Kanachu

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Financial Results Briefing Materials for the Six Months Ended September 30, 2026

October 29, 2026

Kanagawa Chuo Kotsu Co., Ltd.

(TSE Prime: 9081)

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Summary

Financial Results for the Six Months Ended September 30, 2026

Net sales: 65.5 billion yen (+3.4% yoy); Operating profit: 5.6 billion yen (+20.2% yoy)

Profit attributable to owners of parent: 3.1 billion yen (+16.3% yoy)

Net sales: An increase reported due mainly to fare revisions in the passenger automobile business.
Profits at each income level: An increase reported as a result of an increase in revenue as stated above, despite increases in personnel expenses resulting from improved employee compensation and depreciation associated with vehicle replacement in the passenger automobile business.

Passenger automobile business	Real estate business	Automobile sales business	Other businesses
Net sales: 31.2 billion yen (+1.7 billion yen) **Operating profit: 2.6 billion yen (+0.8 billion yen)**	**Net sales: 3.4 billion yen (-0.0 billion yen)** **Operating profit: 1.0 billion yen (-0.2 billion yen)**	**Net sales: 20.2 billion yen (+0.1 billion yen)** **Operating profit: 1.2 billion yen (+0.2 billion yen)**	**Net sales: 15.3 billion yen (+0.6 billion yen)** **Operating profit: 0.8 billion yen (+0.0 billion yen)**
◆ Contribution by fare revision ◆ Increases in personnel expenses and depreciation	◆ A decline in the number of houses sold in sales of detached houses ◆ An increase in repair expenses of rental facilities	◆ An increase in the number of heavy-duty trucks sold in commercial vehicle sales, and an increase in revenue from vehicle maintenance ◆ A decline in sales unit prices in import car sales	◆ An increase in orders received for equipment installation work ◆ A rise in sales unit prices of fuels ◆ An increase in orders received for commercial vehicle customization

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

◆ Consolidated financial results forecast has been revised upward from the initial figures (announced in April 2026) to report increases in both revenue and profits.
- ‣ Both revenue and profits are expected to increase compared to the initial figures because the passenger automobile business and the automobile sales business remain strong.

◆ Dividend forecast
- ‣ The year-end dividend forecast has been revised to 50 yen per share, an increase of 5 yen, taking into account business performance trends and the financial position.
- ‣ Annual dividends of 95 yen per share are planned.

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Summary of Financial Results for the Six Months Ended September 30, 2026

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Consolidated Statement of Income

(Million yen)

	Six months ended September 30, 2026	Six months ended September 30, 2025	Increase/decrease	Six months ended September 30, 2026 Financial results forecast (Announced April 2026)	Increase/decrease
Net sales	**65,554**	**63,396**	**2,157 [3.4%]**	**62,700**	**2,854 [4.6%]**
Passenger automobile business	31,270	29,545	1,724	30,480	790
Real estate business	3,470	3,516	(46)	3,010	460
Automobile sales business	20,217	20,102	114	19,050	1,167
Other businesses	15,321	14,695	626	14,440	881
Adjustments	(4,725)	(4,462)	(262)	(4,280)	(445)
Operating profit	**5,681**	**4,725**	**956 [20.2%]**	**3,550**	**2,131 [60.1%]**
Passenger automobile business	2,645	1,819	826	1,680	965
Real estate business	1,081	1,334	(252)	860	221
Automobile sales business	1,214	948	265	670	544
Other businesses	856	798	58	460	396
Adjustments	(117)	(176)	58	(120)	2
Ordinary profit	**5,603**	**4,693**	**909 [19.4%]**	**3,290**	**2,313 [70.3%]**
Profit attributable to owners of parent	**3,142**	**2,701**	**440 [16.3%]**	**1,690**	**1,452 [85.9%]**
Basic earnings per share	**256.06 yen**	**220.14 yen**	**35.92 yen**	**137.72 yen**	**118.34 yen**

Depreciation	3,542	3,088	453
EBITDA (Operating profit + Depreciation)	9,224	7,813	1,410

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Non-operating Income/Loss and Extraordinary Income/Losses

(Million yen)

