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Financial Results Briefing Materials for the Fiscal Year Ended March 31, 2026

April 28, 2026

Kanagawa Chuo Kotsu Co., Ltd.

(TSE Prime: 9081)

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Financial Results for the Fiscal Year Ended March 31, 2026

Net sales: 126.7 billion yen (+7.3% yoy); Operating profit: 6.7 billion yen (-8.3% yoy)
Profit attributable to owners of parent: 3.6 billion yen (-28.8% 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: 57.9 billion yen (+0.6 billion yen) Operating profit: 2.2 billion yen (-0.5 billion yen)	**Net sales: 6.8 billion yen (+0.1 billion yen) Operating profit: 1.5 billion yen (-0.5 billion yen)**	**Net sales: 44.9 billion yen (+6.3 billion yen) Operating profit: 1.6 billion yen (+0.2 billion yen)**	**Net sales: 30.1 billion yen (-0.6 billion yen) Operating profit: 1.6 billion yen (+0.2 billion yen)**
◆ Strong demand for passenger transportation ◆ Increases in depreciation and personnel expenses	◆ An increase in the number of houses sold in sales of detached houses ◆ Cancellation of leases of some tenants of rental facilities ◆ An increase in repair expenses of rental facilities	◆ An increase in the number of vehicles sold in the commercial vehicle sales and import car sales ◆ An increase in revenue from vehicle maintenance	◆ 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, 2027

Net sales of 129.7 billion (+2.3%), operating profit of 6.2 billion (-8.5%), and profit of 3.7 billion yen (+3.0%) expected.

Net sales: An increase expected with promotion of sales of condominiums.
Operating profit: A decrease expected due to a decrease in the number of trucks and buses sold
Profit: An increase expected due to a decrease in impairment losses and sale of investment securities

90 yen per share planned

The same amount of dividend as in the previous fiscal year expected to be continued.
A consolidated payout ratio of 29.6% expected.

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Summary of Financial Results for the Fiscal Year Ended March 31, 2026

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(Million yen)

	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	Increase/decrease	Fiscal year ended March 31, 2026 Financial results forecast (Announced April 2025)	Increase/decrease
Net sales	**126,773**	**118,149**	**8,624 [7.3%]**	**119,700**	**7,073 [5.9%]**
Passenger automobile business	57,908	57,219	688	57,640	268
Real estate business	6,842	6,723	118	7,590	(747)
Automobile sales business	44,907	38,586	6,321	38,780	6,127
Other businesses	30,121	30,788	(666)	28,330	1,791
Remeasurements	(13,006)	(15,168)	2,161	(12,640)	(366)
Operating profit	**6,776**	**7,388**	**(612) [(8.3%)]**	**4,870**	**1,906 [39.1%]**
Passenger automobile business	2,232	2,799	(566)	1,700	532
Real estate business	1,588	2,179	(591)	1,640	(51)
Automobile sales business	1,687	1,405	281	770	917
Other businesses	1,602	1,375	227	1,090	512
Remeasurements	(335)	(371)	36	(330)	(5)
Ordinary profit	**6,664**	**7,745**	**(1,080) [(14.0%)]**	**4,650**	**2,014 [43.3%]**
Profit attributable to owners of parent	**3,619**	**5,083 0**	**(1,463) [(28.8%)]**	**2,520**	**1,099 [43.6%]**
Basic earnings per share	**294.99 yen**	**414.28 yen**	**(119.29) yen**	**205.36 yen**	**89.63 yen**

Operating profit margin	5.3%	6.3%	(1.0P)	4.1%	1.2P
Depreciation	6,457	5,586	870	6,590	(132)
Capital expenditures	15,025	13,509	1,516	15,800	(774)
EBITDA (Operating profit + Depreciation)	13,233	12,974	258	11,460	1,773
Net interest-bearing debt to EBITDA ratio	5.5 times	4.8 times	0.7P	6.5 times	(1.0P)
ROE	6.0%	9.1%	(3.1P)	4.3%	1.7P

Non-operating Income/Loss and Extraordinary Income/Losses

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（Million yen)

