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May 9, 2025

## Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (Under Japanese GAAP)

Company name: Keihan Holdings Co., Ltd.  
 Listing: Tokyo Stock Exchange  
 Securities code: 9045  
 URL: <https://www.keihan.co.jp/>  
 Representative: Masahiro Ishimaru, Representative Director & President  
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 Scheduled date of annual general meeting of shareholders: June 18, 2025  
 Scheduled date to commence dividend payments: June 19, 2025  
 Scheduled date to file annual securities report: June 17, 2025  
 Preparation of supplementary material on financial results: Yes  
 Holding of financial results briefing: Yes (for institutional investors and analysts)

(Yen amounts are rounded down to millions, unless otherwise noted.)

### 1. Consolidated financial results for the fiscal year ended March 31, 2025 (from April 1, 2024, to March 31, 2025)

#### (1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Operating revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended March 31, 2025	313,546	3.8	42,071	24.1	40,905	23.5	28,266	13.6
Fiscal year ended March 31, 2024	302,147	16.2	33,904	65.5	33,111	61.8	24,890	41.2

Note: Comprehensive income Fiscal year ended March 31, 2025 ¥31,034 million (-10.0%)  
 Fiscal year ended March 31, 2024 ¥34,493 million (70.5%)

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to operating revenue
	Yen	Yen	%	%	%
Fiscal year ended March 31, 2025	268.32	268.26	9.3	4.9	13.4
Fiscal year ended March 31, 2024	232.14	232.08	8.8	4.2	11.2

Reference: Share of profit (loss) of entities accounted for using equity method  
 Fiscal year ended March 31, 2025 ¥165 million  
 Fiscal year ended March 31, 2024 ¥83 million

#### (2) Consolidated financial position

	Total assets	Net assets	Equity capital ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2025	859,860	314,508	35.7	3,023.66
As of March 31, 2024	820,224	304,820	36.4	2,783.72

Reference: Equity  
 As of March 31, 2025 ¥307,232 million  
 As of March 31, 2024 ¥298,487 million

**(3) Consolidated cash flows**

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Fiscal year ended March 31, 2025	44,007	-63,198	10,199	13,777
Fiscal year ended March 31, 2024	40,830	-26,932	-7,856	22,768

**2. Cash dividends**

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2024	-	0.00	-	35.00	35.00	3,752	15.1	1.3
Fiscal year ended March 31, 2025	-	0.00	-	40.00	40.00	4,064	14.9	1.4
Fiscal year ending March 31, 2026 (forecast)	-	0.00	-	89.00	89.00		30.1	

**3. Consolidated earnings forecasts for the fiscal year ending March 31, 2026 (from April 1, 2025, to March 31, 2026)**

(Percentages indicate year-on-year changes.)

	Operating revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending September 30, 2025	139,400	-12.0	17,400	-23.5	15,900	-29.3	12,000	-23.2	118.10
Full year	325,700	3.9	44,600	6.0	41,000	0.2	30,000	6.1	295.25

Note: The average number of shares outstanding during the period, which is used as the basis for calculating basic earnings per share, is based on the number of issued shares (excluding the number of treasury shares) as of March 31, 2025.

**\* Notes**

(1) Significant changes in scope of consolidation during the period: None

(2) Changes in accounting policies, changes in accounting estimates, and restatement

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes

(ii) Changes in accounting policies other than (i): None

(iii) Changes in accounting estimates: Yes

(iv) Restatement: None

Note: For details of (i), please refer to “(5) Notes to consolidated financial statements (Notes relating to changes in accounting policies)” in “3. Consolidated financial statements and significant notes thereto” on page 13 (Attached Material).

For details of (iii), please refer to “(5) Notes to consolidated financial statements (Notes relating to changes in accounting estimates)” in “3.

Consolidated financial statements and significant notes thereto” on page 13 (Attached Material).

(3) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2025	113,182,703 shares
As of March 31, 2024	113,182,703 shares

(ii) Number of treasury shares at the end of the period

As of March 31, 2025	11,573,128 shares
As of March 31, 2024	5,956,520 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2025	105,346,290 shares
Fiscal year ended March 31, 2024	107,222,035 shares

Reference: Overview of non-consolidated financial results

Non-consolidated financial results for the fiscal year ended March 31, 2025 (from April 1, 2024, to March 31, 2025)

**(1) Non-consolidated operating results**

(Percentages indicate year-on-year changes.)

