Briefing Session
FY3/2027 H1 Results

November 16, 2026

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odakyu

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Presenter

Shigeru Suzuki　　President & CEO

Hideo Mizuyoshi　　Managing Executive Officer

Movie :

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I. Overview of FY3/2027 H1 Results and Forecasts

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Overview of FY3/2027 H1 Results

Operating profit hit a new record high, chiefly reflecting an increase in the number of passengers carried in Transportation, mainly in the Company's railway business

- YoY change: Both operating revenue and operating profit increased, mainly reflecting an increase in the number of passengers carried and fare revisions in Transportation and new openings in Stores and Retail and Hotels within Life Services
- Change from forecast: Although operating revenue was below the forecast level, mainly because of a decrease in the number of units sold in Real Estate, operating profit increased chiefly due to an increase in operating revenue in Transportation and a decrease in expenses in each segment
- Reduction of cross-shareholdings made steady progress (gain on sale of investment securities at ¥9.5 bn in FY3/2027 H1 and ¥5.0 bn in FY3/2026 H1)

Millions of yen	FY3/2026 H1 Results	FY3/2027 H1 Results	Change	H1 forecasts as of May	Change
Operating revenue	198,448	205,717	+7,269 (+3.7%)	211,600	-5,882 (-2.8%)
Transportation	90,143	93,972	+3,829	93,600	+372
Real Estate	39,816	40,692	+875	45,600	-4,907
Life Services	76,341	79,150	+2,809	80,500	-1,349
Adjustments	-7,852	-8,098	-245	-8,100	+1
Operating profit	28,034	30,540	+2,506 (+8.9%)	28,700	+1,840 (+6.4%)
Transportation	18,418	20,015	+1,597	19,100	+915
Real Estate	6,630	7,189	+559	6,400	+789
Life Services	2,979	3,323	+343	3,200	+123
Adjustments	5	12	+6	0	+12
Ordinary profit	27,459	28,543	+1,083 (+3.9%)	26,300	+2,243 (+8.5%)
Profit attributable to owners of parent	23,069	26,608	+3,539 (+15.3%)	23,000	+3,608 (+15.7%)

The Company's railway business Number of passengers carried

FY3/2027 H1 Results	YoY change	Change from forecast
Total	+1.6%	+0.6%
Commuters	+1.2%	+0.4%
Non-commuters	+2.1%	+0.7%

Reduction of cross-shareholdings

	FY3/2026 H1 Results	FY3/2027 H1 Results
Sales of investment securities	¥6.8 bn	¥10.7 bn
Gain on sale of investment securities	¥5.0 bn	¥9.5 bn

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Mizuyoshi: Once again, I'm Mizuyoshi.

I'll start by reviewing our H1 financial results and forecasts.

For H1 of this fiscal year, the transportation business, led by our railway business, performed well. For the Group as a whole, operating revenue came to JPY205.7 billion, and operating profit reached JPY30.5 billion, a new record high.

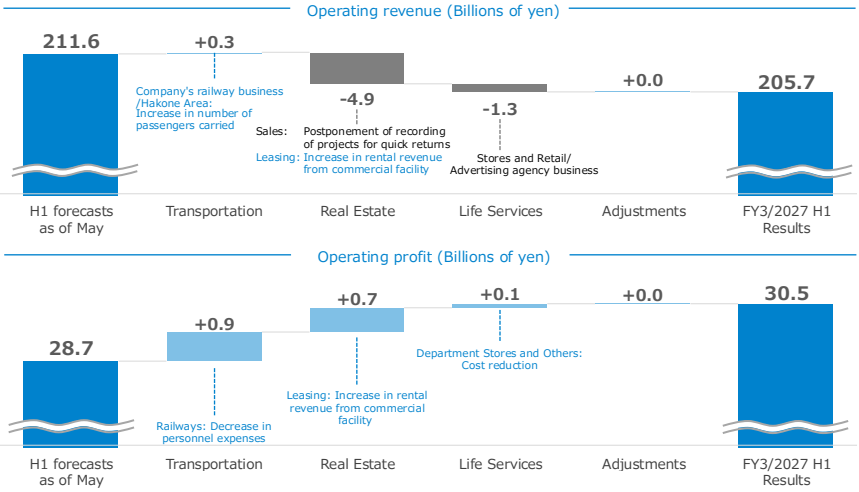
Compared with the same period last year, both revenue and profit increased. We benefited from higher passenger numbers and the impact of fare revisions in transportation, along with new store and hotel openings in life services. Against our forecast, revenue was lower, partly because we recognized sales for fewer housing units in real estate. However, operating profit came in JPY1.8 billion above forecast, with higher revenue in transportation and lower expenses across our segments.

