

Disclaimer: This document is an English translation of the original document in Japanese and has been prepared solely for reference purposes. In the event of any discrepancy between this English translation and the original in Japanese, the original shall prevail in all respects.

Financial Results Briefing Materials for the Nine Months Ended December 31, 2025

February 5, 2026

Kanagawa Chuo Kotsu Co., Ltd.

(TSE Prime: 9081)

Financial Results for the Nine Months Ended December 31, 2025

Net sales: 96.1 billion yen (+7.9% yoy); Operating profit: 6.9 billion yen (-7.3% yoy)
Profit attributable to owners of parent: 3.8 billion yen (-36.0% yoy)

Net sales: An increase reported due mainly to a rise in the number of vehicles sold in the automobile sales business.

Operating profit: A decrease reported as a result of an increase in depreciation associated with the expansion of capital investment in the passenger automobile business and an improvement in the compensation for employees, despite an increase in revenue as stated above.

Profit: A decrease reported due primarily to the absence of the gain from the reposting of a portion of deferred tax assets in the previous fiscal year.

Passenger automobile business	Real estate business	Automobile sales business	Other businesses
Net sales: 44.1 billion yen (+0.2 billion yen) Operating profit: 2.6 billion yen (-1.1 billion yen)	Net sales: 5.0 billion yen (+0.3 billion yen) Operating profit: 1.8 billion yen (+0.0 billion yen)	Net sales: 33.1 billion yen (+5.4 billion yen) Operating profit: 1.3 billion yen (+0.2 billion yen)	Net sales: 22.1 billion yen (-0.8 billion yen) Operating profit: 1.2 billion yen (+0.2 billion yen)
<ul style="list-style-type: none"> ◆ Strong demand for passenger transportation ◆ Increases in depreciation and personnel expenses 	<ul style="list-style-type: none"> ◆ An increase in the number of houses sold in sales of detached houses ◆ Cancellation of leases of some tenants of rental facilities 	<ul style="list-style-type: none"> ◆ An increase in the number of vehicles sold in the commercial vehicle sales and import car sales ◆ An increase in revenue from vehicle maintenance 	<ul style="list-style-type: none"> ◆ A reactionary decline in sales of components, such as a bus fare box ◆ An increase in orders received for commercial vehicle customization ◆ Opening of new stores in the food service business

Consolidated Financial Results Forecast and Dividend Forecast for the Fiscal Year Ending March 31, 2026

Consolidated financial results forecast remains unchanged from the figures announced in October 2025. Dividend forecast remains unchanged from the announcement in April 2025.

- ◆ Consolidated financial results forecast
 - The results were generally in line with the forecast.
- ◆ Dividend forecast
 - Annual dividends of 90 yen per share are planned to be paid out.

Summary of Financial Results for the Nine Months Ended December 31, 2025

(Million yen)

	Nine months ended December 31, 2025	Nine months ended December 31, 2024	Increase/decrease
Net sales	96,128	89,094	7,033 [7.9%]
Passenger automobile business	44,189	43,927	261
Real estate business	5,036	4,714	321
Automobile sales business	33,176	27,724	5,452
Other businesses	22,132	22,973	(840)
Remeasurements	(8,405)	(10,245)	1,839
Operating profit	6,922	7,469	(546) [(7.3%)]
Passenger automobile business	2,633	3,767	(1,134)
Real estate business	1,885	1,869	15
Automobile sales business	1,391	1,152	239
Other businesses	1,226	945	281
Remeasurements	(213)	(265)	51
Ordinary profit	7,022	7,767	(744) [(9.6%)]
Profit attributable to owners of parent	3,899	6,090	(2,191) [(36.0%)]
Basic earnings per share	317.79 yen	496.35 yen	(178.56 yen)
Depreciation	4,703	4,041	661
EBITDA (Operating profit + Depreciation)	11,626	11,511	114

