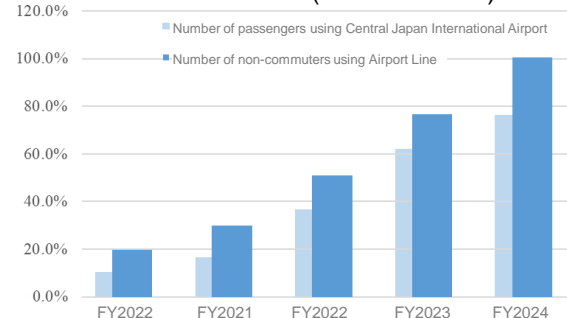
- The number of commuters stayed around 90% of those of pre-pandemic.
- Despite the adverse effects of Typhoon No.10 from the end of August to early September, the number of non-commuters showed an upward trend.

## ■ Airport Line

Despite the number of passengers using Central Japan International Airport being on the recovery, it remains below the level of pre-pandemic. The number of non-commuters using Airport Line has recovered to the level of pre-pandemic by capturing demands associated with events held at Aichi Sky Expo, partly due to the tailwinds from the large concert hall reconstruction in Nagoya city.

\* Aichi Sky Expo started its operation on August 30, 2019.

FY2024 1H Actual (vs FY2019 1H)



### International flights trends of Centrair

November 1, 2024:  
310 weekly flights to 22 cities  
→April 1, 2024:  
Up by 35 weekly Flights to 3 cities

[Reference]  
Summer 2019:  
463 weekly flights to 38 cities  
Winter 2019:  
486 weekly flights to 42 cities

Source: Centrair website

Seizing on the rare opportunities presented by the opening of the Linear Chuo Shinkansen maglev line and the expansion of the Centrair runways, to attract people from Japan and overseas to our business area, we are working with local communities to create attractive regions and cities that stimulate tourism and encourage residency. One such effort is the Meitetsu Nagoya Station District Redevelopment Project, which will enhance the attractiveness of Nagoya as a city and supercharge the Group's growth.

## Promoting development projects for downtown Nagoya and key stations along train lines

- **Enhancing the attractiveness of the Kanayama area and Atsuta Area (Jingū-mae)**
  - ✓ Phase I of “Atsuta nagAya,” a commercial facility, was opened in the area west of Meitetsu Jingū-mae Station on September 6, 2024.

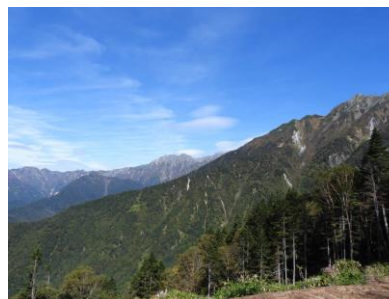


- Extensively covered by the media
- Full opening is scheduled in December 2024
- About 20% increase in the number of passengers at the nearest Jingū-mae Station\*

\* Year-on-year comparison of the number of non-commuters from September 6 to October 31, 2024.

## Enhancing and promoting tourist attractions in the Chubu area

- **Enhancing the attractiveness of Hida Takayama**
  - ✓ The “Itadakinomori,” the summit area of Shinhotaka Ropeway, has completed and celebrated the ground opening on October 11, 2024.



- Visitors stay at the summit area for a longer time, leading to an increased consumption per capita by approx.20%.\*
- The summit and midpoint areas will also be improved sequentially.

\* Cumulative results as of October 31, 2024, compared to the same period of 2019.

# Progress of the medium-term management plan: Realizing a mobility network centered on public transportation

To contribute to the construction of a sustainable society and a Compact Plus Network aligned to this era of population decline, low birthrates, and aging demographics, we will realize a mobility network centered on public transportation through such efforts as evolving and developing regional MaaS and establishing transportation hubs, including Meitetsu Nagoya Station.

## Promoting initiatives aimed at constructing an optimal transportation network

### ➤ On-demand transportation initiatives in collaboration with communities and academia

- ✓ Participating in demonstration experiments of AI-driven on-demand transportation at a transit desert in Nagoya City
  - \* Alliance with Nagoya-city, University of Nagoya, and local community organizations
- ✓ Upon the commencement of the experiment above, “Deraido”, Nagoya-city version MaaS application, started its operation



### ➤ Promoting regional MaaS along train lines

- Higashi Mikawa MaaS “Ikomaï”
- Ichinomiya MaaS “Itte Miya”



↳ So far, carried out in Okazaki-city, Kasugai-city, and Tokoname-city

## Promoting regional MaaS “CentX” and strengthening development

### ➤ Responding to diversifying payment method

- ✓ Conduct demonstration experiments of QR code-base digital ride services
  - \* Joint experiment among Central Japan Railway Company and Kitaena Kotsu Co., Ltd.

⇒ Verify the practicality and convenience of digital ride service which links urban and regional transportation



\* Magome Excursion Ticket: The ticket includes a QR code ticket that can be used on certain sections of the JR Chuo Line and a "Magome Free Ticket" for the Magome Line, a bus route operated by Kitaena Kotsu Co., Ltd.

# Progress of the medium-term management plan: Strengthening earnings power and promoting structural reforms

As well as we will continually promote structural reforms to strive to enhance the profitability of the entire Group, we will also focus on developing business aimed at growth markets, building competitively advantageous strategies, enhancing the high added value of products and services on offer and enhancing the Group's brand value.

