

Results Briefing for FYE March 2025



K I N T E T S U
GROUP HOLDINGS

May 21, 2025

Kintetsu Group Holdings Co., Ltd.
(Tokyo Stock Exchange Prime Market,
Securities Code: 9041)

<https://www.kintetsu-g-hd.co.jp/lang/english/>

1

Financial Highlights for FYE March 2025

p. 2–17

2

Earnings Forecast for FYE March 2026

p. 18–28

3

Initiatives in FY2025

p. 29–39

Financial Highlights for FYE March 2025

Consolidated statements of income

(Millions of yen, %)

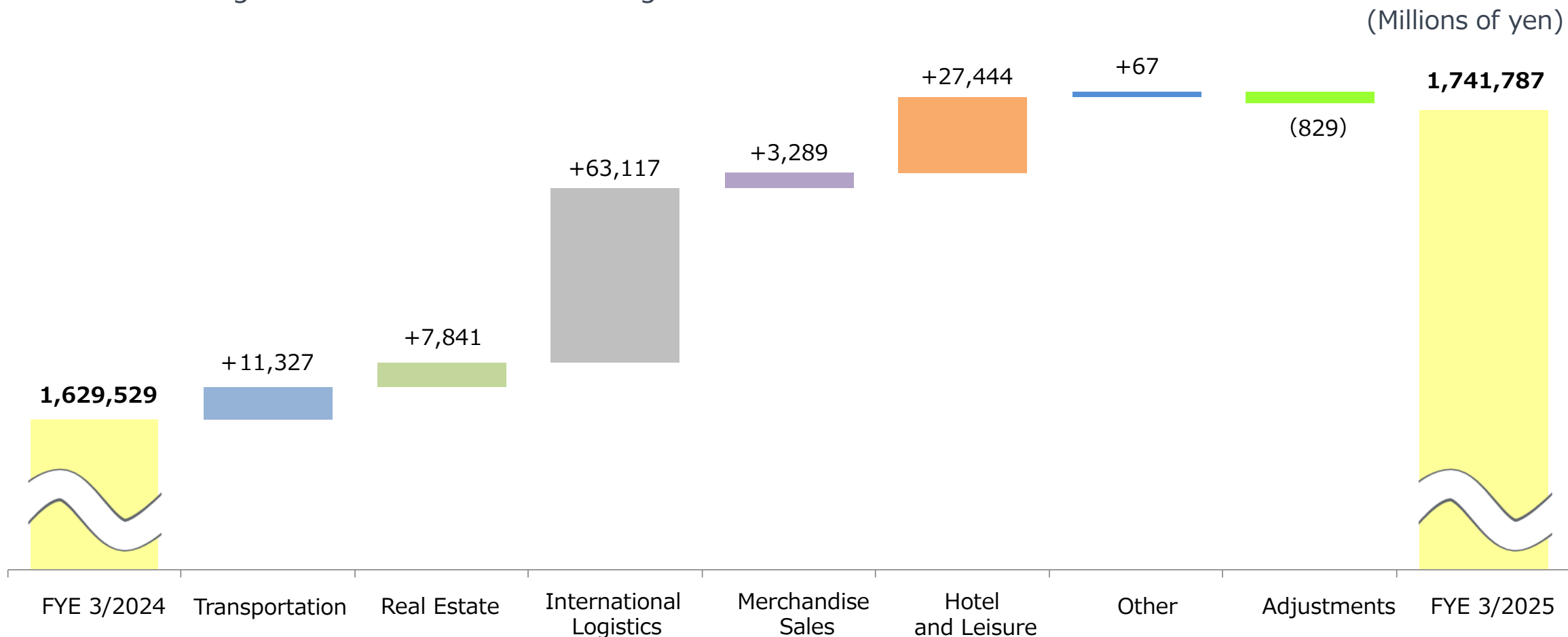
	FYE 3/2024	FYE 3/2025	Change	Percentage change	Factors of change	FYE 3/2025 forecast (announced Nov. 14, 2024)	Change
Operating revenue	1,629,529	1,741,787	112,257	6.9	See "Results by segment"	1,790,000	(48,212)
Operating profit	87,430	84,399	(3,030)	(3.5)	See "Results by segment"	88,000	(3,600)
Non-operating income	12,268	13,069	801	6.5	Foreign exchange gains 1,406		
Of which, share of profit of entities accounted for using equity method	2,285	1,993	(291)	(12.8)			
Non-operating expenses	15,060	15,930	870	5.8	Decrease in syndicated loan formation expenses, etc.		
Of which, interest expenses	10,224	11,744	1,520	14.9			
Ordinary profit	84,638	81,538	(3,099)	(3.7)		80,000	1,538
Extraordinary income	6,371	12,600	6,228	97.7	Gain on sale of investment securities 3,907		
Extraordinary losses	13,933	11,732	(2,200)	(15.8)	Impairment losses (1,759) Special survey costs, etc. (572)		
Profit attributable to owners of parent	47,808	46,716	(1,091)	(2.3)		45,000	1,716

Number of consolidated subsidiaries: 197 (up 1 compared to the previous fiscal year-end)

Number of equity-method affiliates: 8 (down 3 compared to the previous fiscal year-end)

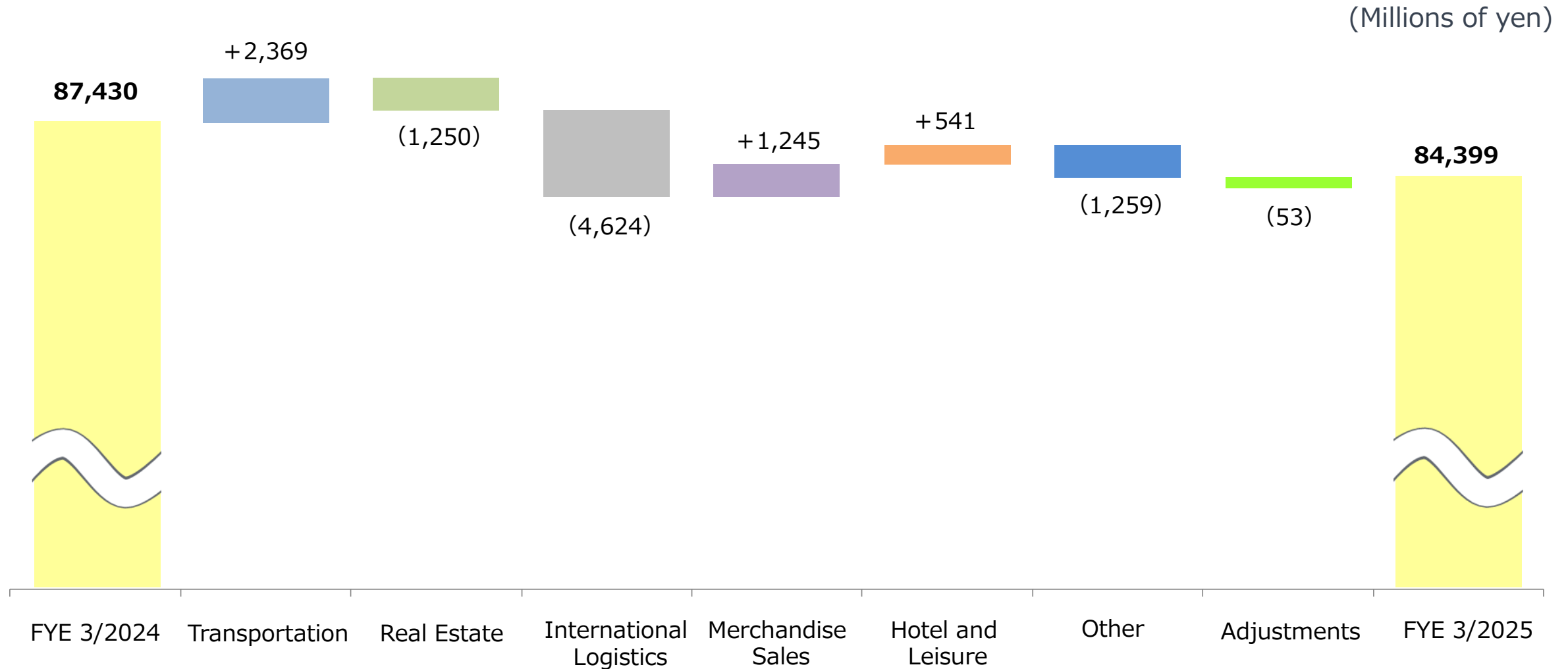
Key financial results: Operating revenue

Revenue increased for the Group as a whole due to factors such as increased revenue in the Transportation Business, Merchandise Sales Business, and Hotel and Leisure Business as a result of recovery in passenger and consumer demand following the COVID-19 pandemic and increase in inbound demand supported by the weaker yen, as well as increased handling volume in the International Logistics Business



Key financial results: Operating profit (loss)

Consolidated profit declined due to factors such as increased condominium construction costs and other expenses in the Real Estate Business and decreased profit margins in the International Logistics Business caused by a sharp rise in freight costs



Results by segment

(Millions of yen, %)

		FYE 3/2024	FYE 3/2025	Change	Percentage change
Transportation	Operating revenue	211,897	223,225	11,327	5.3
	Operating profit (loss)	32,295	34,664	2,369	7.3
Real Estate	Operating revenue	157,518	165,359	7,841	5.0
	Operating profit (loss)	15,114	13,864	(1,250)	(8.3)
International Logistics	Operating revenue	733,823	796,941	63,117	8.6
	Operating profit (loss)	17,592	12,967	(4,624)	(26.3)
Merchandise Sales	Operating revenue	212,070	215,359	3,289	1.6
	Operating profit (loss)	5,776	7,022	1,245	21.6
Hotel and Leisure	Operating revenue	317,461	344,905	27,444	8.6
	Operating profit (loss)	13,442	13,984	541	4.0
Other	Operating revenue	45,059	45,126	67	0.1
	Operating profit (loss)	3,602	2,343	(1,259)	(35.0)
Adjustments	Operating revenue	(48,301)	(49,130)	(829)	
	Operating profit (loss)	(393)	(446)	(53)	
Consolidated	Operating revenue	1,629,529	1,741,787	112,257	6.9
	Operating profit (loss)	87,430	84,399	(3,030)	(3.5)

- Starting from the fiscal year ended March 2025, the temp agency business, which was previously included in "Hotel and Leisure," has been reclassified to "Other" in line with a Group-wide organizational restructuring. Results by segment for the fiscal year ended March 2024 are presented based on the new reporting segment classification.