	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	Increase/decrease, major factors	
Non-operating income	912	993	(80) [(8.1%)]	Subsidy income: （144) Compemsation income: (134) Dividend income: +161
Non-operating expenses	1,023	636	387 [60.9%]	Interest expense: +334
Extraordinary income	753	1,093	(339) [(31.1%)]	Gain on sale of non-current assets: (391) Gain on sale of investment securities: (102) Subsidy income: +151
Extraordinary losses	1,616	2,344	(727) [(31.0%)]	Provision for environmental measures: (438) Impairment losses: (385) Loss on tax purpose reduction entry of noncurrent assets: +138

Consolidated Balance Sheet

(Million yen)

	As of March 31, 2026	As of March 31, 2025	Increase/decrease, major factors	
Current assets	34,213	31,874	2,339 [7.3%]	Merchandise and finished goods: +1,530 Notes and accounts receivable - trade, and contract assets: +937
Non-current assets	151,179	133,570	17,609 [13.2%]	Property, plant and equipment: +13,351 (land, etc.) Investment securities: +4,704
Total assets	**185,392**	**165,444**	**19,948 [12.1%]**	
Current liabilities	52,996	56,952	(3,955) [(6.9%)]	Current portion of bonds payable: (5,000) Other current liabilities: +1,273 (unearned revenue, etc.)
Non-current liabilities	62,734	45,089	17,645 [39.1%]	Long-term borrowings: +12,213 Bonds payable: +3,000 Deferred tax liabilities: +2,551
Total liabilities	**115,731**	**102,042**	**13,689 [13.4%]**	
Total net assets	**69,661**	**63,402**	**6,258 [9.9%]**	Valuation difference on available-for-sale securities: +3,064 Retained earnings: +2,454
Total liabilities and net assets	**185,392**	**165,444**	**19,948 [12.1%]**	

Net assets per share	**5,160.64 yen**	**4,704.37 yen**	**456.27 yen**	
Equity ratio	**34.2%**	**34.9%**	**(0.7P)**	
Balance of interest-bearing debt (Borrowings, bonds and lease liabilities)	**72,267**	**61,876**	**10,391**	Borrowings and bonds payable: +10,114 Lease liabilities: +277

Consolidated Statements of Cash Flows

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(Million yen)

	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	Increase/decrease, major factors	
Cash flows from operating activities	9,169	8,430	739 [8.8%]	Increase (decrease) in accrued consumption taxes:+1,745 Increase (decrease) in trade payables: +1,587 Decrease (increase) in trade receivables: (1,856)
Cash flows from investing activities	(16,912)	(12,739)	(4,172) [(32.8%)]	Purchase of shares of subsidiaries resulting in change in scope of consolidation（2,871) Purchase of non-current assets: (755)
Cash flows from financing activities	6,985	5,412	1,572 [29.1%]	Proceeds from long-term borrowings: +6,100 Redemption of bonds（5,000)
Net increase (decrease) in cash and cash equivalents	(757)	1,103	(1,860) [(168.6%)]	
Cash and cash equivalents at end of period	3,514	4,272	(757) [(17.7%)]	

Free cash flows	(7,742)	(4,309)	(3,433) [(79.7%)]	

