

Results for the FY2023 (Ended March 31, 2024)

May 14, 2024



小田急電鉄株式会社

Consolidated Statement of Income

Millions of yen	FY2022	FY2023	Change	Forecast at Feb. 2024	Change
Revenue from operations	395,159	409,837	+14,678 (+3.7%)	412,000	△2,162 (△0.5%)
Transportation	151,704	170,304	+18,600	170,900	△595
Merchandising	96,156	87,516	△8,640	87,400	+116
Real Estate	84,034	79,393	△4,640	82,300	△2,906
Other Businesses	90,716	100,366	+9,650	99,200	+1,166
Adjustments	△27,451	△27,743	△291	△27,800	+56
Operating income	26,601	50,766	+24,165 (+90.8%)	47,000	+3,766 (+8.0%)
Transportation	8,463	25,571	+17,107	23,700	+1,871
Merchandising	866	1,936	+1,070	2,000	△63
Real Estate	18,047	17,190	△856	16,500	+690
Other Businesses	△821	6,031	+6,852	4,800	+1,231
Adjustments	46	36	△9	0	+36
Ordinary income	25,119	50,670	+25,550 (+101.7%)	46,000	+4,670 (+10.2%)
Net income attributable to owners of parent	40,736	81,524	+40,788 (+100.1%)	73,000	+8,524 (+11.7%)
Capital investments	52,889	83,402	+30,512	65,500	+17,902
Depreciation	47,866	45,785	△2,080	46,300	△514
Interest-bearing debt	706,479	626,950	△79,528	627,300	△349
Interest-bearing debt/EBITDA ratio (times)	9.5	6.5	△3.0P		
ROE*	11.6%	20.3%	+8.7P		

*Net income attributable to owners of parent / Shareholders' equity (excluding unrealized gains on investment securities)

Non-operating and Extraordinary Profit / Loss Extent of Consolidated Accounting

<Non-operating and extraordinary profit / loss>

Millions of yen	FY2022	FY2023	Change and major factors	
Non-operating income	5,334	7,324	+1,990	Transfer compensation received 1,143 (+1,143) Settlement of tax on non-current assets, etc. 777 (+776)
Non-operating expenses	6,817	7,421	+604	
Extraordinary profit	44,126	66,241	+22,114	Gain on sale of property and equipment 60,008 (+17,167) Proceeds from sales of investment securities 3,768 (+3,458)
Extraordinary loss	10,479	15,301	+4,822	Impairment loss 6,383 (+5,260) Costs related to redevelopment 4,684 (+2,148) Special retirement payments $-(\Delta 2,465)$

<Number of subsidiaries and affiliated companies (Change from the end of the previous fiscal year)>

Number of consolidated subsidiaries: 33 (-2)

(Decrease) Hotel Odakyu Co., Ltd. : Transfer of shares (June 2023)
HUMANIC Holdings Co., Ltd. : Merged with HUMANIC Co., Ltd. (March 2024)

Number of affiliated companies accounted for by the equity method: 1(-1)

(Decrease) Shirohato Co., Ltd. : Transfer of shares (December 2023)

Consolidated Balance Sheets, Consolidated Statements of Cash Flows

<Consolidated Balance Sheets>

Millions of yen	FY2022	FY2023	Change and major factors	
Current assets	168,590	173,118	+4,528	
Noncurrent assets	1,111,385	1,128,448	+17,062	
Total assets	1,279,976	1,301,567	+21,590	Construction in progress +31,228
Current liabilities	378,938	396,422	+17,483	
Long-term liabilities	512,547	445,035	△67,511	
Total liabilities	891,485	841,458	△50,027	Accounts payable +30,165 Interest-bearing debt △79,528
Net assets	388,490	460,109	+71,618	Retained earnings +69,036 Net gains on securities +9,205 Treasury shares △12,388
Total liabilities and net assets	1,279,976	1,301,567	+21,590	

<Consolidated Statements of Cash Flows>

Millions of yen	FY2022	FY2023	Change and major factors	
Cash flows from operating activities	62,928	71,626	+8,697	
Cash flows from investing activities	34,712	23,435	△11,276	(△) Increase in capital investment spending
Cash flows from financing activities	△51,056	△102,079	△51,022	(△) Increase in borrowings and proceeds from issuance of bonds (△) Increase in spending for the purchase of treasury shares
Net change in cash and cash equivalents	46,584	△7,017	△53,601	
Cash and cash equivalents at end of year	67,474	60,532	△6,941	

