

Hankyu Hanshin Holdings Group

Results Briefing Materials for Financial Results

for Fiscal 2026 (Ended March 2026)

May 21, 2026

阪急阪神ホールディングス株式会社

Hankyu Hanshin Holdings, Inc.

Top Message

One year has passed since we announced our Long-Term Management Plan in March of last year.

Since then, we have repeatedly reviewed and developed the concrete initiatives necessary to achieve our FY2031 targets, and have now put in place a clear pathway toward accomplishing them.

Having said that, we are still only at the start line. With interest rates rising and global conditions becoming increasingly unstable, the business environment is shifting more rapidly and significantly than expected, necessitating that we accelerate the transformation of our Group.

Accordingly, we will continue to enhance our profitability by driving growth in existing businesses and developing new revenue streams, while pursuing further opportunities to more effectively leverage our assets. In addition, we will pursue overall balance sheet control through asset sales, disciplined financing, and responsive shareholder return measures while monitoring our annual cash flow position.

Further, we will improve the returns of each business and enhance our cash-generation capability through the development of asset-light businesses, including fee-based and content businesses, in collaboration with our partners. Through these efforts, we aim to establish a virtuous cycle that enables us to secure funding while increasing our capacity for growth investments. In this way, by expanding the return spread on growth investments and accelerating the realization of investment outcomes, we will achieve both improved profitability and enhanced capital efficiency, while also increasing capital turnover.

Moving forward, the Group will continue to pursue ongoing transformation with a strong sense of urgency. We aim to stay one step ahead of the rapid changes in our environment, act with agility and flexibility, and respond to the expectations of all stakeholders in communities along our railway lines and across the Group.

I humbly ask for your understanding and support in this matter moving forward.

Hankyu Hanshin Holdings., Inc.

President and Representative Director, Group CEO

嶋田泰夫

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<Separate Document: Reference Data >	
(1) Long-Term Management Plan	
(2) Sustainable Management	
(3) Other	

* The information is also available on our corporate website:
<https://www.hankyu-hanshin.co.jp/en/ir/library/presentations/>

Business forecasts and other projections herein are based on information available at present and logical assessments and do not represent any promise by the Company.
The actual results may differ significantly from these projections due to various factors.

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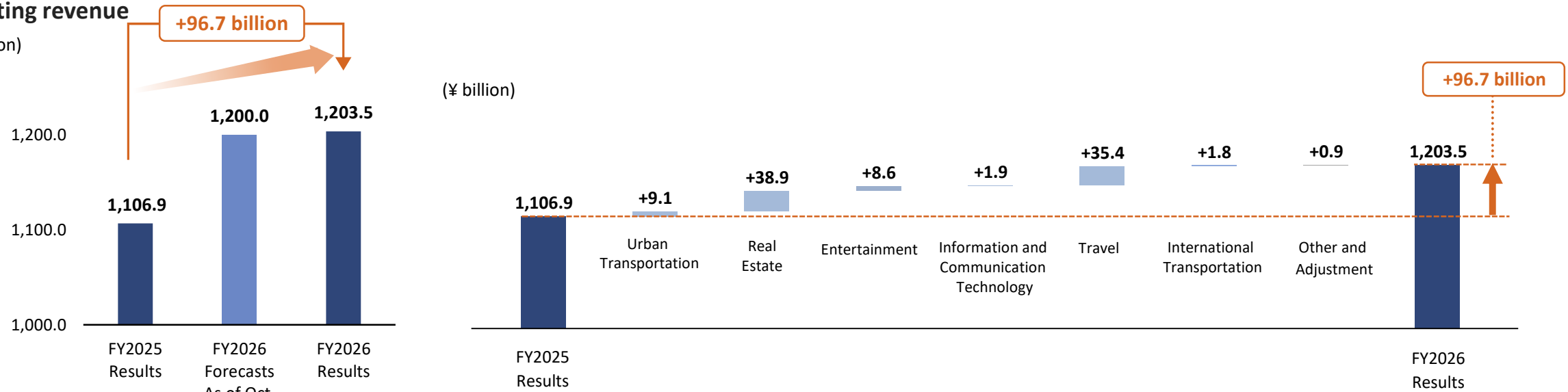
I . Executive Summary

FY2026 Performance (Comparison with FY2025)

- Revenue and profit increased on the back of a significant increase in revenue from condominium sales in the Real Estate segment as well as demand captured mainly in the Urban Transportation segment and Hotel business in association with the Expo 2025 Osaka, Kansai, Japan and strong performance in the Sports business following the Hanshin Tigers' victory in the league championship.

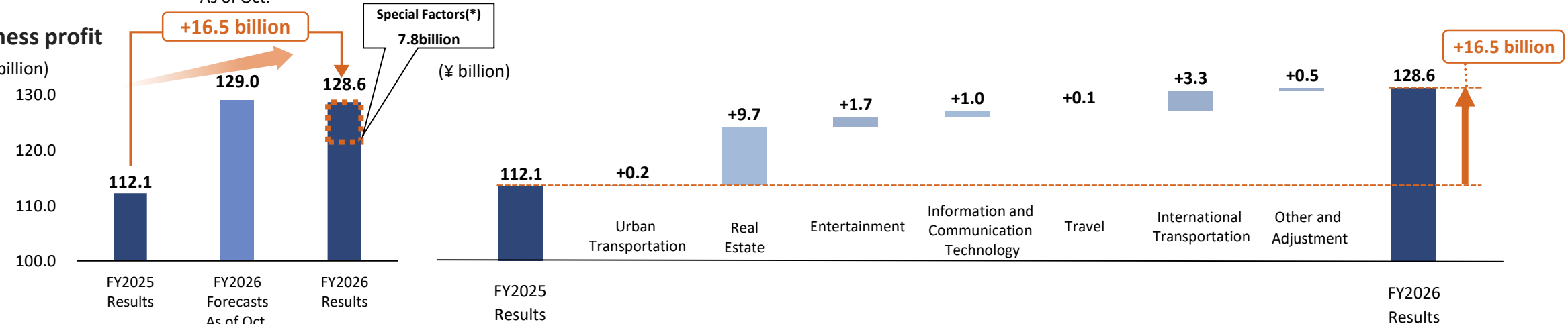
Operating revenue

(¥ billion)



Business profit

(¥ billion)



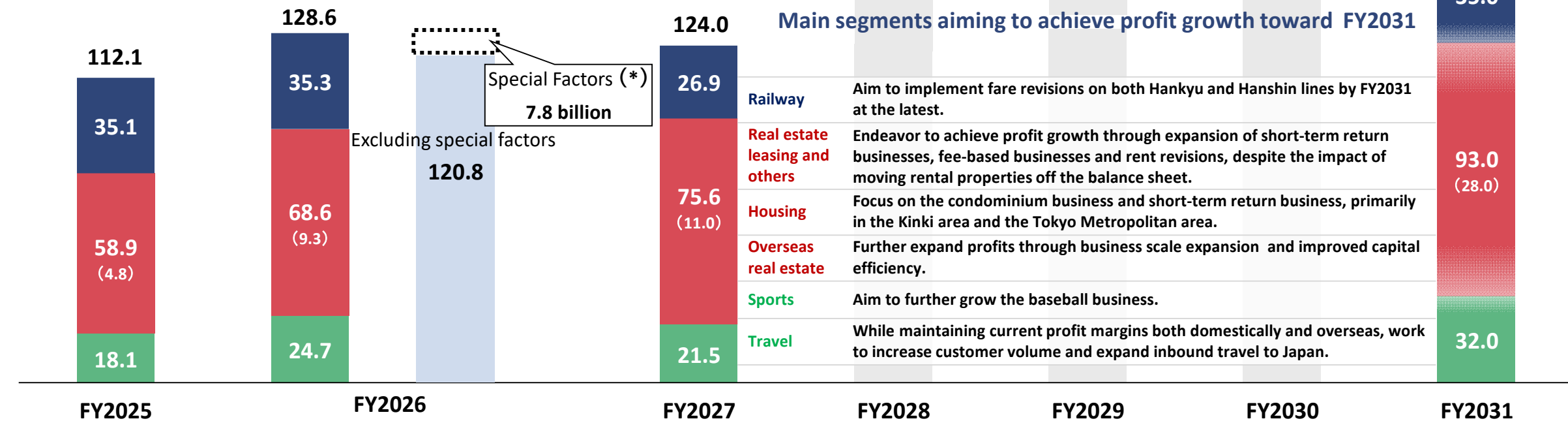
Special factors for FY2026: Impact from the Expo 2025 Osaka, Kansai, Japan and the Hanshin Tigers championship victory

Profit Growth Outlook Toward FY2031

- We have made a promising start toward achieving our Long-Term Management Plan, with FY2026 results exceeding our initial forecast for business profit of ¥118 billion.
- We have moved forward with establishing concrete measures toward achieving our FY2031 business profit target of ¥160 billion, and have secured a clear pathway to achieving this profit target through the expansion of the condominium business and the short-term return business in the Real Estate segment, among other initiatives.
- Moving forward, we will continue to advance these strategies with the aim of reaching an **ROE of 8% at an early stage** and **making further improvements from there.**

Business profit () indicates the business profit of the Overseas real estate business

(¥ billion) ■ Urban Transportation ■ Real Estate ■ Entertainment and others



ROE 6.7%

7.3%

7.3%

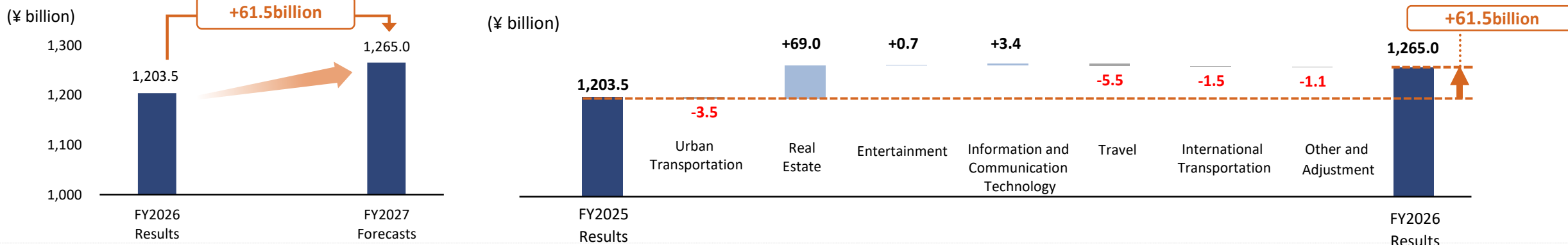
Aim to achieve 8% at an early stage

※ Special factors for FY2026: Impact from the Expo 2025 Osaka, Kansai, Japan and the Hanshin Tigers championship victory

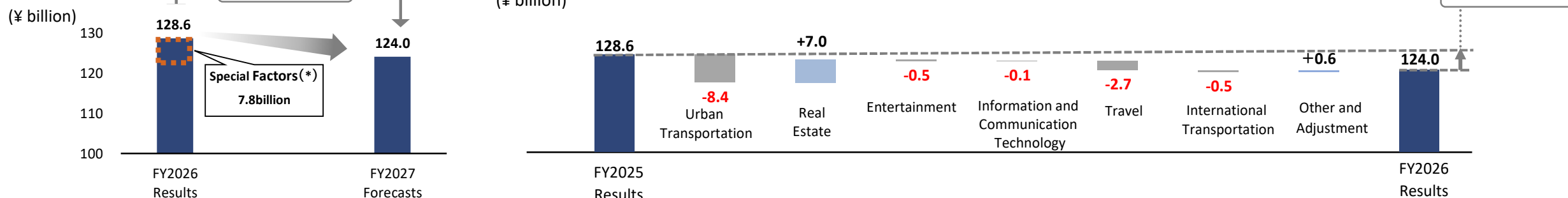
FY2027 Forecasts

- Revenue is expected to increase due to significant growth in the Real Estate segment. Nevertheless, profit is expected to decrease due to the impact of the situation in the Middle East together with the non-recurrence of special demand related to the Expo 2025 Osaka, Kansai, Japan and professional baseball in the previous period.
- However, in addition to the reversal of extraordinary losses from the previous period, profit attributable to owners of parent is expected to increase due to the recognition of gains from asset sales.

Operating revenue

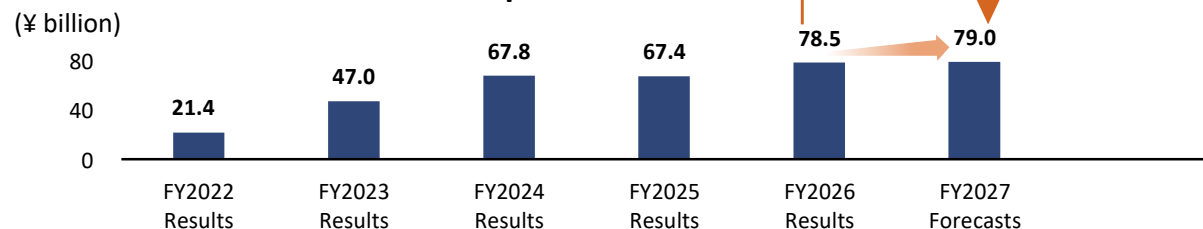


Business Profit



*Special factors for FY2026: Impact from the Expo 2025 Osaka, Kansai, Japan and the Hanshin Tigers championship victory

Profit attributable to owners of parent



Flexible Returns to Shareholders (1)

■ Changes to the Shareholder Return Policy

- We aim to achieve medium-to long-term growth while simultaneously maintaining control over the balance sheet to improve capital efficiency through enhanced shareholder return and other means.
- Based on this approach, we have decided to make changes to its shareholder return policy from FY2026 as follows to enable flexible acquisition and cancellation of its treasury stock considering cash flow situation, stock price trends, and other factors.

Before	<ul style="list-style-type: none">● We will pursue growth investments aimed at medium- to long-term expansion while maintaining financial soundness, and strive to return value to shareholders with a focus on capital efficiency.● Regarding shareholder returns, we will maintain a stable dividend with a minimum annual dividend of JPY 100 per share, and flexibly acquire treasury stock, taking into account cash flow, with a total payout ratio target of approximately 50%.● Regarding treasury stock, the maximum holding is set at 5% of the total number of issued shares. Any shares exceeding this limit will be cancelled. <p>[Reference] Formula for calculating total payout ratio</p> $\text{Total payout ratio of FY[N](\%)} = \frac{(\text{Total dividend of FY[N]})+(\text{Acquisition of treasury stock in FY[N+1]})}{(\text{Net income attributable to owners of parent in FY[N]})} \times 100$
After	<ul style="list-style-type: none">● We will pursue investments aimed at medium- to long-term growth while maintaining financial soundness, and strive to return value to shareholders with a focus on capital efficiency.● Regarding shareholder returns, we will achieve <u>a total cumulative payout ratio of more than 50% over the six-year period from fiscal year ending March 2026 to fiscal year ending March 2031</u> leading to a stable dividend with a minimum annual dividend of JPY 100 per share, and <u>flexible acquisition of its treasury stock up to the end of fiscal year ending March 2031 considering cash flow situation, stock price trends, and other factors.</u>

Flexible Returns to Shareholders (2)

- Total returns to shareholders for the total cumulative payout ratio six-year period from FY2026 to FY2031 shall be **¥250 billion or more**, of which at least **¥100 billion in treasury stock will be acquired by the end of the FY2031**.
- The acquisition of treasury stock announced at this time is set at **¥30 billion**, and we will continue to **flexibly acquire treasury stock** moving forward.