We're also making steady progress in reducing our cross-shareholdings. As shown in the lower right of the slide, we recorded a JPY9.5 billion gain on sale of investment securities in H1, which contributed to higher net profit.

Overview of FY3/2027 H1 Results (vs. Forecasts as of May)

- Transportation: Operating revenue increased ¥0.3 bn following a rise in the number of passengers carried in the Company's railway business and in the Hakone area. Operating profit rose ¥0.9 bn mainly due to a decrease in personnel expenses in Railways.
- Real Estate: Although operating revenue decreased ¥4.9 bn, mainly due to the postponement of the recording of projects for quick returns in Sales, operating profit increased ¥0.7 bn, chiefly reflecting an increase in rental revenue from commercial facility in Leasing.
- Life Services: Operating revenue dropped ¥1.3 bn, chiefly due to a decrease in operating revenue in the Stores and Retail and advertising agency business, but operating profit rose ¥0.1 bn, mainly reflecting a decrease in expenses in Department Stores.

Millions of yen	H1 forecasts as of May	FY3/2027 H1 Results	Change
Operating revenue	211,600	205,717	-5,882
Transportation	93,600	93,972	+372
Real Estate	45,600	40,692	-4,907
Life Services	80,500	79,150	-1,349
Adjustments	-8,100	-8,098	+1
Operating profit	28,700	30,540	+1,840
Operating profit margin	13.6%	14.8%	+1.2p
Transportation	19,100	20,015	+915
	20.4%	21.3%	+0.9p
Real Estate	6,400	7,189	+789
	14.0%	17.7%	+3.7p
Life Services	3,200	3,323	+123
	4.0%	4.2%	+0.2p
Adjustments	0	12	+12



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On the next slide, I'll explain the changes from our May forecasts by segment.

Starting with transportation, revenue was JPY0.3 billion higher thanks to an increase in the number of passengers carried in our railway business and the Hakone area. Operating profit was also JPY0.9 billion above forecast, as personnel expenses in the railway business came in lower.

In real estate, revenue came in JPY4.9 billion below forecast, with revenue recognition for quick-return projects in the real estate sales business pushed back to H2. However, higher rental revenue from commercial facilities in the leasing business helped us exceed our operating profit forecast by JPY0.7 billion.

In life services, revenue was JPY1.3 billion below forecast as stores and retail and the advertising agency business both reported declines. However, operating profit was JPY0.1 billion higher, supported by lower expenses in the department store business.

Overview of FY3/2027 Forecasts

Compared to Forecast as of May, operating revenue is unchanged but operating profit was revised up to ¥55.0 bn (record high)

- YoY change: The Company forecasts gains in operating revenue and operating profit, mainly due to an increase in projected unit sales in Real Estate (LEAFIA Tower Ebina Chronos Court).
- Change from forecast: Although operating revenue decreased in Life Services, operating revenue is unchanged and operating profit was revised upwards, mainly reflecting an increase in operating revenue in Transportation.
- Consolidated financial targets for FY3/2027 (operating profit of ¥54.0 bn*1, ROE of 8.0%*2, and interest-bearing debt/EBITDA ratio (times) at a 7-time level) are expected to be achieved.