	Six months ended September 30, 2026	Six months ended September 30, 2025	Increase/decrease, major factors	
Non-operating income	529	397	132 [33.3%]	Dividend income: +72
Non-operating expenses	608	428	179 [41.8%]	Interest expense: +239
Extraordinary income	70	376	(306) [(81.3%)]	Subsidy income: (287)
Extraordinary losses	411	535	(123) [(23.1%)]	Loss on tax purpose reduction entry of non-current assets: (272) Loss on retirement of non-current assets: +190

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Consolidated Balance Sheet

(Million yen)

	As of September 30, 2026	As of March 31, 2026		Increase/decrease, major factors
Current assets	37,031	34,213	2,817 [8.2%]	Merchandise and finished goods: +2,155 Notes and accounts receivable - trade, and contract assets: +364
Non-current assets	154,710	151,179	3,531 [2.3%]	Investment securities: +5,145 Property, plant and equipment: (1,381) (Accumulated depreciation, etc.)
Total assets	**191,741**	**185,392**	**6,348 [3.4%]**	
Current liabilities	53,622	52,996	625 [1.2%]	Other current liabilities: +1,716 (unearned revenue, etc.) Short-term borrowings: +533 Notes and accounts payable - trade: (1,908)
Non-current liabilities	62,102	62,734	(632) [(1.0%)]	Long-term borrowings: (2,484) Other non-current liabilities: +1,980 (deferred tax liabilities, etc.)
Total liabilities	**115,724**	**115,731**	**(6) [(0.0%)]**	
Total net assets	**76,016**	**69,661**	**6,355 [9.1%]**	Valuation difference on available-for-sale securities: +3,514 Retained earnings: +2,589
Total liabilities and net assets	**191,741**	**185,392**	**6,348 [3.4%]**	

Net assets per share	**5,656.96 yen**	**5,160.64 yen**	**496.32 yen**	
Equity ratio	**36.2%**	**34.2%**	**2.0P**	
Balance of interest-bearing debt (Borrowings, bonds and lease liabilities)	**70,297**	**72,267**	**(1,970)**	Borrowings: (1,950) Lease liabilities: (19)

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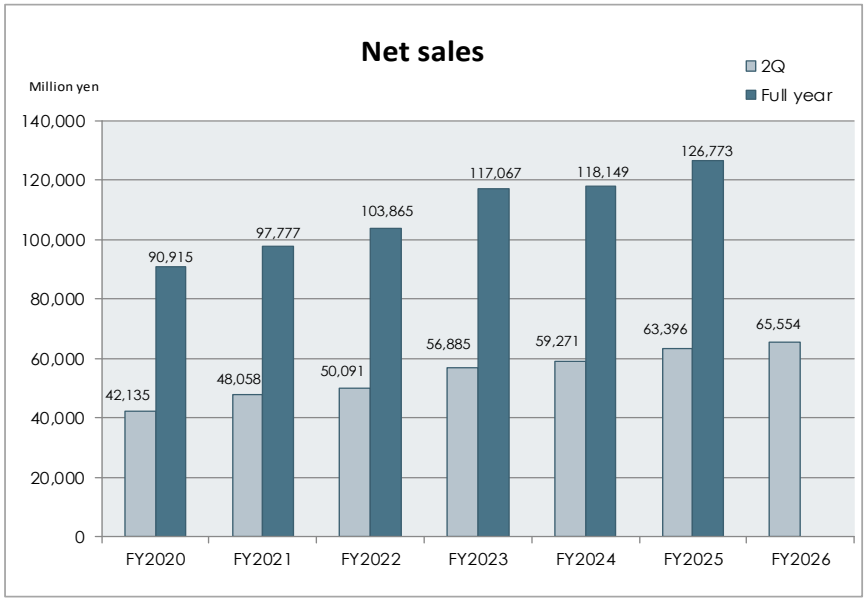
Consolidated Statements of Cash Flows