Segment Information (Transportation)

Millions of yen	FY2022	FY2023	Change and major factors	Forecast at Feb. 2024	Change and major factors
Revenue from operations	151,704	170,304	+18,600 (+12.3%)	170,900	△595 (△0.3%)
Railways	114,055	127,555	+13,499 (+) Recovery of number of users (+) Adoption of barrier-free fare system	128,000	△444
Busses	31,643	34,565	+2,921 (+) Recovery of number of users (+) Fare revisions	34,700	△134
Others	6,004	8,183	+2,179 (+) Recovery of Hakone tourism demand	8,200	△16
Operating income	8,463	25,571	+17,107 (+202.1%)	23,700	+1,871 (+7.9%)
Railways	8,629	22,217	+13,587	20,900	+1,317 (+) Decrease in repair expenses
Busses	△372	1,758	+2,130	1,200	+558
Others	206	1,596	+1,389	1,600	△3

Assets	654,143	653,601	△542
Capital investments	26,280	26,895	+615
Depreciation	31,424	30,256	△1,167

<Freepass unit sales (Change from FY2022)>

Hakone Freepass	+73.6%
Enoshima-Kamakura Freepass	+101.0%

<Hakone Area Revenue from Operations>

Millions of yen	FY2022	FY2023	Change
Hakone area*	18,377	24,192	+5,815

*In addition to Transportation revenue, a portion of Hotels revenue is also included.
(Reference) Passengers of Hakone transportation companies +24.3% (Change from FY2022)

<Odakyu Sightseeing Service Center>

Thousands of people	FY2022	FY2023	Change
Ticket purchasers	95	371	+275

Segment Information (Transportation)

<Railways: Results / Operating Expenses of Odakyu Electric Railway>

■ Number of passengers carried

Thousands of people	FY2022	FY2023	Change	
Commuters	381,658	396,693	+15,035	(+3.9%)
Work commuters	270,879	281,953	+11,074	(+4.1%)
School commuters	110,779	114,740	+3,961	(+3.6%)
Non-commuters	266,998	287,017	+20,019	(+7.5%)
Total	648,656	683,710	+35,054	(+5.4%)

■ Revenue

Millions of yen	FY2022	FY2023	Change	
Commuters	37,804	41,488	+3,683	(+9.7%)
Work commuters	32,103	35,611	+3,508	(+10.9%)
School commuters	5,701	5,876	+175	(+3.1%)
Non-commuters	63,229	71,426	+8,197	(+13.0%)
Revenues from passenger transportation	101,034	112,915	+11,881	(+11.8%)
Miscellaneous revenues	3,004	3,086	+82	(+2.7%)
Total revenues from transportation	104,038	116,002	+11,963	(+11.5%)

■ Operating expenses

Millions of yen	FY2022	FY2023	Change	
Total operating expenses	95,597	95,087	△510	
Personnel expenses	26,084	26,254	+169	
Repair expenses	6,969	7,626	+656	
Power costs	7,418	6,066	△1,352	
Property and equipment disposal expenses	1,372	1,232	△139	
Depreciation	24,744	23,610	△1,134	
Others	29,007	30,297	+1,290	

Segment Information (Merchandising)

Millions of yen	FY2022	FY2023	Change and major factors	Forecast at Feb. 2024	Change and major factors
Revenue from operations	96,156	87,516	△8,640 (△9.0%)	87,400	+116 (+0.1%)
Department Stores	29,460	24,081	△5,379 (△) Decrease in Shinjuku floor space (from October 3, 2022)	24,300	△218
Stores and retail	59,408	62,439	+3,031 (+) Improvement in store sales floor layout and management	62,100	+339
Others	7,287	995	△6,292 (△) Shirohato excluded from consolidation in FY2022	1,000	△4
Operating income	866	1,936	+1,070 (+123.6%)	2,000	△63 (△3.2%)
Department Stores	259	41	△217	300	△258
Stores and retail	536	1,848	+1,311	1,700	+148
Others	70	46	△23	0	+46
Assets	47,521	43,983	△3,537		
Capital investments	5,623	1,906	△3,717		
Depreciation	2,600	2,328	△272		

<Department stores: Department store sales by store (Actual, Change from FY2022)>

Millions of yen	FY2023	Change
Shinjuku Store	11,430	△30.2%
Over-the-counter	11,077	△30.6%
Machida Store	8,843	+2.4%
Fujisawa	1,974	+2.9%
Others	1,832	△27.4%
Total	24,081	△18.3%