	Operating revenue		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended March 31, 2025	37,560	12.7	17,065	9.1	22,610	26.4	18,823	22.5
Fiscal year ended March 31, 2024	33,331	5.1	15,642	7.1	17,894	44.3	15,366	18.7

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Fiscal year ended March 31, 2025	178.69	178.64
Fiscal year ended March 31, 2024	143.32	143.28

**(2) Non-consolidated financial position**

	Total assets	Net assets	Equity capital ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2025	614,514	190,044	30.9	1,869.34
As of March 31, 2024	583,001	192,289	33.0	1,792.36

Reference: Equity

As of March 31, 2025 ¥189,943 million

As of March 31, 2024 ¥192,188 million

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

The Company's operating revenue increased due to factors such as the opening of Station Hill Hirakata and Nakanoshima Qross in the Real estate leasing business, resulting in an increase in profit.

\* Reports on financial results are exempt from an audit conducted by certified public accountants or an audit corporation.

\* Proper use of earnings forecasts, and other special matters

(Caution regarding forward-looking statements and others)

Forward-looking statements, including the earnings forecasts stated in these materials, are based on information currently available to the Company and certain assumptions deemed reasonable, and are not intended as a guarantee that they will be achieved by the Company. Actual results may differ materially from the earnings forecasts due to various factors. For the assumptions used as the basis for the earnings forecasts and special remarks regarding the use of the earnings forecasts, please refer to "(1) Overview of operating results for the fiscal year under review (Future outlook)" in "1. Overview of operating results, etc." on page 3 (Attached Material).

(How to obtain supplementary material on financial results)

"FY2025 (Fiscal year ended March 31, 2025) Supplementary Materials for Financial Results" has been posted on the Company's website and disclosed on TDnet today.

(How to obtain the presentation materials on financial results)

The Company plans to hold a financial results briefing for institutional investors and analysts on May 16, 2025 (Friday). The presentation materials on financial results to be used at the briefing will be posted on the Company's website on the same day.

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1. Overview of operating results, etc.
- (1) Overview of operating results for the fiscal year under review

- i) Operating results for the fiscal year under review

During the fiscal year ended March 31, 2025, (fiscal year under review), the Japanese economy showed a moderate recovery trend against the backdrop of an improved employment and income environment. However, there are still some risk factors that may put downward pressure on the economy in the future, such as the impact of continued price hikes on consumer spending through a downturn in consumer confidence and the impact of the U.S. policy trend. The situation remains highly uncertain.

Under these economic conditions, the Company Group strived to improve business performance through aggressive sales activities in each of its businesses. As a result, in the fiscal year ended March 31, 2025, operating revenue was 313,546 million yen (up 11,398 million yen, or 3.8%, year-on-year), operating profit was 42,071 million yen (up 8,166 million yen, or 24.1%, year-on-year), and ordinary profit, which was calculated by adding or subtracting non-operating income or expenses to or from operating profit, was 40,905 million yen (up 7,794 million yen, or 23.5%, year-on-year). Profit attributable to owners of parent, which is calculated by adding or subtracting extraordinary profit or loss to or from ordinary profit and deducting income taxes and profit attributable to non-controlling interests was 28,266 million yen (up 3,376 million yen, or 13.6%, year-on-year).

The business performance by segment is as follows.

- (i) Transportation

In the Railway business, Keihan Electric Railway Co., Ltd. accelerated the installation of in-train security cameras in all Keihan Line trains to further improve safety, and installed and began using movable platform fences on platforms 2 and 3 at Moriguchishi Station and platforms 2 and 3 at Kayashima Station by making better use of the railway station barrier-free fare system. In addition, to further improve services, we introduced “SURUTTO QRtto,” a digital train ticket service that utilizes QR code, and the current cashless payment ratio on the Keihan Line, including transportation IC cards, has reached 94%. In addition, as part of our efforts to reduce CO<sub>2</sub> emissions, we strove to replace older trains with energy-efficient 13000 series trains. In order to continue to provide safe and reliable passenger transportation services, we applied for approval to change passenger fares on the Keihan and Otsu lines, and received approval from the Minister of Land, Infrastructure, Transport and Tourism on March 25, 2025. As a result, the fare revision will take effect on October 1 of the same year.

In the Bus business, in order to continue to provide safe and reliable transportation services, Keihan Kyoto Kotsu Co., Ltd., Kyoto Bus Co., Ltd., and Keihan Bus Co., Ltd. each implemented fare revisions.