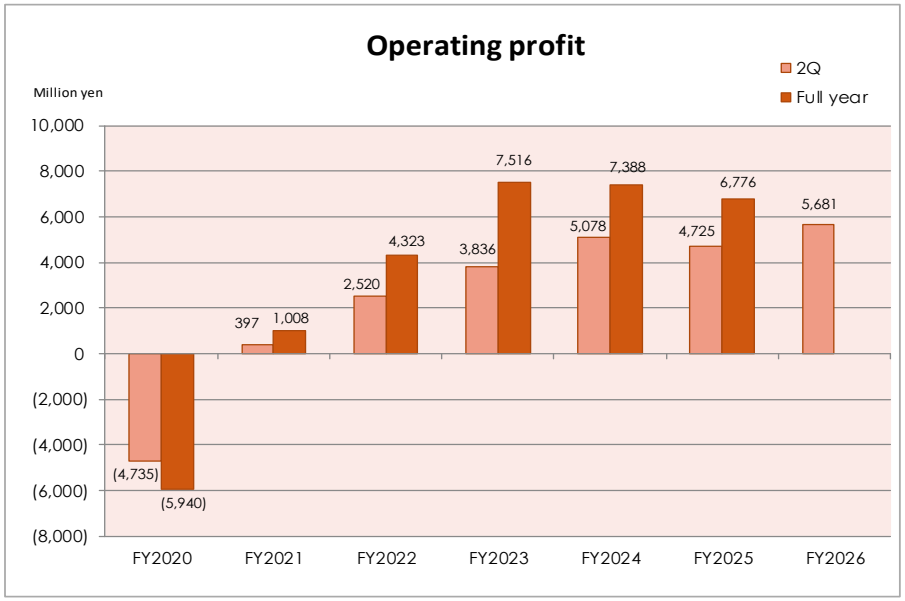
(Million yen)

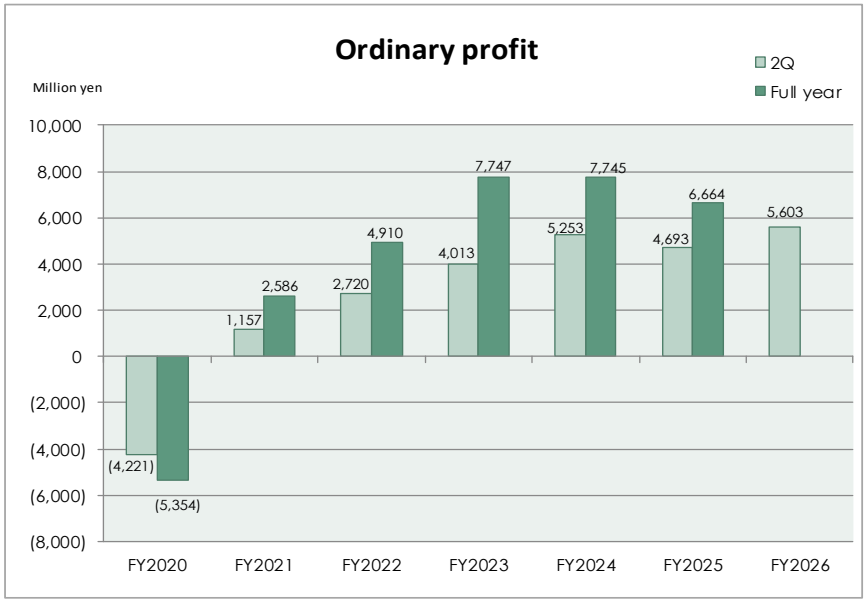
	Six months ended September 30, 2026	Six months ended September 30, 2025	Increase/decrease, major factors	
Cash flows from operating activities	5,528	5,957	(429) [(7.2%)]	Increase (decrease) in trade payables: (1,441) Profit before income taxes: +727
Cash flows from investing activities	(2,509)	(6,651)	4,141 [62.3%]	Purchase of non-current assets: +3,958
Cash flows from financing activities	(2,826)	(500)	(2,325) [(464.4%)]	Proceeds from long-term borrowings: (3,000) Repayments of long-term borrowings: +475
Net increase (decrease) in cash and cash equivalents	191	(1,194)	1,386 [116.1%]	
Cash and cash equivalents at end of period	3,706	3,077	629 [20.5%]	
Free cash flows	3,018	(694)	3,712 [534.8%]	

