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## Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Japanese GAAP) (Unaudited)

### Nagoya Railroad Co., Ltd.

May 15, 2026

Stock Exchange Listing: Tokyo Nagoya  
 Securities code: 9048  
 URL: <https://top.meitetsu.co.jp/>  
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Scheduled date of ordinary shareholders meeting: June 25, 2026  
 Scheduled date of dividend payment commencement: June 26, 2026  
 Scheduled date of filing of annual securities report: June 24, 2026  
 Supplementary explanations of financial results: Yes  
 Financial results presentation meeting: Yes (for institutional investors and analysts)

\*Amounts of less than ¥1 million have been rounded down.

### 1. Consolidated financial results for the fiscal year ended March 31, 2026 (April 1, 2025 - March 31, 2026)

(1) Consolidated operating results (% : year-on-year)

	Operating revenues		Operating income		Ordinary income		Profit attributable to owners of the parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended March 31, 2026	691,583	0.1	36,185	(14.0)	38,363	(19.5)	22,954	(39.2)
Fiscal year ended March 31, 2025	690,720	14.9	42,076	21.1	47,671	27.0	37,733	54.6

Note: Comprehensive income - For the fiscal year ended March 31, 2026: ¥26,738 million [(20.6)%]  
 For the fiscal year ended March 31, 2025: ¥33,661 million [(12.2)%]

	Net income per share-basic	Net income per share-diluted	Return on equity	Return on assets	Operating income ratio
	Yen	Yen	%	%	%
Fiscal year ended March 31, 2026	117.05	104.00	4.8	2.5	5.2
Fiscal year ended March 31, 2025	192.12	167.69	8.4	3.5	6.1

Reference: Equity in earnings of affiliates - For the fiscal year ended March 31, 2026: ¥3,310 million  
 For the fiscal year ended March 31, 2025: ¥5,798 million

## (2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share-basic
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	1,584,842	517,225	30.6	2,473.18
March 31, 2025	1,448,908	498,311	31.9	2,354.79

Reference: Shareholders' equity - As of March 31, 2026: ¥485,066 million

As of March 31, 2025: ¥461,710 million

## (3) Consolidated cash flows

(% : year-on-year)

	Net cash provided by (used in) operating activities	Net cash provided by (used in) investing activities	Net cash provided by (used in) financing activities	Cash and cash equivalents at end of year
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Fiscal year ended March 31, 2026	61,433	(150,874)	89,728	56,780
Fiscal year ended March 31, 2025	78,729	(138,132)	55,854	56,493

## 2. Cash dividends

	Annual dividends				
	1st quarter end	2nd quarter end	3rd quarter end	Fiscal year end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2025	—	0.00	—	38.50	38.50
Fiscal year ended March 31, 2026	—	0.00	—	40.00	40.00
Fiscal year ending March 31, 2027 (forecast)	—	0.00	—	60.00	60.00
	Total cash Dividends (Annual)	Payout Ratio (Consolidated)	Dividend on net assets (Consolidated)		
	Millions of yen	%	%		
Fiscal year ended March 31, 2025	7,549	20.0	1.7		
Fiscal year ended March 31, 2026	7,846	34.2	1.7		
Fiscal year ending March 31, 2027 (forecast)		30.2			

### 3. Forecast of consolidated financial results for the fiscal year ending March 31, 2027

(% : year-on-year)

	Operating revenues		Operating income		Ordinary income	
	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ending March 31, 2027	734,000	6.1	45,000	24.4	47,000	22.5

	Profit attributable to owners of the parent		Net income per share-basic
	Millions of yen	%	Yen
Fiscal year ending March 31, 2027	39,000	69.9	198.85

#### Notes

- (1) Significant changes in the scope of consolidation during the period: None
- (2) Changes in accounting policies, changes in accounting estimates, and restatement of revisions
- (i) Changes in accounting policies resulting from the revision of the accounting standards: None
  - (ii) Changes in accounting policies other than the above: None
  - (iii) Changes in accounting estimates: None
  - (iv) Restatement of revisions: None

#### (3) Number of issued shares (Common stock) (Shares)

	Number of issued shares (including treasury stock)	Number of treasury stock
As of		
March 31, 2026	196,700,692	570,428
March 31, 2025	196,700,692	627,654

(Shares)

	Average number of shares outstanding during the period
Fiscal year ended March 31, 2026	196,109,133
Fiscal year ended March 31, 2025	196,401,818

**(Reference) Overview of the non-consolidated financial results**  
**Non-consolidated results for the fiscal year ended March 31, 2026**  
**(April 1, 2025 – March 31, 2026)**

(1) Non-consolidated operating results

(% : year-on-year)

	Operating revenues		Operating income		Ordinary income		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended March 31, 2026	111,935	4.2	16,480	(3.0)	26,134	14.9	31,607	52.8
Fiscal year ended March 31, 2025	107,406	9.6	16,985	33.1	22,748	49.6	20,683	56.5

	Net income per share-basic	Net income per share-diluted
	Yen	Yen
Fiscal year ended March 31, 2026	161.15	143.19
Fiscal year ended March 31, 2025	105.30	91.91

(2) Non-consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share-basic
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	1,200,674	347,927	29.0	1,773.75
March 31, 2025	1,051,237	315,932	30.1	1,611.11

Reference: Shareholders' equity - As of March 31, 2026: ¥347,927 million  
As of March 31, 2025: ¥315,932 million

<Reasons for the differences in non-consolidated financial results compared with the previous fiscal year>

Regarding the non-consolidated financial results for the fiscal year ended March 31, 2026, there were differences compared with the results for the previous fiscal year, due to the recording of a gain on exchange of shares of affiliated companies as extraordinary income.

