

- I. Current Status of Management and Future Prospects
- II. Our Approach to Increasing Corporate Value and Shareholder Returns

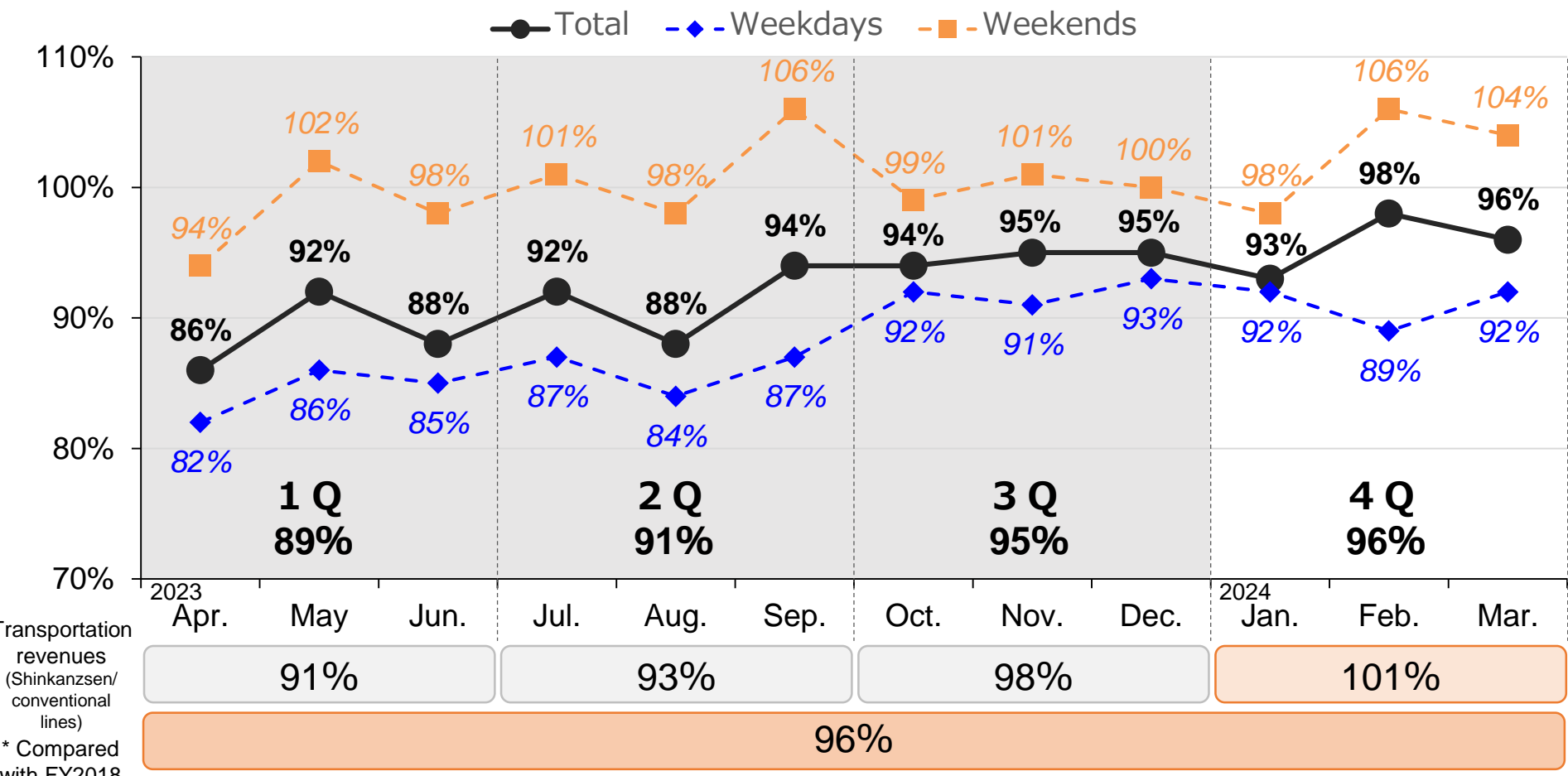


Shunsuke Niwa
President,
Representative
Director

Central Japan
Railway Company

May 1, 2024

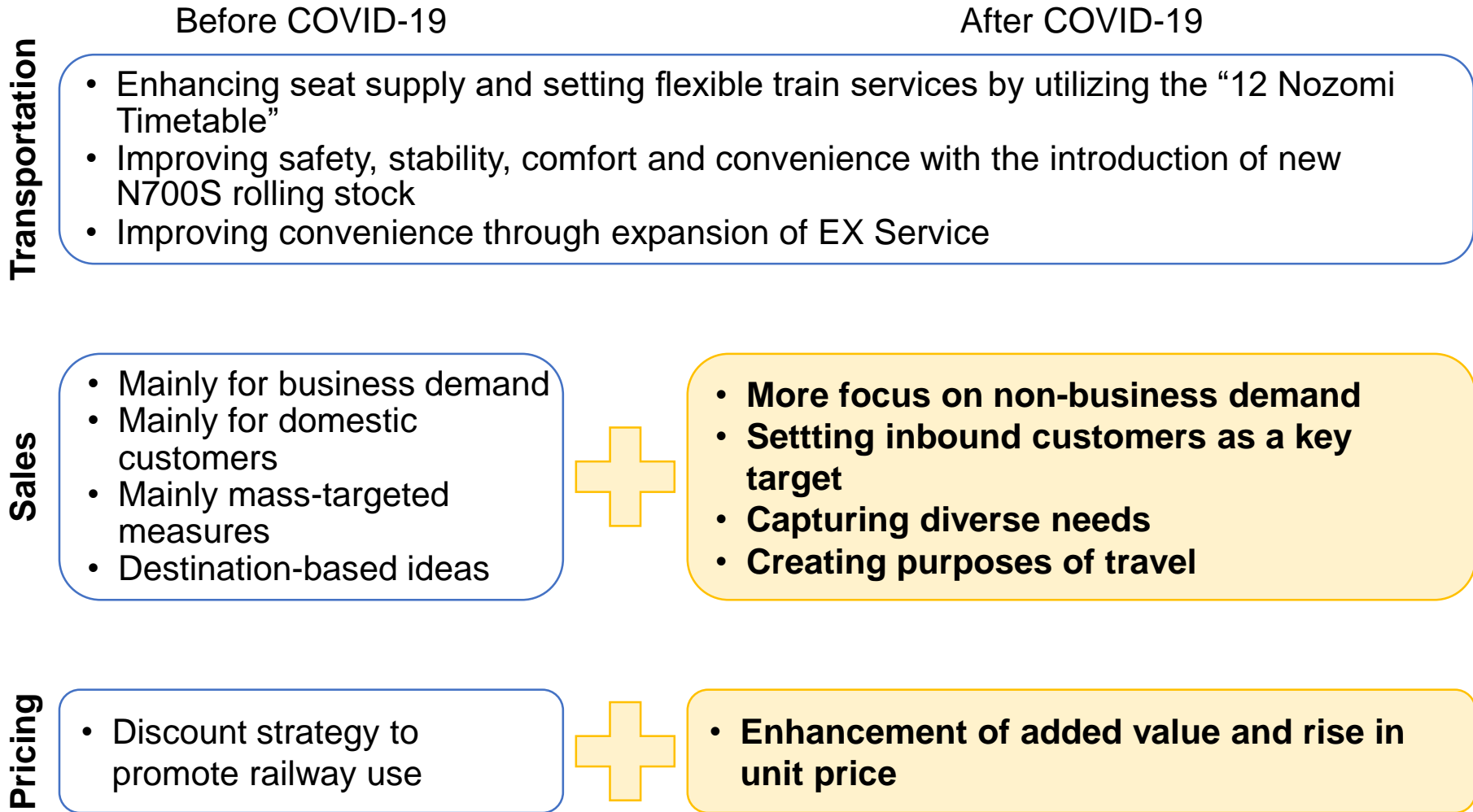
■ Tokaido Shinkansen Passenger Volume (Tokyo Gate, compared with FY2018)