As a result, overall operating revenue for the Transportation segment was 91,381 million yen (up 2,334 million yen, or 2.6%, year-on-year), and operating profit was 12,323 million yen (up 3,115 million yen, or 33.8%, year-on-year).

\*“QR code” is a registered trademark of DENSO WAVE INCORPORATED.

\*“SURUTTO QRtto” is a registered trademark of SuruTto KANSAI Co., Ltd.

- (ii) Real estate

Regarding the “type-1 urban redevelopment project in the Hirakatashi Station area,” in which our Company Group participated for some time, the construction of the Station Hill Hirakata mixed-use facility, directly connected to Hirakatashi Station, was completed on May 31, 2024. “THE TOWER HIRAKATA,” a rental tower residential building, and offices began occupancy sequentially on June 1 of the same year, and a hotel opened on June 30 of the same year. As for the “Yodoyabashi Station East District Urban Revitalization Project,” the “YODOYABASHI Station One,” a complex that will become a landmark building, will be completed in May 2025. We will continue to promote initiatives toward its full opening, including the sequential opening plan of stores in the commercial zone starting in June of the same year.

In the Real estate sales business, we sold land and buildings such as “Keihan East Rose Town” and “Minami-Kusatsu Printown.” In the condominium business, we sold “The FINE Tower OSAKA HIGOBASHI” and “The FINE Tower WEST COAST,” as well as “Fine City Omiya-Koen” and “The FINE Tower HISAYA ODORI” through aggressive business development efforts outside the Kansai region.

In the Real estate leasing business, we acquired the following leasing buildings to further expand and strengthen our business: the Keihan Narita Building (name changed on February 1, 2025) (Narita City, Chiba

Prefecture) on July 1, 2024; the Keihan Sendai Ichibancho Building (name changed on April 1, 2025) (Sendai City, Miyagi Prefecture) on October 1, 2024; and the Keihan Fujisawa Building (name changed on May 1, 2025) (Fujisawa City, Kanagawa Prefecture) on November 22, 2024.

As a result, overall operating revenue for the Real estate segment was 139,094 million yen (up 233 million yen, or 0.2%, year-on-year), and operating profit was 22,342 million yen (up 2,171 million yen, or 10.8%, year-on-year).

#### (iii) Retail distribution

In the Shopping mall management business, on September 6, 2024, we opened Hirakata Mall, a commercial facility integrated with Hirakatashi Station. In this mall, we actively developed new store formats to strengthen profitability. For example, we developed five stores, including “Nanairo Beaute,” a semi-self-service specialty cosmetics boutique operated by Keihan Department Stores Co., Ltd. In addition, Keihan The Store Co., Ltd. opened the Hirakata Mall branch of THE STORE, a concept store based on the theme of a sustainable market.

In the Store business, we started the operation of a process center (Higashi Osaka City) on November 15, 2024, which manufactures some products for a total of 26 stores of “Frest,” “THE STORE,” and “MOYORI ICHI,” to establish a stable product supply system by accelerating the development of original products, maintaining quality, and reducing costs. In addition, we made aggressive store development efforts, including the opening of the first “SWEETS BOX Subway Sannomiya Store” in Hyogo Prefecture.

As a result, overall operating revenue for the Retail distribution segment was 57,059 million yen (up 3,619 million yen, or 6.8%, year-on-year), and operating profit was 2,846 million yen (up 74 million yen, or 2.7%, year-on-year).

#### (iv) Leisure & Service

In the Hotel business, we aggressively promoted various sales activities to further capture strong inbound and domestic travel demand. In addition, at the “Hotel Keihan Universal Tower,” we completed the renovation of 641 guest rooms, which had been progressing sequentially since the previous fiscal year, to make them more comfortable for families with children or groups of guests. On April 23, 2024, we reopened the “Italian Dining Bel Lago,” a restaurant in the “Biwako Hotel,” as a buffet restaurant where guests can enjoy freshly prepared Italian cuisine. We made such efforts to further strengthen competitiveness and improve the facility’s appeal.

As a result, overall operating revenue for the Leisure & Service segment was 39,978 million yen (up 5,002 million yen, or 14.3%, year-on-year), and operating profit was 4,916 million yen (up 1,650 million yen, or 50.5%, year-on-year).

