May 14, 2026

Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 <under Japanese GAAP>

Company name: **Seibu Holdings Inc.**
Listing: Tokyo Stock Exchange
Securities code: 9024
URL: https://www.seibuholdings.co.jp/en/
Representative: NISHIYAMA Ryuichiro, President and Representative Director, CEO and COO
Inquiries: TATARA Yoshihiro, Senior Managing Officer,
General Manager of Corporate Communication
Tel: +81-3-6709-3112

Scheduled date of annual general meeting of shareholders: June 24, 2026
Scheduled date to commence dividend payments: June 25, 2026
Scheduled date to file annual securities report: June 19, 2026
Preparation of supplementary results briefing material on financial results: Yes
Holding of financial results presentation meeting: Yes (for institutional investors and analysts)

(Note: Millions of yen with fractional amounts truncated, unless otherwise noted)

1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Consolidated Operating Results

(Percentages indicate year-on-year changes)

	Operating revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	513,286	(43.0)	45,522	(84.4)	45,821	(84.1)	38,857	(84.9)
March 31, 2025	901,131	88.7	292,735	513.6	287,639	568.9	258,182	856.6

Note: Comprehensive income
For the fiscal year ended March 31, 2026: ¥66,890 million [(75.6)%]
For the fiscal year ended March 31, 2025: ¥274,564 million [324.1%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2026	150.93	150.88	6.9	2.6	8.9
March 31, 2025	901.99	901.67	52.2	16.6	32.5

Reference: Share of profit (loss) of entities accounted for using equity method
For the fiscal year ended March 31, 2026: ¥(6) million
For the fiscal year ended March 31, 2025: ¥36 million

(2) Consolidated Financial Position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	1,730,654	574,537	32.9	2,237.65
March 31, 2025	1,834,120	567,128	30.6	2,117.32

Reference: Equity (Net assets − Share acquisition rights − Non-controlling interests)
As of March 31, 2026: ¥568,760 million
As of March 31, 2025: ¥561,577 million

(3) Consolidated Cash Flows

	Net cash provided by (used in) operating activities	Net cash provided by (used in) investing activities	Net cash provided by (used in) financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	1,528	(145,757)	(76,733)	56,107
March 31, 2025	474,378	(93,692)	(136,394)	276,953

2. Cash Dividends

	Cash dividends per share					Total cash dividends (Annual)	Dividend payout ratio (Consolidated)	Dividend on equity ratio* (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
Fiscal year ended	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
March 31, 2025	–	15.00	–	25.00	40.00	12,769	4.4	2.7
March 31, 2026	–	20.00	–	22.00	42.00	12,889	27.8	2.4
Fiscal year ending March 31, 2027 (Forecast)	–	21.00	–	21.00	42.00		39.5	

* The Company has disclosed the dividend on equity ratio (DOE) based on the shareholder return policy.

3. Consolidated Earnings Forecasts for the Fiscal Year Ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

(Percentages indicate year-on-year changes)

	Operating revenue		Operating profit		Ordinary profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%
Six months ending September 30, 2026	286,000	10.2	39,000	24.6	36,000	21.8
Fiscal year ending March 31, 2027	559,000	8.9	53,000	16.4	47,000	2.6

	Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Yen
Six months ending September 30, 2026	23,000	15.7	90.49
Fiscal year ending March 31, 2027	27,000	(30.5)	106.22

*** Notes**

(1) Significant changes in scope of consolidation during the period: Yes

Newly included: 25 companies (Ace Hotels Worldwide Inc. and other 24 companies)

Note: For details, please refer to page 15 of the Attached Materials, “Notes on change in scope of consolidation or application of the equity method” of “(5) Notes to consolidated financial statements” under “3. Consolidated Financial Statements and Significant Notes Thereto.”

(2) Changes in accounting policies, changes in accounting estimates, and restatements of prior period financial statements

a. Changes in accounting policies due to revisions to accounting standards and other regulations: None

b. Changes in accounting policies due to other reasons: None

c. Changes in accounting estimates: None

d. Restatements of prior period financial statements: None

(3) Number of issued shares (common shares)

a. Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2026	305,775,520 shares
As of March 31, 2025	323,462,920 shares

b. Number of treasury shares at the end of the period

As of March 31, 2026	51,597,732 shares
As of March 31, 2025	58,232,238 shares

c. Average number of outstanding shares during the period

Fiscal year ended March 31, 2026	257,450,670 shares
Fiscal year ended March 31, 2025	286,238,172 shares

Notes: 1. The Company’s shares held by the share-based benefit trusts are included in the number of treasury shares at the end of the period (3,141,600 shares as of March 31, 2026 and 3,521,400 shares as of March 31, 2025). Also, the Company’s shares held by the share-based benefit trusts are included in treasury shares that are deducted for calculation of the average number of outstanding shares during the period (3,314,499 shares for the fiscal year ended March 31, 2026 and 1,057,990 shares for the fiscal year ended March 31, 2025).

2. The portion attributable to the Company of the treasury shares (shares of the Company) held by a consolidated subsidiary is included in the number of treasury shares at the end of the period (48,271,261 shares as of March 31, 2026 and 48,037,414 shares as of March 31, 2025). Furthermore, the portion attributable to the Company of the treasury shares (shares of the Company) held by a consolidated subsidiary is included in treasury shares that are deducted in the calculation of the average number of outstanding shares during the period (48,153,475 shares for the fiscal year ended March 31, 2026 and 34,983,786 shares for the fiscal year ended March 31, 2025).

3. For further details about the number of shares as a basis of calculation of basic earnings per share (consolidated), please refer to page 20 of the Attached Materials, “Notes on per share information” of “(5) Notes to consolidated financial statements” under “3. Consolidated Financial Statements and Significant Notes Thereto.”