## Strengthening development in markets expecting growth and businesses with competitive advantage

- Strengthening development in existing businesses where we have competitive advantages

- Transportation business: Meitetsu Transportation Group

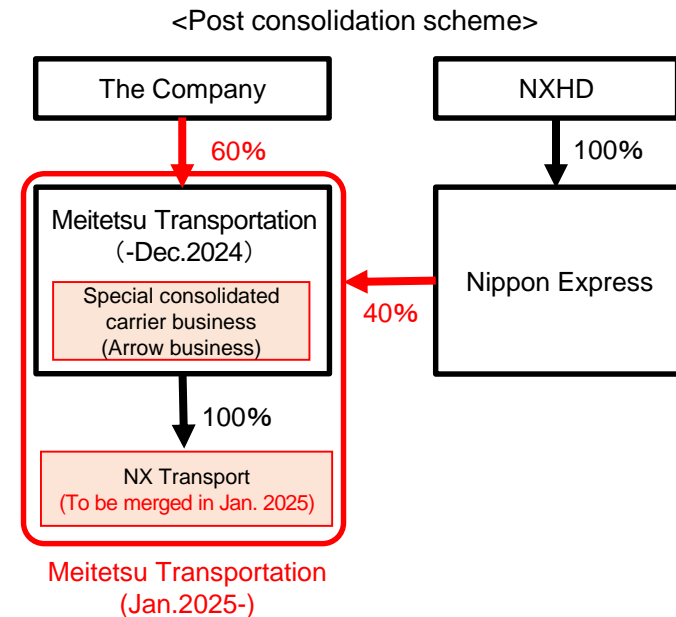
2024: Signed various agreements on consolidating the special consolidated carrier businesses between Meitetsu Group and NX Group  
January 1, 2025: Completed consolidating the special consolidated carrier businesses

**Market shares in terms of sales will be No.3\* in the special consolidated carrier business**

\* Company's research

<Various measures associated with business consolidation (excerpts)>

- ✓ Cost reduction by consolidation  
Decreases in personnel costs in the administrative department and facility charges and others
- ✓ Improvement in profitability by reviewing service routes and pickup and delivery areas and raising loading efficiency
- ✓ Integration of branches of Meitetsu Transportation and NX Groups  
Will consolidate 5 offices to streamline the route business and change the name of the operating company to Meitetsu Transportation Co., Ltd. (January 2025)
- ✓ Negotiations for uniform fare structure



## Providing high value-added and differentiated products and services

### ➤ Strengthening development of businesses for wealthy and highly discerning customers

- ✓ Create tourism content for wealthy customers in Inuyama and Hida Takayama areas, tourism-focused areas
- Invited travel agencies serving wealthy customers and started selling tours based on their feedback



### ✓ Create high-end tourism bus tours

- The premium bus tour “Kiwami” series provided by Gifu Bus Co., Ltd. fare well



## Achieving transformation with digital and cutting-edge technologies

### ➤ Initiatives aimed at shifting to cashless transactions

- ✓ Expanding the scope of the demonstration experiments where QR code- and credit card-based ticket gate passage systems can be used

- Launched the experiment at the March end of 2024, then expanded from 3 to 13 stations in October
- Provide various payment methods to passengers including inbound travelers
- Ease the congestion at the station counter



### ➤ Collaboration with external partners

- ✓ Participated as a partner in the one of the largest open innovation “STATION Ai”



⇨What is STATION Ai ?

Japan's largest open innovation center with more than 500 companies, which was established as a core project of “Aichi Startup Strategy” promoted by Aichi Prefecture. It aims to be a hub for facilitating unprecedented collaboration and creating new values by having startups, business companies, financial institutions, universities, etc. establish their offices and communicate with each other.

# Enhancing human capital

Human resources are the wellspring needed to realize the aforementioned medium- to long-term management strategy. By enhancing the wellbeing of people who work for the Group through human capital investment, we strive to enhance human capital, including talent acquisition and development.

## Promoting a human resource vision and strategy aligned with the medium- to long-term strategy

- **Creating an environment where diverse human resources can continue to work comfortably**
  - **Expanded support to balance work and childcare/nursing care (April 2024)**
    - We provide support beyond legal requirements, mainly focusing on shorter hours, shorter days of work, and leaves of absence. Also, we reshape various allowances by establishing new benefits and implementing a cafeteria plan and others in April 2024.
  - **Established Meitetsu Group Basic Policy on Customer Harassment (September 2024)**
    - We established the policy to protect employees' human rights and create a safe and secure working place.
  - **Implemented Meitetsu Group Job Change System (October 2024)**
    - When employees cannot continue working at your current company due to family matters, age, physical limitations and others, the system allows them to be transferred to other Group companies.
  - **Obtained “Eruboshi” certificate based on Act on the Promotion of Women’s Active Engagement in Professional Life (October 2024)**
    - We will strive further to encourage women’s empowerment, enabling them to fully express their unique strengths and skills.
- **Support for self-sustaining career development**
  - **Implemented Career Challenge System (November 2024)**
    - We implemented an open recruitment system to facilitate self-sustaining career development by allowing employees to apply for side jobs and inter-company transfer in the Group
  - **Health management**
    - **Established Meitetsu Group Health Management Policy (October 2024)**
      - ✓ Maintain 100% of employees receiving regular health checkups and specified medical examinations and provide personalized guidance after health checkups
      - ✓ Implement health application
      - ✓ Set up the Health and Safety Committee
      - ✓ Improve the workplace environment in terms of both software and hardware
    - Certified as KIH Outstanding Organization for three consecutive years

女性活躍推進法に基づく  
えるぼし認定(2024年)



04

## Financial Results for the Six-Month Period of FY2024



# Financial Results for the Six-Month Period of FY2024

Figures in brackets are the year-on-year decrease and the decrease from the previous forecast.