#### (v) Other businesses

In the Other businesses segment, the original sweets brand “RAU” at the GOOD NATURE STATION, a commercial complex, reopened on December 13, 2024, with an expanded store area and more than 20 new products. We also made efforts to conduct aggressive sales activities and improve the attractiveness of the facility. Examples include “Hyssop,” a vegan-friendly restaurant in the facility, reopened with renewed and enriched interior accessories, such as plantings, and a menu.

As a result, overall operating revenue for the Other businesses segment was 5,167 million yen (up 589 million yen, or 12.9%, year-on-year), and operating profit was 68 million yen (operating loss of 837 million yen in the previous year).

### ii) Future outlook

The Company Group will steadily promote its three-year medium-term management plan, “BIOSTYLE: Deepening and Challenge,” which ends in FY2026, and strive to achieve sustainable growth of the Group and increase its corporate value.

Regarding forecasts for the fiscal year ending March 31, 2026, we aim to steadily capture demand from Expo 2025 (Osaka, Kansai, Japan). In addition to an increase in revenue due to the implementation of fare revisions in the Transportation segment, we expect commercial land sales for development projects, hotel condominium sales, etc. in the Real estate segment. We expect operating revenue of 325,700 million yen, operating profit of 44,600 million yen, ordinary profit of 41,000 million yen, and profit attributable to owners of parent of 30,000 million yen.

(2) Overview of financial position for the fiscal year under review

i) Assets, liabilities, and net assets

Total assets as of March 31, 2025, increased 39,635 million yen (4.8%) from the previous fiscal year-end to 859,860 million yen, mainly due to an increase in property, plant and equipment and land and buildings for sale, despite a decrease in notes and accounts receivable - trade, and contract assets.

Liabilities rose 29,947 million yen (5.8%) from the previous fiscal year-end to 545,351 million yen, mainly due to an increase in interest-bearing debt, despite a decrease in accounts payable for construction contracts.

Net assets grew 9,687 million yen (3.2%) from the previous fiscal year-end to 314,508 million yen, mainly due to an increase in retained earnings, despite the purchase of treasury shares.

ii) Cash flows

In the fiscal year ended March 31, 2025, cash and cash equivalents decreased 8,991 million yen from the previous fiscal year-end to 13,777 million yen at the fiscal year-end.

(Cash flows from operating activities)

Net cash provided by operating activities increased 3,176 million yen from the previous fiscal year to 44,007 million yen, mainly due to increases in proceeds from a decrease in trade receivables and in profit before income taxes, despite an increase in expenditures for the purchase of inventories.

(Cash flows from investing activities)

Net cash used in investing activities was 63,198 million yen, an increase of 36,265 million yen from the previous fiscal year. This was mainly due to an increase in purchase of non-current assets and a decrease in proceeds from sale of non-current assets.

(Cash flows from financing activities)

Net cash provided by financing activities was 10,199 million yen (7,856 million yen was used in the previous fiscal year). This was mainly due to an increase in interest-bearing debt, despite an increase in purchase of treasury shares.

(3) Basic policy on profit distribution and dividends for fiscal 2025 and fiscal 2026

To continuously enhance the Group's corporate value, the Company strives to secure a stable management base and actively pursue growth investments, while considering financial soundness maintenance and capital efficiency. Based on these, the Company's basic policy for shareholder returns is to pay dividends of profit in accordance with business performance and conduct flexible purchase of treasury shares.

For the fiscal year under review (ended March 31, 2025), the Company will pay an annual dividend of 40 yen per share.

Starting from the next fiscal year (ending March 31, 2026), the Company aims to increase dividend through sustainable profit growth, with a consolidated payout ratio of approximately 30% based on business performance for each fiscal year. Based on this, for the next fiscal year (ending March 31, 2026), the Company plans to pay an annual dividend of 89 yen (year-end dividend of 89 yen).

2. Basic concept regarding selection of accounting standards

The Company has adopted Japanese accounting standards since most of the Company Group's stakeholders are domestic shareholders, creditors, business partners, etc., and in order to ensure comparability with other Japanese companies in the same industries.



