

Fiscal Year Ended March 31, 2021 Presentation for Investors

Nagoya Railroad Co., Ltd.

Securities Code: 9048

May 27, 2021

A teal parallelogram containing the white numbers '01' in a large, bold, sans-serif font.

Current Situation, Management Issues, and Measures to Address Management Issues

■ Group Business Performance

	Results	Year-on-year change		Change from forecast (from Feb.)
Operating revenues	481.6 <small>Billions of yen</small>	- 141.2	- 22.7 %	+ 4.6 <small>Billions of yen</small>
Operating income	- 16.3 <small>Billions of yen</small>	- 63.7	- %	+ 3.6 <small>Billions of yen</small>
Ordinary income	- 8.1 <small>Billions of yen</small>	- 57.4	- %	+ 4.8 <small>Billions of yen</small>
Profit attributable to owners of the parent	- 28.7 <small>Billions of yen</small>	- 57.6	- %	- 1.2 <small>Billions of yen</small>

■ Group Business Performance Highlights

Operating income : **[Recorded losses]**

Loss due to the COVID-19 pandemic.

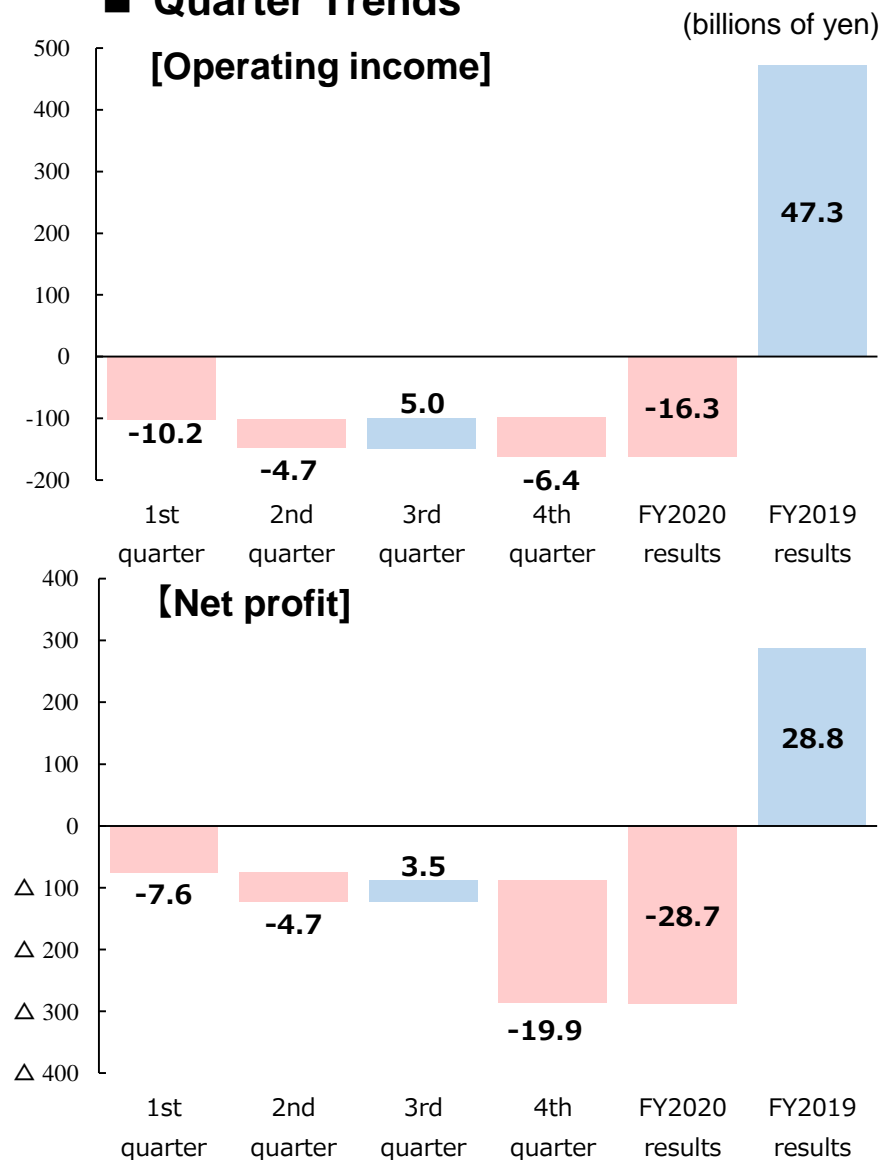
(Secured surplus) Transport, Real Estate, Aviation Services, Others

(Recorded losses) Traffic, Leisure and Services, Distribution

Net profit : **[Recorded losses]**

The loss worsened significantly due mainly to the recording of impairment loss on fixed assets in addition to an operating loss.

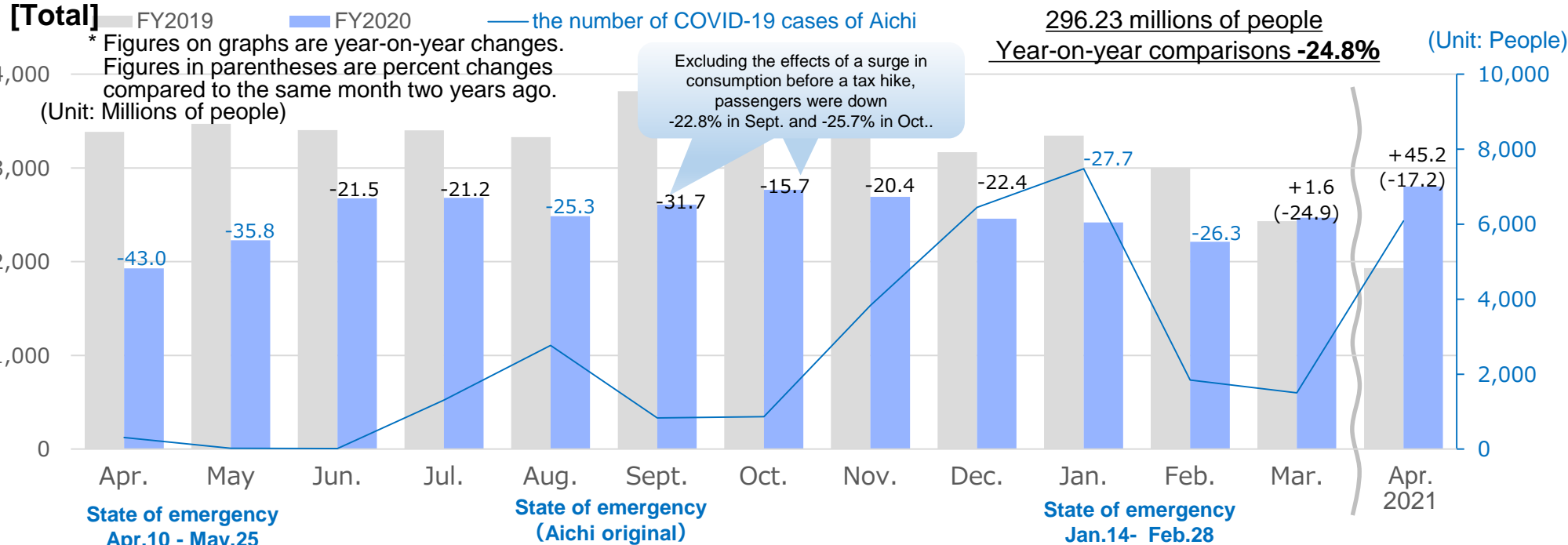
■ Quarter Trends



The Company's Passengers



Railroad Passengers Trends



(Reference) Implementation status of remote working

Tokyo metropolitan area・・・Tokyo, Kanagawa, Saitama, Chiba
Kansai area・・・Osaka, Kyoto, Hyogo

<Area>	Implementation rate	<Industry type>	Implementation rate
The Tokyo metropolitan area	38.5%	Information and communication industry	55.7%
Kansai area	22.1%	Financial business, Insurance business	30.2%
Aichi・Gifu	20.0%	Manufacturing industry	27.2%

Source: Created by the Company based on PERSOL RESEARCH AND CONSULTING Co., Ltd.'s fourth emergency survey related to the impact of pandemic countermeasures on teleworking (Nov.18-23, 2020)

[Non-Commuters]

Total number of passengers (FY2020)
75.03 millions of people

Year-on-year comparisons **-40.3%**

[Commuters]

Total number of passengers (FY2020)
221.2 millions of people

Year-on-year comparisons **-17.6%**

Management Issues Based on the Current Situation and Changes in the Business Environment



Business Environment	Current Situation	After the COVID-19 Situation
Remote working, Online classes • Conferences	Expanding	Likely to stay somewhat common, except for online classes
Migration of populations	Gradual spread from urban centers to suburbs	Continuation
Inbound demand	Evaporation	Prolonged recovery period
Domestic leisure demand	Some effects on the Go To Campaign are uncertain	A recovery of Tourism demand in the center in micro-tourism
Real Estate • Transport • Aviation Services etc.	Relatively stable	Continuous growth
Digitalization	Acceleration of progress	Become established