- In line with the recovery from the COVID-19 crisis, the recovery of passenger volume has continued throughout the fiscal year.
- Passenger volume continues to be higher on Saturdays, Sundays, and public holidays, when passengers are mainly tourists, than on weekdays, when passengers are mainly business travelers.
- Transportation revenues exceeded the performance forecast by 38.8 billion yen.

Changes in Business Strategy for the Tokaido Shinkansen

- In addition to conventional strategies, launched measures to create new demand and increase unit prices
- Revenue expansion through innovative ideas beyond conventional frameworks and cooperation with other companies and regions



Strategy

Measures

Business

Stimulate face-to-face business demand

- Foster momentum for face-to-face business (“Let’s Go Meet” campaign)
- Capturing MICE demand
- Effective use of travel time on Shinkansen trains



Chartered Shinkansen Package

Non-business

Create travel purposes by using content

- Collaboration with external content such as anime, games, and movies
- Collaboration with concerts, sports, etc.
- Effective use of railway assets of JR Central



A project in collaboration with CAPCOM Co., Ltd.

Inbound

Stimulate and capture demand from foreign visitors to Japan

- Review of product appeal of Japan Rail Pass
- Promotions in response to user trends



Website for inbound customers

Strategy

Measures and results

Pricing

Revise prices commensurate with services

- Review of the pricing of Express Reservation
→ Average revision of about 5%
- Revision of prices of Japan Rail Pass
→ Revision of about 50% to 80%

Business environment improvement

Enhance the environment for seamless work before and after the ride

- EXPRESS WORK
→ Increased booth-type seats
- S Work P Seats
→ Set additional charges
- Business Booth inside Shinkansen
→ Expanded to all N700S trains as paid service



S Work P Seats

Superior class

Seat configuration to make travel more comfortable

- Introduction of private booths on the Tokaido Shinkansen
→ Gradually introducing private booths on some of the N700S cars (from FY2026)
- * Continue to consider new seating options for the Shinkansen



Private booth (interior) image

- Increase the value of cities and travel along our lines by making the most of the Group's assets
- Pursue synergies between the Group businesses and the railway business

Redevelopment of existing commercial facilities



Renovation of ASTY Shizuoka
(West Building)



Bishu Village
(Owari-ichinomiya Station)



Renovation of ASTY Gifu
(conceptual image)



Renovation of ASTY SQUARE
(Kyoto Station)

Cooperation with communities along the lines



Website for creating related population
"conomichi"



"FUN+TECH LABO" to be operated
near Chuo Shinkansen Kanagawa
Prefecture Station (temporary name)

Hotel development in tourist cities along the lines



Appearance image of
Courtyard by Marriott Kyoto Station
(scheduled to open in FY2026)



Appearance image of the luxury hotel
being developed in Nara

Initiatives for Human Capital Management

- Build a corporate culture of “thinking freely, discussing a lot, and tenaciously getting the job done”
- Take on unprecedented challenges without being bound by past ways of doing things
- To this end, strengthen and accumulate human capital through various personnel measures

■ Recent major initiatives

Develop human resources to lead change

- Enhancement of the internal job posting system
- Expansion of mid-career recruiting
- ICT training for all employees

Revise personnel and wage systems to further enhance employee motivation and capabilities

- Revision of personnel and wage systems (including proposals to labor union in progress)
- More flexible treatment (review of the system for career-track employees)
- Diversification of career paths
- Enhancement of management education for managerial positions
- New wages and summer allowance for FY2024
- Raising standard wages by 4.8%
* The amount of increase, excluding regular salary increases, is the highest ever
- Summer allowance: for 3.0 months (up 0.3 months from previous fiscal year)

Create an environment for employees to work long with peace of mind

- Utilization of engagement survey
- Setting new numerical health targets
- Introduction of work on Shinkansen, etc. while commuting
- Expansion of flextime and increasing flexibility
- Expansion of Shinkansen commuter sections
- Expansion of working from home



Certification of “White 500” under the 2024 Certified Health & Productivity Management Outstanding Organizations

Support active engagement of diverse employees

- Efforts to ensure that childcare leave is not disadvantageous (elimination of child penalties)
- Promotion of the taking childcare leave by male employees
- Expanding work shifts for employees raising children
- Expansion of job opportunities for people with disabilities



“Platinum Kurumin” certification (2024)

Initiatives to reduce CO₂ emissions

- Reduce direct emissions
 - Aim to develop hydrogen-powered rolling stock that uses hydrogen as fuel
 - Consider introducing hybrid systems powered by fuel cells or hydrogen engines



Press release on simulated running test of fuel cell trains

- Reduce indirect emissions
 - Installation of solar panels on Tokaido Shinkansen trackside slopes scheduled
 - Use the electricity generated for lighting at the nearest Shinkansen station, etc.