Future Shareholder Return Policy (Six-year cumulative total for FY2026–FY2031)



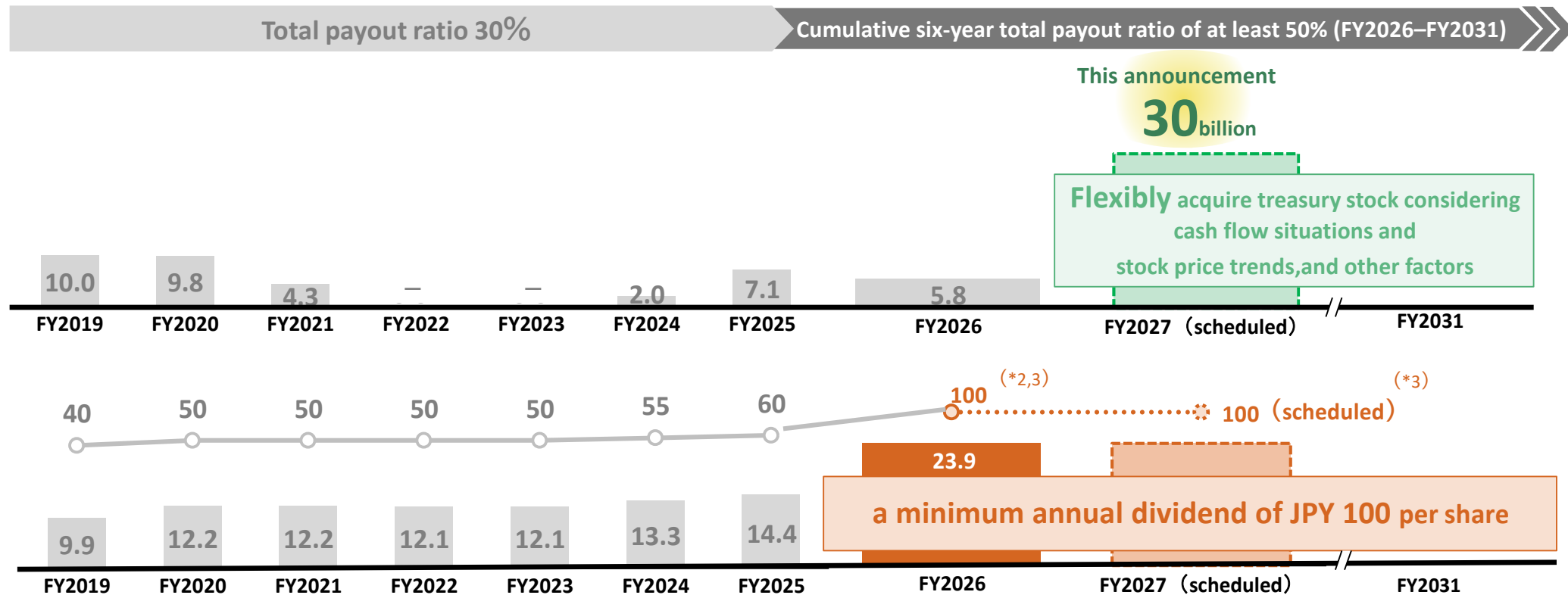
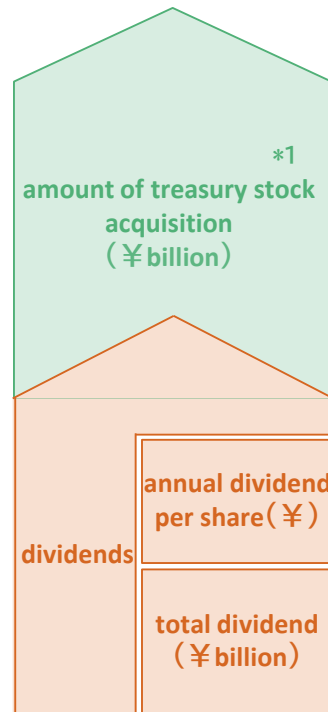
Total payout ratio
at least **50%**



total payout ratio (indicative)
at least **250 billion**



The acquisition of
treasury stock (indicative)
at least **100 billion**



*1 From FY2019 to FY2026, treasury stock acquisitions were made under the previous Shareholder Return Policy (based on the profit for the preceding fiscal year)

*2 If the proposal concerning the appropriation of surplus is approved at the Ordinary General Meeting of Shareholders on June 18, 2026

*3 Interim dividend of ¥50/year-end dividend of ¥50

II . Performance Highlights for Fiscal 2026 (Ended March 2026)

Consolidated Statements of Income (Summary)

	FY2026 Results	FY2025 Results	Change
Consolidated Subsidiaries	111 companies	111 companies	– (4 companies increase, 4 companies decrease)
Equity-Method Affiliates	15 companies	13 companies	+2 (2 companies increase)
Total	126 companies	124 companies	+2 companies

(¥ million)	FY2026 Results	FY2025 Results	Change	Remarks
Operating revenue	Record high 1,203,506	1,106,854	+96,652 (+8.7%)	For details, please see P12.
Operating profit	Record high 127,136	110,879	+16,257 (+14.7%)	
[Business profit]	[128,580]	[112,124]	[+16,456] [+14.7%]	
Non-operating income	23,021	19,719	+3,302	Share of profit of entities accounted for using equity method +846
Non-operating expenses	25,609	19,356	+6,252	Interest expenses +3,705
Ordinary profit	Record high 124,548	111,242	+13,306 (+12.0%)	
Extraordinary income	12,362	5,953	+6,409	Gain on sale of investment securities +7,712
Extraordinary losses	21,992	14,399	+7,592	Provision for loss on removal of property and equipment +6,153
Profit attributable to owners of parent	Record high 78,538	67,386	+11,152 (+16.5%)	
[Reference]				
Depreciation and amortization	68,779	64,475	+4,303	
Financial balance (1) - (2)	-13,048	-9,876	-3,171	
Interest and dividend income (1)	2,722	2,188	+534	
Interest expenses (2)	15,770	12,065	+3,705	

Note: Business profit = Operating profit + Equity-method gains/losses related to overseas business investments, etc.

Consolidated Statements of Income (Breakdown for each business segment)

Key results in current period

Revenue and profit increased on the back of a significant increase in revenue from condominium sales in the Real Estate segment as well as demand captured mainly in the Urban Transportation segment and Hotel business in association with the Expo 2025 Osaka, Kansai, Japan and strong performance in the Sports business following the Hanshin Tigers' victory in the league championship.

(¥ million)	Operating revenue			Operating profit [Business profit]		
	FY2026 Results	FY2025 Results	Change	FY2026 Results	FY2025 Results	Change
Urban Transportation	214,293	205,177	+9,116	35,298	35,135	+162
Real Estate	406,705	367,788	+38,916	67,113 [68,556]	57,629 [58,873]	+9,483 [+9,682]
Entertainment	91,171	82,542	+8,628	13,091	11,406	+1,685
Information and Communication Technology	71,968	70,088	+1,880	7,841	6,879	+962
Travel	296,546	261,104	+35,442	5,423	5,298	+125
International Transportation	106,472	104,717	+1,755	2,049	-1,284	+3,334
Other	73,564	69,647	+3,916	4,293	3,660	+632
Adjustment	-57,216	-54,212	-3,003	-7,974	-7,844	-129
Total	1,203,506	1,106,854	+96,652	127,136 [128,580]	110,879 [112,124]	+16,257 [+16,456]

Note: 1) Business profit = Operating profit + Equity-method gains/losses related to overseas business investments, etc.

2) Effective from FY2026, the revenue and expenses of certain subsidiaries engaged in the Retailing business within the Urban Transportation segment are now presented under the Other segment. The figures for the corresponding period of the previous year have been reclassified accordingly for comparison purposes.

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Urban Transportation Results

- Revenue increased in the Railway business as ridership increased, driven by the Expo 2025 Osaka, Kansai, Japan and inbound demand. Nevertheless, profit decreased due to increases in expenses, among other factors, including depreciation and amortization associated with capital investments such as the installation of platform screen doors.
- Revenue and profit increased in the Automobile business due to the operation of shuttle buses associated with the Expo 2025 Osaka, Kansai, Japan as well as fare revisions on some routes.

(¥ million)	FY2026 Results	FY2025 Results	Change	%
Operating revenue	214,293	205,177	+9,116	+4.4%
Operating profit	35,298	35,135	+162	+0.5%

[Breakdown by type of business]

(¥ billion)	Operating revenue			Operating profit		
	FY2026 Results	FY2025 Results	Change	FY2026 Results	FY2025 Results	Change
Railway	160.3	153.4	+7.0	37.3	37.8	-0.5
Automobile	48.1	44.8	+3.3	4.0	2.5	+1.6
Retailing	7.2	8.5	-1.3	1.3	1.6	-0.2
Others	10.4	10.5	-0.1	1.0	0.8	+0.2

Note: Not including head office expenses / adjustments.

[Urban Transportation] Railway Performance Results

Hankyu Corporation

	Fare revenues (¥ million)				Passenger volumes (Thousands)			
	FY2026 Results	FY2025 Results	Change		FY2026 Results	FY2025 Results	Change	
Commuter pass	33,754	33,013	+740	(+2.2%)	327,272	318,964	+8,308	(+2.6%)
Workers	29,515	28,891	+624	(+2.2%)	230,808	225,791	+5,016	(+2.2%)
Students	4,238	4,122	+116	(+2.8%)	96,464	93,172	+3,291	(+3.5%)
Other tickets	65,476	62,265	+3,211	(+5.2%)	301,371	290,022	+11,348	(+3.9%)
Total	99,231	95,278	+3,952	(+4.1%)	628,643	608,987	+19,656	(+3.2%)

Hanshin Electric Railway

	Fare revenues (¥ million)				Passenger volumes (Thousands)			
	FY2026 Results	FY2025 Results	Change		FY2026 Results	FY2025 Results	Change	
Commuter pass	12,919	12,449	+469	(+3.8%)	128,042	124,258	+3,784	(+3.0%)
Workers	11,726	11,286	+439	(+3.9%)	102,840	99,776	+3,064	(+3.1%)
Students	1,192	1,162	+30	(+2.6%)	25,202	24,482	+719	(+2.9%)
Other tickets	24,945	23,065	+1,879	(+8.1%)	126,284	118,288	+7,995	(+6.8%)
Total	37,864	35,515	+2,349	(+6.6%)	254,326	242,547	+11,779	(+4.9%)

Note: 1) Revenue amounts less than one million yen, and numbers of passengers less than one thousand, are omitted.

2) For Hankyu Railway, "other ticket revenue/ridership" includes revenue/ridership associated with the PiTaPa usage sections.

3) Sum of tier 1 and tier 2 railway operators for both Hankyu Corporation and Hanshin Electric Railway.

4) Barrier-free charge is added to regular rail fares and included in the fare revenues from "Other tickets" and "Commuter pass: workers" for both Hankyu Corporation and Hanshin Electric Railway.

[Urban Transportation] Transportation Revenue (Factors of YoY Change)

Hankyu Corporation

Transportation revenue (tier 1 + tier 2)

(¥ million)

Totals for commuter passes and other tickets	Q1	Q2	Q3	Q4	Total
FY2026 Results	26,065	24,576	25,354	24,234	99,231
FY2025 Results	24,059	23,349	24,344	23,525	95,278
Change	+1,005	+1,227	+1,010	+709	+3,952
(%)	+4.1	+5.2	+4.1	+3.0	+4.1

Factors of YoY Change (estimated)

- Impact of increased transportation demand (including inbound travel) **+2,226 million**
- Impact of Expo 2025 **+783 million**
- Impact of seat reservation fees (PRiVACE) **+383 million**
- and others**

Hanshin Electric Railway

Transportation revenue (tier 1 + tier 2)

(¥ million)

Totals for commuter passes and other tickets	Q1	Q2	Q3	Q4	Total
FY2026 Results	9,601	9,865	9,324	9,072	37,864
FY2025 Results	8,973	9,046	8,769	8,725	35,515
Change	+628	+818	+555	+347	+2,349
(%)	+6.9	+9.0	+6.3	+3.9	+6.6

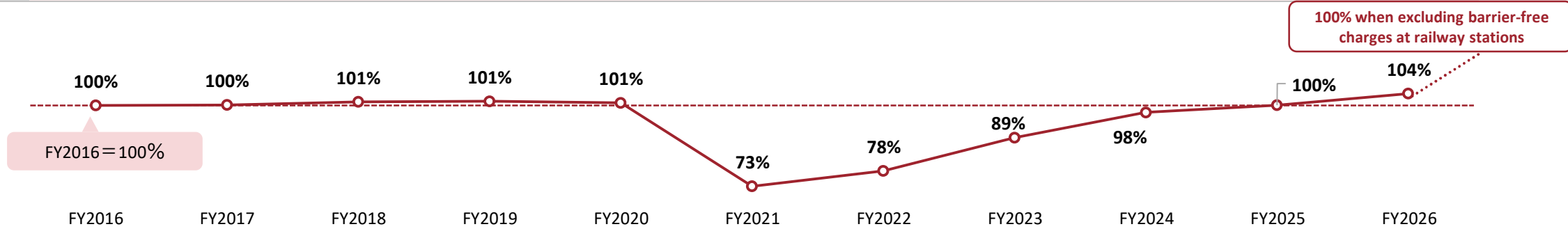
Factors of YoY Change (estimated)

- Impact of increased transportation demand (including inbound travel) **+1,433 million**
- Impact of Expo 2025 **+431 million**
- Impact of collecting barrier-free charges for railway stations **+260 million**
- and others**

[Urban Transportation] Referential Information

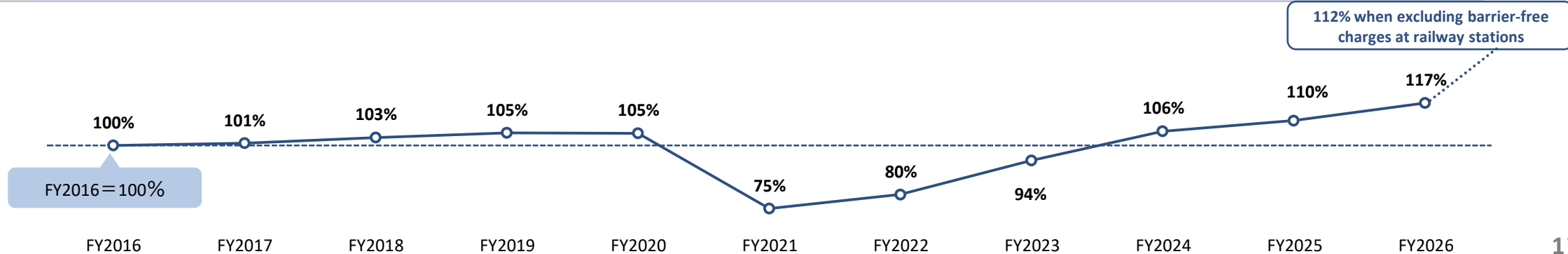
Hankyu line / Transportation revenue (tier 1 + tier 2)

(¥ million)	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Commuter passes	32,272	32,628	33,198	33,456	34,119	28,093	28,654	29,900	32,244	33,013	33,754
Other tickets	62,920	62,720	63,137	63,059	61,887	40,982	45,422	54,908	60,674	62,265	65,476
Total	95,192	95,348	96,335	96,516	96,007	69,075	74,077	84,809	92,919	95,278	99,231



Hanshin line / Transportation revenue (tier 1 + tier 2)

(¥ million)	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Commuter passes	11,372	11,563	11,797	12,024	12,327	10,476	10,628	11,096	12,010	12,449	12,919
Other tickets	21,035	21,136	21,638	22,030	21,665	13,725	15,397	19,365	22,242	23,065	24,945
Total	32,407	32,699	33,436	34,054	33,993	24,202	26,026	30,462	34,253	35,515	37,864



Real Estate Results

- Revenue increased in the Real estate leasing and others business as a result of steady performance across properties and the sale of a short-term recovery-based logistics facility. Nevertheless, profit decreased due to increases in expenses in association with the opening of the GRAND GREEN OSAKA South Building.
- Revenue and profit increased due to the sale of high-priced condominiums in the Housing business and the contribution from the results of an Australian subsidiary for the full year in the Overseas real estate business.

