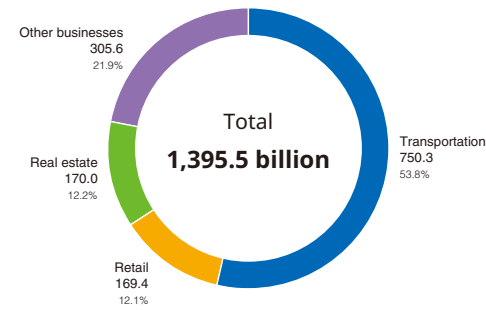


# Non-Transportation Operations (Financial Overview)

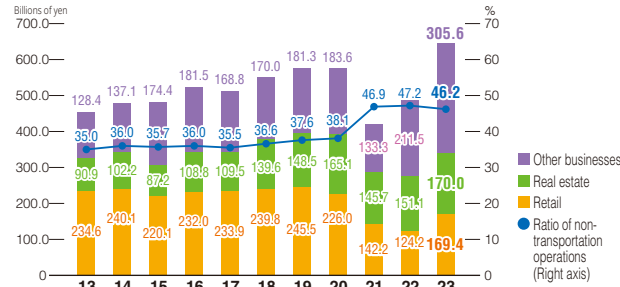
Years ended March 31

## Operating revenues by segment

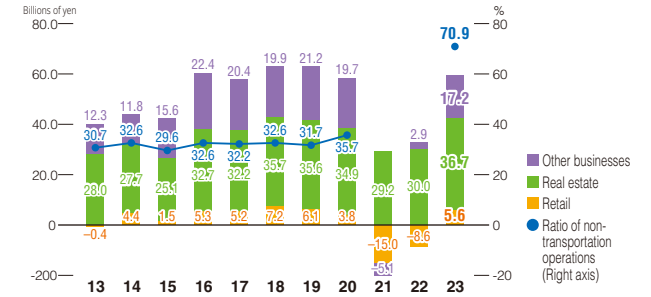
Year ended March 31, 2023 (Billions of yen)



## Operating revenues of non-transportation operations

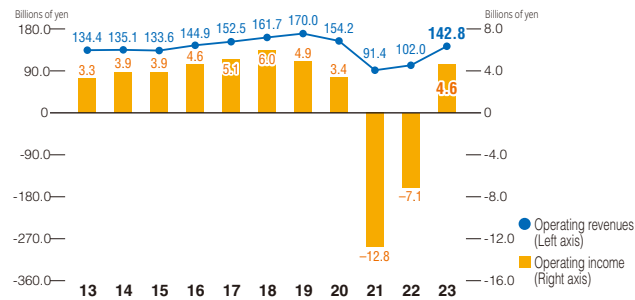


## Operating income of non-transportation operations



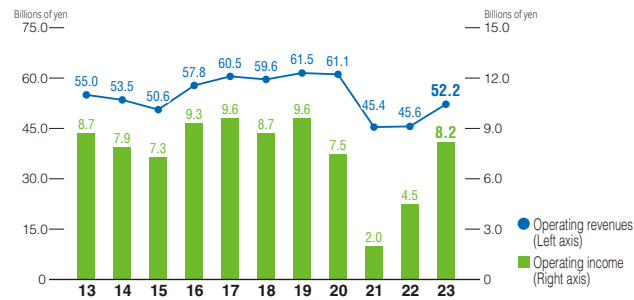
### Retail

#### Sales of goods and food services



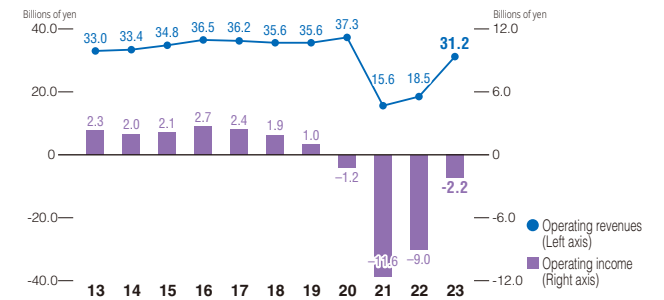
### Real estate

#### Shopping center operations

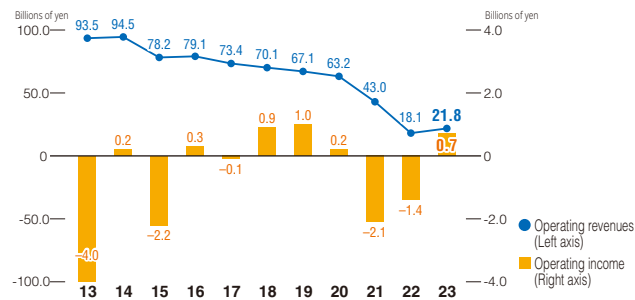


### Other businesses

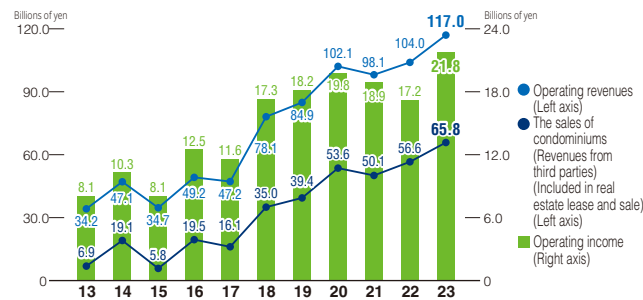
#### Hotels



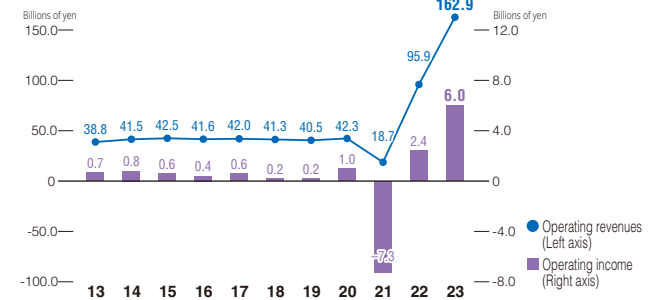
### Department store



### Real estate lease and sale



### Travel agency



Notes: 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.  
The breakdown of operating income by each segment is the sum of incomes of major subsidiaries before eliminating internal transactions.  
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.