



Medium-Term Management Plan Achievement Status (FY2018-FY2020)

November 7, 2018

Consolidated financial results for the first half of FY2018(Ending March 31, 2018)



Millions of yen	First half of FY2017 (actual)	First half of FY2016 (actual)	Change	Forecast at April 2018	Change
Revenue from operations	254,704	257,307	+ 2,603 (+ 1.0%)	262,300	△ 4,992 (△ 1.9%)
Operating income	30,278	29,450	△ 828 (△ 2.7%)	27,900	+ 1,550 (+ 5.6%)
Ordinary income	29,035	28,749	△ 285 (△ 1.0%)	26,500	+ 2,249 (+ 8.5%)
Net income attributable to owners of parent	19,205	19,123	△ 81 (△ 0.4%)	17,900	+ 1,223 (+ 6.8%)

Overview of Long-Term Vision 2020 and the Medium-Term Management Plan



Group Management Principle

Management principle

Action guidelines

Long-Term Vision 2020

Indicates the direction the Group should pursue until FY2020 to prepare for the future

Basic policy: Our Challenge

To achieve the Group's management principle of helping customers create "irreplaceable times" and "rich and comfortable lifestyles," we will aspire to become a dynamic corporate group by further strengthening the business infrastructure and sowing and nurturing seeds of growth by FY2020.

Theme I

Maximize Group revenue along the Odakyu Line after completion of multiple double tracks.

Theme II

Sow and nurture seeds of growth by FY2020.

Future Fields

"Four areas of value provision" and "the organization necessary to achieve them"

Medium-Term Management Plan

A plan informed by Long-Term Vision 2020 to be implemented over three years

FY2020 achievement status / Specific measures / Numerical plan

Management indicator targets (for FY2020)
 EBITDA 111.5 billion yen
 Interest-bearing debt/EBITDA ratio 6.7 times

Mobility x Security and Comfort

Creating a new mobility life for communities

While making universal value in the form of security and comfort accumulated over 90 years an unshakable foundation, we will apply future technologies to create a next-generation mobility life for communities that will enable people to get around and meet people they want to meet when they want to meet them.

Community Development x Attachment

Creating a new narrative for communities

We will create occupational, residential, commercial, academic, and recreational settings that take advantage of the individuality and characteristics of communities and foster attachment to and pride in communities together with customers. Through resolution of issues facing customers and local communities, we will create a new narrative for communities.

Living x Enjoyment

Producing emotionally moving moments in uneventful everyday life

We will produce emotionally moving moments that go beyond a sense of security by speedily identifying changing trends and diversifying customer wants and by co-creating together with various partners times and spaces that bring color and charm to uneventful everyday life.

Tourism x Experiences

Providing special memories from experiences found nowhere else

We will contribute to the development of Japan, regions, and communities by discovering ways for people to spend time and enjoy themselves unique to specific localities together with local residents and assisting in providing guests from Japan and around the world with experiences that remain as special memories.



Excitement x Innovation

Providing excitement to customers at all times

Each employee will make excitement the source of ideas by unleashing their independence, creativity, and enthusiasm. To deliver new value to customers, we will at all times embrace change and continue to challenge the unknown.