Millions of yen	FY3/2026 Results	FY3/2027 Forecasts	Change	Forecast as of May	Change
Operating revenue	418,732	461,300	+42,567 (+10.2%)	461,300	– (-)
Transportation	181,261	188,100	+6,838	187,100	+1,000
Real Estate	96,226	129,100	+32,873	128,100	+1,000
Life Services	158,606	162,200	+3,593	163,300	-1,100
Adjustments	-17,362	-18,100	-737	-17,200	-900
Operating profit	52,659	**55,000**	+2,340 (+4.4%)	54,000	+1,000 (+1.9%)
Transportation	29,517	29,700	+182	28,700	+1,000
Real Estate	15,473	19,100	+3,626	19,100	-
Life Services	7,658	6,200	-1,458	6,200	-
Adjustments	10	0	-10	0	-
Ordinary profit	54,028	48,600	-5,428 (-10.0%)	47,900	+700 (+1.5%)
Profit attributable to owners of parent	37,368	38,300	+931 (+2.5%)	38,300	- (-)
ROE*2	8.0%	**8.0%**	-	8.0%	-
Interest-bearing debt/ EBITDA ratio (times)	7.2	**7.8**	+0.6p	7.9	-0.1p

Main non-operating and extraordinary profit / loss

	FY3/2026 Results	FY3/2027 Forecasts
Non-operating income		
Gain on settlement of construction contracts	¥3.9 bn	–
Non-operating expenses		
Interest expenses	¥6.1 bn	¥9.7 bn
Extraordinary income		
Gain on sale of investment securities	¥7.7 bn	¥17.2 bn

(Reference)
Cross-shareholdings reduction target

Selling cross-held listed shares, whose total market value is ¥46.4 bn as of the end of FY3/2026, **by at least ¥30.0 bn from FY3/2027 to FY3/2031**

*1 Revised up to ¥55.0 bn this time
*2 Profit attributable to owners of parent / Shareholders' equity (average of the start and end of the fiscal year, excluding net unrealized gain on securities)

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Next, let me turn to our full-year financial forecasts.

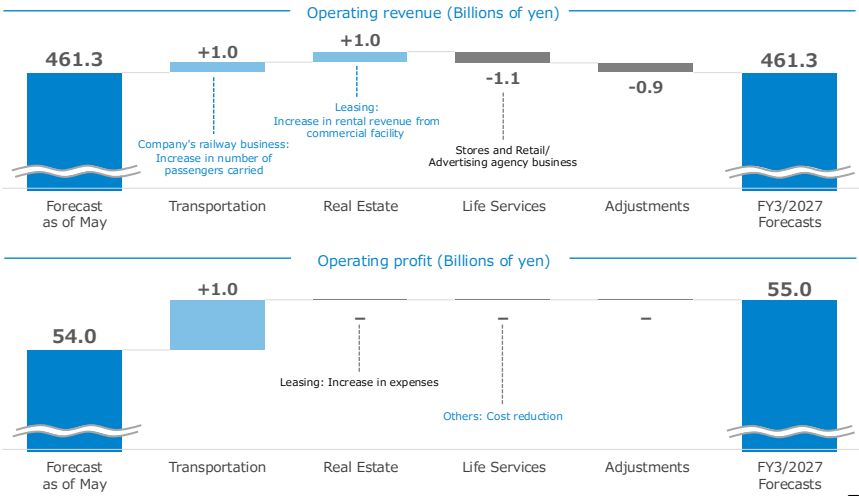
Relative to the May forecasts, we expect lower revenue in life services, but higher revenue in transportation will help offset that decline. We are therefore maintaining our operating revenue forecast of JPY461.3 billion. We have raised our operating profit forecast by JPY1 billion to JPY55 billion, which would be another record high, just as in H1.