(Millions of yen, %)

	FYE 3/2024	FYE 3/2025	Change	Percentage change
Operating revenue	211,897	223,225	11,327	5.3
Railway	153,027	160,514	7,486	4.9
Bus	32,525	34,745	2,219	6.8
Taxi	9,808	10,046	237	2.4
Maintenance of railway facilities	25,775	25,891	115	0.4
Other transportation-related revenue	12,866	12,946	79	0.6
Adjustments	(22,106)	(20,918)	1,188	
Operating profit (loss)	32,295	34,664	2,369	7.3
(Main breakdown) Railway	28,709	30,596	1,887	6.6
Bus	799	1,249	450	56.3

«Railway»

- Revenue and profit increased due to strong inbound demand, steady tourism demand for the Meihan Limited Express and Ise-Shima routes, and the effects of the commuter pass fare revision implemented in April 2023 that contributed to revenue from the beginning of the fiscal year

Kintetsu Railway Co., Ltd. Non-consolidated results

	FYE 3/2024	FYE 3/2025	Change	Percentage change(%)
<Earnings>				
Operating revenue (millions of yen)	155,947	162,291	6,344	4.1
Railways	153,027	160,514	7,486	4.9
Passenger revenue	146,332	153,527	7,195	4.9
Revenue from non-commuter passengers	98,212	103,495	5,282	5.4
Revenue from commuter passengers	48,119	50,032	1,912	4.0
Miscellaneous transportation income, etc.	6,695	6,986	291	4.4
Other businesses	2,919	1,777	(1,142)	(39.1)
Operating profit (loss) (millions of yen)	28,427	30,235	1,808	6.4
<Transportation performance>				
Passengers (thousand persons)	521,835	526,097	4,262	0.8
Non-commuter passengers	201,640	207,763	6,123	3.0
Commuter passengers	320,195	318,334	(1,861)	(0.6)

(Millions of yen, %)

	FYE 3/2024	FYE 3/2025	Change	Percentage change
Operating revenue	157,518	165,359	7,841	5.0
Real estate sales	78,191	83,066	4,874	6.2
Real estate leasing	39,112	40,059	947	2.4
Real estate management	44,139	46,317	2,178	4.9
Adjustments	(3,925)	(4,084)	(159)	
Operating profit (loss)	15,114	13,864	(1,250)	(8.3)
(Main breakdown)				
Real estate sales	5,657	4,651	(1,005)	(17.8)
Real estate leasing	8,125	7,933	(191)	(2.4)

«Real estate sales»

- Revenue increased due to rising condominium sales prices and growth in the purchase and resale business, but profit decreased due to increased condominium construction costs and expenses

«Real estate leasing»

- Revenue increased due to factors such as improved occupancy rates at offices and other leased properties, but profit decreased due to factors such as increased costs related to the opening of new facilities

(Millions of yen, %)

	FYE 3/2024	FYE 3/2025	Change	Percentage change
Operating revenue	733,823	796,941	63,117	8.6
Japan, Taiwan and South Korea	196,533	217,162	20,629	10.5
Americas	93,157	95,635	2,478	2.7
Europe, Middle East and Africa	54,332	53,291	(1,041)	(1.9)
East Asia	99,299	110,849	11,549	11.6
Southeast Asia and Oceania	86,170	110,188	24,018	27.9
APLL	221,296	229,843	8,546	3.9
Other	6,011	6,711	700	11.6
Adjustments	(22,977)	(26,740)	(3,763)	
Operating profit (loss)	17,592	12,967	(4,624)	(26.3)
(Main breakdown)				
Japan, Taiwan and South Korea	5,933	6,499	566	9.5
Americas	7,370	5,207	(2,163)	(29.3)
Europe, Middle East and Africa	2,634	(271)	(2,905)	—
East Asia	1,841	2,077	235	12.8
Southeast Asia and Oceania	2,158	3,274	1,116	51.7
APLL	5,044	3,489	(1,554)	(30.8)
Other	240	382	142	59.1

- Revenue increased due to increased handling volume and rising sales prices, but profit decreased due to decreased profit margins caused by a sharp rise in freight costs

	FYE 3/2024	FYE 3/2025	Change	Percentage change(%)
<Earnings>				
Operating revenue (millions of yen)	733,823	796,941	63,117	8.6
(Main breakdown)				
Air freight	252,271	276,364	24,093	9.6
Sea freight	203,424	246,545	43,121	21.2
Logistics	231,750	224,892	(6,857)	(3.0)
Operating gross profit (millions of yen)	116,459	120,080	3,621	3.1
Operating profit (loss) (millions of yen)	17,592	12,967	(4,624)	(26.3)
<Freight volume>				
Air export freight volume (thousands of tons)	486	527	40	8.4
Sea export freight volume (thousands of TEUs)	727	725	(1)	(0.2)

Merchandise Sales

(Millions of yen, %)

	FYE 3/2024	FYE 3/2025	Change	Percentage change
Operating revenue	212,070	215,359	3,289	1.6
Department stores	113,651	115,673	2,022	1.8
Stores and restaurants	98,419	99,686	1,266	1.3
Adjustments	—	—	—	
Operating profit (loss)	5,776	7,022	1,245	21.6
(Main breakdown)				
Department store	3,639	5,038	1,399	38.4
Store and restaurant	2,137	1,983	(153)	(7.2)

«Department store»

- Revenue and profit increased due to the strengthening of premium brands at Kintetsu Department Store Main Store Abeno Harukas and the expanded franchise business, as well as strong sales of high-end and other products in duty-free and out-of-store sales

«Store and restaurant»

- Despite increased customer numbers at in-station stores due to the recovery of tourism demand, revenue increased while profit decreased due to factors such as reduced gross profit at supermarkets and increased SG&A costs, including personnel costs

(Millions of yen, %)

	FYE 3/2024	FYE 3/2025	Change	Percentage change
Operating revenue	317,461	344,905	27,444	8.6
Hotels	41,061	45,917	4,856	11.8
Travel agency	254,297	273,935	19,637	7.7
Cinema	3,570	3,571	1	0.0
Aquarium	9,946	10,518	572	5.8
Travel facilities	8,586	11,208	2,622	30.5
Adjustments	—	(246)	(246)	
Operating profit (loss)	13,442	13,984	541	4.0
(Main breakdown)				
Hotels	2,231	2,974	743	33.3
Travel agency	7,238	6,004	(1,233)	(17.0)
Aquarium	3,567	3,469	(98)	(2.8)
Travel facilities	149	1,252	1,103	739.0

«Hotel»

- Revenue and profit increased due to a significant increase in accommodation usage resulting from increased inbound demand and other factors

«Travel agency»

- Despite a recovery in travel demand centered on overseas travel, revenue increased while profit decreased due to a decline in business contracting outside the travel agency business

«Tourist facilities»

- Revenue and profit increased due to a significant increase in the number of visitors to Shima Spain Village as a result of strong results from various collaborative events

Consolidated balance sheets

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025	Change	Factors of change
Current assets	720,811	761,176	40,365	Land and buildings for sale: +30,610
Non-current assets	1,731,615	1,744,384	12,769	
Of which, goodwill	59,264	56,017	(3,247)	
Total assets	2,454,316	2,507,255	52,939	
Current liabilities	713,284	761,609	48,324	Short-term borrowings: +26,077, Bonds payable: +14,000
Non-current liabilities	1,155,381	1,131,921	(23,459)	Long-term borrowings: +7,077, Bonds payable: -27,137
Total liabilities	1,868,666	1,893,531	24,865	
Total net assets	585,650	613,723	28,073	
Of which, retained earnings	202,990	234,814	31,823	Net profit: +46,716, Dividends: -14,285
Of which, accumulated other comprehensive income	138,729	129,300	(9,428)	Remeasurements of defined benefit plans: -6,683
Total liabilities and net assets	2,454,316	2,507,255	52,939	
Net interest-bearing debt	1,001,088	1,025,554	24,465	
Borrowings	864,839	897,994	33,154	
Bonds payable (including commercial papers)	372,054	358,917	(13,137)	
Lease obligations (excluding amount recorded under IFRS 16)	31,164	27,771	(3,393)	
Cash and deposits (negative)	(266,970)	(259,128)	7,841	

- "Accounting Standard for Corporate Taxes, Inhabitants Taxes, and Enterprise Taxes" (ASBJ Statement No. 27, October 28, 2022) and other applicable accounting standards have been applied from the fiscal year ended March 2025. (Applied retroactively to prior years, the cumulative total as of the end of the fiscal year ended March 2024 was a decrease of 2,552 million yen in non-current liabilities and an increase of 2,552 million yen in retained earnings)

Consolidated statements of cash flows

(Millions of yen, %)

	FYE 3/2024	FYE 3/2025	Change
Net cash provided by (used in) operating activities	150,512	89,728	(60,783)
Of which, profit before income taxes	77,076	82,406	5,329
Of which, decrease (increase) in accounts receivable - trade, and contract assets	50,729	(7,057)	(57,786)
Of which, increase (decrease) in trade payables	(17,961)	(5,867)	12,093
Of which, decrease (increase) in inventories	(16,296)	(33,289)	(16,993)
Net cash provided by (used in) investing activities	(56,296)	(82,789)	(26,493)
Of which, sale of investment securities	16,298	15,274	(1,024)
Of which, purchase of non-current assets	(56,754)	(86,367)	(29,612)
Net cash provided by (used in) financing activities	(71,995)	(17,874)	54,120
Of which, increase (decrease) in borrowings and bonds	(42,496)	19,425	61,922
Net increase (decrease) in cash and cash equivalents	33,464	(10,048)	(43,512)
Cash and cash equivalents at beginning of period	208,188	241,657	33,469
Cash and cash equivalents at end of period	241,657	231,748	(9,909)

Capital investment and net interest-bearing debt

(Millions of yen, %)

	FYE 3/2024	FYE 3/2025	Change	Factors of change
Capital investment	60,785	83,072	22,287	
Transportation (Of which, Railway)	31,525 (29,023)	36,360 (32,861)	4,835 (3,837)	Construction of new general rolling stock for replacement, etc.
Real Estate	8,175	21,614	13,439	Construction of Shima Green Adventure, etc.
International Logistics	10,665	10,146	(519)	
Merchandise Sales	5,248	6,312	1,063	
Hotel and Leisure	4,007	5,684	1,676	
Other	2,301	2,035	(265)	
Adjustments	(1,138)	917	2,056	
Balance of borrowings and bonds	1,236,893	1,256,911	20,017	
Balance of borrowings, bonds, and lease obligations	1,268,058	1,284,682	16,624	
Net interest-bearing debt	1,001,088	1,025,554	24,465	
EBITDA	150,922	151,323	401	
Net interest-bearing debt / EBITDA	6.6	6.8	0.2	

- Net interest-bearing debt = Borrowings, bonds payable, and lease obligations – cash and deposits
- EBITDA = Operating profit (loss) + depreciation (excluding amounts recorded under IFRS 16) + amortization of goodwill

Depreciation and EBITDA

(Millions of yen, %)

		FYE 3/2024	FYE 3/2025	Change
Transportation	Depreciation	26,374	28,198	1,824
	EBITDA	58,669	62,862	4,193
Real Estate	Depreciation	9,606	9,942	336
	EBITDA	24,721	23,807	(914)
International Logistics	Depreciation	12,594	13,678	1,083
	EBITDA	33,434	29,893	(3,540)
Merchandise Sales	Depreciation	7,046	6,465	(580)
	EBITDA	12,828	13,488	659
Hotel and Leisure	Depreciation	2,359	2,853	494
	EBITDA	15,801	16,837	1,035
Other	Depreciation	2,024	2,204	180
	EBITDA	5,627	4,548	(1,078)
Adjustments	Depreciation	233	332	99
	EBITDA	(160)	(114)	46
Consolidated	Depreciation	60,238	63,676	3,437
	EBITDA	150,922	151,323	401

- Depreciation does not include the amounts recorded under IFRS 16

Earnings Forecast for FYE March 2026

Assumptions used in forecast

- In FY2025, demand is expected to grow in B2C business domains such as railway, department stores, hotels, and travel agency due to the Osaka-Kansai Expo and the expected expansion of inbound travel among other factors.
- In international logistics, although the outlook for transportation demand is uncertain due to the impact of policy trends in the U.S. such as reciprocal tariffs, an earnings forecast will be created in expectation of an increase in volume of cargo handled.
- There are concerns about the risk of rising interest rates and inflation, as well as the impact of tariffs and other measures in the U.S. on economic activity and consumer spending in Japan.
- Labor shortages will continue to be a major issue, including the 2024 problem in logistics, and personnel costs are expected to increase (by approx. 4%) in order to secure human resources.