(Units : Millions of yen, %)

	FY2024 1st Half	FY2023 1st Half	Change	Notes	Previous Forecast (As of May)	Change
Operating revenues	<b>334,518</b>	283,728	50,790 [17.9]	Transport +22,233 Real Estate +15,751 Traffic +6,891 Others +4,877 Aviation-related services +1,540 Leisure and Services +1,504 Distribution +554	330,000	4,518 [1.4]
Operating income	<b>24,168</b>	15,900	8,267 [52.0]	Traffic +3,777 Real Estate +2,514 Aviation Services +1,122 Distribution +753 Others +417 Transport +56 Leisure and Services -424	20,000	4,168 [20.8]
Ordinary income	<b>28,411</b>	17,293	11,117 [64.3]	Non-operating revenues +3,099 Non-operating expenses +250	20,000	8,411 [42.1]
Extraordinary income	<b>3,022</b>	1,153	1,869	Gain on bargain purchase +1,456 Gain on contributions for construction +365	3,200	(177)
Extraordinary losses	<b>1,062</b>	3,694	(2,631)	Provision for return of subsidies -2,288 Tax purpose reduction entry of contribution for construction +423	2,300	(1,237)
Profit before income taxes	<b>30,371</b>	14,753	15,618 [105.9]		20,900	9,471 [45.3]
Total income taxes	<b>8,413</b>	4,587	3,825		6,500	1,913
Profit attributable to non-controlling interests	<b>369</b>	185	184		400	(30)
Profit attributable to owners of the parent	<b>21,588</b>	9,980	11,608 [116.3]		14,000	7,588 [54.2]

## [Changes in consolidated subsidiaries and equity-method affiliates (compared to March 31, 2024)]

- ◆ 106 consolidated subsidiaries (+2): Increase of two companies, NX Transport Co., Ltd. (newly added) and Meitetsu Retail Holdings Co., Ltd. (newly established)
- ◆ 15 equity-method affiliates (+1): Increase of one company, Tosei Corporation (newly added)

Year-on-year: **Higher revenues and Higher profits** (Revenues in every business increased, especially in the Transport business in which a consolidated subsidiary was included. Although expenses such as service consignment fees increased, all line-item profits increased year on year.)

Operating revenues	+ ¥50.7 billion	<ul style="list-style-type: none"> <li>+ Transport +22.2 (Truck +21.5 &lt;new addition of a consolidated subsidiary&gt; Maritime Transport +0.7)</li> <li>+ Real Estate +15.7 (Real Estate Condo Sales+13.5 &lt;Increase in sales of condominiums in the Tokyo metropolitan area&gt; Management +0.3)</li> <li>+ Traffic +6.8 (Railroad +4.9 &lt;Passengers +2.0%: Non-commuters +2.3%, Commuters +1.8%&gt; Bus +1.8 Taxi +0.1)</li> <li>+ Other +4.8 (Equipment maintenance +3.7 Other +1.1)</li> </ul>	(Units: Billions of yen)
Operating expenses	+ ¥42.5 billion	<ul style="list-style-type: none"> <li>+ Service consignment fees +16.3 (Transport +15.2 Real Estate +0.7)</li> <li>+ Cost of products sold +10.5 (Real Estate +10.4)</li> <li>+ Personnel costs +7.1 (Transport +4.1 Traffic +1.2 Other+0.5)</li> </ul>	
Operating income	+ ¥8.2 billion	<ul style="list-style-type: none"> <li>+ Traffic +3.7 (Railroad +3.0 Bus +0.8 Taxi -0.1)</li> <li>+ Real Estate +2.5 (Real Estate Condo Sales +2.8 Rentals -0.3 Management -0.0)</li> <li>+ Aviation Services +1.1</li> </ul>	
Ordinary income	+ ¥11.1 billion	Profits increased due to an increase in operating income coupled with an improvement in non-operating income due in part to an increase in investment income from equity-method affiliates. (Non-operating income +2.8)	
Net profit	+ ¥11.6 billion	Profits increased due to higher ordinary income coupled with an improvement in extraordinary income due in part to the recording of a gain on bargain purchase and lower provision for return of subsidies. (Extraordinary income +4.5)	

Compared with previous forecast (from May): **Higher revenues · Higher operating income** (Revenues increased, especially in the Leisure and Services Business where demand is on a recovery trend. All line-item profits increased year on year in line with higher revenues, lower expenses, and improved non-operating income.)

Operating revenues	+ ¥4.5 billion	<ul style="list-style-type: none"> <li>+ Leisure and Services +3.1 (Travel +3.0 Hotel +0.4 Tourist Facilities -0.3)</li> <li>+ Other +2.2 (Equipment maintenance +1.3 Other +0.8)</li> <li>+ Traffic +0.8 (Railroad +0.9 Bus +0.5 Taxi -0.6)</li> </ul>	
Operating income	+ ¥4.1 billion	<ul style="list-style-type: none"> <li>+ Traffic +2.0 (Railroad +1.1 Bus +0.9)</li> <li>+ Real Estate +1.3 (Rentals +0.8 Real Estate Condo Sales +0.5)</li> <li>- Transport -0.7 (Truck -1.0 Maritime Transport +0.2)</li> </ul>	
Ordinary income	+ ¥8.4 billion	Improvement in extraordinary income, due in part to an increase in investment income from equity-method affiliates +4.2	
Net profit	+ ¥7.5 billion	Improvement in extraordinary income, due in part to a decrease in provision for loss on liquidation +1.0	

# Operating Results by Segment

(Units: Millions of yen, %)