### 3. Consolidated financial statements and significant notes thereto

#### (1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
<b>Assets</b>		
Current assets		
Cash and deposits	22,828	13,836
Notes and accounts receivable - trade, and contract assets	47,292	35,233
Securities	177	1,964
Land and buildings for sale	152,330	161,201
Merchandise	1,692	1,898
Other	16,567	21,431
Allowance for doubtful accounts	-293	-313
Total current assets	240,594	235,252
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	203,487	237,700
Machinery, equipment and vehicles, net	17,871	21,093
Land	232,462	236,647
Leased assets, net	10,016	10,638
Construction in progress	35,016	27,590
Other, net	3,695	4,656
Total property, plant and equipment	502,549	538,325
Intangible assets	8,106	8,549
Investments and other assets		
Investment securities	50,224	56,000
Long-term loans receivable	154	106
Deferred tax assets	1,970	1,959
Retirement benefit asset	3,930	5,183
Other	12,809	14,589
Allowance for doubtful accounts	-116	-105
Total investments and other assets	68,973	77,732
Total non-current assets	579,629	624,607
Total assets	820,224	859,860

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
<b>Liabilities</b>		
Current liabilities		
Notes and accounts payable - trade	11,032	10,064
Short-term borrowings	77,694	62,434
Short-term bonds payable	-	9,996
Current portion of bonds payable	-	20,000
Accounts payable - other	45,489	34,115
Income taxes payable	5,412	8,439
Advances received	16,499	16,973
Provision for bonuses	2,994	3,097
Other	16,069	17,724
Total current liabilities	175,192	182,845
Non-current liabilities		
Bonds payable	90,000	90,000
Long-term borrowings	170,631	188,769
Long-term accounts payable - other	110	103
Lease liabilities	9,793	10,336
Deferred tax liabilities	3,593	4,463
Deferred tax liabilities for land revaluation	30,028	30,911
Provision for retirement benefits for directors (and other officers)	76	62
Retirement benefit liability	14,490	11,652
Other	21,486	26,205
Total non-current liabilities	340,211	362,506
Total liabilities	515,403	545,351
<b>Net assets</b>		
Shareholders' equity		
Share capital	51,466	51,466
Capital surplus	28,798	28,772
Retained earnings	189,411	213,924
Treasury shares	-21,496	-39,038
Total shareholders' equity	248,180	255,125
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	10,182	10,854
Revaluation reserve for land	36,400	35,516
Foreign currency translation adjustment	139	91
Remeasurements of defined benefit plans	3,586	5,642
Total accumulated other comprehensive income	50,307	52,106
Share acquisition rights	101	101
Non-controlling interests	6,231	7,174
Total net assets	304,820	314,508
Total liabilities and net assets	820,224	859,860

## (2) Consolidated statement of income and consolidated statement of comprehensive income

## Consolidated statements of income

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Operating revenue	302,147	313,546
Operating expenses		
Operating expenses and cost of sales of transportation	223,144	221,741
Selling, general and administrative expenses	45,098	49,733
Total operating expenses	268,243	271,474
Operating profit	33,904	42,071
Non-operating income		
Interest income	29	30
Dividend income	484	567
Amortization of negative goodwill	60	60
Share of profit of entities accounted for using equity method	83	165
Reversal of clerical costs on work performed on contract	247	59
Subsidies for employment adjustment	21	-
Subsidies for countermeasures against COVID-19	111	-
Miscellaneous income	781	1,203
Total non-operating income	1,820	2,087
Non-operating expenses		
Interest expenses	1,790	2,253
Miscellaneous expenses	822	999
Total non-operating expenses	2,613	3,253
Ordinary profit	33,111	40,905
Extraordinary income		
Subsidies	2,657	2,096
Compensation income	331	271
Contribution received for construction	247	209
Gain on sale of non-current assets	4,492	22
Gain on sale of investment securities	1	-
Total extraordinary income	7,731	2,600
Extraordinary losses		
Loss on tax purpose reduction entry of non-current assets	2,599	840
Loss on retirement of non-current assets	899	808
Business restructuring expenses	-	636
Impairment losses	224	274
Loss on valuation of investment securities	1,990	222
Other	93	0
Total extraordinary losses	5,807	2,783
Profit before income taxes	35,035	40,722
Income taxes - current	9,854	12,133
Income taxes - deferred	-793	-643
Total income taxes	9,060	11,489
Profit	25,974	29,233
Profit attributable to non-controlling interests	1,084	966
Profit attributable to owners of parent	24,890	28,266

## Consolidated statement of comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit	25,974	29,233
Other comprehensive income		
Valuation difference on available-for-sale securities	3,199	675
Revaluation reserve for land	2,117	-883
Remeasurements of defined benefit plans, net of tax	3,136	2,056
Share of other comprehensive income of entities accounted for using equity method	66	-47
Total other comprehensive income	8,519	1,801
Comprehensive income	34,493	31,034
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	33,370	30,065
Comprehensive income attributable to non-controlling interests	1,123	969