(¥ million)	FY2026 Results	FY2025 Results	Change	%
Operating revenue	406,705	367,788	+38,916	+10.6%
Operating profit	67,113	57,629	+9,483	+16.5%
[Business profit]	[68,556]	[58,873]	[+9,682]	[+16.4%]

[Breakdown by type of business]

(¥ billion)	Operating revenue			Operating profit [Business profit]		
	FY2026 Results	FY2025 Results	Change	FY2026 Results	FY2025 Results	Change
Real estate leasing and others	196.8	184.3	+12.5	43.8	44.4	-0.6
Housing	167.3	145.1	+22.1	27.7	19.0	+8.7
Overseas real estate	16.6	12.1	+4.5	7.9 [9.3]	3.6 [4.8]	+4.3 [+4.5]
Hotel	67.7	65.1	+2.6	3.7	4.2	-0.5

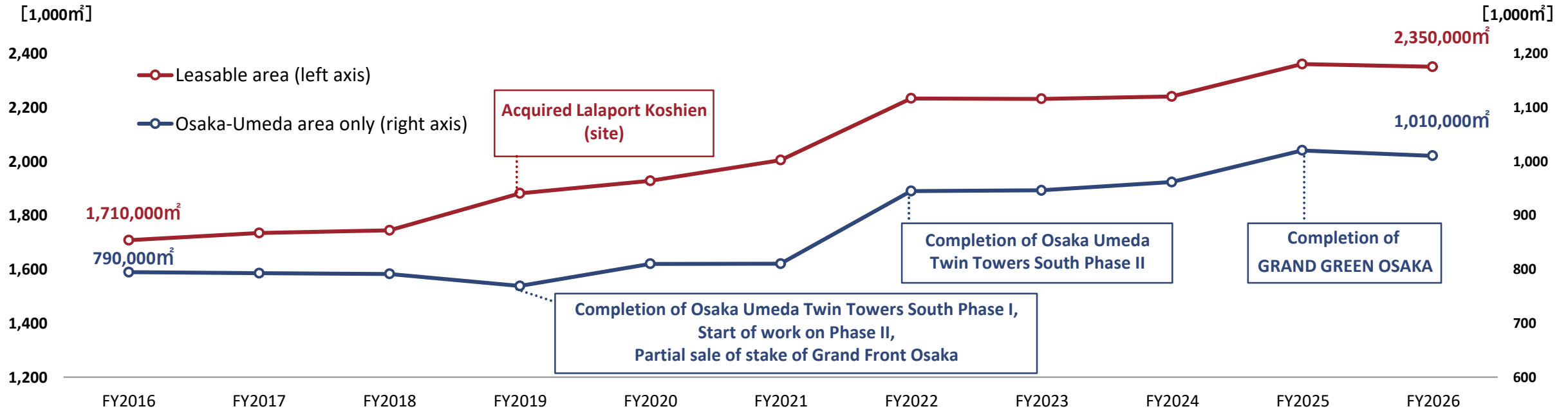
Note: 1) Not including head office expenses / adjustments.

2) Business profit = Operating profit + Equity-method gains/losses related to overseas business investments, etc.

3) Beginning in FY2026, business names within the Real Estate segment have been revised from "Real estate leasing" to "Real estate leasing and others," and "Real estate sales and others" to "Housing," respectively. Additionally, revenue and expenses previously included under "Real estate sales and others," such as those from property management, building maintenance, real estate funds, and REITs, will now be included under "Real estate leasing and others." Comparative figures for the same period of the previous fiscal year have also been restated accordingly.

[Real Estate] Referential Information

Leasable area (at the end of fiscal year)



[Osaka Umeda Twin Towers South]



[GRAND GREEN OSAKA]

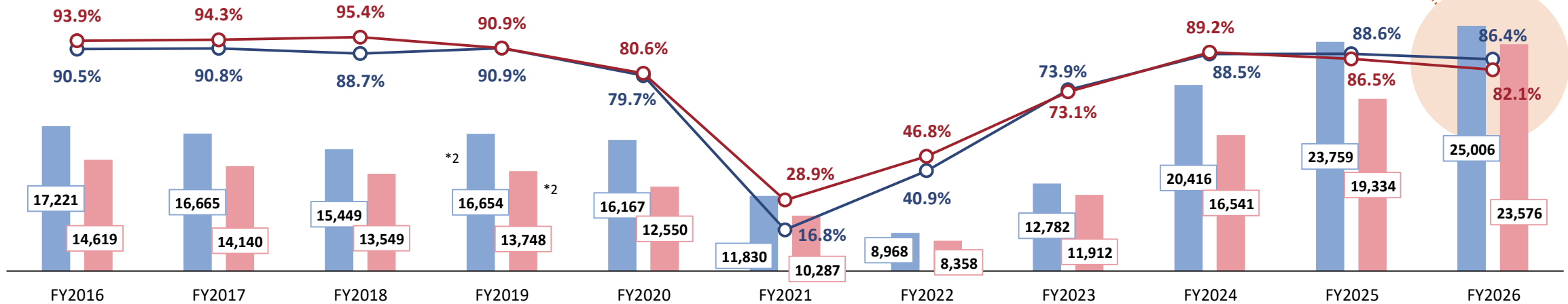


[Real Estate] Referential Information

Average daily rate (ADR) and occupancy rate *1

■ Tokyo metropolitan area ADR (left axis) ■ Kansai area ADR (left axis)
○ Tokyo metropolitan area occupancy rate (right axis) ○ Kansai area occupancy rate (right axis)

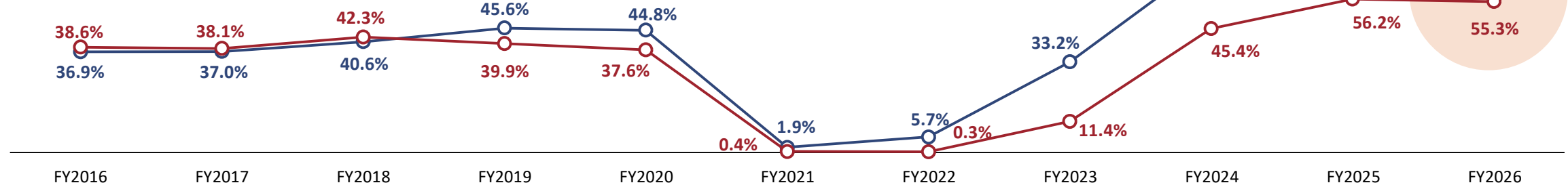
Total figures for FY2026
 Occupancy rate **83.5%** (-3.6P from previous year)
 Average daily rate (ADR) **¥24,038** (+¥3,366 from previous year)



Non-Japanese guests as a percentage of overnight-stay guests

○ Tokyo metropolitan area ○ Kansai area

Total figures for FY2026
 62.0% (-0.1P from previous year)



*1 The data omits the COVID-related temporary closures of some hotels.

*2 Since FY2020, we started reporting the earnings of overseas online travel agents on a gross basis, rather than on a net basis as before. The new method (gross basis) has been applied retroactively to the previous fiscal year.

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Entertainment Results

- Revenue and profit increased following strong performance in the Sports business as a result of events such as the Hanshin Tigers' league championship win.
- Revenue and profit decreased in the Stage business following a decline in the number of performances at the Umeda Arts Theater and a decline in the sales of Takarazuka Revue-related merchandise, despite an increase in the number of Takarazuka Revue performances.

(¥ million)	FY2026 Results	FY2025 Results	Change	%
Operating revenue	91,171	82,542	+8,628	+10.5%
Operating profit	13,091	11,406	+1,685	+14.8%

[Breakdown by type of business]

(¥ billion)	Operating revenue			Operating profit		
	FY2026 Results	FY2025 Results	Change	FY2026 Results	FY2025 Results	Change
Sports	57.1	48.2	+8.8	12.4	10.1	+2.3
Stage	34.0	34.2	-0.2	2.7	3.2	-0.5

Note: Not including head office expenses / adjustments.

[Entertainment] Referential Information

Hanshin Tigers Home Game : Admission numbers

	2018	2019	2020	2021	2022	2023	2024	2025
Admissions (Thousands of people)	2,899	3,091	518	749	2,619	2,916	3,010	2,962
Ranking	6	3	2	2	3	1	2	1

Note: "Admissions" indicates the actual number of admissions for a given season (calendar year).

Number of shows

Takarazuka Grand Theater: **407** (+64 from previous year)

Tokyo Takarazuka Theater: **410** (+12 from previous year)

· In FY2025, some performances were rescheduled, and there was a temporary suspension due to the facility renovation at the Takarazuka Grand Theater.

Takarazuka Revue : Audience numbers

(thousands of people)	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Total	3,128	2,991	1,565	2,727	2,781	2,737	2,817	2,854
Takarazuka Grand Theater	1,207	1,106	485	904	925	823	904	1,065
Tokyo Takarazuka Theater	990	917	460	785	801	815	841	867
Other Theaters	598	572	200	428	474	482	487	462
Live screening *1 Live streaming *2	333	396	420	610	581	616	585	460

*1 Audiences who paid to see performance screened live in cinema

*2 Audiences who paid to view livestream performance on home TV or device (started from FY2021)

Information and Communication Technology Results

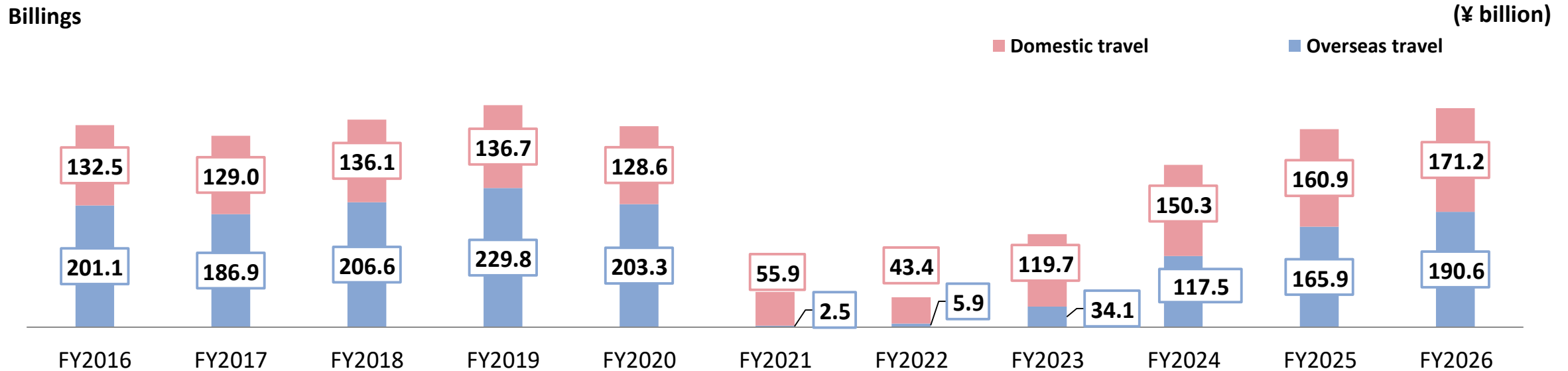
Revenue and profit increased due to an increase in orders for e-commerce and other Internet-related business and transportation terminal operation systems in the Information services business and gains in Internet service subscribers in the Broadcast and communications business.

(¥ million)	FY2026 Results	FY2025 Results	Change	%
Operating revenue	71,968	70,088	+1,880	+2.7%
Operating profit	7,841	6,879	+962	+14.0%

Travel Results

In Q4, in addition to the impact from the escalating tensions in the Middle East, various expenses increased. Nevertheless, revenue and profit increased for the full year, driven by a rise in long-distance tour bookings in overseas travel, steady performance in domestic travel, and the receipt of transportation support service contracts related to the Expo 2025 Osaka, Kansai, Japan.

(¥ million)	FY2026 Results	FY2025 Results	Change	%
Operating revenue	296,546	261,104	+35,442	+13.6%
Operating profit	5,423	5,298	+125	+2.4%



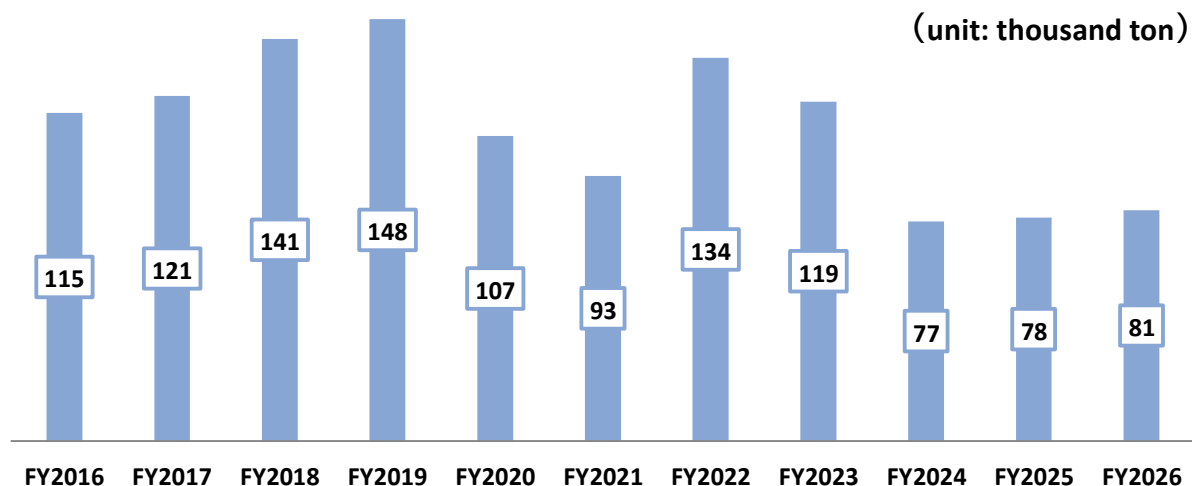
* The figures from FY2016 to FY2023 represent the aggregate amounts from Hankyu Travel International and Hankyu Hanshin Business Travel, and Hanshin Travel International (offsetting intercompany transactions). The figures from FY2024 to FY2026 represent the aggregate amounts from Hankyu Travel International and Hankyu Hanshin Business Travel (offsetting intercompany transactions).

International Transportation Results

Revenue and profit increased, driven by a recovery in air freight across Japan, China, and ASEAN regions.