\*This report is not subject to audit procedures.

\*Explanation for appropriate use of forecasts and other notes

The forward-looking statements such as operating results forecasts contained in this statement's summary are based on information currently available to the Company and certain assumptions that the Company believes to be reasonable, and are not intended to be a promise by the Company to realize the above.

Actual results may differ from such forward-looking statements for a variety of reasons.

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## 1. Overview of Operating Results, etc.

### (1) Overview of Operating Results for the Current Fiscal Year

During the current fiscal year (from April 1, 2025 to March 31, 2026), the Japanese economy made a gradual recovery due to factors such as improvements in the employment and income environment. Meanwhile, the future outlook remains uncertain due to soaring resource prices caused by unstable international circumstances, and a lack of momentum in the recovery of personal consumption amid continuous price increases.

Against this backdrop, the Group conducted business operations with a top priority on safety and engaged in proactive sales activities while advancing various initiatives based on the Meitetsu Group's Medium-term Management Plan (FY2024-FY2026). As a result, although revenues decreased in the Real Estate and Transport Businesses, overall operating revenue slightly increased to ¥691,583 million (up 0.1% YoY) as lower revenues in the Real Estate and Transport Businesses were offset by the revenue contribution of the Miyagi Transportation Group which was newly consolidated, and an increase in the number of railroad passengers, etc. Operating income was ¥36,185 million (down 14.0% YoY) due to increases in personnel expenses and depreciation and amortization. Ordinary income was ¥38,363 million (down 19.5% YoY) due to lower operating income, in addition to a deterioration in non-operating income resulting from a decrease in share of profit of entities accounted for using equity method and an increase in interest expenses. Profit attributable to owners of the parent was ¥22,954 million (down 39.2% YoY) due to a deterioration in extraordinary income, including the absence of gain on bargain purchase, in addition to lower ordinary income.

The main initiatives and operating results by segment are as follows.

#### (1) Traffic Business

##### [Main initiatives]

In the Railroad Business, the Company advanced elevated track construction at five locations as part of urban development projects by the national and local governments, and the switchover to elevated tracks was completed at Kitayama Station on the Seto Line and Wakabayashi Station on the Mikawa Line. In addition, the Company continued efforts to ensure safe and stable transportation by promoting seismic reinforcement for elevated bridge columns and other structures, flood-prevention work at substations, and expanding the introduction of level crossings equipped with AI image analysis-enabled monitoring systems, among other initiatives. In terms of transportation, the Company newly built a total of 30 commuter train cars to improve convenience and worked to improve the efficiency of the transportation system through the implementation of timetable revisions. Regarding services, the Company newly established the Customer Support Center as a point of contact for various inquiries via telephone, station intercoms, etc. Moreover, we expanded the introduction of new ticket vending machines capable of selling commuter passes and supporting credit card payments, as well as new charge machines with added fare-adjustment functions.

In the Bus Business, MEITETSU GROUP BUS HOLDINGS Co., Ltd. and Meitetsu Kanko Bus Co., Ltd. launched the bus tour brand "YUSAN," which proposes high-quality and special trips, and strove to provide high-value-added products and further develop demand for bus travel. In addition, Meitetsu Bus Co., Ltd. commenced contract operations of "SRT" (Smart Roadway Transit), Nagoya City's new on-road public transportation system, and the Company worked to promote the use of public transportation and revitalize the region by expanding functions related to SRT and selling tickets on the area-specific MaaS app "CentX."

[Operating results]

Operating revenue in the Traffic Business increased to ¥178,272 million (up 11.5% YoY), driven by the contribution from the Miyagi Transportation Group which was consolidated in the previous fiscal year in the Bus Business, and growth in the number of railroad passengers, and operating income rose to ¥21,803 million (up 11.2% YoY) due to higher revenues despite increases in personnel expenses and depreciation and amortization.

Breakdown of Traffic Business

	Operating revenues			Operating income		
	FY2025	FY2024	Change	FY2025	FY2024	Change
	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	%
Railroad	101,450	97,910	3.6	15,296	15,418	(0.8)
Bus	55,476	42,120	31.7	5,136	3,550	44.7
Taxi	23,506	21,936	7.2	1,118	492	127.2
Adjustment	(2,160)	(2,141)	—	252	140	—
Total	178,272	159,825	11.5	21,803	19,602	11.2

(2) Transport Business

[Main initiatives]

In the Trucking Business, Meitetsu Transportation Co., Ltd. worked to improve transportation efficiency by merging bases and management resources following the business integration with the NX Group. Additionally, the Company worked to strengthen profitability through the provision of high-value-added services by opening the Suita Distribution Center, while also seeking to enhance its human resource base by beginning to recruit drivers from Indonesia under the Specified Skilled Worker System of the Japanese government.

[Operating results]

Operating revenue in the Transport Business was ¥170,758 million (down 5.2% YoY) due to reduced cargo volume in the Trucking Business. Operating loss reached ¥7,711 million, widening by ¥3,989 million YoY, due to a deterioration in the financial performance in the Trucking Business.