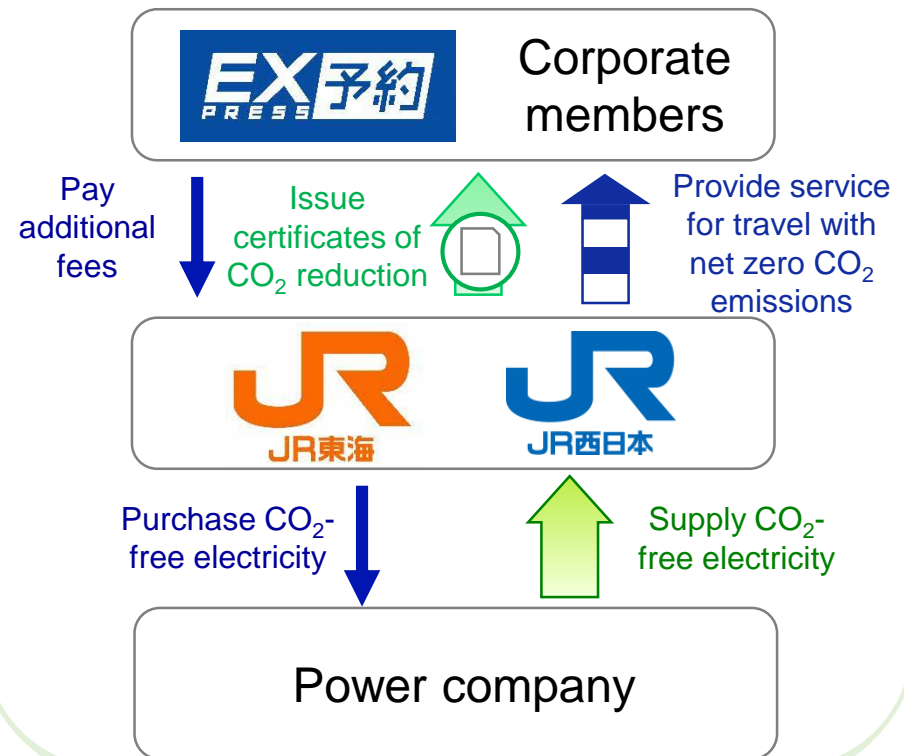


Image of solar panels to be installed

Start a service that makes CO₂ emissions virtually zero on the Tokaido and Sanyo Shinkansen

- Launch of Japan's first service for corporate Express Reservation members to make CO₂ emissions of their travel on Shinkansen net zero

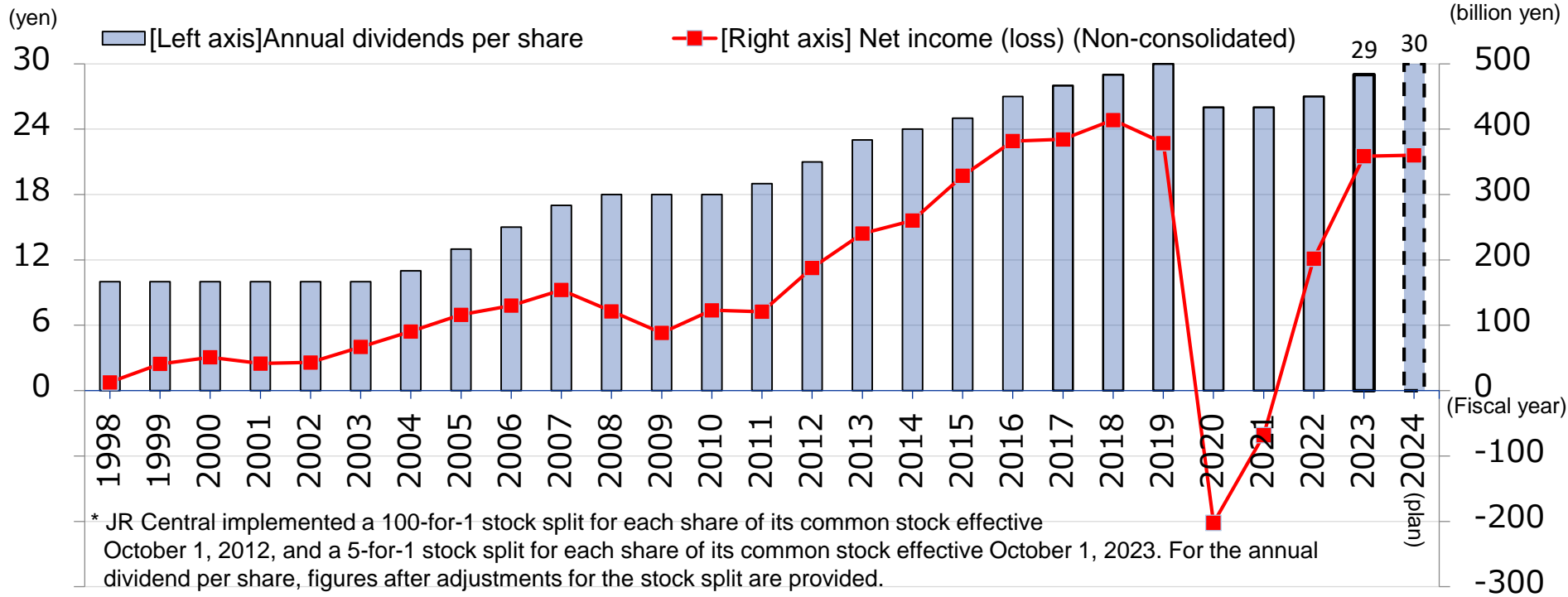
■ Service scheme (image)



- Contribute to the transition to a decarbonized society through initiatives to increase public understanding of the environmental superiority of railways and encourage the use of railways

Our Approach to Increasing Corporate Value and Shareholder Returns

- Aiming for sustainable corporate growth in view of the characteristics of the railway business and our unique situation of the Chuo Shinkansen Project
 - Ensuring safety is a major prerequisite, and continuous capital investment and human resource development from a long-term perspective are necessary
 - The Chuo Shinkansen Project will ensure long-term benefits for all stakeholders
 - We will promote “Reinforcement of Earning Power” to increase profits and cash flow
- ⇒ Management that focuses on various stakeholders while paying attention to the cost of capital and stock price from a long-term perspective
- Under the basic policy of maintaining stable dividends, and aiming for sustainable growth through “Reinforcement of Earning Power,” we will determine specific dividend amounts based on the business environment and business performance for each fiscal year.



III. Summary of Financial Results for FY2024.3



Kazushi Ide
Corporate Officer
General Manager of
Finance Department

Central Japan
Railway Company

May 1, 2024

Results for FY2024.3

Income Statement (Consolidated)

(billion yen)

	FY2022 Result A	FY2023 Result B	Change (B-A)	Major Factors of Change
Operating Revenues	1,400.2	1,710.4	310.1	
Transportation	1,134.0	1,408.3	274.3	(+) JR CENTRAL (Transportation)
Merchandise and Other	138.7	160.6	21.8	(+) JR Central Retailing Plus, JR Tokai Takashimaya
Real Estate	77.3	83.2	5.8	(+) Tokyo Station Development, JR Tokai Real Estate
Other	249.4	255.2	5.8	(+) JR Tokai Hotels
Operating Expenses	1,025.7	1,103.0	77.2	
Operating Income	374.5	607.3	232.8	
Transportation	338.5	559.6	221.1	(+) JR CENTRAL (Transportation)
Merchandise and Other	8.3	13.8	5.4	(+) JR Central Retailing Plus, JR Tokai Takashimaya
Real Estate	17.3	20.2	2.8	(+) Tokyo Station Development, JR Tokai Real Estate
Other	10.0	15.4	5.4	(+) JR Tokai Hotels
Ordinary Income	307.4	546.9	239.4	
Net Income Attributable to Owners of the Parent	219.4	384.4	164.9	

* Breakdown by segment is before offsetting transactions between segments. The total of figures in the breakdown does not match Operating Revenues and Operating Income.