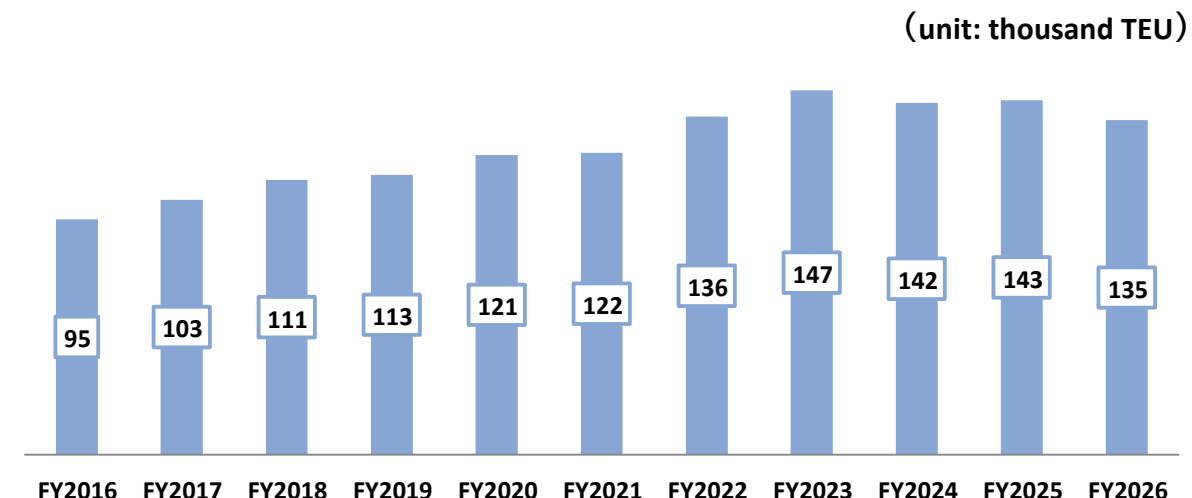
(¥ million)	FY2026 Results	FY2025 Results	Change	%
Operating revenue	106,472	104,717	+1,755	+1.7%
Operating profit	2,049	-1,284	+3,334	—

Air Export Freight Weight



TEU* -measured overseas export volume

*TEU: 'Twenty-foot equivalent unit'—a unit of cargo capacity based on the volume of a 20-foot-long container



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Consolidated Statement of Income (Non-operating Income and Expenses)

(¥ million)	FY2026 Results	FY2025 Results	Change
Operating profit	127,136	110,879	+ 16,257
Non-operating income	23,021	19,719	+ 3,302
Equity in income of affiliates	16,298	15,451	+ 846
Non-operating expenses	25,609	19,356	+ 6,252
Interest expenses	15,770	12,065	+ 3,705
Provision for doubtful accounts	3,099	38	+ 3,060
Ordinary profit	124,548	111,242	+ 13,306

Consolidated Statement of Income (Extraordinary Income and Losses)

(¥ million)	FY2026 Results	FY2025 Results	Change
Extraordinary income and losses	-9,629	-8,446	-1,182
Extraordinary income	12,362	5,953	6,409
Contribution received for construction	2,014	3,984	-1,970
Gain on sale of non-current assets	2,082	280	1,802
Gain on sale of investment securities	7,743	30	7,712
Other	521	1,657	-1,135
Extraordinary losses	21,992	14,399	7,592
Loss on tax purpose reduction entry of non-current assets	2,649	4,032	-1,382
Impairment losses	7,308	3,399	3,909
Provision for loss on removal of property and equipment	8,145	1,992	6,153
Other	3,887	4,975	-1,088

Consolidated Statement of Income (Profit attributable to owners of parent)

(¥ million)	FY2026 Results	FY2025 Results	Change
Profit before income taxes	114,919	102,795	12,123
Total income taxes	31,451	33,935	-2,484
Income taxes—current	34,228	31,568	2,660
Income taxes—deferred	-2,777	2,367	-5,144
Profit	83,467	68,859	14,608
Profit attributable to non-controlling interests	4,929	1,473	3,455
Profit attributable to owners of parent	78,538	67,386	11,152

Consolidated Balance Sheets

(¥ million)		FY2026 Results	FY2025 Results	Change	Remarks																								
Assets	Current assets	756,658	618,119	+ 138,539	Land and buildings for sale +102,693																								
	Non-current assets	2,786,931	2,665,334	+ 121,596	Investment securities +89,507 Property, plant and equipment and intangible assets +21,124																								
	Total assets	3,543,589	3,283,453	+ 260,135																									
Liabilities	Current liabilities	592,732	536,001	+ 56,730	<table border="1"> <thead> <tr> <th></th> <th>FY2026 Results</th> <th>FY2025 Results</th> <th>Change</th> </tr> </thead> <tbody> <tr> <td>Debt</td> <td>1,107,065</td> <td>943,393</td> <td>+ 163,671</td> </tr> <tr> <td>Bonds</td> <td>315,000</td> <td>325,000</td> <td>-10,000</td> </tr> <tr> <td>Lease liabilities</td> <td>12,494</td> <td>14,382</td> <td>-1,888</td> </tr> <tr> <td>Interest-bearing debt</td> <td>1,434,559</td> <td>1,282,775</td> <td>+ 151,783</td> </tr> <tr> <td>Net interest-bearing debt</td> <td>1,362,282</td> <td>1,221,723</td> <td>+ 140,558</td> </tr> </tbody> </table>		FY2026 Results	FY2025 Results	Change	Debt	1,107,065	943,393	+ 163,671	Bonds	315,000	325,000	-10,000	Lease liabilities	12,494	14,382	-1,888	Interest-bearing debt	1,434,559	1,282,775	+ 151,783	Net interest-bearing debt	1,362,282	1,221,723	+ 140,558
		FY2026 Results	FY2025 Results	Change																									
	Debt	1,107,065	943,393	+ 163,671																									
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Interest-bearing debt	1,434,559	1,282,775	+ 151,783																										
Net interest-bearing debt	1,362,282	1,221,723	+ 140,558																										
Non-current liabilities	1,749,511	1,614,992	+ 134,519																										
Total liabilities	2,342,243	2,150,993	+ 191,250																										
Net assets	Shareholders' equity	1,028,747	975,572	+ 53,175	Profit attributable to owners of parent +78,538 Payment dividend -19,156																								
	Accumulated other comprehensive income	75,201	60,319	+ 14,881																									
	Non-controlling interests	97,396	96,568	+ 828																									
	Total net assets	1,201,345	1,132,460	+ 68,885																									
Equity ratio	31.2%	31.5%	-0.3 p																										

Note: Net interest-bearing debt = Interest-bearing debt – Cash and Deposits

Consolidated Statement of Cash Flows

(¥ million)	FY2026 Results	FY2025 Results
Cash flows from operating activities	51,679	87,417
Profit before income taxes	114,919	102,795
Depreciation	68,779	64,475
Interest expenses	15,770	12,065
Increase in trade receivables	-28,872	1,290
Decrease (increase) in inventories	-101,902	-92,823
Income taxes paid	-34,476	-19,441
Cash flows from investing activities	-163,059	-167,637
Purchase of non-current assets	-109,338	-127,951
Purchase of investment securities *1	-85,697	-69,002
Proceeds from sale of investment securities	10,422	11,011
Receipt of contributions for construction works	15,687	21,565
Cash flows from financing activities	122,681	79,471
Income (expenditure) from borrowings, corporate bonds, or similar items [net] *2	150,664	105,389
Dividends paid	-19,156	-14,472
Purchase of treasury shares	-5,859	-7,159
Effect of exchange rate change on cash and cash equivalents	2,163	1,683
Net increase (decrease) in cash and cash equivalents	13,464	934
Cash and cash equivalents at beginning of period	56,014	53,808
Increase in cash and cash equivalents resulting from inclusion of subsidiaries	93	1,271
Cash and cash equivalents at end of period	69,573	56,014

*1

This includes purchase of shares of subsidiaries resulting in change in scope of consolidation. Such purchases created an outflow of ¥-1,944 million in FY2025 and none in FY2026.

*2

“Similar items” includes commercial papers.

[Reference] Consolidated Statement of Capital Expenditure

(¥ billion)	FY2026	FY2026	Change	FY2026	Change	FY2026	Change	FY2025	Change
	Results	Results	=(1)-(2)	Results	=(1)-(3)	Results	=(1)-(4)	Results	=(1)-(5)
	(1)	(As of October) (2)		(As of July) (3)		(As of May) (4)		(5)	
Total capital expenditure	93.7	114.9	-21.2	115.4	-21.7	115.4	-21.7	116.9	-23.2
[Breakdown for each business segment]									
Urban Transportation	47.2	53.0	-5.8			54.2	-7.0	48.7	-1.5
Real Estate	28.0	38.2	-10.2			38.2	-10.2	41.0	-13.0
Entertainment	7.6	9.7	-2.1			8.9	-1.3	18.2	-10.6
Information and Communication Technology	4.6	5.7	-1.1			5.2	-0.6	5.6	-1.0
Travel	3.4	4.1	-0.7			2.4	1.0	1.0	2.4
International Transportation	2.1	2.8	-0.7			3.2	-1.1	3.0	-1.0

Note: Forecasts announced in July 2025 did not disclose capital expenditure by segment.

[Reference] Consolidated Statement of Depreciation and Amortization, EBITDA

(¥ billion)	FY2026 Results	FY2026 Results (As of October)	Change	FY2026 Results (As of July)	Change	FY2026 Results (As of May)	Change	FY2025 Results	Change
	(1)	(2)	=(1)-(2)	(3)	=(1)-(3)	(4)	=(1)-(4)	(5)	=(1)-(5)
Total Depreciation and amortization	68.8	69.4	-0.6	72.4	-3.6	72.4	-3.6	64.5	+4.3
[Breakdown for each business segment]									
Urban Transportation	29.5	30.1	-0.6			30.1	-0.6	27.1	+2.4
Real Estate	26.6	26.8	-0.2			27.1	-0.5	25.2	+1.4
Entertainment	4.8	4.8	+0.0			4.8	+0.0	3.9	+0.9
Information and Communication Technology	5.6	5.8	-0.2			5.9	-0.3	5.5	+0.1
Travel	0.8	0.9	-0.1			1.0	-0.2	0.9	-0.2
International Transportation	2.1	2.2	-0.1			3.0	-0.9	2.4	-0.2
Total EBITDA	200.0	201.0	-1.0	199.0	+1.0	193.0	+7.0	179.2	+20.8
[Breakdown for each business segment]									
Urban Transportation	64.8	64.5	+0.3			62.1	+2.7	62.3	+2.5
Real Estate	95.1	96.8	-1.7			95.9	-0.8	84.0	+11.1
Entertainment	17.9	17.8	+0.1			15.0	+2.9	15.4	+2.6
Information and Communication Technology	13.4	13.7	-0.3			13.7	-0.3	12.4	+1.1
Travel	6.2	6.3	-0.1			5.0	+1.2	6.2	-0.0
International Transportation	4.2	3.7	+0.5			3.3	+0.9	1.1	+3.1

Note: 1) EBITDA = Business profit (Operating profit + Equity-method gains/losses related to overseas business investments, etc.)+ Depreciation expenses + Amortization of goodwill

2) Forecasts announced in July 2025 did not disclose depreciation and amortization, EBITDA by segment.

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Ⅲ. Progress of Long-Term Management Plan

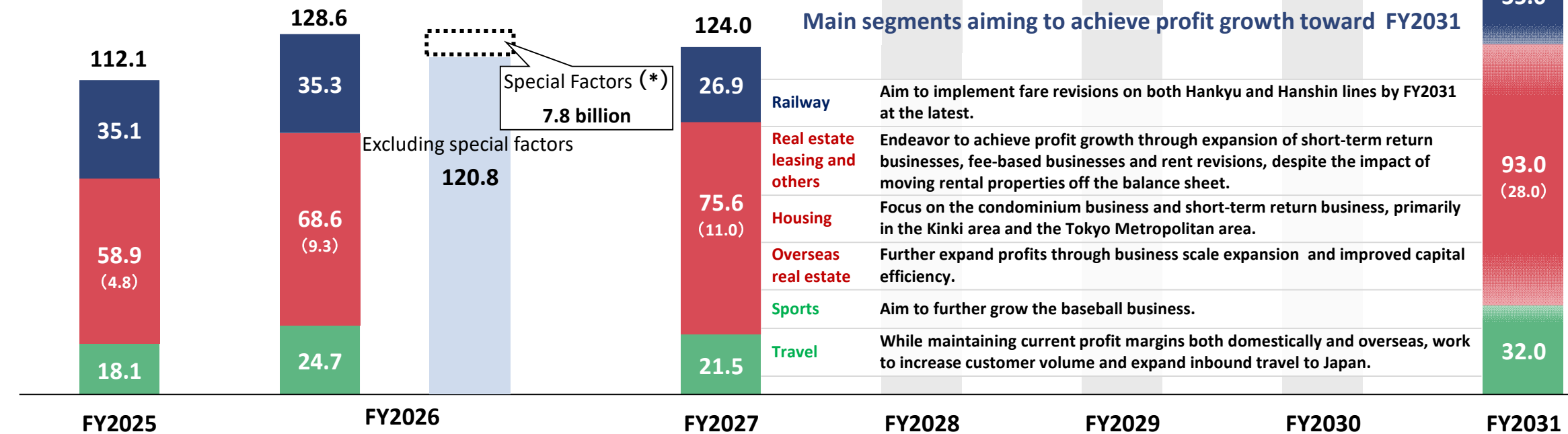
- The information is also available on our corporate website in the “Briefing Materials for the Long-Term Management Plan.”
<https://www.hankyu-hanshin.co.jp/en/ir/library/presentations/>

Profit Growth Outlook Toward FY2031 (For reference)

- We have made a promising start toward achieving our Long-Term Management Plan, with FY2026 results exceeding our initial forecast for business profit of ¥118 billion.
- We have moved forward with establishing concrete measures toward achieving our FY2031 business profit target of ¥160 billion, and have secured a clear pathway to achieving this profit target through the expansion of the condominium business and the short-term return business in the Real Estate segment, among other initiatives.
- Moving forward, we will continue to advance these strategies with the aim of reaching an **ROE of 8% at an early stage** and **making further improvements from there.**

Business profit () indicates the business profit of the Overseas real estate business

(¥ billion) ■ Urban Transportation ■ Real Estate ■ Entertainment and others



ROE 6.7%

7.3%

7.3%

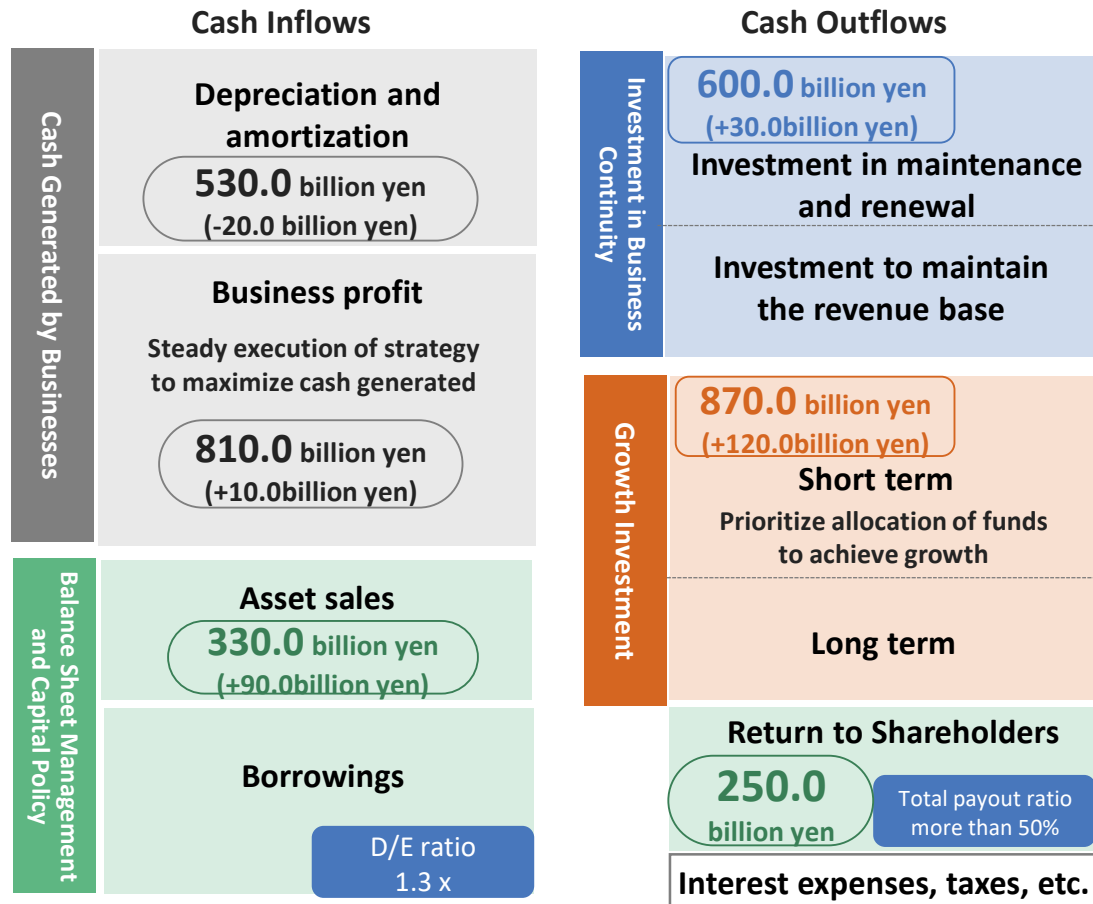
Aim to achieve 8% at an early stage

※ Special factors for FY2026: Impact from the Expo 2025 Osaka, Kansai, Japan and the Hanshin Tigers championship victory

Policy on Allocation of Funds to Improving Growth and Capital Efficiency (Cash Allocation Update)

- While scaling up growth investment, primarily focused on the domestic condominium business, we will increase asset sales while maintaining borrowing at a level that ensures financial discipline.
- We aim to achieve growth over the medium- to long-term by making the necessary investments while controlling the balance sheet to improve capital efficiency.