Compared with the previous fiscal year, we expect both revenue and profit to increase, partly because we expect to recognize sales for more housing units in real estate. We also expect to meet all three consolidated financial targets shown in bold for this fiscal year: operating profit, ROE, and the interest-bearing debt/EBITDA ratio.

Overview of FY3/2027 Forecasts (vs. Forecasts as of May)

- Transportation: Operating revenue will increase ¥1.0 bn and operating profit will increase ¥1.0 bn, mainly due to an increase in the number of passengers carried in Railways.
- Real Estate: Operating revenue will increase ¥1.0 bn, mainly due to an increase in rental revenue from commercial facility in Leasing. Meanwhile, the operating profit forecast is unchanged, chiefly reflecting an increase in expenses in Leasing.
- Life Services: Operating revenue is forecast to drop ¥1.1 bn, due in part to lower revenue from Stores and Retail and the advertising agency business. However, the operating profit forecast is unchanged, chiefly reflecting cost reduction.

Millions of yen	Forecast as of May	FY3/2027 Forecasts	Change
Operating revenue	461,300	461,300	-
Transportation	187,100	188,100	+1,000
Real Estate	128,100	129,100	+1,000
Life Services	163,300	162,200	-1,100
Adjustments	-17,200	-18,100	-900
Operating profit	54,000	55,000	+1,000
Operating profit margin	11.7%	11.9%	+0.2p
Transportation	28,700	29,700	+1,000
	15.3%	15.8%	+0.5p
Real Estate	19,100	19,100	-
	14.9%	14.8%	-0.1p
Life Services	6,200	6,200	-
	3.8%	3.8%	+0.0p
Adjustments	0	0	-



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The next slide shows the revisions to our forecasts by segment.

First, in transportation, we expect both operating revenue and operating profit to be JPY1 billion above our May forecasts as passenger numbers in our railway business increase.

In real estate, higher rental revenue from commercial facilities in the leasing business is one reason we expect operating revenue to be JPY1 billion above our May forecast. But because expenses will also rise, we have left our operating profit forecast unchanged from May.

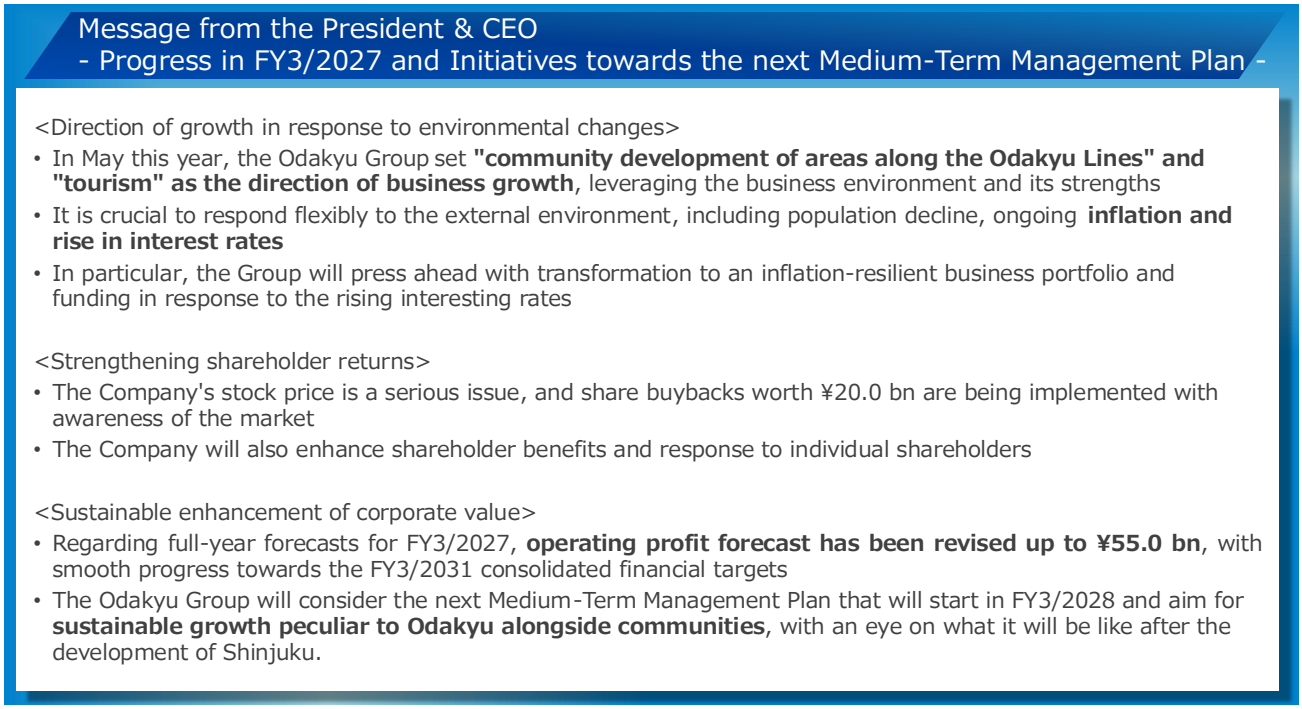
For life services, we have lowered our operating revenue forecast by JPY1.1 billion, given the revenue declines expected in stores and retail and the advertising agency business. However, we have maintained our operating profit forecast, as we also expect expenses to decline.