Results for FY2024.3

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■ Statement of Cash Flows (Consolidated)

(billion yen)

	FY2022 Result A	FY2023 Result B	Change (B-A)
Net cash provided by (used in) operating activities	486.7	672.8	186.1
Net cash provided by (used in) investing activities	-175.0	-436.5	-261.5
Expenditure from the purchase of property, plant and equipment, intangible assets, etc.	-445.2	-387.1	58.0
Proceeds/payments for money held in trust for the Chuo Shinkansen construction	227.7	233.6	5.8
Proceeds/payments from funds management (Net)	42.4	-283.0	-325.4
Net cash provided by (used in) financing activities	-220.6	-125.1	95.4
Net increase (decrease) in cash and cash equivalents	91.0	111.1	20.1
Cash and cash equivalents, beginning of fiscal year	619.4	710.5	91.0
Cash and cash equivalents, end of fiscal year	710.5	821.7	111.1

■ Actual long-term debt

(consolidated and non-consolidated)

(billion yen)

Balance as of year-end	Change	Excluding the "Chuo"	
		Balance as of year-end	Change
4,846.1	-103.6	1,846.1	-103.6

■ Actual capital investment

(billion yen)

Consolidated	Non-consolidated	Safety-related investment	
		Safety-related investment	Chuo Shinkansen
480.5	462.7	162.2	259.4

Results for FY2024.3

Income Statement (Non-consolidated)

(billion yen)

	FY2022 Result A	FY2023 Result B	Change (B-A)	Major Factors of Change
Operating Revenues (Transportation Revenues)	1,143.3 (1,069.9)	1,417.3 (1,342.8)	273.9 (272.8)	Shinkansen +261.7, Conventional lines +11.0
Operating Expenses	797.0	851.0	54.0	
Personnel Expenses	170.0	172.2	2.2	Salary Increase, Increase in number of bonus months, decrease in retirement benefit costs, etc.
Non-personnel Expenses	382.6	433.5	50.8	
Energy	63.2	55.8	-7.4	Decline in unit price, etc.
Maintenance	136.6	181.3	44.6	
Others	182.7	196.2	13.5	Increase in sales commission, etc.
Taxes Other Than Income Taxes	40.2	43.7	3.5	
Depreciation & Amortization	204.0	201.5	-2.5	
Operating Income	346.3	566.3	219.9	
Ordinary Income	278.8	504.5	225.6	
Net Income	201.9	358.7	156.8	



IV. Performance Forecast for FY2025.3

V. Status of the Chuo Shinkansen Project

Kentaro Takeda
Executive Vice President,
Representative Director

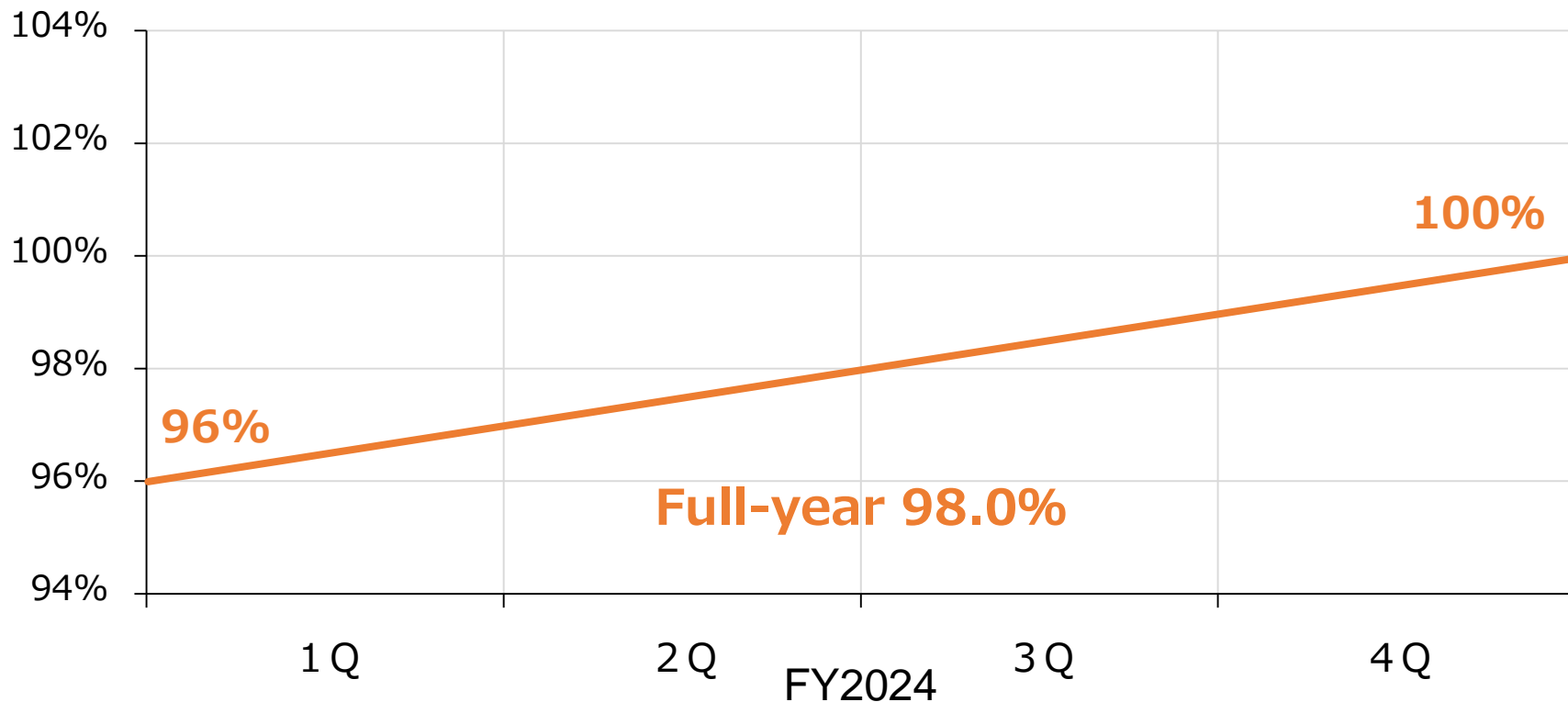
Central Japan
Railway Company

May 1, 2024

■ Transportation Revenue Assumption

- Assuming recovery from 96% of FY2018 level to 100% at the end of the fiscal year, and reach 98.0%, or 1,369.0 billion yen for the full year

(vs FY2018)