FY2026-FY2031 Cash Allocation (General Image)



Figures in parentheses indicate changes from the previous release.

Investment in Business Continuity

Make the necessary investments to maintain businesses and the revenue base, based on cash generated from businesses

- Investment in maintenance and renewal: Regular investment needed to maintain business continuity
 - Keep investment within the scope of depreciation, even under inflationary conditions
- Investment to maintain the revenue base: Investments necessary to improve station functions, etc. and increase value added
 - Use cash generated from business profit to cover

Growth Investment

Short term: Pursue growth by investing in projects that contribute to profit by FY2031

- Expand the real estate (global) business and other businesses where growth is anticipated

Long term: Identify large-scale investment opportunities to achieve growth that is not an extension of the past, in addition to investing in projects to recover investments from a long-term perspective

- Shibata 1 Project and other large-scale investment projects, M&A in information services business, etc.

Balance Sheet Management and Capital Policy

Shrink assets and improve efficiency

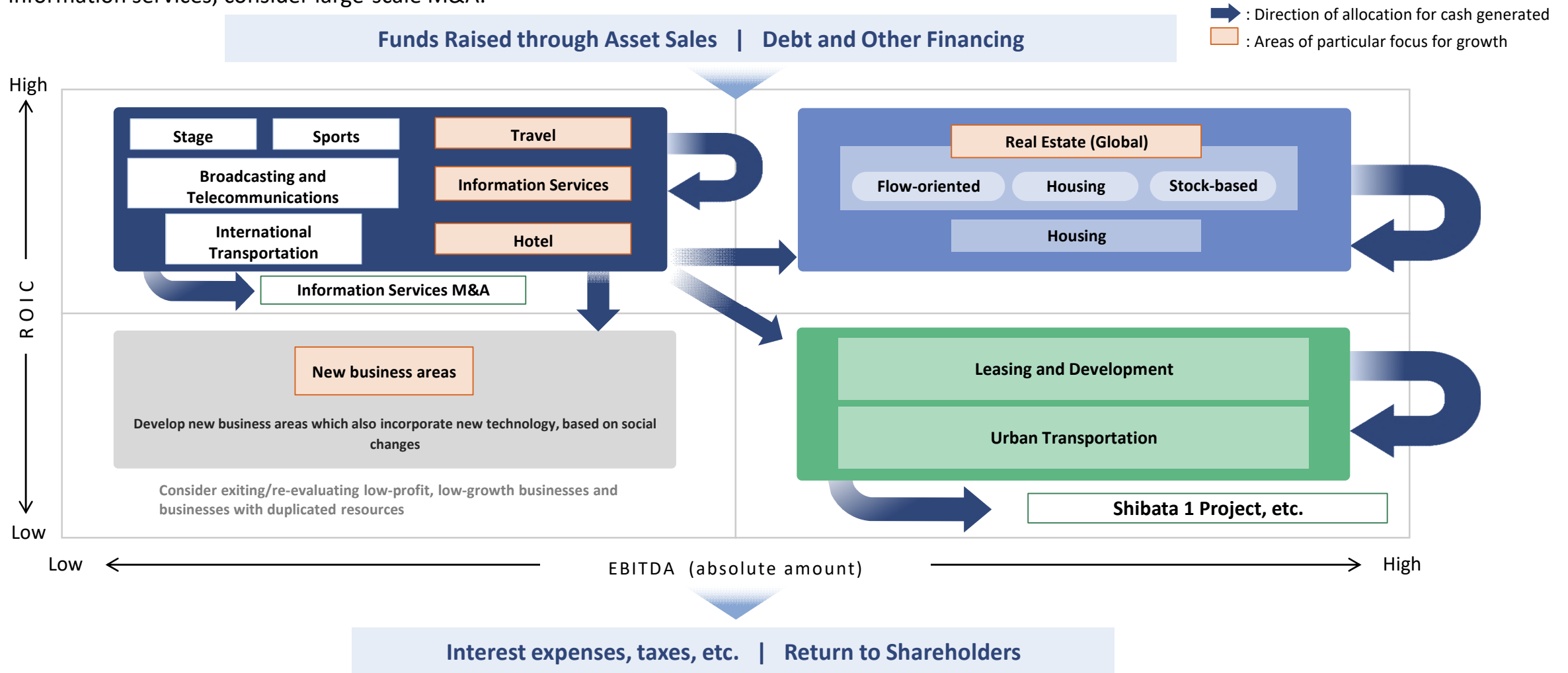
- Restructure the Real Estate portfolio, etc.

Engage in financing with an awareness of financial discipline and strengthen shareholder returns from the perspective of capital policy

- Utilize external borrowing in growth investment opportunities
Projected D/E ratio of 1.3x in FY2031
- Strengthen returns to a total payout ratio of more than 50%, while discerning the trend in results and investment opportunities

Approach to Group Portfolio Based on Return and Cash Generation Ability (through FY2031)

- Although the urban transportation and leasing and development businesses have a low rate of return, they possess the ability to generate substantial cash. Allocate the cash generated to investment to maintain the revenue base and investment in growth (Shibata 1 Project, etc.).
- In the real estate (global) and housing business, pursue further expansion of business scale and higher returns.
- In businesses in areas that have high ROIC and low EBITDA, focus on expansion of scale and endeavor to further improve returns. In the area of information services, consider large-scale M&A.

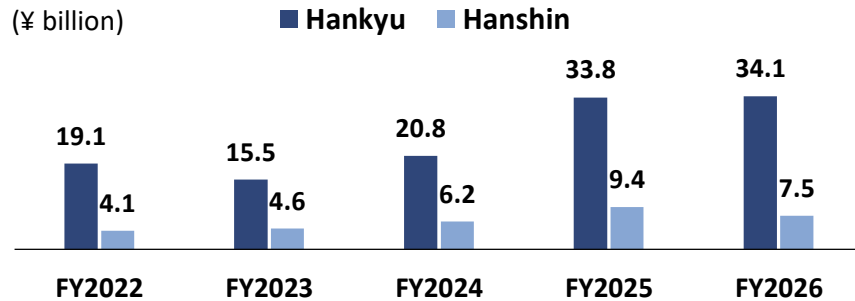


Improving Cash Generation Capabilities and Restructuring in the Urban Transportation Segment

Revisions to railway fares

- As a railway operator, the Group has continually invested in ensuring customer safety.
- In an aim to further enhance the value of the Company's line-side areas, we are moving forward with capital investments tied to improving safety and service quality (installing platform doors, updating trains, etc.) ahead of schedule.
- We are looking to implement fare revisions on Hankyu and Hanshin Lines by FY2031 at the latest.

● Amount of capital investment in the railway business

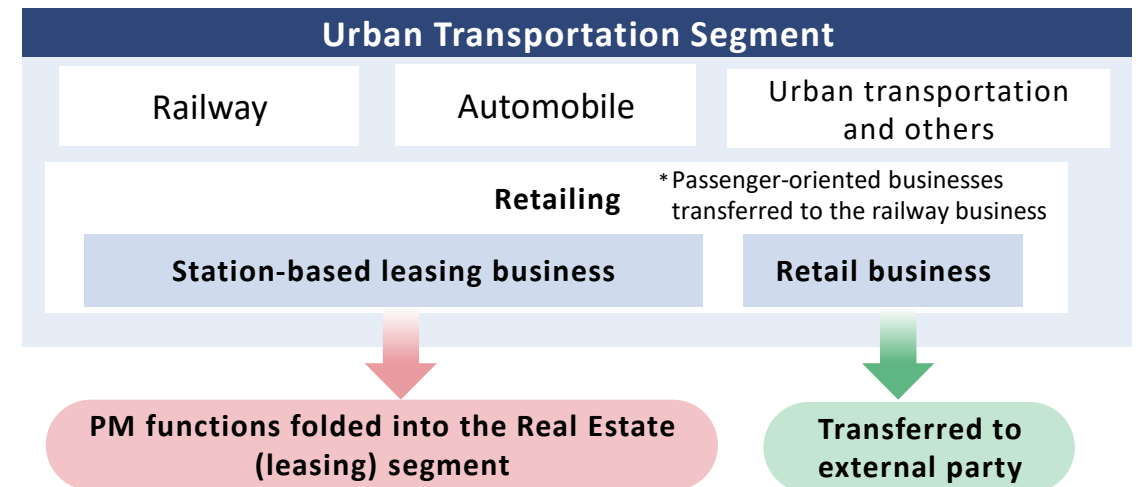


Restructuring the Retailing business

- In restructuring our retailing business, we folded station-based leasing PM functions into our Real Estate (leasing) segment, and transferred the retail business to an operator that is expected to drive its growth.

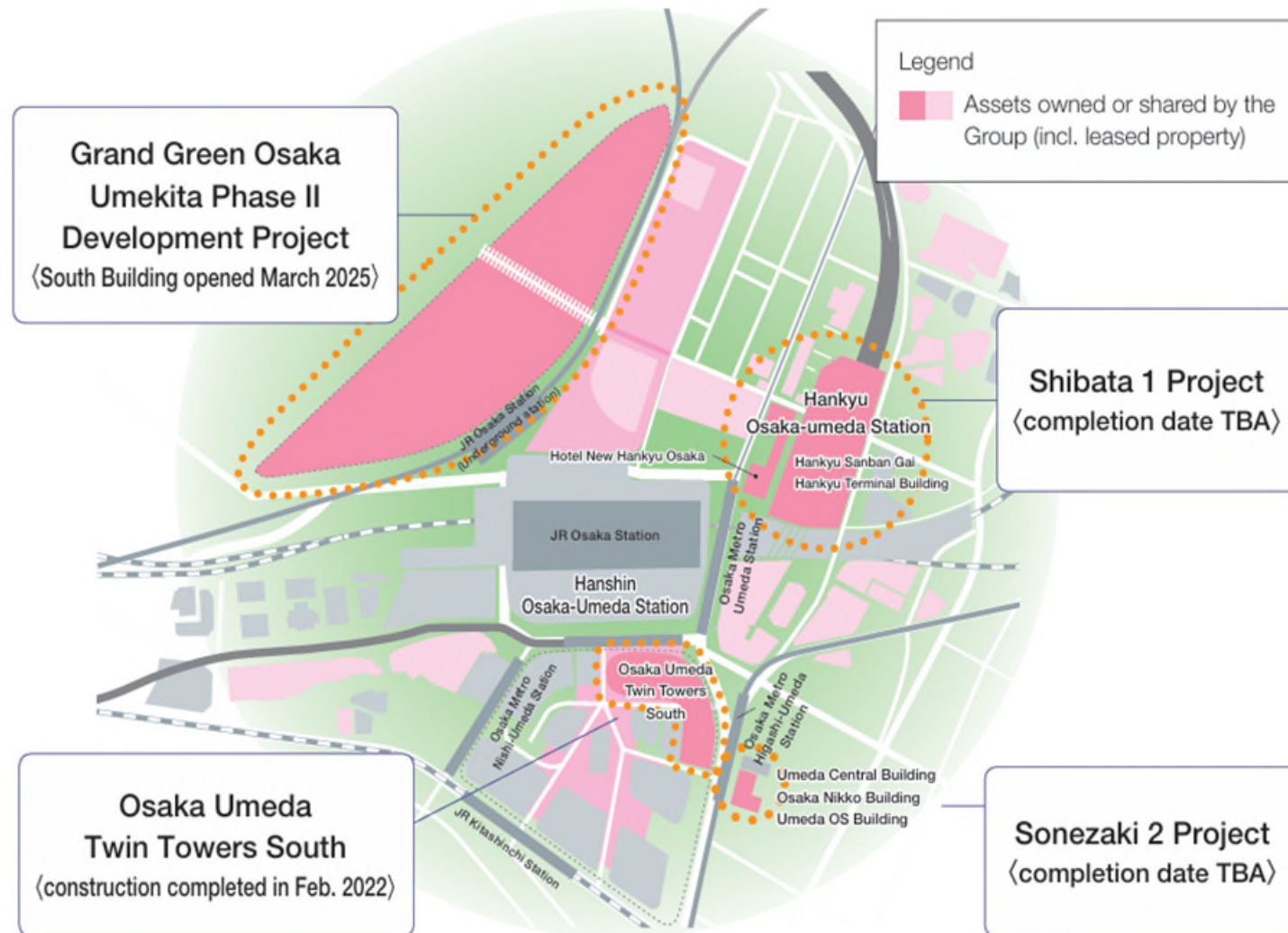
Looking ahead, while taking into account ongoing changes in our operating environment, we will appropriately allocate management resources by pursuing selection and concentration of our businesses, and will also consider externalizing businesses that do not contribute to our medium- to long-term growth.

● Image of restructuring the retailing business



Aiming to grow the value of Osaka-Umeda Area (1)

Status of urban development in the Osaka-Umeda area



- In December 2025, we held TAKARAZUKA FANTastic Christmas in UMEDA to commemorate the 111th anniversary of the Takarazuka Revue. We leveraged our assets in the Osaka-Umeda area to deploy the Takarazuka Revue, one of the Company's core strengths.