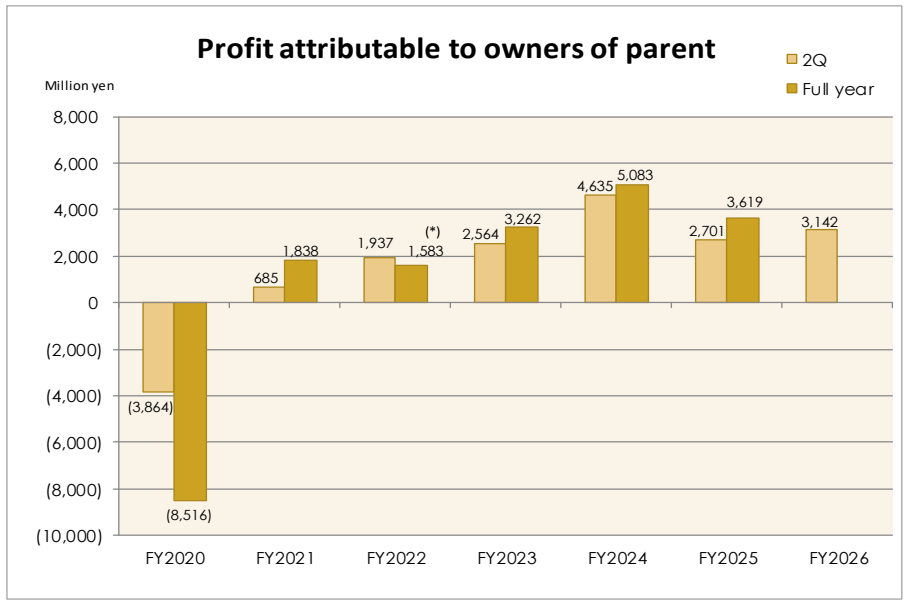
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Trends in Net Sales and Profits









* 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.

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Scope of the Consolidated Financial Results (As of September 30, 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.

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Segment Information (Passenger Automobile Business)

(Million yen)

	Six months ended September 30, 2026	Six months ended September 30, 2025	Increase/decrease, major factors		Six months ended September 30, 2026 Financial results forecast (Announced April 2026)	Increase/decrease
Net sales	31,270	29,545	1,724 [5.8%]	Passenger bus business: +1,325 Chartered bus business: +20 Passenger taxi business: +378	30,480	790 [2.6%]
Operating profit	2,645	1,819	826 [45.4%]	Passenger bus business: +607 Chartered bus business: +16 Passenger taxi business: +202	1,680	965 [57.5%]

[Compared to the previous fiscal year]

In the passenger bus business, both revenue and profits increased due to the fare revision, despite an increase in personnel expenses as a result of the improvement of compensation and an increase in depreciation associated with vehicle replacement.

In the chartered bus business, both revenue and profits increased due to the fare revision, despite an increase in depreciation associated with vehicle replacement.

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

[Compared to the Forecast (announced in April 2026)]

In the passenger bus business, both revenue and profits increased as demand for passenger transportation exceeded expectations, despite an increase in fuel costs resulting from higher purchase unit prices.

In the chartered bus business, both revenue and profits increased thanks to efforts to raise the price per contract.

In the passenger taxi business, both revenue and profits increased due mainly to strong demand for passenger transportation and a rise in the number of trips.

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

	Six months ended September 30, 2026	Six months ended September 30, 2025	Increase/decrease rate
Passengers without commuting passes	62	67	(7.3%)
Passengers with commuting passes	42	38	9.5%
Total	104	105	(1.2%)

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Segment Information (Real Estate Business)

(Million yen)

	Six months ended September 30, 2026	Six months ended September 30, 2025	Increase/decrease, major factors		Six months ended September 30, 2026 Financial results forecast (Announced April 2026)	Increase/decrease
Net sales	3,470	3,516	(46) [(1.3%)]	Rental business: +230 Sales business: (276)	3,010	460 [15.3%]
Operating profit	1,081	1,334	(252) [(18.9%)]	Rental business: (186) Sales business: (66)	860	221 [25.8%]

[Compared to the previous fiscal year]

The rental business reported an increase in revenue due to the consolidation of real-estate-related companies in the previous fiscal year and the opening of new rental facilities, while a decrease was reported in profits due to increased repair expenses.

The sales business reported decreases in both revenue and profits due to a decrease in the number of houses sold in sales of detached houses.

