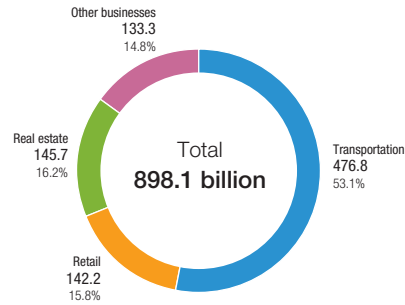


## Business

## Non-Transportation Operations (Financial Overview) Years ended March 31

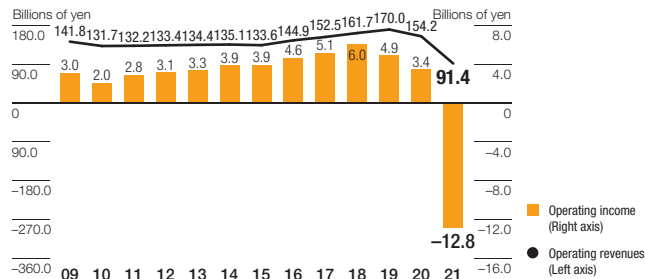
## OPERATING REVENUES BY SEGMENT

Year ended March 31, 2021 (Billions of yen)

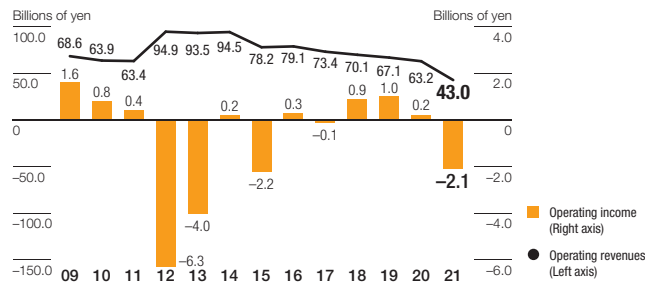


## Retail

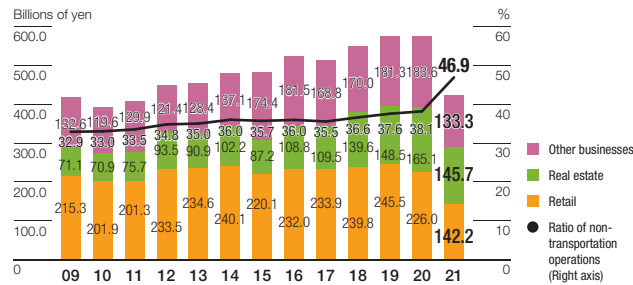
## SALES OF GOODS AND FOOD SERVICES



## DEPARTMENT STORE

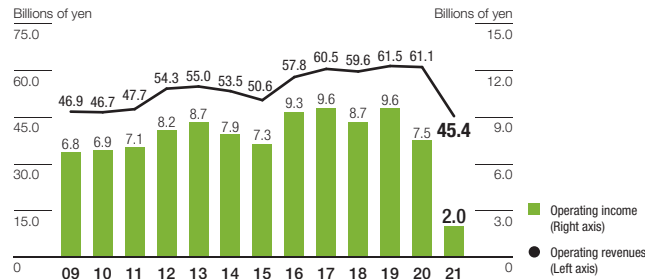


## OPERATING REVENUES OF NON-TRANSPORTATION OPERATIONS

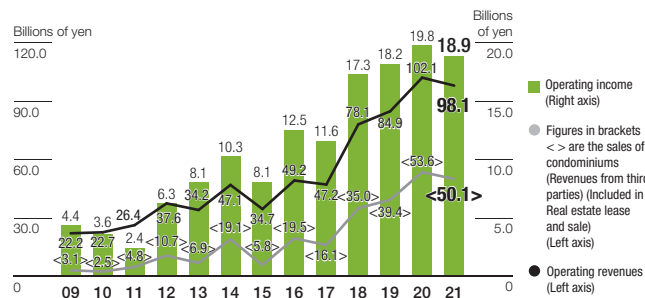


## Real estate

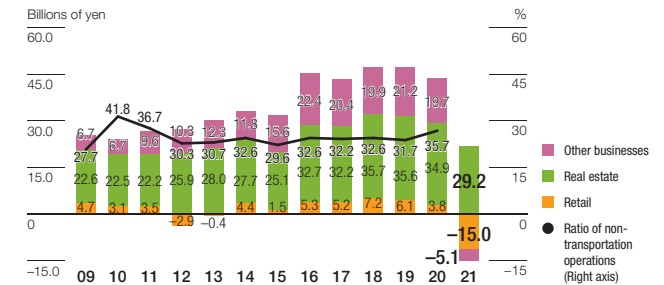
## SHOPPING CENTER OPERATIONS



## REAL ESTATE LEASE AND SALE

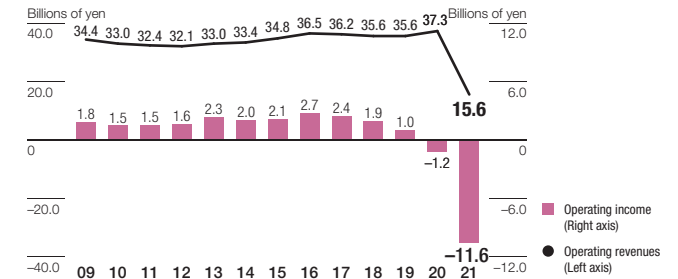


## OPERATING INCOME OF NON-TRANSPORTATION OPERATIONS

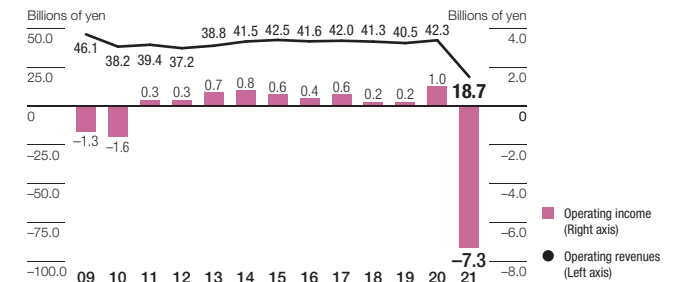


## Other businesses

## HOTELS



## TRAVEL AGENCY



Notes: 1. Operating revenues are the revenues from third parties (= customers). The breakdown of operating revenues by each segment is the sum of revenues of major subsidiaries.  
2. The breakdown of operating income by each segment is the sum of incomes of major subsidiaries before eliminating internal transactions.