Transportation	<ul style="list-style-type: none"> ▶ Railway Railway passenger volume in FY2025 is expected to remain the same as the previous year's level
Real Estate	<ul style="list-style-type: none"> ▶ Real estate sales The number of condominiums sold in FY2025 is expected to increase compared to the previous year
International Logistics	<p>Operating revenue in FY2025 is expected to be approximately 110% of the previous year's level The exchange rate in FY2025 is expected to be approximately 143 JPY to 1 USD</p>
Merchandise Sales	<ul style="list-style-type: none"> ▶ Department store Sales in FY2025 are expected to be approximately 105% of the previous year's level
Hotel and Leisure	<ul style="list-style-type: none"> ▶ Hotel Sales for directly managed hotels in FY2025 are expected to be approximately 105% of the previous year's level ▶ Travel agency Sales in FY2025 are expected to be approximately 108% of the previous year's level for domestic travel and 107% for overseas travel

Forecast of consolidated financial results

(Millions of yen, %)

	FYE 3/2025 full-year results	FYE 3/2026 full-year forecast	Change	Percentage change
Operating revenue	1,741,787	1,880,000	138,212	7.9
Operating profit	84,399	88,000	3,600	4.3
Ordinary profit	81,538	78,000	(3,538)	(4.3)
Profit attributable to owners of parent	46,716	48,000	1,283	2.7
Share of profit of entities accounted for using equity method	1,993	1,500	(493)	(24.8)
Interest expenses	11,744	14,500	2,755	23.5

[Main factors of change] *For operating revenue and operating profit (loss), please refer to the subsequent pages.

- Ordinary profit is expected to decline due to decreases in non-operating income, such as share of profit of entities accounted for using equity method and foreign exchange gains, as well as an increase in interest expenses.
- Profit attributable to owners of parent is expected to increase due to a reduction in impairment losses, among other factors.

[Forecast of annual dividends]

- Annual dividends per share of 60 yen

Results by segment

(Millions of yen, %)

		FYE 3/2025 full-year results	FYE 3/2026 full-year forecast	Change	Percentage change
Transportation	Operating revenue	223,225	225,000	1,774	0.8
	Operating profit (loss)	34,664	31,500	(3,164)	(9.1)
Real Estate	Operating revenue	165,359	184,000	18,640	11.3
	Operating profit (loss)	13,864	13,600	(264)	(1.9)
International Logistics	Operating revenue	796,941	886,000	89,058	11.2
	Operating profit (loss)	12,967	17,100	4,132	31.9
Merchandise Sales	Operating revenue	215,359	223,000	7,640	3.5
	Operating profit (loss)	7,022	8,300	1,277	18.2
Hotel and Leisure	Operating revenue	344,905	370,000	25,094	7.3
	Operating profit (loss)	13,984	14,300	315	2.3
Other	Operating revenue	45,126	48,000	2,873	6.4
	Operating profit (loss)	2,343	2,500	156	6.7
Adjustments	Operating revenue	(49,130)	(56,000)	(6,869)	
	Operating profit (loss)	(446)	700	1,146	
Consolidated	Operating revenue	1,741,787	1,880,000	138,212	7.9
	Operating profit (loss)	84,399	88,000	3,600	4.3

«Transportation»

- Operating revenue is expected to increase in the railway business due to passenger demand associated with the Osaka-Kansai Expo, as well as the effect of increased Meihan Limited Express service due to a timetable change in February 2025 and an increase in inbound travel
- Operating profit is expected to decrease due to higher personnel costs in the railway business as a result of wage hikes as well as higher depreciation costs resulting from proactive capital investments such as the construction of new general rolling stock for replacement

«Real Estate»

- Operating revenue is expected to increase due to an increase in the number of condominiums sold in the real estate sales business and steady sales of office and other buildings in the real estate leasing business
- Operating profit is expected to decrease due to an increase in condominium construction costs and other sales expenses in the real estate sales business

«International Logistics»

- Although the outlook for transportation demand is uncertain due to the impact of policy trends in the U.S. such as reciprocal tariffs, revenue and profit are expected to increase due to an increase in handling volume in light of rush demand in the first half of the year as well as the increase in freight movement following a recovery of consumption in the second half of the year and beyond

«Merchandise Sales»

- Revenue and profit are expected to increase due to the remodeling of the Kintetsu Department Store Main Store Abeno Harukas and other sales floors in the department store business, increased sales from strengthened out-of-store sales and the opening of a store at the Osaka-Kansai Expo, as well as increased traffic due to the Expo and other factors in the store and restaurant business

«Hotel and Leisure»

- Revenue and profit are expected to increase due to increased inbound demand and the effect of guest room renovations in the hotel business as well as the capturing of recovering travel demand such as overseas travel through product expansion, increased handling of inbound travel to Japan, and strengthened sales of travel products related to the Osaka-Kansai Expo in the travel agency business

	FYE 3/2025 full-year results	FYE 3/2026 full-year forecast	Change	Percentage change (%)
<Earnings>				
Operating revenue (millions of yen)	162,291	164,682	2,390	1.5
Railways	160,514	162,682	2,167	1.4
Revenues from railway operations	153,527	155,494	1,967	1.3
Revenue from non-commuter passengers	103,495	105,657	2,161	2.1
Revenue from commuter passengers	50,032	49,837	(194)	(0.4)
Miscellaneous transportation income, etc.	6,986	7,187	200	2.9
Other businesses	1,777	1,999	221	12.5
Operating profit (loss) (millions of yen)	30,235	27,028	(3,207)	(10.6)
<Transportation performance>				
Passengers (thousand persons)	526,097	524,508	(1,589)	(0.3)
Non-commuter passengers	207,763	209,023	1,259	0.6
Commuter passengers	318,334	315,485	(2,849)	(0.9)

	FYE 3/2025 full-year results	FYE 3/2026 full-year forecast	Change	Percentage change (%)
<Earnings>				
Operating revenue (millions of yen)	796,941	886,000	89,058	11.2
Operating gross profit (millions of yen)	120,080	135,000	14,919	12.4
Operating profit (loss) (millions of yen)	12,967	17,100	4,132	31.9
<Freight volume>				
Air export freight volume (thousands of tons)	527	600	72	13.7
Sea export freight volume (thousands of TEUs)	725	780	54	7.5

Capital investment and net interest-bearing debt

(Millions of yen, times)

	FYE 3/2025 full-year results	FYE 3/2026 full-year forecast	Change
Capital investment	83,072	179,000	95,927
Transportation	36,360	39,000	2,639
(Of which, Railway)	(32,861)	(34,000)	(1,138)
Real Estate	21,614	97,000	75,385
International Logistics	10,146	12,500	2,353
Merchandise Sales	6,312	8,500	2,187
Hotel and Leisure	5,684	17,500	11,815
Other	2,035	3,000	964
Adjustments	917	1,500	582
Net interest-bearing debt	1,025,554	1,100,000	74,445
EBITDA	151,323	163,000	11,676
Net interest-bearing debt / EBITDA	6.8	6.7	(0.1)

- Net interest-bearing debt = Borrowings, bonds payable, and lease liabilities – Cash and deposits
- EBITDA = Operating profit (loss) + depreciation (excluding amounts recorded under IFRS 16) + amortization of goodwill

Depreciation and EBITDA

(Millions of yen)

		FYE 3/2025 full-year results	FYE 3/2026 full-year forecast	Change
Transportation	Depreciation	28,198	30,500	2,301
	EBITDA	62,862	62,000	(862)
Real Estate	Depreciation	9,942	10,500	557
	EBITDA	23,807	24,100	292
International Logistics	Depreciation	13,678	17,000	3,321
	EBITDA	29,893	37,600	7,706
Merchandise Sales	Depreciation	6,465	6,500	34
	EBITDA	13,488	14,800	1,311
Hotel and Leisure	Depreciation	2,853	4,000	1,146
	EBITDA	16,837	18,300	1,462
Other	Depreciation	2,204	2,500	295
	EBITDA	4,548	5,000	451
Adjustments	Depreciation	332	500	167
	EBITDA	(114)	1,200	1,314
Consolidated	Depreciation	63,676	71,500	7,823
	EBITDA	151,323	163,000	11,676

- Depreciation does not include the amounts recorded under IFRS 16

[Reference] Consolidated results forecast (first half)

(Millions of yen, %)

	FYE 3/2025 first-half results	FYE 3/2026 first-half forecast	Change	Percentage change
Operating revenue	853,363	906,000	52,636	6.2
Operating profit	39,504	41,000	1,495	3.8
Ordinary profit	37,867	37,000	(867)	(2.3)
Profit attributable to owners of parent	21,824	25,000	3,175	14.6
Share of profit of entities accounted for using equity method	1,072	500	(572)	(53.4)
Interest expenses	5,567	7,000	1,432	25.7

[Reference] Results by segment (first half)

(Millions of yen, %)

		FYE 3/2025 first-half results	FYE 3/2026 first-half forecast	Change	Percentage change
Transportation	Operating revenue	108,174	110,000	1,825	1.7
	Operating profit (loss)	15,170	14,700	(470)	(3.1)
Real Estate	Operating revenue	74,301	76,000	1,698	2.3
	Operating profit (loss)	7,255	6,100	(1,155)	(15.9)
International Logistics	Operating revenue	397,299	432,000	34,700	8.7
	Operating profit (loss)	4,694	6,700	2,005	42.7
Merchandise Sales	Operating revenue	105,119	111,000	5,880	5.6
	Operating profit (loss)	2,767	3,400	632	22.9
Hotel and Leisure	Operating revenue	169,596	182,000	12,403	7.3
	Operating profit (loss)	7,641	8,300	658	8.6
Other	Operating revenue	22,034	25,000	2,965	13.5
	Operating profit (loss)	1,829	1,700	(129)	(7.1)
Adjustments	Operating revenue	(23,162)	(30,000)	(6,837)	
	Operating profit (loss)	146	100	(46)	
Consolidated	Operating revenue	853,363	906,000	52,636	6.2
	Operating profit (loss)	39,504	41,000	1,495	3.8

Initiatives in FY2025

Summary of Medium-Term Management Plan 2024

- Achieved substantial progress on the six priority measures

- (1) Radical review of cost structure
- (2) Early reduction of interest-bearing debt
- (3) Strengthening collaboration with external partners
- (4) Business portfolio reform
- (5) Creating new businesses and services through DX
- (6) Promoting community development to address regional issues



- Initiated fundamental management reforms and solidified the foundation for growth by enhancing resilience to business risks, restoring financial soundness, and reinforcing our business foundation

Management issues on which to sustain focus

- Further deepening the six priority measures of Medium-Term Management Plan 2024

(Financial)

- Implementing management with a stronger focus on cost of capital and efficiency
- Improving financial efficiency through balance sheet optimization and other means
- Strengthening equity by accumulating capital

(Business)

- Deepening existing businesses that contribute to sustainable growth and creating a new business foundation

Medium-Term Management Plan 2028

Basic policy

“Building a new foundation” and “steady growth” to evolve into a value-creating corporate group

Priority Strategies

Deepening/ revitalizing value along railway lines

- (1) Enhancing the appeal of Abeno, Uehommachi, and Namba
- (2) Strengthening the brand value of Ise-Shima area
- (3) Expanding business through the development of the bay area around Yumeshima
- (4) Expanding incorporation of inbound demand

Deepening/ expanding business away from railway lines and globally

- (1) Strengthening business infrastructure in non-railway lines and expanding business domains in the Tokyo metropolitan area, etc.
- (2) Deepening/expanding business and enhancing presence globally

Focus pillar

- (1) Growth in profitability/expansion in scale
- (2) Improvement of capital efficiency
- (3) Promotion of sustainable management
- (4) Enhancing shareholder returns
- (5) Strengthening governance
- (6) Improving corporate and shareholder value