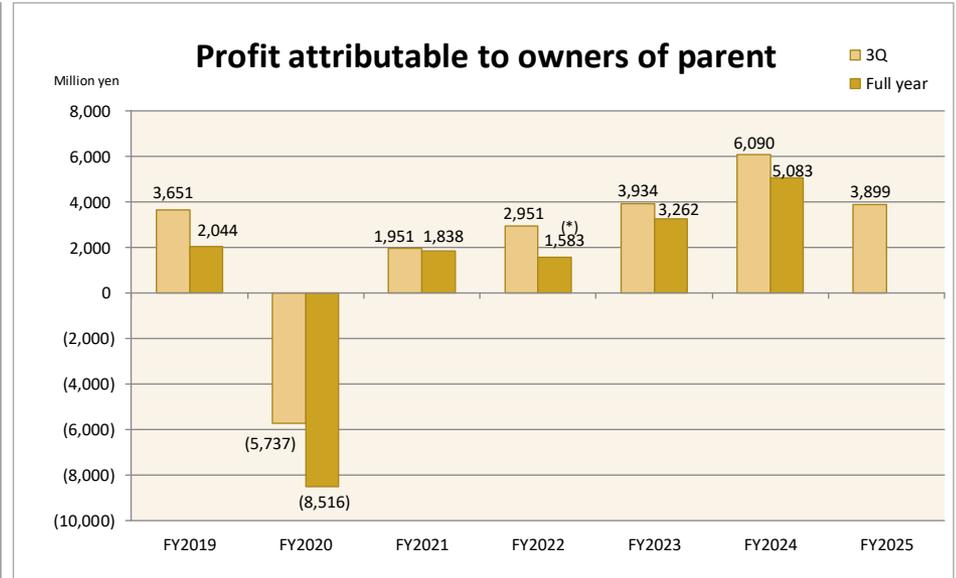
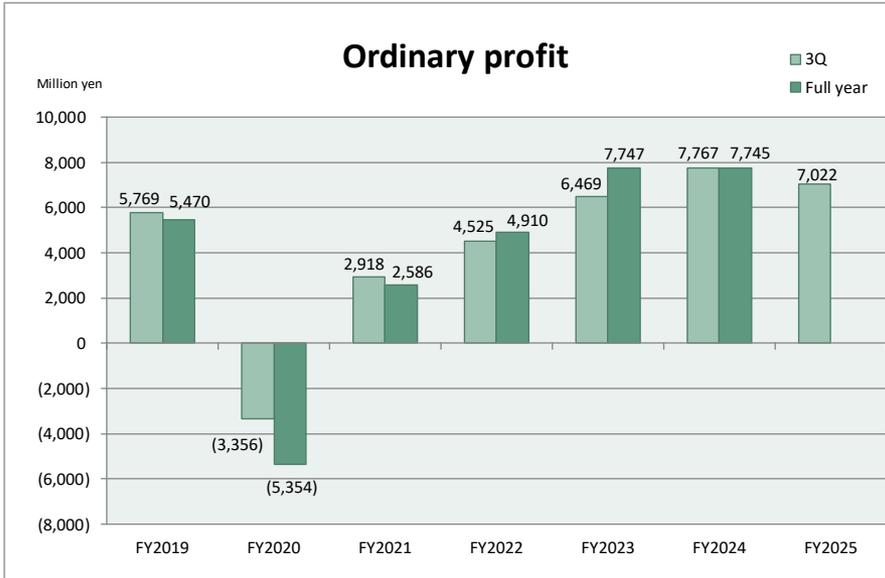
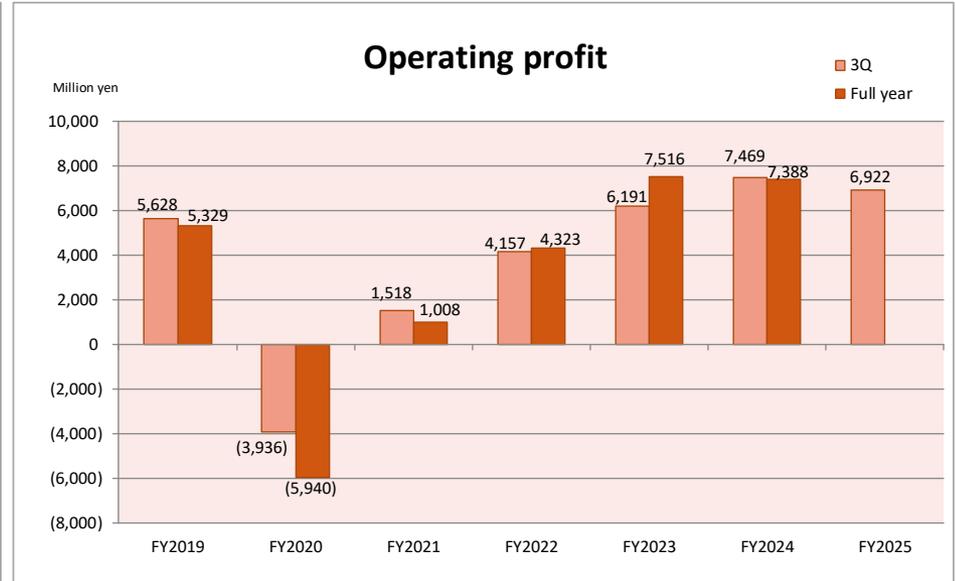
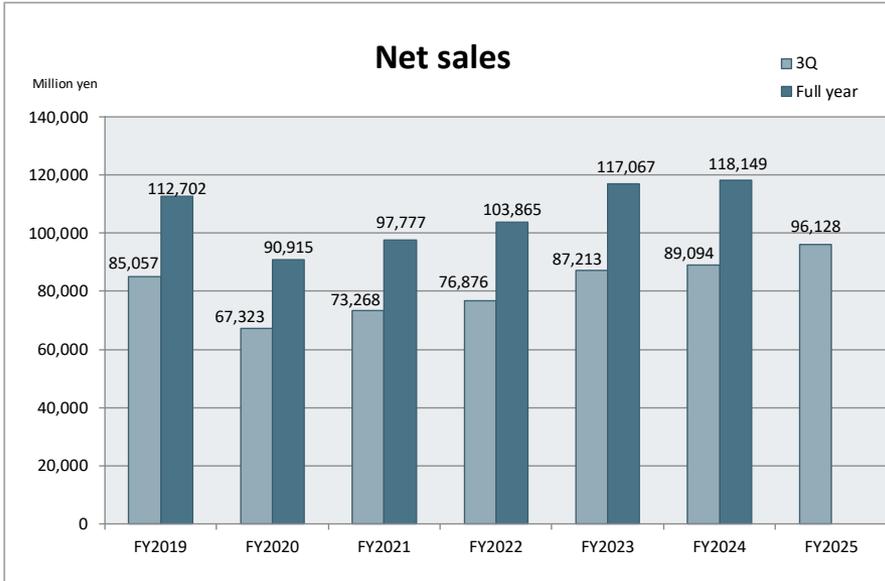
(Million yen)