(Reference) Overview of Non-Consolidated Financial Results

Non-Consolidated Financial Results for the Fiscal Year Ended March 31, 2026
(from April 1, 2025 to March 31, 2026)

(1) Non-Consolidated Operating Results (Percentages indicate year-on-year changes)

	Operating revenue		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	119,070	232.7	104,525	424.2	107,518	430.1	106,192	433.5
March 31, 2025	35,787	132.0	19,939	681.2	20,283	520.3	19,906	697.1

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2026	347.48	347.38
March 31, 2025	61.97	61.95

(2) Non-Consolidated Financial Position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	948,032	389,911	41.1	1,288.61
March 31, 2025	955,362	345,364	36.1	1,101.91

Reference: Equity (Net assets)
As of March 31, 2026: ¥389,738 million
As of March 31, 2025: ¥345,191 million

* Financial results reports are exempt from audit conducted by certified public accountants or an audit corporation.

* Proper use of earnings forecasts, and other special notes

The business forecasts, targets, plans, forecasts and other forward-looking information of the Group contained in this material should be regarded as the judgment and thoughts of the Company at the present point in time, that have been created based on information currently available as of the release of this material. Actual results of earnings, financial position, etc. of the Group may differ significantly from the content of this material or the content surmised from this material due to various factors of uncertainty at the time of this material’s preparation, including fluctuations in the state of domestic and global politics, economies and financial conditions, and the status of measures aimed for in “Overview of financial results for the fiscal year ended March 31, 2026” announced separately today.

About the matters regarding earnings forecasts (consolidated earnings forecasts for the fiscal year ending March 31, 2027), please refer to page 5 of the Attached Materials, “(4) Future outlook” under “1. Review of Operating Results and Others.”

Contents of Attached Materials

1. Review of Operating Results and Others

(1) Review of operating results for the fiscal year ended March 31, 2026

To summarize our management results for the fiscal year ended March 31, 2026, despite such factors as securitization of owned properties, capturing inbound tourist demand in domestic hotel operations and increased demand in railway operations, operating revenue was ¥513,286 million, a decrease of ¥387,845 million, or 43.0%, year on year, due primarily to a reactionary decline following the securitization of Tokyo Garden Terrace Kioicho in the previous fiscal year. Operating profit was ¥45,522, a decrease of ¥247,212 million, or 84.4%, year on year due to decreased revenue as well as increases in personnel expenses including wage increases, depreciation caused by higher capital investments, and other factors. EBITDA was ¥102,865 million, a decrease of ¥244,260 million, or 70.4%, year on year.

Ordinary profit was ¥45,821, a decrease of ¥241,818 million, or 84.1%, year on year, and profit attributable to owners of parent was ¥38,857, a decrease of ¥219,325 million, or 84.9%, year on year.

Operating results for the fiscal year ended March 31, 2026, in each segment were as follows.

(Millions of yen)

Segment	Operating revenue			Operating profit			EBITDA		
	For the year ended March 31, 2026	Change from previous year	Change (%)	For the year ended March 31, 2026	Change from previous year	Change (%)	For the year ended March 31, 2026	Change from previous year	Change (%)
Real Estate	83,998	(396,609)	(82.5)	12,395	(225,222)	(94.8)	20,647	(227,470)	(91.7)
Hotel and Leisure	250,481	9,222	3.8	22,658	4,018	21.6	40,307	6,598	19.6
Urban Transportation and Regional	156,746	4,079	2.7	9,546	(1,768)	(15.6)	34,494	531	1.6
Other	54,666	3,369	6.6	1,648	(416)	(20.2)	6,489	(136)	(2.1)
Total	545,894	(379,938)	(41.0)	46,249	(223,388)	(82.8)	101,939	(220,476)	(68.4)
Adjustments	(32,608)	(7,907)	–	(726)	(23,824)	–	925	(23,784)	(96.3)
Consolidated	513,286	(387,845)	(43.0)	45,522	(247,212)	(84.4)	102,865	(244,260)	(70.4)

Notes: 1. Adjustments mainly consist of elimination of inter-company transactions.
2. EBITDA is calculated by adding depreciation and amortization of goodwill to operating profit.

Real Estate

Operating revenue in the Real Estate business was ¥83,998 million, a decrease of ¥396,609 million, or 82.5%, year on year, due to a reactionary decline following the securitization of Tokyo Garden Terrace Kioicho on February 28, 2025, despite securitization of owned properties. Operating profit was ¥12,395 million, a decrease of ¥225,222 million, or 94.8%, year on year, due to decreased revenue. EBITDA was ¥20,647 million, a decrease of ¥227,470 million, or 91.7%, year on year.

Hotel and Leisure

Operating revenue in the Hotel and Leisure business was ¥250,481 million, an increase of ¥9,222 million, or 3.8%, year on year, as the business captured inbound individual tourists and Japanese customers in domestic hotel operations, despite softer demand for domestic hotel stays from parts of Asia and the effects of renovations on the Mauna Kea Beach Hotel in overseas hotel operations. Operating profit was ¥22,658 million, an increase of ¥4,018 million, or 21.6%, year on year due to increased revenue, despite increases in personnel expenses including wage increases and other factors. EBITDA was ¥40,307 million, an increase of ¥6,598 million, or 19.6%, year on year.

Urban Transportation and Regional

Operating revenue in the Urban Transportation and Regional business was ¥156,746 million, an increase of ¥4,079 million, or 2.7%, year on year, due to an increased demand for outings, including the impact of the opening of Emi Terrace Tokorozawa. Operating profit was ¥9,546 million, a decrease of ¥1,768 million, or 15.6%, year on year due to an increase in depreciation caused by higher capital investments in railway operations, personnel expenses and other factors. EBITDA was ¥34,494 million, an increase of ¥531 million, or 1.6%, year on year.

Other

Operating revenue in the Other business was ¥54,666 million, an increase of ¥3,369 million or 6.6% year on year, mainly due to making Oku Japan KK a wholly owned subsidiary on December 25, 2024, and an increase in the number of spectators for the professional baseball team Saitama Seibu Lions. Operating profit was ¥1,648 million, a decrease of ¥416 million, or 20.2%, year on year due to increases in personnel expenses including wage increases and other factors. EBITDA was ¥6,489 million, a decrease of ¥136 million, or 2.1%, year on year.

