May 2025
Odakyu Electric Railway Co., Ltd.

Principal Questions and Answers from the Financial Results for Institutional Investors and Analysts for the Fiscal Year Ended March 31, 2025

Q1. What are the main details of the tourism-related investment of ¥60.0 billion (cumulative total for FY2025 to FY2030)? (Page 16 of the financial results presentation material)

- In addition to investing ¥36.0 billion in hotel renovations and new openings, we will invest in a new model of Limited Express Romancecar and the Hakone and Shonan areas.

Q2. Is there scope to increase Limited Express Romancecar services?

- While transportation capacity increased due to the completion of the multiple double tracks project , Romancecar services had been reduced in response to the COVID-19 pandemic. We therefore believe there is scope to increase services in terms of train schedule. We will continue to consider it in light of the supply-demand balance.

Q3. I have a question about the Shinjuku West Gate Development Project. A decrease in the supply of properties for lease (commercial facilities and offices) is expected due to delays in other companies' development. Is there a possibility that rental revenue will be greater than the forecast?

- We refrain from giving you an answer about other companies' development. We believe that our property under the Shinjuku West Gate Development Project, which is located directly above Shinjuku Station, the busiest in the world by number of passengers, will be a local landmark. We aim to develop highly profitable, attractive facilities with high occupancy rates by leveraging its high competitiveness.

Q4. Profit from overseas real estate will increase significantly, to ¥5.0 billion in FY2030. What growth steps do you have in mind? (Page 21)

- In overseas real estate, we have already invested in several properties. We started with minor investments by limiting areas under partnerships with Japanese companies. They have been in steady progress.
- At this point, we are not considering operating business, etc. on our own, but we will continue discussion, aiming for profit growth.

Q5. What are major factors for achieving the FY2030 operating income targets by segment? (Page 10)

- For Transportation, we have factored in effects of fare revisions assumed in our railway business and Group companies. We also expect to tap into tourism demand with a new model of Limited Express Romancecar and the Hakone and Shonan areas.

- In Real Estate, the Shinjuku West Gate Development Project will not begin contributing to profit in the period. We therefore assume profit growth with investment in projects for quick returns (domestic SPC, overseas real estate, asset rotation model, and residential sales).
- Regarding Life Services, we assume strengthening new store openings in stores and retail and other businesses in addition to tapping into tourism demand that will result mainly from hotel renovations and new openings. In addition, we will continue to focus on new business (Digital), aiming for FY2030 operating income of ¥3.0 billion.

Q6. I have a question about shareholder returns of ¥200.0 billion (cumulative total for FY2025 to FY2030). What will the balance between dividend and share buybacks and their timing be like? What is the background to the high level of returns that you set? (Page 12)

- We presented the amount of returns as a cumulative total of ¥200.0 billion in light of the stock price and dialogues with the market and from the viewpoint of balance sheet control and capital efficiency improvement.
- We cannot give you answers about specific allocations and time. We will determine them in comprehensive consideration of financial results, stock price trends, the sale of our shares by financial institutions and other factors.
- The basic policy on our current shareholder return plan applies to the period up to FY2026. Regarding shareholder returns for FY2027 and thereafter, we will consider revisions as appropriate.

(Reference) The basic policy on shareholder returns (FY2023 - FY2026)

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

* Total amount of shareholder returns for the four years / total amount of net income attributable to owners of parent for four years ≥ 40%

Note: This document is not a word-for-word transcription of questions and answers at the result briefing, but rather a summary prepared by the Company that contains additions and revisions.