Management Issues

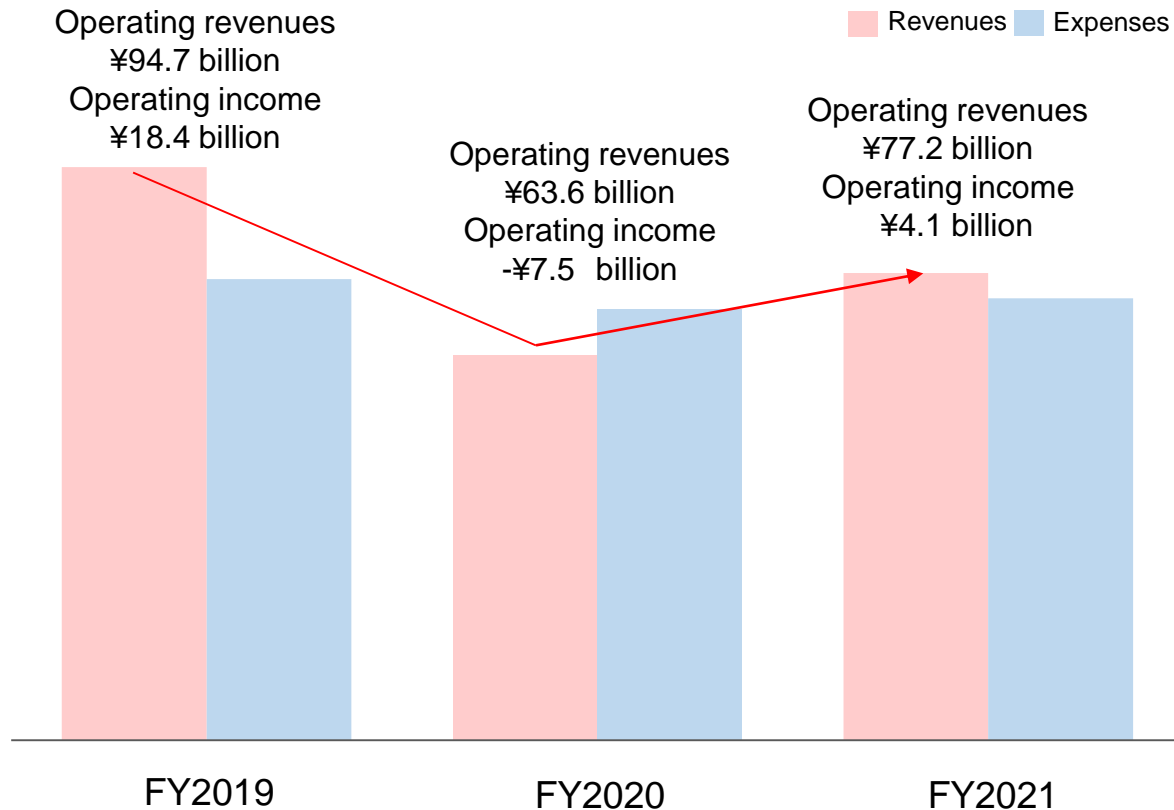
- ① Structural reforms in our Traffic business
- ② Promoting real estate development in line with the gradual migration of populations from urban centers to the suburbs and the concomitant changes in lifestyles
- ③ Reinforcing earnings power, particularly that of businesses expected to grow going forward
- ④ Promoting digital transformation (DX)

Restructuring the Railroad business (1)

FY2021 ⇒ Amid the ongoing pandemic, we are focusing on measures to cut current costs with the aim of achieving profitability

【Premise for railroad profitability】 We assume FY2021 revenues will be around 80% of FY2019 revenues
⇒ Operating expenses Compared with FY2019 : -¥3.0 billion

<Trends of Meitetsu Railroad Business>



<Main effort>

- Making schedules more efficient (May 22 : The timetable was revised.)
 - End service early for some trains
 - Change train schedules and stops, mainly daytime schedules
- Continue non-placement and shorter hours for station personnel
- Revise or postpone projects according to necessity and urgency



Realize profitability

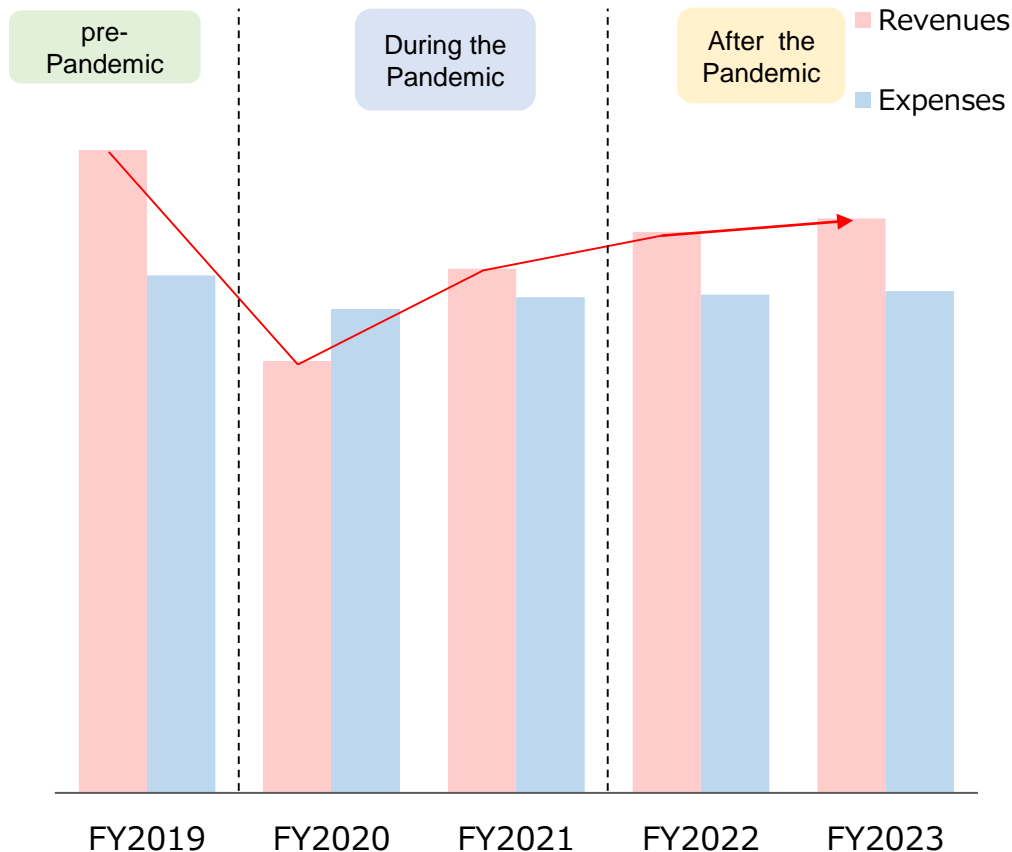
Restructuring the Railroad business (2)

FY2022 and beyond ⇒ We are focusing on structural business reforms to realize long-term stable management even with lower revenues after the pandemic

【Premise for railroad profitability】 We assume revenues will gradually recover, reaching around 90% of FY2019 levels in FY 20

<Main effort>

<Trends of Meitetsu Railroad Business>



Reducing labor and making costs more appropriate in line with demand

- Making schedules more efficient to meet demand
- Shifting more toward one-person train operations
- Making station operations more efficient
- Making facility maintenance more efficient mainly by using new technology
- Building a train line operation system in line with future demand etc.



Enhancing our earnings power

- Considering fares and pricing structures in line with demand
- Further strengthening peripheral businesses, which includes using the space inside stations more effectively
- Drumming up tourism by strengthening alliances with communities etc.

Step 1: FY2023 operating income to ¥10.0 billion

Step 2: Aim for a recovery in operating income to ¥15.0 billion

Note: We will assess the post-pandemic situation and determine the necessity of further measures.

Selecting and focusing on business fields and building efficient management through business downsizing

【Travel business】

<Main effort>

- Integrating and closing branches
⇒ While maintaining our nationwide network, we streamlined and consolidated around 25% of our network compared with FY2019 in part by merging nearby branches.
- Achieving more appropriate staffing levels
⇒ We reduced personnel by around 15% compared with FY2019 by soliciting voluntary retirements, limiting hiring, and using temporary staff across the Group.

Reduced fixed costs by around 20%

【Bus tour business】

<Main effort>

- Reducing the number of buses
⇒ We plan to reduce the number of buses by around 20% compared with FY2019.
- Integrating and closing sales offices
⇒ We will consolidate and close around 30% of branches compared with FY2019, especially those of the travel department.
- More appropriate staffing
⇒ We reduced personnel by around 20% compared with FY2019, especially in the travel department, by soliciting voluntary retirements and limiting hiring.