Breakdown of Transport Business

	Operating revenues			Operating income		
	FY2025	FY2024	Change	FY2025	FY2024	Change
	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	%
Trucking	189,410	196,601	(3.7)	(8,908)	(5,303)	—
Maritime Transportation	18,673	18,554	0.6	1,177	1,493	(21.2)
Adjustment	(37,325)	(34,973)	—	20	88	—
Total	170,758	180,183	(5.2)	(7,711)	(3,721)	—

### (3) Real Estate Business

#### [Main initiatives]

In the Real Estate Business, MEITETSU CITY DESIGN CO., LTD. made the Meitetsu Group's first entry into the REIT business by acquiring shares in an asset management company held by XYMAX GROUP Corporation and becoming a co-sponsor of XYMAX REIT Investment Corporation (currently CENTRAL REIT Investment Corporation), whose management is entrusted to the asset management company, as part of the real estate rotation business.

In the Real Estate Leasing Business, the Company promoted the creation of attractive communities and towns by opening "GIFU-JO RAKUICHI," a tourism and commercial facility in Gifu Park that is the Company's first Park-PFI (\*) project, and "ICHI\*BIRU," a multi-purpose facility directly connected to Meitetsu Ichinomiya Station. In addition, MEITETSU CITY DESIGN CO., LTD. strove to strengthen profitability by opening "MCD-LOGI Komaki," the first project in its logistics facility development business.

In the Real Estate Development Business, MEITETSU CITY DESIGN CO., LTD. pursued the development of condominiums for individual sale, including the sale of "MEITSU Gifu" and "MEITSU Sonoda Terrace City" (Amagasaki City, Hyogo Prefecture).

(\*) A system for selecting an entity through public invitation to integrally establish park facilities and develop or renovate surrounding paths, squares, and other areas.

#### [Operating results]

Overall operating revenue in the Real Estate Business was ¥114,779 million (down 11.0% YoY) due to a reduction in the number of units delivered in condominium sales, despite an increase in revenue from the Real Estate Leasing Business. Operating income was ¥13,573 million (down 28.4% YoY), due to a decrease in revenue in the Real Estate Development Business.

#### Breakdown of Real Estate Business

	Operating revenues			Operating income		
	FY2025	FY2024	Change	FY2025	FY2024	Change
Real Estate Leasing	Millions of yen 64,220	Millions of yen 57,140	% 12.4	Millions of yen 9,597	Millions of yen 8,952	% 7.2
Real Estate Development	44,825	66,159	(32.2)	3,164	9,251	(65.8)
Real Estate Management	16,008	15,519	3.1	678	700	(3.1)
Adjustment	(10,275)	(9,791)	—	132	42	—
Total	114,779	129,028	(11.0)	13,573	18,947	(28.4)

#### (4) Leisure and Services Business

##### [Main initiatives]

In the Hotel Business, the Company continuously worked to improve profitability at each hotel by capturing inbound tourism and domestic travel demand, as well as through flexible pricing according to demand trends.

In the Tourist Facilities Business, Okuhi Kanko Kaihatsu Co., Ltd. renovated Nishihotakaguchi Station building at the Shinhotaka Ropeway, where progressive development as a mountain resort is underway. Moreover, Meitetsu Impress Co., Ltd. opened “IMMERSIVE JOURNEY NAGOYA,” the Tokai area’s first large-scale XR (\*) entertainment facility, further enhancing the appeal of the region.

(\*) A general term for “VR (virtual reality),” “AR (augmented reality),” and “MR (mixed reality).”

##### [Operating results]

In the Leisure and Services Business, operating revenue reached ¥106,779 million (up 4.0% YoY), with increased revenue primarily in the Hotel and Tourist Facilities Businesses due to a recovery in tourism demand. Operating income in the Leisure and Services Business as a whole rose to ¥3,429 million (up 34.7% YoY) due to higher income in the Hotel and Tourist Facilities Businesses, although income decreased in the Travel Business.

##### Breakdown of Leisure and Services Business

	Operating revenues			Operating income		
	FY2025	FY2024	Change	FY2025	FY2024	Change
	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	%
Hotel	25,842	24,402	5.9	1,808	1,514	19.4
Tourist Facilities	22,381	20,634	8.5	1,295	665	94.7
Travel	59,317	58,184	1.9	356	386	(7.7)
Adjustment	(762)	(538)	—	(31)	(20)	—
Total	106,779	102,682	4.0	3,429	2,546	34.7

#### (5) Distribution Business

##### [Main initiatives]

In the Distribution Business, Meitetsu Department Store Co., Ltd. ended store operations of the Meitetsu Department Store Main Store on February 28, 2026.

Meanwhile, even after ending the operation of the store, the Company opened “M’s Royal Gallery,” a gallery-style base for proposing art and hobby masterpieces, in order to continue strengthening contact with out-of-store sales customers as well as new customers, and engaged in proactive sales activities. This business was taken over by MEITETSU Creative Life Institute on March 1, 2026.

##### [Operating results]

In the Distribution Business, operating revenue increased to ¥69,635 million (up 0.8% YoY), partly due to the strong performance of the closing sale at the Meitetsu Department Store Main Store in the Department Store Business. Operating loss was ¥1,900 million, widening by ¥608 million YoY, due to factors such as a deterioration in the financial performance in Other Merchandise Sales.

### Breakdown of Distribution Business

	Operating revenues			Operating income		
	FY2025	FY2024	Change	FY2025	FY2024	Change
	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	%
Department Store	18,081	17,209	5.1	(763)	(1,507)	—
Other Merchandise Sales	52,127	52,159	(0.1)	(583)	317	—
Adjustment	(574)	(256)	—	(554)	(102)	—
Total	69,635	69,112	0.8	(1,900)	(1,292)	—

### (6) Aviation Services Business

[Operating results]

In the Aviation Services Business, operating revenue rose to ¥32,635 million (up 9.6% YoY) due to factors such as increased orders in the helicopter business and flight catering business, and operating income increased to ¥2,583 million (up 14.0% YoY) due to higher revenue.