	Nine months ended December 31, 2025	Nine months ended December 31, 2024	Increase/decrease, major factors	
Non-operating income	779	679	99 [14.6%]	Dividend income: +157 Subsidy income: (77)
Non-operating expenses	679	382	296 [77.6%]	Interest expense: +227
Extraordinary income	404	425	(21) [(5.0%)]	Gain on sale of investment securities: (102) Gain on sale of non-current assets: (47) Subsidy income: +129
Extraordinary losses	812	700	112 [16.0%]	Loss on tax purpose reduction entry of non-current assets: +119

Consolidated Balance Sheet

(Million yen)

	As of December 31, 2025	As of March 31, 2025	Increase/decrease, major factors	
Current assets	33,966	31,874	2,092 [6.6%]	Merchandise and finished goods: +1,224 Notes and accounts receivable - trade, and contract assets: +588
Non-current assets	143,242	133,570	9,672 [7.2%]	Property, plant and equipment: +5,907 (land, etc.) Investment securities: +4,466
Total assets	177,209	165,444	11,764 [7.1%]	
Current liabilities	53,002	56,952	(3,950) [(6.9%)]	Current portion of bonds payable: (5,000) Provision for bonuses: (1,419) Other current liabilities: +2,225 (unearned revenue, etc.)
Non-current liabilities	54,709	45,089	9,620 [21.3%]	Long-term borrowings: +4,966 Bonds payable: +3,000 Other non-current liabilities: +1,842 (deferred tax liabilities, etc.)
Total liabilities	107,712	102,042	5,670 [5.6%]	
Total net assets	69,497	63,402	6,094 [9.6%]	Valuation difference on available-for-sale securities: +2,898 Retained earnings: +2,733
Total liabilities and net assets	177,209	165,444	11,764 [7.1%]	
Net assets per share	5,162.47 yen	4,704.37 yen	458.10 yen	
Equity ratio	35.7%	34.9%	0.8P	
Balance of interest-bearing debt (Borrowings, bonds and lease liabilities)	65,879	61,876	4,003	Borrowings and bonds payable: +3,945 Lease liabilities: +57