For detailed review of the Group's operating results, please refer to our Overview of financial results, which was posted today (May 14, 2026) on both TDnet and the Company's website (https://www.seibuholdings.co.jp/en/).

(2) Review of financial position for the fiscal year ended March 31, 2026

Assets

Total current assets as of March 31, 2026 stood at ¥153,735, down ¥206,080 million from the previous fiscal year-end. The decrease was due mainly to a decrease in cash and deposits of ¥169,150 million.

Total non-current assets amounted to ¥1,576,919, up ¥102,615 million from the previous fiscal year-end. The increase was due mainly to an increase in property, plant and equipment and intangible assets of ¥45,927 million and an increase in investment securities of ¥35,769 million.

As a result of the above, total assets stood at ¥1,730,654, down ¥103,465 million from the previous fiscal year-end.

Liabilities

Total current liabilities as of March 31, 2026 stood at ¥363,137, down ¥66,942 million from the previous fiscal year-end. The decrease was due mainly to a decrease in income taxes payable of ¥82,047 million.

Non-current liabilities amounted to ¥792,979, down ¥43,932 million from the previous fiscal year-end. The decrease was due mainly to a decrease in long-term borrowings of ¥53,843 million.

As a result of the above, total liabilities stood at ¥1,156,117, down ¥110,874 million from the previous fiscal year-end.

Net assets

Total net assets as of March 31, 2026 stood at ¥574,537, up ¥7,408 million from the previous fiscal year-end. The increase was due mainly to the recording of profit attributable to owners of parent of ¥38,857 million, an increase in valuation difference on available-for-sale securities of ¥20,238 million, and a decrease in capital surplus caused by the purchase and cancellation of treasury shares of ¥68,886 million.

Equity-to-asset ratio stood at 32.9%, up 2.2 percentage points from the previous fiscal year-end.

(3) Review of cash flows for the fiscal year ended March 31, 2026

Cash and cash equivalents (hereinafter "cash") as of March 31, 2026 decreased ¥220,846 million compared to the end of the previous fiscal year to ¥56,107 million.

Cash flows from operating activities

Net cash provided by operating activities was ¥1,528 million after recording profit before income taxes of ¥45,378 million and making adjustments for depreciation, decrease in inventories, and income taxes paid, and cash inflow decreased by ¥472,849 million compared with the previous fiscal year.

Cash flows from investing activities

Net cash used in investing activities was ¥145,757 million, and cash outflow increased by ¥52,065 million compared with the previous fiscal year. The increase was due mainly to an increase in purchase of property, plant and equipment and intangible assets.

Cash flows from financing activities

Net cash used in financing activities was ¥76,733 million, and cash outflow decreased by ¥59,661 million compared with the previous fiscal year. The decrease was due mainly to a decrease in repayment of borrowings.

The Group’s cash flow indices were as follows.

	For the year ended March 31, 2023	For the year ended March 31, 2024	For the year ended March 31, 2025	For the year ended March 31, 2026
Equity-to-asset ratio (%)	23.5	26.1	30.6	32.9
Equity-to-asset ratio based on market value (%)	25.8	44.6	47.7	64.2
Interest-bearing debt to cash flow ratio (Years)	11.8	8.3	1.4	428.9
Interest coverage ratio (Times)	8.7	12.3	62.2	0.2

Notes:
1. Equity-to-asset ratio: Equity / Total assets
2. Equity-to-asset ratio based on market value: Market capitalization / Total assets
3. Interest-bearing debt to cash flow ratio: Interest-bearing debt / Operating cash flow
4. Interest coverage ratio: Operating cash flow / Interest payments
5. The above indices are calculated based on consolidated financial figures.
6. Market capitalization is calculated as follows: Final stock price at end of period x Total number of issued shares at end of period (excluding treasury shares).
7. The figure for operating cash flow is “net cash provided by operating activities” on the consolidated statement of cash flows. Interest-bearing debt refers to all debt posted on the consolidated balance sheet for which interest is paid. Furthermore, regarding the interest payments, we use “interest paid” on the consolidated statement of cash flows.

(4) Future outlook

The fiscal year ending March 31, 2027 is the third year of the FY2024-FY2026 Seibu Group's Medium-term Management Plan, based on the "Seibu Group's Long-term Strategy to 2035." The consolidated earnings forecast for the fiscal year is for operating revenue of ¥559.0 billion, an increase of 8.9% from the fiscal year ended March 31, 2026, mainly due to the securitization of owned properties in the Real Estate business, RevPAR growth and the manifestation of the renovation effects at the Mauna Kea Beach Hotel in the Hotel and Leisure business, and the increase in passenger transportation sales resulting from the revision of railway fares implemented in March 2026 in the Urban Transportation and Regional business. Despite increases in personnel expenses including wage increases, depreciation caused by higher capital investments, and other expenses, operating profit is forecast to be ¥53.0 billion, an increase of 16.4% from the previous fiscal year, due to increased operating revenue in each segment. We expect EBITDA to be ¥118.0 billion (up 14.7% year on year).

Forecasts for operating revenue, operating profit, and EBITDA by segment are as follows.

	Operating revenue													
	Real Estate		Hotel and Leisure		Urban Transportation and Regional		Other		Total		Adjustments		Consolidated earnings forecast	
	Billion yen	%	Billion yen	%	Billion yen	%	Billion yen	%	Billion yen	%	Billion yen	%	Billion yen	%
Six months ending September 30, 2026	50.2	12.6	134.5	11.6	83.5	7.3	35.7	8.0	303.9	10.1	(17.9)	–	286.0	10.2
Fiscal year ending March 31, 2027	92.8	10.5	275.5	10.0	166.7	6.3	58.6	7.2	593.6	8.7	(34.6)	–	559.0	8.9

Note: Adjustments mainly consist of elimination of inter-company transactions.