Medium-Term Management Plan Achievement Status

Mobility x Security and Comfort



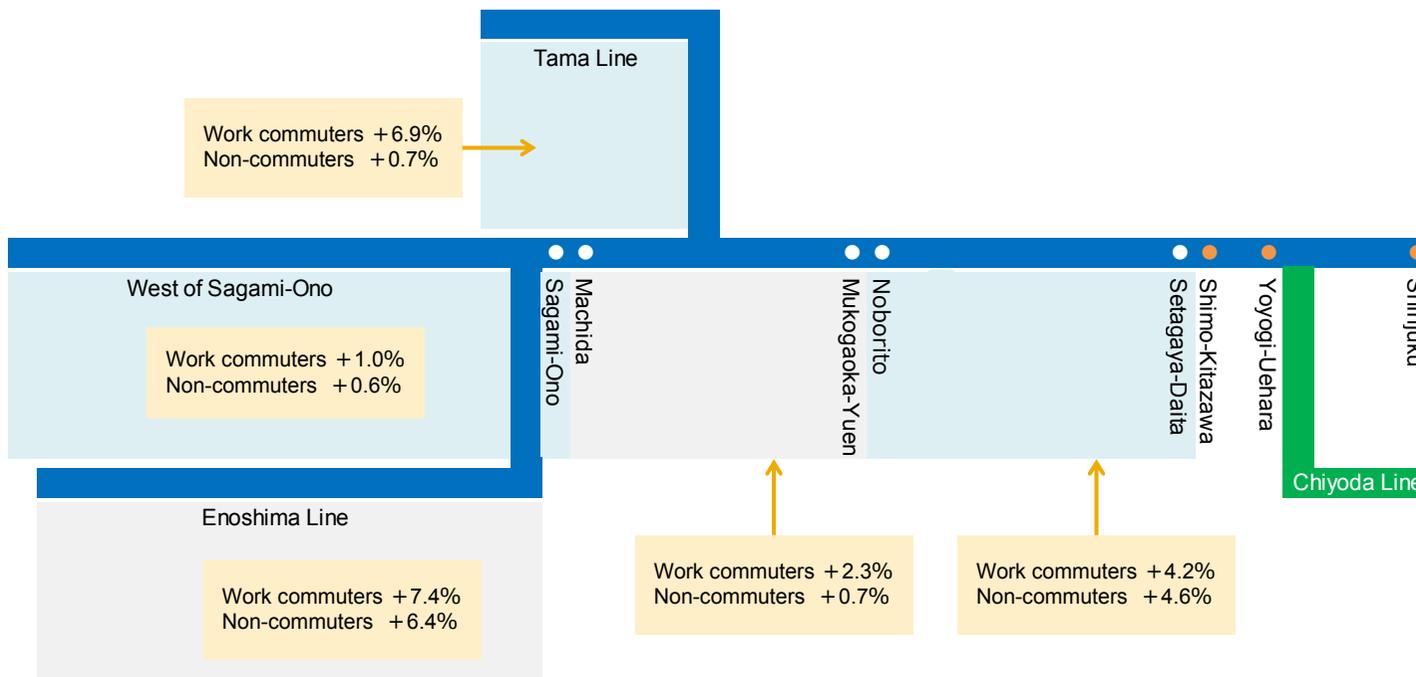
FY2020 Achievement Status 1

Continuance of a safe railway system and construction of mechanisms that contribute to long-term safe stable management

Leading up to the 100th anniversary of the start of operation, aim for a further increase in railway use, strengthen robust and flexible response capabilities, and realize greater sophistication and laborsaving from advanced technologies.

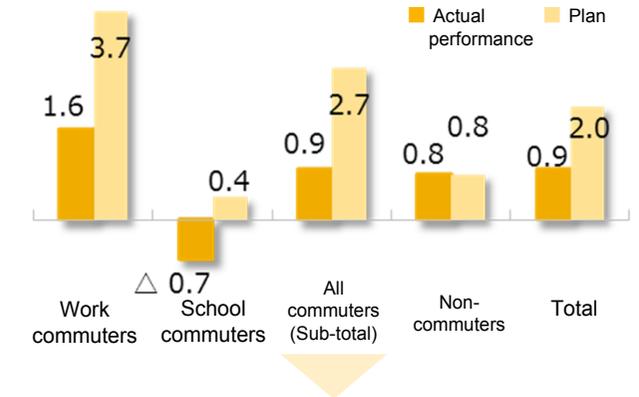
Benefits from Completion of Multiple Double Tracks

- An increase in the number of people using the three major city-center stations (Shinjuku, Yoyogi-Uehara, and Shimo-Kitazawa)



*The figures given above are the year-on-year growth rates in the number of passengers using the stations within the area and the three major city-center stations.

Numbers of passengers carried in the First and Second Quarter (All lines)
(Year-on-year growth rates)



[Work commuters]
While the increase in the number of commuters (particularly commuters traveling to and from the city-center stations) has continued, the rate of increase has been lower than was originally anticipated.

[Non-commuters]
Success in boosting ridership had exceeded expectations in the first quarter, but actual results in the second quarter were roughly the same as the original planned target, because of severe weather conditions.

Medium-Term Management Plan Achievement Status

Mobility x Security and Comfort

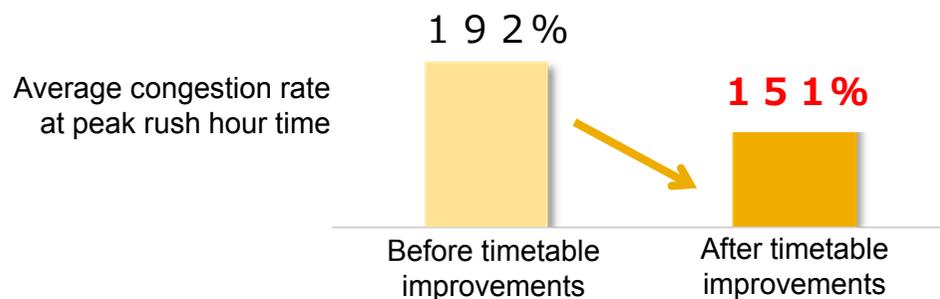


FY2020 Achievement Status 1

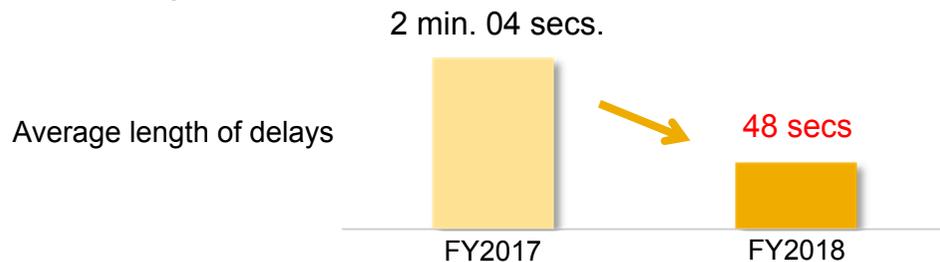
Continuance of a safe railway system and construction of mechanisms that contribute to long-term safe stable management

Benefits from Completion of Multiple Double Tracks

■ An improvement in the congestion rate



■ Fewer delays



■ Increased likelihood of getting a seat when commuting

- Increased frequency of Romancecar commuter trains (from 7 to 11)
→ Trains are more or less full. The number of passengers has increased by around 50% compared to the previous year.
- The number of trains starting from intermediate stations has been increased, with new services introduced.

Issues faced following the completion of multiple double tracks, and measures being implemented to address these issues in the future

■ Issues faced following the completion of multiple double tracks, and measures being implemented to address these issues in the future

- Spreading awareness beyond the immediate vicinity of the Odakyu Line
- The need to harmonize congestion rates across different train types
→ Encouraging the adoption of a wider variety of commuting styles

Aiming to increase operating revenue by over 5 billion yen by FY2020 (compared to FY2017)

■ Promoting community development in areas along the Odakyu Line

- Promoting community development by using the transport improvement benefits resulting from the completion of multiple double tracks as an incentive to foster collaboration with companies in other industries
→ Striving to realize the vision of “Japan’s most liveable railway line”

Aiming for population inflow and buildup along the Odakyu Line

Medium-Term Management Plan Achievement Status

Mobility x Security and Comfort



FY2020 Achievement Status 2

Construction of a network that utilizes next-generation mobility

Utilizing next-generation technology, aim to realize a way of life that enables people to enjoy the benefits of mobility services through seamless linkage of diverse transportation modes.