<Stores and retail: Transaction volume of Odakyu Shoji store division (Change from FY2022)>

Total	+6.3%
Existing stores	+5.9%

Segment Information (Real Estate)

Millions of yen	FY2022	FY2023	Change and major factors		Forecast at Feb. 2024	Change and major factors	
Revenue from operations	84,034	79,393	△4,640 (△5.5%)		82,300	△2,906 (△3.5%)	
Sales	38,913	35,305	△3,607	(△) Decrease in number of properties sold	39,200	△3,894	(△) Decrease in real estate unit sales
Leasing	45,121	44,087	△1,033	(△) Sale of stake in Odakyu Dai-ichi Seimei Building at end-FY2022	43,100	+987	
Operating income	18,047	17,190	△856 (△4.7%)		16,500	+690 (+4.2%)	
Sales	3,337	4,228	+891	(+) Increase in sales of properties developed on own land	3,300	+928	(+) Increase in sales prices of investment properties
Leasing	14,710	12,962	△1,748		13,200	△237	

Assets	396,032	446,189	+50,157
Capital investments	16,670	49,066	+32,395
Depreciation	10,131	9,618	△513

<Sales: Odakyu Real Estate unit sales>

Residences/sections	FY2022	FY2023	Change
Detached house	79	25	△54
Condominium	111	216	+105
Land	28	10	△18
Total	218	251	+33

<Sales: Odakyu Real Estate Number of investment properties sold>

Number of properties	FY2022	FY2023	Change
Investment properties	5	4	△1

Segment Information (Other Businesses)

Millions of yen	FY2022	FY2023	Change and major factors		Forecast at Feb. 2024	Change and major factors	
Revenue from operations	90,716	100,366	+9,650 (+10.6%)		99,200	+1,166 (+1.2%)	
Hotels	20,016	25,158	+5,141	(+) Recovery of operations (△) Odakyu Hotels excluded from first quarter consolidation	24,700	+458	
Restaurants	14,501	15,061	+559		14,900	+161	
Others	56,197	60,147	+3,949	(+) Recovery in resort temporary staffing demand	59,600	+547	
Operating income	△821	6,031	+6,852 (-)		4,800	+1,231 (+25.6%)	
Hotels	△3,255	3,040	+6,295		2,400	+640	
Restaurants	△37	129	+166		100	+29	
Others	2,470	2,861	+390		2,300	+561	
Assets	117,984	121,988	+4,003				
Capital investments	4,315	5,534	+1,219				
Depreciation	3,774	3,641	△133				

<Hotels: Ratio of foreign guests at city hotels>

	FY2022	FY2023	Change
Hotel Century Southern Tower	52.0%	82.3%	+30.3p

<Hotels: Occupancy rate*1>

	FY2022	FY2023	Change
Hotel Century Southern Tower	64.3%	88.0%	+23.7p
Hotel de Yama	57.8%	69.0%	+11.2p
Hakone Highland Hotel	53.4%	64.4%	+11.0p
Hotel Hatsuhana*2	—	60.2%	—

*1 Ownership of Hyatt Regency Tokyo was transferred to other parties on June 30, 2023.

*2 Hotel Hatsuhana was temporarily closed from January 4, 2022 for renovation and reopened on September 11, 2022.