## (3) Consolidated statement of changes in equity

Fiscal year ended March 31, 2024

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	51,466	28,792	166,989	-21,574	225,673
Changes during period					
Dividends of surplus			-3,216		-3,216
Profit attributable to owners of parent			24,890		24,890
Reversal of revaluation reserve for land			748		748
Change in ownership interest of parent due to transactions with non-controlling interests		3			3
Purchase of treasury shares				-15	-15
Disposal of treasury shares		3		92	96
Net changes in items other than shareholders' equity					
Total changes during period	-	6	22,422	77	22,506
Balance at end of period	51,466	28,798	189,411	-21,496	248,180

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	7,021	35,031	72	449	42,575	121	5,139	273,510
Changes during period								
Dividends of surplus								-3,216
Profit attributable to owners of parent								24,890
Reversal of revaluation reserve for land								748
Change in ownership interest of parent due to transactions with non-controlling interests								3
Purchase of treasury shares								-15
Disposal of treasury shares								96
Net changes in items other than shareholders' equity	3,160	1,369	66	3,136	7,731	-20	1,092	8,803
Total changes during period	3,160	1,369	66	3,136	7,731	-20	1,092	31,309
Balance at end of period	10,182	36,400	139	3,586	50,307	101	6,231	304,820

Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	51,466	28,798	189,411	-21,496	248,180
Changes during period					
Dividends of surplus			-3,752		-3,752
Profit attributable to owners of parent			28,266		28,266
Reversal of revaluation reserve for land			-		-
Change in ownership interest of parent due to transactions with non-controlling interests		-9			-9
Purchase of treasury shares				-17,618	-17,618
Disposal of treasury shares		-16		76	59
Net changes in items other than shareholders' equity					
Total changes during period	-	-25	24,513	-17,541	6,945
Balance at end of period	51,466	28,772	213,924	-39,038	255,125

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	10,182	36,400	139	3,586	50,307	101	6,231	304,820
Changes during period								
Dividends of surplus								-3,752
Profit attributable to owners of parent								28,266
Reversal of revaluation reserve for land								-
Change in ownership interest of parent due to transactions with non-controlling interests								-9
Purchase of treasury shares								-17,618
Disposal of treasury shares								59
Net changes in items other than shareholders' equity	672	-883	-47	2,056	1,798	-	943	2,741
Total changes during period	672	-883	-47	2,056	1,798	-	943	9,687
Balance at end of period	10,854	35,516	91	5,642	52,106	101	7,174	314,508

## (4) Consolidated statement of cash flows

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	35,035	40,722
Depreciation	20,002	22,556
Amortization of intangible assets	169	182
Impairment losses	224	274
Loss (gain) on sale of non-current assets	-4,480	-22
Loss on retirement of non-current assets	716	453
Loss on tax purpose reduction entry of non-current assets	2,599	840
Contribution received for construction	-247	-209
Loss (gain) on sale of investment securities	-1	-
Loss (gain) on valuation of investment securities	1,990	222
Share of loss (profit) of entities accounted for using equity method	-83	-165
Interest and dividend income	-514	-598
Interest expenses	1,790	2,253
Subsidies for employment adjustment	-21	-
Increase (decrease) in allowance for doubtful accounts	-125	10
Increase (decrease) in provision for bonuses	111	102
Increase (decrease) in retirement benefit liability	341	-975
Decrease (increase) in retirement benefit asset	-462	-21
Decrease (increase) in trade receivables	-8,102	7,906
Decrease (increase) in inventories	-5,407	-9,074
Increase (decrease) in trade payables	1,848	-899
Increase (decrease) in accrued consumption taxes	-425	1,855
Increase (decrease) in leasehold and guarantee deposits received	313	2,050
Decrease (increase) in other current assets	-728	-4,776
Increase (decrease) in other current liabilities	5,676	-8,342
Other	140	422
Subtotal	50,361	54,766
Interest and dividends received	538	608
Interest paid	-1,812	-2,195
Proceeds from subsidies for employment adjustment	26	-
Income taxes paid	-8,283	-9,171
Cash flows from operating activities	40,830	44,007
Cash flows from investing activities		
Payments into time deposits	-22	-
Proceeds from withdrawal of time deposits	20	-
Purchase of non-current assets	-32,895	-61,459
Proceeds from sale of non-current assets	6,724	59
Proceeds from contribution received for construction	1,842	5,152
Proceeds from redemption of securities	0	3
Purchase of investment securities	-2,925	-7,560
Proceeds from sale of investment securities	1	0
Proceeds from redemption of investment securities	98	649
Proceeds from capital reduction with compensation of shares of subsidiaries and associates	389	499
Loan advances	-1,022	-1,111
Proceeds from collection of loans receivable	1,096	1,216
Other	-239	-648
Cash flows from investing activities	-26,932	-63,198