Reduced fixed costs by around 10%

Streamlining and reorganizing our management structure

We reorganized the Group's hotel business under the newly founded Meitetsu Hotel Holdings

Task

- We did not have sufficient ability to uniformly manage and operate the Group's hotel business.
- We needed a medium- to long-term strategy for the Group's hotel business.
- We did not provide enough systematic personnel training.
- We needed to make our business more efficient due to shrinking demand caused by the pandemic.

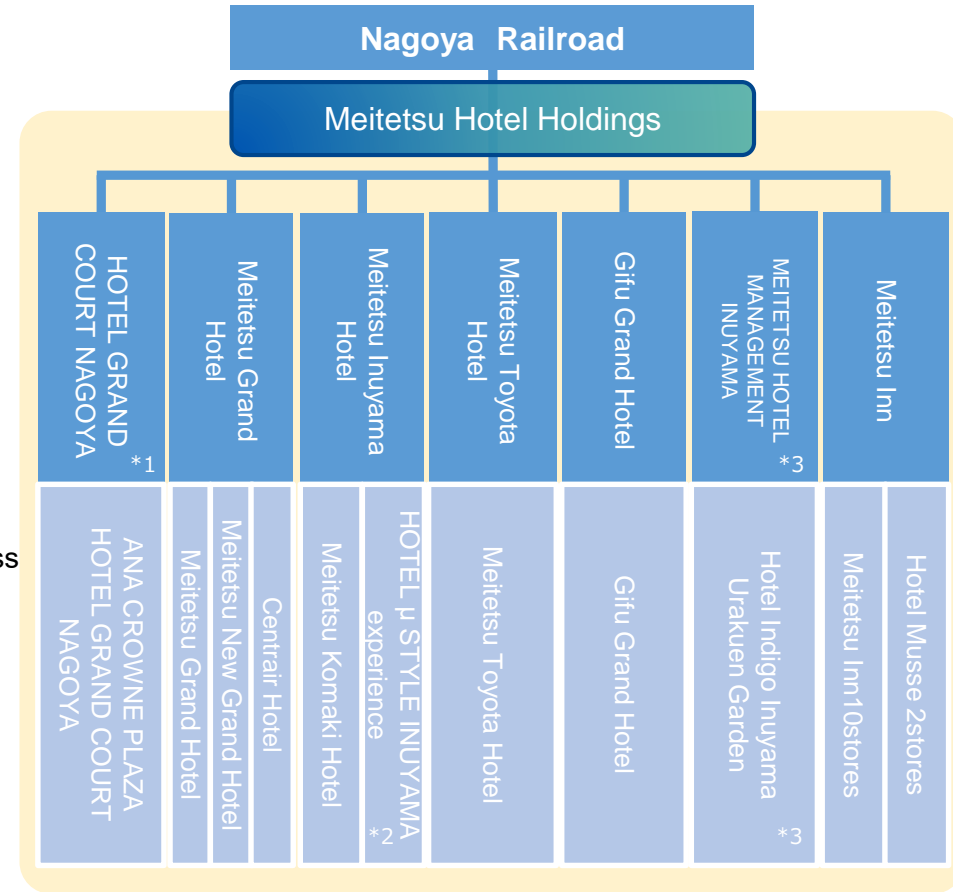
We founded the pure holding company Meitetsu Hotel Holdings to ensure the uniform and systematic management and operation of the Group's hotel business

<The purpose of Establish and Reorganization >

- Formulating medium- to long-term policies and strategies for the overall hotel business
- Building an efficient management structure by separating management and operations
- Reducing costs by unifying management departments
- Secure dynamic decision making and highly flexible specialized personnel

<Future schedule>

- June Start a company
- July Acquire shares of each hotel company and begin operations



- *1 Made a consolidated subsidiary, March the end of 2021
- *2 To open July 15, 2021
- *3 To establish company April, 2021 and to open March, 2022

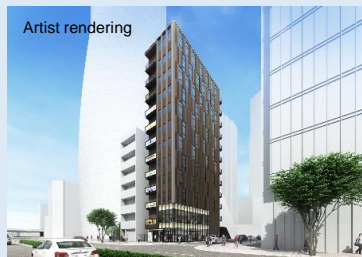
Expanding development businesses in city centers, key stations along train lines, and areas around stations



We will stably expand development businesses in city centers and expanding services rooted in lives in areas

City center

μX MEIEKI

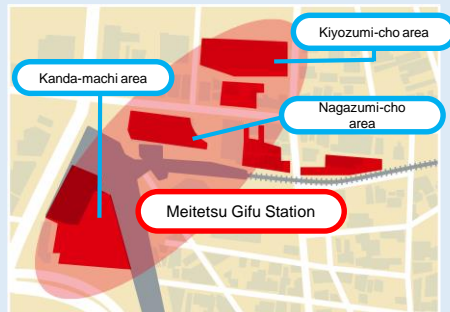


Location	Meieki 4-chome, Nakamura-ku, Nagoya
Building	Steel frame, 12 stories above ground, 1 basement Total floor area: Approx. 2,300㎡
Uses	Stores, offices
Opens	September 2021 (planned)

※Note: Trademark pending

Key stations and areas around stations (Redevelopment plan)

Meitetsu Gifu Station



We will consider multi-purpose development, such as mixed commercial facilities and residences, appropriate for an gateway to the city by effectively aligning with properties around the station.

Development businesses in city centers, key stations along train lines, and areas around stations

- City centers : Anticipating growth in central Nagoya, we are participating in projects to develop offices and condominiums around Nagoya Station.
- Key stations along train lines : Redevelopment plans aligned with municipalities along train lines
- Areas around stations : Commercial facilities, Construction of Condominiums for lease, Considering expanding satellite offices and establishing single-room work booths

Key stations and areas around stations (Commercial facilities)

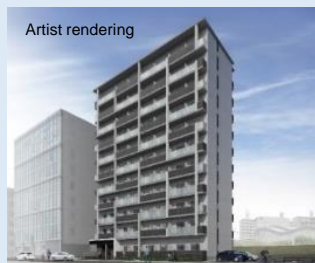
μPLAT Jingū-mae



Location	Sambonmatsu-cho, Atsuta-ku, Nagoya, Aichi Prefecture (Direct connection to Jingū-mae Station on the Nagoya Line)
Building	Commercial wing : Steel frame, 4stories above ground
Uses	Stores, restaurants, services
Opens	July 2021 (planned)

Key stations and areas around stations (Condominiums for lease)

meLiV Kariya



Location	Wakamatsu 1-94, Kariya, Aichi Prefecture
Building	Total floor area : 2,665㎡
Uses	Residential complex
Completion	March 2022 (planned)

Expanding services rooted in lives in areas

- We are working hard to revitalize areas along our train lines by offering station-centric dining, shopping, and mobility services.

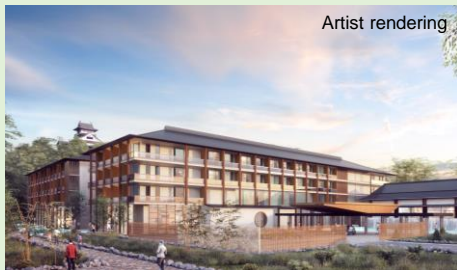


Drumming up tourism in Inuyama

We are looking to capture micro-tourism and domestic travel demand. Seizing the opportunity presented by the opening of two new hotels, we are working with local municipalities and communities to create attractive tourist spots and instill a welcoming atmosphere with the aim of turning Inuyama from a daytrip destination to an overnight one.

Hotel Indigo Inuyama Urakuen Garden

High class hotels
(lifestyle and boutique hotels)



In cooperation with the InterContinental Hotels Group(IHG®), we opened the first Hotel Indigo brand location in the Chubu region.

【 Scheduled opening time 】
March 2022

HOTEL μSTYLE INUYAMA experience

Regional experience hotels



A hotel embedded in the community that offers guests the opportunity to experience and deeply immerse themselves in local history and culture while having fun with friends and family.

【 Scheduled opening time 】
July 15, 2021

Specific efforts

- Promotions using various media
- Sales of travel products, including special bonuses for hotel guests
- Alliance with the Inuyama campaign
- Considering event measures

<Inuyama's tourism resources>



National treasure
Inuyama Castle



Inuyama
Festival



Kiso River
cormorant fishing

Revising the profit structure by reinforcing earnings power in fields where growth is expected (1)

Further strengthening competitive businesses, including Real Estate, Transport and Aviation business

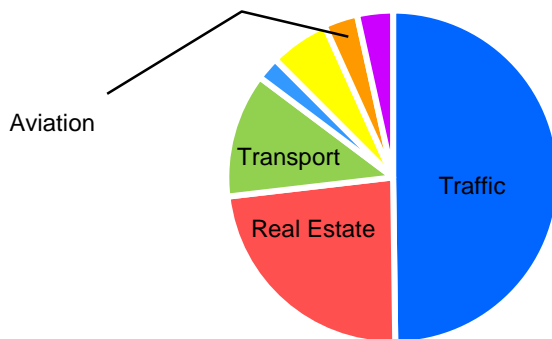
Further strengthening the Real Estate business

- Fostering desire for urban renewal with the aim of enhancing the long-term value of the overall area (in collaboration with municipalities and other partners)
- Managing the development and operations of various types of real estate (retail, office, residence, hotel, distribution, data center, etc.)
- Building organizational systems that have unified Group-wide functions, from planning through operation

<Future>

To revise our profit structure, over half of which comprises the Traffic business, we will reinforce the earnings power of our non-railroad businesses

<Past>



<Current>

Real Estate, Transport, and Aviation Services remained relatively stable even amid the pandemic.

