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May 14, 2026

Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Under Japanese GAAP)

Company name: Imperial Hotel, Ltd.
 Listing: Tokyo Stock Exchange
 Securities code: 9708
 URL: https://www.imperialhotel.co.jp/en?stt_lang=en
 Representative: Jun Kazama, President
 Inquiries: Daisuke Kunimoto, Director of Finance Department
 Telephone: +81-3-3504-1111

Scheduled date of annual general meeting of shareholders: June 23, 2026
 Scheduled date to commence dividend payments: June 24, 2026
 Scheduled date to file annual securities report: June 19, 2026
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: None

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended								
March 31, 2026	56,267	7.0	2,126	33.7	2,664	29.2	4,290	65.9
March 31, 2025	52,610	(1.4)	1,590	(44.0)	2,062	(37.4)	2,585	(23.4)

Note: Comprehensive income For the fiscal year ended March 31, 2026: ¥4,759 million [57.4%]
 For the fiscal year ended March 31, 2025: ¥3,023 million [(19.3%)]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2026	36.22	–	9.1	3.5	3.8
March 31, 2025	21.79	–	5.9	3.1	3.0

Reference: Share of profit (loss) of entities accounted for using equity method
 For the fiscal year ended March 31, 2026: ¥32 million
 For the fiscal year ended March 31, 2025: ¥40 million

Reference: EBITDA (ordinary profit + interest expenses + depreciation and amortization)
 For the fiscal year ended March 31, 2026: ¥4,649 million [14.9%]
 For the fiscal year ended March 31, 2025: ¥4,045 million [(30.4%)]

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	81,869	49,076	59.9	414.75
March 31, 2025	69,034	45,347	65.7	382.20

Reference: Equity
 As of March 31, 2026: ¥49,076 million
 As of March 31, 2025: ¥45,347 million

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	4,115	(9,666)	7,940	22,328
March 31, 2025	7,063	(14,137)	(724)	19,939

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
Fiscal year ended March 31, 2025	Yen –	Yen 2.00	Yen –	Yen 4.00	Yen 6.00	Millions of yen 712	% 27.5	% 1.6
Fiscal year ended March 31, 2026	–	2.00	–	5.00	7.00	830	19.3	1.7
Fiscal year ending March 31, 2027 (Forecast)	–	2.00	–	4.00	6.00		38.5	

Note: Breakdown of year-end dividend for the fiscal year ended March 2026

Ordinary dividend:

¥4.00 per share

Commemorative dividend:

¥1.00 per share

3. Consolidated financial forecast for the fiscal year ending March 31, 2027 (April 1, 2026 – March 31, 2027)

(Percentages indicate year-on-year changes in the full year row and the ratio of change compared to the same quarter of the previous year in the quarter row)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Second quarter (total)	28,500	12.1	0	–	100	(82.0)	50	(90.6)	0.42
Full year	61,400	9.1	2,400	12.8	2,700	1.3	1,850	(56.9)	15.62

* **Notes**

(1) Significant changes in the scope of consolidation during the period: None

Newly included: – companies

Excluded: – companies

(2) Changes in accounting policies, changes in accounting estimates, and restatement

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: None

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

(3) Number of issued shares (common shares)

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

As of March 31, 2026	118,800,000 shares
As of March 31, 2025	118,800,000 shares

(ii) Number of treasury shares at the end of the period

As of March 31, 2026	472,033 shares
As of March 31, 2025	151,976 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2026	118,451,080 shares
Fiscal year ended March 31, 2025	118,648,024 shares

Note: The Company has introduced a performance-linked stock compensation plan, the Board Benefit Trust (BBT). The Company's shares held in the BBT (as of March 31, 2026: 320,000 shares; as of March 31, 2025: 0 share) are included in the number of treasury shares at the end of the period. In addition, the Company's shares held in the BBT are excluded when calculating the average number of shares outstanding during the period (as of March 31, 2026: 196,923 shares; as of March 31, 2025: 0 share).

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	55,705	6.9	2,012	33.7	2,522	28.8	4,192	66.9
March 31, 2025	52,093	(1.4)	1,505	(44.9)	1,959	(38.8)	2,512	(24.3)

Fiscal year ended	Basic earnings per share	Diluted earnings per share
	Yen	Yen
March 31, 2026	35.39	–
March 31, 2025	21.17	–

(2) Non-consolidated financial position

As of	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
March 31, 2026	79,619	46,476	58.4	392.69
March 31, 2025	66,916	43,180	64.5	363.86

Reference: Equity

As of March 31, 2026: ¥46,476 million

As of March 31, 2025: ¥43,180 million

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

* Proper use of earnings forecasts, and other special matters

Statements about the future recorded herein are based on the information we currently possess and certain suppositions we deem to be reasonable, and we do not ensure their achievement.