

# Medium-Term Management Plan Aimed at Achieving Our Management Vision (FY2024–FY2026)



## < Looking back on the period of structural reform (FY2021-FY2023) >

- Although business performance temporarily worsened owing to the impact of the COVID-19 pandemic, we made thorough operational efficiency improvements, while also selling the Shinjuku Dai-ichi Seimei Building and other assets, and reorganizing group companies. As a result, we achieved **reform significantly exceeding our criteria for financial soundness**, which we were targeting in FY2023.
- Thanks to these efforts, we have enhanced the earning power of the Odakyu Group as a whole, and **secured the capacity to raise funds for growth**. At the same time, we have established the management foundations for rapid growth, such as the start of new construction on our largest project, the Shinjuku West Gate Development Project.



## < Direction for the period of rapid growth (FY2024-FY2030) >

- In the period of rapid growth, we will promote **management with a greater awareness of capital costs** than ever before, and the Company will grow together with the region by solving regional issues and creating new value based on our core concept of sustainability management.
- There are many areas with abundant local resources along the Odakyu Line, and we will make a significant shift toward **actively investing** in the development of areas along the Odakyu Line other than the Shinjuku area, **as well as enhancing human capital and strengthening shareholder returns**. Although we expect a temporary decline in profit levels in the short term as part of this process, we aim to achieve our consolidated financial targets for FY2030 through subsequent rapid growth.
- Following the 100th anniversary of our establishment in FY2027 and the completion of the Shinjuku West Gate in FY2029, we will strive to realize our Management Vision "UPDATE Odakyu".

*Shigeru Suzuki* President & CEO, May 2024

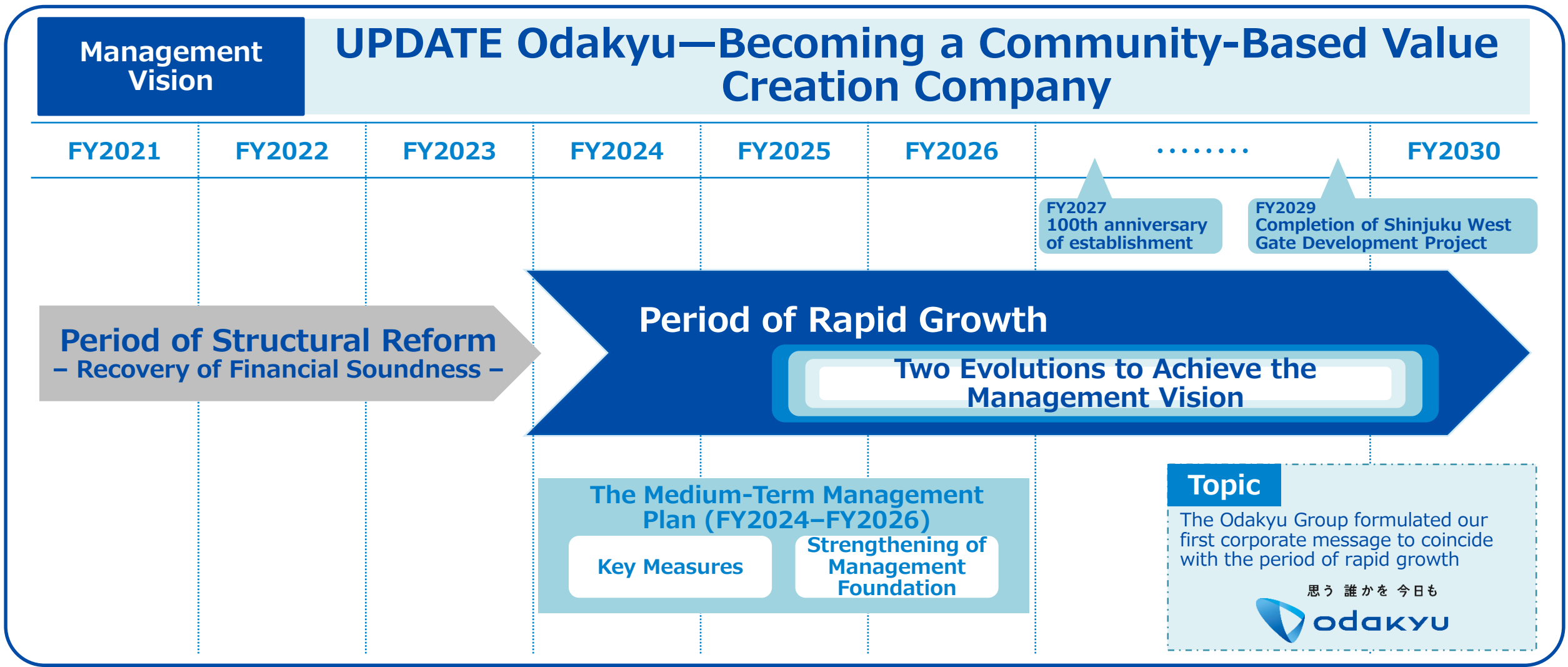
- I. Positioning of This Plan**
- II. Concrete Policies Aimed at Achieving Our Management Vision**
- III. Financial Management Policies**
- IV. The Medium-Term Management Plan (FY2024–FY2026)**
- V. Numerical Plans (FY2024–FY2026)**

# **I. Positioning of This Plan**

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# Positioning of This Plan

- Our period of structural reform ended in FY2023, and our period of rapid growth started in FY2024, as we aim at achieving our management vision
- Based on progress in our previous plan, in this plan, we aim to make our growth story a reality in the period of rapid growth



# Initiatives Aimed at Structural Reform

- Exceeded our criteria for the recovery of financial soundness in FY2023 and secured the capacity to raise funds, through progress on structural reform in each business
- Expand growth investments to enhance profitability as a period of rapid growth while continuing reforms adapted to changes in the external environment

## Raise profit levels

### ● Review of operating structure

Bus Business	• Increase in employee efficiency due to office reorganization and timetable alterations
Department Stores	• Establishment of a highly efficient operating structure with a small number of employees through voluntary retirement
Hotels	• Decrease in break-even point due to increase in operational efficiency

### ● Implementation of structural reforms

Railways Business	• Increase in operational efficiency and decrease in costs following the promotion of DX
Stores and Retail	• Profit growth by maximizing the impact of collaboration with the Seven & i Group
Restaurants	• Store reorganization and cost structure review

### ● Pricing review

Transportation	• Railways business: Adoption of railway station barrier-free fare system and review of special limited express fares • Fare revisions (Hakone Tozan Railway, six bus companies, and Odakyu Koutsu)
Hotels	• Renewal of Hakone resort hotel HATSUHANA and increase in room rates

## Rebuild our Business Portfolio

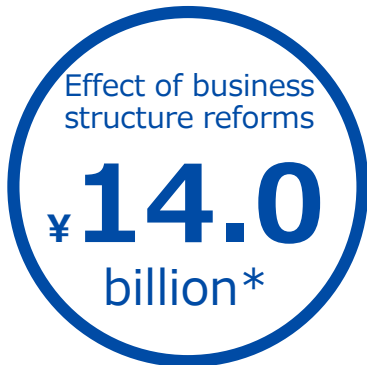
### ● Selection-and-concentration efforts in our existing businesses

- Clarification of management resource allocation based on business growth potential and competitiveness
- External transfer of six Group companies and a credit card company
- Integration of five Group companies

## Control interest-bearing debt



\* Actual figures for FY2021–FY2023



\* Results from FY2018 to FY2023

## Ensure financial soundness exceeding our criteria for recovery in FY2023

✓ Interest-bearing debt  
¥700.0 billion → ¥626.9 billion  
(Criteria for recovery)

✓ Interest-bearing debt/ EBITDA ratio  
7.0 times → 6.5 times  
(Criteria for recovery)

## **II. Concrete Policies Aimed at Achieving Our Management Vision**

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# Our Business Planning Structure

- Inclusion of sustainability management in the business planning structure
- Achieve our management vision by developing businesses based on the concept of regional economies and optimizing our business portfolio





# Promotion of sustainability management

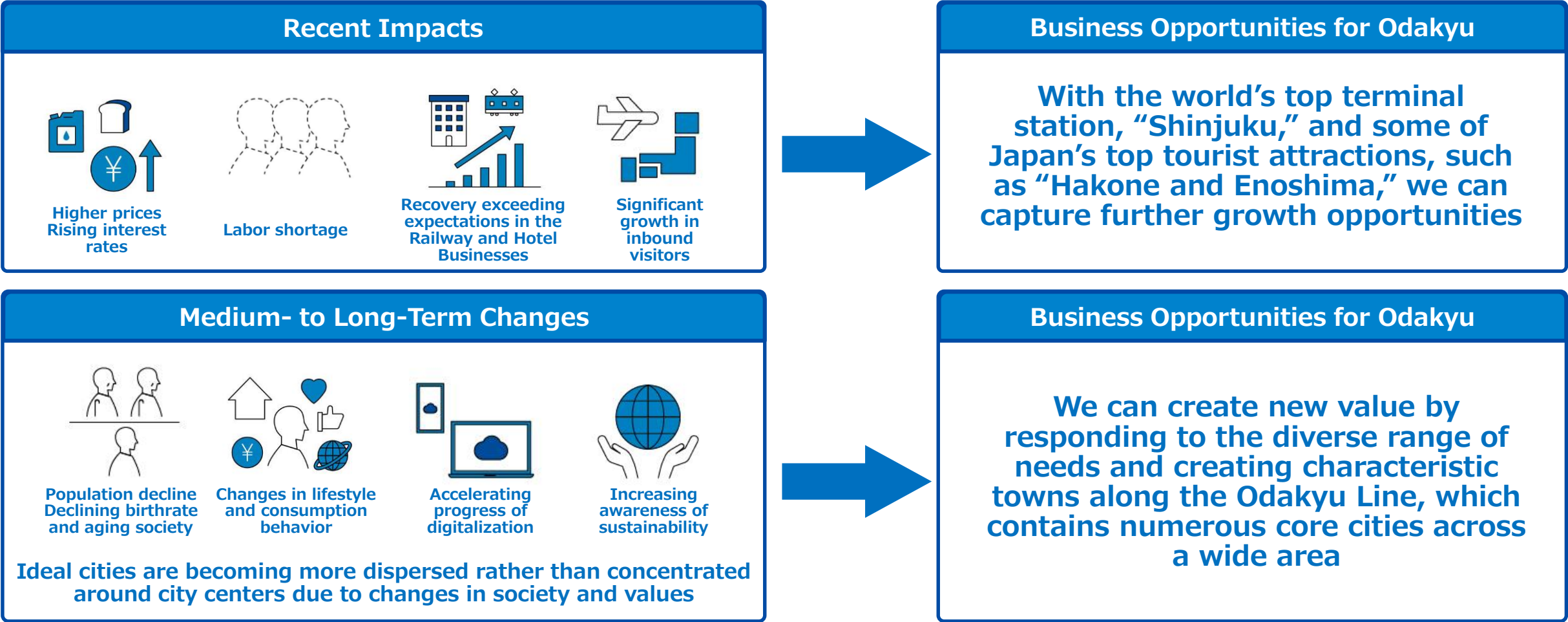
- In FY2023, we set targets and monitoring indicators for 6 material issues and formulated the Odakyu Group Human Rights Policy