Further strengthening competitive businesses (Transport)

Strengthening our earnings power by upgrading large-scale distribution centers

Further strengthening competitive businesses (Aviation)

- Strengthening the medical airlift business
- Creating services spanning the offshore wind power business, from initial surveys to maintenance and operation

Revising the profit structure by reinforcing earnings power in fields where growth is expected (2)

Generating profit in new fields using the Group's management resources

① New expansion of the bakery business

- Concluded an exclusive master franchise contract for Japan with Gontran Cherrier International Limited

July 10, 2021 : Planning to open a directly managed base store in Aoyama, Tokyo

2022 : Planning to open two more directly managed stores in the Kanto region

2023 onward : Planning to expand franchises, especially in Kanto, Nagoya, and Kansai

Gontran Cherrier Store in Aoyama, Tokyo

Store concept : Gontran House.
With the appearance of a maisonette with two floors connected by a staircase, this new type of shop is based on Gontran Cherrier's worldview while incorporating traditional Japanese items that impart a taste of Japan's renowned hospitality.

GONTRAN CHERRIER
ARTISAN BOULANGER - PARIS



Location	5-51-8 Jingumae, Shibuya-ku, Tokyo La Porte Aoyama 1st floor 2nd floor
Business type	1st floor : Bakery (Terrace with 14 seats) 1st floor : Takeaway corner (French crepe, Waffle, Soft serve ice cream) 2nd floor : Cafe (34 seats)
Opening hours	7:30-21:00 (planned)

② New expansion of the restaurant business

- Developing new brands for the takeaway industry, especially dim sum, congee, and Chinese food, by leveraging the expertise of Chinese restaurant MEITETSU-SAIKAN (opened in 1969 in the city of Gotemba)

July 10, 2021 : Planning to open the first directly managed store in Shibuya

2022 : Planning to open two more directly managed stores in the Kanto region

2023 onward : Planning to expand further, especially in Kanto, Nagoya, and Kansai

日日包 - nichi nichi pao -

Brand concept: Like gyoza and dim sum dishes, which can incorporate a wide variety of ingredients, this store captures the essence of various countries and was designed for Japanese customers. The food shop was opened in collaboration with MEITETSU-SAIKAN and offers healthy lifestyles centered around Taiwanese and Chinese cuisine.



Location	2-12-1 Dogenzaka, Shibuya-ku, Tokyo Shibuya Tokyu Food Show
Business type	A takeaway shop with a sit-down area (7 seats)
Opening hours	10:00-21:00 (normal business hours)



Group transformation through DX promotion

By promoting DX, we aim to reform our business model with the aim of providing new services to customers and to reform our business environment with the aim of reducing costs and achieving more sophisticated operations.

Offering added value to customers and enhancing our marketing strategies

- Nagoya Railroad : Promoting regional MaaS (Meitetsu MaaS)
⇒ [Regional MaaS app](#)
[Rolling out the new Meitetsu Touch app \(tentative name\) \(next page\)](#)
: Enhancing station services, such as by installing new devices for cashless transactions and to increase functionality
- Meitetsu Group : Building and utilizing the Meitetsu Group data integrated base

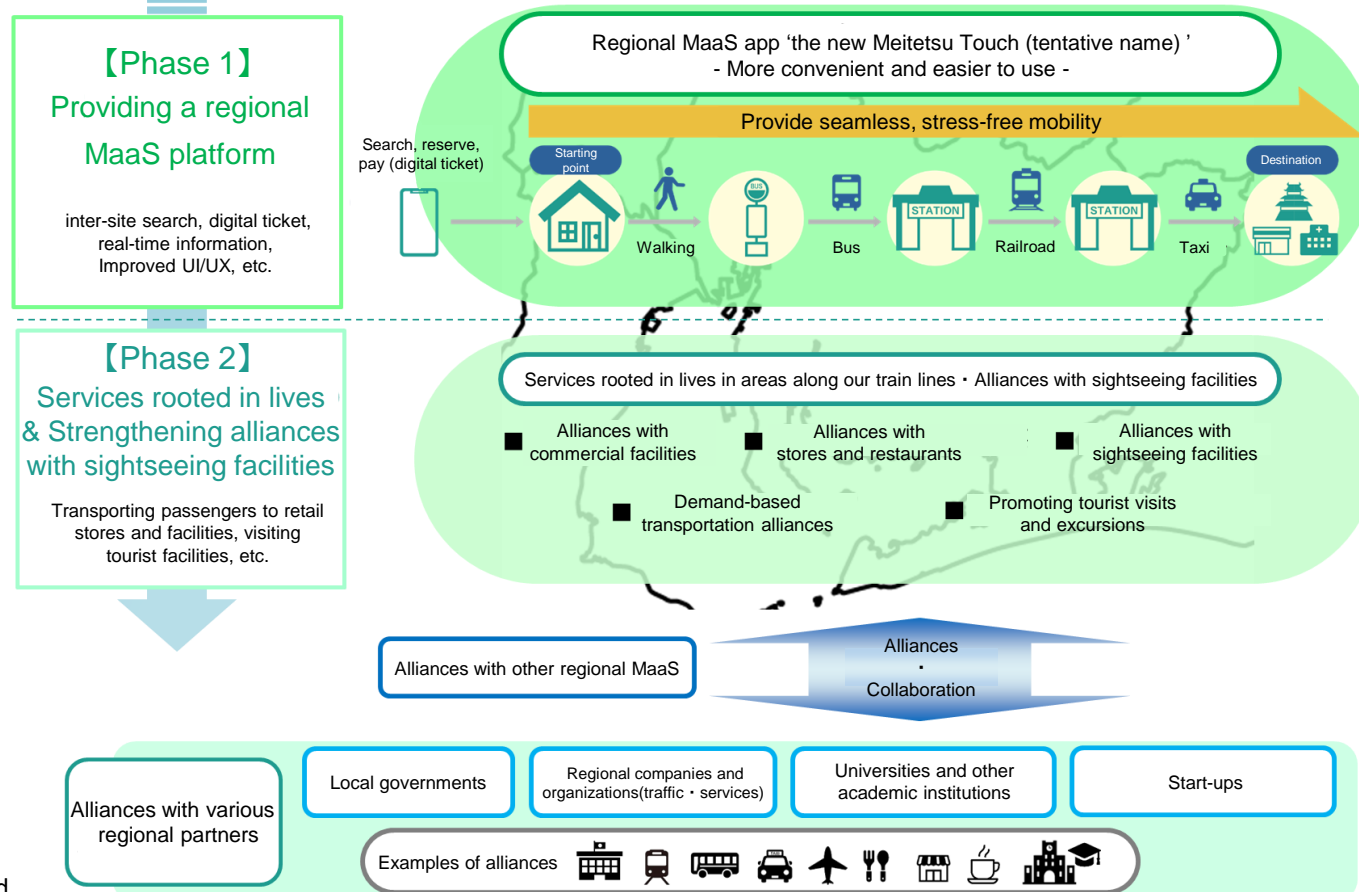
Making operations more efficient/Reducing labor

- Nagoya Railroad : Making facility maintenance more efficient mainly by using new technology
⇒ Infrastructure security and inspections using drones
Promoting operating process reforms
- Taxi : Considering making business more efficient in part by integrating Group companies' dispatch systems and centers
- Hotel・Bus・Taxi others : Installing industry-specific integrated systems

Promoting regional MaaS (Meitetsu MaaS)

Aiming to realize seamless, stress-free mobility by connecting regional transit, lifestyle, and sightseeing services for customers who routinely access the Meitetsu Group's train lines and neighboring areas, especially in the prefectures of Aichi and Gifu.

<The Meitetsu Group's Concept for Regional MaaS>



A green parallelogram containing the white number '02'.

The Meitetsu Group's Medium-term Management Plan 「Turn-Over 2023」 Numerical Targets

【Business environment assumptions for the period of the medium-term management plan】

◎ **Railroad revenues**

We assume that, compared to FY2019, profit in FY2021 will be around 80% and gradually recover to around 90% by FY2023.

◎ **Demand from overseas visitors**

We assume that, compared to FY2019, demand will be around 20% in FY2021 before recovering to around 40% in FY2022 and around 60% in FY2023.