■ Progress of Reform of Business Operations

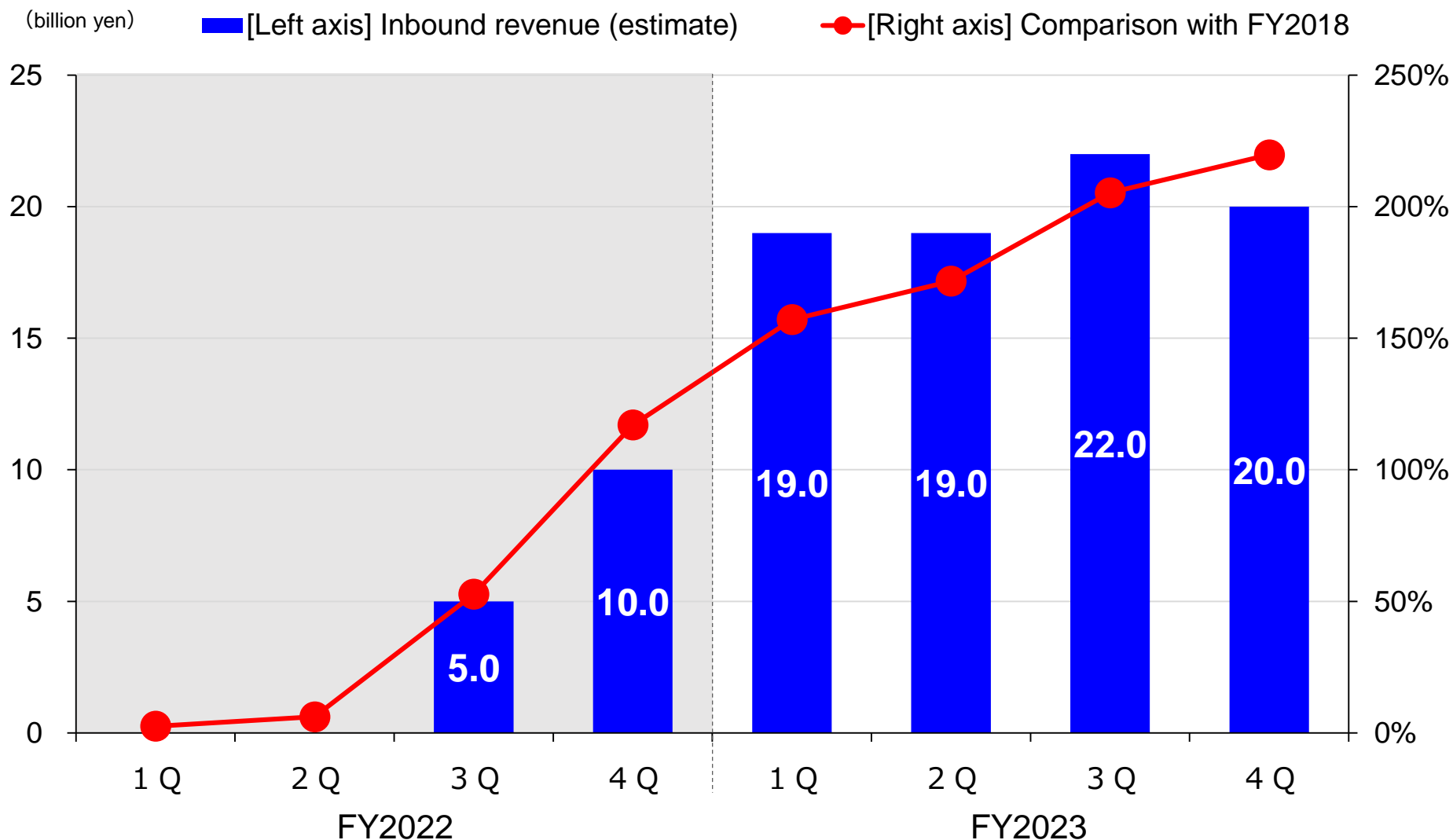
(billion yen)

	FY2023 Results	FY2024 Plan
Effect of Reform of Business Operations	14.0	18.0

Status of Inbound Demand

○ Inbound revenue (estimate) for FY2023 was approx. 81.0 billion yen (186% of that of FY2018).

* Inbound revenue (estimate) is rounded down to the nearest billion.



Performance Forecast for FY2025.3

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Income Statement (Non-consolidated)

(billion yen)

	FY2023 Result A	FY2024 Forecast B	Change (B-A)	YoY Change (B/A)
Operating Revenues (Transportation Revenues)	1,417.3 (1,342.8)	1,443.0 (1,369.0)	25.6 (26.1)	101.8% (101.9%)
Operating Expenses	851.0	870.0	18.9	102.2%
Personnel Expenses	172.2	175.0	2.7	101.6%
Non-personnel Expenses	433.5	459.0	25.4	105.9%
Energy	55.8	60.0	4.1	107.4%
Maintenance	181.3	190.0	8.6	104.8%
Others	196.2	209.0	12.7	106.5%
Taxes Other Than Income Taxes	43.7	43.0	-0.7	98.2%
Depreciation & Amortization	201.5	193.0	-8.5	95.8%
Operating Income	566.3	573.0	6.6	101.2%
Ordinary Income	504.5	509.0	4.4	100.9%
Net Income	358.7	360.0	1.2	100.3%

Performance Forecast for FY2025.3

Income Statement (Consolidated)

(billion yen)

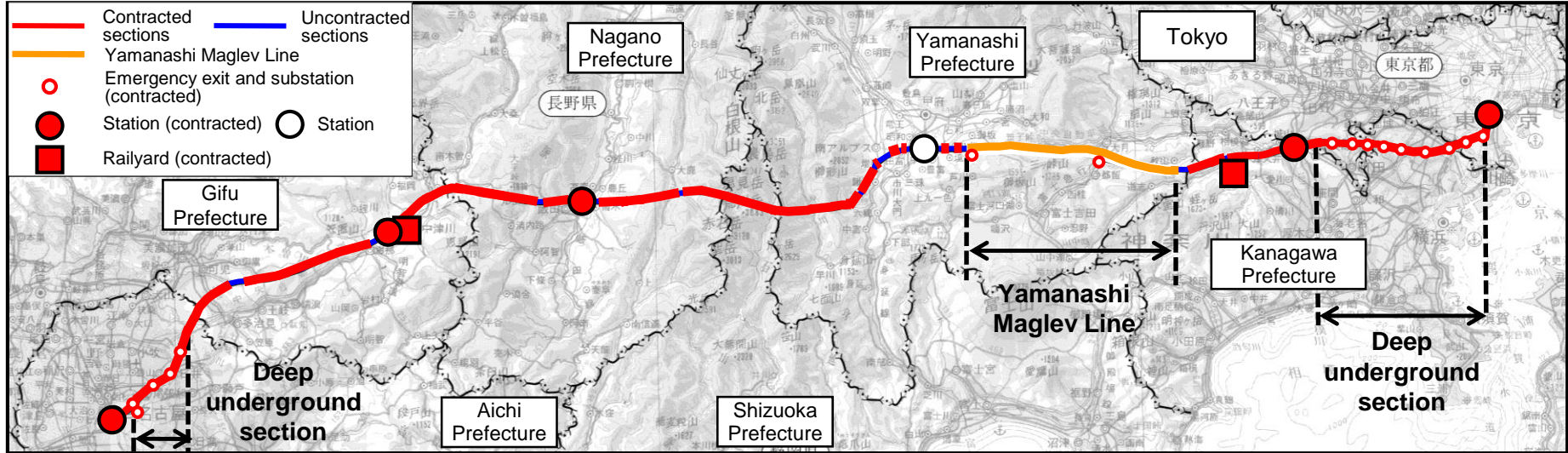
	FY2023 Result A	FY2024 Forecast B	Change (B-A)	YoY Change (B/A)
Operating Revenues	1,710.4	1,740.0	29.5	101.7%
Transportation	1,408.3	1,434.0	25.6	101.8%
Merchandise and Other	160.6	162.0	1.3	100.8%
Real Estate	83.2	84.0	0.7	100.9%
Other	255.2	256.0	0.7	100.3%
Operating Expenses	1,103.0	1,132.0	28.9	102.6%
Operating Income	607.3	608.0	0.6	100.1%
Transportation	559.6	566.0	6.3	101.1%
Merchandise and Other	13.8	13.0	-0.8	94.1%
Real Estate	20.2	21.0	0.7	103.7%
Other	15.4	10.0	-5.4	64.6%
Ordinary Income	546.9	545.0	-1.9	99.6%
Net Income Attributable to Owners of the Parent	384.4	381.0	-3.4	99.1%