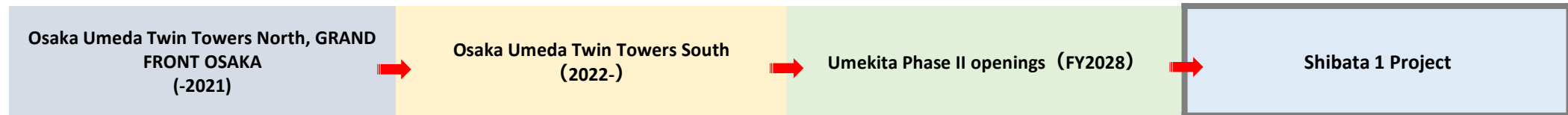


Aiming to grow the value of Osaka-Umeda Area (2)

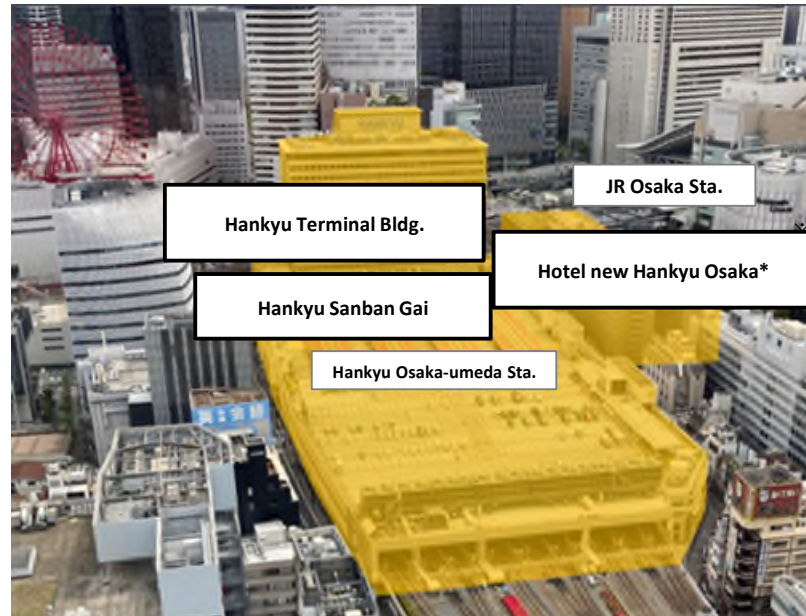
Shibata 1 Project

- Forming part of Umeda Vision, Shibata 1 Project is one of the major projects for the Osaka-Umeda area (following Umeda 1-1 Project and Umekita Phase II Development Project). It involves replacing Hotel new Hankyu Osaka* and Hankyu Terminal Building and redeveloping the whole of Hankyu Sanbangai. The project will raise the value of the area.
- The project looks ahead to the next generation and will leverage the distinctive characteristics of the terminal station to create a multifunctional hub befitting its role as the entrance to Umeda.

Recent development schedule for the Osaka-Umeda area



Targeted area for Shibata 1 Project



Demolition of the Hotel new Hankyu Osaka/ renovation work on Hankyu Osaka-Umeda Station

- Work commenced on the demolition of the Hotel new Hankyu Osaka in December 2025, and on the renovation of the third-floor concourse and platforms at the Hankyu Osaka-umeda Station in January 2026.



*Demolition work on the new Hankyu Osaka commenced in December 2025.

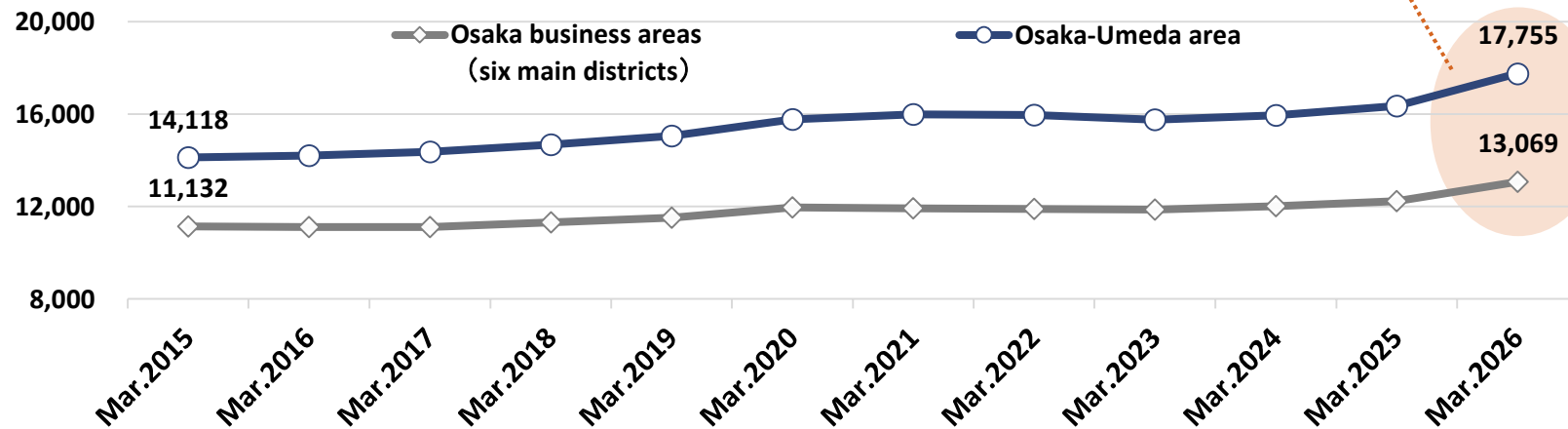
Sustainable Growth in the Real Estate Segment (1)

Rent revisions in rental properties

- To further improve profitability, we are moving forward with rent revisions, and will look to spearhead efforts to improve the value of the Osaka-Umeda area as a price leader.

Trend in average office rents

(¥/3.3m²)



Rent in March 2026
 Osaka-Umeda area: **25.8% increase** (compared with March 2015)
 Osaka business areas: **17.4% increase** (compared with March 2015)



Source: Miki Shoji, "Office Data."

Taking rental properties off the balance sheet

- In May 2026, we commenced a review regarding the establishment of an open-end private real estate fund. The fund is projected to exceed approximately ¥200 billion in assets within five years of its establishment. We aim to plan and structure it as an investment vehicle that maximizes the use of our group's long-standing business foundation and real estate expertise to pursue stable, medium- to long-term returns.

* For details, see the news release dated May 15, 2026 (<https://www.hanku-hanshin.co.jp/release/>) (Japanese only)

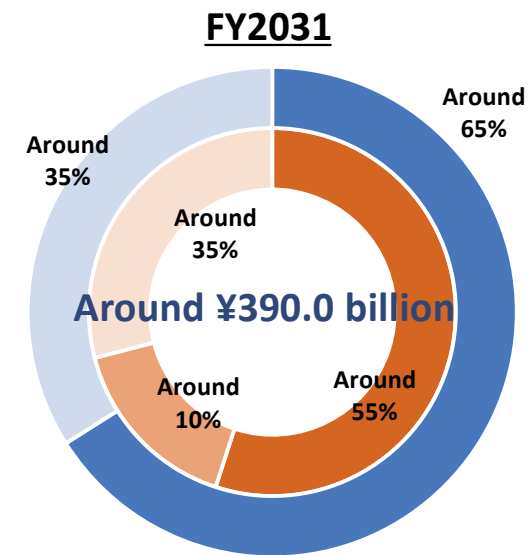
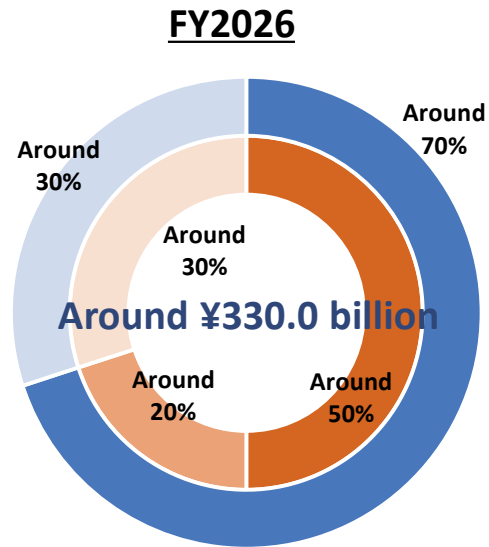
Sustainable Growth in the Real Estate Segment (2)

Expanding the Overseas Real Estate business

- We aim to expand the scope of the Overseas Real Estate business, a key growth driver, while enhancing capital efficiency.
- At present, we are prioritizing upfront investments to expand the scale of the business, with a view to realizing the effects of these investments and improving returns in the future.

Invested Capital

- (Outer) by area
- ASEAN
 - Developed countries
- (Inner) by business
- Stock-based
 - Flow-oriented
 - Housing sales



FY2026
¥9.3 billion

FY2031
Around ¥28.0 billion

FY2041
Business profit
Around ¥45.0 billion

Business profit

Future investment policy	Stock-type	We aim to build a stable, long-term revenue base through efforts to acquire profit-generating assets in prime locations within major metropolitan areas across ASEAN, South Asia, and developed markets.
	Flow-type (turnover)	We aim to drive profit growth through the acquisition of profit-generating properties (including our participation in plans from the development stage), adding value, and divesting properties across multiple countries, with a focus on the U.S.
	Flow-type (residential sales)	Running parallel to our effort to expand the business in ASEAN and South Asian countries, we are also working to expand the scale of our business in developed countries to achieve sustainable profit growth.

Sustainable Growth in the Entertainment Segment

Enhancing brand value in the Sports business

- Commemorating the 90th year since its founding in 2025, the Hanshin Tigers won the 2025 JERA Central League championship title for the first time in two years in September.
- We will continue striving to attract and retain a broader fan base, while utilizing our new player development facility, the “Zero Carbon Baseball Park”, to build a strong team through the development of players. At the same time, by enhancing the value we provide to customers through initiatives such as Silver Canopy Extension at Hanshin Koshien Stadium, we will elevate our brand value and aim to achieve further growth in the baseball business.



鼓動を鳴らせ。
虎道を進め。



Concept image of
Silver Canopy Extension

THE SUMO LIVE RESTAURANT HIRAKUZA GINZA TOKYO

- In January 2026, we are poised to launch “THE SUMO LIVE RESTAURANT HIRAKUZA GINZA TOKYO”, which will serve as the second sumo entertainment show hall located in Ginza, Tokyo. We will expand into international performances and promote the appeal of Japanese culture globally.



THE SUMO LIVE RESTAURANT
楽座
HIRAKUZA GINZA TOKYO

Revisions to seat pricing at the Takarazuka Revue

- In January 2026, we implemented partial seat price revisions for the Takarazuka Revue. Despite continuing inflationary pressures, we remain committed to the delivery of dazzling, highly original performances by the Takarazuka Revue.

Streaming Takarazuka Revue performances overseas

- We plan to begin streaming some Takarazuka Revue performances and content in Thailand around the first quarter of FY2027. Streams will be available on SNS and our website, and will be promoted locally. Moving forward, we will continue to explore ways to expand our content lineup and strengthen promotions to further grow the Stage business.

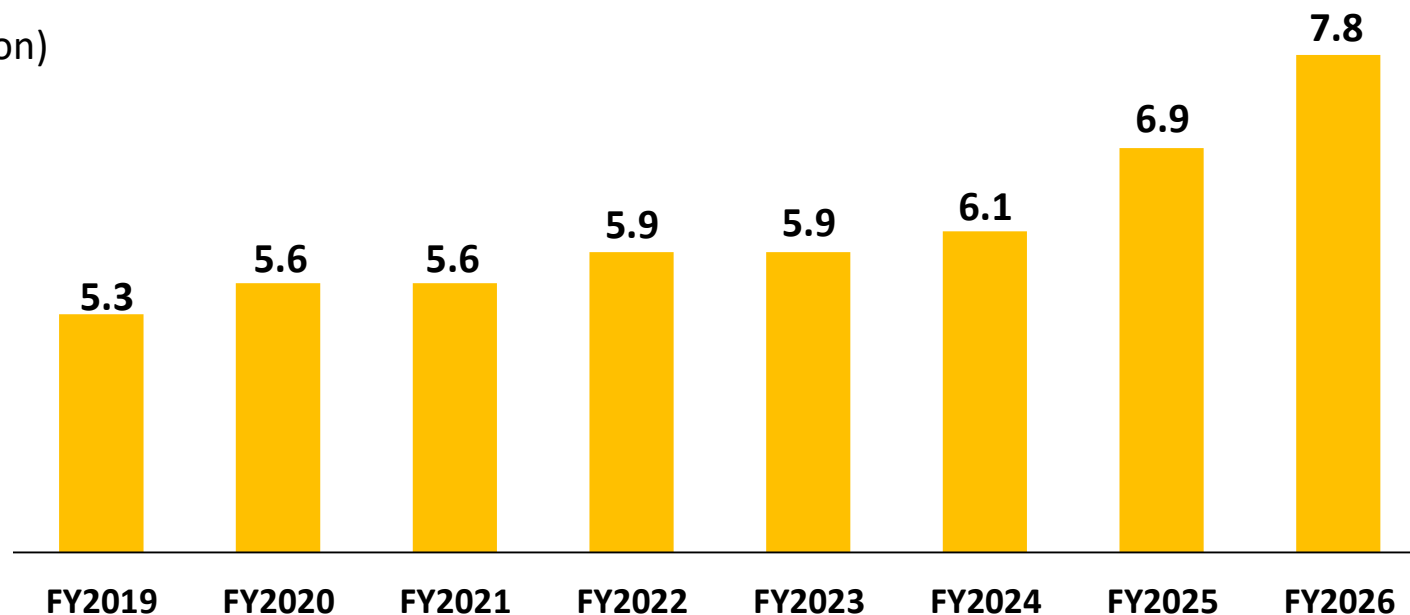
Developing New Revenue Sources (1)

M&A in the Information Services business

- Since becoming an independent core business in FY2020, the Information and Communication Technology segment (comprising the Information Services business, Broadcast and Communications business, and Safety/Education business) has continued to deliver steady growth. Notably, the Information Services business is leveraging the Group's established business platforms in transportation and building operations to grow its existing businesses, while also playing a critical role as a system integrator in the Hankyu Hanshin DX Project currently underway.
- Given the strong growth expected in digital-related markets, we plan to strategically utilize M&A to accelerate entry into new business domains and rapidly capture market expansion.
- For example, we aim to achieve high growth rates by expanding services that leverage digital technologies to help address social issues in areas such as information security and enterprise solutions.

●Operating profit performance (Information and Communications Technology Segment)

(¥ billion)



Developing New Revenue Sources (2)

Strengthening tourism and inbound travel fields

- In an aim to develop new sources of revenue in tourism and inbound travel markets expected to see further growth, the Company established the Tourism Division in April 2026.
- In addition to operating tours through Ponant Cruises where we charter cruise ships for inbound tourists traveling to various locations in the Seto Inland Sea, the Group has established a special purpose company as a joint venture with H2O Retailing Corporation to acquire the small luxury hotel, Azumi Setoda (acquisition to be finalized at the end of May 2026), which is located on Ikuchijima Island (Hiroshima) and is produced by Adrian Zecha, known for his work on Aman Resorts among a number of other renowned hotels. Looking ahead, we aim to deliver sustainable growth by expanding Group collaborations and developing new sources of revenue, with a focus on the Tourism Division.



a chartered cruise ship
operated by “Ponant Cruises”



Exterior of “Azumi Setoda”

Strengthening collaborations with the TOHO Group

- With the aim of “making our line-side communities the absolute best” and “maximizing content appeal and developing new content”, two goals outlined in our Long-Term Management Plan, we will further strengthen collaboration with the TOHO Group, which has strong capabilities in content and IP fields.
- Going forward, we will continue to pursue new value creation through deeper Group integration with the TOHO Group, developing content that makes use of Group assets, particularly in the Osaka-Umeda area, and by acquiring customers through mutual data integration.

Flexible Returns to Shareholders (1) (For reference)

■ Changes to the Shareholder Return Policy

- We aim to achieve medium-to long-term growth while simultaneously maintaining control over the balance sheet to improve capital efficiency through enhanced shareholder return and other means.
- Based on this approach, we have decided to make changes to its shareholder return policy from FY2026 as follows to enable flexible acquisition and cancellation of its treasury stock considering cash flow situation, stock price trends, and other factors.