➤ **Operating income Plan by Segment**

(Billions of yen)

	FY2019 results	FY2020 results	FY2021 forecast	FY2022 Plan	FY2023 Plan
Traffic	21.5	-17.8	3.5	11.0	14.0
Transport	5.3	2.3	4.1	4.5	5.1
Real Estate	14.3	10.6	7.3	7.5	11.0
Leisure and Services	0.6	-13.0	-2.4	0.1	1.1
Distribution	0.3	-2.1	-1.1	-0.8	-0.5
Aviation Services	2.6	1.9	0.2	1.0	1.8
Others	2.8	1.7	1.1	2.0	2.6
Adjustment	-0.2	-0.0	0.3	-0.3	-0.1
Total	47.3	-16.3	13.0	25.0	35.0

Reference indexes: FY2023

ROE (net income/shareholders' equity)
Around 6%

ROA (operating income/total assets)
Around 3%

Net interest-bearing debt*/EBITDA ratio
Around 6 times

Equity ratio

Around 25% over the medium to long term

Note: Net interest-bearing debt= interest-bearing debt
- cash, deposits, and short-term investment securities

➤ **Dividend Policy**

Maintain stable dividends while comprehensively considering business performance and operating environment

We will move ahead with strategic investments that contribute to structural business reforms and the construction of a foundation for growth after first investing to ensure safety and compliance while maintaining a policy of staying within the scope of operational cash flows.

➤ Investment Figures by Segment

(Billions of yen)

	BUILD UP 2020 (FY2018-FY2020)	Of which strategic investments	Turn-Over 2023 (FY2021—FY2023)	Of which strategic investments	Change	Of which strategic investments
Traffic	60.6	3.0	66.0	8.0	5.3	4.9
Transport	32.0	12.6	26.0	7.0	-6.0	-5.6
Real Estate	46.9	37.9	55.0	43.0	8.0	5.0
Leisure and Services	6.4	2.8	3.0	0.8	-3.4	-2.0
Distribution	3.5	0.7	2.0	0.2	-1.5	-0.5
Avation Services	13.7	4.1	17.0	0.6	3.2	-3.5
Others	15.4	0.6	21.0	0.4	5.5	-0.2
Total	178.9	62.0	190.0	60.0	11.0	-2.0

Operational cash flows (FY2021-FY2023)	180.0
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Breakdown of Strategic Investments

- Structural reform of the traffic business
 - Acquisition and development of real estate
 - Upgrading large-scale distribution centers
 - DX-related
- etc.

03

FY2020 Financial Results

FY2020 Financial Results



* Figures in parentheses are the year-on-year percent change.

(Units: Millions of yen, %)

	FY2020	FY2019	Change*	Notes	Latest Forecast (As of Feb.)	Change
Operating revenues	481,645	622,916	-141,271 (-22.7)		477,000	4,645 (1.0)
Operating expenses	498,000	575,553	-77,553	Cost of products sold: -29,916 Personnel costs: -15,765	497,000	1,000
Operating income	-16,354	47,363	-63,717 (—)		-20,000	3,645 (—)
Ordinary income	-8,146	49,288	-57,435 (—)	Non-operating income: +6,242 (Subsidies for employment adjustment: +7,175 Equity in net earnings of affiliates: -1,308) Non-operating expenses: -40	-13,000	4,853 (—)
Extraordinary income	7,913	9,287	-1,374	Provision for loss on liquidation: -4,816 Gain on sales of investment securities: +1,482	5,500	2,413
Extraordinary losses	22,291	11,238	11,053	Loss on sales of investment securities: +3,327 Impairment loss on fixed assets: +2,996	15,500	6,791
Profit before income taxes	-22,525	47,337	-69,863 (—)		-23,000	474 (—)
Income taxes	5,186	15,363	-10,176		4,000	1,186
Profit attributable to non-controlling interests	1,057	3,094	-2,037		500	557
Profit attributable to owners of the parent	-28,769	28,879	-57,649 (—)		-27,500	-1,269 (—)

【 Changes in consolidated subsidiaries and equity-method affiliates (compared to Mar. 31, 2020) 】

- ◆ 109 consolidated subsidiaries (-4) : (+1) HOTEL GRAND COURT NAGOYA (Newly included)
(-5) Meitetsu Kikaku (merged), Tohtetsu Kankou (merged),
Toyotetsu Terminal Hotel (Liquidation completed), Kanazawa Sky Hotel (stock purchase)
Kanazawa Meitetsu Marukoshi Department Store (stock purchase)
- ◆ 14 equity-method affiliates (-1) : (-1) Musashi Kaihatsu (stock purchase)

Financial Results Highlights



Year-on-year:

Lower revenues • Record losses (Revenues decreased in all segments due to the COVID-19 pandemic. Profit decreased in all segments, a loss in the Traffic, Leisure and services, Distribution.)

(Unit: Billions of yen)

Operating Revenues: -¥141.2billion

- Traffic :-58.5 (Railroad:-31.5 (Passengers-24.8% : Commuters-17.6% Non-commuters-40.3%) Bus:-16.7 Taxi:-10.3)
- Leisure and Services :-30.1 (Hotel:-11.8 Travel:-10.1 Tourist Facilities:-8.3)
- Distribution : -29.2 (Department Stores:-18.7 Other goods sold:-10.7)
- Real Estate : -15.4 (Real Estate Condo Sales:-9.1 : Units sold 1,014→754 Real Estate Rental:-5.6 (Lower parking revenues -2.9))

Operating expenses: -¥77.5billion

- Cost of products sold -29.9 (Distribution :-22.0 Real Estate :-7.8)
- Personnel costs -15.7 (Traffic :-9.4 Leisure and Services :-4.1)

Operating Income: -¥63.7 billion

- Traffic : -39.4 (Railroad:-26.3 Bus:-8.8 Taxi:-4.1)
- Leisure and Services : -13.6 (Travel:-6.1 Hotel:-5.3 Tourist Facilities:-2.1)
- Real Estate : -3.6 (Real Estate Rental:-3.0 Real Estate Condo Sales:-0.6)

Ordinary Income: -¥57.4 billion

An operating loss, despite improvement in non-operating income due to subsidies for employment adjustment. (Improved non-operating income +6.2)

Net Profit: -¥57.6 billion

A net loss due to the ordinary loss as well as worsened extraordinary income due in part to decrease of reversal of provision for loss on liquidation and increase of impairment loss on fixes assets. (Worsened extraordinary income-12.4)

Compared with forecast (from February) : (Revenues were higher due in part to higher revenues from the truck business. Operating and ordinary losses saw account balances improve. Net loss worsened due to an increase in extraordinary loss.)

Higher revenues • lower net profit

Operating Revenues: +¥4.6billion

- + Truck +1.3 Aviation Services +0.8

Operating Income: +¥3.6 billion

- + Aviation Services +1.2 Truck +0.6

Ordinary Income: +¥4.8 billion

Higher operating income and improve non-operating income. +1.2

Net Profit: -¥1.2 billion

Extraordinary loss worsened due mainly to an increase in impairment loss on fixes assets. -4.3

Operating Results by Segment



(Units: Millions of yen, %)

Operating revenues	FY2020	FY2019	Change	Percent Change
Traffic	104,995	163,544	-58,549	-35.8
Transport	128,901	138,220	-9,318	-6.7
Real Estate	85,402	100,869	-15,466	-15.3
Leisure and Services	20,007	50,137	-30,130	-60.1
Distribution	111,272	140,538	-29,265	-20.8
Aviation Services	22,983	27,251	-4,268	-15.7
Others	45,862	52,123	-6,261	-12.0
Adjustment	-37,779	-49,769	11,990	—
Total	481,645	622,916	-141,271	-22.7

Operating income	FY2020	FY2019	Change	Percent Change
Traffic	-17,866	21,577	-39,443	—
Transport	2,350	5,342	-2,992	-56.0
Real Estate	10,667	14,309	-3,641	-25.5
Leisure and Services	-13,008	611	-13,620	—
Distribution	-2,185	330	-2,515	—
Aviation Services	1,959	2,616	-657	-25.1
Others	1,752	2,854	-1,101	-38.6
Adjustment	-24	-279	254	—
Total	-16,354	47,363	-63,717	—

<Year-on-year comparisons>

【 Operating Revenues 】

All segments **Decreased**

【 Operating Income 】

All segments **Decreased**

Real Estate, Transport, Aviation Services, Others **Secured surplus**

Traffic, Leisure and Services, Distribution **Recorded losses**

(Units: Millions of yen, %)

	FY2020	FY2019	Change	Percent Change	Notes
Operating revenues	104,995	163,544	-58,549	-35.8	Lower revenues in all businesses due to efforts to stay home caused by the COVID-19 pandemic
Operating income	-17,866	21,577	-39,443	—	Loss due to lower revenues

◆ Breakdown of Traffic Business ◆

(Units: Millions of yen, %)

	Operating revenues				Operating income			
	FY2020	FY2019	Change	Percent Change	FY2020	FY2019	Change	Percent Change
Railroad	64,935	96,496	-31,560	-32.7	-7,978	18,413	-26,391	—
Bus	26,593	43,336	-16,742	-38.6	-6,350	2,527	-8,877	—
Taxi	15,804	26,154	-10,349	-39.6	-3,716	478	-4,195	—
Adjustment	-2,339	-2,441	102	—	178	157	20	—
Traffic Total	104,995	163,544	-58,549	-35.8	-17,866	21,577	-39,443	—

<Nagoya Railroad, Transportation Results>

(Units: Millions of yen, %)

Traveler Revenues	FY2020	FY2019	Percent Change
Non-commuters	26,907	49,845	-46.0
Work commuters	27,709	32,947	-15.9
School commuters	4,913	7,249	-32.2
Commuters	32,622	40,196	-18.8
Total	59,530	90,042	-33.9

Note: Non-commuter traveler revenues include fares for first-class cars.