Trends in Net Sales and Profits

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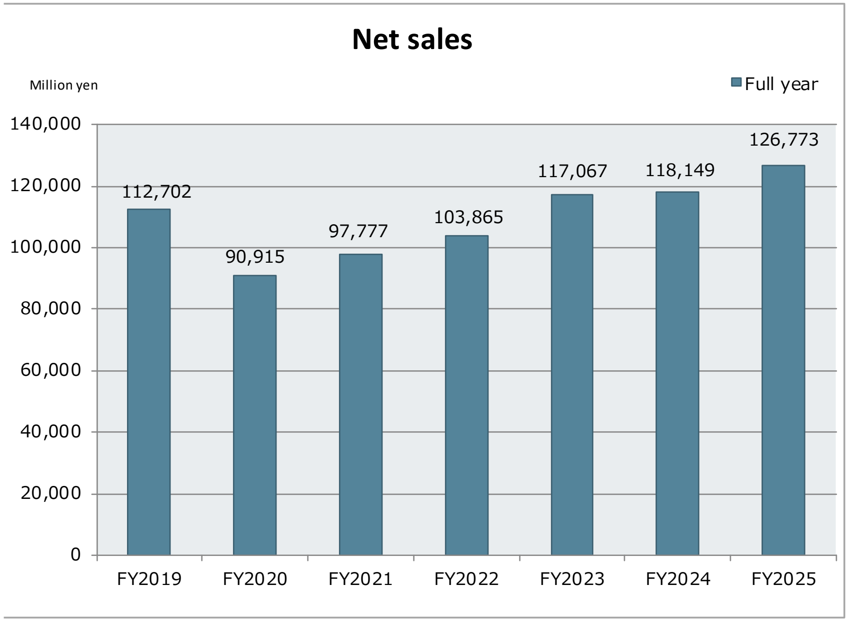