Operating revenues	FY2024 1st Half	FY2023 1st Half	Change	Percent Change	Previous Forecast	Change	Percent Change
Traffic	79,527	72,636	6,891	9.5	78,700	827	1.1
Transport	91,581	69,347	22,233	32.1	91,600	(18)	(0.0)
Real Estate	61,268	45,517	15,751	34.6	61,400	(131)	(0.2)
Leisure and Services	49,870	48,365	1,504	3.1	46,700	3,170	6.8
Distribution	32,221	31,666	554	1.8	32,500	(278)	(0.9)
Aviation Services	13,482	11,941	1,540	12.9	12,700	782	6.2
Others	26,603	21,725	4,877	22.5	24,400	2,203	9.0
Adjustment	(20,035)	(17,472)	(2,563)	—	(18,000)	(2,035)	—
Total	334,518	283,728	50,790	17.9	330,000	4,518	1.4

Operating income	FY2024 1st Half	FY2023 1st Half	Change	Percent Change	Previous Forecast	Change	Percent Change
Traffic	11,840	8,063	3,777	46.8	9,800	2,040	20.8
Transport	1,051	994	56	5.7	1,800	(748)	(41.6)
Real Estate	9,196	6,682	2,514	37.6	7,800	1,396	17.9
Leisure and Services	1,400	1,824	(424)	(23.2)	1,400	0	0.0
Distribution	(1,148)	(1,902)	753	—	(1,100)	(48)	—
Aviation Services	797	(325)	1,122	—	100	697	697.3
Others	899	481	417	86.7	100	799	799.6
Adjustment	131	81	49	—	100	31	—
Total	24,168	15,900	8,267	52.0	20,000	4,168	20.8

Year-on-year  
comparisons

Traffic, Transport, Real Estate, Others: **Increased revenues and income**  
 Aviation Services: **Increased revenues and turn to profitability**  
 Distribution: **Increased revenues and decreased loss**  
 Leisure and Services: **Increased revenues and decreased income**

(Units : Millions of yen, %)

	FY2024 1st Half	FY2023 1st Half	Change	Percent Change	Notes
Operating revenues	<b>79,527</b>	72,636	6,891	9.5	Revenues increased due to the effects of fare revisions in the railroad and bus businesses, as well as factors such as higher passenger numbers.
Operating income	<b>11,840</b>	8,063	3,777	46.8	Profit increased due to higher revenues despite increases in personnel and renovation costs.

## ◆ Breakdown of Traffic Business ◆

(Units : Millions of yen, %)

	Operating revenues				Operating income			
	FY2024 1st Half	FY2023 1st Half	Change	Percent Change	FY2024 1st Half	FY2023 1st Half	Change	Percent Change
Railroad	<b>48,854</b>	43,934	4,920	11.2	<b>9,425</b>	6,340	3,085	48.7
Bus	<b>21,028</b>	19,160	1,868	9.8	<b>2,095</b>	1,242	852	68.6
Taxi	<b>10,706</b>	10,547	159	1.5	<b>234</b>	391	(157)	(40.1)
Adjustment	<b>(1,061)</b>	(1,005)	(56)	—	<b>85</b>	88	(3)	—
Traffic Total	<b>79,527</b>	72,636	6,891	9.5	<b>11,840</b>	8,063	3,777	46.8

## <Nagoya Railroad, Transportation Results>

(Units: Millions of yen, %)

Transfer Revenues	FY2024 1st Half	FY2023 1st Half	Percent Change
Non-commuters	<b>26,177</b>	22,882	14.4
Work commuters	<b>16,109</b>	14,451	11.5
School Commuters	<b>3,660</b>	3,660	(0.0)
Commuters	<b>19,769</b>	18,111	9.2
Total	<b>45,947</b>	40,993	12.1

(Units: Thousands of people, %)

Passengers	FY2024 1st Half	FY2023 1st Half	Percent Change
Non-commuters	<b>59,674</b>	58,320	2.3
Work commuters	<b>75,803</b>	73,810	2.7
School Commuters	<b>51,417</b>	51,131	0.6
Commuters	<b>127,220</b>	124,941	1.8
Total	<b>186,894</b>	183,261	2.0

Note: Transfer revenues from non-commuters include special car fees.

(Units : Millions of yen, %)

	FY2024 1st Half	FY2023 1st Half	Change	Percent Change	Notes
Operating revenues	<b>91,581</b>	69,347	22,233	32.1	Revenues increased due to contributions from a subsidiary in the Truck business that was included in the scope of consolidation in the current fiscal year.
Operating income	<b>1,051</b>	994	56	5.7	Despite worsened balance sheets in the Truck business, overall profit increased due to higher profit in the Maritime Transport business.

## ◆ Breakdown of Transport Business ◆

(Units : Millions of yen, %)

	Operating revenues				Operating income			
	FY2024 1st Half	FY2023 1st Half	Change	Percent Change	FY2024 1st Half	FY2023 1st Half	Change	Percent Change
Truck	<b>99,064</b>	76,545	22,519	29.4	<b>(227)</b>	293	(520)	—
Maritime Transport	<b>9,815</b>	9,100	714	7.9	<b>1,265</b>	639	626	98.0
Adjustment	<b>(17,298)</b>	(16,298)	(1,000)	—	<b>12</b>	61	(49)	—
Transport Total	<b>91,581</b>	69,347	22,233	32.1	<b>1,051</b>	994	56	5.7

(Units: Millions of yen, %)

	FY2024 1st Half	FY2023 1st Half	Change	Percent Change	Notes
Operating revenues	<b>61,268</b>	45,517	15,751	34.6	Revenues increased due in part to higher revenues in the Rentals business in addition to an increase in the number of condominiums for purchase delivered.
Operating income	<b>9,196</b>	6,682	2,514	37.6	Despite a decrease in profit in the Rentals business, overall profit increased due to higher profit in the Real Estate Condo Sales business.