	Operating profit													
	Real Estate		Hotel and Leisure		Urban Transportation and Regional		Other		Total		Adjustments		Consolidated earnings forecast	
	Billion yen	%	Billion yen	%	Billion yen	%	Billion yen	%	Billion yen	%	Billion yen	%	Billion yen	%
Six months ending September 30, 2026	12.8	46.6	11.1	14.5	10.8	29.2	4.3	(10.3)	39.0	23.5	0.0	–	39.0	24.6
Fiscal year ending March 31, 2027	15.3	23.4	25.5	12.5	12.0	25.7	1.5	(9.0)	54.3	17.4	(1.3)	–	53.0	16.4

Note: Adjustments mainly consist of elimination of inter-company transactions.

	EBITDA													
	Real Estate		Hotel and Leisure		Urban Transportation and Regional		Other		Total		Adjustments		Consolidated earnings forecast	
	Billion yen	%	Billion yen	%	Billion yen	%	Billion yen	%	Billion yen	%	Billion yen	%	Billion yen	%
Six months ending September 30, 2026	16.8	30.5	21.1	17.2	23.9	17.7	6.9	(3.0)	68.7	17.9	1.3	129.4	70.0	18.9
Fiscal year ending March 31, 2027	23.5	13.8	46.3	14.9	39.9	15.7	6.9	6.3	116.6	14.4	1.4	51.3	118.0	14.7

Note: Adjustments mainly consist of elimination of inter-company transactions.

Ordinary profit is expected to be ¥47.0 billion, up 2.6% year on year. Profit attributable to owners of parent is expected to be ¥27.0 billion, down 30.5% year on year, due primarily to the recording of demolition expenses for SHINYOKOHAMA Prince PePe. For more details, please refer to "Regarding the Progress in "FY2024-FY2026 Seibu Group's Medium-term Management Plan" and Management Taking Into Account Capital Costs and the Stock Price" announced separately today.

(5) Basic policy on profit distribution and dividends for the current period and the following period

In terms of our shareholder return policy in the “Seibu Group’s Long-term Strategy to 2035” disclosed on May 9, 2024, while prioritizing growth investment that leads to an increase in corporate value, we have set forth stable and continuous enhancement of shareholder returns as goals. As the dividend policy, we will adopt a progressive dividends approach with a minimum DOE of 2.0% starting with this plan, thereby aiming to deliver stable dividend payments and raise dividends through higher earnings. We will also conduct purchases of treasury shares flexibly taking our balance sheet into account.

Based on the above policy and on comprehensive consideration of recent consolidated performance, for the fiscal year ending March 31, 2027, we plan to pay a year-end dividend of ¥22 per share, an increase of ¥2 year on year, for an annual dividend of ¥42 after including an interim dividend of ¥20.

Regarding the annual dividend for the fiscal year ending March 31, 2027, after giving comprehensive consideration to the consolidated earnings forecasts for the fiscal year ending March 31, 2027 and to the status of funds described in “(4) Future outlook,” we plan to pay a dividend of ¥42 per share (interim dividend ¥21, year-end dividend ¥21).

2. Basic Rationale for Selecting the Accounting Standard

Although the Group is preparing its consolidated financial statements in accordance with the accounting principles generally accepted in Japan, it is deliberating over future application of international financial reporting standards (IFRSs) while keeping track of trends inside and outside Japan.

3. Consolidated Financial Statements and Significant Notes Thereto

(1) Consolidated balance sheet

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	235,323	66,172
Notes and accounts receivable - trade, and contract assets	31,238	32,007
Securities	49,954	80
Real estate for sale	6,924	14,736
Merchandise and finished goods	1,164	1,302
Costs on construction contracts in progress	115	322
Raw materials and supplies	4,354	4,812
Other	30,833	34,509
Allowance for doubtful accounts	(93)	(208)
Total current assets	359,816	153,735
Non-current assets		
Property, plant and equipment		
Buildings and structures	1,160,393	1,221,937
Accumulated depreciation and impairment	(732,212)	(753,079)
Buildings and structures, net	428,181	468,858
Machinery, equipment and vehicles	317,487	330,008
Accumulated depreciation and impairment	(249,688)	(253,891)
Machinery, equipment and vehicles, net	67,798	76,116
Land	587,248	607,891
Leased assets	19,831	22,932
Accumulated depreciation and impairment	(4,666)	(4,836)
Leased assets, net	15,164	18,096
Construction in progress	177,661	133,216
Other	94,215	100,147
Accumulated depreciation and impairment	(72,558)	(75,668)
Other, net	21,656	24,478
Total property, plant and equipment	1,297,711	1,328,657
Intangible assets		
Leased assets	15	29
Other	30,614	45,581
Total intangible assets	30,629	45,611
Investments and other assets		
Investment securities	86,672	122,442
Long-term loans receivable	264	291
Retirement benefit asset	38,003	56,954
Deferred tax assets	2,380	4,248
Other	18,998	19,090
Allowance for doubtful accounts	(356)	(376)
Total investments and other assets	145,963	202,650
Total non-current assets	1,474,304	1,576,919
Total assets	1,834,120	1,730,654

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	19,810	18,245
Short-term borrowings	67,315	106,567
Current portion of bonds payable	–	10,000
Lease liabilities	1,176	1,275
Income taxes payable	89,492	7,444
Advances received	136,569	100,213
Provision for bonuses	5,799	6,522
Other provisions	2,250	3,060
Asset retirement obligations	57	35
Other	107,609	109,773
Total current liabilities	430,079	363,137
Non-current liabilities		
Bonds payable	50,000	40,000
Long-term borrowings	535,064	481,221
Long-term accounts payable to Japan railway construction, transport and technology agency	3,464	2,979
Lease liabilities	11,649	12,682
Deferred tax liabilities	175,848	191,507
Deferred tax liabilities for land revaluation	7,986	7,984
Provision for retirement benefits for directors (and other officers)	390	366
Provision for share awards for directors (and other officers)	651	862
Other provisions	2,232	2,373
Retirement benefit liability	15,319	14,151
Asset retirement obligations	924	889
Other	33,381	37,961
Total non-current liabilities	836,912	792,979
Total liabilities	1,266,992	1,156,117
Net assets		
Shareholders' equity		
Share capital	50,000	50,000
Capital surplus	97,139	28,253
Retained earnings	508,816	535,886
Treasury shares	(185,490)	(164,214)
Total shareholders' equity	470,465	449,925
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	25,994	46,233
Revaluation reserve for land	11,300	11,304
Foreign currency translation adjustment	29,780	27,279
Remeasurements of defined benefit plans	24,036	34,017
Total accumulated other comprehensive income	91,112	118,834
Share acquisition rights	173	173
Non-controlling interests	5,377	5,603
Total net assets	567,128	574,537
Total liabilities and net assets	1,834,120	1,730,654