### Breakdown of Aviation Services Business

	Operating revenues			Operating income		
	FY2025	FY2024	Change	FY2025	FY2024	Change
	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	%
Aviation Services	32,980	30,133	9.5	2,574	2,256	14.1
Adjustment	(345)	(351)	—	9	10	—
Total	32,635	29,781	9.6	2,583	2,266	14.0

### (7) Other Businesses

[Operating results]

Operating revenue in Other Businesses as a whole rose to ¥69,584 million (up 2.4% YoY) due to factors such as an increase in system-related orders, although revenue in Equipment Maintenance decreased. Operating income increased to ¥5,340 million (up 15.5% YoY) due to higher revenue.

### Breakdown of Other Businesses

	Operating revenues			Operating income		
	FY2025	FY2024	Change	FY2025	FY2024	Change
	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	%
Equipment Maintenance	38,237	39,049	(2.1)	3,029	2,981	1.6
Others	32,465	29,799	8.9	2,381	1,716	38.8
Adjustment	(1,119)	(875)	—	(70)	(74)	—
Total	69,584	67,973	2.4	5,340	4,622	15.5

## (2) Overview of Financial Position for the Current Fiscal Year

Total assets at the end of the current fiscal year increased by ¥135,933 million from the end of the previous fiscal year to ¥1,584,842 million, due mainly to an increase in property and equipment resulting from capital expenditures, as well as an increase in investment securities reflecting a rise in the market prices of listed shares held by the Company.

Liabilities increased by ¥117,018 million from the end of the previous fiscal year to ¥1,067,616 million, mainly due to an increase in advances received for construction costs related to railroad elevated track construction projects and an increase in interest-bearing liabilities.

Net assets increased by ¥18,914 million from the end of the previous fiscal year to ¥517,225 million, primarily due to an increase in retained earnings resulting from the recording of profit attributable to owners of the parent.

## (3) Overview of Cash Flows for the Current Fiscal Year

The balance of cash and cash equivalents as of the end of the current fiscal year increased by ¥287 million compared to the end of the previous fiscal year to ¥56,780 million.

Cash flows from operating activities decreased by ¥17,295 million compared to the previous fiscal year to ¥61,433 million, primarily due to a decrease in trade notes and accounts payable.

Cash flows from investing activities decreased by ¥12,741 million compared to the previous fiscal year to minus ¥150,874 million, primarily due to an increase in purchases of fixed assets.

Cash flows from financing activities increased by ¥33,874 million compared to the previous fiscal year to ¥89,728 million, primarily due to an increase in proceeds from long-term debt.

## (4) Future Outlook

The Group will strive to achieve sustainable growth by working as one to implement the various measures outlined in the Meitetsu Group's Medium-term Management Plan. We will also continue to establish a foundation for future growth and strive to strengthen our profitability.

The Company has changed its reportable segments effective from the beginning of the fiscal year ending March 31, 2027, for the purpose of eliminating the fragmentation of segment classifications and providing clearer information disclosure that better reflects actual conditions, based on the positioning of each business for the growth of the entire Group.

For details, please refer to the “Supplementary Materials of Financial Results for the Fiscal Year Ended March 31, 2026”, posted today on TDnet and the Company's website.

For the consolidated financial results forecast for the fiscal year ending March 31, 2027, we expect operating revenue to increase as a whole, mainly in the Real Estate Business, to ¥734,000 million (up 6.1% YoY), although revenue will decrease in the Leisure and Lifestyle Services Business due to the Meitetsu Department Store closure. Operating income is projected to be ¥45,000 million (up 24.4% YoY) due to an improvement in the financial performance of the Transport Business. Ordinary income is expected to increase to ¥47,000 million (up 22.5% YoY) due to growth in operating income, despite a deterioration in non-operating income. Profit attributable to owners of the parent is projected to be ¥39,000 million (up 69.9% YoY) reflecting higher ordinary income and improved extraordinary income/losses.

Regarding profit distribution, the Company strives for stable management over the long-term to fulfill its public mission in the Railroad Business. From the fiscal year ending March 31, 2027, the Company will maintain a consolidated dividend payout ratio of at least 30%, while setting a minimum annual dividend of ¥60 per share to ensure the stability of shareholder returns. In addition to this policy, taking into account recent performance trends, the business environment, financial condition, and other factors, the year-end dividend forecast is set at ¥60 per share.

Please note that the financial results forecast announced this time are based on information available as of the announcement date and actual results may differ significantly due to various factors going forward.

## **2. Basic Considerations Regarding the Selection of Accounting Standards**

The Group applies Japanese accounting standards in order to ensure comparability with other companies in the same industry in Japan.