Material issues		Targets and Monitoring Indicators
1. Safety and peace of mind	<ul style="list-style-type: none"><li>Provision of public transportation services that prioritize safety and peace of mind</li><li>Pursuit of a society where anyone can live with peace of mind</li></ul>	<ul style="list-style-type: none"><li>◆ Number of operating accidents/incidents caused by the Company in the railway business: 0 (each fiscal year)</li><li>◆ Number of fatalities or serious injuries in the bus and taxi businesses: 0 (each fiscal year)</li><li>□ Total level of satisfaction in railway services</li></ul>
2. Community development and local communities	<ul style="list-style-type: none"><li>Realization of community development that combines work, residence, commerce, education, and recreation, and wellness</li><li>Community development that utilizes local assets</li></ul>	<ul style="list-style-type: none"><li>□ Population of communities along the Odakyu Line</li><li>□ Number of users at focus stations in areas being strengthened (per day)</li><li>□ Total level of satisfaction by local residents</li><li>□ Total level of satisfaction with how to live (well-being)</li></ul>
3. Daily life and tourism experiences	<ul style="list-style-type: none"><li>Promotion of rich lifestyles that utilize technology</li><li>Provision of region-specific tourism experiences</li></ul>	<ul style="list-style-type: none"><li>□ Number of Odakyu ONE ID users</li><li>□ Number of Freepasses sold (Hakone, Enoshima, and Kamakura areas)</li><li>□ Number of visitors to tourist areas along the Odakyu Line(Hakone and Fujisawa)</li></ul>
4. Environment (carbon neutrality)	<ul style="list-style-type: none"><li>Realization of a decarbonized society through energy conservation, renewable energy, electrification, and collaboration with local communities</li><li>Realization of a resource recycling society aiming at Beyond Waste</li></ul>	<ul style="list-style-type: none"><li>◆ Odakyu Group CO2 emissions: 50% reduction compared with FY2013 (FY2030) / Net zero (FY2050)</li></ul>
5. Development of value-creating human resources	<ul style="list-style-type: none"><li>Cultivation of a corporate culture that enables all employees to work in their own unique way</li><li>Development of human resources to achieve sustainable management</li></ul>	<ul style="list-style-type: none"><li>◆ Ratio of female employees (full-time): 20% (FY2030) / 35% (FY2050)</li><li>◆ Ratio of women in management roles: 15% (FY2030) / 30% (FY2050)</li><li>◆ Ratio of male employees taking paternity leave: 100% (FY2030) / 100% (FY2050)</li></ul>
6. Governance	<ul style="list-style-type: none"><li>Realization of an optimal governance structure that supports the expectations of all stakeholders</li></ul>	<ul style="list-style-type: none"><li>◆ Number of major legal violations: 0 (each fiscal year)</li><li>◆ Ratio of female officers: 30% (FY2030)</li><li>□ Ratio of Independent Outside Directors</li></ul>

◆ Targets   □ Monitoring indicators

# Awareness of External Environment

- There are concerns about the impact of higher prices, rising interest rates, and labor shortages, but there are opportunities for further profit growth based on recoveries in the Railway and Hotel Businesses, as well as growth in inbound demand
- The value of the suburbs is rising, and we have found numerous business opportunities in communities along the Odakyu Line, which contains numerous core cities across a wide area



# Potential of Communities Along the Odakyu Line and Strengths of Odakyu

- The communities along the Odakyu Line include numerous core cities and Japan's top tourist attractions, and enjoy abundant regional resources
- The strengths of the Odakyu Group include our strong social foundation of public transportation infrastructure and real estate that we have accumulated, as well as collaboration with regional players based on trust

**We expect further advancements, including development of the highway infrastructure in the next few years and plans to extend railway lines**



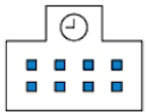
Population of communities along the Odakyu Line  
**Approximately 5.20 million people**



World's top terminal station Shinjuku  
Average number of passengers per day  
**Approximately 3.5 million people**



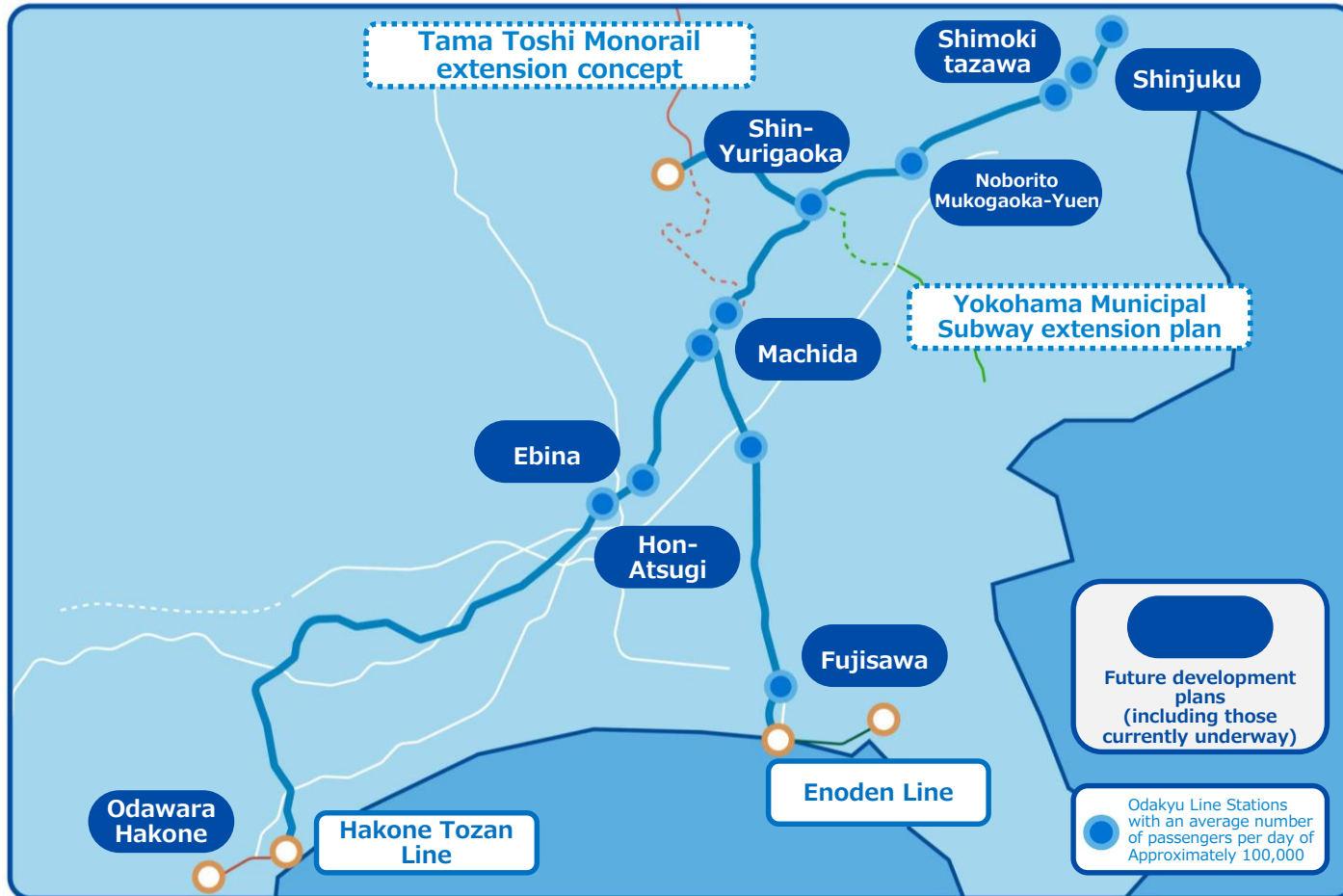
Hakone, Shonan, and Oyama annual number of tourists  
**Approximately 50 million people**



Universities along the Odakyu Line  
**Approximately 50 schools**



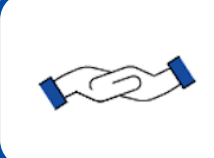
Impact of developing a highway network  
**Factory zones**



Number of passengers on stations with Approximately 100,000 passengers  
**11 stations**



Annual number of passengers carried (Railway Business + Bus Business)  
**Approximately 1 billion people**