(2) Consolidated statements of income and comprehensive income

Consolidated statement of income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Operating revenue	901,131	513,286
Operating expenses		
Operating expenses and cost of sales of transportation	556,821	418,543
Selling, general and administrative expenses	51,574	49,219
Total operating expenses	608,396	467,763
Operating profit	292,735	45,522
Non-operating income		
Interest income	332	557
Dividend income	1,323	1,656
Subsidy to keep a bus on a regular route	1,059	1,069
Share of profit of entities accounted for using equity method	36	–
Foreign exchange gains	–	3,508
Other	1,527	1,715
Total non-operating income	4,278	8,507
Non-operating expenses		
Interest expenses	7,674	6,873
Share of loss of entities accounted for using equity method	–	6
Other	1,699	1,328
Total non-operating expenses	9,373	8,208
Ordinary profit	287,639	45,821
Extraordinary income		
Gain on sale of non-current assets	4,881	5,566
Contribution received for construction	2,466	58,369
Subsidy income	291	580
Gain on sale of investment securities	757	893
Gain on bargain purchase	*1 54,096	–
Gain on step acquisitions	*2 11,628	–
Other	1,819	2,696
Total extraordinary income	75,939	68,105
Extraordinary losses		
Impairment losses	7,221	5,392
Loss on sale of non-current assets	396	35
Loss on retirement of non-current assets	2,165	2,364
Tax purpose reduction entry of contribution for construction	2,463	58,365
Loss on tax purpose reduction entry of non-current assets	240	568
Loss on valuation of investment securities	210	–
Other	1,068	1,822
Total extraordinary losses	13,765	68,548
Profit before income taxes	349,813	45,378
Income taxes - current	89,324	12,026
Income taxes - deferred	2,034	(5,777)
Total income taxes	91,359	6,248
Profit	258,453	39,129
Profit attributable to non-controlling interests	271	272
Profit attributable to owners of parent	258,182	38,857

Consolidated statement of comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit	258,453	39,129
Other comprehensive income		
Valuation difference on available-for-sale securities	(1,788)	20,238
Revaluation reserve for land	(169)	–
Foreign currency translation adjustment	9,453	(2,501)
Remeasurements of defined benefit plans, net of tax	8,615	10,022
Total other comprehensive income	16,110	27,760
Comprehensive income	274,564	66,890
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	274,313	66,576
Comprehensive income attributable to non-controlling interests	251	314

(3) Consolidated statements of changes in equity

Previous fiscal year (From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	50,000	96,261	258,479	(53,011)	351,730
Changes during period					
Dividends of surplus			(7,847)		(7,847)
Profit attributable to owners of parent			258,182		258,182
Reversal of revaluation reserve for land			1		1
Purchase of treasury shares				(31,847)	(31,847)
Disposal of treasury shares		(10)		276	265
Change in ownership interest of parent due to transactions with non-controlling interests		888			888
Change in treasury shares arising from change in equity in consolidated subsidiaries				(100,908)	(100,908)
Net changes in items other than shareholders' equity					
Total changes during period	–	878	250,336	(132,479)	118,735
Balance at end of period	50,000	97,139	508,816	(185,490)	470,465

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Foreign currency translation adjustment	Remeasure-ments of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	27,783	11,454	20,327	15,418	74,983	184	5,235	432,133
Changes during period								
Dividends of surplus								(7,847)
Profit attributable to owners of parent								258,182
Reversal of revaluation reserve for land								1
Purchase of treasury shares								(31,847)
Disposal of treasury shares								265
Change in ownership interest of parent due to transactions with non-controlling interests								888
Change in treasury shares arising from change in equity in consolidated subsidiaries								(100,908)
Net changes in items other than shareholders' equity	(1,788)	(153)	9,453	8,617	16,128	(11)	141	16,259
Total changes during period	(1,788)	(153)	9,453	8,617	16,128	(11)	141	134,994
Balance at end of period	25,994	11,300	29,780	24,036	91,112	173	5,377	567,128

Current fiscal year (From April 1, 2025 to March 31, 2026)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	50,000	97,139	508,816	(185,490)	470,465
Changes during period					
Dividends of surplus			(11,783)		(11,783)
Profit attributable to owners of parent			38,857		38,857
Reversal of revaluation reserve for land			(4)		(4)
Purchase of treasury shares				(48,718)	(48,718)
Disposal of treasury shares				1,194	1,194
Cancellation of treasury shares		(69,545)		69,545	–
Change in ownership interest of parent due to transactions with non-controlling interests		659			659
Change in treasury shares arising from change in equity in consolidated subsidiaries				(746)	(746)
Net changes in items other than shareholders' equity					
Total changes during period	–	(68,886)	27,070	21,275	(20,539)
Balance at end of period	50,000	28,253	535,886	(164,214)	449,925

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Foreign currency translation adjustment	Remeasure-ments of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	25,994	11,300	29,780	24,036	91,112	173	5,377	567,128
Changes during period								
Dividends of surplus								(11,783)
Profit attributable to owners of parent								38,857
Reversal of revaluation reserve for land								(4)
Purchase of treasury shares								(48,718)
Disposal of treasury shares								1,194
Cancellation of treasury shares								–
Change in ownership interest of parent due to transactions with non-controlling interests								659
Change in treasury shares arising from change in equity in consolidated subsidiaries								(746)
Net changes in items other than shareholders' equity	20,238	4	(2,501)	9,980	27,722	–	226	27,948
Total changes during period	20,238	4	(2,501)	9,980	27,722	–	226	7,408
Balance at end of period	46,233	11,304	27,279	34,017	118,834	173	5,603	574,537