Management Indicators

	During Kintetsu Group Medium-Term Management Plan 2024					During Kintetsu Group Medium-Term Management Plan 2028		
	FY2021 Results	FY2022 Results	FY2023 Results	FY2024		FY2025 Forecast	FY2028 Target	
				Results	(Target)			
Operating profit	3.8 billion yen	67.1 billion yen	87.4 billion yen	84.3 billion yen	86.0 billion yen or more	88.0 billion yen	100.0 billion yen or more	
Net interest-bearing debt	1.0155 trillion yen	1.0953 trillion yen	1.0010 trillion yen	1.0255 trillion yen	Less than 1.0700 trillion yen	1.1000 trillion yen	Curbed to levels below 1 trillion yen	
Net interest-bearing debt/EBITDA ratio	18.4 times	8.7 times	6.6 times	6.8 times	Approx. 7.0 times	6.7 times	Approx. 6.0 times	
Equity ratio	20.0%	18.3%	21.3%	21.7%	21% or more	22.5% or more	25% or more	
ROE	12.2%	22.3%	9.9%	8.8%		Approx. same as previous year	Further improvement	
ROIC				4.2%		4.2% or more	4.5% or more	

Return on invested capital (ROIC) included as a management indicator starting with Medium-Term Management Plan 2028

- Implementing management with a stronger focus on cost of capital and efficiency
- Aiming to increase capital efficiency and improve corporate and shareholder values

*1 Net interest-bearing debt = Interest-bearing debt (Borrowings + Bonds payable) + Lease obligations (excluding amount recorded under IFRS 16) – Cash and deposits

*2 EBITDA = Operating profit + Depreciation (excluding amount recorded under IFRS 16) + Amortization of goodwill

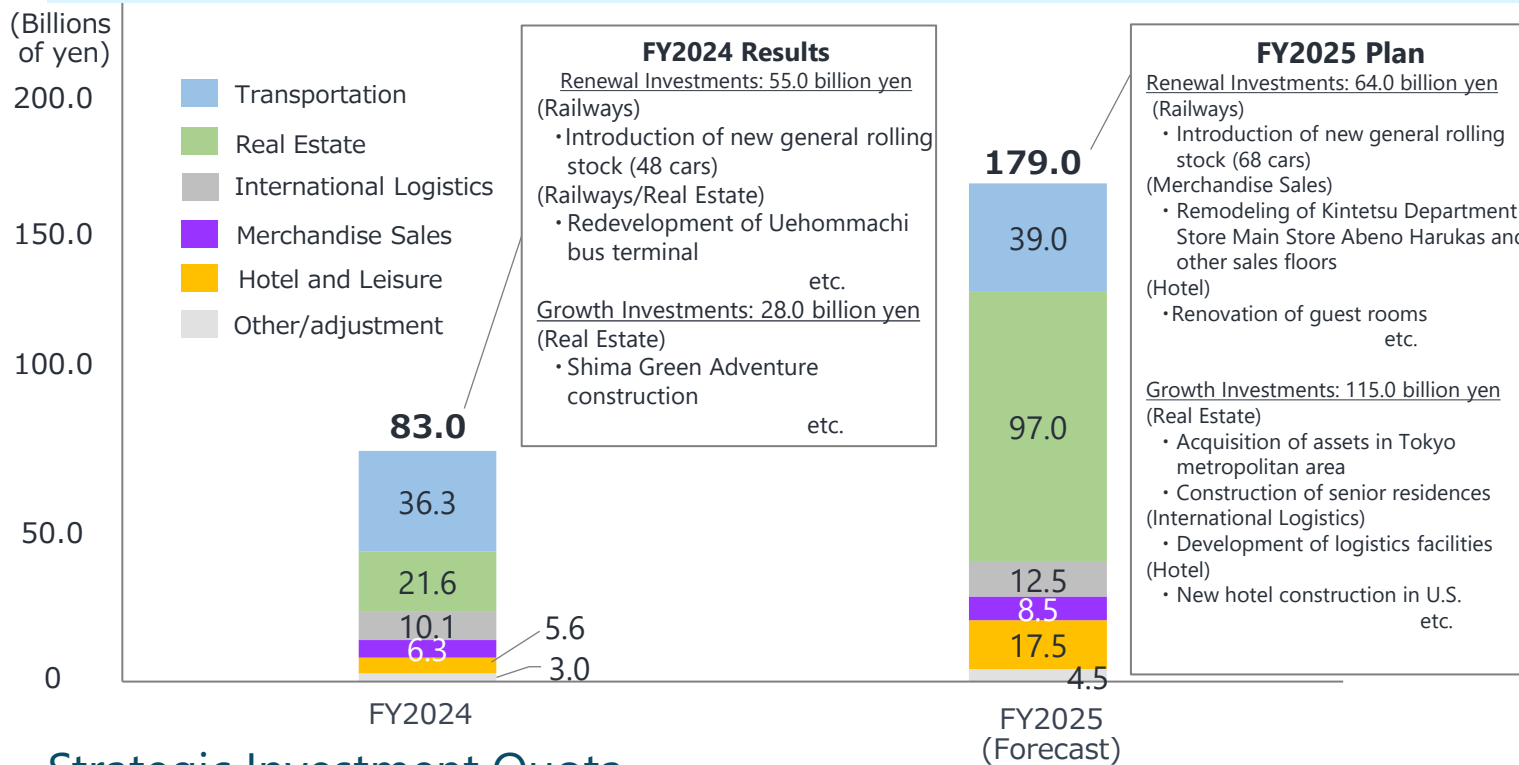
*3 Return on equity (ROE) = Profit attributable to owners of parent / Equity

*4 ROIC = Operating profit after tax (Operating profit × (1 – Effective tax rate) / (Interest-bearing debt + Shareholders' equity)

Capital Investment

Renewal Investments/Growth Investments

Continuing from the previous fiscal year, we plan to make growth investments in FY2025, including the introduction of new general rolling stock and other renewal investments in the Transportation Business and the acquisition of assets in the Tokyo metropolitan area in the Real Estate Business



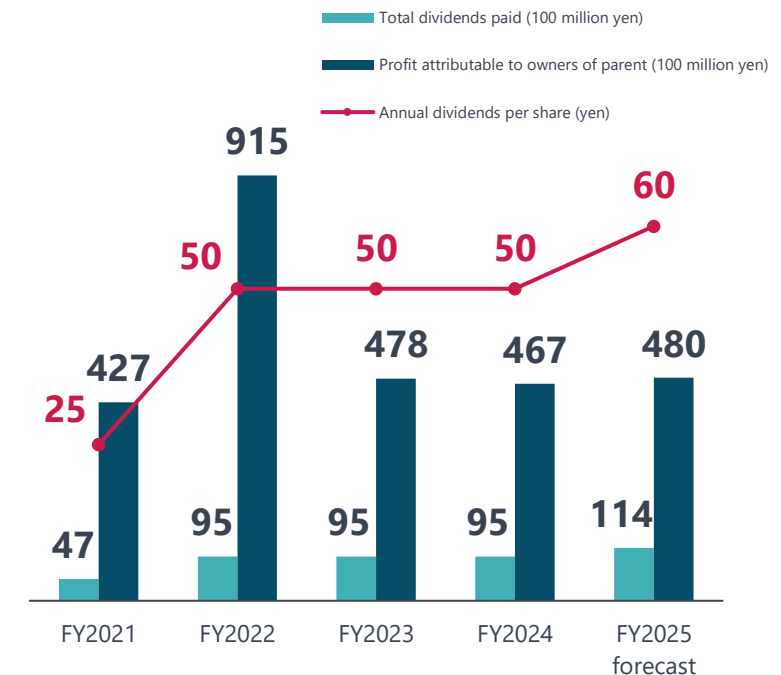
Strategic Investment Quota

- The Medium-Term Management Plan 2028 establishes a strategic investment quota (up to about 80.0 billion yen cumulative for the period)
- We will continue to consider how to concretize the plan and use it for future growth

Shareholder Return

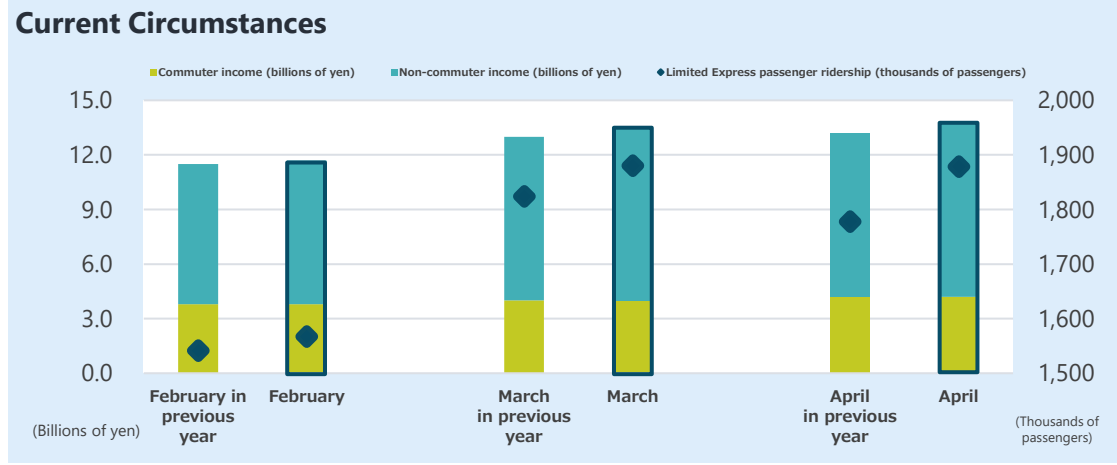
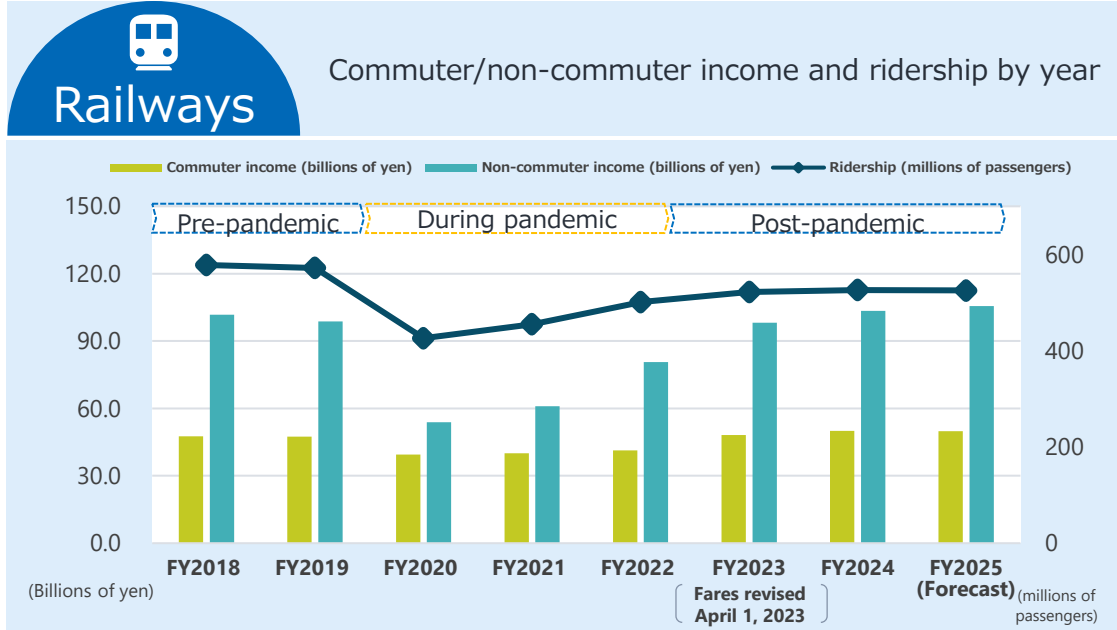
Implement shareholder returns commensurate with medium- to long-term growth through the introduction of a progressive dividend policy with a minimum dividend on equity (DOE) of 2.0%