### 3. Consolidated Financial Statement and Main Notes

#### (1) Consolidated Balance Sheets (Unaudited)

	Millions of yen	
	March 31, 2025	March 31, 2026
<b>ASSETS</b>		
Current assets		
Cash and deposits	58,637	57,291
Trade notes, accounts receivable and contract assets	71,559	71,656
Short-term loans receivable	96	117
Land and buildings for sale	84,471	97,377
Merchandise and finished goods	7,859	6,841
Work in process	824	650
Raw materials and supplies	6,376	7,471
Others	26,774	31,154
Allowance for doubtful accounts	(182)	(168)
Total current assets	256,417	272,392
Non-current assets		
Property and equipment		
Buildings and structures, net	333,452	352,702
Machinery, equipment and vehicles, net	89,238	95,617
Land	421,580	463,021
Lease assets, net	8,854	8,078
Construction in progress	130,782	162,378
Other properties, net	14,073	14,630
Total property and equipment	997,980	1,096,429
Intangible assets		
Right-of-use facilities	8,809	10,263
Goodwill	2,027	3,051
Lease assets	173	115
Other intangible assets	3,941	4,279
Total Intangible assets	14,952	17,710
Investments and other assets		
Investment securities	147,074	170,157
Long-term loans receivable	238	183
Deferred tax assets	13,178	11,065
Retirement benefit asset	27	451
Others	19,432	16,772
Allowance for doubtful accounts	(392)	(320)
Total investments and other assets	179,558	198,309
Total non-current assets	1,192,491	1,312,449
<b>Total assets</b>	1,448,908	1,584,842

## Millions of yen

	March 31, 2025	March 31, 2026
<b>Liabilities</b>		
Current liabilities		
Trade notes and accounts payable	90,679	84,897
Short-term loans payable	75,462	83,374
Commercial papers	10,000	15,000
Current portion of bonds payable	25,000	15,000
Lease obligations	1,225	1,175
Income taxes payable	8,981	8,403
Deposits received from employees	4,039	2,576
Advances received	83,856	103,276
Provision for bonuses	6,736	6,942
Provision for loss on liquidation	27	54
Allowance for loss on collection of gift certificates outstanding	378	371
Others	49,998	49,180
Total current liabilities	356,386	370,251
Non-current liabilities		
Bonds payable	270,000	300,000
Long-term loans payable	194,533	262,707
Lease obligations	9,286	8,477
Deferred tax liabilities	5,940	14,772
Deferred tax liabilities for land revaluation	56,706	56,772
Provision for loss on liquidation	459	339
Employee retirement benefit liability	35,874	32,271
Others	21,410	22,025
Total non-current liabilities	594,210	697,364
Total liabilities	950,597	1,067,616
<b>Net assets</b>		
Shareholders' equity		
Common stock	101,158	101,158
Capital surplus	35,978	36,281
Retained earnings	211,944	226,841
Treasury stock	(1,116)	(1,011)
Total shareholders' equity	347,965	363,270
Accumulated other comprehensive income		
Net unrealized gains on available-for-sale securities	25,885	32,909
Deferred gains and losses on hedges	107	437
Land revaluation increment	85,629	86,062
Foreign currency translation adjustments	47	49
Retirement benefit adjustments	2,075	2,337
Total accumulated other comprehensive income	113,745	121,795
Non-controlling interests	36,600	32,159
Total net assets	498,311	517,225
Total liabilities and net assets	1,448,908	1,584,842

## (2) Consolidated Statements of Income and Consolidated Statements of Comprehensive Income (Unaudited)

## Consolidated Statements of Income (Unaudited)

	Millions of yen	
	April 1, 2024 -March 31, 2025	April 1, 2025 -March 31, 2026
Operating revenues	690,720	691,583
Operating expenses		
Transportation, other services and cost of sales	586,267	593,523
Selling, general and administrative expenses	62,376	61,874
Total operating expenses	648,643	655,398
Operating income	42,076	36,185
Non-operating revenues		
Interest income	227	320
Dividend income	1,938	2,386
Share of profit of entities accounted for using equity method	5,798	3,310
Miscellaneous income	1,898	1,957
Total non-operating revenues	9,862	7,974
Non-operating expenses		
Interest expenses	3,521	4,997
Miscellaneous expenses	745	798
Total non-operating expenses	4,267	5,796
Ordinary income	47,671	38,363
Extraordinary income		
Gain on sales of fixed assets	1,064	1,462
Gain on contributions for construction	2,278	2,559
Gain on sales of investment securities	6,209	2,940
Gain on exchange of shares of affiliated companies	-	5,470
Gain on bargain purchase	4,756	-
Others	1,356	1,231
Total extraordinary income	15,664	13,663
Extraordinary losses		
Loss on sales of fixed assets	197	223
Impairment loss on fixed assets	2,236	5,440
Loss on disposition of fixed assets	1,319	1,823
Loss on valuation of investment securities	97	7
Loss on reduction of property and equipment	2,218	2,193
Loss on store closings	-	1,547
Loss on subsidy return	2,696	940
Loss on step acquisitions	1,530	-
Others	1,797	1,070
Total extraordinary losses	12,095	13,247
Profit before income taxes	51,240	38,779
Income taxes – current	11,340	13,235
Income taxes – deferred	2,375	6,719
Total income taxes	13,715	19,954
Profit	37,525	18,824
Profit (loss) attributable to:		
Non-controlling interests	(208)	(4,129)
Owners of the parent	37,733	22,954

Consolidated Statements of Comprehensive Income (Unaudited)

Millions of yen

	April 1, 2024 -March 31, 2025	April 1, 2025 -March 31, 2026
Profit	37,525	18,824
Other comprehensive income		
Net unrealized gains and losses on available-for-sale securities	(3,378)	8,778
Deferred gains and losses on hedges	(278)	344
Land revaluation increment	(1,517)	(85)
Foreign currency translation adjustments	22	(0)
Retirement benefit adjustments	842	238
Share of other comprehensive income of affiliates accounted for using the equity method	444	(1,361)
Total other comprehensive income	(3,864)	7,913
Comprehensive income	33,661	26,738
Comprehensive income attributable to:		
Owners of the parent	33,991	30,508
Non-controlling interests	(330)	(3,770)