(4) Consolidated statements of cash flows

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	349,813	45,378
Depreciation	53,688	56,156
Impairment losses	7,221	5,392
Amortization of goodwill	702	1,185
Retirement benefit expenses	(2,466)	(1,069)
Increase (decrease) in provision for bonuses	(544)	721
Increase (decrease) in retirement benefit liability	(405)	317
Decrease (increase) in retirement benefit asset	1,217	876
Increase (decrease) in allowance for doubtful accounts	69	87
Interest and dividend income	(1,655)	(2,213)
Interest expenses	7,674	6,873
Share of loss (profit) of entities accounted for using equity method	(36)	6
Contribution received for construction	(2,466)	(58,369)
Subsidy income	(291)	(580)
Loss (gain) on sale of investment securities	(757)	(893)
Loss (gain) on valuation of investment securities	210	–
Loss (gain) on sale of non-current assets	(4,484)	(5,530)
Loss on retirement of non-current assets	2,165	2,364
Tax purpose reduction entry of contribution for construction	2,463	58,365
Loss on tax purpose reduction entry of non-current assets	240	568
Gain on bargain purchase	(54,096)	–
Loss (gain) on step acquisitions	(11,628)	–
Other extraordinary loss (income)	617	322
Decrease (increase) in trade receivables	2,357	(401)
Decrease (increase) in inventories	139,040	(3,936)
Decrease (increase) in accounts receivable - other	(930)	(4,417)
Increase (decrease) in trade payables	(523)	(1,671)
Increase (decrease) in advances received	3,354	7,570
Increase (decrease) in accrued consumption taxes	4,909	(6,710)
Other, net	(6,961)	(3,985)
Subtotal	488,497	96,406
Interest and dividends received	1,647	2,277
Interest paid	(7,625)	(6,737)
Income taxes refund (paid)	(8,141)	(90,417)
Net cash provided by (used in) operating activities	474,378	1,528

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from investing activities		
Payments into time deposits	(119)	(2,818)
Proceeds from withdrawal of time deposits	116	1,117
Purchase of investment securities	(2,822)	(6,190)
Proceeds from sale of investment securities	1,105	1,414
Purchase of property, plant and equipment and intangible assets	(107,958)	(154,264)
Proceeds from sale of property, plant and equipment and intangible assets	6,833	6,914
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(5,907)	(8,373)
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	298	–
Proceeds from contribution received for construction	15,471	16,703
Other, net	(710)	(260)
Net cash provided by (used in) investing activities	(93,692)	(145,757)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(53,935)	11,435
Proceeds from long-term borrowings	25,751	23,119
Repayments of long-term borrowings	(66,128)	(49,376)
Repayments of accounts payable to Japan railway construction, transport and technology agency	(617)	(556)
Repayments of lease liabilities	(1,412)	(1,395)
Dividends paid	(7,835)	(11,762)
Dividends paid to non-controlling interests	(39)	(44)
Purchase of treasury shares	(31,847)	(48,929)
Proceeds from sale of treasury shares	254	1,061
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(148)	(229)
Proceeds from share issuance to non-controlling shareholders	–	100
Other, net	(436)	(154)
Net cash provided by (used in) financing activities	(136,394)	(76,733)
Effect of exchange rate change on cash and cash equivalents	831	115
Net increase (decrease) in cash and cash equivalents	245,123	(220,846)
Cash and cash equivalents at beginning of period	31,830	276,953
Cash and cash equivalents at end of period	276,953	56,107

(5) Notes to consolidated financial statements

Notes on premise of going concern

Not applicable.

Notes on change in scope of consolidation or application of the equity method

Significant changes in the scope of consolidation

Because the Company newly invested in IKL Limited Liability Anonymous Partnership in the current fiscal year, it has been included in the scope of consolidation.

Because Ace Hotels Worldwide Inc. was newly established in the current fiscal year, it has been included in the scope of consolidation.

Because the Company acquired shares in Ace Group International LLC and other 19 companies in the current fiscal year, they have been included in the scope of consolidation.

Significant changes in the scope of application of equity method

Because the Company acquired shares in Modern Housing, LLC and Y Hotel Management Partners LP in the current fiscal year, they have been included in the scope of application of the equity method.

Because BORECA Inc. was newly established in the current fiscal year, it has been included in the scope of application of the equity method.

Additional information

Change in holding purpose

In the fiscal year ended March 31, 2026, ¥4,646 million of property, plant and equipment and intangible assets have been transferred to real estate for sale as a result of a change in purpose for holding.

A portion of the assets transferred in the fiscal year ended March 31, 2026 was sold and recorded as cost of sales.

Notes on consolidated statement of income

*1. Gain on bargain purchase

A gain on bargain purchase was recorded in the fiscal year ended March 31, 2025 in conjunction with NW Corporation, which had been an equity-method associate, becoming a consolidated subsidiary.

*2. Gain on step acquisitions

A gain on step acquisitions was recorded in the fiscal year ended March 31, 2025 in conjunction with NW Corporation, which had been an equity-method associate, becoming a consolidated subsidiary.

Notes on investment and rental properties

1. Status of investment and rental properties

   Some consolidated subsidiaries own rental commercial facilities, rental office buildings, rental apartments and idle properties in Tokyo and other areas. Some of these rental facilities, which are used by the Company and some consolidated subsidiaries, are considered to be properties including the portion used as investment and rental properties.

   The carrying amounts in the consolidated balance sheet, increase (decrease) during period, and fair values of these investment and rental properties and properties including the portion used as investment and rental properties as follows:

2. Fair values of investment and rental properties

(Millions of yen)

	Previous fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (From April 1, 2025 to March 31, 2026)
Investment and rental properties		
Carrying amount in the consolidated balance sheet		
Balance at beginning of period	165,068	168,395
Increase (decrease) during period	3,327	30,710
Balance at end of period	168,395	199,106
Fair value at end of period	321,841	354,065
Properties including the portion used as investment and rental properties		
Carrying amount in the consolidated balance sheet		
Balance at beginning of period	185,383	41,427
Increase (decrease) during period	(143,956)	(3,404)
Balance at end of period	41,427	38,023
Fair value at end of period	95,338	95,817

(Notes) 1. The carrying amount in the consolidated balance sheet is the acquisition cost less accumulated depreciation and impairment losses.