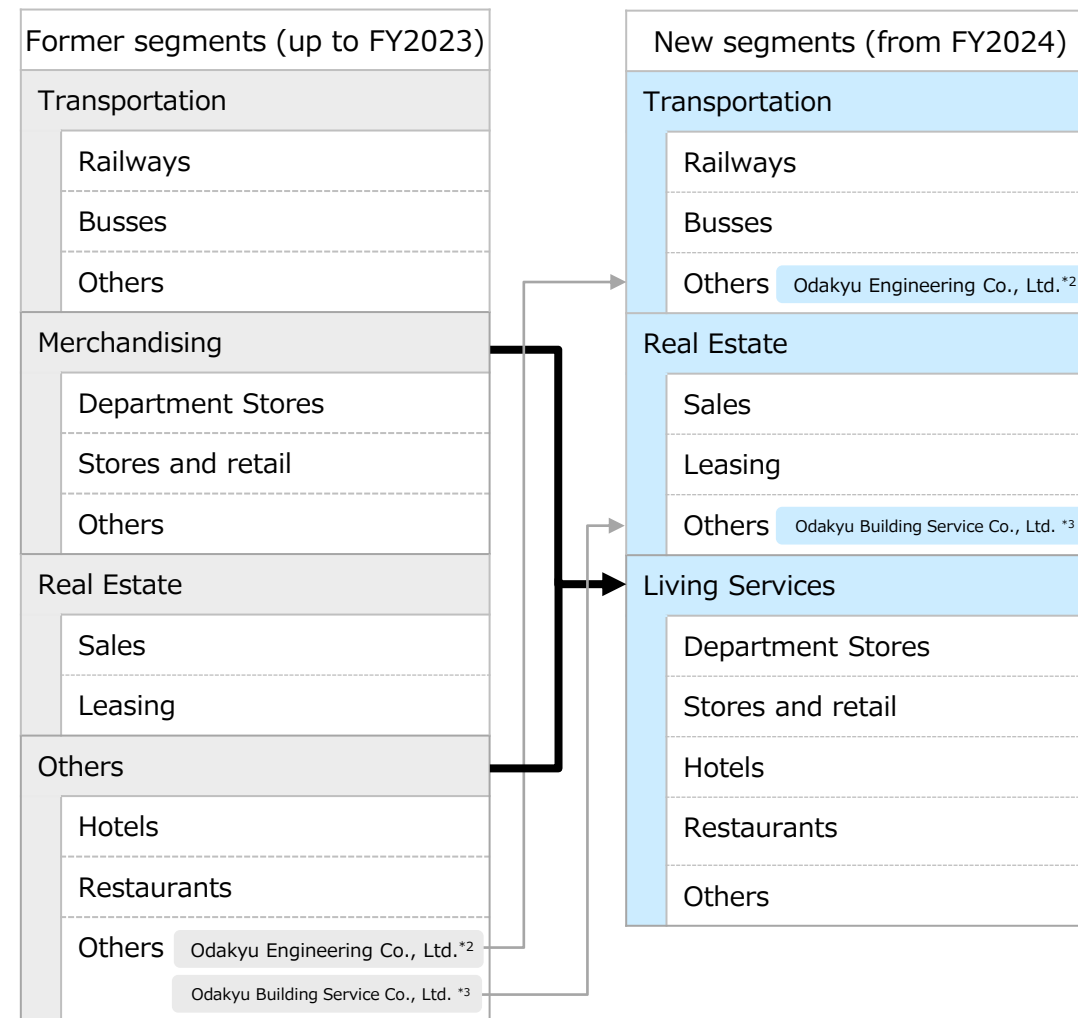
Forecast of Consolidated Operations

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

Millions of yen	FY2023	FY2024	Change
Revenue from operations	409,837	424,000	+14,162 (+3.5%)
Transportation	171,730	173,300	+1,569
Real Estate	92,027	97,900	+5,872
Lifestyle Services	161,505	170,000	+8,494
Adjustments	△15,425	△17,200	△1,774
Operating income	50,766	42,000	△8,766 (△17.3%)
Transportation	25,913	20,400	△5,513
Real Estate	17,759	14,200	△3,559
Lifestyle Services	7,058	7,400	+341
Adjustments	36	0	△36
Ordinary income	50,670	41,000	△9,670 (△19.1%)
Net income attributable to owners of parent	81,524	38,000	△43,524 (△53.4%)
Capital investments	83,402	86,900	+3,497
Depreciation	45,785	45,100	△685
Interest-bearing debt	626,950	663,700	+36,749
Interest-bearing debt/EBITDA ratio (times)	6.5	7.6	+1.1P
ROE*1	20.3%	8.8%	△11.5P

<Changes in segment presentation (from FY2024)>

- Segment changes based on consolidated financial targets in the Management Vision (including name)
- The former "Merchandising" and "Others" segments have been integrated under "Living Services".



*1 Net income attributable to owners of parent / Shareholders' equity (excluding unrealized gains on investment securities)

*2 Railway maintenance

*3 Building management

Forecast of Consolidated Operations by Segment (Transportation)

Millions of yen	FY2023	FY2024	Change and major factors	
Revenue from operations	171,730	173,300	+1,569 (+0.9%)	
Railways	127,709	128,200	+490	(+) Increase in number of passengers carried (Δ) Odakyu Hakone Group reorganization*
Busses	34,538	36,500	+1,961	(+) Fare revisions
Others	9,482	8,600	△882	(Δ) Odakyu Hakone Group reorganization*
Operating income	25,913	20,400	△5,513 (△21.3%)	
Railways	22,269	17,000	△5,269	(Δ) Increase in facilities renewal expenses
Busses	1,758	1,700	△58	(Δ) Increase in personnel expenses
Others	1,885	1,700	△185	
Capital investments	26,946	50,500	+23,553	*Due to the reorganization of the Odakyu Hakone Group as of April 1, 2024, some operations were transferred from the Lifestyle Services segment. Further details are available on our website "FAQ".
Depreciation	30,507	30,400	△107	

<Hakone Area Revenue from Operations>

Millions of yen	FY2023	FY2024	Change
Hakone area*	24,192	26,734	+2,541

*In addition to Transportation revenue, a portion of Lifestyle Services revenue is also included.