## ◆ Breakdown of Real Estate Business ◆

(Units: Millions of yen, %)

	Operating revenues				Operating income			
	FY2024 1st Half	FY2023 1st Half	Change	Percent Change	FY2024 1st Half	FY2023 1st Half	Change	Percent Change
Real Estate Rental	<b>28,023</b>	25,783	2,240	8.7	<b>4,976</b>	5,316	(340)	(6.4)
Real Estate Condo Sales	<b>30,590</b>	17,090	13,500	79.0	<b>3,977</b>	1,081	2,895	267.8
Real Estate Management	<b>7,436</b>	6,837	599	8.8	<b>244</b>	291	(46)	(16.0)
Adjustment	<b>(4,782)</b>	(4,194)	(588)	—	<b>(1)</b>	(6)	5	—
Real Estate Total	<b>61,268</b>	45,517	15,751	34.6	<b>9,196</b>	6,682	2,514	37.6

## <Number of Meitetsu City Design Condo Sales>

(Units: Units sold, %)

	FY2024 1st Half	FY2023 1st Half	Percent Change
Number of condos sold (total)	<b>493</b>	346	42.5
Nagoya	<b>44</b>	86	(48.8)
Tokyo	<b>370</b>	104	255.8
Osaka	<b>79</b>	156	(49.4)

## <Number of Parking Spaces and Lots Owned by Meitetsu Kyosho Group>

(Units: %)

	FY2024 1st Half	FY2023 1st Half	Percent Change
Owned Spaces	<b>92,837</b>	90,560	2.5
Owned Lots	<b>4,029</b>	3,934	2.4

(Units: Millions of yen, %)

	FY2024 1st Half	FY2023 1st Half	Change	Percent Change	Notes
Operating revenues	<b>49,870</b>	48,365	1,504	3.1	Revenues increased, especially in the Hotel business, due to a recovery in Tourism demand.
Operating income	<b>1,400</b>	1,824	(424)	(23.2)	Despite a return to profitability in the Hotel business, overall profits decreased due to decreased income in the Tourism business

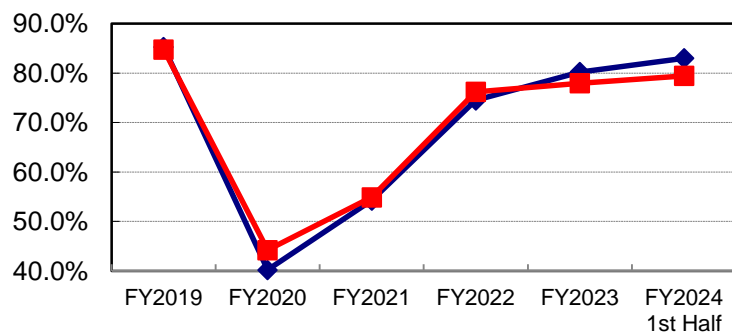
## ◆ Breakdown of Leisure and Services Business ◆

(Units: Millions of yen, %)

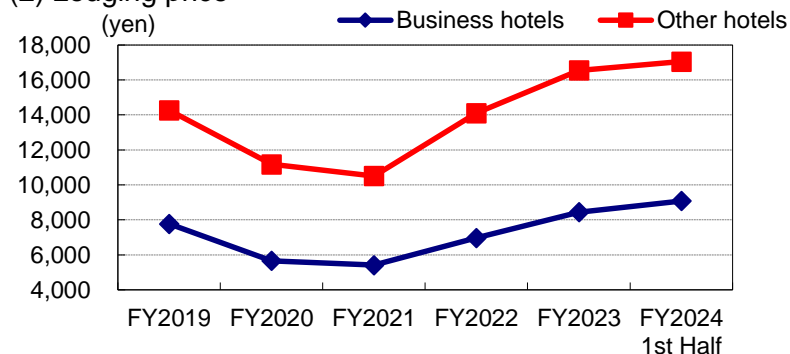
	Operating revenues				Operating income			
	FY2024 1st Half	FY2023 1st Half	Change	Percent Change	FY2024 1st Half	FY2023 1st Half	Change	Percent Change
Hotel	<b>11,431</b>	10,149	1,281	12.6	<b>426</b>	(121)	548	—
Tourist Facilities	<b>10,660</b>	10,149	511	5.0	<b>600</b>	681	(80)	(11.8)
Travel	<b>27,998</b>	28,361	(362)	(1.3)	<b>380</b>	1,274	(894)	(70.1)
Adjustment	<b>(219)</b>	(294)	74	—	<b>(7)</b>	(10)	2	—
Leisure and Services Total	<b>49,870</b>	48,365	1,504	3.1	<b>1,400</b>	1,824	(424)	(23.2)

## <Occupancy Rates and Lodging Prices at Main Group Hotels within Nagoya City>

(1) Occupancy rate



(2) Lodging price



(Units: Millions of yen, %)

	FY2024 1st Half	FY2023 1st Half	Change	Percent Change	Notes
Operating revenues	<b>32,221</b>	31,666	554	1.8	Despite a decrease in revenue from department stores due to store closures, overall revenue increased due to an increase in revenue from the sale of other goods.
Operating income	<b>(1,148)</b>	(1,902)	753	—	Losses decreased due to an increase in revenue and an improvement in the balance sheet as a result of the closure of unprofitable stores in the department store business.