Cutting-edge community development along the Odakyu Line

Careful maintenance and safeguarding of routes that play an important part in people's daily lives

Preventing transportation accidents caused by human error

Responding to the shortage of bus drivers caused by the shrinking of the working population

Promoting measures aimed at solving social problems and at furthering the sustainable development of individual communities and of society as a whole

Examples of key measures (implemented in collaboration with external partners)

■ Measures aimed at the commercialization of self-driving buses

- Keio University Shonan Fujisawa Campus (June)
 - Self-driving demonstration on campus
 - Holding of a "Next Generation Mobility Forum"
- Public highway in the Enoshima area (September)
 - Self-driving demonstration in an environment with other motor vehicles, bicycles and pedestrians (equivalent to Level 3*)
 - Verification of service-related aspects of commercialization

*Under specified circumstances, the automated driving system implements all driving tasks, with the human driver taking over when asked to do so by the system.

■ MaaS (Mobility as a Service)

- Implementation of a MaaS trial in conjunction with the self-driving bus driving demonstration in the Enoshima area (covering self-driving bus reservation, etc.)



Next-Generation Mobility Forum



Self-driving demonstration on public highways in the Enoshima area

Medium-Term Management Plan Achievement Status

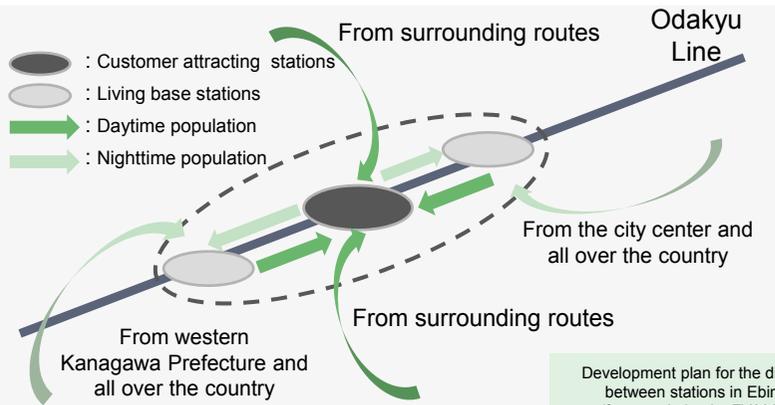
Community Development x Attachment



FY2020 Achievement Status 1

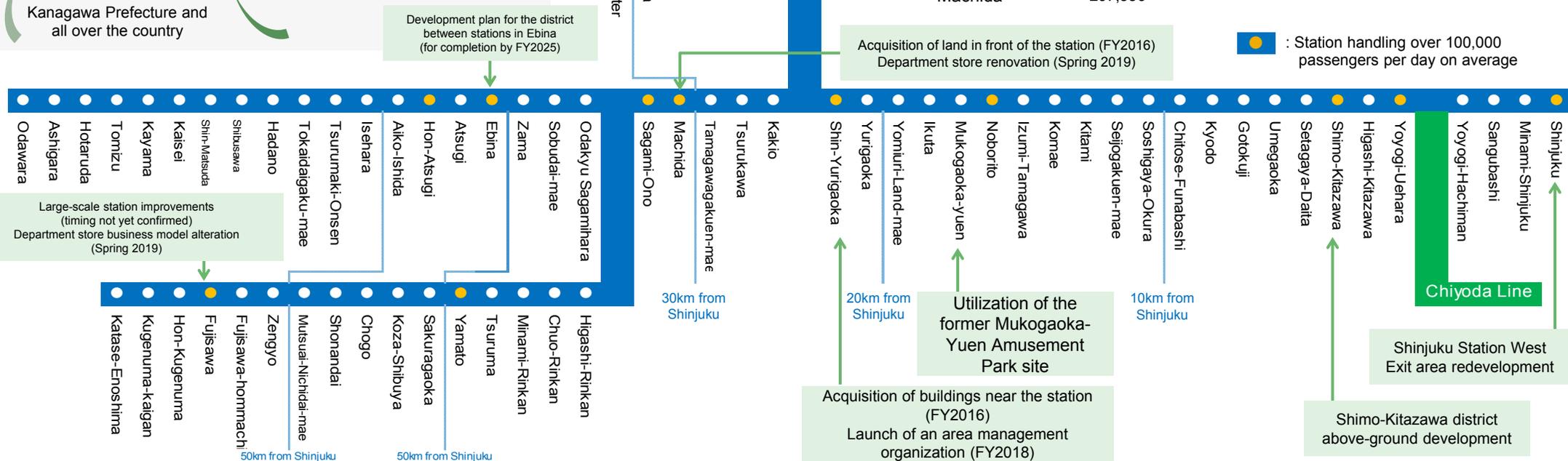
Realization of community development along the Odakyu Line that takes advantage of the individuality and characteristics of communities

Divide stations according to their roles into two types—“customer attracting stations” that drive the appeal of areas along the Odakyu Line and “living base stations” for increasing the nighttime population—and make investments and devise measures that accentuate the individuality of communities.



