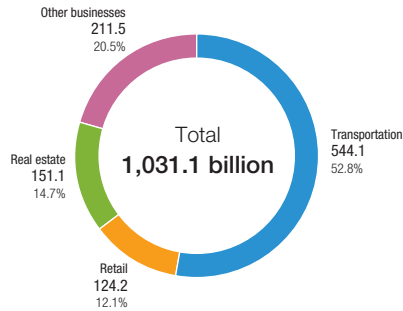


Business

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

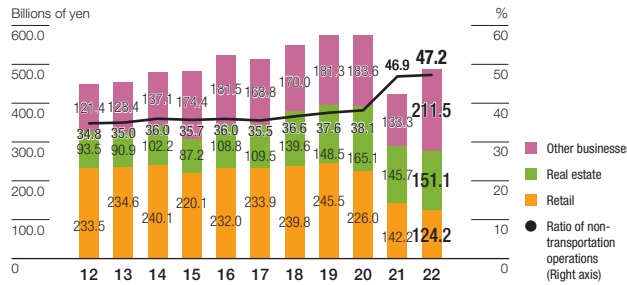
OPERATING REVENUES BY SEGMENT

Year ended March 31, 2022 (Billions of yen)



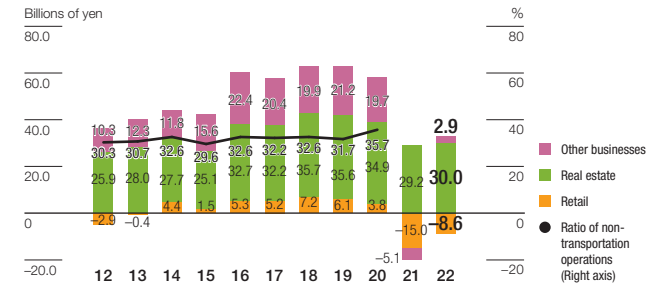
Retail

OPERATING REVENUES OF NON-TRANSPORTATION OPERATIONS



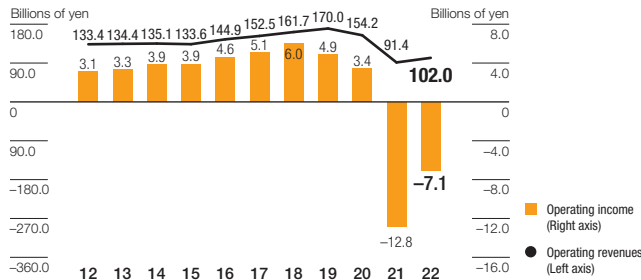
Real estate

OPERATING INCOME OF NON-TRANSPORTATION OPERATIONS

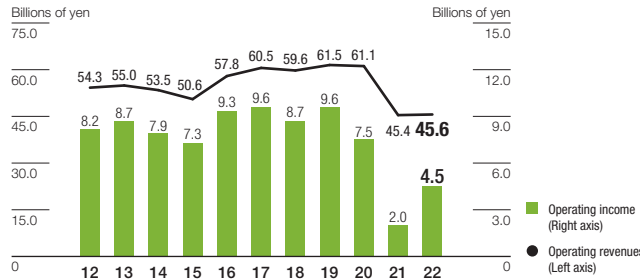


Other businesses

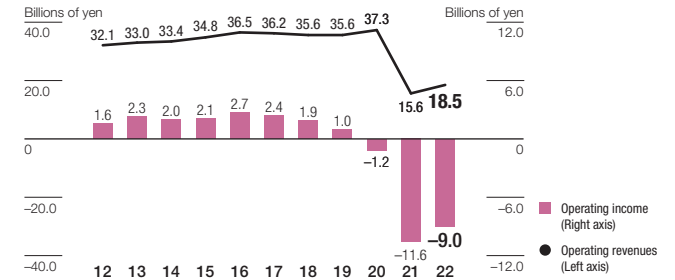
SALES OF GOODS AND FOOD SERVICES



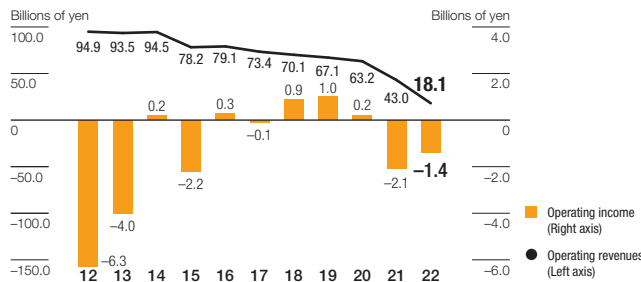
SHOPPING CENTER OPERATIONS



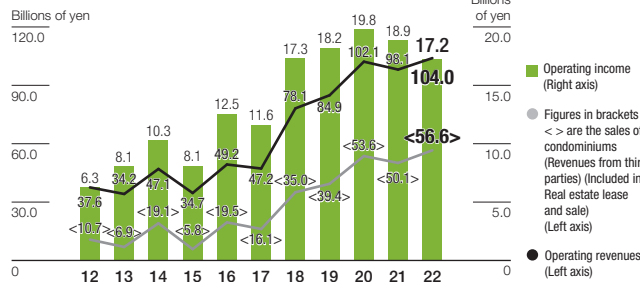
HOTELS



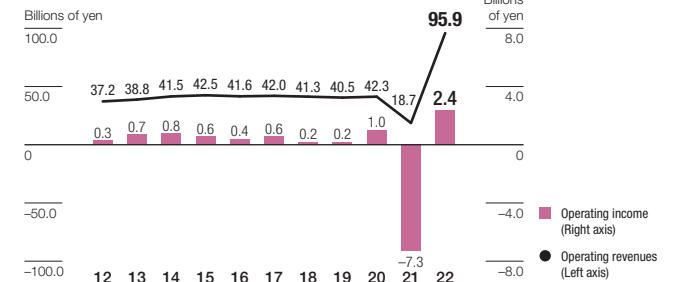
DEPARTMENT STORE



REAL ESTATE LEASE AND SALE



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.
 3. Effective from the fiscal year ended March 31, 2022, the Company has adopted the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020), etc.