Collaboration with governments, companies, and universities  
**31 projects**

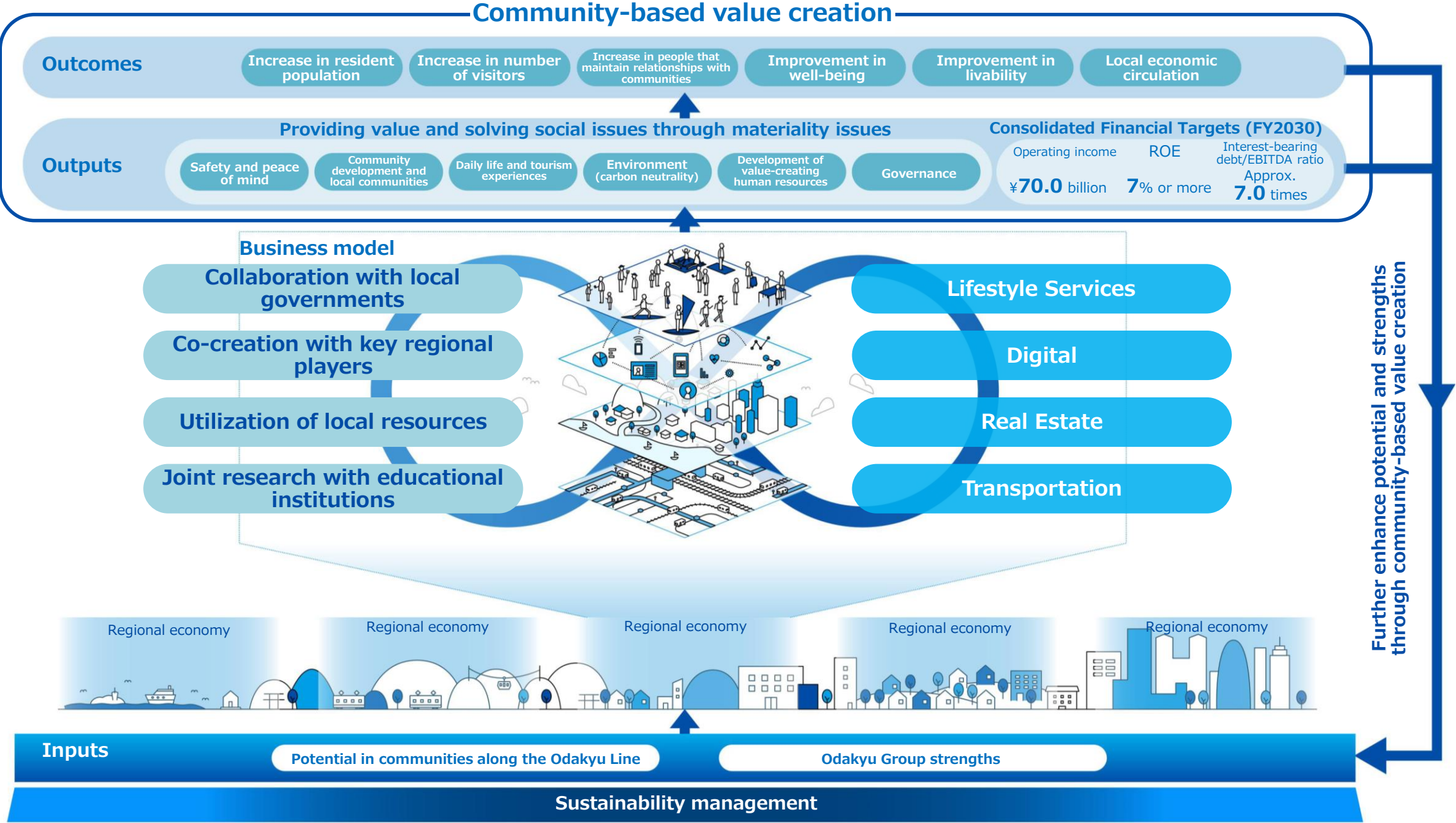


Public transportation infrastructure, community development along the Odakyu Line, etc.  
**Extensive business expertise**



**Romancecar brand**

# Growth Model as a Community-Based Value Creation Company (Value Creation Process)





## Communities filled with opportunities arising from interactions between people and new stimulation, where fun and activities emerge one after the other

Strengthening international competitiveness

Emergence of lively interaction

Improvement of accessibility

Stronger disaster prevention functions

Reduction of environmental impact

2030 VISION  
**Shinjuku**  
 SHINJUKU  
 area

### Area potential

- World's top terminal, where seven lines and eight stations connect
- Japan's top commercial and office clusters
- One of Japan's largest clusters of accommodation facilities and a base for foreign visitors

- Participate in Shinjuku Grand Terminal concept (Area management activities in the area near Shinjuku Station, etc.)
- Collaboration with Nishi-Shinjuku Smart City Project
- Collaboration with subcenter area management organizations
- Designated management services for Shinjuku Central Park

- Collaboration on development plans with Tokyo Metro and Tokyu Land Corporation

Collaboration with local communities and partners

### Lifestyle Services

- Opening of commercial stores, etc., that offer new customer experiences
- Renovation of Hotel Century Southern Tower

### Digital

- New business development through the utilization of the "NEUU" XR facility
- Offer convenient electronic railway tickets with EMot

### Real Estate

- Development of commercial, office and business emergence functions
- Introduction of disaster prevention and environmental impact reduction facilities using state-of-the-art technology
- Consideration of further peripheral development after completion of the current development plan

### Transportation

- Development of Shinjuku Station to enhance the accessibility for pedestrians
- Provision of convenient and comfortable railway transport services starting from Shinjuku
- Creating a sense of elation as a gateway to sightseeing in Hakone, Enoshima, etc.

Linkage of four business areas

2030VISION  
**Ebina**  
EBINA  
area

**An easy-to-live town where there are complete facilities for “work, home, commerce, study, pleasure, and wellness,” with a connection to a new sense of richness**

Creation of barrier-free communities

Creation of a model for vibrant suburban communities

Creation of environments that foster learning and play

Offering new lifestyles

Reduction of environmental impact

## Area potential

- Increase in the permanent residents and daytime population, and number of households (young people and families)
- Improvement of Sotetsu accessibility with direct JR and Tokyu trains
- Accelerated development of commercial facilities and medium and high-rise condominiums

- Development integrated with the Ebina City Master Plan
- Collaboration in multiple fields based on the comprehensive partnership agreement with Ebina City
- Collaboration with Ebina City and related businesses to support health
- Community communication including the Odakyu Family Fun Festival

- Recycling of food residues in collaboration with Sagami-hara Biogas Power Co., Ltd.

Collaboration with local communities and partners

## Lifestyle Services

- Creation of centers for exchange between “people, things, and culture”
- Complete services and content for families raising children

## Digital

- Support for DX for local government functions
- Creation of new systems for resource recycling in communities

## Real Estate

- Completion of ViNA GARDENS (condominiums and new facilities)
- Consideration of further development in the area around Ebina Station

## Transportation

- Promotion of development of secondary traffic
- Offering the “Odakyu Ebina Passport” subscription product, which includes Romancecar tickets and coupons for local stores

Linkage of four business areas

- Positioning the real estate domain as the first pillar of revenue and the digital domain as a new area of growth
- We raised our FY2030 operating income target to ¥27 billion for transportation and ¥10 billion for lifestyle services, based on efforts to capture demand and ongoing structural reform
- Aim to achieve targets by expanding growth investments and appropriately setting and monitoring KPIs

## Targets for FY2030

### Transportation

Creation of sustainable operating structure and generation of stable profit (railways, buses, etc.)

Operating income

¥20.0 billion ➡ ¥27.0 billion  
(Previous target\*)

### Real Estate

Expansion of development as the foundation for value creation in local communities (leasing, sales, etc.)

Operating income

¥30.0 billion

Becoming the first pillar of revenue

### Digital

Creation of new businesses and promotion of DX in existing businesses as areas for growth (New Businesses)

Operating income

¥3.0 billion

New growth area

### Lifestyle Services

Balance between commercialization and value creation in local communities

Creation of characteristics and people flow in communities (merchandising, hotels, etc.)

Operating income

¥7.0 billion ➡ ¥10.0 billion  
(Previous target\*)

## Direction of initiatives

### Maximizing the effects of structural reform

- Enjoy recent rapidly recovering demand to the maximum extent, by continuing structural reform and improving profitability through DX, etc.

### Expansion of growth investments

- Further increase growth investment from the previous plan
- Acquire real estate properties and implement M&A, etc., in growth fields

### Strengthen the monitoring system

- Set KPIs linked to consolidated financial targets in each business area
- Accurately monitor and verify progress against targets in a timely manner

\*Comparison with targets announced in April 2023

### **III. Financial Management Policies**

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# Consolidated Financial Targets

- Aim to become a “community-based value creation company” and achieve sustainable profit growth while enhancing social and shareholder value

Approach to key indicators			FY2026 plan	FY2030 target	Long-term policies
Profit growth	Operating income	<ul style="list-style-type: none"><li>Increase transportation revenue to record levels</li><li>Concentrate capital investment in real estate as the first pillar</li><li>Growth in digital</li><li>Continuation of business structure reforms</li></ul>	<b>¥50.0 billion</b> Comparison with previous target*1 <b>+¥4.0 billion</b>	<b>¥70.0 billion</b> Comparison with previous target*1 <b>+¥10.0 billion</b>	Sustainable profit growth
Management with an awareness of capital cost	ROE*2	<ul style="list-style-type: none"><li>Maintain a shareholders’ equity ratio of 30%</li><li>Strengthen growth investments and shareholder returns (Control total assets and net assets)</li><li>Set ROA targets by business and strengthen monitoring</li></ul>	<b>6.2%</b>	<b>7% or more</b>	Further improvement
Securing of financial soundness	Interest-bearing debt/ EBITDA ratio	<ul style="list-style-type: none"><li>Maintain the 7.0 times level and significantly improve it after the opening of the West Gate area of Shinjuku Station</li><li>Strengthen growth investments while maintaining current rating levels</li></ul>	<b>7.8 times</b>	<b>Approx. 7.0 times</b>	Improvement through profit growth

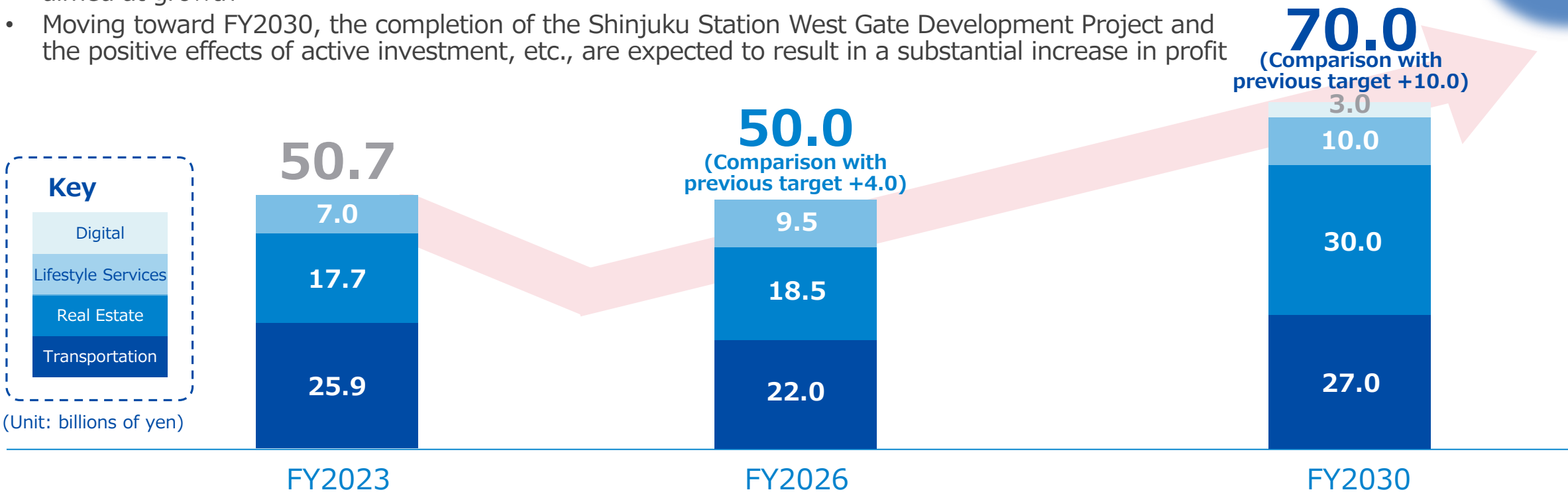
\*1 Comparison with targets announced in April 2023