* Accounting Standard for Current Income Taxes (ASBJ Statement No. 27 (revised 2022), October 28, 2022) and other standards have been applied from the beginning of the fiscal year ended March 31, 2025. Figures for the fiscal year 2022 are retrospectively restated to reflect these accounting standards.

Kanagawa Chuo Kotsu Group: 16 subsidiaries and 2 affiliates

Including 16 consolidated subsidiaries and

1 affiliate accounted for by the equity method (Oyama Kanko Dentetsu Co., Ltd.)

<Major consolidated subsidiaries>

■ Passenger Automobile Business

Kanagawa Chuo Kotsu Co., Ltd., Kanachu Taxi Co., Ltd., and Kanachu Kanko Co., Ltd.

■ Real Estate Business

Kanagawa Chuo Kotsu Co., Ltd., Kanachu Taxi Co., Ltd., and CAR T.E.C.H.JIN-CHU

■ Automobile Sales Business

Kanagawa Mitsubishi Fuso Truck and Bus Sales and Kanachu Sagami Yanase Co., Ltd.

■ Other businesses

Kanagawa Chuo Kotsu Co., Ltd., KANACHUSHOJI Co., Ltd., Kanachu Sports Design, KANACHU INFORMATION SYSTEM Co., Ltd., and YOKOHAMA BUIL SYSTEM Co., Ltd.

* Kanagawa Chuo Kotsu Co., Ltd. merged with Kanagawa Chuo Kotsu East Co., Ltd. and Kanagawa Chuo Kotsu West Co., Ltd. through an absorption-type merger on April 1, 2025.

* YOKOHAMA BUIL SYSTEM Co., Ltd. acquired all shares in TOHKO Co., Ltd., which consequently became a subsidiary of our Company on April 1, 2025.

Segment Information (Passenger Automobile Business)

(Million yen)

	Nine months ended December 31, 2025	Nine months ended December 31, 2024	Increase/decrease , major factors	
Net sales	44,189	43,927	261 [0.6%]	Passenger bus business: +26 Chartered bus business: +95 Passenger taxi business: +139
Operating profit	2,633	3,767	(1,134) [(30.1%)]	Passenger bus business: (1,168) Chartered bus business: +2 Passenger taxi business: +31

[Compared to the previous fiscal year]

In the passenger bus business, an increase in revenue was reported due to strong demand for passenger transportation, while a decrease was reported in profits due to the increased depreciation associated with the expansion of capital investment and an increase in personnel expenses as a result of the improvement of compensation.

In the chartered bus business, both revenue and profits increased thanks to a rise in orders for school trips and efforts to raise the price per contract.

In the passenger taxi business, both revenue and profits increased thanks to the increased revenue per vehicle.

*Reference: Number of passengers carried in the passenger bus business

(Million persons)

	Nine months ended December 31, 2025	Nine months ended December 31, 2024	Increase/decrease rate
Passengers without commuting passes	99	103	(3.7%)
Passengers with commuting passes	58	53	9.1%
Total	157	156	0.7%

(Million yen)

	Nine months ended December 31, 2025	Nine months ended December 31, 2024	Increase/decrease, major factors	
Net sales	5,036	4,714	321 [6.8%]	Rental business: (275) Sales business: +597
Operating profit	1,885	1,869	15 [0.8%]	Rental business: (82) Sales business: +98

[Compared to the previous fiscal year]

The rental business reported decreases in both revenue and profits due mainly to the cancellation of leases of some tenants.

The sales business reported increases in both revenue and profits due to an increase in the number of houses sold as a result of promotion of sales of detached houses mainly in the Shonan area.