Stations handling over 100,000 passengers per day on average (as of Q1 and Q2, FY2018)

Station	Passengers	Growth rate	Station	Passengers	Growth rate
Shinjuku	524,766	+ 2.2%	Sagami-Ono	132,231	△ 0.4%
Yoyogi-Uehara	276,230	+ 4.2%	Ebina	155,659	+ 1.8%
Shimo-kitazawa	119,578	+ 2.3%	Hon-Atsugi	157,108	+ 0.7%
Noborito	169,872	+ 1.9%	Yamato	119,703	△ 0.2%
Shin-Yurigaoka	128,623	+ 0.1%	Fujisawa	170,365	+ 0.4%
Machida	297,356	△ 0.2%			



Medium-Term Management Plan Achievement Status

Community Development x Attachment



FY2020 Achievement Status 1

Realization of community development along the Odakyu Line that takes advantage of the individuality and characteristics of communities

At customer attraction stations, the Group is proceeding with community development that contributes to attracting customers to areas along the Odakyu Line through development that contributes to occupational, residential, commercial, academic, and recreational settings in daily life.

Development plan implementation status

- **Shinjuku Station West Exit area redevelopment**
 - The “Shinjuku Base Improvement Planning Committee,”* which formulated the “Shinjuku Base Improvement Strategy,” is currently reviewing the practicability of implementing the Strategy.

*This Committee was established by Minato Ward, Tokyo Metropolitan Government. Odakyu Electric Railway participates as a Member of the Committee.
- **Shimo-Kitazawa district above-ground development**
 - The development plan is being reviewed, in collaboration with Setagaya Ward.
- **Mukogaoka-Yuen Amusement Park site use**
 - The overall strategy for utilization of the site has been decided on, and review aimed at strategy implementation is now underway in collaboration with related organizations.
- **Development plan for the district between stations in Ebina**
 - Signing of contracts for high-rise condominiums is proceeding smoothly.

→ Approx. 80% (as of Oct. 14)

Promotion of area management

- Measures are being promoted to invigorate areas along the Odakyu Line, in collaboration with local stakeholders

[Shinjuku Area]
Using special events to promote new ways for people to have fun in Shinjuku



← “Shinjuku Cinema & Bar Week”
(Verification testing for a community currency project)

[Shin-Yurigaoka Area]
Establishment of the “Shin-Yurigaoka Area Management Consortium”



INSPIRE HUB SHINYURI
つどい ・ つながり ・ めくるめく

ShinYuri Festival Marche event →



[Atsugi Area]
Creating a lively atmosphere in the city center, in collaboration with Atsugi City Government, and with local business enterprises



← Atsugi Halloween 2018

→ Efforts are underway to coordinate area management in areas along the Odakyu Line

Medium-Term Management Plan Achievement Status

Community Development x Attachment



FY2020 Achievement Status 2

Quantitative expansion and enhancement of organizational capabilities in the Real Estate business

Within and beyond the area along the Odakyu Line, pursue business scale expansion by enhancing organizational capabilities pertaining to 1) acquisition, 2) planning and development, 3) operation and management, and 4) sale.

Aim to increase Real Estate business operating income to a scale comparable to Transportation business operating income over the medium and long-term.

[New measures]

Collaboration with Daiwa House Industry Co., Ltd. on developing the residential land development business in Sydney



Acquisition

Investment within and beyond the area along the Odakyu Line based on examination of market conditions and commercial viability

Planning and development

Enhancement of the appeal and strengthening of the profitability of owned assets

- <Effective utilization of owned assets>
- More intensive utilization of underutilized real estate
 - Renovation and conversion of owned assets
 - Converting real estate used by Odakyu into leased real estate

Strengthening asset management

Strengthening of Real Estate business competitiveness

Sale

Development of an exit strategy

Operation

Efficient operation aimed at property NOI enhancement

- <Anticipated asset types>
- Office and residential buildings
 - Commercial facilities and hotels
- Creating business opportunities for Group companies
- Vacant lots, old buildings, vacant buildings
- Utilizing our company's development and reconstruction knowhow
- Utilizing UDS's renovation knowhow
- <Anticipated areas>
- Area along the Odakyu Line: Main stations, and areas where the benefits from the completion of multiple double tracks have been especially pronounced
 - Areas away from the Odakyu Line: Areas within Tokyo, etc.

FY2020 Achievement Status 1

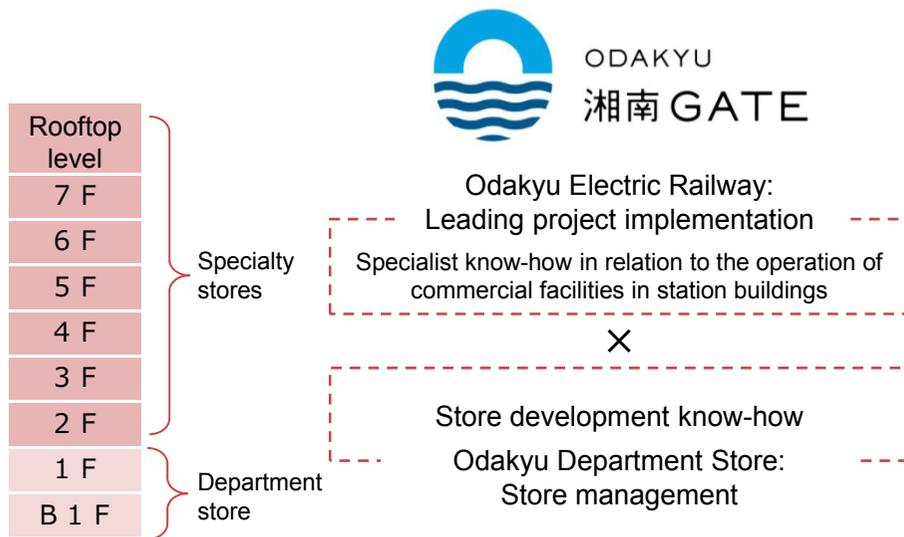
Transformation to the commerce of the future

Undertake transformation to the commerce of the future, which will provide value even amid changes that will continue into the future, such as diversification of customer needs and the advancement of e-commerce.