\*2 Net income attributable to owners of parent / shareholders’ equity (excluding net unrealized gain on securities)

# Steps for Growth in Operating Income

- In FY2023, demand recovered earlier than expected, and the effects of business structural reforms during the period of structural reform materialized
- From FY2024 onward, profits are expected to decline temporarily owing to active investment and other measures aimed at growth
- Moving toward FY2030, the completion of the Shinjuku Station West Gate Development Project and the positive effects of active investment, etc., are expected to result in a substantial increase in profit

Sustainable  
profit  
growth



(Unit: billions of yen)

Actual results from FY2023 vs. plan for FY2026	
<div>Increases in personnel expenses, depreciation, and repair costs</div> <div>Impact of Shinjuku West Gate Development Project (Shinjuku MYLORD is to be demolished after April 2025)</div> <div>UDS and OKINAWA UDS are not consolidated</div>	<div>Real estate profit growth</div> <div>Increased revenue and operational efficiency in Lifestyle Services</div> <div>Continuation of business structure reforms</div>

Plan for FY2026 vs. target for FY2030	
<div>Contribution to profit following completion of Shinjuku West Gate Development Project</div> <div>Further growth of real estate in line with development along the Odakyu Line</div> <div>Enhancement of profitability in transportation</div> <div>Growth in digital</div>	

# Capital Allocation in FY2024–FY2030

- Controls on borrowing and maximization of cash flows from operating activities, with an awareness of the “interest-bearing debt/EBITDA ratio” and the “shareholders’ equity ratio”
- Focused allocation of growth investments, mainly in real estate, and enhancement of shareholder returns

## Cash In

### ● Focus on balancing financial soundness and capital cost

- “Maintain an interest-bearing debt/EBITDA ratio of 7 times during the development period of the Shinjuku West Gate Development” and “maintain a shareholders’ equity ratio of 30%”
- Utilization of external capital including adoption of equivalent exchange system in the Shinjuku West Gate Development Project
- Continuous asset replacement, including the sale of property and equipment
- Reduction in cross-shareholdings

### ● Maximization of cash flows from operating activities

- Profit growth in real estate and the digital domain
- Recovery of profitability through business structure reforms

\* Cash flows from operating activities after the completion of the Shinjuku West Gate Development Project exceeded ¥120 billion in FY2030 (up ¥50 billion from FY2023)

Real estate  
sales and  
borrowing

Cash flows  
from  
operating  
activities

## Cash Out

Growth  
investments  
¥400 billion

Total  
investments\*  
¥800 billion

Facility  
upgrades  
and  
environment  
-related  
investments  
¥400 billion

Shareholder  
returns

### ● Growth investments

- (Real estate) Development along the Odakyu Line, such as Shinjuku Station West Gate and the Machida area, domestic SPC investment, overseas
- (Transportation and Lifestyle Services) DX, labor-saving, hotel renewals, store expansion, etc.
- (Digital) Business transformation and new business creation

\* Including investments and lending, but not including investments in the real estate sales business

### ● Facility upgrades and environment-related investments

- Upgrades to facilities that are the core of providing safe and reliable services
- Investment in the shift to barrier-free train stations
- Investments in line with environmental strategies, such as the introduction EV buses

### ● Strengthening shareholder returns

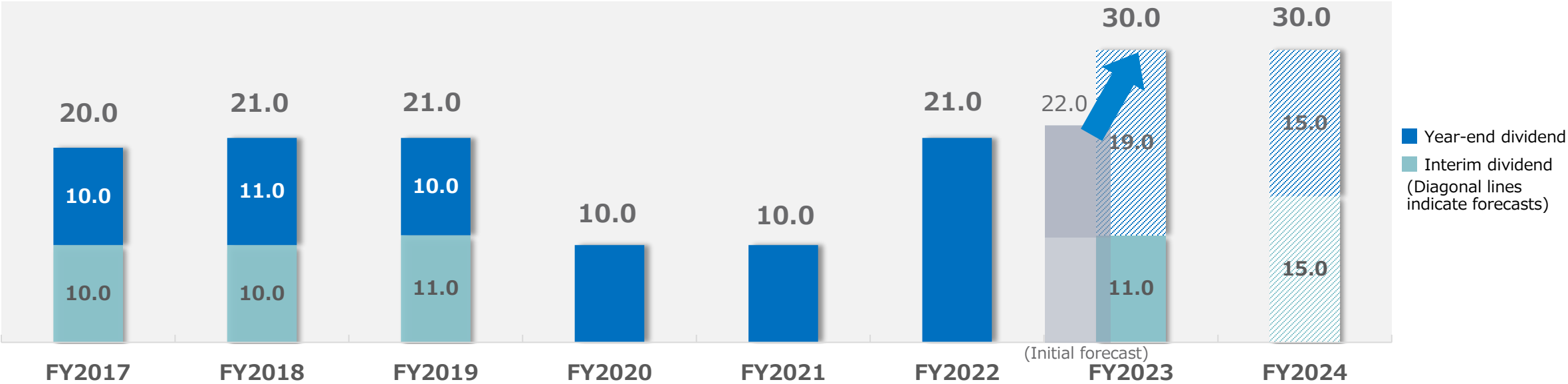
- Stable dividends and flexible share buybacks, assuming that a shareholders’ equity ratio of 30% is maintained

# Shareholder Returns

Basic policy	Based on the assumption of a 30% shareholders' equity ratio, the Company will implement stable dividends and flexible share buybacks, with a target total consolidated payout ratio of at least 40% on average for FY2023 through FY2026
Dividend	Annual dividends for FY2023 and FY2024 scheduled to be ¥30 per share * FY2023 dividend forecast revised from an annual dividend of ¥22
Share buybacks	Consider the timing of implementation, comprehensively taking into consideration changes in the business environment, business performance, and other factors * Actual figure for FY2023: ¥12.3 billion

<Dividend per share (including forecast)>

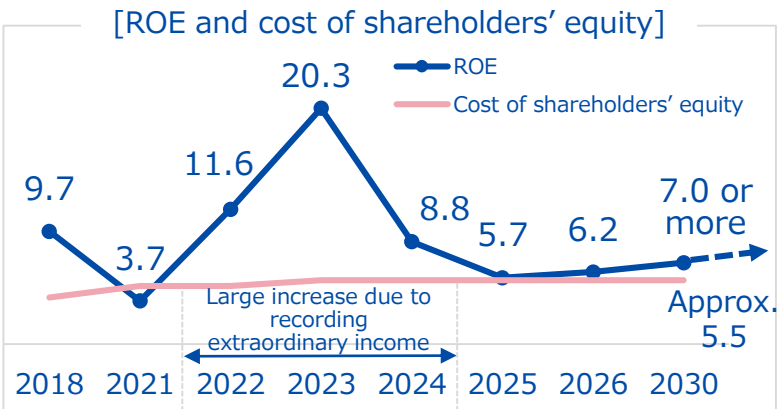
(Unit: yen)



# Management Approach with an Awareness of Capital Cost

## Understanding of current circumstances

- Owing to the impact of COVID-19 and other factors, the Company's cost of shareholders' equity\* increased moderately
  - \* The Company's most recent cost of shareholders' equity is understood to be around 5.5%
- Between FY2022 and FY2024, ROE increased significantly as a result of the recording of extraordinary income
- In FY2025, it is expected to temporarily decrease owing to an increase in net assets, etc., but after that, it will gradually improve as profit grows
- We must further improve ROE through growth investments and strengthening shareholder returns, based on the assumption that ROE is greater than the cost of shareholders' equity



### Theme (1): Improving ROE

#### Improve ROA/Increase financial leverage

- Balance profitability improvements with a sound financial foundation, by utilizing loans, corporate bonds, etc.
- Strengthen shareholder returns based on the assumption of maintaining a shareholders' equity ratio of 30%
- Stricter investment standards
- Set ROA targets for each business based on ROE targets and strengthen KPI management

**Further improve ROE in the long term, aiming to achieve at least 7% in FY2030**

### Theme (2): Controlling the cost of shareholders' equity

#### Promotion of sustainability management

- Sustainable profit growth based on the concept of regional economies
- Reduce business risks by strengthening governance, enhancing the disclosure of non-financial targets, and achieving those targets (indicator: improvement of ESG ratings by external organizations)

#### Strengthen dialogue with the market

- Strengthen dialogue with management based on the disclosure of growth and capital strategies, etc.
- Continuous feedback of investor opinions at meetings of the Board of Directors, etc.