* Breakdown by segment is before offsetting transactions between segments. The total of figures in the breakdown does not match Operating Revenues and Operating Income.

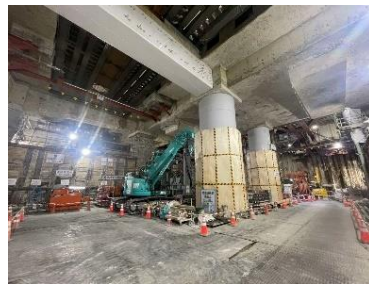
Status of the Chuo Shinkansen Project (1)

○ Main construction contract locations (as of March 31, 2024)

* The locations of the main construction contract sections, etc. are approximate.
 * This map is a copy of a 1:1,000,000 map of Japan issued by the Geospatial Information Authority of Japan under the approval of its Director General. (Approval number: H25 Jo Fuku, 310)



Southern Alps Tunnel (Yamanashi section)
Excavation of main shaft



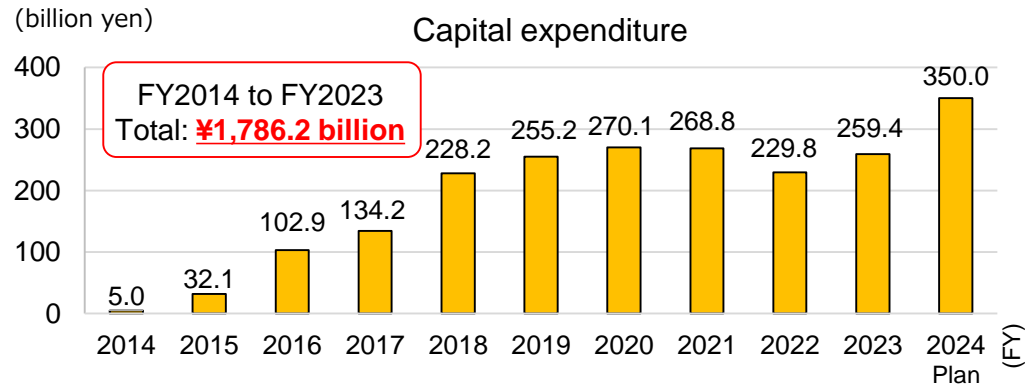
Excavation under the rail at Shinagawa Station



Construction of piers of bridge railing on Tenryu River



Todoroki emergency exit main vertical shaft



- Number of construction contracts signed
77 (Approx. 90% of 286 km extension between Shinagawa and Nagoya)
- Status of land acquisition
Approx. 75% (Completed 100% on both the west and east sides of excavated sections of Nagoya Station)
- Securing of utilization sites of excavated soil
Approx. 80%

[Southern Alps Tunnel (Shizuoka Section)]

<Initiatives on Oi River water resources and environmental preservation of the ecosystem, etc. of the Southern Alps>

- Based on the interim report on the Oi River water resource issues prepared in December 2021 by the Expert Conference on the Linear Chuo Shinkansen Shizuoka Section of the Construction Site organized by the Ministry of Land, Infrastructure, Transport and Tourism (MLIT), a basic agreement was concluded with the power generation company on a measure to reduce water withdrawal for power generation and return the water to the Oi River (Tashiro Dam measure) in December 2023.
- Discussions were held at the expert conference, culminating in the “Report on the Linear Chuo Shinkansen Shizuoka Section of the Construction Site (2023 Report) - Environmental Conservation Considerations -” in December 2023.
- Following on from September 2023, a meeting was held in February to exchange opinions with the mayors of the cities and towns in the Oi River basin.

<Monitoring Conference on the Linear Chuo Shinkansen Shizuoka Construction Section>

- In February, the Monitoring Conference on the Linear Chuo Shinkansen Shizuoka Construction Section was established by the Ministry of Land, Infrastructure, Transport and Tourism for the purpose of continuously checking the status of the measures outlined in the report of the expert conference on water resources and environmental conservation from a scientific and objective perspective. The Conference has held two meetings so far.

[Shield Tunneling of Deep Underground Sections]

- On April 8, survey tunneling work was resumed at the Kitashinagawa section of Metropolitan Tunnel No. 1 to confirm the effectiveness of safety and security measures in the field, and survey tunneling work was started in Chukyo Area Tunnel No. 1 (Sakashitanishi section and Meijo section).
- At the Kajigaya section of Metropolitan Tunnel No. 1, the survey tunneling was conducted under proper construction management. After compiling the confirmation results, we held a briefing session for residents near the planned route in April and explained that the results did not show impact on surrounding areas.