Converting Odakyu Department Stores into a new type of commercial facility

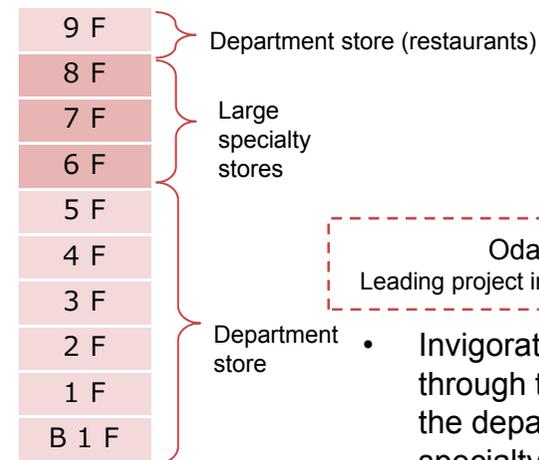
■ Fujisawa Store (Opening scheduled for March 2019)

- Conversion into a new kind of commercial facility as “Odakyu Shonan Gate”



■ Machida Store (Opening scheduled for winter 2018 or spring 2019)

- Attracting large tenants with customer drawing power (including Bic Camera and Muji)



Odakyu Department Store:
Leading project implementation and Store management

- Invigorating the facility as a whole through the synergy created between the department store and the specialty stores
- Invigorating the facility as a whole through the synergy created between the department store and the specialty stores

Creating commercial facilities with high appeal that can enliven urban areas

FY2020 Achievement Status 1

Transformation to the commerce of the future

Odakyu Shoji operating alliance with Seven & i Holdings Co., Ltd.

■ Supermarket business

- Commencing personnel interaction with Seven & i Holdings
Sharing operational and education know-how, and collaborating on merchandising
- Using “laboratory stores” to implement verification of hypotheses aimed at enhancing profitability



- Considering the introduction of Seven Premium

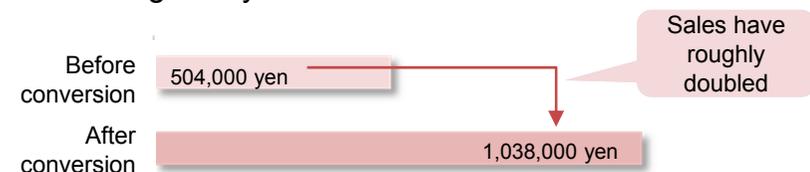
Implementing a strategy aimed at the opening of “dominant” stores in the Setagaya and Shin-Yurigaoka areas, where the completion of multiple double tracks is expected to result in a population increase.

■ In-station store business and convenience store business

- Opening the first tie-up store (a new store) in the underground level of Shinjuku Station West Exit



- Converting the three existing CVS stores into Seven-Eleven stores
<Comparison of average daily sales before and after conversion*>



*Comparison for the Odakyu Marche Shonandai Store (which converted on October 17, 2018)
Before conversion (Odakyu MART): Average daily sales in October 2017
After conversion (Seven-Eleven): Average daily sales over the period October 24 – 30, 2018

Conversion to Seven-Eleven stores will be completed over a period of around one year

FY2020 Achievement Status 2

Creation of content that produces emotionally moving moments

Seek to create new content along the Odakyu Line and strengthen connections with local initiatives to attract customers to areas along the Odakyu Line and create community prosperity.

Attracting customers to the area along the Odakyu Line, and helping to create vibrant communities

- Using sports to help invigorate areas along the Odakyu Line

<Soccer>



Odakyu Match Day

<Rugby>



Shinjuku Rugby Festival

<Beach volleyball>



Beach volleyball class

- Developing stations that can become important symbols for the local community

<Station improvement>



Katase-Enoshima Station
(Scheduled for completion by May 2020)

<Station development that makes effective use of local resources>



Sangubashi Station
(Scheduled for completion by autumn 2020)

- Using locally-produced timber (station renovation) Tsurumaki Onsen (hot springs) and Shibusawa (through a partnership agreement with Hadano City)
- Adoption of background music within the station Shibusawa (through a partnership agreement with Hadano City) Kurokawa (using music performed by the Yomiuri Nippon Symphony Orchestra, which is based nearby)

→ We are promoting station development that embodies awareness of the links between the stations on the Odakyu Line and their local communities

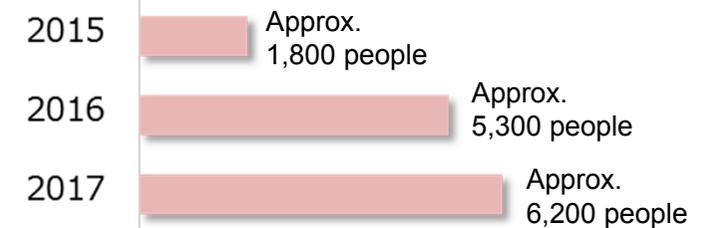
Providing learning opportunities and fun for people living along the Odakyu Line

- Odakyu Manatabi

- Mainly targeting OP credit card holders
- We are providing learning and travel opportunities for adults in collaboration with universities, local government authorities, and other private-sector companies



Growth in the number of participants



FY2020 Achievement Status 1

Opening of hotels with characteristics that accentuate local appeal

Produce appeal unique to the locality and open hotels that enhance community value.