Forecast of Consolidated Operations by Segment (Transportation)

<Railways: Results / Operating Expenses of Odakyu Electric Railway>

■ Number of passengers carried

Thousands of people	FY2023	FY2024	Change
Commuters	396,693	402,807	+6,114 (+1.5%)
Work commuters	281,953	285,373	+3,420 (+1.2%)
School commuters	114,740	117,434	+2,694 (+2.3%)
Non-commuters	287,017	288,278	+1,261 (+0.4%)
Total	683,710	691,085	+7,375 (+1.1%)

■ Revenue

Millions of yen	FY2023	FY2024	Change
Commuters	41,488	42,238	+750 (+1.8%)
Work commuters	35,611	36,182	+570 (+1.6%)
School commuters	5,876	6,056	+179 (+3.0%)
Non-commuters	71,426	72,079	+652 (+0.9%)
Revenues from passenger transportation	112,915	114,318	+1,402 (+1.2%)
Miscellaneous revenues	3,086	3,078	△8 (△0.3%)
Total revenues from transportation	116,002	117,397	+1,394 (+1.2%)

■ Operating expenses

Millions of yen	FY2023	FY2024	Change
Total operating expenses	95,087	100,993	+5,906
Personnel expenses	26,254	26,404	+150
Repair expenses	7,626	9,279	+1,653
Power costs	6,066	7,036	+970
Property and equipment disposal expenses	1,232	3,790	+2,558
Depreciation	23,610	23,118	△492
Others	30,297	31,362	+1,065

Forecast of Consolidated Operations by Segment (Real Estate)

Millions of yen	FY2023	FY2024	Change and major factors	
Revenue from operations	92,027	97,900	+5,872 (+6.4%)	
Sales	35,305	41,400	+6,094	(+) Increase in forecast real estate unit sales
Leasing	43,391	43,600	+208	
Others	13,329	12,900	△429	
Operating income	17,759	14,200	△3,559 (△20.0%)	
Sales	4,228	2,000	△2,228	(△) Reversion following increase in sales of properties developed on own land in the previous fiscal year and increase in promotional expenses
Leasing	12,856	11,900	△956	
Others	673	300	△373	
Capital investments	49,130	27,700	△21,430	
Depreciation	9,446	10,100	+653	

<Sales: Odakyu Real Estate projected unit sales>

Residences/sections	FY2023	FY2024	Change
Detached house	25	34	+9
Condominium	216	202	△14
Land	10	41	+31
Total	251	277	+26

<Sales: Odakyu Real Estate projected investment properties sale>

Number of properties	FY2023	FY2024	Change
Investment properties	4	3	△1

Forecast of Consolidated Operations by Segment (Lifestyle Services)

Millions of yen	FY2023	FY2024	Change and major factors
Revenue from operations	161,505	170,000	+8,494 (+5.3%)
Department Stores	24,061	27,500	+3,438
Stores and retail	62,437	70,100	+7,662
Hotels	25,146	15,800	△9,346
Restaurants	15,058	17,300	+2,241
Others	34,801	39,300	+4,498
Operating income	7,058	7,400	+341 (+4.8%)
Department Stores	41	2,000	+1,958
Stores and retail	1,848	2,000	+151
Hotels	3,040	1,900	△1,140
Restaurants	129	300	+170
Others	1,998	1,200	△798
Capital investments	7,325	8,700	+1,374
Depreciation	5,887	4,600	△1,287

*1 From FY2024, the fiscal yearend for Odakyu Department Store Co., Ltd. and Odakyu Shoji Co., Ltd. will be March instead of February to apply the Group Tax Sharing System. Therefore, 13 months (March 2024 to March 2025) have been consolidated for FY2024.

*2 Due to the reorganization of the Odakyu Hakone Group as of April 1, 2024, some operations were transferred from the Transportation segment. Further details are available on our website "FAQ".