FY2025 annual dividend forecast: 60 yen per share

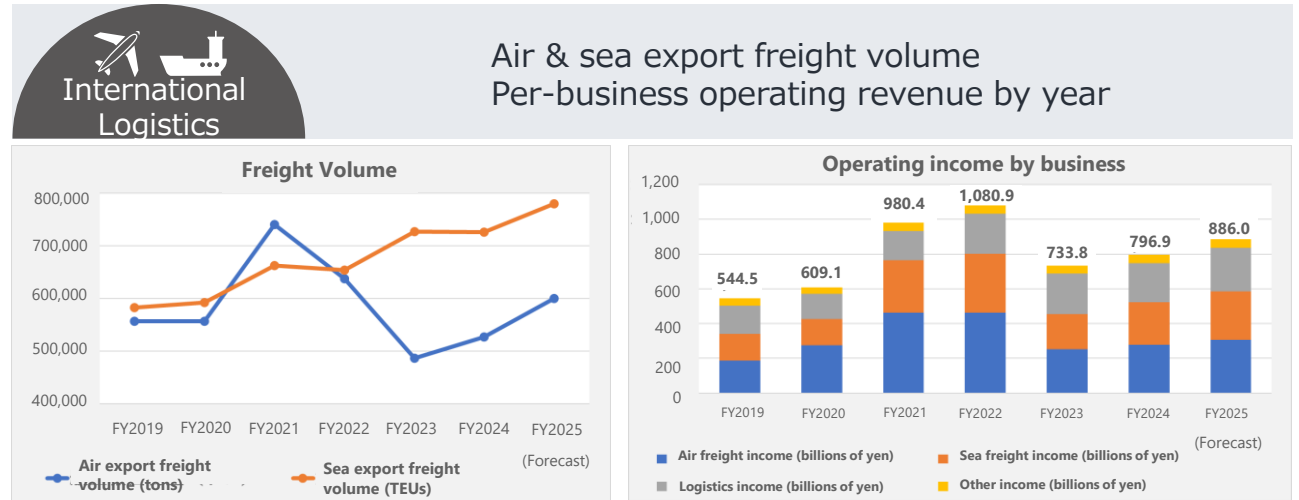


DOE	1.9%	3.1%	2.6%	2.4%	2.6%
Consolidated dividend payout ratio	11.1%	10.4%	19.9%	20.4%	23.8%

Current Circumstances of Main Companies (Railways/International Logistics)



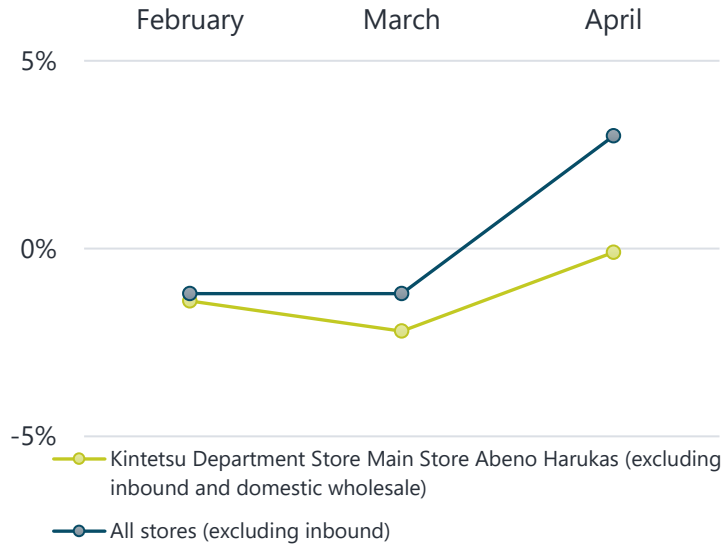
- Passenger revenue rose 4.5% YoY in April
Commuter: relatively same YoY; Non-commuter: strong performance, +6.4% YoY
- Limited express passenger ridership rose 5.6% YoY in April (Meihan Limited Express specifically +10%)



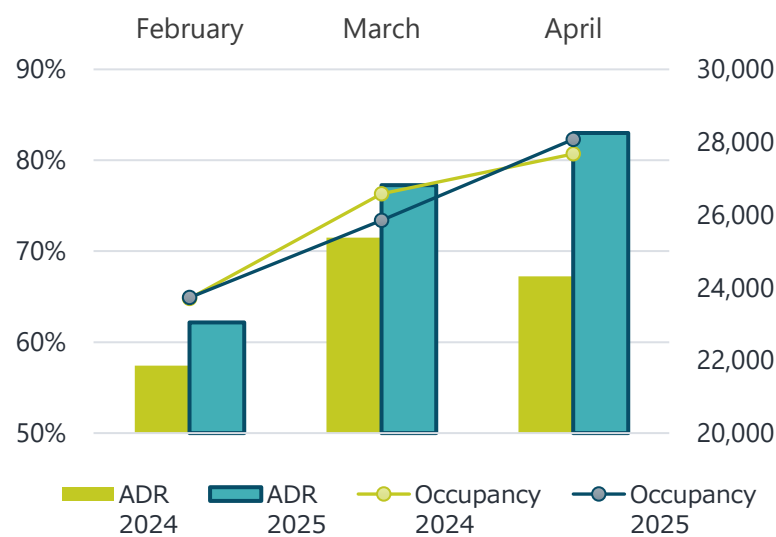
	Current circumstances	Outlook for this year
Market trends (volume)	<ul style="list-style-type: none"> Air: Concerns about Trump tariffs have led to lower volumes. A 90-day postponement was announced, but volumes have not recovered yet. Sea: Shipments to North America were put on hold due to concerns over Trump tariffs. Volumes are expected to recover due to easing of tariffs following announcement of 90-day postponement. 	<ul style="list-style-type: none"> Air: Cargo movement is expected to pick up as consumption recovers from the second half of the fiscal year. Many customers are in wait-and-see mode due to the Trump tariffs, so we need to keep a close eye on developments. Sea: Shipments from China to the U.S. will decrease due to the impact of the U.S. tariff increase, but shipments from Southeast Asia may increase, resulting in no significant impact on overall volume. Air & sea: There may be a surge in transportation demand due to last-minute shipments before 90-day deadline and rerouted transport, in addition to new demand arising from changes in the supply chain.
Demand and supply (space)	<ul style="list-style-type: none"> Air: No significant change in the amount of space available. Space from China to North America is being reallocated to other place of departures, resulting in an oversupply of space on some routes. Sea: Although the amount of space available has increased, shipping companies have deliberately canceled sailings and adjusted space supply to prevent a drop in freight rates. 	<ul style="list-style-type: none"> Air: Higher tariffs and suspension of <i>de minimis</i> rule starting in May could reduce demand for e-commerce shipments from China to North America. It will be necessary to keep a close eye on supply and demand. However, the volume of goods from China to the U.S. recovers as a result of tariff relief, supply and demand may tighten in the short term due to a shortage of ship capacity, which could create demand for air transportation. Sea: Although shipping companies will continue to cancel sailings, freight costs are expected to decrease in the medium to long term. If the U.S. initiates the collection of port entry fees for Chinese ships, which may be re-routed, tightening supply and demand and potentially raising freight costs. On the other hand, if the volume of goods from China to the U.S. recovers as a result of tariff relief, supply and demand may tighten in the short term due to a shortage of ship capacity, potentially raising freight costs.

Current Circumstances of Main Companies (Department Stores/Hotels/Travel)

Department Stores Sales (compared to last year)



Hotels ADR and occupancy for all hotels



Travel Sales for domestic and international travel (compared to last year)



Current circumstances

- Domestic sales in April exceeded those of previous year
- Official Store at the Osaka-Kansai Expo site performed well
- Domestic sales remained firm at Kintetsu Department Store Main Store Abeno Harukas despite decline following the store's 10th anniversary fair and previous year's boom in inbound tourism
- Out-of-store sales remained strong, especially for premium brands

Notes:
Kintetsu Department Store Main Store Abeno Harukas includes Osaka-Kansai Expo Official Store
All stores include the Official Store (West Gate Store) within the Expo site.

Current circumstances

- Occupancy rate of all hotels in April was strong, exceeding the previous year's figure
- Focus on high unit price sales is supporting revenues, and with operations recovering smoothly, current business performance has been solid
- *Sales were particularly strong in Osaka Prefecture.
- Inbound demand also remained steady
- *In April of this year, inbound ratio was approximately 60%

Current circumstances

- For domestic group travel, although large-scale projects including tours, training, and major corporate conventions performed well, outsourcing from corporations declined
- For international group travel, although there were fewer major sporting events and training trips, Club Tourism products including local guides for trips to Italy, Spain, Egypt, Vietnam, and Thailand performed well

Numbers in parentheses are YoY comparisons

As the number of foreign visitors to Japan grows significantly, aim to attract more inbound visitors by strengthening the appeal of the abundant tourism resources along the Kintetsu railway network and promoting the Group's various services

(Reference) Number of visitors to Japan 2024: 36,870,000 (2023: 25,066,000) *Government target for 2030: 60 million

Number of visitors to Japan Feb. 2025: 3,258,000 (+16.9% YoY), March: 3,497,000 (+13.5% YoY)

Source: Japan National Tourism Organization (JNTO) statistics

		FY2023	FY2024	FY2025 Forecast	Inbound Initiatives and Future Strategies
Railways	Kintetsu Railway Inbound sales	2.0 billion yen	3.3 billion yen (+65%)	3.6 billion yen (+9%)	<ul style="list-style-type: none"> Introduce touch payment rides such as credit cards Conduct sales activities mainly in East Asia and Southeast Asia Conduct joint promotions with travel agencies, invite influencers, participate in overseas travel expos, and disseminate information on overseas social media platforms
Bus	Nara Kotsu Inbound sales (regular/charter)	0.6 billion yen	0.7 billion yen (+17%)	0.7 billion yen (±0%)	<ul style="list-style-type: none"> Operate regular sightseeing buses for foreign tourists with interpreter guides Deploy Nara Bus Concierge, an assistance service for inbound tourists
Department stores	Kintetsu Department Store Main Store Abeno Harukas Duty-free sales * Sales before applying Accounting Standard for Revenue Recognition	12.2 billion yen	15.8 billion yen (+30%)	12.3 billion yen (-22%)	<ul style="list-style-type: none"> Deepen penetration of Chinese market and approach Southeast Asia Disseminate information on social media platforms, cooperate with local travel agencies, and participate in overseas travel expos * Conservative sales forecast given the exchange rate situation (strong yen trend) and economic outlook in China
Hotels	3 major Kansai hotels ¹ Percentage of non-Japanese	62%	69% (+7 pts)	70% (+1 pt)	<ul style="list-style-type: none"> Pursue local sales and participate in business meetings mainly in Asia, disseminate information on social media platforms, do OTA (Online Travel Agent) PR
Travel	KNT-CT Holdings Sales for inbound travel	24.7 billion yen	Approx. 25.0 billion yen (+1%)	Approx. 30.0 billion yen (+20%)	<ul style="list-style-type: none"> Promote high value-added travel to Japan (MICE & Leisure), online sales business for visits to Japan (theme-type and lodging-type), and regional co-creation projects for visiting Japan Handle transportation and accommodation services for related parties based on sponsorship agreement for Tokyo 2025 World Athletics Championships
Aquarium	Osaka Aquarium Kaiyukan Number of non-Japanese visitors	890,000	1,070,000 (+20%)	1,100,000 (+3%)	<ul style="list-style-type: none"> Participate in overseas promotions in cooperation with Taipei Office, Kansai Tourism Office, Osaka Tourism Bureau, etc.