Open new hotels that suit the character of the local area and appeal to travelers

Effectively utilizing the planning and design capabilities and hotel management know-how of UDS and other Odakyu Group member companies

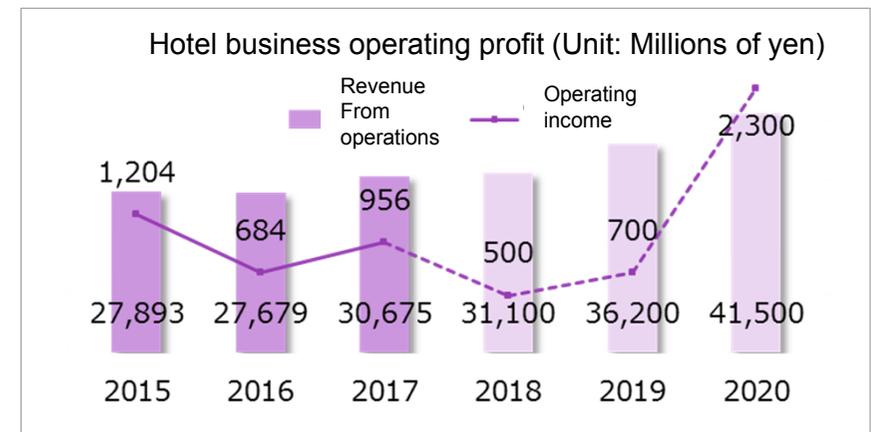
- Planning for the opening of new hotels (includes some hotels that have already opened)

*Property holding status □: Lease Method ■: Direct Management Method

	Name of Hotel	Location	No. of Guest Rooms	Date of Opening	*
1	HOTEL LOCUS	Miyakojima	100 rooms	Jan. 2018	□
2	ELILAI	Miyakojima	2 rooms	June 2018	□
3	HAMACHO HOTEL	Nihombashi	170 rooms	Feb. 2019	□
4	HIGASHIKAIGAN RESORT (provisional name)	Miyakojima	41 rooms	Early 2019	□
5	MUJI HOTEL GINZA	Ginza	79 rooms	April 2019	□
6	ONSEN RYOKAN YUEN SHINJUKU	Shinjuku	193 rooms	Spring 2019	□
7	ODAKYU GORA HOTEL (provisional name)	Hakone	72 rooms	Aug. 2019	■
8	HOTEL CLAD	Gotemba	Approx. 180 rooms	Winter 2019	■
9	MIEBASHI STATION HOTEL (provisional name)	Naha	Approx. 220 rooms	Early 2020	□
10	HOTEL ANTEROOM NAHA	Naha	126 rooms	Early 2020	□

→We are also expanding overseas, for example with the establishment of Muji Hotel Beijing, a non-consolidated China-based subsidiary of UDS.

Aim to open about 15 hotels and achieve revenue from operations of 42.0 billion yen by FY2020.



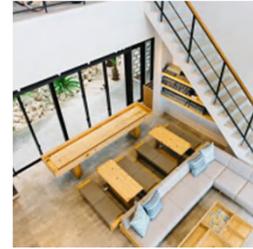
FY2020 Achievement Status 1

Opening of hotels with characteristics that accentuate local appeal

Overview of already opened hotels

■ HOTEL LOCUS [Miyakojima]

Provides a program of services unique to this hotel, with activities and cultural and gastronomic offerings that reflect the special character of Miyakojima



With the improvement in the capacity utilization rate, performance has surpassed the original planned target.

Already announced new hotels

■ ONSEN RYOKAN YUEN SHINJUKU [Shinjuku]

Provides a whole new kind of accommodation option that integrates the essential features of the ryokan (traditional Japanese inn) experience with modern needs



External appearance (conceptual image)

■ ODAKYU GORA HOTEL (provisional name) [Hakone]

Renovated from a corporate guest-house and training facility



Condominium → (conceptual image)

← Hotel guest room (conceptual image)



■ HOTEL ANTEROOM NAHA [Naha]

Creating a vibrant new facility with a design concept that emphasizes art and culture



External appearance (conceptual image)

FY2020 Achievement Status 2

Development of a world-class tourism business model

Create new products and services utilizing a variety of information and expertise gained from contact with travelers and external partners.

Initiatives targeting foreign tourists visiting Japan

■ Strengthening promotional activities

- Strengthening the dissemination of tourism information in Europe, North America and Australia



Strengthening PR activities for the 2020 Tokyo Olympics and Paralympics and the 2019 Rugby World Cup

■ Strengthening information provision and guidance to expand sales channels

- Representative offices: Thailand and France
- Establishment of contracted business offices (September) China, Taiwan, Vietnam, and Indonesia

■ Strengthening hosting systems and enhancing collaboration

- Strengthening the hosting systems of each Group company
- Enhancing collaboration with local government authorities, tourism associations and private-sector companies

■ Identifying and commercializing new contents

- Creating new demand in existing tourist destinations during slack periods, etc.



Stimulating night-time demand in Hakone, Enoshima and Kamakura



Spreading awareness of the “reversed direction” tourist route in Hakone

- Creating destination-oriented tours that allow visitors to discover new attractions in areas along the Odakyu Line (in collaboration with start-up firms focused on the inbound foreign tourist market)



Yoyogi-Uehara, Shimo-Kitazawa, Oyama, and Odawara

Aim for FY2020 Group inbound tourism revenue of 23.0 billion yen.