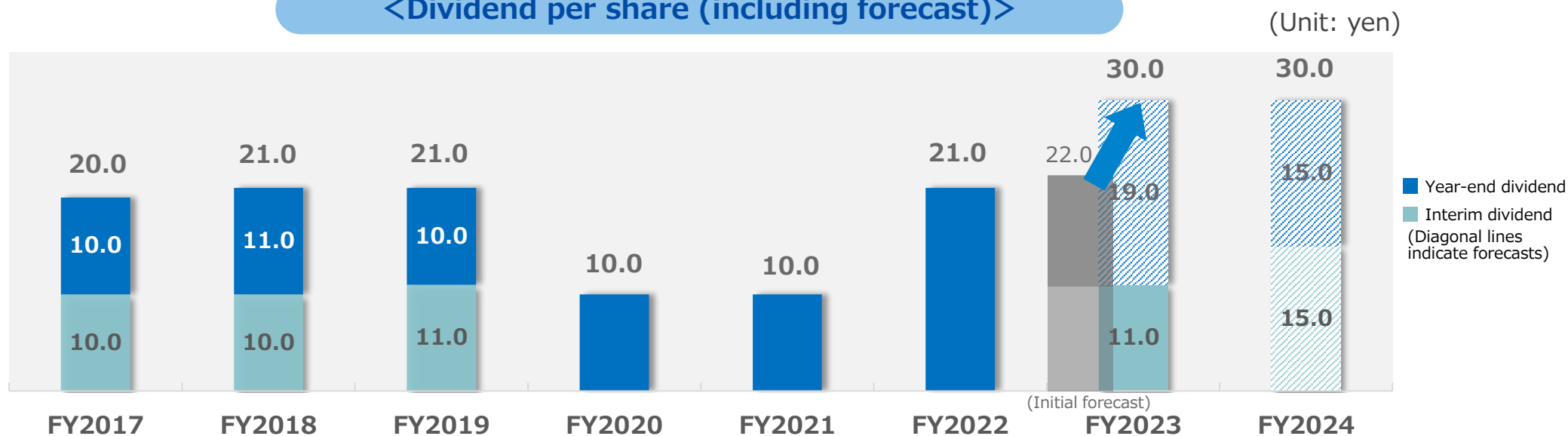
(Reference) Forecast of Consolidated Operations for the First Half of the Fiscal Year

Millions of yen	FY2023 First half of FY2023	FY2024 First half of FY2024	Change
Revenue from operations	196,254	208,800	+12,545 (+6.4%)
Transportation	85,554	86,100	+545
Railways	63,689	63,800	+110
Busses	17,317	18,300	+982
Others	4,548	4,000	△548
Real Estate	38,671	41,700	+3,028
Sales	11,466	14,200	+2,733
Leasing	21,406	21,600	+193
Others	5,798	5,900	+101
Lifestyle Services	78,982	89,100	+10,117
Department Stores	11,614	14,900	+3,285
Stores and retail	30,979	37,400	+6,420
Hotels	12,211	9,200	△3,011
Restaurants	7,272	8,500	+1,227
Others	16,904	19,100	+2,195
Adjustments	△6,954	△8,100	△1,145

Millions of yen	FY2023 First half of FY2023	FY2024 First half of FY2023	Change
Operating income	26,601	24,000	△2,601 (△9.8%)
Transportation	15,246	13,800	△1,446
Railways	13,240	11,800	△1,440
Busses	977	1,200	+222
Others	1,028	800	△228
Real Estate	8,427	6,700	△1,727
Sales	762	500	△262
Leasing	7,578	6,400	△1,178
Others	85	△200	△285
Lifestyle Services	2,904	3,500	+595
Department Stores	3	1,100	+1,096
Stores and retail	943	1,000	+56
Hotels	871	900	+28
Restaurants	70	100	+29
Others	1,015	400	△615
Adjustments	23	0	△23
Ordinary income	27,041	24,800	△2,241 (△8.3%)
Net income attributable to owners of parent	26,124	29,000	+2,875 (+11.0%)

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)>



■ Notice

In addition to this financial results briefing document, the Company plans to post the following documents as financial results information on the Summary of Financial Results section of the Odakyu corporate website (<https://www.odakyu.jp/ir/financial/>).

- Financial Results
- Financial Results Briefing (with Explanatory Notes)
- Financial Results FAQ

■ 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.

Odakyu Electric Railway Co., Ltd.