(Units: Thousands of people, %)

Passengers	FY2020	FY2019	Percent Change
Non-commuters	75,035	125,622	-40.3
Work commuters	144,692	167,113	-13.4
School commuters	76,508	101,417	-24.6
Commuters	221,200	268,530	-17.6
Total	296,235	394,152	-24.8

(Units: Millions of yen, %)

	FY2020	FY2019	Change	Percent Change	Notes
Operating revenues	128,901	138,220	-9,318	-6.7	Lower revenues in all sub-segments due in part to decrease in cargo handling volumes caused by the COVID-19 pandemic
Operating income	2,350	5,342	-2,992	-56.0	Lower income in the Truck Business and a loss in the Maritime Transport Business due to lower revenues

◆ Breakdown of Transport Business ◆

(Units: Millions of yen, %)

	Operating revenues				Operating income			
	FY2020	FY2019	Change	Percent Change	FY2020	FY2019	Change	Percent Change
Truck	149,776	158,125	-8,349	-5.3	3,591	4,762	-1,170	-24.6
Maritime Transport	12,655	16,342	-3,686	-22.6	-1,307	525	-1,832	—
Adjustment	-33,530	-36,248	2,717	—	66	55	11	—
Transport Total	128,901	138,220	-9,318	-6.7	2,350	5,342	-2,992	-56.0

Real Estate Business



(Units: Millions of yen, %)

	FY2020	FY2019	Change	Percent Change	Notes
Operating revenues	85,402	100,869	-15,466	-15.3	Lower revenues in all businesses due in part to lower number of condos sold and due in part to decreased parking space revenue in the Rental
Operating income	10,667	14,309	-3,641	-25.5	Lower income due to lower revenues

◆ Breakdown of Real Estate Business ◆

(Units: Millions of yen, %)

	Operating revenues				Operating income			
	FY2020	FY2019	Change	Percent Change	FY2020	FY2019	Change	Percent Change
Real Estate Rental	43,246	48,940	-5,694	-11.6	5,775	8,822	-3,046	-34.5
Real Estate Condo Sales	35,422	44,606	-9,184	-20.6	2,293	2,956	-662	-22.4
Real Estate Management	14,551	15,181	-630	-4.2	393	582	-188	-32.4
Adjustment	-7,816	-7,859	42	—	2,204	1,947	256	—
Real Estate Total	85,402	100,869	-15,466	-15.3	10,667	14,309	-3,641	-25.5

<Number of Meitetsu Real Estate Condo Sales>

(Units: Units sold, %)

	FY2020	FY2019	Percent Change
Number of condos sold (total)	754	1,014	-25.6
Nagoya	158	243	-35.0
Tokyo	468	591	-20.8
Osaka	128	180	-28.9

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

(Units: %)

	FY2020	FY2019	Percent Change
Owned Spaces	84,651	81,357	4.0
Owned Lots	4,059	4,079	-0.5

Leisure and Services Business



(Units: Millions of yen, %)

	FY2020	FY2019	Change	Percent Change	Notes
Operating revenues	20,007	50,137	-30,130	-60.1	Lower revenues in all sub-segments due to the decrease in tourism demand caused by the COVID-19 pandemic
Operating income	-13,008	611	-13,620	—	The Hotel and Tourist Facilities businesses recorded losses, and the Travel Business recorded wider losses, due to decreases in revenues

◆ Breakdown of Leisure and Services Business ◆

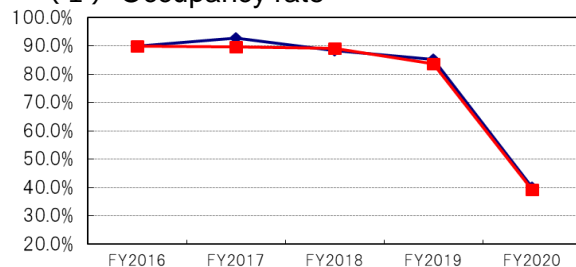
(Units: Millions of yen, %)

	Operating revenues				Operating income			
	FY2020	FY2019	Change	Percent Change	FY2020	FY2019	Change	Percent Change
Hotel	5,912	17,727	-11,815	-66.6	-4,738	570	-5,309	—
Tourist Facilities	10,821	19,162	-8,341	-43.5	-2,013	99	-2,113	—
Travel	3,732	13,907	-10,174	-73.2	-6,258	-75	-6,183	—
Adjustment	-459	-659	200	—	2	16	-13	—
Leisure and Services Total	20,007	50,137	-30,130	-60.1	-13,008	611	-13,620	—

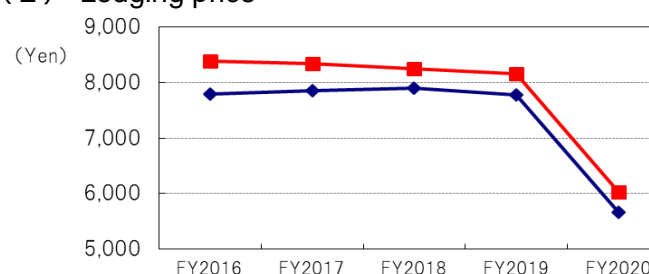
< Occupancy Rates and Lodging Prices at Main Group Hotels within Nagoya City >

◆ Business hotels ■ Other hotels

(1) Occupancy rate



(2) Lodging price



(Units: Millions of yen, %)

	FY2020	FY2019	Change	Percent Change	Notes
Operating revenues	111,272	140,538	-29,265	-20.8	Lower revenues in all sub-segments due to efforts to stay at home and temporary department store closures caused by the COVID-19 pandemic
Operating income	-2,185	330	-2,515	—	The Department Stores Business recorded wider losses, and the Other goods sold recorded losses, due to decreases in revenues

◆ Breakdown of Distribution Business ◆

(Units: Millions of yen, %)

	Operating revenues				Operating income			
	FY2020	FY2019	Change	Percent Change	FY2020	FY2019	Change	Percent Change
Department Stores	43,048	61,832	-18,783	-30.4	-2,389	-568	-1,820	—
Other goods sold	69,199	79,957	-10,758	-13.5	204	750	-545	-72.8
Adjustment	-975	-1,252	276	—	0	149	-148	—
Distribution Total	111,272	140,538	-29,265	-20.8	-2,185	330	-2,515	—

(Units: Millions of yen, %)

	FY2020	FY2019	Change	Percent Change	Notes
Operating revenues	22,983	27,251	-4,268	-15.7	Lower revenues due to decreased orders received in the In-Flight Catering Business caused by the COVID-19 pandemic
Operating income	1,959	2,616	-657	-25.1	Lower income due to lower revenues

◆ Breakdown of Aviation Services Business ◆

(Units: Millions of yen, %)

	Operating revenues				Operating income			
	FY2020	FY2019	Change	Percent Change	FY2020	FY2019	Change	Percent Change
Aviation Services	23,334	27,650	-4,315	-15.6	1,952	2,609	-657	-25.2
Adjustment	-351	-398	47	—	7	7	-0	—
Aviation Services Total	22,983	27,251	-4,268	-15.7	1,959	2,616	-657	-25.1

(Units: Millions of yen, %)

	FY2020	FY2019	Change	Percent Change	Notes
Operating revenues	45,862	52,123	-6,261	-12.0	Lower revenues due to decreased orders received caused by the COVID-19 pandemic
Operating income	1,752	2,854	-1,101	-38.6	Lower income due to lower revenues

◆ Breakdown of Others ◆

(Units: Millions of yen, %)

	Operating revenues				Operating income			
	FY2020	FY2019	Change	Percent Change	FY2020	FY2019	Change	Percent Change
Equipment Maintenance	25,807	30,973	-5,165	-16.7	1,041	2,003	-962	-48.0
Others	20,674	22,030	-1,356	-6.2	702	838	-136	-16.3
Adjustment	-619	-879	260	—	8	12	-3	—
Others Total	45,862	52,123	-6,261	-12.0	1,752	2,854	-1,101	-38.6

Non-Operating Income and Extraordinary Income



(Units: Millions of yen)