[Compared to the Forecast (announced in April 2026)]

The rental business reported increases in both revenue and profits due mainly to some tenants moving up their contract start dates and decreased 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.

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Segment Information (Automobile Sales Business)

(Million yen)

	Six months ended September 30, 2026	Six months ended September 30, 2025	Increase/decrease, major factors		Six months ended September 30, 2026 Financial results forecast (Announced April 2026)	Increase/decrease
Net sales	20,217	20,102	114 [0.6%]	Commercial vehicle sales business: +754 Import car sales business: (639)	19,050	1,167 [6.1%]
Operating profit	1,214	948	265 [28.0%]	Commercial vehicle sales business: +340 Import car sales business: (74)	670	544 [81.3%]

[Compared to the previous fiscal year]

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

In the import car sales business, both revenue and profits decreased due to declines in sales unit prices and the number of vehicles sold.

[Compared to the Forecast (announced in April 2026)]

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

In the import car sales business, both revenue and profits decreased due to declines in the number of vehicles sold and sales unit prices.

*Reference: Number of new vehicles sold (Number of vehicles sold)

	Six months ended September 30, 2026	Six months ended September 30, 2025	Increase/decrease
Trucks	932	980	(48)
Buses	51	57	(6)
Import cars	242	245	(3)

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Segment Information (Other Businesses)

(Million yen)

	Six months ended September 30, 2026	Six months ended September 30, 2025	Increase/decrease, major factors		Six months ended September 30, 2026 Financial results forecast (Announced April 2026)	Increase/decrease
Net sales	15,321	14,695	626 [4.3%]	Building management business: +215 Distribution business: +197 Commercial vehicle customization business: +187 Food service business: +42	14,440	881 [6.1%]
Operating profit	856	798	58 [7.3%]	Building management business: +25 Food service business: +23 Distribution business: +10	460	396 [86.2%]

[Compared to the previous fiscal year]

The building management business reported increases in both revenue and profits due mainly to a rise in orders received related to spot construction work.

The distribution business reported increases in both revenue and profits due primarily to a rise in sales unit prices of fuels.

The commercial vehicle customization business reported an increase in revenue 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 the full-year contribution of new stores, including DOUTOR Coffee Shop, opened during the previous fiscal year.

[Compared to the Forecast (announced in April 2026)]

The building management business reported increases in both revenue and profits due mainly to a rise in orders received related to spot construction work and the acquisition of new cleaning contracts.

The distribution business reported increases in both revenue and profits due primarily to a rise in sales unit prices of fuels.

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

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Financial Results Forecast for the Fiscal Year Ending March 31, 2027 (Announced on October 29, 2026)

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Assumptions for Financial Results Forecast

Upward Revision to Financial Results Forecast for the Fiscal Year Ending March 31, 2027

- ❑ **Forecasts for both net sales and profits have been revised upward due to business growth.**
- ❑ **Profit attributable to owners of parent is expected to increase, despite the recognition of losses associated with restructuring in other businesses.**

➢ Results for the first half: Performance remained above the upward-revised figures announced at the time of the first-quarter financial results release (July 27). Performance was driven by the passenger automobile business and automobile sales business.

➢ Forecasts for the second half: Revenue growth is expected to continue due to steady performance in the businesses stated above. Meanwhile, the forecast factors in a decline in the real estate business, following a revision to the sales plan for detached houses.

Business segment		Assumptions underlying the initial forecasts	Results for the first half and forecasts for the second half
Passenger automobile business		Contribution by resilient demand for passenger transportation and fare revisions	The number of passengers carried exceeded expectations, and weather conditions also helped increase revenue. Passenger transportation demand is expected to remain strong in the second half, but operating expenses are expected to rise.
Real estate business	Sales	Increased sales of condominium units and detached houses	Sales of detached houses increased mainly in the Shonan area. The sales plan for detached houses is expected to be revised in the second half based on market conditions.
Automobile sales business	Commercial vehicle sales	A decline in the number of trucks sold due to changes in the market environment A consequent decrease in the number of vehicle maintenance visits	Revenue from new vehicle sales showed an upward trend, driven by demand that exceeded expectations. Vehicle maintenance is also showing an upward trend in both the number of maintenance visits and unit prices.
Other businesses	Building management	A drop in entrusted services associated with some existing contracts	Strong performance in acquiring new contracts and winning orders for equipment replacement projects. Revenue is expected to increase in the second half as well.