## (3) Consolidated Statements of Changes in Net Assets (Unaudited)

Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at the fiscal year start	101,158	40,426	179,468	(233)	320,819
Changes of items during the year					
Cash dividends			(5,406)		(5,406)
Profit attributable to owners of the parent			37,733		37,733
Purchase of treasury stock				(1,025)	(1,025)
Disposal of treasury stock		(30)		142	112
Reversal for land revaluation increment			179		179
Transfer from retained earnings to capital surplus		30	(30)		—
Change in treasury shares arising from change in equity in entities accounted for using equity method					—
Change in ownership interest of parent related to transactions with non-controlling interests		(4,447)			(4,447)
Net changes in items other than shareholders' equity for the year					
Total changes of items during the year	—	(4,447)	32,476	(882)	27,146
Balance at the fiscal year end	101,158	35,978	211,944	(1,116)	347,965

	Accumulated other comprehensive income						Non-controlling interests	Total net assets
	Net unrealized gains on available-for-sale securities	Deferred gain and losses on hedges	Land revaluation increment	Foreign currency translation adjustments	Retirement benefit adjustments	Total accumulated other comprehensive income		
Balance at the fiscal year start	28,631	379	87,298	24	1,332	117,667	25,567	464,054
Changes of items during the year								
Cash dividends								(5,406)
Profit attributable to owners of the parent								37,733
Purchase of treasury stock								(1,025)
Disposal of treasury stock								112
Reversal for land revaluation increment								179
Transfer from retained earnings to capital surplus								—
Change in treasury shares arising from change in equity in entities accounted for using equity method								—
Change in ownership interest of parent related to transactions with non-controlling interests								(4,447)
Net changes in items other than shareholders' equity for the year	(2,746)	(272)	(1,669)	22	742	(3,922)	11,033	7,110
Total changes of items during the year	(2,746)	(272)	(1,669)	22	742	(3,922)	11,033	34,256
Balance at the fiscal year end	25,885	107	85,629	47	2,075	113,745	36,600	498,311

Fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at the fiscal year start	101,158	35,978	211,944	(1,116)	347,965
Changes of items during the year					
Cash dividends			(7,549)		(7,549)
Profit attributable to owners of the parent			22,954		22,954
Purchase of treasury stock				(11)	(11)
Disposal of treasury stock		(11)		115	104
Reversal for land revaluation increment			(496)		(496)
Transfer from retained earnings to capital surplus		11	(11)		—
Change in treasury shares arising from change in equity in entities accounted for using equity method					—
Change in ownership interest of parent related to transactions with non-controlling interests		302			302
Net changes in items other than shareholders' equity for the year					
Total changes of items during the year	—	302	14,897	104	15,305
Balance at the fiscal year end	101,158	36,281	226,841	(1,011)	363,270

	Accumulated other comprehensive income						Non-controlling interests	Total net assets
	Net unrealized gains on available-for-sale securities	Deferred gains and losses on hedges	Land revaluation increment	Foreign currency translation adjustments	Retirement benefit adjustments	Total accumulated other comprehensive income		
Balance at the fiscal year start	25,885	107	85,629	47	2,075	113,745	36,600	498,311
Changes of items during the year								
Cash dividends								(7,549)
Profit attributable to owners of the parent								22,954
Purchase of treasury stock								(11)
Disposal of treasury stock								104
Reversal for land revaluation increment								(496)
Transfer from retained earnings to capital surplus								—
Change in treasury shares arising from change in equity in entities accounted for using equity method								—
Change in ownership interest of parent related to transactions with non-controlling interests								302
Net changes in items other than shareholders' equity for the year	7,023	330	432	1	262	8,050	(4,441)	3,609
Total changes of items during the year	7,023	330	432	1	262	8,050	(4,441)	18,914
Balance at the fiscal year end	32,909	437	86,062	49	2,337	121,795	32,159	517,225

## (4) Consolidated Statements of Cash Flows (Unaudited)

Millions of yen

	April 1, 2024 -March 31, 2025	April 1, 2025 -March 31, 2026
Cash flows from operating activities:		
Profit before income taxes	51,240	38,779
Depreciation and amortization	41,824	46,516
Impairment loss on fixed assets	2,236	5,440
Amortization of goodwill	266	261
Increase (decrease) in allowance for doubtful accounts	(105)	(88)
Increase (decrease) in provision for bonuses	481	204
Increase (decrease) in provision for loss on liquidation	(3,448)	(92)
Increase (decrease) in other provisions	(212)	51
Gain on exchange of shares of affiliated companies	-	(5,470)
Gain on bargain purchase	(4,756)	-
Increase (decrease) in employee retirement benefit liability	1,952	(3,762)
Interest and dividend income	(2,165)	(2,706)
Interest expense	3,521	4,997
Share of loss (gain) of entities accounted for using equity method	(5,798)	(3,310)
Loss (gain) on sale of fixed assets	(866)	(1,239)
Loss on disposition of fixed assets	284	574
Loss (gain) on valuation of investment securities	97	7
Loss (gain) on sales of investment securities	(6,206)	(2,896)
Gain on contributions for construction	(2,278)	(2,559)
Decrease (increase) in trade notes and accounts receivable	(5,456)	324
Decrease (increase) in inventories	2,260	6,825
Increase (decrease) in trade notes and accounts payable	6,368	(7,915)
Others, net	5,714	1,161
Subtotal	84,956	75,105
Interest and dividends received	4,022	4,850
Interest paid	(3,508)	(4,618)
Income taxes paid	(6,740)	(13,904)
Net cash provided by (used in) operating activities	78,729	61,433