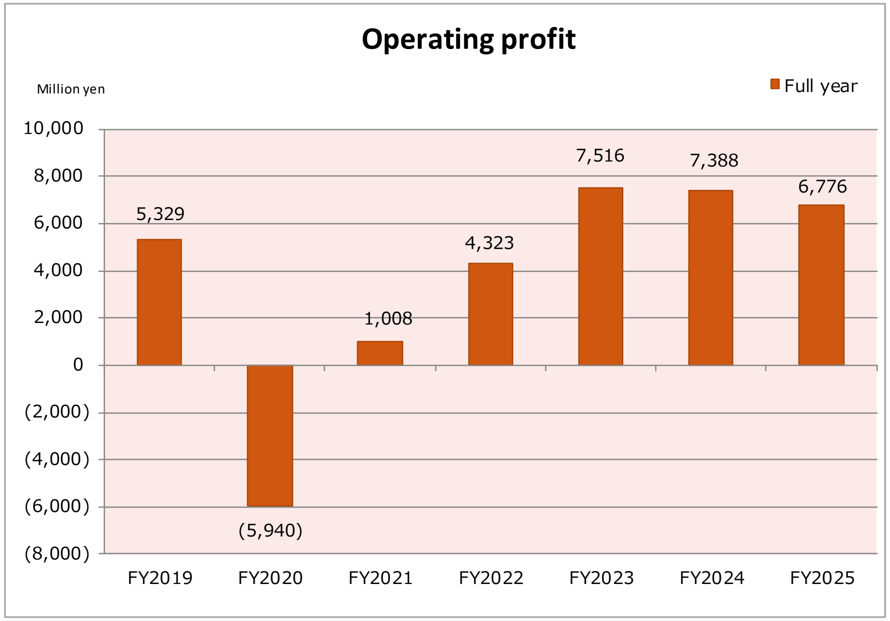
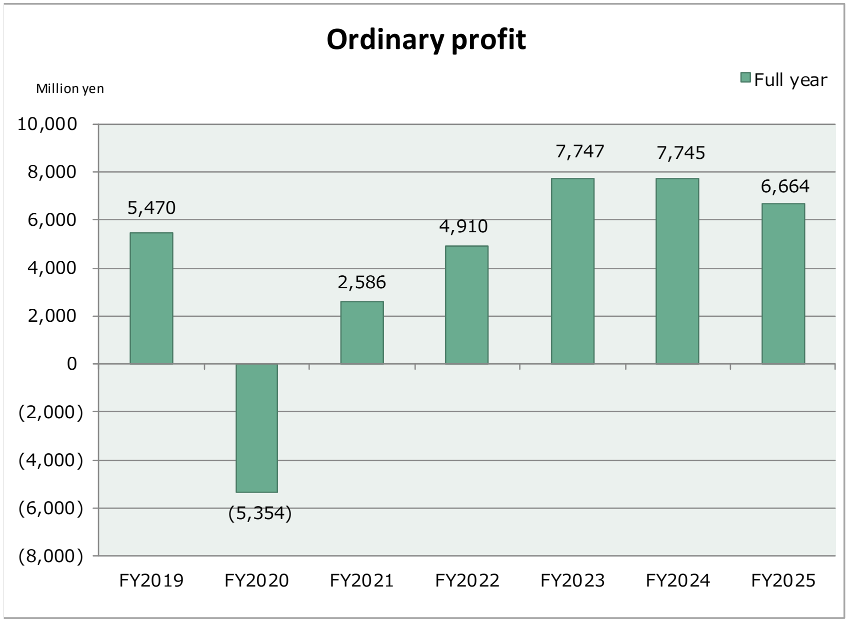
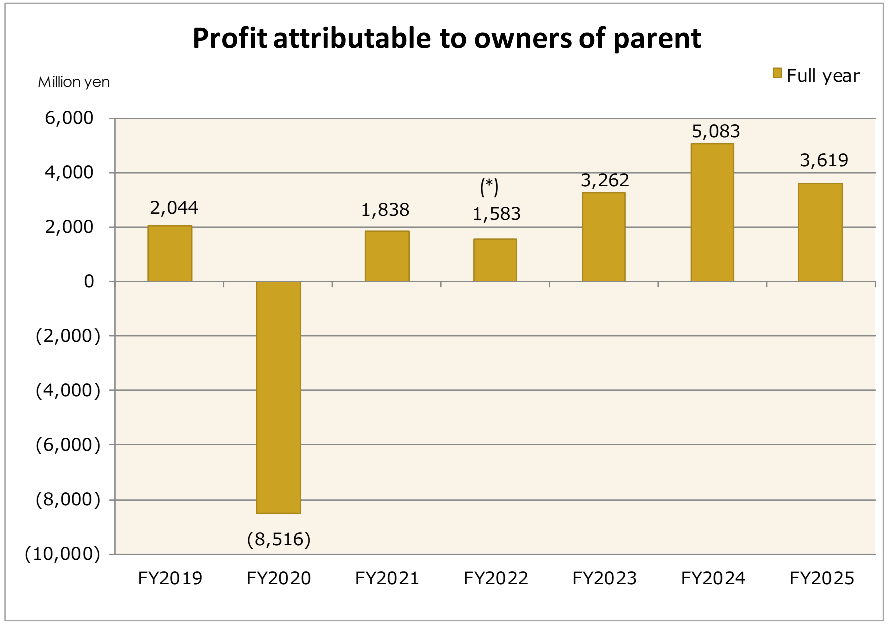