1. Sheraton Miyako Hotel Osaka, Osaka Marriott Miyako Hotel, The Westin Miyako Kyoto

Effects of Expo 2025 and measures to increase income

Effects of Expo 2025: Operating Revenue 12.5 billion yen Gross profit 5.0 billion yen

Railways

Kintetsu Railway

- Releasing Kintetsu Rail Pass with special Expo designs
- Package tours (Expo tours using Kintetsu express trains)
- Expo-related travel products and services posted on website as needed
- Increasing the number of limited express services between Osaka and Nagoya, delaying last train times



Commemorative ticket with Osaka-Kansai Expo admission (Expo 2025 Osaka, Kansai, Japan Official Licensed Product)

- Number of passengers on inbound express trains arriving at Osaka terminal stations in the morning (compared to the previous year) ➔ +approximately 9%
- Number of non-commuter passengers at four Osaka stations (Osaka-Namba, Nihonbashi, Osaka-Uehommachi, and Tsuruhashi) (compared to the previous year between April 13 to May 6) ➔ +approximately 4%
- Number of non-commuter passengers at Ikoma Station (Keihanna Line gate and transfer gate) (compared to the previous year between April 13 to May 6) ➔ +approximately 9%

Bus

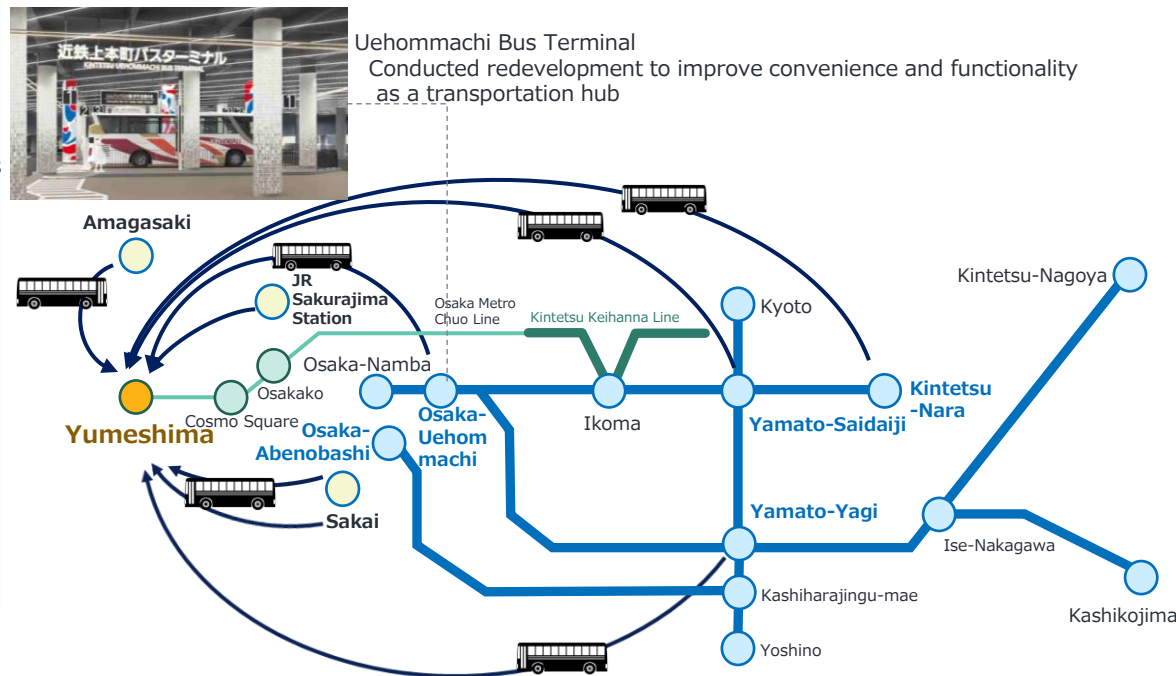
- Operation of shuttle buses to and from major terminal stations
Kintetsu Bus: Osaka-Uehommachi Station, Osaka-Abenobashi Station (in front of Abeno Harukas), JR Sakurajima Station
- Park & ride (P&R) shuttle buses (joint operation with other companies)
Kintetsu Bus: To and from Sakai Expo P&R Parking Lot
Nara Kanko Bus: To and from Amagasaki Expo P&R Parking Lot



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Travel

KNT-CTHD

- Selling tour and hotel packages including tickets to Expo 2025
- Planning and sales of group trips for local government and corporate groups and organizations, inbound groups, etc.
- Offering educational trips (school fieldtrips, etc.)



Department Stores

Kintetsu Department Store

- Operating the Expo 2025 Osaka, Kansai, Japan Official Store at Kintetsu Department Store Main Store Abeno Harukas
- Operating the Official Store (West Gate) of the Expo venue



Within the venue of the 2025 Osaka-Kansai Expo
KINTETSU: the Official Store (West Gate)



Major Business Initiatives 1/3 (Key Efforts for FY2025)

Railways

Long-Term Vision

We create an operational area full of wonders, as a company loved and chosen by people.
Providing safe, comfortable services, while working with the bright areas along our railway lines.

Major initiatives (i): Strengthen an efficient business structure firmly grounded in safe transportation

Ensuring safety and providing comfortable transportation services



- To ensure customer safety as the top priority, continue implementing barrier-free improvements and disaster prevention measures, including installation of movable platform fences at Tsuruhashi and Nagoya Stations.

Expand the introduction of new high energy-efficient general rolling stock (8A series)

- Approximately 150 train cars are scheduled to be introduced between FY2025 and FY2028, and commercial operation is scheduled to begin on the Osaka and Nagoya lines in FY2025



8A series, new general rolling stock

(48 train cars introduced in FY2024, 68 train cars to be introduced in FY2025)

Major initiatives (ii): Increase revenue through initiatives for regional revitalization and to stimulate demand

Strengthen services in line with demand, increasing the number of Meihan Limited Express services, etc.

- To capture demand between Osaka and Nagoya and enhance transportation capacity during the Osaka-Kansai Expo, three additional Meihan Limited Express trains will operate on weekdays and seven on weekends and holidays during morning and evening hours.
- During the final hours of the night, rapid express trains will be increased on the Nara Line, and express trains will be increased on to the Osaka and Nagoya Lines



Hinotori, Meihan limited express

*Schedules after the Expo is over will be reviewed based on usage conditions

Enhance services with a high level of customer satisfaction that utilize digital technology

- Start sales of digital tickets with limited express tickets
 - Starting April 1, 2025, four types of digital tickets including limited express seats were released, such as the Ise Jingu Visit Digital Ticket and the Ise-Toba-Shima Super Passport Digital Mawaryanse
 - Digital tickets with limited express tickets allows users to reserve their preferred express train smoothly using a smartphone without having to stop by a station counter

Real Estate

Long-Term Vision

We will go beyond the confines of real estate to be a company that can propose new lifestyles.

Major initiatives (i): Advance development projects along/away from railway lines

Enhancement of functions at Uehommachi Terminal



- Commenced construction of Uehommachi Rokuhome Building (tentative name), a building complex with offices and commercial facilities, in Uehommachi 6-chome, Tennoji-ku, Osaka City (scheduled to be completed in February 2027)
- Studies will continue to improve the functions of the Uehommachi Terminal in Uehommachi, a transportation hub with a concentration of Kintetsu Group facilities



(Tentative name) Uehommachi 6-chome building
Exterior perspective (image)

Major initiatives (ii): Strengthen existing businesses (condominium and housing business)

Number of condominium units sold

FY2025 (plan)
Approximately 1,300 units (15% increase compared to the previous year)



(Laurel Court Himeji Otomaedori)



(Laurel Court Kintetsu Nara The Residence)

Expansion of business area triggered by the expansion of the brokerage store network

- Aiming to expand the network of brokerage stores to 100 stores, position brokerage stores as information gathering hubs for each business, and leverage the expansion of the store network as an opportunity to expand the business area (55 stores at the end of FY2024)

Major initiatives (iii): Expand the real estate business overseas

Secure stable profits and expand the network

- Aim to expand the information network by investing in real estate funds with diverse asset types in the U.S. and Australia, etc., and secure stable overseas profits by considering the establishment of local subsidiaries and investing in real estate



We are involved in a development project for rental apartments to be constructed in Seattle, Washington, U.S.



Long-Term Vision
 Global Top 10 Solution Partner
 — A Global Brand Born in Japan
 Merchandise volume of more than 1.00 million metric tons of air freight and more than 1.00 million TEUs of sea freight

Major initiatives: Growth through expansion of volume handled by strengthening sales



Japan and intra-Asia strategy

- Further expand volume by strengthening sales to and from Japan and intra-Asia
- Strengthen competitiveness by strengthening sales through cooperation with origin and destination points, strengthening relationships with air carriers and shipping companies and through centralized purchasing

Trade lane strategy

- Expand the share of 8 air and sea lanes between Asia and Europe and the U.S., which is a large market
 - East Asia ⇄ the Americas
 - Southeast Asia ⇄ the Americas
 - East Asia ⇄ Europe
 - Southeast Asia ⇄ Europe
- Compile and share market information and strengthen sales through cooperation with head office, headquarters and each Group company
- Strengthen sales and business system foundations through investment in human and qualitative resources

Item strategy

- Continue to strengthen sales with 7 items anticipated to achieve growth as priority items
- Advance proactive sales activities to leading account through item specific project teams

Contract logistics strategy

- Advance the 3PL business (contract logistics) that complements and extends the forwarding business

Promotion of four strategies

Expansion of handled cargo volume through enhanced sales efforts

	FY2024 Results	FY2025 Forecast
Air export freight volume (thousand tons)	527	600
Sea export freight volume (thousands of TEUs)	725	780



Long-Term Vision
 Become a platform provider that enriches life

Major initiatives: Realization of the Long-Term Vision of "Aiming to be reborn as a business company (= department store with value) that creates value"

Remodeling of the flagship store, Abeno Harukas Kintetsu Main Store

- To build a department store basement where every day is fun and people want to go to again and again, the confectionery sales area will be renewed with new shops themed on the first time for Kansai first and exclusive to Harukas
 *Opening scheduled for summer 2025



Maximizing the attractiveness of the Abeno and Tennoji area

- Remodeled buildings and opened a new medical mall to foster Harukas Town

- [Hoop] Personal Style Curation Hall *Remodeling scheduled for completion in FY2026
- Sports
 - Pop culture
 - Entertainment
 - Events based on hands-on experiences
 - Hoop Dining Court (food court)



- [and] Supporter of high-quality living *Remodeling completed in FY2025

- Food zone (Haruchika Marche/Seijo Ishii)
- CAINZ
- Sundries
- Interior
- Cafe
- Kintetsu Cultural Salon Abeno



- [Abeno Well-being Terrace]
 Supporting the wellbeing of neighborhood residents
 * Scheduled to open in July 2025

- Clinics Gynecology/breast surgery, internal medicine/cardiovascular medicine, dermatology (Scheduled to open in autumn)
- Soba restaurant (100% buckwheat)
- Pharmacy



Evolution of regional stores (promoting efforts toward value-providing stores)

- [Enhancing the appeal of lower floors]
- Uehommachi Store: renewal of confectionery, delicatessen, and grocery sales areas
 - Yokkaichi Store: Green Cosmetic Garden, a new cosmetics zone (franchise format), Kokumin Drug (franchise format)
 - Wakayama Store: lifestyle shop
 - Kusatsu Store: Expansion of delicatessen corner and offering of frozen foods

- [Introducing tenants on middle and upper floors]
- Uehommachi Store: Daiso, Standard Products, Threppy
 - Kashiwara Store: rooftop BBQ facilities

Major Business Initiatives 3/3 (Key Efforts for FY2025)

Hotels

Long-Term Vision
One of Japan's finest hotel chains with a truly international reach

Major initiatives (i): Strengthen competitiveness by investing in renovation



A renovated guest room at the Sheraton Miyako Hotel Tokyo | A renovated guest room at the Sheraton Miyako Hotel Osaka

Invest in renovations at major hotels, etc.

- Plan to sequentially invest in renovation of guest rooms and increase profitability at the Sheraton Miyako Hotel Tokyo, the Sheraton Miyako Hotel Osaka, etc.