## Millions of yen

	April 1, 2024 -March 31, 2025	April 1, 2025 -March 31, 2026
Cash flows from investing activities:		
Decrease (increase) in time deposits	(1,822)	(20)
Purchases of fixed assets	(133,363)	(172,267)
Proceeds from sales of fixed assets	1,855	2,137
Purchases of investment securities	(36,203)	(8,805)
Proceeds from sales and redemptions of investment securities	19,731	3,848
Purchase of shares of subsidiaries resulting in change in scope of consolidation	-	(2,075)
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	1,404	-
Payments of short-term loans receivable	(14)	(34)
Proceeds from collection of short-term loans receivable	1,808	88
Payments of long-term loans receivable	(30)	(30)
Proceeds from collection of long-term loans receivable	10	13
Proceeds from contribution received for construction	10,161	26,448
Others, net	(1,669)	(176)
Net cash provided by (used in) investing activities	(138,132)	(150,874)
Cash flows from financing activities:		
Net increase (decrease) in short-term borrowings	17,677	6,451
Increase (decrease) in commercial papers	9,999	4,998
Proceeds from long-term debt	31,461	86,405
Repayment of long-term debt	(8,373)	(16,905)
Issuance of bonds	69,730	44,789
Redemption of bonds	(40,000)	(25,000)
Increase (decrease) in employee deposits	(15,925)	(1,462)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(1,098)	(279)
Repayments of lease obligations	(1,077)	(1,211)
Proceeds from sales of treasury stock	1	0
Purchase of treasury stock	(1,025)	(11)
Dividends paid to non-controlling shareholders	(136)	(524)
Dividends paid to shareholders	(5,378)	(7,522)
Net cash provided by (used in) financing activities	55,854	89,728
Effect of exchange rate changes on cash and cash equivalents	16	(0)
Net increase (decrease) in cash and cash equivalents	(3,532)	287
Cash and cash equivalents at beginning of period	60,025	56,493
Cash and cash equivalents at end of period	56,493	56,780

(5) Notes to Consolidated Financial Statements (Unaudited)

Notes on Going Concern Assumption: None

Notes on Segment information, etc.

(1) General information about reportable segments

The reportable segments of the Company are those units for which separate financial statements can be obtained among the constituent units of the Company and which are regularly examined by the Board of Directors to determine the allocation of management resources and to assess business performance.

The Group is engaged in diversified business activities involving traffic, transport, real estate, leisure, distribution, aviation services, equipment maintenance and others. On the basis of the above activities, the Company's reportable segments are "Traffic," "Transport," "Real Estate," "Leisure and Services," "Distribution" and "Aviation Services."

The business descriptions of the reportable segments are as follows:

- Traffic: business related to railroads, buses and taxis
- Transport: business related to trucking and maritime transportation
- Real Estate: real estate development, real estate leasing and real estate management
- Leisure and Services: business related to hotels, restaurants, tourist facilities and travel
- Distribution: department store operations and distributions of other merchandise sales
- Aviation Services: business related to general aviation and flight catering

(2) Basis of measurement for reportable segment operating revenues, profit or loss, assets and other material items

Reportable segment income (loss) figures are on an operating income (loss) basis. Intersegment sales and transfers are based on prevailing market prices.

(3) Information about reportable segment operating revenues, profit or loss, assets and other material items

Information about reportable segments as of and for the fiscal year ended March 31, 2025 was as follows.

(Millions of yen)

	Traffic	Transport	Real Estate	Leisure and Services	Distribution	Aviation Services	Others (*1)	Total	Adjustment (*2)	Consolidated financial statements (*3)
Operating revenues:										
External customers	156,942	179,757	116,408	102,057	65,529	29,729	40,295	690,720	—	690,720
Intersegment sales/transfers	2,882	425	12,620	625	3,583	52	27,678	47,867	(47,867)	—
Total	159,825	180,183	129,028	102,682	69,112	29,781	67,973	738,587	(47,867)	690,720
Segment income (loss)	19,602	(3,721)	18,947	2,546	(1,292)	2,266	4,622	42,971	(895)	42,076
Segment assets	573,396	141,236	424,888	33,710	34,078	37,892	88,982	1,334,186	114,722	1,448,908
Other items										
Depreciation and amortization	18,666	8,316	6,196	1,232	1,427	2,703	3,881	42,425	(601)	41,824
Amortization of goodwill	—	—	31	37	115	—	81	266	—	266
Impairment loss on fixed assets	176	1,065	240	256	472	—	25	2,236	—	2,236
Increase in property and equipment and intangible assets	35,504	10,164	60,994	2,347	1,802	5,103	5,539	121,455	—	121,455

\*1) “Others” is a business segment that is not considered a reportable segment. It includes the business of equipment maintenance, information processing, insurance agency and others.

\*2) Adjustment is as follows

(1) Segment income (loss) adjustment amounting to ¥(895) million was treated as intersegment elimination.

(2) Segment assets adjustment amounting to ¥114,722 million consisted of unallocated general corporate assets amounting to ¥157,069 million, net of intersegment elimination of ¥(42,347) million. Such general corporate assets consisted mainly of cash, deposits and investment securities.