**Limit increases in the cost of shareholders' equity**

- ROE: Net income attributable to owners of parent / shareholders' equity (excluding net unrealized gain on securities)

## **IV. The Medium-Term Management Plan (FY2024–FY2026)**

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# Key Measures in the Medium-Term Management Plan (FY2024–FY2026)

- To realize our management vision, we will promote the strengthening of our management foundation at the same time as working toward four key measures under the current Medium-Term Management Plan

## Key Measures

1. **Advancements in the transportation domain**
2. **Strengthen the real estate domain**
3. **Search for and grow new businesses that utilize digital technology**
4. **Capture tourism demand/Lifestyle Services that enrich local communities**

## Strengthening of Management Foundation

1. **Digital transformation (DX) strategies**
2. **Environmental strategies**
3. **Human Resource strategies**
4. **Governance**



# 1. Advancements in the transportation domain

## Key Measures

- Establish a sustainable operating structure at an early stage by prioritizing measures against labor shortages and efforts to strengthen disaster resilience
- Aim to secure stable profit by maximizing revenue from transportation services, while also developing new businesses that take advantage of the Group's strengths

### Reinforcement of Sustainable Operating Structure

#### [Creation of operating structure utilizing a small number of people]

- More in-depth consideration of concrete specifications and operations for conductor-less trains, etc.
- Continuous review of station business structures based on usage trends, etc.
- Consolidation of signal operations (FY2024 Kaisei Station Signal Office)
- Improve the efficiency of line maintenance operations, etc., by promoting CBM

#### Structure for

#### necessary personnel (by FY2035) -30%

Note: compared to FY2020 for railway business



Hakone Tozan Line  
(Between Odawara Station and Hakone- Yumoto Station)  
Launch of trial operation for conductor-less trains in FY2025

#### [Strengthening of safety and disaster prevention measures]

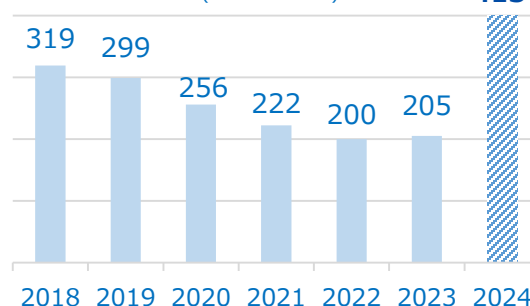
- Platform door installation that utilizes railway station barrier-free fare system
- Measures against increasingly severe natural disasters (earthquake reinforcement construction work, etc.)
- Large-scale facility upgrades (Ono General Train Depot transfer plan, new creation and renewal of rolling stock)



[Stations where platform door installation is planned]  
FY2024  
Sagami-Ono Station, Ebina Station, Chuo-Rinkan Station, Yamato Station  
By FY2032  
All stations between Shinjuku and Hon-Atsugi Station, Fujisawa Station

#### Capital investment in the railway business of the Company

(¥100 millions)



### Creation of Demand for Transportation Services and Maximization of Revenue

- Strategic pricing (limited express subscription, high-grade private buses for wealthy customers, etc.)
- New measures to increase revenue utilizing customer data, etc.
- Enhance measures to support families raising children
- Enhance EMot electronic tickets and expand points of contact with customers through collaboration with route search services, etc.



April 2024  
EMot Romancecar Passport



April 2024  
Tokai Bus "GRANDLUXE"



April 2024  
Odakyu Bus children's IC fare: ¥50

### Reinforcement of Transportation Nodes

- Railway facility improvement in conjunction with transportation network maintenance, station area community development, and development plans.
- Station improvement work will generate prosperity for entire communities by improving migratory, safety



Fujisawa Station  
(Scheduled for completion in FY2027)



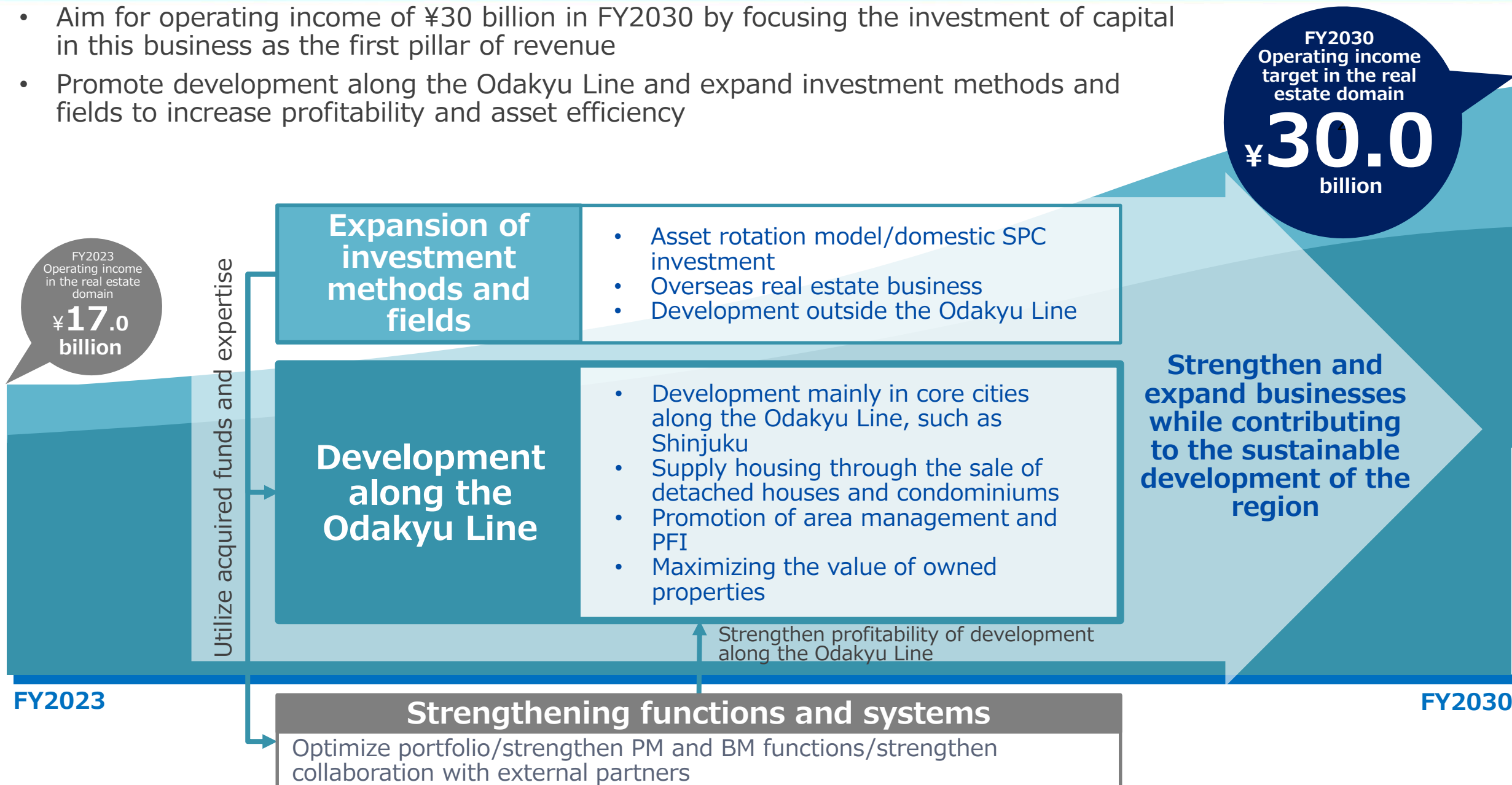
Tsurukawa Station  
(Scheduled for completion in FY2028)



## 2. Strengthen the real estate domain

### Key Measures

- Aim for operating income of ¥30 billion in FY2030 by focusing the investment of capital in this business as the first pillar of revenue
- Promote development along the Odakyu Line and expand investment methods and fields to increase profitability and asset efficiency



Shinjuku West Gate Development Project

Total investment by the Company  
**Approximately**  
**¥130.0 billion**

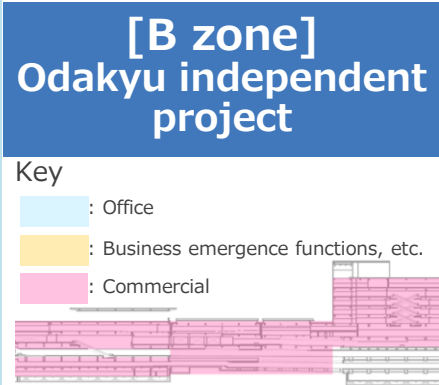
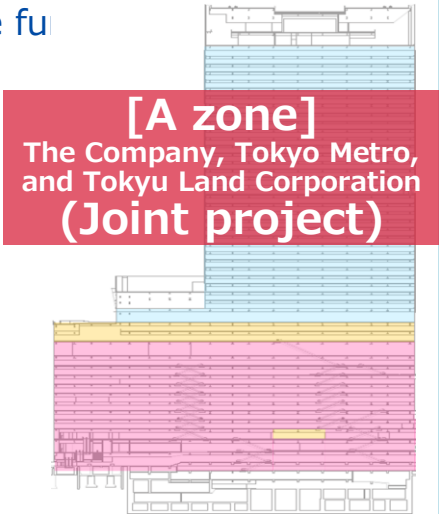
- Strengthen Odakyu’s growth base and foundation by enhancing the competitiveness of cities through measures to enhance attractiveness based on regional visions
- Co-creation with diverse players to expand business and maximize revenue in the best fields

Promotion of the project directly above the station, which will become the symbol of the world’s top terminal Shinjuku

- Maximizing project value through co-creation with business partners and regional players
- Offer high-grade offices and commercial functions that facilitate new customer experiences
- Create innovation through business emergence fu



Image of the planned building from the west side



Koshu Kaido Road side



Tozai Deck Grand Shaft

Approximately 8,060 m2
Approximately 251,000 m2
Commerce, business operations, station facilities, etc.
48 stories above ground, 5 stories below ground
Approximately 260 m

Area
Floor space
Main use
Number of stories
Height

Approximately 7,660 m2
Approximately 28,000 m2
Commerce, station facilities, etc.
8 stories above ground, 2 stories below ground
Approximately 50 m

- Together with the main building, it will cover a wide range of categories and maximize consumption opportunities for visitors
- Gain contact points with a diverse range of visitors by creating unique characteristics for each building



Shinjuku Station Ground platform

## 2. Strengthening the Real Estate Domain (Development Along the Odakyu Line)

### Key Measures

- Achieving sustainable development and stronger businesses in the region utilizing collaboration with local governments, expertise on supported development in the Shimokita Senrogai, etc.
- Leveraging regional characteristics to enhance the value of areas along the Odakyu line, which are the main fields of each business

