

Consolidated Financial Data

Years ended March 31

CORPORATE
OVERVIEW

OPERATING
ENVIRONMENT

BUSINESS

DATA

OTHER

Please refer to the attached file (Excel) for data prior to the fiscal year ended March 31, 2014.

(Billions of yen)

	14	15	16	17	18 ^{*3}	19	20 ^{*4}	21	22 ^{*5}	23	24 ^{*6}
Total assets	2,687.8	2,786.4	2,843.1	3,007.8	3,071.8	3,237.5	3,275.2	3,479.4	3,702.4	3,735.5	3,777.9
Interest-bearing debt	993.9	1,008.5	1,005.0	1,042.3	1,038.0	1,073.2	1,035.7	1,570.8	1,728.8	1,662.9	1,563.4
Total liabilities	1,880.5	1,939.7	1,916.8	1,975.2	1,955.5	2,057.7	2,052.1	2,523.4	2,628.2	2,591.1	2,552.9
Non-controlling interests*1	[23.4]	[45.4]	[48.5]	[921]	[953]	[100.2]	[105.0]	[103.1]	[1.05.2]	[109.8]	[119.0]
Net assets*2	807.3	846.7	926.3	1,032.6	1,116.3	1,179.8	1,223.1	956.0	1,074.2	1,144.3	1,224.9
Operating revenues (Revenues from third parties)	1,331.0	1,350.3	1,451.3	1,441.4	1,500.4	1,529.3	1,508.2	898.1	1,031.1	1,395.5	1,635.0
Transportation	851.3	868.4	928.7	929.1	950.8	953.9	933.4	476.8	544.1	750.3	—
Mobility											986.4
Retail	240.1	220.1	232.0	233.9	239.8	245.5	226.0	142.2	124.2	169.4	197.0
Real Estate	102.2	87.2	108.8	109.5	139.6	148.5	165.1	145.7	151.1	170.0	217.7
Travel and Regional Solutions*7	[41.5]	[42.5]	[41.6]	[42.0]	[41.3]	[40.5]	[42.3]	[18.7]	[95.9]	[162.9]	206.0
Other Businesses	137.1	174.4	181.5	168.8	170.0	181.3	183.6	133.3	211.5	305.6	27.8
Operating income	134.5	139.7	181.5	176.3	191.3	196.9	1,606	(245.5)	(119.0)	83.9	179.7
Transportation	91.0	100.6	125.1	121.7	130.3	136.2	1,053	(252.1)	(144.3)	24.4	—
Mobility											114.4
Retail	4.4	1.5	5.3	5.2	7.2	6.1	38	(15.0)	(8.6)	5.6	13.0
Real Estate	27.7	25.1	32.7	32.2	35.7	35.6	349	29.2	30.0	36.7	40.6
Travel and Regional Solutions*7	[0.8]	[0.6]	[0.4]	[0.6]	[0.2]	[0.2]	[10]	[(7.3)]	[2.4]	[6.0]	7.8
Other Businesses	11.8	15.6	22.4	20.4	19.9	21.2	197	(5.1)	2.9	17.2	4.2
Elimination and intergroup	(0.5)	(3.3)	(4.1)	(3.3)	(2.0)	(2.4)	(31)	(2.4)	0.8	(0.1)	(0.5)
Non-operating revenues	7.7	9.0	7.8	8.0	9.0	9.4	88	13.0	23.6	13.1	9.9
Non-operating expenses	29.4	26.8	27.1	23.7	22.6	23.0	211	24.8	25.5	23.5	22.3
Balance of financial expenses	(27.5)	(24.9)	(23.3)	(21.6)	(20.2)	(18.8)	(182)	(19.5)	(18.1)	(19.7)	(19.1)
Interest and dividend income	0.5	0.9	0.7	0.6	0.7	1.1	12	0.9	3.2	1.0	0.9
Interest expenses	28.0	25.8	24.1	22.3	20.9	20.0	194	20.4	21.4	20.8	20.1
Recurring profit	112.9	121.9	162.2	160.7	177.7	183.3	1,483	(257.3)	(121.0)	73.6	167.3
Extraordinary profit (loss)	(1.2)	0.7	(17.1)	(23.0)	(7.1)	(26.1)	(76)	(17.3)	15.4	(0.7)	(22.2)
Extraordinary profit	26.3	69.5	21.5	19.6	32.8	29.0	230	31.9	58.8	76.4	30.9
Extraordinary loss	27.6	68.7	38.6	42.6	39.9	55.2	307	49.3	43.3	77.1	53.1
Profit attributable to owners of parent	65.6	66.7	85.8	91.2	110.4	102.7	893	(233.2)	(113.1)	88.5	98.7
EBITDA	288.5	289.3	338.1	339.1	356.1	361.3	3,322	(70.8)	42.9	243.6	343.0
Transportation	219.3	225.8	256.8	258.9	266.9	270.6	2,438	(109.9)	(16.4)	149.3	—
Mobility											243.2
Retail	9.5	6.6	10.8	10.7	12.4	11.4	96	(9.5)	(2.7)	11.3	18.6
Real Estate	45.3	41.9	49.9	49.7	56.5	57.8	589	54.6	55.6	63.0	70.4
Travel and Regional Solutions											8.3
Other Businesses	18.3	22.4	29.1	27.7	27.3	29.2	287	3.1	12.3	26.6	5.6
Elimination and intergroup	(3.9)	(7.4)	(8.6)	(8.1)	(7.1)	(7.8)	(89)	(9.0)	(5.9)	(6.8)	(3.1)
Cash flows from operating activities	237.7	223.6	259.8	234.1	275.1	289.7	240.1	(103.2)	(86.4)	273.9	318.3
Cash flows from investing activities	(165.3)	(212.9)	(233.2)	(295.8)	(166.3)	(247.4)	(268.6)	(211.6)	(188.7)	(214.9)	(243.6)
Free cash flows	72.3	10.7	26.6	(61.6)	108.7	42.3	(28.5)	(314.9)	(275.1)	59.0	74.6
Cash flows from financing activities	(47.8)	1.6	(31.3)	44.3	(71.4)	(7.1)	(29.1)	446.7	384.6	(88.7)	(131.6)
Net increase (decrease) in cash equivalents	24.5	12.3	(4.6)	(17.3)	38.1	35.1	(57.6)	131.7	109.5	(29.7)	(56.9)

Note: Figures in parentheses are negative values; Record high figures.

*1 Non-controlling interests were included in liabilities prior to the fiscal year ended March 1998, and are accounted for as part of net assets from the fiscal year ended March 2007. All these are indicated by [].

*2 "Shareholder's equity" has been replaced by "Net asset" pursuant to Japan's Companies Act, which came into force on May 1, 2006. The disclosure of related figures and items has been adjusted to reflect this change.

*3 From the fiscal year ended March 31, 2018, accompanying partial amendments to Accounting Standard for Tax Effect Accounting, the method of offsetting deferred tax assets and deferred tax liabilities in the Assets and Liabilities sections has been changed.

*4 From the fiscal year ended March 31, 2020, in the Retail segment, the method of recording revenues has changed due to a change in the contracts with tenant stores in stations.

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

*6 The data reflects the new business segments adopted from the fiscal year ended March 31, 2024.

*7 Travel and Regional Solutions were included in Other Businesses prior to the fiscal year ended March 2024. All these are indicated by [].