Before	<ul style="list-style-type: none">● We will pursue growth investments aimed at medium- to long-term expansion while maintaining financial soundness, and strive to return value to shareholders with a focus on capital efficiency.● Regarding shareholder returns, we will maintain a stable dividend with a minimum annual dividend of JPY 100 per share, and flexibly acquire treasury stock, taking into account cash flow, with a total payout ratio target of approximately 50%.● Regarding treasury stock, the maximum holding is set at 5% of the total number of issued shares. Any shares exceeding this limit will be cancelled. <p>[Reference] Formula for calculating total payout ratio</p> $\text{Total payout ratio of FY[N](\%)} = \frac{(\text{Total dividend of FY[N]} + (\text{Acquisition of treasury stock in FY[N+1]})}{(\text{Net income attributable to owners of parent in FY[N]})} \times 100$
After	<ul style="list-style-type: none">● We will pursue investments aimed at medium- to long-term growth while maintaining financial soundness, and strive to return value to shareholders with a focus on capital efficiency.● Regarding shareholder returns, we will achieve <u>a total cumulative payout ratio of more than 50% over the six-year period from fiscal year ending March 2026 to fiscal year ending March 2031</u> leading to a stable dividend with a minimum annual dividend of JPY 100 per share, and <u>flexible acquisition of its treasury stock up to the end of fiscal year ending March 2031 considering cash flow situation, stock price trends, and other factors.</u>

Flexible Returns to Shareholders (2) (For reference)

- Total returns to shareholders for the total cumulative payout ratio six-year period from FY2026 to FY2031 shall be **¥250 billion or more**, of which at least **¥100 billion in treasury stock will be acquired by the end of the FY2031**.
- The acquisition of treasury stock announced at this time is set at **¥30 billion**, and we will continue to **flexibly acquire treasury stock** moving forward.

Future Shareholder Return Policy (Six-year cumulative total for FY2026–FY2031)



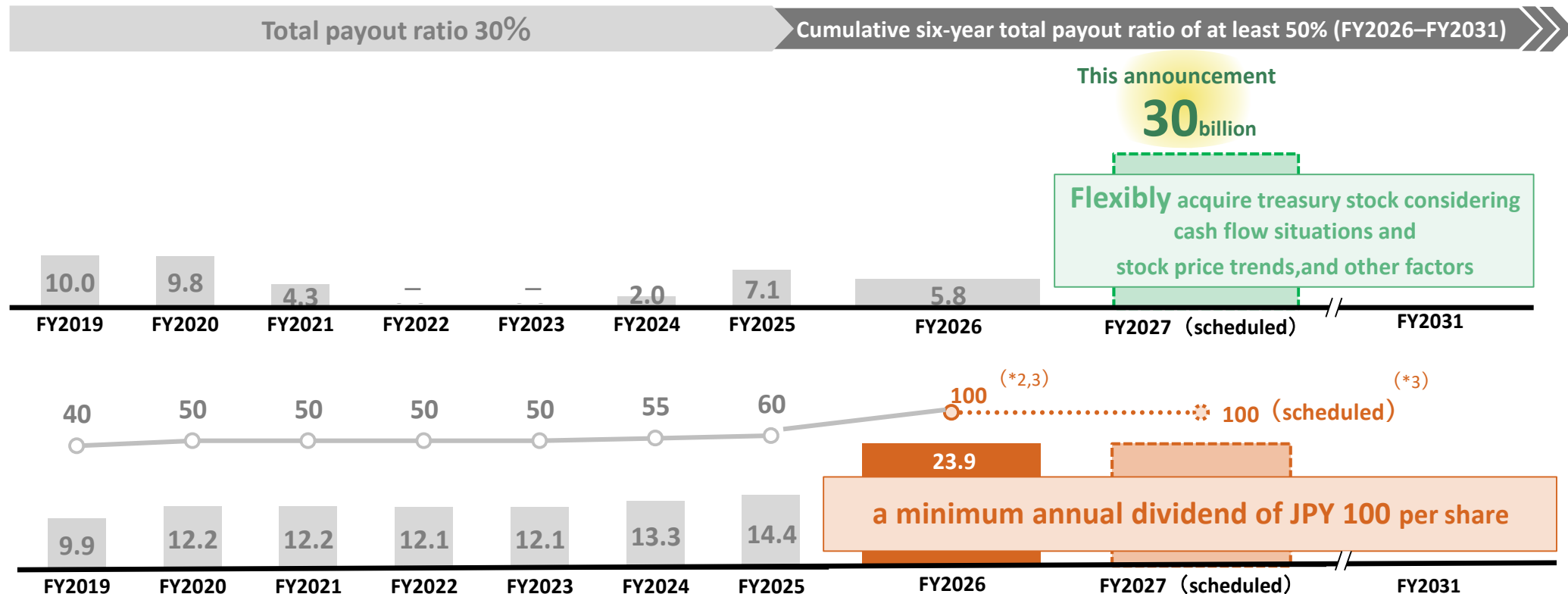
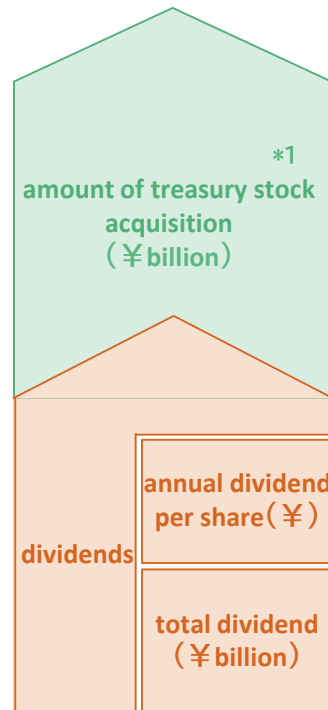
Total payout ratio
at least **50%**



total payout ratio (indicative)
at least **250 billion**



The acquisition of
treasury stock (indicative)
at least **100 billion**



*1 From FY2019 to FY2026, treasury stock acquisitions were made under the previous Shareholder Return Policy (based on the profit for the preceding fiscal year)

*2 If the proposal concerning the appropriation of surplus is approved at the Ordinary General Meeting of Shareholders on June 18, 2026

*3 Interim dividend of ¥50/year-end dividend of ¥50

Enhancing Corporate Governance

Revisions to the Compensation Structure for Directors

* The following is conditional on the approval of this revision proposal being approved at the General Meeting of Shareholders to be held on June 18, 2026

- We have decided to revise our remuneration plan to further enhance its linkage with the Long-Term Management Plan, with the goal of enhancing motivation toward the sustainable growth of corporate value while also acting as incentive for enhancing shareholder value.
- Specifically, performance-linked compensation will be split into two categories, short-term (cash-based) and mid- to long-term (equity-based) remuneration. Additionally, Executive Directors will be made eligible to receive performance-linked compensation.
- Furthermore, priority management indicators in the Long-Term Management Plan shall be used as performance indicators for performance-linked compensation. Non-financial indicators will be incorporated into mid- to long-term performance-linked equity compensation.
- Additionally, performance-linked equity compensation shall include malus^{*1} and clawback^{*2} clauses.

Compensation structure for directors

Type of remuneration		Grant method	Positioning
Fixed	Basic remuneration	Monthly	Base remuneration
Performance linked ^{*3}	Performance-linked bonuses [newly established]	Annually	Short-term incentive
	Performance-linked and share-based remuneration	After resignation	Medium- to long-term incentive

Performance indicators for performance-based compensation ^{*4}

Financial indicator	ROE, Business profit, Profit attributable of owners of parent
Non-Financial indicator (Performance-based stock compensation only)	Employee satisfaction, Percentage of women in management positions, Percentage of women among new hires, Rate of GHG emissions cuts

*1 Malus clause: A clause enabling the Company to withhold the payment of scheduled compensation for the material breach of duties as Director or other specified circumstances.

<https://www.hankyu-hanshin.co.jp/ir/topics/>

*2 Clawback clause: A clause enabling the Company to recover granted shares or equivalent compensation under the same circumstances as those described in Note.

*3 Non-Executive Directors are eligible for fixed monetary compensation only.

*4 Performance indicators are determined by an annual review by the Nomination and Compensation Committee.

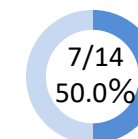
*5 For details of the revisions to the remuneration structure for Directors, see the disclosure notice dated May 15, 2026.

Increase in the Number of Directors (Independent Outside Directors)

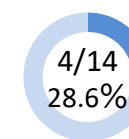
*The following is conditional on the appointment at the General Meeting of Shareholders to be held on June 18, 2026.

- To enhance Board diversity and establish a management structure capable of responding swiftly to changes in the business environment, the Company shall increase the number of Directors (Independent Outside Directors) by one. As a result, Independent Outside Directors will constitute half of the Board of Directors following this change.

[Percentage of members of Board of Directors who are independent outsiders*]



[Percentage of members of Board of Directors who are women*]



* Subject to the proposal for the appointment of directors being approved as proposed at the General Meeting of Shareholders to be held on June 18, 2026

Long-Term Management Indicators (Financial and Non-Financial)

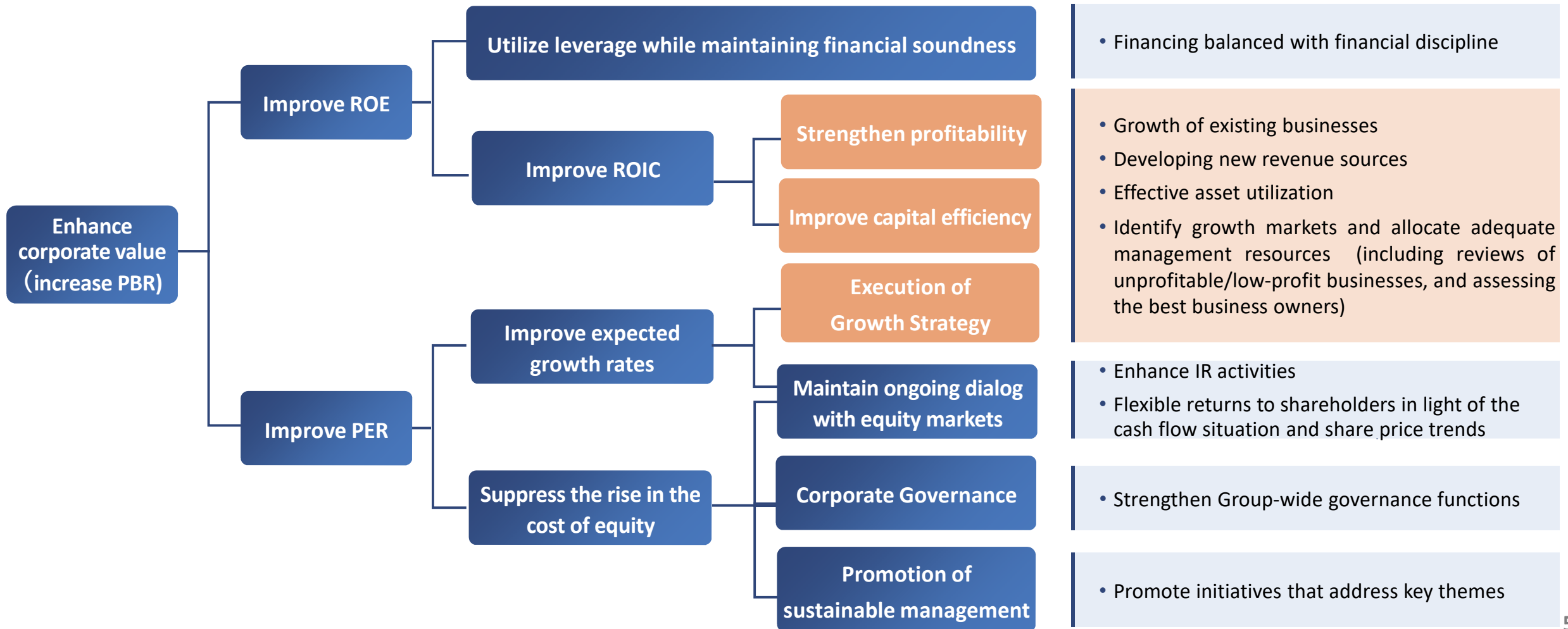
Financial KPI (FY2031)		Level of main financial indicators envisioned in FY2031, premised on achieving ROE of 8%			
Capital efficiency		Profitability	Cash generation capability	Financial soundness	
ROE: 8% or more		Business profit: Approx. ¥160.0 billion	EBITDA: Approx. ¥260.0 billion	D/E ratio: Around 1.3x	Net interest-bearing debt/EBITDA ratio: 6x level
Priority issues	Non-financial KPIs				Red box: Updated
Safe, reliable infrastructure	Zero culpable incidents in our railway operation business *Applies to Hankyu Corporation/Hanshin Electric Railway/Kita-Osaka Kyuko Railway/Nose Electric Railway				
Empowering individuals	Employee satisfaction	Percentage of women in management positions	Percentage of women among new hires	Paternity leave uptake	
	Always better than in previous survey *HHHD and six major companies	Around 10% (FY2031) *HHHD and six major companies	Always more than 30% *HHHD and six major companies	Keep 100% rate *HHHD and six major companies	
	Percentage of specific health guidance provision	Smoking prevalence	Hiring rate for people with disabilities	Human rights training attendance rate	
	Continuous improvement *HHHD and six major companies	Continuous reduction *HHHD and six major companies	Keep exceeding mandatory rate * special subsidiaries	Keep 100% rate *HHHD and six major companies	
Environmental protection	Indicators with set targets	Rate of GHG emissions cuts *Applies to: HHHD and consolidated subsidiaries (Based on the GHG Protocol) *Equivalent to scope 1, 2			
		60% reduction compared to FY2020 (FY2036), GHG emissions: Net zero (FY2051) Rate of GHG emissions cuts *Reset in March 2026			
		Percentage of electricity from renewable energy	Industrial waste generated (excluding construction orders) per base unit of consolidated net sales		
		More than 90% (FY2036) *Japan only	10% reduction (FY2031) compared to FY2024		
	Monitoring targets, etc. (also including setting targets in the future)	GHG emissions from the supply chain (Scope 3)	Reduction in GHG emissions by railway operation business (Hankyu and Hanshin)		Number of horizontal recycling and upcycling projects (plastic bottles, waste oil, etc.)
		Continue to calculate and consider reduction together with partners	Monitor		Steady increase in the number and quality of projects
Degree of appeal due to the richness of nature, through surveys of line-side community residents		Number of plants/wildlife species in specified areas (Umeda, Mt. Rokko, etc.)		Number of participants/citizen organizations formed for activities to contribute to the environment through the Hankyu Hanshin Dreams and Communities of the Future Project and other projects (cumulative)	
Monitor		Monitor		Monitor	

* six major companies: Hankyu Corporation, Hanshin Electric Railway, Hankyu Hanshin Properties, Hankyu Travel International, Hankyu Hanshin Express, and Hankyu Hanshin Hotels

*The specific target levels for the percentage of specific health guidance provision and smoking prevalence will be determined based on the results for FY2026.