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	-7,670	-7,142
Net increase (decrease) in short-term bonds payable	-	9,996
Proceeds from long-term borrowings	43,330	58,715
Repayments of long-term borrowings	-28,960	-48,694
Proceeds from issuance of bonds	9,946	19,893
Redemption of bonds	-20,000	-
Dividends paid	-3,203	-3,746
Dividends paid to non-controlling interests	-25	-25
Purchase of treasury shares	-15	-17,618
Other	-1,258	-1,178
Cash flows from financing activities	-7,856	10,199
Effect of exchange rate change on cash and cash equivalents	0	0
Net increase (decrease) in cash and cash equivalents	6,041	-8,991
Cash and cash equivalents at beginning of period	16,727	22,768
Cash and cash equivalents at end of period	22,768	13,777



(5) Notes to consolidated financial statements

(Notes on premise of going concern)

No items to report.

(Notes relating to changes in accounting policies)

(Application of Accounting Standard for Current Income Taxes, etc.)

The Company has applied Accounting Standard for Current Income Taxes (Accounting Standards Board of Japan (ASBJ) Statement No. 27, October 28, 2022; hereinafter referred to as the “Revised Accounting Standard 2022”) effective from the beginning of the fiscal year under review.

The amendment to categories in which current income taxes should be recorded (taxes on other comprehensive income) follows the transitional treatment prescribed in the proviso of paragraph 20-3 of the Revised Accounting Standard 2022 and the transitional treatment prescribed in the proviso of paragraph 65-2 (2) of the Implementation Guidance on Tax Effect Accounting (ASBJ Guidance No. 28, October 28, 2022; hereinafter referred to as the “Revised Implementation Guidance 2022”). This change in accounting policies has no impact on the consolidated financial statements.

For the amendment related to the revised accounting treatment for consolidated financial statements when gains or losses on sale of shares in subsidiaries resulting from transactions between consolidated companies were deferred for tax purposes, the Revised Implementation Guidance 2022 has been adopted from the beginning of the fiscal year under review. This change in accounting policies is applied retrospectively, and consolidated financial statements for the previous year are after retrospective application. This change in accounting policies has no impact on the consolidated financial statements for the previous fiscal year.

(Notes relating to changes in accounting estimates)

In accounting for retirement benefits, years required for amortization of actuarial gain/loss and prior service cost were previously amortized over a certain number of years (mainly 12 years) within the average remaining years of service of the employees. However, the average remaining years of service was lower than this, so the years required for amortization were changed to mainly 11 years from the fiscal year under review.

The effect of this change on profit and loss for the fiscal year under review was not material.

(Notes to segment information, etc.)

## Segment Information

### 1. Overview of reportable segments

The reportable segments of the Company Group are constituent units of the Company Group for which separate financial information is available. The Board of Directors periodically examines these segments to decide on the allocation of management resources and evaluate business performance.

The Company Group is engaged in diverse businesses, including transportation, and has five reportable segments: Transportation; Real estate; Retail distribution; Leisure & Service; and Other businesses.

The Transportation segment includes the Railway and Bus businesses. The Real estate segment includes the Real estate sales and leasing businesses, wholesale of construction materials, and surveying and design services. The Retail distribution segment includes the Department store business, the Store business, and the Shopping mall management business. The Leisure & Service segment includes the Hotel business and sightseeing boat service. The Other businesses segment includes the operation of “GOOD NATURE STATION,” a commercial complex offering sustainable experiences.

### 2. Method of calculating operating revenue, profit or loss, assets, and other items by reportable segment

The accounting method for the reported business segments is the same as that described in the “Important Items that Form the Basis for Preparing Consolidated Financial Statements” in the recent Annual Securities Report submitted on June 19, 2024.

Values for profit or loss shown in reportable segments are based on operating profit.