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

(Million yen)

	FY ending March 31, 2027 Financial results forecast (Announced October 2026)	FY ended March 31, 2026	Increase/decrease	FY ending March 31, 2027 Financial results forecast (Announced April 2026)	Increase/decrease
Net sales	**132,400**	**126,773**	**5,626 [4.4%]**	**129,700**	**2,700 [2.1%]**
Passenger automobile business	61,020	57,908	3,111	59,870	1,150
Real estate business	9,490	6,842	2,647	10,250	(760)
Automobile sales business	44,110	44,907	(797)	41,930	2,180
Other businesses	30,840	30,121	718	29,810	1,030
Adjustments	(13,060)	(13,006)	(53)	(12,160)	(900)
Operating profit	**7,900**	**6,776**	**1,123 [16.6%]**	**6,200**	**1,700 [27.4%]**
Passenger automobile business	3,130	2,232	897	2,240	890
Real estate business	1,750	1,588	161	1,980	(230)
Automobile sales business	1,800	1,687	112	1,050	750
Other businesses	1,580	1,602	(22)	1,320	260
Adjustments	(360)	(335)	(24)	(390)	30
Ordinary profit	**7,600**	**6,664**	**935 [14.0%]**	**5,630**	**1,970 [35.0%]**
Profit attributable to owners of parent	**4,150**	**3,619**	**530 [14.6%]**	**3,730**	**420 [11.3%]**
Basic earnings per share	**338.20 yen**	**294.99 yen**	**43.21 yen**	**303.97 yen**	**34.23 yen**
Operating profit margin	6.0%	5.3%	0.7P	4.8%	1.2P
Depreciation	7,270	6,457	812	7,370	(100)
Capital expenditures	14,220	15,025	(805)	14,310	(90)
EBITDA (Operating profit + Depreciation)	15,170	13,233	1,936	13,570	1,600
Net interest-bearing debt	78,180	72,267	5,912	83,950	(5,770)
Net interest-bearing debt to EBITDA ratio	5.2 times	5.5 times	(0.3P)	6.2 times	(1.0P)
ROE	6.2%	6.0%	0.2P	6.0%	0.2P

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Financial Results Forecast by Segment (Passenger Automobile Business)

(Million yen)

	FY ending March 31, 2027 Financial results forecast (Announced October 2026)	FY ended March 31, 2026	Increase/decrease, major factors		FY ending March 31, 2027 Financial results forecast (Announced April 2026)	Increase/decrease
Net sales	61,020	57,908	3,111 [5.4%]	Passenger bus business: +2,430 Chartered bus business: (11) Passenger taxi business: +692	59,870	1,150 [1.9%]
Operating profit	3,130	2,232	897 [40.2%]	Passenger bus business: +950 Chartered bus business: (1) Passenger taxi business: (52)	2,240	890 [39.7%]
Depreciation	4,990	4,382	607		5,090	(100)
Capital expenditures	7,440	8,725	(1,285)		8,060	(620)

[Compared to the previous fiscal year]

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

Operating profit is expected to increase due to the rise in revenue stated above, despite increases in personnel expenses as a result of improving the compensation and depreciation associated with the replacement of vehicles and other assets.

[Compared to the Forecast (announced in April 2026)]

In the passenger bus business, both revenue and profits are expected to increase due to strong demand for passenger transportation, despite an increase in fuel costs resulting from higher purchase unit prices.

In the chartered bus business, while revenue is expected to decrease due to a decline in the number of vehicles in operation stemming from a shortfall in recruiting drivers, profits are expected to increase due to a decline in personnel expenses and depreciation.

In the passenger taxi business, both revenue and profits are expected to increase due mainly to strong demand for passenger transportation and a rise in the number of trips.