### Diverse community development mainly in core cities along the Odakyu Line



#### Major development pipeline along the Odakyu Line (planned)



Leasing	Shinjuku West Gate Development Project					Completion
	Odakyu Marche Komae renewal	Renewal				
	Mukogaoka Amusement Site Utilization Plan	Under review and discussion				
	Shin-Yurigaoka area community development	Under review and discussion				
	Tsurukawa Station North Exit Commercial Area Development Project	Under review and discussion				
	Machida area community development	Under review and discussion				
	Ebina Station Area Development Plan					
	Development of commercial facilities at the east exit of Chuo-Rinkan Station		Opening of business			
	Kugenuma Kaihin Park renewal project (P-PFI)	Opening of business				
Sale	(Tentative name) Motoyoyogicho Condominium Plan	Start of construction		Completion		
	(Tentative name) Tama River Residential Two-building Condominium Rebuilding Plan	Start of construction (1)		Start of construction (2)	Completion (1)	Completion (2)
	(Tentative name) First Class Urban Redevelopment Project in the Area in Front of Noborito Station		Start of construction	Completion		
	(Tentative name) Noborito 51 Block Joint Project		Completion			
	(Tentative name) Sagami-Ono 3-chome Condominium Plan		Completion			
	(Tentative name) Ebina Station C Building Condominium Plan			Completion		
	(Tentative name) Isehara Station North Exit Area First Class Urban Redevelopment Project			Start of construction	Completion	
	(Tentative name) Kurigidai 2-chome Condominium Plan	Start of construction		Completion		



(Tentative name) Noborito 51 Block Joint Project



Development of commercial facilities at the east exit of Chuo-Rinkan Station



Ebina Station Area Development Plan



Kugenuma Kaihin Park renewal project (P-PFI)



- Strengthen and expand the real estate business while acquiring expertise through collaboration with external partners
- Capture short-term revenue and improve asset efficiency while diversifying risk

### Asset rotation model

- Utilize our track record of property value improvement and logistics facility development to increase the scale of investment and capture capital gains
- Consider expanding off-balance sheet tools such as fund composition to ensure continuous and stable sales

Odakyu Real Estate  
Logistics Center Okazaki



### Overseas real estate business

- Participating in joint projects with Japanese and local partners in Australia and the U.S.
- Accumulate expertise and build more networks
- Aim to promote TOD\* business combining public transportation and real estate in the future



Rental housing  
development  
in Shoreline,  
Washington (U.S.)

\*Transit Oriented Development: Public transportation-oriented development

### Domestic SPC investment

- Select and invest in core investments and promising development projects
- Acquire investment and development expertise from other companies and capture short-term revenue while diversifying risks

#### Strengthening functions and systems

Enhance business sophistication by strengthening functions and systems throughout the Group and aim to capture further business opportunities

### Optimization of our portfolio

- Improve portfolio quality by replacing assets, taking into consideration mid- and long-term trends

### Stronger PM/BM functions

- Expansion of new contracts through the establishment of an efficient operating structure for the Group as a whole
- Increase the asset value of managed properties through improved profitability, regional co-creation, etc.
- Securing and strengthening professional talent and improving operational efficiency through the use of DX

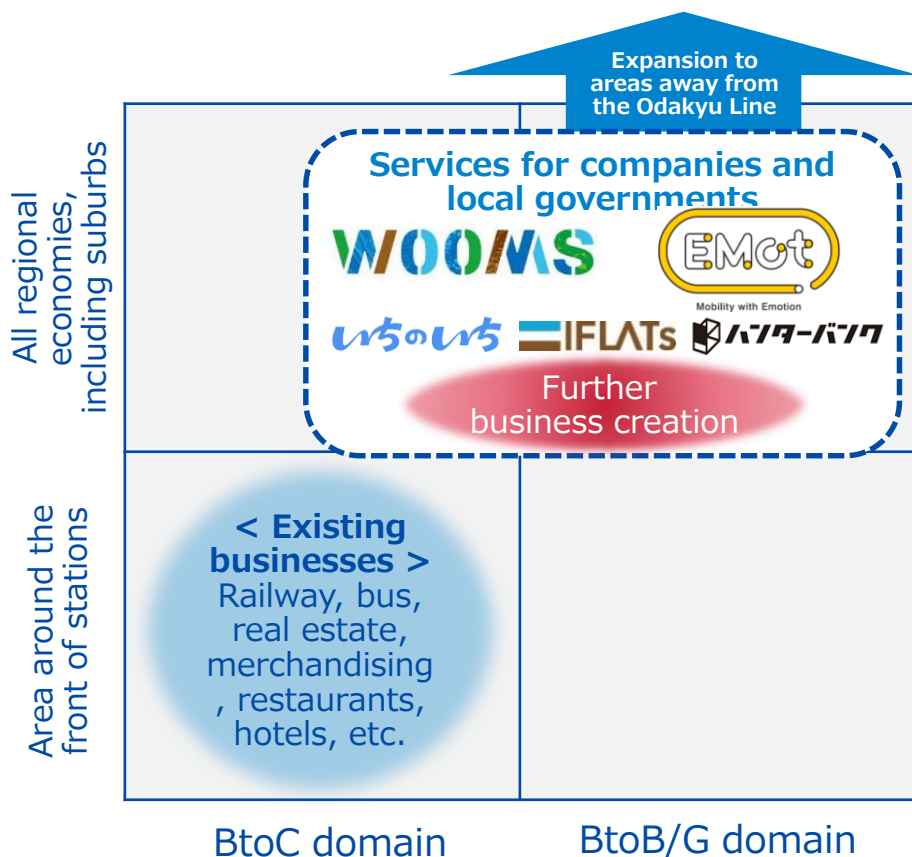
# 3. Search for and grow new businesses that utilize digital technology

Key Measures

- Creation of new businesses from the starting point of solving social issues through the use of business creation expertise, investment in R&D, and the utilization of diverse human resources
- Aim to achieve our operating income target of ¥3 billion in FY2030 by utilizing the strength of digital technologies and expanding outside the Odakyu Line

## Direction of new business exploration and growth

- Business creation focused on regional infrastructure
- Provide to companies and local governments both along and outside the Odakyu Line



## WOOMS (Waste Management Business)

- Provision of solution for making waste collection more efficient and promoting resource recycling to local governments, etc.



### [Local governments that have introduced it]

Zama City, Fujisawa City, Ota Ward, Okayama City, etc.

\* (As of End of FY2023)

## Ichi no ichi (social media for local governments and community associations)

- Provision to local governments, etc., of electronic circulars and solutions for sharing information in the event of disasters

### [Local governments that have introduced it: 690]

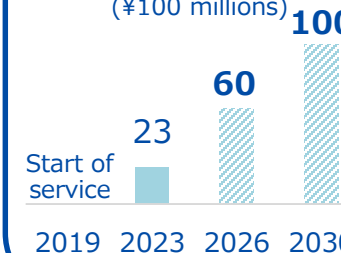
Setagaya City, Machida City, Hadano City, Matsuda City, Ebina City, Atsugi City, Minamiashigara City, Kyoto City, Chiba City, Kawachinagano City, etc.

\* (As of End of FY2023)

## EMot/MaaS Japan(MaaS)

- Providing solutions to transportation companies for increasing digital customer contact points and making investment in station equipment more efficient

[MaaS Japan amount handled] (¥100 millions)



### [Adopting companies]

Tobu Railway, Seibu Railway, Enshu Railway, Chichibu Railway, etc.

\* (As of End of FY2023)

## 4. Initiatives for Tourism Demand

### Key Measures

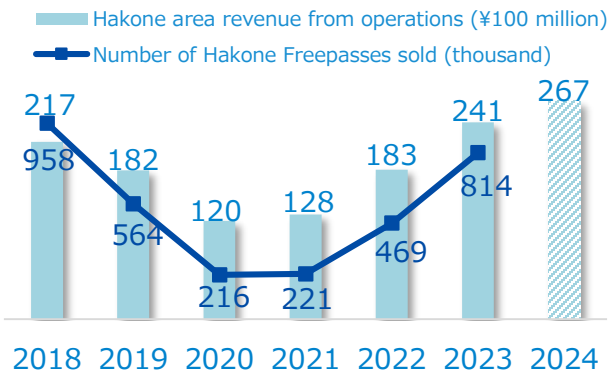
- Capitalize on potential as Japan's top tourist attractions and steadily capture strong tourism demand, including inbound tourism

### Increase in appeal of tourist attractions along the Odakyu Line

#### ● Hakone/Gotemba Area

- Consider developing new properties, while also increasing the value of existing hotels and achieving business growth through accepting contracts for projects from outside the Group
- Promote the "HAKONATURE" project to co-create new content on the theme of nature experiences together with local communities
- Promoting sustainable tourism in Hakone by distributing flows of people

Results and future plans for hotel openings and renovations



#### ● Enoshima/Kamakura area

- Plan to create new revenue sources, in addition to further enhancing the attractiveness of existing businesses
- Strengthen measures against overtourism through measures to distribute tourists, through the expansion of the share cycle business and improving the attractiveness of the west side of the Enoshima Electric Railway Line



### Tourism DX and capture of inbound demand

- Combine the limited express Romancecar with accommodation in Hakone and Odawara and local tourism content, and expand dynamic packages linked with EMot to enhance convenience and customer experience value
- Achieve a smart customer experience through collaboration between Klook, an overseas travel agency, and Emot

### Expansion of personnel service business specializing in the tourism industry

- Achieve growth by responding to growing demand for labor in the tourism industry
- Dispatch personnel to Hakone and other tourist attractions throughout Japan
- Enhance human resource supply capabilities through the resort job site "rizoba.com"



# 4. Lifestyle Services that Enrich Local Communities

## Key Measures

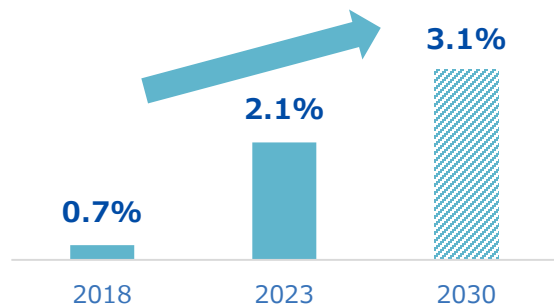
- Aim to become the railway line of choice for the future by developing services closely related to daily life and exciting content

### Development of services closely related to daily life

#### ● Stores and retail

- Strengthen collaboration within the Group and actively promote new store openings
- Increase operating income by 1.5x in FY2030 compared with FY2023 through the Store and Seven-Eleven businesses
- Utilizing the business alliance with the Seven & i Group, we will continue to improve our merchandizing and operations and increase our operating income ratio in the store business to 3% or higher, which is considered an excellent margin in the industry

Store business, operating income ratio



Odakyu OX

#### ● Department Stores

- The Shinjuku Store specializes in the food, cosmetics, and luxury areas, which are its strengths
- Creation of new revenue sources by utilizing unused spaces, overseas live commerce, etc.