## ◆ Breakdown of Distribution Business ◆

(Units: Millions of yen, %)

	Operating revenues				Operating income			
	FY2024 1st Half	FY2023 1st Half	Change	Percent Change	FY2024 1st Half	FY2023 1st Half	Change	Percent Change
Department Store	<b>7,743</b>	8,458	(714)	(8.4)	<b>(1,010)</b>	(1,486)	476	—
Other goods sold	<b>24,571</b>	23,336	1,234	5.3	<b>(138)</b>	(346)	208	—
Adjustment	<b>(94)</b>	(128)	34	—	<b>(0)</b>	(69)	68	—
Distribution Total	<b>32,221</b>	31,666	554	1.8	<b>(1,148)</b>	(1,902)	753	—



(Units: Millions of yen, %)

	FY2024 1st Half	FY2023 1st Half	Change	Percent Change	Notes
Operating revenues	<b>13,482</b>	11,941	1,540	12.9	Revenue increased due in part to an increase in orders in the in-flight catering business and an increase in the transportation of goods in the airline business.
Operating income	<b>797</b>	(325)	1,122	—	Return to profitability due to increased revenue.

## ◆ Breakdown of Aviation Services Business ◆

(Units: Millions of yen, %)

	Operating revenues				Operating income			
	FY2024 1st Half	FY2023 1st Half	Change	Percent Change	FY2024 1st Half	FY2023 1st Half	Change	Percent Change
Aviation Services	<b>13,600</b>	12,086	1,513	12.5	<b>792</b>	(331)	1,123	—
Adjustment	<b>(117)</b>	(144)	26	—	<b>5</b>	6	(1)	—
Aviation Services Total	<b>13,482</b>	11,941	1,540	12.9	<b>797</b>	(325)	1,122	—

(Units: Millions of yen, %)

	FY2024 1st Half	FY2023 1st Half	Change	Percent Change	Notes
Operating revenues	<b>26,603</b>	21,725	4,877	22.5	Revenue increased due to the contribution of revenue from a construction subsidiary that was included in the scope of consolidation in the previous fiscal year, as well as an increase in orders for equipment installation work.
Operating income	<b>899</b>	481	417	86.7	Higher profits due to increased revenue.

## ◆ Breakdown of Others ◆

(Units: Millions of yen, %)

	Operating revenues				Operating income			
	FY2024 1st Half	FY2023 1st Half	Change	Percent Change	FY2024 1st Half	FY2023 1st Half	Change	Percent Change
Equipment Maintenance	<b>13,670</b>	9,944	3,725	37.5	<b>372</b>	(184)	557	—
Others	<b>13,334</b>	12,247	1,086	8.9	<b>564</b>	662	(98)	(14.9)
Adjustment	<b>(401)</b>	(466)	65	—	<b>(37)</b>	3	(40)	—
Others Total	<b>26,603</b>	21,725	4,877	22.5	<b>899</b>	481	417	86.7

# Non-Operating Income and Extraordinary Income

(Units: Millions of yen)

	FY2024 1st Half	FY2023 1st Half	Change	Notes
Non-operating income	<b>6,187</b>	3,087	3,099	
Interest income	<b>55</b>	21	33	
Dividend income	<b>1,215</b>	757	458	
Equity in net earnings of affiliates	<b>4,092</b>	1,262	2,829	(Current year) Tosei Corporation (new addition)
Reversal of provision for loss on liquidation	<b>3</b>	22	(19)	
Others	<b>821</b>	1,022	(201)	
Non-operating expenses	<b>1,944</b>	1,694	250	
Interest expenses	<b>1,685</b>	1,482	203	
Others	<b>258</b>	211	47	
Total non-operating income	<b>4,243</b>	1,393	2,849	

Extraordinary income	<b>3,022</b>	1,153	1,869	
Gain on bargain purchase	<b>1,456</b>	0	1,456	(Current year) NX Transport Co., Ltd. (new addition)
Proceeds from contribution for construction	<b>784</b>	419	365	(Current year) Earthquake-proof reinforcement work on elevated railway bridge, etc.
Gain on sale of fixed assets	<b>550</b>	545	4	
Gain on sale of investment securities	<b>180</b>	73	107	
Others	<b>50</b>	115	(65)	
Extraordinary losses	<b>1,062</b>	3,694	(2,631)	
Tax purpose reduction entry of contribution for construction	<b>760</b>	337	423	(Current year) Earthquake-proof reinforcement work on elevated railway bridge, etc.
Impairment loss on fixed assets	<b>127</b>	152	(24)	
Loss on disposition of fixed assets	<b>99</b>	158	(59)	
Loss on sales of fixed assets	<b>37</b>	23	14	
Loss on valuation of investment securities	<b>0</b>	49	(49)	
Others	<b>37</b>	2,974	(2,936)	(Previous year) Provision for return of subsidies
Total extraordinary income	<b>1,959</b>	(2,540)	4,500	

# Consolidated Balance Sheets



(Units: Millions of yen)