	FY2020	FY2019	Change	Notes
Non-operating income	12,626	6,384	6,242	
Interest income	25	25	-0	
Dividend income	1,259	1,889	-629	
Equity in net earnings of affiliates	1,253	2,562	-1,308	
Others	10,089	1,907	8,181	(FY2020) Subsidies for employment adjustment, etc.
Non-operating expenses	4,418	4,459	-40	
Interest expenses	3,231	3,245	-13	
Provision for loss on liquidation	122	553	-430	
Others	1,064	660	403	
Total non-operating income	8,207	1,925	6,282	
Extraordinary income	7,913	9,287	-1,374	
Gain on contributions for construction	4,378	2,018	2,360	(FY2020) Building train stations on bridges, etc.
Gain on sales of investment securities	2,520	1,038	1,482	(FY2020) Listed shares
Reversal of provision for loss on liquidation	—	4,816	-4,816	(FY2019) Provision to demolish buildings for the redevelopment of the area surrounding Meitetsu Nagoya Station
Others	1,014	1,415	-400	
Extraordinary losses	22,291	11,238	11,053	
Impairment loss on fixed assets	9,334	6,338	2,996	(FY2020) Hotel, Tourist facilities
Loss on reduction of property and equipment	3,941	1,770	2,171	(FY2020) Building train stations on bridges, etc.
Loss on sales of investment securities	3,327	—	3,327	(FY2020) Shares of affiliate companies, etc.
Provision for loss on liquidation	1,758	276	1,482	(FY2020) Provision to demolish the Jingū-mae Station West Building
Others	3,928	2,853	1,075	(FY2020) Extraordinary loss due to closing and other
Total extraordinary income	-14,378	-1,950	-12,427	

Consolidated Balance Sheets



(Units: Millions of yen)

	FY2020	FY2019	Change	Notes								
Current assets	215,097	189,143	25,954	Increase in cash and deposits due to financing								
Non-current assets	976,033	975,836	197	<table border="1"> <tr> <td>Capital Investment</td> <td>+47,937</td> </tr> <tr> <td>Depreciation and amortization</td> <td>-39,351</td> </tr> <tr> <td>Impairment loss on fixed assets</td> <td>-9,334</td> </tr> <tr> <td>Disposition</td> <td>-637</td> </tr> </table>	Capital Investment	+47,937	Depreciation and amortization	-39,351	Impairment loss on fixed assets	-9,334	Disposition	-637
Capital Investment	+47,937											
Depreciation and amortization	-39,351											
Impairment loss on fixed assets	-9,334											
Disposition	-637											
Property and equipment	831,429	831,771	-342									
Intangible assets	9,222	10,002	-779									
Investments and other assets	135,382	134,062	1,319	Higher investment securities due to a fall in the fair value of owned shares								
Total assets	1,191,131	1,164,979	26,151									
Current liabilities	281,782	262,787	18,994	Higher current portion of bonds payable								
Non-current liabilities	501,836	463,790	38,046	Higher bonds payable								
Total liabilities	783,619	726,577	57,041									
Total net assets	407,512	438,401	-30,889	Stockholders' equity -34,550 Profit attributable to owners of the parent -28,769 Allocation of retained earnings -4,917								
Total liabilities and net assets	1,191,131	1,164,979	26,151									
Consolidated interest-bearing debt	484,169	423,376	60,792	Reference: Net interest-bearing debt 430,149 (vs. March 31, 2020 +39,475)								

EBITDA and Capital Investment



(Units: Millions of yen)

		FY2020	FY2019	Change			FY2020	FY2019	Change
Traffic	Operating income	-17,866	21,577	-39,443	Distribution	Operating income	-2,185	330	-2,515
	Depreciation and amortization	18,351	18,577	-226		Depreciation and amortization	1,185	2,384	-1,199
	EBITDA(①)	485	40,155	-39,669		EBITDA(①)	-999	2,715	-3,715
	Capital investment(②)	16,869	24,706	-7,837		Capital investment(②)	786	2,239	-1,453
	Deduction (①-②)	-16,384	15,448	-31,832		Deduction (①-②)	-1,786	475	-2,261
Transport	Operating income	2,350	5,342	-2,992	Aviation Services	Operating income	1,959	2,616	-657
	Depreciation and amortization	6,985	6,873	112		Depreciation and amortization	2,279	2,689	-409
	EBITDA(①)	9,335	12,215	-2,879		EBITDA(①)	4,239	5,306	-1,066
	Capital investment(②)	8,788	10,566	-1,778		Capital investment(②)	4,920	5,827	-906
	Deduction (①-②)	547	1,649	-1,101		Deduction (①-②)	-681	-521	-159
Real Estate	Operating income	10,667	14,309	-3,641	Others	Operating income	1,752	2,854	-1,101
	Depreciation and amortization	6,013	6,483	-470		Depreciation and amortization	3,710	3,547	163
	EBITDA(①)	16,680	20,793	-4,112		EBITDA(①)	5,463	6,401	-938
	Capital investment(②)	11,037	19,897	-8,860		Capital investment(②)	3,911	6,499	-2,587
	Deduction (①-②)	5,643	895	4,748		Deduction (①-②)	1,551	-97	1,649
Leisure and Services	Operating income	-13,008	611	-13,620	Total (after consolidated adjustment)	Operating income	-16,354	47,363	-63,717
	Depreciation and amortization	1,233	1,120	113		Depreciation and amortization	39,351	41,239	-1,887
	EBITDA(①)	-11,775	1,731	-13,506		EBITDA(①)	22,996	88,602	-65,605
	Capital investment(②)	1,623	3,548	-1,925		Capital investment(②)	47,937	73,286	-25,348
	Deduction (①-②)	-13,398	-1,817	-11,581		Deduction (①-②)	-24,940	15,316	-40,256

Note: EBITDA = Operating income + Depreciation and amortization

FY2020 Main Capital Investments

- Traffic Business ...New railroad car construction and railroad elevation construction
- Transport Business ...Acquisition of truck vehicles
- Real Estate Business ...Development and acquisition of rental properties and Hotel construction



9500-9100 series train

04

FY2021 Operating Results Forecast

Premise conditions of Operating Results Forecast



The FY2021 forecast assumes that the number of COVID-19 cases will gradually decline into March 2022.

	Operating Revenues (Compares with FY2019)
Traffic	Railroad • Bus • Taxi...Around 80%
Transport	Truck • Maritime Transport...Around 90%
Real Estate	Real Estate Rental...Around 90%, Real Estate Condo Sales...Around 80%, Real Estate Management...On par with FY2019
Leisure and Services	Hotel...Around 70%, Tourist Facilities...Around 90%, Travel...Around 50 to 60%
Distribution	Department Stores...Around 80%, Other goods sold...Around 80 to 90%
Aviation Services	Around 80% (In-Flight Catering Business accounts for around 20% to 30%)
Others	Around 90%

FY2021 Consolidated Operating Results Forecast



(Units: Millions of yen)

	FY2021 forecast	FY2020 results	Change	Percent Change	FY2019 results	Change	Percent Change
Operating revenues	530,000	481,645	48,355	10.0	622,916	-92,916	-14.9
Operating income	13,000	-16,354	29,354	—	47,363	-34,363	-72.6
Non-operating income	7,000	12,626	-5,626		6,384	616	
Non-operating expenses	4,000	4,418	-418		4,459	-459	
Ordinary income	16,000	-8,146	24,146	—	49,288	-33,288	-67.5
Extraordinary income	23,000	7,913	15,087		9,287	13,713	
Extraordinary losses	22,000	22,291	-291		11,238	10,762	
Profit attributable to owners of the parent	11,000	-28,769	39,769	—	28,879	-17,879	-61.9
E B I T D A	52,500	22,996	29,504	128.3	88,602	-36,102	-40.7
Capital investment	65,700	47,937	17,763	37.1	73,286	-7,586	-10.4
Depreciation and amortization	39,500	39,351	149	0.4	41,239	-1,739	-4.2
Net interest-bearing debt	450,000	430,149	19,851	4.6	390,673	59,327	15.2

The FY2021 forecast assumes that the number of COVID-19 cases will gradually decline into March 2022. Regarding operating revenues, although we anticipate a decline in the Distribution business, overall operating revenues is expected to increase due mainly to a recovery in the Leisure and Services business and the Transport business. Operating income is expected to return to the black due to higher revenues. Reflecting this, ordinary income is also expected to return to the black. We forecast an improvement in extraordinary loss and net income to return to the black.

※From FY2021, we apply “Accounting Standards Related to Profit Recognition” (Corporate Accounting Standard No. 29).
The figures for the consolidated business forecasts presented above are figures after applying said accounting standards.
The effect of this change on overall consolidated results is minimal.

Operating Results Forecast Highlights①(Year-on-year)



Year-on-year : **Higher revenues and profit**

(Recovery centered on Leisure and Service and Traffic, overall sales increased.
We expect each category of income will return to the black due to higher revenues.)