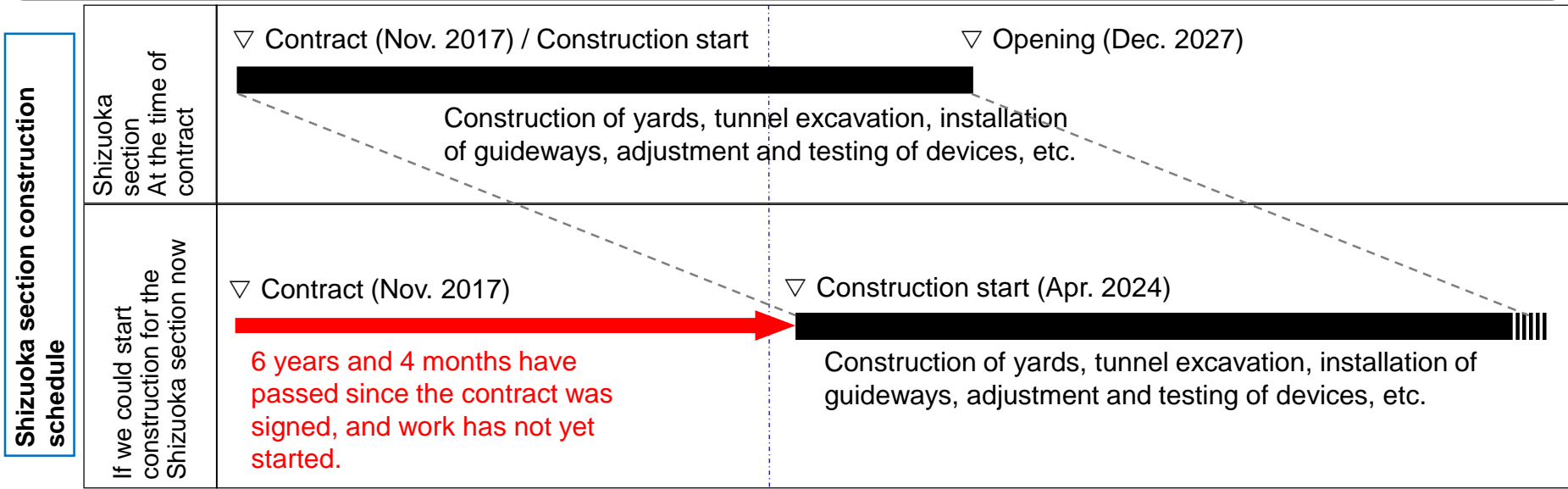


Metropolitan Tunnel No. 1 Kajigaya section
Inside the shaft

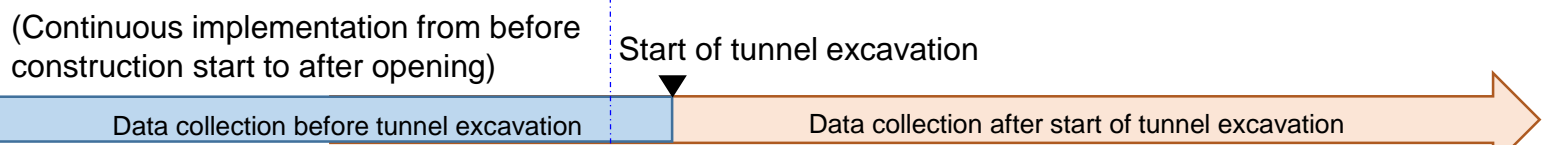
Chuo Shinkansen Southern Alps Tunnel (Shizuoka Section) Business Plan

(Reference) Excerpt from the material document of the 2nd Monitoring Conference on the Linear Chuo Shinkansen Shizuoka Construction Section (March 29)

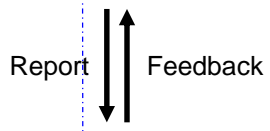
- The construction contract for the Shizuoka section was signed in November 2017, aiming for operation start in 2027.
- Despite the extremely high degree of difficulty and the long excavation length of the tunnel construction, which involves uncertainties, construction of the Shizuoka section has not yet begun and six years and four months have passed since the construction contract was signed. This is directly linked to the delay in the operation start up to Nagoya, making it impossible to realize the opening in 2027.
- Since there is no prospect of starting construction on the Shizuoka section, we cannot predict a new opening date at this time. But we will continue to make every effort to start operation as soon as possible.



Monitoring by JR Central*



* Flow rate, water temperature, and water quality of swamps and spring water from tunnels, habitat of living organisms, location of faults (by high-speed, long, advanced boring and other means), etc.



Shizuoka section Monitoring Conference



Forward-looking statements and forecasts contained in this document are estimates based on information currently available to the Company, and contain risks and uncertainties. Examples of potential risks and uncertainties include changes in economic trends, the business environment, consumer trends, the competitive positions of the Company and its subsidiaries, and laws and regulations.

(Reference) Results and Forecasts for Major Subsidiaries (Before Consolidation Adjustments)

○Results

(billion yen)

	Operating Revenues			Operating Income			Ordinary Income		
	FY2022 Results	FY2023 Results	YoY	FY2022 Results	FY2023 Results	YoY	FY2022 Results	FY2023 Results	YoY
JR Tokai Takashimaya	52.2	57.1	109.5%	4.5	6.6	147.5%	4.7	6.9	145.9%
JR Central Building	32.4	32.9	101.5%	2.5	3.1	124.8%	2.4	3.1	130.7%
JR Tokai Hotels	21.8	26.0	119.2%	0.0	2.4	-	0.1	2.4	-
Nippon Sharyo	96.7	86.6	89.5%	4.1	5.7	138.4%	4.2	5.9	142.0%
Nippon Sharyo Net Income							2.9	5.1	175.1%

○Forecasts

(billion yen)

	Operating Revenues			Operating Income			Ordinary Income		
	FY2023 Results	FY2024 Forecasts	YoY	FY2023 Results	FY2024 Forecasts	YoY	FY2023 Results	FY2024 Forecasts	YoY
JR Tokai Takashimaya	57.1	57.1	100.0%	6.6	6.7	100.8%	6.9	6.9	100.5%
JR Central Building	32.9	33.2	100.7%	3.1	2.9	94.2%	3.1	2.8	91.3%
JR Tokai Hotels	26.0	26.1	100.5%	2.4	1.4	59.1%	2.4	1.4	57.6%
Nippon Sharyo	86.6	90.0	103.9%	5.7	5.3	92.9%	5.9	5.5	91.8%
Nippon Sharyo Net Income							5.1	4.8	92.8%

(Reference) Monthly Passenger Volume

◆月次利用状況 Monthly passenger volume

(%)