(3) Depreciation and amortization adjustment amounting to ¥(601) million was treated as intersegment elimination.

\*3) Segment income (loss) was reconciled to operating income in the accompanying consolidated statements of income.

Information about reportable segments as of and for the fiscal year ended March 31, 2026 was as follows.

(Millions of yen)

	Traffic	Transport	Real Estate	Leisure and Services	Distribution	Aviation Services	Others (*1)	Total	Adjustment (*2)	Consolidated financial statements (*3)
Operating revenues:										
External customers	175,331	170,360	100,331	106,156	65,848	32,635	40,920	691,583	—	691,583
Intersegment sales/transfers	2,941	397	14,448	622	3,786	—	28,664	50,861	(50,861)	—
Total	178,272	170,758	114,779	106,779	69,635	32,635	69,584	742,445	(50,861)	691,583
Segment income (loss)	21,803	(7,711)	13,573	3,429	(1,900)	2,583	5,340	37,118	(932)	36,185
Segment assets	614,540	139,088	510,018	36,054	26,564	43,817	99,546	1,469,630	115,211	1,584,842
Other items										
Depreciation and amortization	21,054	8,592	7,699	1,280	1,383	2,943	4,025	46,978	(462)	46,516
Amortization of goodwill	—	—	26	37	115	—	81	261	—	261
Impairment loss on fixed assets	410	1,007	2,780	147	809	—	284	5,440	—	5,440
Increase in property and equipment and intangible assets	44,418	11,802	82,362	2,503	992	9,238	4,662	155,980	—	155,980

\*1) “Others” is a business segment that is not considered a reportable segment. It includes the business of equipment maintenance, information processing, insurance agency and others.

\*2) Adjustment is as follows

(1) Segment income (loss) adjustment amounting to ¥(932) million was treated as intersegment elimination.

(2) Segment assets adjustment amounting to ¥115,211 million consisted of unallocated general corporate assets amounting to ¥159,806 million, net of intersegment elimination of ¥(44,595) million. Such general corporate assets consisted mainly of cash, deposits and investment securities.

(3) Depreciation and amortization adjustment amounting to ¥(462) million was treated as intersegment elimination.

\*3) Segment income (loss) was reconciled to operating income in the accompanying consolidated statements of income.

Notes on Per Share Information

	April 1, 2024 -March 31, 2025	April 1, 2025 -March 31, 2026
Net assets per share-basic	2,354.79 yen	2,473.18 yen
Net income per share-basic	192.12 yen	117.05 yen
Net income per share-diluted	167.69 yen	104.00 yen

(1) The basis for calculating of net income per share-basic and net income per share-diluted was as follows.

	April 1, 2024 -March 31, 2025	April 1, 2025 -March 31, 2026
Net income per share-basic		
Profit attributable to owners of the parent (Millions of yen)	37,733	22,954
Profit not attributable to common shareholders (Millions of yen)	—	—
Profit attributable to owners of the parent related to common stock (Millions of yen)	37,733	22,954
Average number of shares outstanding during the periods (share)	196,401,818	196,109,133
Net income per share-diluted		
Adjustments to profit attributable to owners of the parent (Millions of yen)	—	—
Increase in the number of common stock (share)	28,614,993	24,606,760
[Of the above, convertible bond (share)]	[28,614,993]	[24,606,760]
Descriptions of potentially dilutive common stock with an anti-dilutive effect that was not included in the computation of net income per share-diluted		—

(2) The basis for calculating of net assets per share-basic was as follows.

	April 1, 2024 -March 31, 2025	April 1, 2025 -March 31, 2026
Total net assets (Millions of yen)	498,311	517,225
Amounts deducted from total net assets (Millions of yen)	36,600	32,159
[Of the above, non-controlling interests (Millions of yen)]	[36,600]	[32,159]
Net assets related to common stock (Millions of yen)	461,710	485,066
Number of common stock used for the calculation of net assets per share (share)	196,073,038	196,130,264

## Notes on Significant Subsequent Event

### Changes in Reportable Segments

The Company has changed its reportable segments effective from the beginning of the fiscal year ending March 31, 2027, for the purpose of eliminating the fragmentation of segment classifications and providing clearer information disclosure that better reflects actual conditions, based on the positioning of each business for the growth of the entire Group.

Accordingly, the previous seven segments: the Traffic Business, Transport Business, Real Estate Business, Leisure and Services Business, Distribution Business, Aviation Services Business, and Other Businesses—will be changed to the following five segments: the Traffic Business, Transport Business, Real Estate Business, Leisure and Lifestyle Services Business, and Aviation, IT and Engineering Services Business.

Furthermore, information regarding operating revenue and profit or loss for each reportable segment for the current consolidated fiscal year ended March 31, 2026, based on the segment classifications after the change, is as follows.

Information about reportable segments as of and for the fiscal year ended March 31, 2026 was as follows.

(Millions of yen)

	Traffic	Transport	Real Estate	Leisure and Lifestyle Services	Aviation, IT and Engineering Services	Total	Adjustment (*1)	Consolidated financial statements (*2)
Operating revenues	178,272	170,758	114,779	199,503	78,290	741,604	(50,020)	691,583
Segment income (loss)	21,803	(7,711)	13,573	2,658	6,786	37,111	(925)	36,185

\*1) Segment income (loss) adjustment amounting to ¥(925) million was treated as intersegment elimination.

\*2) Segment income (loss) was reconciled to operating income in the accompanying consolidated statements of income.