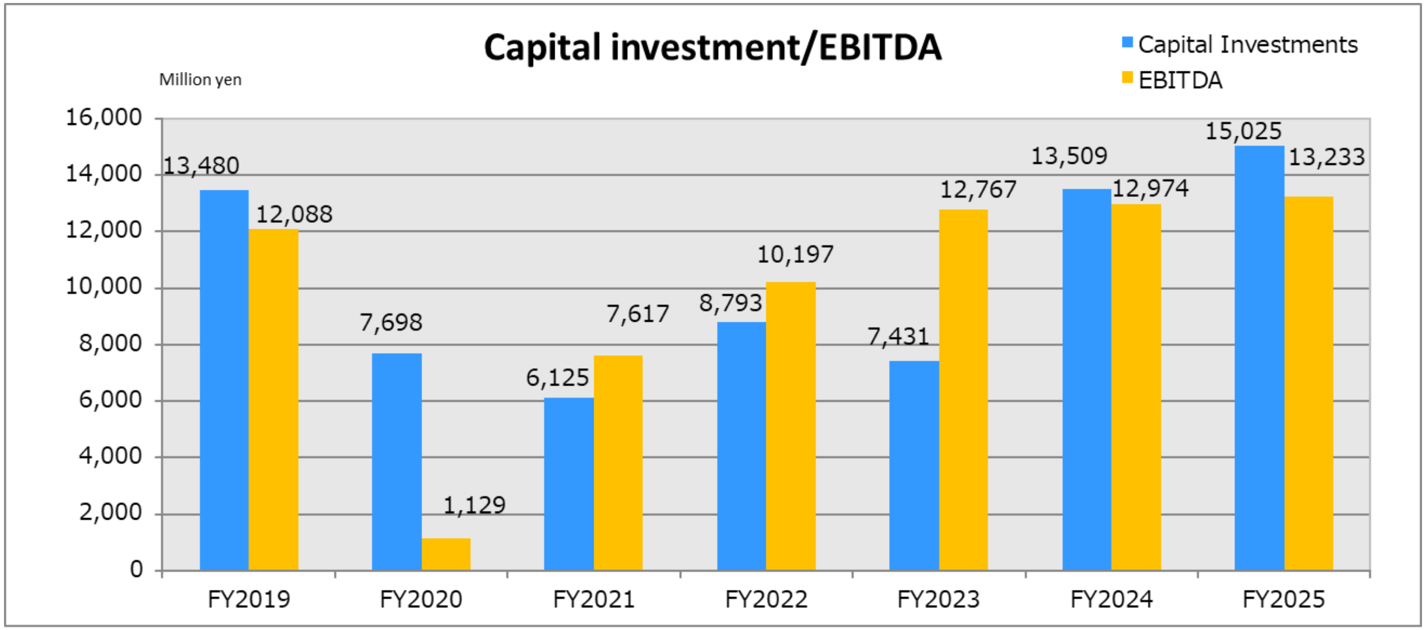


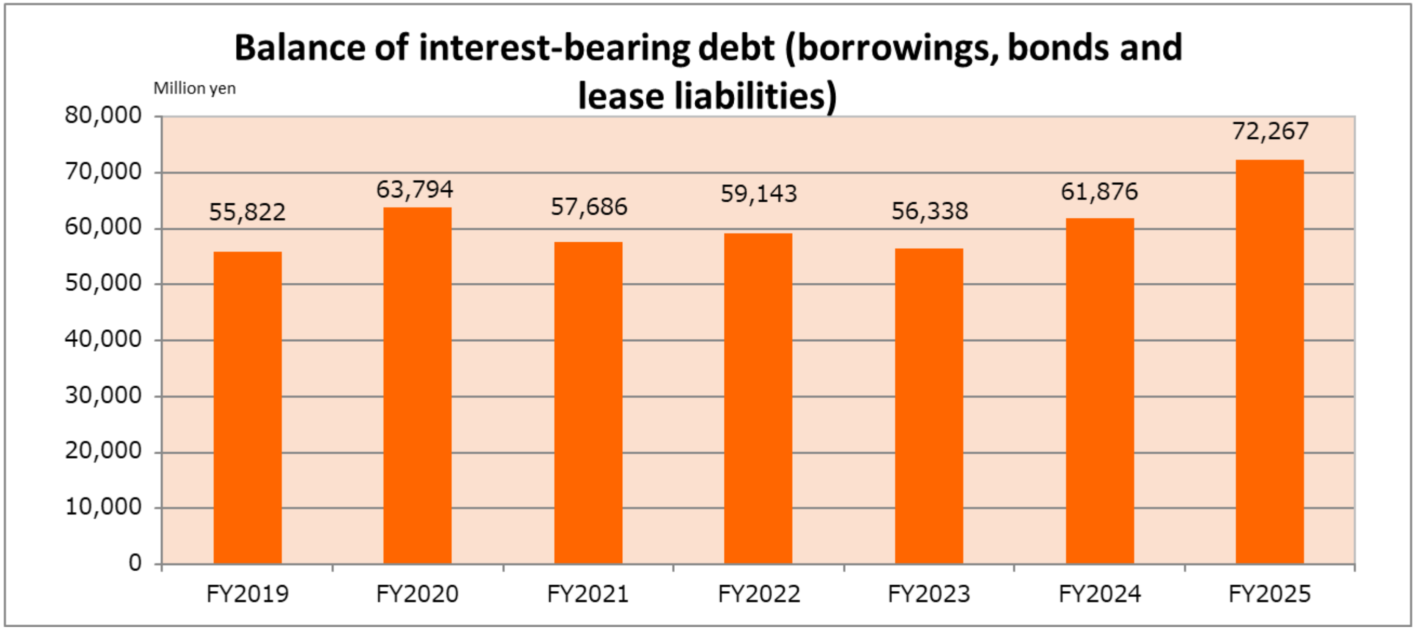




* Accounting Standard for Current Income Taxes (ASBJ Statement No. 27 (revised 2022), October 28, 2022) and other standards have been applied from the beginning of the fiscal year ended March 31, 2025. Figures for the fiscal year 2022 are retrospectively restated to reflect these accounting standards.