期間 Period	新幹線 Shinkansen						在来線 Conventional Railway		
	東京口 Tokyo Gate					大阪口 Osaka Gate	特急等 Express	名古屋近郊 Nagoya Area	
	合計 Total	のぞみ Nozomi	ひかり Hikari	こだま Kodama	平日 Weekdays	土休日 Weekends			合計 Total
23/04	140 (86)	134 (87)	169 (87)	138 (81)	140 (82)	140 (94)	142 (88)	162 (85)	111 (89)
23/05	134 (92)	131 (94)	149 (92)	132 (87)	135 (86)	135 (102)	136 (95)	137 (90)	110 (88)
23/06	125 (88)	123 (90)	138 (90)	121 (83)	125 (85)	126 (98)	126 (93)	123 (85)	105 (90)
23/04-06	133 (89)	129 (90)	151 (90)	130 (84)	133 (84)	134 (99)	134 (92)	139 (87)	109 (89)
23/07	133 (92)	129 (93)	159 (94)	131 (86)	133 (87)	134 (101)	132 (95)	135 (116)	112 (91)
23/08	139 (88)	137 (90)	159 (87)	135 (83)	136 (84)	146 (98)	140 (90)	142 (89)	115 (86)
23/09	132 (94)	131 (95)	145 (94)	127 (88)	133 (87)	132 (106)	134 (96)	152 (99)	113 (96)
23/07-09	135 (91)	132 (92)	154 (92)	131 (86)	134 (86)	137 (102)	135 (93)	143 (99)	113 (91)
23/04-09	134 (90)	131 (91)	153 (91)	131 (85)	133 (85)	135 (101)	135 (93)	141 (93)	111 (90)
23/10	123 (94)	122 (96)	133 (93)	120 (87)	125 (92)	122 (99)	123 (97)	133 (99)	108 (90)
23/11	121 (95)	120 (97)	125 (92)	117 (86)	119 (91)	123 (101)	119 (96)	126 (97)	108 (89)
23/12	115 (95)	115 (99)	115 (92)	111 (86)	112 (93)	119 (100)	113 (97)	112 (96)	109 (93)
23/10-12	119 (95)	119 (97)	124 (93)	116 (86)	118 (92)	122 (100)	118 (97)	123 (97)	108 (91)
23/04-12	128 (92)	126 (93)	141 (91)	125 (85)	127 (87)	130 (101)	129 (94)	134 (95)	110 (90)
24/01	117 (93)	119 (98)	115 (87)	110 (84)	120 (92)	113 (98)	116 (96)	115 (88)	109 (91)
24/02	122 (98)	126 (102)	113 (90)	112 (87)	117 (89)	117 (106)	122 (101)	119 (92)	109 (93)
24/03	109 (96)	112 (101)	99 (88)	103 (86)	108 (92)	107 (104)	108 (99)	101 (90)	102 (90)
24/01-03	115 (96)	119 (100)	108 (88)	108 (86)	114 (91)	113 (103)	114 (99)	110 (90)	106 (91)
23/10-24/03	117 (95)	119 (99)	116 (90)	112 (86)	116 (91)	118 (101)	116 (98)	117 (94)	107 (91)
FY Total (23/04-24/03)	125 (93)	124 (95)	132 (91)	120 (85)	124 (88)	126 (101)	125 (95)	127 (93)	109 (90)

(※1)カッコ内は、新型コロナウイルス感染症の影響を受ける前の2018年度との比較。

Note1: Numbers in parentheses are compared to FY2018 (before the decline due to the COVID-19 pandemic).

(※2)新幹線・在来線特急等は特定の駅間における月累計断面輸送量の対前年比。

在来線名古屋近郊は自動改札集計による乗車人員合計の対前年比。※多客期においては定期外の乗車人員に限る。

Note2: The data of the Shinkansen and Express is based on the total passenger volume of each month at certain points.

The data of the Nagoya area is based on the passenger ridership of each month counted by automatic ticket gates.

※The data of the Nagoya area regarding the peak holiday seasons is based on the passenger ridership excluding commuter passes.

(Reference) Passenger Volume during the Peak Holiday Seasons

◆多客期利用状況（東京口） Passenger volume during the peak holiday seasons (Tokyo Gate)

・ゴールデンウィーク “Golden Week” Holidays

期間 Period	新幹線 Shinkansen				在来線 Conventional Railway	
	合計 Total	のぞみ Nozomi	ひかり Hikari	こだま Kodama	特急等 Express	名古屋近郊 Nagoya Area
4/28～5/7	126 (101)	122 (103)	139 (98)	132 (93)	128 (90)	113 (91)

・お盆期間 Summer Holidays

期間 Period	新幹線 Shinkansen				在来線 Conventional Railway	
	合計 Total	のぞみ Nozomi	ひかり Hikari	こだま Kodama	特急等 Express	名古屋近郊 Nagoya Area
8/10～8/17	125 (86)	121 (89)	140 (80)	131 (80)	123 (80)	111 (80)

・年末年始 Winter Holidays

期間 Period	新幹線 Shinkansen				在来線 Conventional Railway	
	合計 Total	のぞみ Nozomi	ひかり Hikari	こだま Kodama	特急等 Express	名古屋近郊 Nagoya Area
12/28～1/4	108 (101)	107 (103)	116 (101)	105 (92)	107 (91)	111 (92)

(※1)カッコ内は、新型コロナウイルス感染症の影響を受ける前の2018年度との比較。

Note1: Numbers in parentheses are compared to FY2018 (before the decline due to the COVID-19 pandemic).

(※2)新幹線・在来線特急等は特定の駅間における月累計断面輸送量の対前年比。

在来線名古屋近郊は自動改札集計による乗車人員合計の対前年比。※多客期においては定期外の乗車人員に限る。

Note2: The data of the Shinkansen and Express is based on the total passenger volume of each month at certain points.

The data of the Nagoya area is based on the passenger ridership of each month counted by automatic ticket gates.

※The data of the Nagoya area regarding the peak holiday seasons is based on the passenger ridership excluding commuter passes.

(Reference) Monthly Results of Commercial Facilities and Hotels

◆商業施設 Commercial Facilities

ジェイアール名古屋タカシマヤ、及び タカシマヤ ゲートタワーモール JR Nagoya Takashimaya and Takashimaya Gate Tower Mall		
期間 Period	売上高合計 2024年2月期 (百万円) Total Sales FY2023: 2023.3~2024.2 (Millions of Yen)	前年同月比 (%) YoY Comparison
23/03	16,828	112.1
23/04	14,319	110.2
23/05	14,548	110.3
23/06	14,477	107.9
23/07	15,515	112.3
23/08	13,254	114.9
23/09	15,112	116.7
23/10	16,734	109.5
23/11	16,604	108.5
23/12	22,260	114.2
24/01	17,938	114.0
24/02	16,509	120.1

◆ホテル Hotels

名古屋マリオットアソシアホテル Nagoya Marriott Associa Hotel		名古屋JRゲートタワーホテル Nagoya JR Gate Tower Hotel (※)		
期間 Period	稼働率 (%) Occupancy Rate	前年同月比 増減 YoY Inc./Dec.	稼働率 (%) Occupancy Rate	前年同月比 増減 YoY Inc./Dec.
23/04	72.7	20.7	84.7	13.1
23/05	71.4	8.9	81.3	3.3
23/06	72.2	4.2	82.8	-2.1
23/07	69.5	2.3	85.4	4.8
23/08	76.0	8.1	88.0	2.3
23/09	77.3	6.7	85.5	-1.5
23/10	83.1	5.7	89.4	-0.5
23/11	86.2	0.4	93.8	-0.7
23/12	78.9	-6.7	90.1	-5.2
24/01	67.4	7.3	77.2	-4.6
24/02	78.7	16.4	83.6	-1.3
24/03	76.6	12.6	84.9	-3.9

(※) 各月の数値は速報値のため、確定値とは異なる場合がある。

Note: The number for each month comes from a quick estimation, which might differ from the actual results.