Major initiatives (ii): Increase the number of hotels in operation in Japan and overseas

Aim to expand the number of hotels in operation under both the direct management and MC (management contract) methods both domestically and internationally and enhance profitability and brand value

- (Japan)
- Consider expansion of Miyako chains in major domestic cities and Okinawa
 - Cooperate with Kintetsu Investment Partners, which handles Kintetsu Group's asset management functions, and also incorporate new business schemes that combine fund schemes, MC outsourcing and renovation proposals
- (Overseas)
- In addition to cooperating with both the Taipei Office and Kintetsu Enterprises Company of America, strengthen the compilation of information on APAC (Asia-Pacific) and the North America area
 - Plan to expand the hotels in operation overseas by both direct management and MC using the strength of the cultivated Miyako brand and the service quality of Japanese hotels
 - Target areas with a certain level of Japanese demand and where stable economic growth is forecast over the medium to long term

Main initiatives (iii): Human resource development, and strengthening operations through DX

Human resource development

- Promote improvements to workers' conditions and their working environments
- Strengthen operational capacity by securing high employee satisfaction levels and human resources with a stable and high service ethic

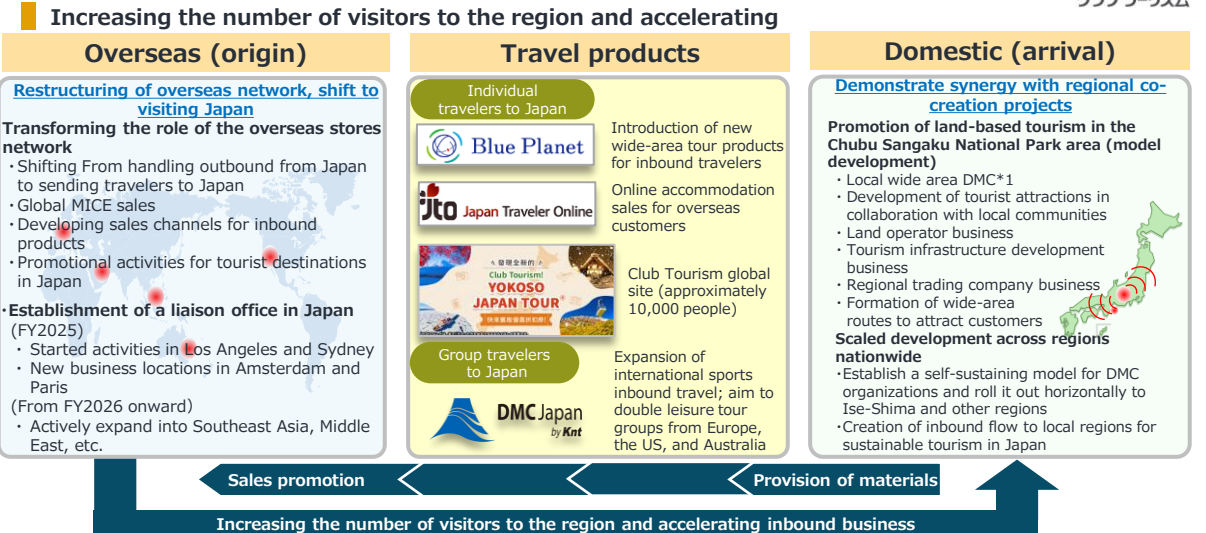
Aggressive utilization of DX and IT

- We will continue to enhance labor productivity and reduce the number of staff required by actively utilizing new technologies including automated check-in machines and serving robots

Travel

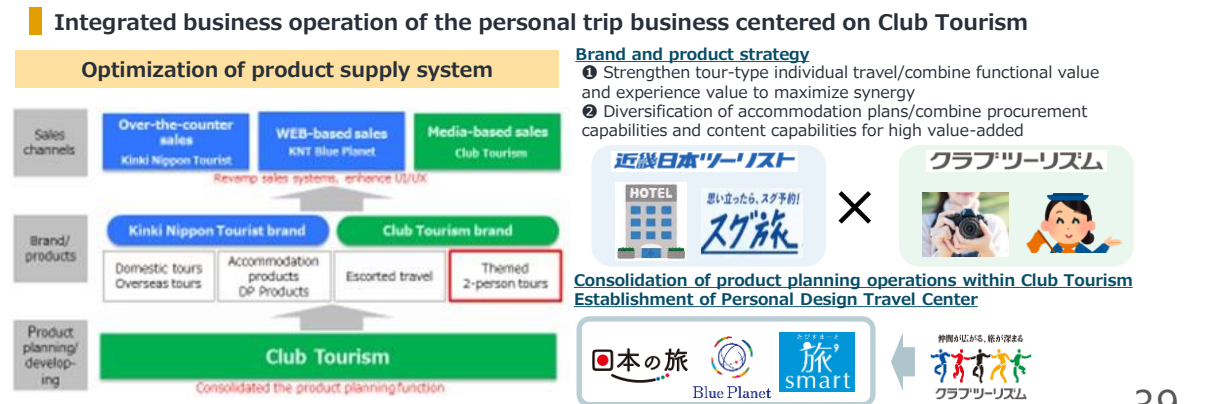
Long-Term Vision
Evolve from a travel agency to become a general service trading company that creates new value for local communities

Major initiatives (i): Expand the community co-creation and inbound business



*1 Destination management company: An organization that is familiar with the nature, food, performing arts, traditional crafts, customs, and other aspects of a region and works with the region to create a tourism area

Major initiatives (ii): Enhance the value of the personal trip business (B to C)



appendix

9) Major Business Initiatives 1/6

Long-Term
Vision

We create an operational area full of wonders, as a company loved and chosen by people.
Providing safe, comfortable services, while working with the bright areas along our railway lines.

Key
Medium-
Term
Strategies

1. Strengthen an efficient business structure firmly grounded in safe transportation
2. Increase revenue through initiatives for regional revitalization and to stimulate demand

Major initiatives (i): Strengthen an efficient business structure firmly grounded in safe transportation

- Measures against large-scale disaster
 - Continuously implement safety measures at elevated tracks, embankments, and tunnels, etc.
- Thorough labor conservation and reduction in the number of staff required by updating various equipment
 - FY2025-FY2028 Investment amount of about 6 to 8 billion yen
- Improvement of operational efficiency through DX and IT
 - Labor saving station patrol measures and expansion of train operations that only need one driver (Also consider expanding to main routes)
 - Systematization of track maintenance inspection work, etc.
- Expand the introduction of new high energy-efficient general rolling stock
 - FY2025-FY2028 Plan to introduce about 150 vehicles
 - Electricity consumption reduced by 45% (compared to conventional rolling stock)
 - Total electricity consumption reduced by 3 to 4% per year (compared to the total)
- Initiatives to further improve the income/outgoing balance
 - Reduce operating costs through timetable revisions
 - Advance measures for cooperation with local communities to create a sense of vitality in branch line areas



Kintetsu Railway General Information Center



8A series, new general rolling stock

Major initiatives (ii): Increase revenue through initiatives for regional revitalization and to stimulate demand

- Strengthen services in line with demand, increasing the number of Meihan Limited Express services, etc.
 - Increase the number of limited express services between Osaka and Nagoya, and delay the last train, etc.
- Implement sales measures that incorporate large-scale events on the railway lines
 - Address the Osaka-Kansai Expo and prepare to capture demand for the Shikinen Sengu ritual and the Osaka IR opening
- Enhance services with a high level of customer satisfaction that utilize digital technology
 - Touch payment rides such as credit cards and digital ticketing services with QR codes, etc.
 - Implement sales measures across the Group through ID integration for all services
- Increase the visitor population by deeply exploring the charm of railway lines
 - Uncover the tourism resources of local communities in railway line areas, etc., and strengthen the publication of the charms
- Maintain and expand resident populations through co-creation with the community by strengthening cooperation
 - Promote cooperation measures with the local government of each Group company and railway line, etc. for regional revitalization by creating a sense of vitality
- Expand the attraction of passengers from non-railway lines
 - Strengthen the attraction of customers from inbound and from non-railway lines to railway lines (Nara-Yamatoji area, Ise-Shima, etc.) and expand sightseeing
- Consider introducing concept and very theme-specific trains
 - New publications of the charm and the creation of Kintetsu fans through Yumeshima direct train service, new types of tourist trains, and updates to the Vista Car, etc.



Hinotori, Meihan limited express

Long-Term Vision

We will go beyond the confines of real estate to be a company that can propose new lifestyles.

Key Medium-Term Strategies

1. Advance development projects for railway lines and in the Tokyo metropolitan area and Nagoya area
2. Build and strengthen the three pillars: the asset business, condominium business, and housing business
3. Develop overseas business

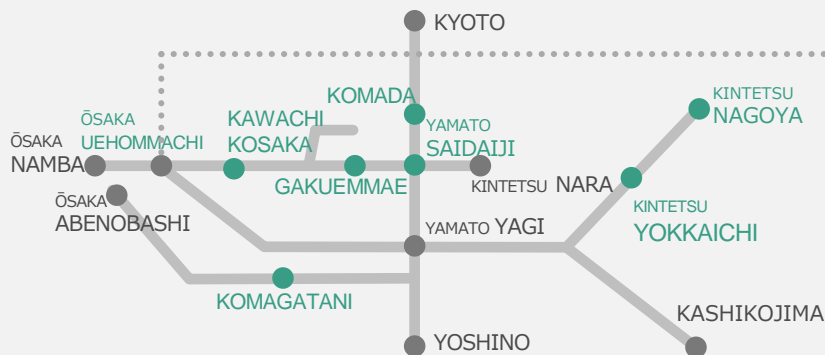
Major initiatives (i): Advance development projects for railway lines/non-railway lines

- Advance development as a developer
 - Advance redevelopments in front of major stations on the railways lines such as Osaka Uehommachi and development projects for non-railway lines in the Tokyo metropolitan area and elsewhere during the period of this Medium-Term Management Plan
- “Sowing” for growth
 - Conduct “seeding” aimed at securing profits and strengthening the foundation of the asset business for the future, and aim for gradual “flowering and harvesting” during the period of this Medium-Term Management Plan

<Along railway lines>

Redevelop in front of stations at Osaka Uehommachi Station, Kawachi-Kosaka Station, Yokkaichi Station, etc.
Develop large-scale land holdings such as in Komada and Komagatani

Development along railway lines



<Away from railway lines >
Development projects in the Tokyo metropolitan area and in front of Kanazawa Station, etc.