(Million yen)

	Nine months ended December 31, 2025	Nine months ended December 31, 2024	Increase/decrease, major factors	
Net sales	33,176	27,724	5,452 [19.7%]	Commercial vehicle sales business: +4,326 Import car sales business: +1,125
Operating profit	1,391	1,152	239 [20.8%]	Commercial vehicle sales business: +327 Import car sales business: (87)

[Compared to the previous fiscal year]

In the commercial vehicle sales business, both revenue and profits increased due primarily to increases in the number of trucks sold and revenue from vehicle maintenance.

In the import car sales business, revenue increased due to a rise in the number of used vehicles sold, while profits decreased as a result of an increase in sales costs.

* Reference: Number of new vehicles sold

(Number of vehicles sold)

	Nine months ended December 31, 2025	Nine months ended December 31, 2024	Increase/decrease
Trucks	1,576	1,290	286
Buses	154	126	28
Import cars	369	378	(9)

(Million yen)

	Nine months ended December 31, 2025	Nine months ended December 31, 2024	Increase/decrease, major factors	
Net sales	22,132	22,973	(840) [(3.7%)]	Distribution business: (1,979) Commercial vehicle customization business: +940 Food service business: +308
Operating profit	1,226	945	281 [29.7%]	Commercial vehicle customization business: +245 Building management business: +28 Food service business: +26

[Compared to the previous fiscal year]

The distribution business reported a decrease in revenue due to a reactionary decline in sales after an increase in sales of a bus fare box in the previous fiscal year.

The commercial vehicle customization business reported increases in both revenue and profits due primarily to a rise in orders received for coupler installations.

The food service business reported increases in both revenue and profits due mainly to new store openings including of DOUTOR Coffee Shop and efforts to increase average revenue per customer.

Financial Results Forecast for the Fiscal Year Ending March 31, 2026 (Announced on October 28, 2025)

(Million yen)

	FY ending March 31, 2026 Financial results forecast (Announced October 2025)	FY ended March 31, 2025	Increase/decrease	FY ending March 31, 2026 Financial results forecast (Announced April 2025)	Increase/decrease
Net sales	124,900	118,149	6,750 [5.7%]	119,700	5,200 [4.3%]
Passenger automobile business	57,680	57,219	460	57,640	40
Real estate business	7,440	6,723	716	7,590	(150)
Automobile sales business	43,620	38,586	5,033	38,780	4,840
Other businesses	29,200	30,788	(1,588)	28,330	870
Remeasurements	(13,040)	(15,168)	2,128	(12,640)	(400)
Operating profit	5,610	7,388	(1,778) [(24.1%)]	4,870	740 [15.2%]
Passenger automobile business	1,830	2,799	(969)	1,700	130
Real estate business	1,460	2,179	(719)	1,640	(180)
Automobile sales business	1,380	1,405	(25)	770	610
Other businesses	1,360	1,375	(15)	1,090	270
Remeasurements	(420)	(371)	(48)	(330)	(90)
Ordinary profit	5,450	7,745	(2,295) [(29.6%)]	4,650	800 [17.2%]
Profit attributable to owners of parent	2,860	5,083	(2,223) [(43.7%)]	2,520	340 [13.5%]
Basic earnings per share	233.07 yen	414.28 yen	(181.21 yen)	205.36 yen	27.71 yen
Operating profit margin	4.5%	6.3%	(1.8P)	4.1%	0.4P
Depreciation	6,570	5,586	983	6,590	(20)
Capital expenditures	16,020	13,509	2,510	15,800	220
EBITDA (Operating profit + Depreciation)	12,180	12,974	(794)	11,460	720
Interest-bearing debt to EBITDA ratio	6.2 times	4.8 times	1.4P	6.5 times	(0.3P)
ROE	4.8%	9.1%	(4.3P)	4.3%	0.5P

* The consolidated financial results forecast above remain unchanged from the figures announced in October 2025.

The financial results forecasts and other forward-looking statements herein are based on information available to the Company at the time of preparation of this document and certain assumptions deemed reasonable, and actual results may differ significantly from these forecasts due to various factors.

<Inquiries>

Corporate Strategy Department, in charge of IR
Kanagawa Chuo Kotsu Co., Ltd.
TEL: +81-463-22-8894