(Unit: Billions of yen)

Operating Revenues
+ ¥ 48.3 billion

- + Leisure and Services +58.2 (Hotel +9.0 Tourist Facilities +5.5 Travel +4.5
The effects of the new profit recognition standards +39.2)
- + Traffic +27.8 (Railroad +14.0 Bus +7.5 Taxi +5.5 The effects of the new profit recognition standards +0.8)
- + Transport +4.6 (Maritime Transport +2.4 Truck +2.2)
- + Real Estate +2.0 (Real Estate Rental: +3.5 (Higher parking space revenues +2.0)
The effects of the new profit recognition standards-1.8)
- Distribution -44.8 (Department Stores -2.0 (Assignment of Kanazawa Meitetsu Marukoshi Department Store -9.2)
Other goods sold +5.5 The effects of the new profit recognition standards-48.4)

(The effects of the new profit recognition standards -0.9billion)

Operating Income
+ ¥ 29.3 billion

- + Traffic +21.3 (Railroad +12.0 Bus +6.0 Taxi +3.0)
- + Leisure and Services +10.6 (Travel +5.6 Hotel +3.0 Tourist Facilities +1.8)
- + Transport +1.7 (Maritime Transport +1.5 Truck +0.2)
- + Distribution +1.0 (Department Stores +0.6 Other goods sold +0.4)
- Real Estate -3.3 (Real Estate Condo Sales -2.7)

Ordinary Income
+ ¥ 24.1 billion

Although we expect non-operating income to worsen due in part to a decrease in subsidies for employment adjustment, account balances should improve because of operating income returning to the black. (Worsen non-operating income-5.2)

Net Profit
+ ¥ 39.7 billion

Extraordinary loss is expected to improve due mainly to a decrease in impairment loss on fixes assets as it returns to normal and ordinary income returning to the black. (Improve extraordinary income+15.3)

Operating Results Forecast Highlights②(Compared with FY2019)



Compared with FY2019 :

Lower revenues and lower profit (After excluding the effects of the new profit recognition standards, revenues are expected to fall across all businesses. Each category of income is expected to decrease due to the decrease in revenues.)

(Unit: Billions of yen)

Operating Revenues
- ¥ 92.9billion

(The effects of the new profit recognition standards - ¥ 0.9billion)

- Distribution -74.1 (Department Stores -20.0 (Assignment of Kanazawa Meitetsu Marukoshi Department Store -12.0) Other goods sold -5.7 The effects of the new profit recognition standards-48.4)
- Traffic -30.7 (Railroad -17.5 Bus - 9.0 Taxi -5.0 The effects of the new profit recognition standards+0.8)
- Real Estate -13.3 (Real Estate Condo Sales -9.0 Real Estate Rental -2.0 The effects of the new profit recognition standards -1.8)
- Transport -4.6 (Truck -3.4 Maritime Transport -1.2)
- + Leisure and Services +28.1 (Travel -5.6 Tourist Facilities -2.7 Hotel -2.7 The effects of the new profit recognition standards+39.2)

Operating Income
- ¥ 34.3billion

- Traffic -18.0 (Railroad -14.3 Bus -2.7 Taxi -1.0)
- Real Estate -7.0 (Real Estate Rental -3.5 Real Estate Condo Sales -3.1)
- Leisure and Services -3.0 (Hotel -2.2 Travel -0.5 Tourist Facilities -0.2)
- Aviation Services -2.4 (Lower income due to lower revenues)

Ordinary Income
- ¥ 33.2billion

Although non-operating income is expected to improve, it will decrease due to a decrease in operating income. (Improve non-operating income +1.0)

Net Profit
- ¥ 17.8billion

Extraordinary income is expected to improve, but ordinary income will decrease. (Improve extraordinary income +2.9)

FY2021 Operating Results Forecast by Segment



(Units: Millions of yen, %)

Operating revenues	FY2021 forecast	FY2021 forecast*	FY2020 results	Change	Percent Change	Percent Change*	FY2019 results	Change	Percent Change	Percent Change*
Traffic	132,800	132,000	104,995	27,805	26.5	25.7	163,544	-30,744	-18.8	-19.3
Transport	133,600	133,600	128,901	4,699	3.6	3.6	138,220	-4,620	-3.3	-3.3
Real Estate	87,500	89,300	85,402	2,098	2.5	4.6	100,869	-13,369	-13.3	-11.5
Leisure and Services	78,300	39,100	20,007	58,293	291.4	95.4	50,137	28,163	56.2	-22.0
Distribution	66,400	114,800	111,272	-44,872	-40.3	3.2	140,538	-74,138	-52.8	-18.3
Aviation Services	22,800	22,800	22,983	-183	-0.8	-0.8	27,251	-4,451	-16.3	-16.3
Others	46,800	46,800	45,862	938	2.0	2.0	52,123	-5,323	-10.2	-10.2
Adjustment	-38,200	-47,500	-37,779	-421	—	—	-49,769	11,569	—	—
Total	530,000	530,900	481,645	48,355	10.0	10.2	622,916	-92,916	-14.9	-14.8

Operating income	FY2021 forecast	FY2021 forecast*	FY2020 results	Change	Percent Change	Percent Change*	FY2019 results	Change	Percent Change	Percent Change*
Traffic	3,500		-17,866	21,366	—		21,577	-18,077	-83.8	
Transport	4,100		2,350	1,750	74.4		5,342	-1,242	-23.3	
Real Estate	7,300		10,667	-3,367	-31.6		14,309	-7,009	-49.0	
Leisure and Services	-2,400		-13,008	10,608	—		611	-3,011	—	
Distribution	-1,100		-2,185	1,085	—		330	-1,430	—	
Aviation Services	200		1,959	-1,759	-89.8		2,616	-2,416	-92.4	
Others	1,100		1,752	-652	-37.2		2,854	-1,754	-61.5	
Adjustment	300		-24	324	—		-279	579	—	
Total	13,000		-16,354	29,354	—		47,363	-34,363	-72.6	

Note: *Exclusion the effects of the new profit recognition standards.

FY2021 EBITDA and Capital Investment Forecast



(Units: Millions of yen)

		FY2021 forecast	FY2020 results	Change	FY2019 results	Change			FY2021 forecast	FY2020 results	Change	FY2019 results	Change
Traffic	Operating income	3,500	-17,866	21,366	21,577	-18,077	Distribution	Operating income	-1,100	-2,185	1,085	330	-1,430
	Depreciation and amortization	18,200	18,351	-151	18,577	-377		Depreciation and amortization	1,100	1,185	-85	2,384	-1,284
	EBITDA(①)	21,700	485	21,215	40,155	-18,455		EBITDA(①)	0	-999	999	2,715	-2,715
	Capital investment(②)	20,000	16,869	3,131	24,706	-4,706		Capital investment(②)	1,300	786	514	2,239	-939
	Deduction (①-②)	1,700	-16,384	18,084	15,448	-13,748		Deduction (①-②)	-1,300	-1,786	486	475	-1,775
Transport	Operating income	4,100	2,350	1,750	5,342	-1,242	Aviation Services	Operating income	200	1,959	-1,759	2,616	-2,416
	Depreciation and amortization	7,400	6,985	415	6,873	527		Depreciation and amortization	2,700	2,279	421	2,689	11
	EBITDA(①)	11,500	9,335	2,165	12,215	-715		EBITDA(①)	2,900	4,239	-1,339	5,306	-2,406
	Capital investment(②)	8,000	8,788	-788	10,566	-2,566		Capital investment(②)	5,900	4,920	980	5,827	73
	Deduction (①-②)	3,500	547	2,953	1,649	1,851		Deduction (①-②)	-3,000	-681	-2,319	-521	-2,479
Real Estate	Operating income	7,300	10,667	-3,367	14,309	-7,009	Others	Operating income	1,100	1,752	-652	2,854	-1,754
	Depreciation and amortization	5,800	6,013	-213	6,483	-683		Depreciation and amortization	3,800	3,710	90	3,547	253
	EBITDA(①)	13,100	16,680	-3,580	20,793	-7,693		EBITDA(①)	4,900	5,463	-563	6,401	-1,501
	Capital investment(②)	22,000	11,037	10,963	19,897	2,103		Capital investment(②)	7,300	3,911	3,389	6,499	801
	Deduction (①-②)	-8,900	5,643	-14,543	895	-9,795		Deduction (①-②)	-2,400	1,551	-3,951	-97	-2,303
Leisure and Services	Operating income	-2,400	-13,008	10,608	611	-3,011	Total (after consolidated adjustment)	Operating income	13,000	-16,354	29,354	47,363	-34,363
	Depreciation and amortization	1,000	1,233	-233	1,120	-120		Depreciation and amortization	39,500	39,351	149	41,239	-1,739
	EBITDA(①)	-1,400	-11,775	10,375	1,731	-3,131		EBITDA(①)	52,500	22,996	29,504	88,602	-36,102
	Capital investment(②)	1,200	1,623	-423	3,548	-2,348		Capital investment(②)	65,700	47,937	17,763	73,286	-7,586
	Deduction (①-②)	-2,600	-13,398	10,798	-1,817	-783		Deduction (①-②)	-13,200	-24,940	11,740	15,316	-28,516

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.