(Tentative name) Uehommachi 6-chome building

Major initiatives (ii): Build recycling-oriented businesses in the residential areas developed by our Company

- Create connections with the people in the local communities in railway line areas
 - Promote the retention of customers by publishing various information to residents along the railway lines by rolling out “Plat-HOME (platform) for Housing and Living”
 - Provide comprehensive real estate services not only in terms of infrastructure such as condominiums, detached homes, relocation according to lifecycle and renovations, but also including soft aspects, and work on maintaining and reproducing residential areas along the railway lines



Gakuemmae LaaS Salon Plat-HOME (platform) for Housing and Living

Major initiatives (iii): Expand the real estate business overseas

- Secure stable profits and expand the network
 - Aim to expand the information network by investing in real estate funds with diverse asset types in the U.S. and Australia, etc., and secure stable overseas profits by considering the establishment of local subsidiaries and investing in real estate

9) Major Business Initiatives 3/6

Long-Term Vision

Global Top 10 Solution Partner — A Global Brand Born in Japan
 Merchandise volume of more than 1.00 million metric tons of air freight and more than 1.00 million TEUs of sea freight

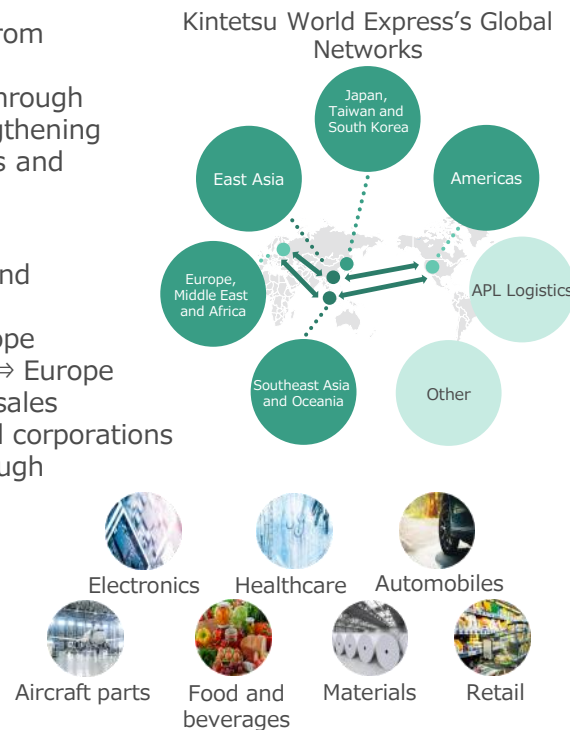
- Improve quality, competitiveness and its ability to address issues, establishing the KWE Group brand
- Establish a strong position in the market and aim to be a company chosen by customers
- Be a company where employees are proud

Key Medium-Term Strategies

1. Growth through an expansion of volume handled by strengthening sales centered on global accounts¹⁾
2. Aim to strengthen the functions of the Corporate Division, and strengthen the management foundation by building a group platform to support growth

Major initiatives (i): Growth strategies

- **Japan and intra-Asia strategy**
 - Further expand volume by strengthening sales to and from Japan and in intra-Asia
 - Strengthen competitiveness by strengthening sales through cooperation with origin and destination points, strengthening relationships with air carriers and shipping companies and through centralized purchasing
- **Trade lane strategy**
 - Expand the share of 8 air and sea lanes between Asia and Europe and the U.S., which is a large market
 - East Asia ⇔ the Americas East Asia ⇔ Europe
 - Southeast Asia ⇔ the Americas Southeast Asia ⇔ Europe
 - Compile and share market information and strengthen sales through cooperation with head office, headquarters and corporations
 - Strengthen sales and business system foundations through investment in human and qualitative resources
- **Item strategy**
 - Continue to strengthen sales with 7 items anticipated to achieve growth as priority items
 - Advance proactive sales activities to leading account through item specific project teams
- **Contract logistics strategy**
 - Advance the 3PL business (contract logistics) that complements and extends the forwarding business



Major initiatives (ii): Strengthening management foundation

- **Corporate governance strategy that can fight on the global stage**
 - Strengthen governance of KWE Group corporations
 - Ensuring thorough compliance and strengthen risk management
 - Foster corporate brand value
 - Promotion of sustainability activities
- **HR strategy**
 - Strengthen personnel training from a global perspective through active investment in human capital
 - Build a global personnel management platform
- **IT strategy**
 - Enhance operating efficiency and productivity by building an operating system and collaborative platform between systems
 - Strengthen IT security measures and promote the move to the cloud
- **Financial and accounting strategy**
 - Promote financial strategies such as the effective use and enhancement of funds globally
 - Implement global tax strategies to optimize tax costs and mitigate risks

1. Global companies that contribute to Kintetsu World Express Group's profits from a long-term perspective

9) Major Business Initiatives 4/6

Long-Term Vision

Become a platform provider that enriches life

Key Medium-Term Strategies

Aim to be reborn as a business company (= department store) that creates value, promoting the following strategy

1. Further enhance the appeal of the Abeno/Tennoji area by remodeling our flagship Kintetsu Department Store Main Store Abeno, etc.
2. Maximize the LTV (customer lifetime value) of commercial area customers
3. Further evolve local stores

Major initiatives (i): Enhance the appeal of the Abeno/Tennoji area through remodeling of the Kintetsu Department Store Main Store Abeno and surrounding facilities

- Remodel the flagship Kintetsu Department Store Main Store Abeno
 - Renovate about 30% of the 100,000m² of the total building over four years
 - Strengthen our luxury goods sales area that has universal value
 - Establish a new Premium Salon (tentative name) that prepares a concierge and salon function for wealthy customers and provide a special and comfortable experience
 - Build a department store basement where every day is fun and people want to go to again and again⇒leverage the strength of foot trade where there are large resident populations, and aim to attract high-quality customers from a wide area
- Maximize the appeal of the Abeno/Tennoji area
 - Scheduled to invest a total of about 10.0 billion yen in four years in the Abeno/Tennoji area to remodel the Kintetsu Department Store Main Store Abeno as well as "Hoop" and "and" and foster "Harukas Town"



Major initiatives (ii): Promote a new customer policy by redefining Company-wide customers

- Promote a comprehensive customer policy
 - Build a customer strategy that includes the customers of each Kintetsu Group company in addition to the customers by department store organization
 - Promote the policy by customer demographics centered on out-of-store organizations
- Open up wealthy customers
 - Expand out-of-store sales by promoting a shift to VIP customers, including Kintetsu Group customers, and strengthening services, products and out-of-store staff (Target: About 20% increase from FY2024→FY2028)

Major initiatives (iii): Contribute to the enhancement of local value with the "Kintetsu Department Store" being the local store

- Provide the necessary things, experiences and services as local infrastructure function located in front of the station and continue to have an indispensable presence
 - Consolidate the department store function on lower floors, and provide a department store basement and quality lifestyle
 - Introduce specialist stores, services and community functions at mid-level floors and above
 - Build a contact point function for department store products carried at Kintetsu Department Store Main Store Abeno



Long-Term Vision

One of Japan's finest hotel chains with a truly international reach.

Key Medium-Term Strategies

1. Provide world-class service
2. Human resource development, and strengthening operations through DX
3. Strengthen competitiveness by investing in renovation
4. Increase the number of hotels in operation in Japan and overseas

Major initiatives (i): Provide world-class service

- Earn a good global reputation
 - Also earn a solid international reputation focused on the flagship hotels typified by Miyako Hotels & Resorts including the Westin Miyako Kyoto and the Shima Kanko Hotel
- Further improve service quality
 - Pursue world-class service quality grounded on our operational expertise that is compliant with global standards and accumulated through our collaborations with foreign brands

Major initiatives (ii): Human resource development, and strengthening operations through DX

- Human resource development
 - We strengthen operational capacity by securing high employee satisfaction level and human resources with a stable and high service ethic by pushing forward with improvements to workers' conditions and their working environments
- Aggressive utilization of DX and IT
 - We will continue to enhance labor productivity and reduce the number of staff required by actively utilizing new technologies including automated check-in machines and serving robots

Major initiatives (iii): Strengthen competitiveness by investing in renovation

- Invest in renovations at major hotels, etc.
 - Plan to sequentially invest in renovation of quest rooms and increase profitability at the Sheraton Miyako Hotel Tokyo, the Sheraton Miyako Hotel Osaka, and the Osaka Marriott Miyako Hotel, etc.



Renovation of guest rooms
Sheraton Miyako Hotel Tokyo



Renovation of guest rooms
Sheraton Miyako Hotel Osaka

Major initiatives (iv): Increase the number of hotels in operation in Japan and overseas

- Aim to expand the hotels in operation under both the direct management and MC (management contract) methods regardless of whether domestic or overseas and enhance profitability and brand power

<p>(Japan)</p> <ul style="list-style-type: none"> – Consider expansion of chains in major domestic cities and in Okinawa – Cooperate with the new company Kintetsu Investment Partners, which handles Kintetsu Group's asset management functions, and also incorporate new business schemes that combine fund schemes, MC outsourcing and renovation proposals 	<p>(Overseas)</p> <ul style="list-style-type: none"> – In addition to cooperating with both the Taipei Office and Kintetsu Enterprises Company of America, strengthen the compilation of information on APAC (Asia-Pacific) and the North America area – Plan to expand the hotels in operation overseas by both direct management and MC using the strength of the cultivated Miyako brand and the service quality of Japanese hotels – Target areas with a certain level of Japanese demand and where stable economic growth is forecast over the medium to long-term
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Long-Term Vision

Evolve from a travel agency to become a general service trading company that creates new local value

Key Medium-Term Strategies

1. Turn the community co-creation & inbound business into a growth domain and convert the profit structure, attract customers to the region
2. Deepen the integrated business operations revolving around club tourism for the personal trip business
3. Standardize the business operation infrastructure for club tourism and Kinki Nippon Tourist (maximum utilization of human resources, integration of IT systems)

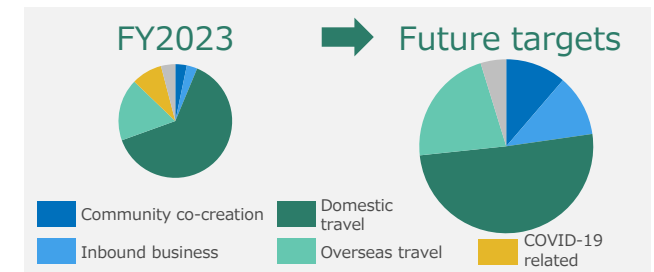
Major initiatives (i): Expand the community co-creation and inbound business

- Build a community co-creation model
 - Leverage Club Tourism’s thematic travel planning expertise and Kinki Nippon Tourist’s destination solutions to attract customers to local regions, and advance the creation of tourist destinations/attracting customers to regions (destination tourism) through cooperation with local parties
 - * As a precedent, promote the creation of a business model for the Chub-Sangaku National Park area
 - Build an original community co-creation model contributing to local tourism promotion and problem solving, with scaled development nationwide
- Expand the inbound business
 - Focus on capturing the market for individual visitors to Japan such as the continuously expanding online accommodation sales
 - Strengthen overseas promotion of the multilingual global site YOKOSO JAPAN TOUR (listing more than 10,000 courses) at club tourism, and invest in specialist products for visiting Japan
 - Change the role of overseas bases, shifting to visiting Japan (global MIC operations, open up sales channels for products for individuals visiting Japan) and rebuilding the overseas network
- Attract customers to the region through community co-creation × visit Japan
 - Connect inbound Japan tours to community co-creation areas to create a major flow of travelers to regional Japan
- Strengthen the unity of business operations
 - Implement the above through the integrated business operations of club tourism and Kinki Nippon Tourist, and develop as a core business



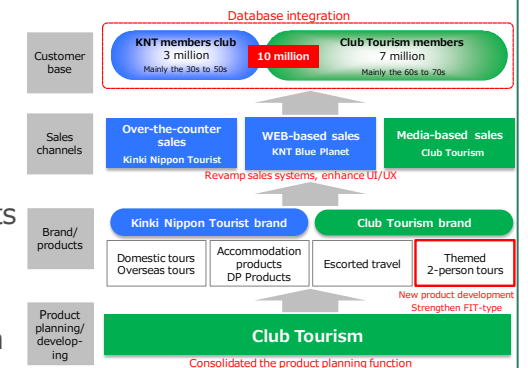
Major initiatives (ii): Transforming the business portfolio

- Expand sales while increasing the composition ratio of growth domains
 - Sales ratio of community co-creation and inbound business (Current) About 10%
 - (Future) Anticipated to be about 20%



Major initiatives (iii): Enhance the value of the personal trip business (B to C)

- Organize the business framework
 - B to B, G, S, S&R¹⁾ are Kinki Nippon Tourist
 - B to C is club tourism
- Expand sales by strengthening the integrated management of the Group
 - Optimize the structure for providing products
- New business operating model through DX
 - Integration of 10-million-member database
 - Revamp business processes through system reorganization and generative AI



1. Business, government, schools, sports, region

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