Medium-Term Management Plan Achievement Status

Tourism x Experiences

FY2020 Achievement Status 2

Development of a world-class tourism business model

Vitalization of tourist areas along the Odakyu line

- Starting a large-scale investment project in the Hakone area, totaling around 10 billion yen
 - Further increasing the enjoyment that visitors can have from traveling around Hakone via various means of transport



Building a new type of pirate ship



Adoption of a new type of gondola lift car



Adoption of a new type of car for the Hakone Tozan Railway

- Enhancing the quality and functionality of facilities located in the mountains, with the aim of providing a more spacious feel



Rebuilding and renovation of Sounzan Station

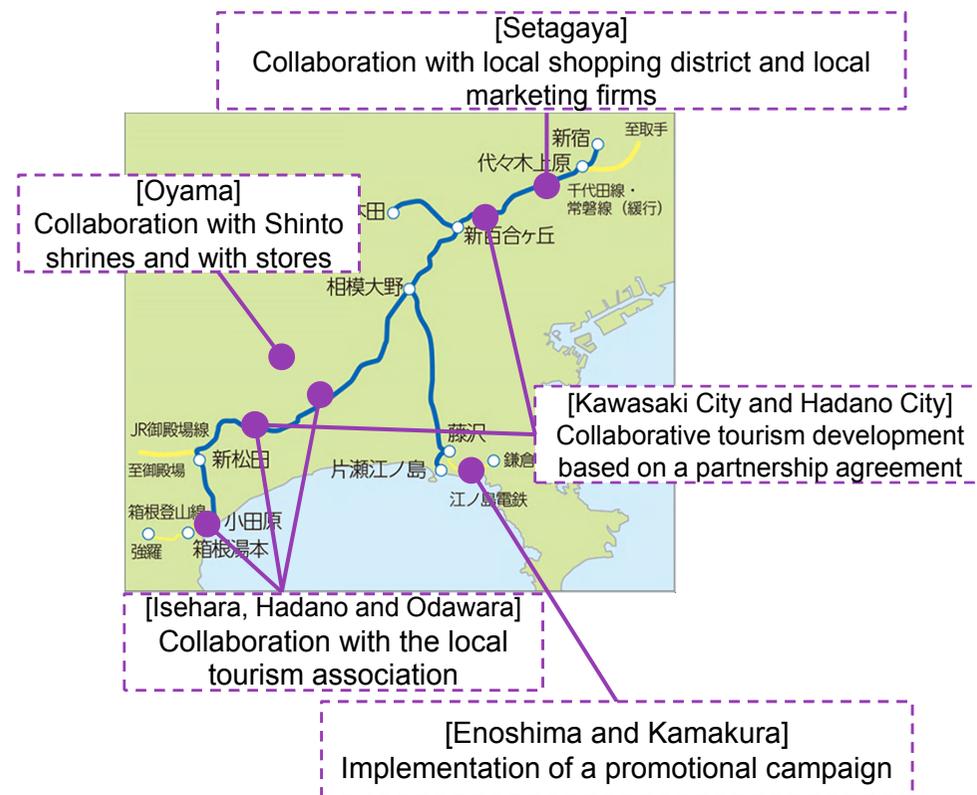


- Expanding services to make visits to Hakone more enjoyable



← Adoption of a bus location system

- We are implementing initiatives to attract customers, in collaboration with local government authorities and local organizations along the Odakyu Line, as well as in Enoshima and Kamakura



Medium-Term Management Plan Achievement Status

Excitement x Innovation

FY2020 Achievement Status 1

Fostering of human resources and ideas that will generate new value and opportunity creation

Develop mechanisms for fostering human resources and ideas that will lead to new business creation and innovation and create opportunities to enable employees to have dreams and take on challenges.

[Business idea solicitation system]



< Realization of the future fields >

Providing new value to customers and to society as a whole through the measures undertaken by Odakyu



< Resolution of social issues >

Identifying social needs that will become exacerbated over the long term, for example in relation to the U.N. Sustainable Development Goals (SDGs)



[New businesses]

[Project talent recruitment system]



[Project talent recruitment system]

Making it possible for all employees to participate, regardless of which department they belong to

Systems that allow employees to demonstrate their knowledge, experience, commitment and willingness to challenge themselves

FY2020 Achievement Status 2

Creation of an environment that maximizes the power of employees

Implement programs and develop an environment to take maximum advantage of the views and capabilities of each employee as a foundation for value creation and taking on challenges.

Realization of the management principle

Cultural reform

Awareness raising

Diversity

Diversity & Inclusion

Personnel evaluation
Human resource development

Work style reform

A foundation for working with vigor and enthusiasm

Health management

Work-life balance

1. Diversity

Creation of a corporate culture that accepts and makes use of diverse characteristics and the power of individuals

- Company-wide roll-out of work-styles that contribute to the building of the new corporate culture
- Establishment of a new contact window for pregnancy consultations, and enhanced support for helping employees combine treatment for cancer etc. with their work responsibilities

2. Personnel evaluation and human resource development

Support for individual growth / Strengthening of communication

- Overhauling of the human resources tools used to support employees who are facing challenges
- Launching of the “Climbers” business idea solicitation system

3. Work style reform

Labor productivity improvement / Creation of an environment conducive to work

- Expanding the range of employees utilizing telecommuting (either working at home or from satellite offices)
- Establishment of project teams to drive the enhancement of working efficiency

E: Environmental

- Measures aimed at the realization of the low-carbon society
- Reducing electric power usage per km traveled by train

Railways are more energy-efficient than other modes of transport

*The amount of carbon dioxide emissions created by transporting one person 1km by rail is only one-seventh of the corresponding figure for road transport.