2. The fair values at end of period of main properties are based on real estate appraisal value calculated by external real estate appraisers (including amounts adjusted using indicators, etc.), while the fair values of other properties are based on amounts adjusted using certain appraisal value and indicators considered to appropriately reflect market prices.

Notes on segment information, etc.

(a) Segment information

The business segment information for the Company and its consolidated subsidiaries for the years ended March 31, 2025 and 2026 was as follows:

1. Overview of the reportable segments

The reportable segments of the Group are components for which discrete financial information is available and whose operating results are regularly reviewed by the Board of Directors to make decisions about resource allocation and to assess performance.

The Group operates its business in Japan and overseas. Considering the characteristics of each business, significance and size, the Group has developed three reportable segments: “Real Estate,” “Hotel and Leisure,” and “Urban Transportation and Regional.”

The reportable segments, and their respective principal business operations are as follows:

(i) Real Estate	Development and leasing operations, Investment management operations, Management operations, etc.
(ii) Hotel and Leisure	Domestic hotel operations (ownership / lease), Domestic hotel operations (MC / FC), Overseas hotel operations (ownership / lease), Overseas hotel operations (MC / FC), Sports operations (ownership / lease), Sports operations (MC / FC), etc.
(iii) Urban Transportation and Regional	Railway operations, Bus operations, Lifestyle service operations along railway lines, Sports operations, etc.

2. Method for calculating the amounts of operating revenue, profit (loss), assets and other items by reportable segment

With regard to the currency translation of revenues and expenses of overseas subsidiaries, etc. into Japanese yen, the Group uses the assumed exchange rate that was used in budget-making.

Inter-segment operating revenue and transfer are based on the prevailing market prices.

Segment profit is substantially the same as operating profit.

3. Information about operating revenue, profit (loss), assets and other items by reportable segment

For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Real Estate	Hotel and Leisure	Urban Transportation and Regional	Other (Note 1)	Total	Adjustments (Note 2)	Amount in the consolidated financial statement (Note 3)
Operating revenue							
Operating revenue from external customers	468,672	239,881	146,461	46,116	901,131	–	901,131
Inter-segment operating revenue and transfer	11,935	1,377	6,206	5,181	24,701	(24,701)	–
Total	480,608	241,259	152,667	51,297	925,832	(24,701)	901,131
Segment profit	237,617	18,640	11,315	2,064	269,637	23,097	292,735
Segment assets	255,628	606,918	637,657	79,247	1,579,452	254,668	1,834,120
Other items							
Depreciation	10,490	15,068	22,647	4,534	52,740	947	53,688
Increase in property, plant and equipment and intangible assets	18,318	35,570	44,294	3,597	101,780	1,471	103,251

(Notes) 1. “Other” consists of the Izuhakone business, Ohmi business, Sports business and New businesses.

2. Details of adjustments are as follows:

(1) Adjustments for operating revenue of ¥(24,701) million mainly consist of elimination of inter-company transactions.

(2) Adjustments for segment profit of ¥23,097 million mainly consist of elimination of inter-company transactions.

(3) Adjustments for segment assets of ¥254,668 million mainly consist of corporate assets. The amount of corporate assets which are not allocable to the reportable segments, such as surplus funds (cash and deposits), is ¥258,878 million.

(4) Adjustments for increase in property, plant and equipment and intangible assets of ¥1,471 million are mainly due to elimination of inter-company transactions.

3. Segment profit has been reconciled with operating profit in the consolidated statement of income.

For the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Millions of yen)

	Real Estate	Hotel and Leisure	Urban Transportation and Regional	Other (Note 1)	Total	Adjustments (Note 2)	Amount in the consolidated financial statement (Note 3)
Operating revenue							
Operating revenue from external customers	66,622	246,660	150,461	49,541	513,286	–	513,286
Inter-segment operating revenue and transfer	17,376	3,821	6,285	5,124	32,608	(32,608)	–
Total	83,998	250,481	156,746	54,666	545,894	(32,608)	513,286
Segment profit	12,395	22,658	9,546	1,648	46,249	(726)	45,522
Segment assets	315,445	659,010	629,003	85,418	1,688,878	41,776	1,730,654
Other items							
Depreciation	8,238	17,648	24,947	4,732	55,567	589	56,156
Increase in property, plant and equipment and intangible assets	44,320	49,809	48,982	5,140	148,253	2,477	150,730

(Notes) 1. “Other” consists of the Izuhakone business, Ohmi business, Sports business and New businesses.

2. Details of adjustments are as follows:

(1) Adjustments for operating revenue of ¥(32,608) million mainly consist of elimination of inter-company transactions.

(2) Adjustments for segment profit of ¥(726) million mainly consist of elimination of inter-company transactions.

(3) Adjustments for segment assets of ¥41,776 million mainly consist of remeasurements of defined benefit plans, net of tax. The amount of corporate assets which are not allocable to the reportable segments, such as surplus funds (cash and deposits), is ¥26,770 million.

(4) Adjustments for increase in property, plant and equipment and intangible assets of ¥2,477 million are mainly due to elimination of inter-company transactions.

3. Segment profit has been reconciled with operating profit in the consolidated statement of income.

(b) Impairment losses on non-current assets or goodwill, etc. by reportable segment

Impairment losses on non-current assets

For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Real Estate	Hotel and Leisure	Urban Transportation and Regional	Other	Unallocated amount and elimination	Total
Impairment losses	4,399	2,807	–	14	–	7,221

(Note) The amount in “Other” consists of an amount relating to Izuhakone business and Ohmi business.

For the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Millions of yen)

	Real Estate	Hotel and Leisure	Urban Transportation and Regional	Other	Unallocated amount and elimination	Total
Impairment losses	2,321	2,952	114	4	–	5,392

(Note) The amount in “Other” consists of an amount relating to Izuhakone business, Ohmi business, and New businesses.