#### ● Restaurants

- Strengthen the existing restaurant business and the external franchise business, in order to expand the scale of the business by establishing multiple restaurants along and outside the Odakyu Line

### Development of exciting content

#### ● Creation of continuous events to revitalize areas along the Odakyu Line

- Events in collaboration with local governments and corporation that endorse our “Child-Rearing Support Policy”
- Sports content that contributes to creating a lively atmosphere in local communities



“Odakyu Family Fun Festival 2023” attended by approximately 50,000 people



The “ENOSHIMA WAVE FEST” centered around the BMX World Cup was held in February 2024

#### ● Development of Odakyu ONE services centered on digital contact points

- Enrichment of a wide variety of content, such as railway and in-station services, and subscription products limited to certain regions
- Strengthening the acquisition of IDs for railway and bus users
- Utilization of data to promote 1to1 marketing



Odakyu Ebina Passport

Number of Odakyu ONE members

**320,000 people**  
(As of End of FY2023)

➔

**600,000 people**  
(FY2026)





## 1. Digital transformation (DX) strategies

- Integrate real assets, services, and jobs with digital technology to create three types of value

### 1.Smart

Smarter operations

(Examples of measures)

Promotion of CBM for railway maintenance operations

Increased efficiency through the utilization of low-code applications, etc.

### 2.Update

Exciting customer experiences

Expansion of electronic tickets

XR utilization

### 3.Create

Creating a rich future

WOOMS

Ichi no ichi

### Efforts to accelerate

Data use and utilization  
Share and utilization of acquired data in all businesses

Utilization of generative AI  
Increased efficiency through utilization suited to operational settings

- Promote application development and operation using low-code tools
- Aim for all employees to possess basic knowledge related to digital technologies

### Foundation building

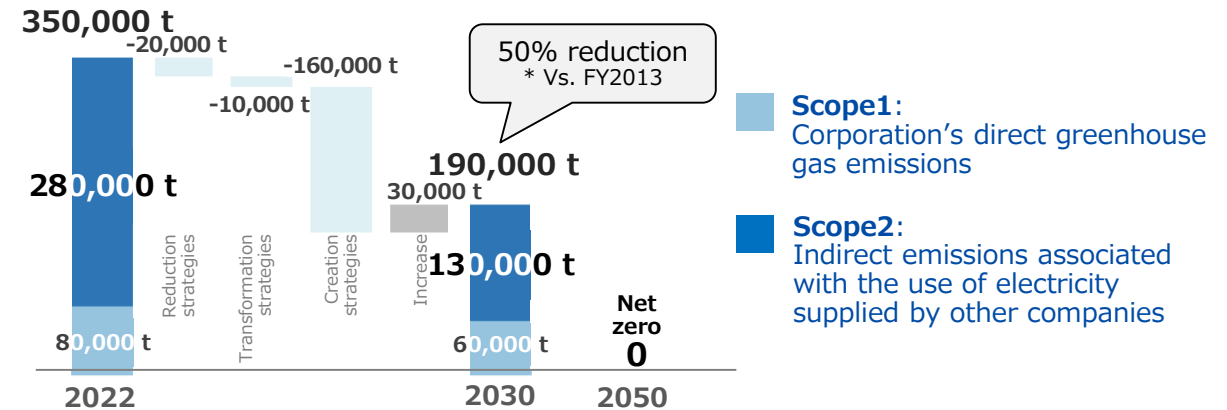
- Education based on the definition of digital human resources
- Development of systems for the promotion of DX by DX promoters in the Company and Group companies
- Strengthening information security through the introduction of zero-trust policies, etc.

Promotion capacity: 120 people  
Expert capacity: 400 people  
(End of FY2026)

## 2. Environmental strategies

- Promote measures to achieve targets and strengthen information disclosure, including information related to biodiversity (TNFD)

### [Odakyu Group Carbon Neutrality 2050 Roadmap]



### Reduction strategies (energy conservation)

#### Promotion of decarbonization measures through the introduction of ICP

Set an in-house carbon price at ¥5,000/t, in order to promote the installation of facilities that contribute to decarbonization

### Transformation strategies (Electrification and hydrogenation)

#### Bus electrification

Approximately 500 EV buses are scheduled to be introduced by FY2030  
\* Including Kanagawa Chuo Kotsu

### Creation strategies (renewable energy)

#### Complete shift to renewable energy for Group railways, trams, and cableways

Shift to 100% renewable electricity for railways, trams, and cableways, which account for approximately 40% of CO2 emissions

### Promotion of resource recycling

- Utilization of food waste for feed and biogas power generation, and use of energy for power generation by the Company
- WOOMS connect helps the Group visualize waste and promote a resource recycling system



## 3. Human Resource strategies

- Implement measures to improve employee engagement and labor productivity

### Leverage the diversity of "individuals"

- Create the conditions for mutually recognizing, utilizing, and nurturing diversity**
- Achieve our target for the active participation of women and promote health management based on the Diversity & Inclusion Declaration
- Accelerate actions to create value**
- Enrich the culture of active participation by recruiting business ideas and project talent, etc.
- Acquire expertise**
- Develop human resources capable of driving business growth
- Promote the acquisition of advanced qualifications



Implement as a group based on the Human Resource Management Policy

### Securing and establishing human resources

- Promotion of improvements in employee compensation and benefits and welfare measures
- Active recruitment of human resources necessary for business growth



FY2024 entrance ceremony for new employees

### Enhancement of the foundation

- Strengthening communication through the expansion of future creation committees, in which all employees participate, etc.



- Enhancing educational opportunities based on the Sustainability Management Policy and Human Rights Policy

## 4. Governance

- Strengthen governance through changes in organizational design, etc.
- Build healthy and constructive relationships with stakeholders based on respect for human rights

### Strengthen supervisory functions

- Transition to company with audit and supervisory committee (scheduled for June 2024)**
- Strengthen the supervisory function of the Board of Directors
- Promote the separation of supervision and business execution**
- Rapid and decisive decision-making through partial delegation of the authority to make decisions concerning the execution of business operations
- Enhance the effectiveness of discussions and monitoring of important policies and strategies at meetings of the Board of Directors

### Respect for human rights

- Formulation of the Odakyu Group Human Rights Policy**
- Formulation of human rights policy that applies to all stakeholders
- Group-wide promotion of operation and monitoring
- Formulation of Odakyu Group Sustainable Supply Chain Policy**
- Expanding the scope to the entire supply chain in consideration of respect for human rights
- Strengthen communication through surveys of business partners, etc.
- Formulation of Odakyu Electric Railway Multi-Stakeholder Policy**

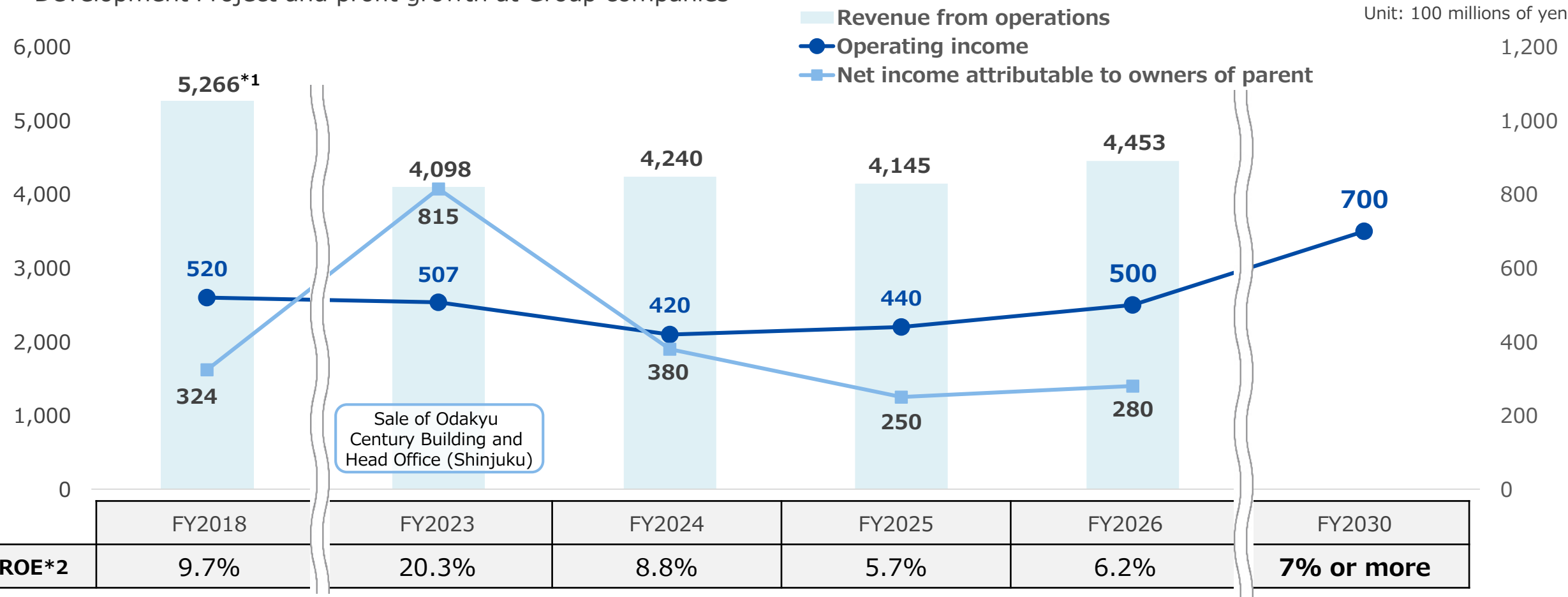


## **V. Numerical Plans (FY2024–FY2026)**

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# Trends in Consolidated Operations

- In FY2023, operating income was ¥50.7 billion thanks partly to a recovery in the number of passengers, and final income was ¥81.5 billion as a result of factors such as the recording of proceeds from the sale of property and equipment
- From FY2024 onward, we expect operating income to be in the ¥40 billion range based on increases in personnel and repair expenses, and in FY2026, we expect it to be ¥50 billion
- Operating income in FY2030 is expected to increase to ¥70 billion as a result of the completion of the Shinjuku West Gate Development Project and profit growth at Group companies