Measures to realize a further reduction in the environmental footprint

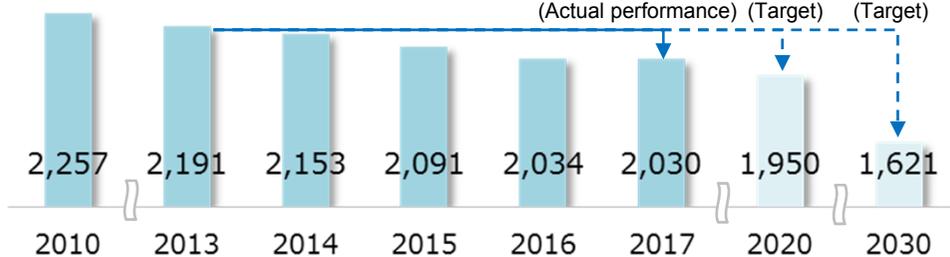
Rolling stock light-weighting

Adoption of energy-efficient facilities

Conversion to LED lighting

Electric power usage per km traveled by train

(Unit: kWh/car/km) $\Delta 7.3\%$ $\Delta 11.0\%$ $\Delta 26.0\%$
(Actual performance) (Target) (Target)



- Other measures taken

Railway business: Adoption of photovoltaic power generation, increased use of natural lighting, adoption of LED lights on machinery, etc.

Living services business: Upgrading heating provision in buildings, making nighttime electric power usage more efficient, etc.

S: Social

- Measures aimed at promoting women's participation and advancement, and at creating a more employee-friendly working environment
- Numerical targets relating to the promotion of women's participation and advancement, and actual performance (FY2017)

Item	Target	Actual Performance to Date
Percentage of newly-hired graduates on the management career track who are women	At least 30%	47.4%
No. of female managers (By FY2020)	At least double the total in FY2013 (15 managers)	25 managers*
No. of male employees taking paternity leave (By FY2020)	At least double the actual number in FY2013 (4 male employees)	19 male employees
Female employees as percentage of all regular employees (By FY2020)	10%	8.7%*

As of April 1, 2018

- Measures aimed at creating a more employee-friendly working environment
- Creating systems and a working environment etc. that support work-life balance

Actual performance in FY2017

Percentage of female employees taking maternity leave who return to work afterwards
100.0%

Percentage of employees taking spousal childbirth leave
95.0%

Percentage of male employees taking paternity leave
13.9%

Percentage of employees taking annual paid leave
88.3%

G: Corporate Governance

- Reviewing the necessary responses to the revisions of Japan's Corporate Governance Code

[Reference] Numerical Plan (Consolidated)



Millions of yen	FY2017 (actual)	FY2018 (forecast)	Change from previous fiscal year	FY2019 (plan)	Forecast at Apr. 2018		
					FY2020 (plan)	Change from previous fiscal year	
Revenue from operations	524,660	528,600	+ 3,939	558,400	+ 29,800	572,200	+ 13,800
Operating income	51,464	52,000	+ 535	56,300	+ 4,300	59,700	+ 3,400
Ordinary income	47,891	48,700	+ 808	51,900	+ 3,200	55,000	+ 3,100
Net income*1	29,328	31,000	+ 1,671	34,700	+ 3,700	38,100	+ 3,400
Capital investments	68,288	95,400	+ 27,111	103,000	+ 7,600	81,300	△ 21,700
Depreciation	45,347	46,800	+ 1,452	50,400	+ 3,600	51,800	+ 1,400
EBITDA	96,811	98,800	+ 1,988	106,700	+ 7,900	111,500	+ 4,800
Interest-bearing debt	719,197	736,300	+ 17,102	752,300	+ 16,000	747,500	△ 4,800
Interest-bearing debt/EBITDA ratio *2	7.4 times	7.5 times	+ 0.1 P	7.1 times	△ 0.4 P	6.7 times	△ 0.4 P

*1: Net income attributable to the owners of parent *2: Ratio of interest-bearing debt to EBITDA

 : Target performance indicators

Reference figures

ROA *3	4.2 %	4.1 %	△ 0.1 P	4.3 %	+ 0.2 P	4.4 %	+ 0.1 P
ROE *4	9.4 %	9.4 %	– P	9.8 %	+ 0.4 P	10.0 %	+ 0.2 P

*3: Operating income / Total assets (excluding net unrealized gain on securities)

*4: Net income attributable to owners of parent / Net assets (excluding net unrealized gain on securities)

[Reference] Numerical Plan (By Segment)



Millions of yen		FY2017 (actual)	FY2018 (forecast)	FY2019		FY2020		
				(plan)	Forecast at Apr. 2018 Change from previous fiscal year	(plan)	Forecast at Apr. 2018 Change from previous fiscal year	
Revenue from operations	Transportation	176,183	179,100	+ 2,916	183,300	+ 4,200	183,500	+ 200
	Merchandising	214,479	211,200	△ 3,279	211,700	+ 500	221,000	+ 9,300
	Real Estate	68,578	70,900	+ 2,321	90,800	+ 19,900	89,400	△ 1,400
	Other Businesses	105,023	105,900	+ 876	112,200	+ 6,300	118,400	+ 6,200
	Adjustments	△ 39,603	△ 38,500	+ 1,103	△ 39,600	△ 1,100	△ 40,100	△ 500
	Total	524,660	528,600	+ 3,939	558,400	+ 29,800	572,200	+ 13,800
Operating income	Transportation	28,122	29,600	+ 1,477	30,400	+ 800	31,200	+ 800
	Merchandising	4,647	4,200	△ 447	4,700	+ 500	5,000	+ 300
	Real Estate	12,538	12,800	+ 261	15,700	+ 2,900	15,800	+ 100
	Other Businesses	5,967	5,200	△ 767	5,400	+ 200	7,600	+ 2,200
	Adjustments	189	200	+ 10	100	△ 100	100	—
	Total	51,464	52,000	+ 535	56,300	+ 4,300	59,700	+ 3,400

小田急電鉄株式会社

Remarks

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

Please note that, since the forward-looking statements are based on information currently available, the actual results may differ from these forecasts.