Enhancing Corporate Value (PBR)

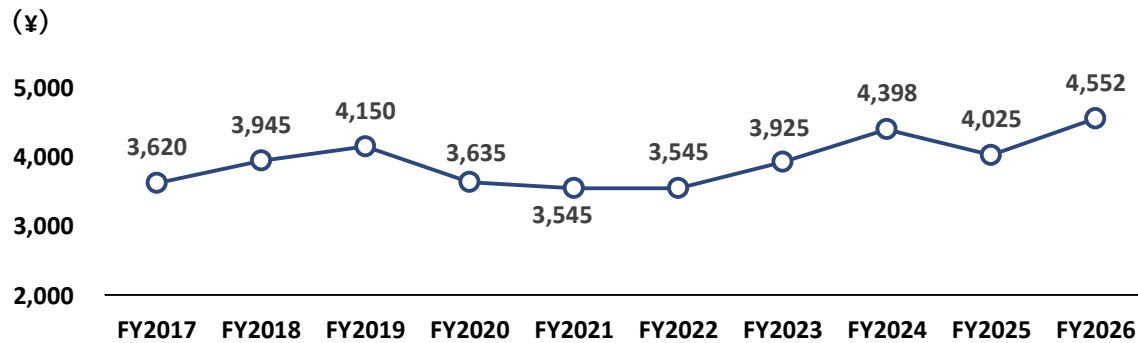
- To enhance corporate value, we will boost profitability by growing existing businesses and unlocking new revenue sources, while also working to improve efficiency through effective asset utilization.
- In addition, we will identify and allocate adequate management resources to growth markets.



Approach Toward Management Driven by the Cost of Capital and the Share Price

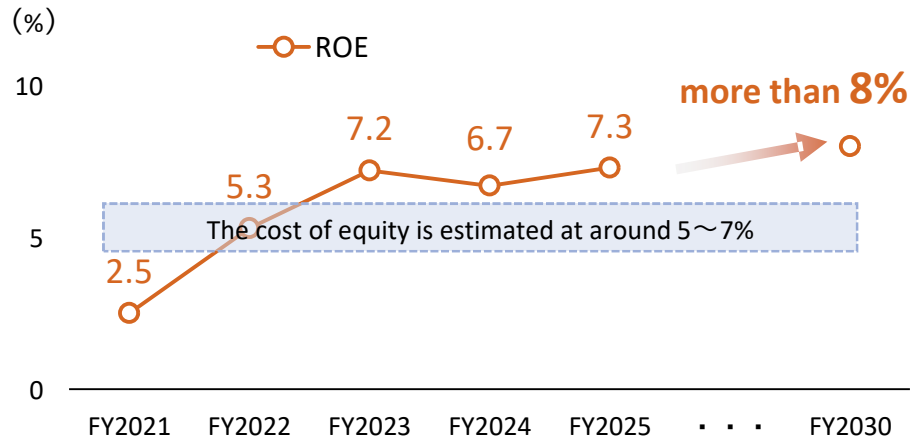
- While the Company's share price has risen compared with FY2017, its PBR has stayed at around 1x.
- The Company's cost of equity is estimated at around 5 to 7%. Through constructive dialogue with shareholders and investors, we seek to better understand our cost of equity and work to improve ROE and reduce it, thereby increasing PBR.

●Share price trends

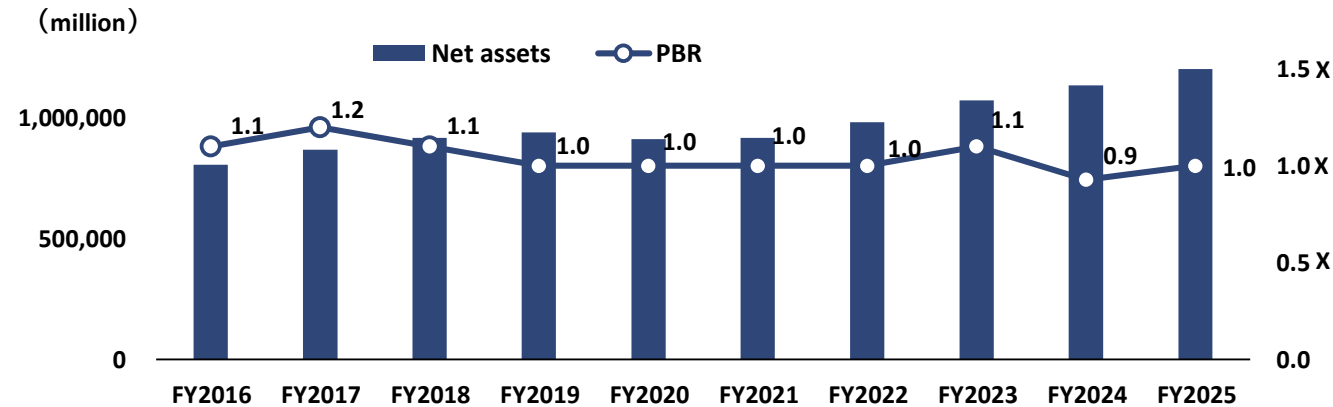


(Note) As of the end of each fiscal year (end of March)

●Cost of equity and ROE trends



●Trends in net assets and PBR



Estimated cost of equity

- (1) Around 4 to 5% based on CAP-M (capital asset evaluation model) calculations
- (2) Around 7% calculated as the inverse of PER (earnings yield)
- (3) Around 6 to 8% based on analyst estimates

IV. Forecasts for Fiscal 2027 (Ending March 2027)

Consolidated Statements of Income (Summary)

(¥ billion)	FY2027 Forecasts	FY2026 Results	Change		Remarks
Operating revenue	1,265.0	1,203.5	+61.5	(+5.1%)	Revenue is expected to increase due to significant growth in the Real Estate segment. Nevertheless, profit is expected to decrease due to the impact of the situation in the Middle East together with the non-recurrence of special demand related to the Expo 2025 Osaka, Kansai, Japan and professional baseball in the previous period.
Operating profit	121.7	127.1	-5.4	(-4.3%)	
[Business profit]	[124.0]	[128.6]	[-4.6]	[-3.6%]	
Ordinary profit	114.0	124.5	-10.5	(-8.5%)	Profit is expected to decrease as a result of a decline in operating profit as well as an increase in interest expenses.
Profit attributable to owners of parent	79.0	78.5	+0.5	(+0.6%)	In addition to the reversal of extraordinary losses from the previous period, profit is expected to increase due to the recognition of gains from asset sales.
(Reference)					
Capital Expenditures	151.5	93.7	+57.8		
Depreciation and amortization	74.1	68.8	+5.3		
Financial balance (A) - (B)	-20.0	-13.0	-7.0		
Interest and dividend income (A)	2.0	2.7	-0.7		
Interest expense (B)	22.0	15.8	+6.2		

Note: Business profit = Operating profit + Equity-method gains/losses related to overseas business investments, etc.

Consolidated Statements of Income (Breakdown for each business segment)

(¥ billion) Upper row: Operating revenue Lower row: Operating profit [Business profit]	FY2027 Forecasts	FY2026 Results	Change	Remarks
Total	1,265.0	1,203.5	+61.5	
	121.7	127.1	-5.4	
	[124.0]	[128.6]	[-4.6]	
[Breakdown for each business segment]				
Urban Transportation	210.8	214.3	-3.5	Profit and revenue are expected to decrease due to the non-recurrence of demand in association with the Expo 2025 Osaka, Kansai, Japan in the previous period as well as the restructuring of the Retailing business and increases in various expenses, such as power costs and depreciation and amortization.
	26.9	35.3	-8.4	
Real Estate	475.7	406.7	+69.0	Revenue and profit are expected to increase due to an increase in the number of condominiums expected to be sold as well as the growth of the Short-term returns business and Overseas real estate business.
	73.3	67.1	+6.2	
	[75.6]	[68.6]	[+7.0]	
Entertainment	91.9	91.2	+0.7	<ul style="list-style-type: none"> ● Revenue and profit are expected to increase in the Stage business, driven by an increase in performance revenue from the Umeda Arts Theater and Takarazuka Revue. ● Revenue and profit are expected to decrease in the Sports business due to the non-recurrence of special demand related to professional baseball in the previous period.
	12.6	13.1	-0.5	
Information and Communication Technology	75.4	72.0	+3.4	Revenue is expected to increase in the Information services business due to an increase in orders in the transportation field. Nevertheless, profit is expected to be flat from the previous period as a result of increases in various expenses, such as labor costs and depreciation and amortization.
	7.7	7.8	-0.1	
Travel	291.0	296.5	-5.5	Revenue and profit are expected to decrease due to the non-recurrence of special demand in association with the Expo 2025 Osaka, Kansai, Japan in the previous period and the impact on overseas travel from the deteriorating situation in the Middle East.
	2.7	5.4	-2.7	
International Transportation	105.0	106.5	-1.5	Profit and revenue are expected to decrease as a result of the outlook for the current business environment and an increase in system-related expenses.
	1.5	2.0	-0.5	

Note: Business profit = Operating profit + Equity-method gains/losses related to overseas business investments, etc.

[Urban Transportation] Railway Performance Forecasts

Hankyu Corporation

	Fare revenues (¥ million)				Passenger volumes (Thousands)			
	FY2027 Forecasts	FY2026 Results	Change		FY2027 Forecasts	FY2026 Results	Change	
Commuter pass	33,750	33,754	-4	(-0.0%)	326,174	327,272	-1,098	(-0.3%)
Workers	29,552	29,515	+37	(+0.1%)	231,067	230,808	+259	(+0.1%)
Students	4,197	4,238	-41	(-1.0%)	95,106	96,464	-1,357	(-1.4%)
Other tickets	65,008	65,476	-468	(-0.7%)	298,553	301,371	-2,817	(-0.9%)
Total	98,759	99,231	-472	(-0.5%)	624,727	628,643	-3,916	(-0.6%)

Hanshin Electric Railway

	Fare revenues (¥ million)				Passenger volumes (Thousands)			
	FY2027 Forecasts	FY2026 Results	Change		FY2027 Forecasts	FY2026 Results	Change	
Commuter pass	12,965	12,919	+45	(+0.4%)	128,223	128,042	+180	(+0.1%)
Workers	11,799	11,726	+72	(+0.6%)	103,591	102,840	+750	(+0.7%)
Students	1,165	1,192	-27	(-2.3%)	24,632	25,202	-570	(-2.3%)
Other tickets	24,561	24,945	-383	(-1.5%)	124,561	126,284	-1,723	(-1.4%)
Total	37,527	37,864	-337	(-0.9%)	252,784	254,326	-1,542	(-0.6%)

Note: 1) Revenue amounts less than one million yen, and numbers of passengers less than one thousand, are omitted.

2) For Hankyu Railway, "other ticket revenue/ridership" includes revenue/ridership associated with the PiTaPa usage sections.

3) Sum of tier 1 and tier 2 railway operators for both Hankyu Corporation and Hanshin Electric Railway.

4) Barrier-free charge is added to regular rail fares and included in the fare revenues from "Other tickets" and "Commuter pass: workers" for both Hankyu Corporation and Hanshin Electric Railway.

Performance Indicators

	FY2026 Results	FY2027 Forecasts
Business profit (1)+(2)	¥128.6billion	¥124.0billion
Operating profit (1)	¥127.1billion	¥121.7billion
Equity-method gains/losses related to overseas business investments, etc.(2)	¥1.4billion	¥2.3billion
EBITDA*¹	¥200.0billion	¥199.0billion
Profit attributable to owners of parent	¥78.5billion	¥79.0billion
ROE	7.3%	7.3%
Net interest-bearing debt*²	¥1,362.3billion	¥1,580.0billion
Net interest-bearing debt/EBITDA ratio	6.8	7.9
D/E ratio*³	1.3	1.5
(Reference)		
Interest-bearing debt	¥1,434.6billion	¥1,650.0billion
Interest-bearing debt/EBITDA ratio	7.2	8.3

*1 EBITDA = Business profit (Operating profit + Equity-method gains/losses related to overseas business investments, etc.)

+ Depreciation expenses + Amortization of goodwill

*2 Net interest-bearing debt = Interest-bearing debt – Cash and Deposits

*3 D/E ratio = Interest-bearing debt / Equity

[Reference] Consolidated Statements of Capital Expenditure

(¥ billion)	FY2027 Forecasts	Main investments	FY2026 Results	Main investments	Change
Total capital expenditure	151.5		93.7		+57.8
[Breakdown for each business segment]					
Urban Transportation	75.5	<ul style="list-style-type: none"> ● Development of barrier-free facilities ● Building of new rolling stock and improvement of existing rolling stock ● Work to renovate Hankyu Osaka-umeda Station 	47.2	<ul style="list-style-type: none"> ● Building of new rolling stock and improvement of existing rolling stock ● Development of barrier-free facilities 	+28.3
Real Estate	49.0	<ul style="list-style-type: none"> ● Maintenance, update, and renovation of leased facilities ● (Tentative name) Higashi Hankyu Building Redevelopment Plan 	28.0	<ul style="list-style-type: none"> ● Maintenance, update, and renovation of leased facilities 	+21.0
Entertainment	12.6	<ul style="list-style-type: none"> ● Hanshin Koshien Stadium Silver Canopy Extension to the First- and Third-base Side Alps Stands Plan 	7.6	<ul style="list-style-type: none"> ● Hanshin Koshien Stadium Silver Canopy Extension to the First- and Third-base Side Alps Stands Plan 	+5.0
Information and Communication Technology	7.4		4.6		+2.8
Travel	2.3		3.4		-1.1
International Transportation	1.8		2.1		-0.3

[Reference] Consolidated Statements of Depreciation and amortization, EBITDA*

(¥ billion)	FY2027 Forecasts	FY2026 Results	Change
Total Depreciation and amortization	74.1	68.8	+5.3
[Breakdown for each business segment]			
Urban Transportation	32.6	29.5	+3.1
Real Estate	27.3	26.6	+0.7
Entertainment	5.0	4.8	+0.2
Information and Communication Technology	6.0	5.6	+0.4
Travel	1.2	0.8	+0.4
International Transportation	2.5	2.1	+0.4
Total EBITDA	199.0	200.0	-1.0
[Breakdown for each business segment]			
Urban Transportation	59.5	64.8	-5.3
Real Estate	102.9	95.1	+7.8
Entertainment	17.6	17.9	-0.3
Information and Communication Technology	13.7	13.4	+0.3
Travel	3.9	6.2	-2.3
International Transportation	4.0	4.2	-0.2

*EBITDA = Business profit (Operating profit + Equity-method gains/losses related to overseas business investments, etc.)+ Depreciation expenses + Amortization of goodwill

[Reference] Operating Revenue and Operating (Business) Profit in Main Segments

(¥ billion)	Operating revenue			Operating profit[Business profit]		
	FY2027 Forecasts	FY2026 Results	Change	FY2027 Forecasts	FY2026 Results	Change
Urban Transportation	210.8	214.3	-3.5	26.9	35.3	-8.4
[Breakdown]						
Railway	162.8	160.3	+2.5	30.4	37.3	-6.9
Automobile	48.2	48.1	+0.1	2.1	4.0	-1.9
Retailing	—	7.2	-7.2	—	1.3	-1.3
Others	11.6	10.4	+1.2	1.4	1.0	+0.4
Real Estate	475.7	406.7	+69.0	73.3	67.1	+6.2
[Breakdown]				[75.6]	[68.6]	[+7.0]
Real estate leasing and others	220.9	196.8	+24.1	48.0	43.8	+4.2
Housing	213.7	167.3	+46.4	29.8	27.7	+2.1
Overseas real estate	21.6	16.6	+5.0	8.7	7.9	+0.8
Hotel	63.0	67.7	-4.7	[11.0]	[9.3]	[+1.7]
Entertainment	91.9	91.2	+0.7	2.4	3.7	-1.3
[Breakdown]				12.6	13.1	-0.5
Sports	55.8	57.1	-1.3	11.1	12.4	-1.3
Stage	36.0	34.0	+2.0	3.3	2.7	+0.6

Note: 1) Segment totals may not match the aggregate of the amounts for each type of business due to separate head office expenses/adjustments.

2) The Retailing business in the Urban Transportation segment has been integrated into the Railway business from FY2027 due to a reduction in revenue and profit as a result of business restructuring.

3) Business profit = Operating profit + Equity-method gains/losses related to overseas business investments, etc.