Intersegment revenues and transfers are based on market prices.

### 3. Disclosure of operating revenue, profit or loss, assets, and other items by reportable segment

Fiscal year ended March 31, 2024

(Millions of yen)

	Transportation	Real estate	Retail distribution	Leisure & Service	Other businesses	Total	Adjustments (Note) 1	Amount in consolidated financial statements (Note) 2
Operating revenue								
Operating revenue from external customers	87,106	123,945	52,852	34,228	4,010	302,143	4	302,147
Intersegment operating revenue and transfers	1,939	14,915	587	747	567	18,757	-18,757	-
Total	89,046	138,860	53,439	34,976	4,578	320,900	-18,752	302,147
Segment profit (loss)	9,208	20,171	2,771	3,265	-837	34,579	-675	33,904
Segment assets	253,772	480,149	30,592	41,250	7,750	813,515	6,709	820,224
Other items								
Depreciation	10,535	6,819	1,060	1,304	118	19,838	164	20,002
Increase in property, plant and equipment and intangible assets	16,180	20,178	1,728	1,272	243	39,603	-1,090	38,512

Notes: 1. (1) Adjustments of segment profit (loss) represent eliminations for intersegment transactions and the Company's profit (loss) not allocated to each reportable segment.

(2) Adjustments of segment assets represent eliminations for intersegment transactions and the Company's assets not allocated to each reportable segment. The Company's assets amount to 33,898 million yen and consist mainly of surplus funds under management (cash and deposits) at the Company and long-term investment funds (investment securities).

(3) Adjustments of increase in property, plant and equipment and intangible assets consist of -1,605 million yen in intersegment adjustments and 514 million yen in assets of the Company not allocated to each reportable segment.

2. Segment profit (loss) is adjusted with operating profit in the consolidated statement of income.

Fiscal year ended March 31, 2025

(Millions of yen)

	Transportation	Real estate	Retail distribution	Leisure & Service	Other businesses	Total	Adjustments (Note) 1	Amount in consolidated financial statements (Note) 2
Operating revenue								
Operating revenue from external customers	89,288	124,053	56,168	39,419	4,611	313,541	4	313,546
Intersegment operating revenue and transfers	2,092	15,040	891	559	555	19,140	-19,140	-
Total	91,381	139,094	57,059	39,978	5,167	332,681	-19,135	313,546
Segment profit	12,323	22,342	2,846	4,916	68	42,497	-426	42,071
Segment assets	259,263	512,488	32,441	41,921	8,298	854,413	5,446	859,860
Other items								
Depreciation	11,393	8,320	1,223	1,282	137	22,358	198	22,556
Increase in property, plant and equipment and intangible assets	24,354	31,802	2,117	1,475	239	59,988	878	60,867

- Notes: 1. (1) Adjustments of segment profit represent eliminations for intersegment transactions and the Company's profit (loss) not allocated to each reportable segment.
- (2) Adjustments of segment assets represent eliminations for intersegment transactions and the Company's assets not allocated to each reportable segment. The Company's assets amount to 32,481 million yen and consist mainly of surplus funds under management (cash and deposits) at the Company and long-term investment funds (investment securities).
- (3) Adjustments of increase in property, plant and equipment and intangible assets consist of -196 million yen in intersegment adjustments and 1,075 million yen in assets of the Company not allocated to each reportable segment.
2. Segment profit is adjusted with operating profit in the consolidated statement of income.

(Notes on per share information)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net assets per share	2,783.72 yen	3,023.66 yen
Basic earnings per share	232.14 yen	268.32 yen
Diluted earnings per share	232.08 yen	268.26 yen

Note: Basis for calculation of basic earnings per share and diluted earnings per share is as follows.

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Basic earnings per share		
Profit attributable to owners of parent (millions of yen)	24,890	28,266
Amounts not attributable to common shareholders (millions of yen)	-	-
Profit attributable to owners of parent related to common shares (millions of yen)	24,890	28,266
Average number of outstanding common shares during period (thousand shares)	107,222	105,346
Diluted earnings per share		
Adjustment to profit attributable to owners of parent (millions of yen)	-	-
Increase in number of common shares (thousand shares)	25	24
(Share acquisition rights (thousand shares))	(25)	(24)
Overview of dilutive shares not included in the calculation of diluted earnings per share due to the absence of dilutive effect	-	-

(Notes on significant events after reporting period)

No items to report.