We'll continue steadily implementing initiatives across our businesses to achieve the revised operating profit forecast of JPY55 billion.

That concludes my presentation.

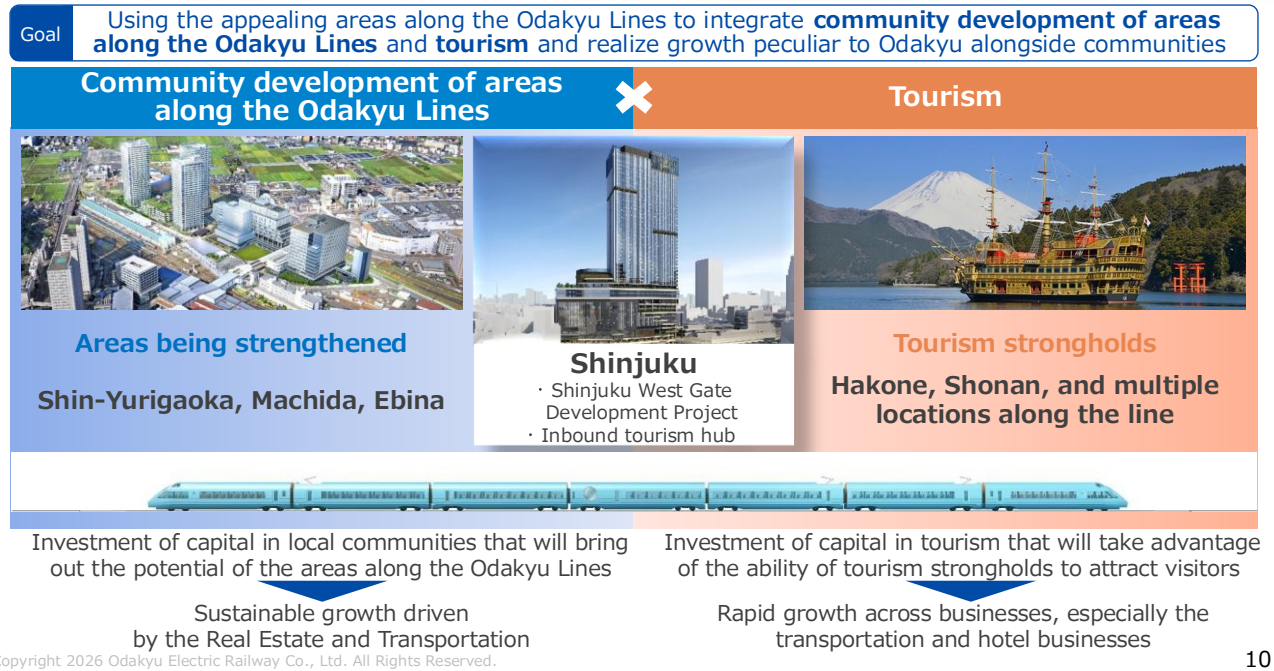
II. Message from the President & CEO

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Suzuki: Once again, I'm Suzuki. Thank you very much for joining us today despite your busy schedules. I'd now like to share my message as president.