Significant gain on bargain purchase

For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

The Company’s consolidated subsidiary SEIBU REALTY SOLUTIONS INC. (currently SEIBU REAL ESTATE INC.) acquired additional shares of NW Corporation, and negative goodwill arose in conjunction with the said company becoming a consolidated subsidiary of the Company. The amount of gain on bargain purchase recorded due to this event was ¥54,096 million for the fiscal year ended March 31, 2025.

Gain on bargain purchase is recorded as an extraordinary income, but is not allocated to the reportable segment.

For the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

Not applicable.

Notes on per share information

(Yen)

	Previous fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (From April 1, 2025 to March 31, 2026)
Net assets per share	2,117.32	2,237.65
Basic earnings per share	901.99	150.93
Diluted earnings per share	901.67	150.88

(Notes) 1. The basis for calculation of net assets per share is as follows:

	Previous fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Total net assets (Millions of yen)	567,128	574,537
Amounts deducted from total net assets (Millions of yen)	5,550	5,776
[Of the above, share acquisition rights (Millions of yen)]	[173]	[173]
[Of the above, non–controlling interests (Millions of yen)]	[5,377]	[5,603]
Net assets related to common shares (Millions of yen)	561,577	568,760
Number of common shares used to calculate net assets per share (share)	265,230,682	254,177,788

2. The basis for calculation of basic earnings per share and diluted earnings per share is as follows:

	Previous fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (From April 1, 2025 to March 31, 2026)
Basic earnings per share		
Profit attributable to owners of parent (Millions of yen)	258,182	38,857
Amounts not attributable to common shareholders (Millions of yen)	–	–
Profit attributable to owners of parent related to common shares (Millions of yen)	258,182	38,857
Average number of outstanding common shares during period (share)	286,238,172	257,450,670
Diluted earnings per share		
Adjustments to profit attributable to owners of parent (Millions of yen)	–	–
Increase in the number of common shares (share)	100,641	94,878
[Of the above, share acquisition rights (share)]	[100,641]	[94,878]
Overview of potential shares not included in the calculation of diluted earnings per share because of having no dilutive effect	–	–

3. Shares of the Company retained in trust and recorded as treasury shares under shareholders’ equity are included in treasury shares deducted from total number of issued shares at end of period when calculating net assets per share. Moreover, in calculating basic earnings per share, they are included in the number of treasury shares deducted from the average number of outstanding shares during period.

   The number of treasury shares at end of period deducted in calculating net assets per share for the fiscal year ended March 31, 2025 was 3,521,400, and for the fiscal year ended March 31, 2026 was 3,141,600. The average number of treasury shares during period deducted in calculating the basic earnings per share for the fiscal year ended March 31, 2025 was 1,057,990, and for the fiscal year ended March 31, 2026 was 3,314,499.

4. The portion attributable to the Company of the treasury shares (shares of the Company) held by a consolidated subsidiary and recorded as treasury shares under shareholders’ equity is included in the number of treasury shares that are deducted from total number of issued shares at end of period when calculating net assets per share. Moreover, in calculating basic earnings per share, it is included in treasury shares that are deducted in the calculation of the average number of outstanding shares during the period.

   The number of treasury shares at end of period deducted in calculating net assets per share for the fiscal year ended March 31, 2025 was 48,037,414, and for the fiscal year ended March 31, 2026 was 48,271,261. The average number of treasury shares during period deducted in calculating the basic earnings per share for the fiscal year ended March 31, 2025 was 34,983,786, and for the fiscal year ended March 31, 2026 was 48,153,475.

Notes on significant events after the reporting period

Commencement of Tender Offer for Shares Certificates, etc. of e’grand Co., Ltd.

SEIBU REAL ESTATE INC., a consolidated subsidiary of the Company, resolved at its board of directors meeting held on March 31, 2026 to acquire the common shares and share acquisition rights in e’grand Co., Ltd. (the “Target Company”) through a tender offer (the “Tender Offer”) under the Financial Instruments and Exchange Act. The Tender Offer commenced on April 1, 2026.

<Outline of the Tender Offer>

1. Outline of the Target Company

1) Name	e’grand Co., Ltd.
2) Location	1 Kanda-Mitoshirocho, Chiyoda-ku, Tokyo
3) Title and name of representative	Koji Hayashida, President and Representative Director
4) Description of business	Pre-owned housing renovation business
5) Share capital	¥836,520 thousand (as of March 31, 2025)
6) Date of establishment	June 23, 1989

2. Period of purchase, etc. (original period at filing)

From April 1, 2026 to May 18, 2026 (30 business days)

3. Price of purchase, etc.

¥4,858 per common share
¥1,942,800 per 5th share acquisition right
¥485,700 per 6th share acquisition right
¥485,700 per 7th share acquisition right

4. Number of shares, etc. intended to be purchased

Class of shares, etc.	Number of shares to be purchased	Minimum number of shares to be purchased	Maximum number of shares to be purchased
Common shares	6,174,876 shares	4,105,200 shares	–
Total	6,174,876 shares	4,105,200 shares	–

5. Purchase price

¥29,997,547,608

Note: The purchase price is calculated by multiplying the number of shares to be purchased (6,174,876 shares) by the tender offer price (¥4,858).

6. Date of commencement of settlement

May 25, 2026

Issuance of unsecured bonds

On April 23, 2026, the Company issued the 6th and 7th Series of Unsecured Bonds (with limited inter-bond pari-passu clause). An overview is as follows.

1. Name of bond	Series 6 unsecured bonds (Green Nature Bonds)	Series 7 unsecured bonds (Social Bonds)
2. Payment date	April 23, 2026	
3. Total issue amount	¥10.0 billion	¥10.0 billion
4. Issue value	¥100 per ¥100 face value of each bond	
5. Interest rate	2.223% per year	2.938% per year
6. Maturity date	April 23, 2031	April 23, 2036
7. Redemption method	Redeemed in full upon maturity	
8. Use of funds	Repayment of loans required for energy-saving trains, and investments related to the designation of Seibu no Mori as an environmental conservation area.	Repayment of loans required for installation of platform doors and continuous grade-separated interchange projects