Trends in Capital Investments/EBITDA and Interest-bearing Debt





Scope of the Consolidated Financial Results (As of March 31, 2026)

Kanagawa Chuo Kotsu Group: 19 subsidiaries and 2 affiliates
Including 19 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 consolidated subsidiary of our Company on April 1, 2025.

* Kanagawa Chuo Kotsu Co., Ltd. acquired all shares in Mizushima Shoji Co., Ltd., Rinkan Shoji Co., Ltd., and Emuesu Planning Co., Ltd., which consequently became consolidated subsidiaries of our Company on January 7, 2026.

Segment Information (Passenger Automobile Business)

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(Million yen)

	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	Increase/decrease, major factors	
Net sales	57,908	57,219	688 [1.2%]	Passenger bus business: +323 Chartered bus business: +81 Passenger taxi business: +284
Operating profit	2,232	2,799	(566) [(20.2%)]	Passenger bus business: (643) Chartered bus business: (19) Passenger taxi business: +96
Assets	65,371	63,241	2,130	
Depreciation	4,382	3,592	790	
Impairment losses	—	—	—	
Capital expenditures	8,725	11,326	(2,600)	

Fiscal year ended March 31, 2026 Financial results forecast (Announced April 2025)	Increase/decrease
57,640	268 [0.5%]
1,700	532 [31.3%]

[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, revenue increased thanks to a rise in orders for school trips and efforts to raise the price per contract, while profits declined as a result of an increase in vehicle repair expenses.

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

[Compared to the Forecast (announced in April 2025)]

In the passenger bus business, both revenue and profits increased due to increased revenue from operations management services and a decrease in fuel costs resulting from lower purchase unit prices.

In the chartered bus business, revenue decreased due to a decline in the number of vehicles in operation affected by a shortfall in recruiting drivers, while profits increased due mainly to declines in personnel expenses and fuel costs.

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)

	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	Increase/decrease rate
Passengers without commuting passes	129	134	(3.7%)
Passengers with commuting passes	75	68	10.0%
Total	205	203	0.9%

Segment Information (Real Estate Business)

(Million yen)

	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	Increase/decrease, major factors	
Net sales	6,842	6,723	118 [1.8%]	Rental business: (337) Sales business : +456
Operating profit	1,588	2,179	(591) [(27.1%)]	Rental business: (742) Sales business : +151
Assets	56,773	48,544	8,228	
Depreciation	1,068	1,050	18	
Impairment losses	127	181	(53)	
Capital expenditures	1,898	963	934	

	Fiscal year ended March 31, 2026 Financial results forecast (Announced April 2025)	Increase/decrease
Net sales	7,590	(747) [(9.9%)]
Operating profit	1,640	(51) [(3.2%)]

[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 and increased repair expenses.
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.

[Compared to the Forecast (announced in April 2025)]
In the rental business, profits decreased due mainly to increased repair expenses for rental facilities.
The sales business reported a decrease in revenue due to decreases in the number of houses sold in the sales of detached houses and the purchase and resale business of preowned houses, and an increase in profits due to a decline in sales costs.

Segment Information (Automobile Sales Business)

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(Million yen)

	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	Increase/decrease, major factors	
Net sales	44,907	38,586	6,321 [16.4%]	Commercial vehicle sales business: +5,447 Import car sales business: +873
Operating profit	1,687	1,405	281 [20.0%]	Commercial vehicle sales business: +384 Import car sales business: (103)
Assets	25,444	24,755	688	
Depreciation	506	459	47	
Impairment losses	—	—	—	
Capital expenditures	148	812	(663)	

	Fiscal year ended March 31, 2026 Financial results forecast (Announced April 2025)	Increase/decrease
Net sales	38,780	6,127 [15.8%]
Operating profit	770	917 [119.1%]

[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 increased cost of sales.