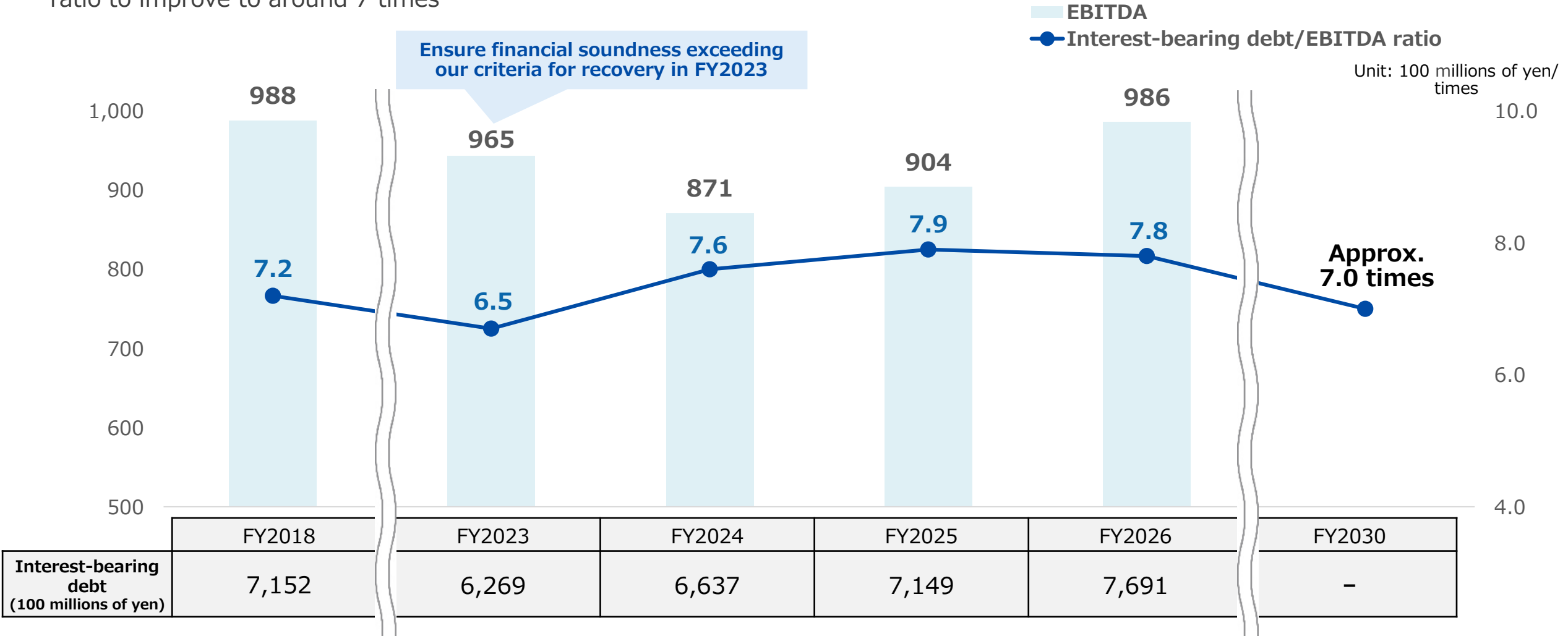


\*1 Figures are prior to the application of standards such as “Accounting Standard for Revenue Recognition” (ASBJ Statement No.29)

\*2 Net income attributable to owners of parent / shareholders’ equity (excluding net unrealized gain on securities)

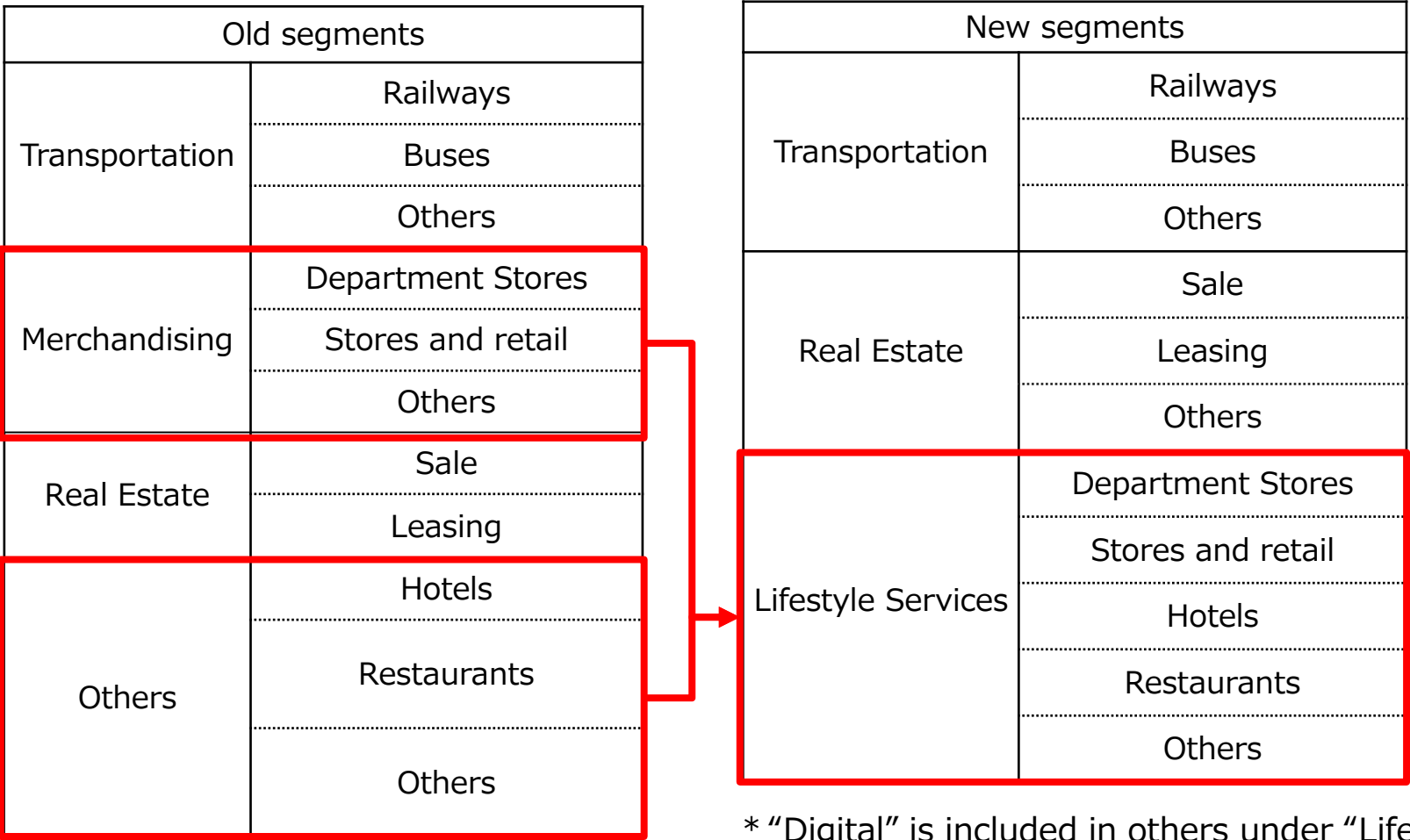
# Trends in EBITDA, Interest-Bearing Debt, and Interest-bearing debt/EBITDA ratio

- In FY2023, interest-bearing debt was ¥626.9 billion as a result of the recovery in profit and the sale of property and equipment, and we secured an interest-bearing debt/EBITDA ratio of 6.5 times
- From FY2024 onward, we expect interest-bearing debt to increase in line with an increase in capital investment, but we plan to maintain an interest-bearing debt/EBITDA ratio in the 7 times range
- In FY2030, in line with the completion of the Shinjuku West Gate Development Project, we expect the interest-bearing debt/EBITDA ratio to improve to around 7 times



# (Reference) Segment Changes

- From FY2024, we will make changes to our segments (including their names), taking into consideration our operating income target
- There will be three segments, "Transportation," "Real Estate," and "Lifestyle Services," with "Lifestyle Services" consisting of "Merchandising" and "Other" in the old segments



\* "Digital" is included in others under "Lifestyle Services"

# (Reference) Consolidated Numerical Plan

Millions of yen	FY2023 (Results)	FY2024 (Forecast)	FY2025 (Plan)	FY2026 (Plan)
Revenue from operations	409,837	424,000	414,500	445,300
Operating income	50,766	42,000	44,000	50,000
Ordinary income	50,670	41,000	38,700	43,000
Net income attributable to owners of parent	81,524	38,000	25,000	28,000
Capital investments	83,402	86,900	83,800	96,100
Depreciation	45,785	45,100	46,400	48,600
EBITDA	96,552	87,100	90,400	98,600
Interest-bearing debt	626,950	663,700	714,900	769,100
Interest-bearing debt/ EBITDA ratio	6.5times	7.6times	7.9times	7.8times
ROE*	20.3%	8.8%	5.7%	6.2%

\*Net income attributable to owners of parent / shareholders' equity (excluding net unrealized gain on securities)

# (Reference) Consolidated Numerical Plan (By Segment)

Millions of yen		FY2023* (Results)	FY2024 (Forecast)	FY2025 (Plan)	FY2026 (Plan)
Revenue from perations	Transportation	171,730	173,300	174,900	176,100
	Real Estate	92,027	97,900	96,300	117,900
	Lifestyle Services	161,505	170,000	160,200	168,400
	Adjustments	△15,425	△17,200	△16,900	△17,100
	Total	409,837	424,000	414,500	445,300
Operating income	Transportation	25,913	20,400	21,000	22,000
	Real Estate	17,759	14,200	14,300	18,500
	Lifestyle Services	7,058	7,400	8,700	9,500
	Adjustments	36	0	0	0
	Total	50,766	42,000	44,000	50,000

\*Since the segment presentation has changed from FY 2024, the previous fiscal year's results have been reclassified

# 小田急電鉄株式会社

## Remarks

Figures about business plans, future forecasts and strategies other than historical facts are forward-looking statements reflecting management's view.

Since the forward-looking statements are based on information available at the time of disclosure, the actual results may differ from these forecasts.