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Financial Results Forecast by Segment (Real Estate Business)

(Million yen)

	FY ending March 31, 2027 Financial results forecast (Announced October 2026)	FY ended March 31, 2026	Increase/decrease, major factors		FY ending March 31, 2027 Financial results forecast (Announced April 2026)	Increase/decrease
Net sales	9,490	6,842	2,647 [38.7%]	Rental business: +454 Sales business: +2,193	10,250	(760) [(7.4%)]
Operating profit	1,750	1,588	161 [10.2%]	Rental business: +405 Sales business: (244)	1,980	(230) [(11.6%)]
Depreciation	1,210	1,068	141		1,250	(40)
Capital expenditures	2,990	1,898	1,091		3,260	(270)

[Compared to the previous fiscal year]

The rental business is expected to report increases in both revenue and profits due to decreased repair expenses as well as the consolidation of real-estate-related companies in the previous fiscal year and the opening of new rental facilities.

In the sales business, revenue is expected to increase due to a rise in the number of condominium units sold, while profits are expected to decline due mainly to revisions to the sales plan for detached houses.

[Compared to the Forecast (announced in April 2026)]

In the rental business, revenue is expected to increase due to some tenants moving up their contract start dates, while profits are expected to decline due mainly to increased repair expenses.

The sales business is expected to report decreases in both revenue and profits due mainly to revisions to the sales plan for detached houses.

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Financial Results Forecast by Segment (Automobile Sales Business)

(Million yen)

	FY ending March 31, 2027 Financial results forecast (Announced October 2026)	FY ended March 31, 2026	Increase/decrease, major factors		FY ending March 31, 2027 Financial results forecast (Announced April 2026)	Increase/decrease
Net sales	44,110	44,907	(797) [(1.8%)]	Commercial vehicle sales business: (848) Import car sales business: +51	41,930	2,180 [5.2%]
Operating profit	1,800	1,687	112 [6.7%]	Commercial vehicle sales business: +143 Import car sales business: (31)	1,050	750 [71.4%]
Depreciation	500	506	(6)		500	—
Capital expenditures	170	148	21		170	—

[Compared to the previous fiscal year]

In the commercial vehicle sales business, revenue is expected to decrease due to a decline in the number of new vehicles sold, while profits are expected to increase as a result of an increase in revenue from vehicle maintenance.

In the import car sales business, revenue is expected to increase due to an increase in the number of new vehicles sold, while profits are expected to decrease as a result of an increased cost of sales.

[Compared to the Forecast (announced in April 2026)]

The commercial vehicle sales business is expected to report increases in both revenue and profits due to increases in the number of heavy-duty trucks sold and revenue from vehicle maintenance.

The import car sales business is expected to report decreases in both revenue and profits due to a decline in the number of vehicles sold.

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Financial Results Forecast by Segment (Other Businesses)

(Million yen)

	FY ending March 31, 2027 Financial results forecast (Announced October 2026)	FY ended March 31, 2026	Increase/decrease, major factors		FY ending March 31, 2027 Financial results forecast (Announced April 2026)	Increase/decrease
Net sales	30,840	30,121	718 [2.4%]	Distribution business: +268 Building management business: +110 Food service business: +101	29,810	1,030 [3.5%]
Operating profit	1,580	1,602	(22) [(1.4%)]	Distribution business: (75) Building management business: (29) Leisure and sports business: +99	1,320	260 [19.7%]
Depreciation	550	499	50		510	40
Capital expenditures	3,770	4,530	(760)		2,960	810

[Compared to the previous fiscal year]

The distribution business is expected to report an increase in revenue due to a rise in sales unit prices of fuels, while a decrease in profits is expected 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.

The building management business is expected to report an increase in revenue due mainly to a rise in orders received related to spot construction work and the acquisition of new cleaning contracts, while a decrease in profits is expected due to an increase in personnel expenses as a result of the improvement of compensation.

The food service business is expected to report increases in both revenue and profits, driven by strong performance of DOUTOR Coffee Shop and Mister Donut, etc.

The leisure and sports business is expected to report an increase in profits due primarily to the closure of unprofitable stores during the previous fiscal year.

[Compared to the Forecast (announced in April 2026)]

The building management business is expected to report increases in both revenue and profits due mainly to a rise in orders received related to spot construction work and the acquisition of new cleaning contracts.

The distribution business is expected to report increases in both revenue and profits due primarily to a rise in sales unit prices of fuels and an increase in orders received for equipment installation work.

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

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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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