[Compared to the Forecast (announced in April 2025)]

In the commercial vehicle sales business, both revenue and profits increased due 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 increased cost of sales.

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*Reference: Number of new vehicles sold

(Number of vehicles sold)

	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	Increase/decrease
Trucks	2,080	1,726	354
Buses	275	249	26
Import cars	473	491	(18)

Segment Information (Other businesses)

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(Million yen)

	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	Increase/decrease, major factors	
Net sales	30,121	30,788	(666) [(2.2%)]	Distribution business: (2,051) Commercial vehicle customization business: +1,162 Food service business: +376
Operating profit	1,602	1,375	227 [16.6%]	Commercial vehicle customization business: +212 Food service business: +39
Assets	41,082	36,966	4,115	
Depreciation	499	484	14	
Impairment losses	48	380	(331)	
Capital expenditures	4,530	737	3,792	

Fiscal year ended March 31, 2026 Financial results forecast (Announced April 2025)	Increase/decrease
28,330	1,791 [6.3%]
1,090	512 [47.0%]

[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.

[Compared to the Forecast (announced in April 2025)]

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

The building management business reported increases in both revenue and profits due mainly to the consolidation of TOHKO Co., Ltd. and a rise in orders received related to spot construction work.

The distribution business reported increases in both revenue and profits due primarily to increases in sales of automobile components and orders received for the installation work of air-conditioning equipment.

Financial Results Forecast for the Fiscal Year Ending March 31, 2027 (Announced on April 28, 2026)

Consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2027

*As geopolitical risks are currently rising against the backdrop of escalating tensions in the Middle East, fluctuations in prices and supply volumes of resources caused by unstable international situation could have some impact on our financial results.

(Million yen)

		FY ending March 31, 2027 Financial results forecast	FY ended March 31, 2026	Increase/decrease	Major factors
Net sales		**129,700**	**126,773**	**2,926 [2.3%]**	
	Passenger automobile business	59,870	57,908	1,961	Passenger bus: +1,340; Chartered bus: (1); Passenger taxi: +622
	Real estate business	10,250	6,842	3,407	Rental: +464; Sales: +2,943
	Automobile sales business	41,930	44,907	(2,977)	Commercial vehicle sales: (4,378); Import car sales: +1,401
	Other businesses	29,810	30,121	(311)	Building management: (452); Distribution: (162); Service: +180
	Remeasurements	(12,160)	(13,006)	846	
Operating profit		**6,200**	**6,776**	**(576) [(8.5%)]**	
	Passenger automobile business	2,240	2,232	7	Passenger bus: +140; Chartered bus: (61); Passenger taxi: (72)
	Real estate business	1,980	1,588	391	Rental: +375: Sales: +15
	Automobile sales business	1,050	1,687	(637)	Commercial vehicle sales: (706): Import car sales: 68
	Other businesses	1,320	1,602	(282)	Distribution: (164); Building management: (149)
	Remeasurements	(390)	(335)	(54)	
Ordinary profit		**5,630**	**6,664**	**(1,034) [(15.5%)]**	Non-operating income and expenses Subsidy income: (77); Interest expenses :(370)
Profit attributable to owners of parent		**3,730**	**3,619**	**110 [3.0%]**	Extraordinary income and losses Gain on sale of investment securities: +391; Impairment losses: +176
Basic earnings per share		**303.97 yen**	**294.99 yen**	**8.98 yen**	

Operating profit margin	4.8%	5.3%	(0.5P)
Depreciation	7,370	6,457	912
Capital expenditures	14,310	15,025	(715)
EBITDA (Operating profit + Depreciation)	13,570	13,233	336
Net interest-bearing debt to EBITDA ratio	6.2 times	5.5 times	0.7P
ROE	6.0%	6.0%	—