	FY2024 1st Half	2024/3 results	Change	Notes										
Current assets	<b>262,728</b>	238,484	24,243	Increase in cash and deposits										
Non-current assets	<b>1,107,082</b>	1,064,720	42,362	<table border="1"> <tr> <td>Capital investment</td> <td>27,513</td> </tr> <tr> <td>Inclusion of subsidiaries in consolidation</td> <td>6,915</td> </tr> <tr> <td>Depreciation and amortization</td> <td>(20,304)</td> </tr> <tr> <td>Impairment losses on fixed assets</td> <td>(127)</td> </tr> <tr> <td>Retirement</td> <td>(67)</td> </tr> </table>	Capital investment	27,513	Inclusion of subsidiaries in consolidation	6,915	Depreciation and amortization	(20,304)	Impairment losses on fixed assets	(127)	Retirement	(67)
Capital investment	27,513													
Inclusion of subsidiaries in consolidation	6,915													
Depreciation and amortization	(20,304)													
Impairment losses on fixed assets	(127)													
Retirement	(67)													
Property and equipment	<b>917,699</b>	893,624	24,075											
Intangible assets	<b>13,075</b>	13,963	(887)											
Investments and other assets	<b>176,307</b>	157,133	19,174	Increase in investment securities due to acquisition of shares.										
Total assets	<b>1,369,810</b>	1,303,205	66,605											
Current liabilities	<b>304,999</b>	308,949	(3,950)	Decrease in trade notes and accounts payable										
Non-current liabilities	<b>587,834</b>	530,201	57,632	Issuance of bonds										
Total liabilities	<b>892,833</b>	839,151	53,682											
Total net assets	<b>476,977</b>	464,054	12,923	Net income attributable to owners of the parent 21,588 Distribution of retained earnings (5,406) Valuation difference on available-for-sale securities (2,473)										
Total liabilities and net assets	<b>1,369,810</b>	1,303,205	66,605											
Consolidated interest-bearing debt	<b>566,664</b>	519,502	47,161	Reference: Net interest-bearing debt 491,283 (+32,168 vs. March 31, 2024)										

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## Operating Results Forecast for FY2024

# FY2024 Consolidated Operating Results Forecast



(Units: Millions of yen, %)

	FY2024 current forecast	Previous Forecast (As of May)	Change	Percent Change	FY2023 results	Change	Percent Change
Operating revenues	<b>686,000</b>	675,000	11,000	1.6	601,121	84,879	14.1
Operating income	<b>41,000</b>	40,000	1,000	2.5	34,750	6,250	18.0
Non-operating revenues	<b>9,200</b>	5,100	4,100		6,737	2,463	
Non-operating expenses	<b>4,200</b>	4,600	(400)		3,943	257	
Ordinary income	<b>46,000</b>	40,500	5,500	13.6	37,544	8,456	22.5
Extraordinary income	<b>8,800</b>	7,300	1,500		5,390	3,410	
Extraordinary losses	<b>12,800</b>	6,600	6,200		8,388	4,412	
Profit attributable to owners of the parent	<b>29,000</b>	28,000	1,000	3.6	24,400	4,600	18.9
EBITDA	<b>82,900</b>	82,200	700	0.9	73,630	9,270	12.6
Capital investment	<b>98,200</b>	98,200	—	—	76,818	21,382	27.8
Depreciation and amortization	<b>41,900</b>	42,200	(300)	(0.7)	38,879	3,021	7.8
Net interest-bearing debt	<b>490,000</b>	490,000	—	—	459,114	30,886	6.7

Note: EBITDA = Operating income + Depreciation and amortization; Net interest-bearing debt = Interest-bearing debt – Cash, Deposits, and Short-term investment securities

Based on second quarter results and socioeconomic conditions, we expect operating revenues to increase in comparison with the previous forecast (May 10) especially in the Leisure and Services Business, which has been seeing better than expected tourism demand and in the Real Estate Business, where the sale of assets is expected. Although operating income will decrease in the Transport Business, overall income is expected to grow on a consolidated basis, especially in the Traffic and Real Estate Businesses. Ordinary income is expected to increase due to higher operating income and an improvement in non-operating income resulting from an increase in investment gains on equity-method. Although we foresee deterioration in extraordinary income, we expect net income to increase due to the increase in ordinary income.

# Operating Results Forecast Highlights

Year-on-year: **Higher revenues** • **Higher profits** (Revenues will increase especially in the Real Estate and Traffic businesses, in addition to the Transport business where business integration will be implemented. We expect all line-item profits to increase in line with higher revenues.)

<p>Operating revenues + ¥84.8 billion</p>	<ul style="list-style-type: none"> <li>+ Transport +47.8 (Truck +46.5 &lt;Increase due to business integration&gt; Maritime Transport +1.3)</li> <li>+ Real Estate +19.8 (Real Estate Condominium Sales +17.2 &lt;Increase in the number of condominiums for purchase delivered&gt; Rentals +1.9 Management +0.7)</li> <li>+ Traffic +10.6 (Railroad +8.2 Bus +2.1 Taxi +0.3)</li> </ul>	<p>(Unit: Billions of yen)</p>
<p>Operating income + ¥6.2 billion</p>	<ul style="list-style-type: none"> <li>+ Traffic +4.4 (Railroad +3.7 Bus +0.7 Taxi -0.0)</li> <li>+ Distribution +1.0 (Other goods sold +0.7 Department store +0.3)</li> </ul>	
<p>Ordinary income + ¥8.4 billion</p>	<p>Income is expected to increase due to higher operating income and improved non-operating income due in part to an increase in investment income from equity-method affiliates (Improvement in non-operating income +2.2)</p>	
<p>Net profit + ¥4.6 billion</p>	<p>Profit is expected to increase due to growth in ordinary income despite expected deterioration in extraordinary income (Deterioration in extraordinary income -1.0)</p>	

Year-on-year forecast (May): **Higher revenues** • **Higher profits** (Revenues will increase especially in the Leisure and Services and Real Estate businesses. We expect all line-item profits to increase in line with higher revenues and improved non-operating income.)