(Million yen)

	FY ending March 31, 2027 Financial results forecast	FY ended March 31, 2026	Increase/decrease, major factors	
Net sales	59,870	57,908	1,961 [3.4%]	Passenger bus business: +1,340 Chartered bus business: (1) Passenger taxi business: +622
Operating profit	2,240	2,232	7 [0.3%]	Passenger bus business: +140 Chartered bus business: (61) Passenger taxi business: (72)
Depreciation	5,090	4,382	707	
Capital expenditures	8,060	8,725	(665)	

[Compared to the previous fiscal year]

In the passenger bus business and the passenger taxi business, revenue is expected to increase with contribution by fare revision.

Operating profit is expected to remain at the previous year's level due to increases in personnel expenses as a result of improving the compensation and depreciation associated with alternative vehicles, etc.

*Reference: Number of passengers carried in the passenger bus business (Million persons)

	FY ending March 31, 2027 Financial results forecast	FY ended March 31, 2026	Increase/decrease rate
Passengers without commuting passes	120	129	(7.2%)
Passengers with commuting passes	81	75	8.1%
Total	201	205	(1.6%)

Financial Results Forecast by Segment for the Fiscal Year Ending March 31, 2027 (Real Estate Business)

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(Million yen)

	FY ending March 31, 2027 Financial results forecast	FY ended March 31, 2026	Increase/decrease, major factors	
Net sales	10,250	6,842	3,407 [49.8%]	Rental business: +464 Sales business: +2,943
Operating profit	1,980	1,588	391 [24.7%]	Rental business: +375 Sales business: +15
Depreciation	1,250	1,068	181	
Capital expenditures	3,260	1,898	1,361	

[Compared to the previous fiscal year]
The rental business is expected to report increases in both revenue and profits due mainly to the consolidation of real-estate-related companies in the previous fiscal year and a decrease in repair expenses of rental facilities.
The sales business is expected to report increases in both revenue and profits due mainly to an increase in the number of condominium units sold.

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(Million yen)

	FY ending March 31, 2027 Financial results forecast	FY ended March 31, 2026	Increase/decrease, major factors	
Net sales	41,930	44,907	(2,977) [(6.6%)]	Commercial vehicle sales business: (4,378) Import car sales business: +1,401
Operating profit	1,050	1,687	(637) [(37.8%)]	Commercial vehicle sales business: (706) Import car sales business: +68
Depreciation	500	506	(6)	
Capital expenditures	170	148	21	

[Compared to the previous fiscal year]

The commercial vehicle sales business is expected to report decreases in both revenue and profits due to a decrease in the number of trucks and buses sold.

The import car sales business is expected to report increases in both revenue and profits due to an increase in the number of vehicles sold.

*Reference: Number of new vehicles sold

(Number of vehicles sold)

	FY ending March 31, 2027 Financial results forecast	FY ended March 31, 2026	Increase/decrease
Trucks	1,797	2,080	(283)
Buses	234	275	(41)
Import cars	600	473	127

(Million yen)

	FY ending March 31, 2027 Financial results forecast	FY ended March 31, 2026	Increase/decrease, major factors	
Net sales	29,810	30,121	(311) [(1.0%)]	Building management business: (452) Distribution business: (162) Service bus ines s (resource recycl ing, etc.): +180
Operating profit	1,320	1,602	(282) [(17.6%)]	Distribution business: (164) Building management business: (149)
Depreciation	510	499	10	
Capital expenditures	2,960	4,530	(1,570)	

[Compared to the previous fiscal year]

The building management business is expected to report decreases in both revenue and profits due to a drop in entrusted services associated with the closure of large-scale halls and cancellation of commercial facility contracts.

The resource recycling business is expected to report an increase in sales owing mainly to collection and transportation rate revisions and an increase in production volume at recycling plants.

The distribution business is expected to report a decrease in profits due mainly to a decline in orders received in the previous fiscal year, including those for sales of on-board equipment for passenger buses and installation work of air-conditioning equipment.

Disclaimer

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.

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