<p>Operating revenues + ¥11.0 billion</p>	<ul style="list-style-type: none"> <li>+ Leisure and Services +6.4 (Travel +5.5 Hotel +1.0 Tourist Facilities -0.1)</li> <li>+ Real Estate +3.3 (Real Estate Condominium Sales +2.4 Rentals +0.8 Management +0.1)</li> </ul>
<p>Operating income + ¥1.0 billion</p>	<ul style="list-style-type: none"> <li>+ Traffic +1.4 (Bus +1.1 Railroad +0.5 Taxi -0.2)</li> <li>+ Real Estate +0.8 (Rentals +0.5 Real Estate Condominium Sales +0.3 Management -0.0)</li> <li>- Transport -1.4 (Truck -1.4 Maritime Transport +0.0)</li> </ul>

Ordinary income  
+ ¥5.5 billion

Net profit  
+ ¥1.0 billion

## <Nagoya Railroad Expected Traveler Revenues>

(Units: Millions of yen, %)

Transfer Revenues	FY2024 Current forecast	Previous Forecast (As of May)	FY2023 results
Non-commuters	51,804	51,380	46,900
Work commuters	32,155	31,235	28,683
School Commuters	6,845	6,900	6,849
Commuters	39,001	38,135	35,533
Total	90,805	89,516	82,434

(Units: Thousands of people, %)

Passengers	FY2024 Current forecast	Previous Forecast (As of May)	FY2023 results
Non-commuters	118,869	117,896	118,868
Work commuters	149,241	145,022	146,210
School Commuters	96,156	96,388	95,614
Commuters	245,397	241,410	241,824
Total	364,266	359,306	360,692

Note: Transfer revenues from non-commuters include special car fees.

# FY2024 Operating Results Forecast by Segment

(Units: Millions of yen, %)

Operating revenues	FY2024 forecast	Previous Forecast (As of May)	Change	Percent Change	FY2023 results	Change	Percent Change
Traffic	157,200	156,700	500	0.3	146,582	10,618	7.2
Transport	186,200	186,000	200	0.1	138,308	47,892	34.6
Real Estate	127,800	124,500	3,300	2.7	107,906	19,894	18.4
Leisure and Services	99,200	92,800	6,400	6.9	98,772	428	0.4
Distribution	66,500	66,900	(400)	(0.6)	66,676	(176)	(0.3)
Aviation Services	28,700	27,900	800	2.9	26,278	2,422	9.2
Others	61,600	60,700	900	1.5	56,383	5,217	9.3
Adjustment	(41,200)	(40,500)	(700)	—	(39,786)	(1,414)	—
Total	686,000	675,000	11,000	1.6	601,121	84,879	14.1

Operating income	FY2024 forecast	Previous Forecast (As of May)	Change	Percent Change	FY2023 results	Change	Percent Change
Traffic	17,400	16,000	1,400	8.8	12,980	4,420	34.1
Transport	2,500	3,900	(1,400)	(35.9)	1,792	708	39.5
Real Estate	15,600	14,800	800	5.4	15,967	(367)	(2.3)
Leisure and Services	2,400	2,400	—	—	2,671	(271)	(10.1)
Distribution	(1,600)	(1,400)	(200)	—	(2,697)	1,097	—
Aviation Services	1,700	1,600	100	6.3	1,087	613	56.4
Others	2,900	2,600	300	11.5	3,299	(399)	(12.1)
Adjustment	100	100	0	—	(351)	451	—
Total	41,000	40,000	1,000	2.5	34,750	6,250	18.0



# FY2024 EBITDA and Capital Investment Forecast

(Units: Millions of yen)

		FY2024 Current forecast	FY2023 results	Change
Traffic	Operating income	17,400	12,980	4,420
	Depreciation and amortization	18,700	17,847	853
	EBITDA(①)	36,100	30,827	5,273
	Capital investment(②)	38,800	25,578	13,222
	Deduction(①-②)	(2,700)	5,249	(7,949)
Transport	Operating income	2,500	1,792	708
	Depreciation and amortization	8,300	7,120	1,180
	EBITDA(①)	10,800	8,912	1,888
	Capital investment(②)	11,500	7,053	4,447
	Deduction(①-②)	(700)	1,859	(2,559)
Real Estate	Operating income	15,600	15,967	(367)
	Depreciation and amortization	6,200	5,594	606
	EBITDA(①)	21,800	21,562	238
	Capital investment(②)	30,100	30,515	(415)
	Deduction(①-②)	(8,300)	(8,952)	652
Leisure and Services	Operating income	2,400	2,671	(271)
	Depreciation and amortization	1,200	1,134	66
	EBITDA(①)	3,600	3,805	(205)
	Capital investment(②)	2,900	1,839	1,061
	Deduction(①-②)	700	1,966	(1,266)

		FY2024 Current forecast	FY2023 results	Change
Distribution	Operating income	(1,600)	(2,697)	1,097
	Depreciation and amortization	1,200	1,217	(17)
	EBITDA(①)	(400)	(1,480)	1,080
	Capital investment(②)	1,600	1,635	(35)
	Deduction(①-②)	(2,000)	(3,115)	1,115
Aviation Services	Operating income	1,700	1,087	613
	Depreciation and amortization	2,800	2,790	10
	EBITDA(①)	4,500	3,877	623
	Capital investment(②)	8,100	4,211	3,889
	Deduction(①-②)	(3,600)	(333)	(3,267)
Others	Operating income	2,900	3,299	(399)
	Depreciation and amortization	3,800	3,630	170
	EBITDA(①)	6,700	6,929	(229)
	Capital investment(②)	5,200	5,985	(785)
	Deduction(①-②)	1,500	944	556
Total (after consolidated adjustment)	Operating income	41,000	34,750	6,250
	Depreciation and amortization	41,900	38,879	3,021
	EBITDA(①)	82,900	73,630	9,270
	Capital investment(②)	98,200	76,818	21,382
	Deduction(①-②)	(15,300)	(3,188)	(12,112)

Note: EBITDA = Operating income + Depreciation and amortization



In addition to factual past events, this document includes future projections, which contain risks and uncertainty. Please be advised that actual outcomes may vary based on a variety of factors.