Business Growth Driven by "Community Development of Areas along the Odakyu Lines" and "Tourism"



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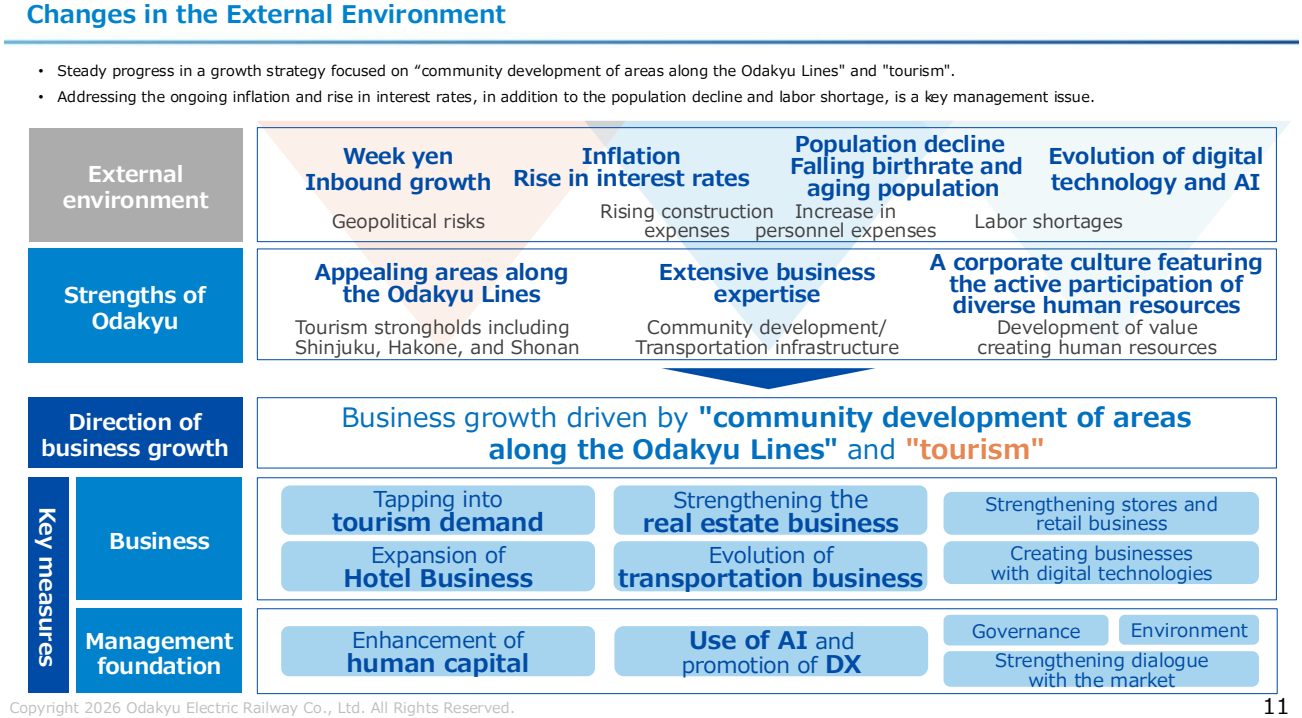
First, let me briefly revisit the growth strategy in the medium-term plan we announced in May.

With the strength of the communities along our railway lines as our foundation, we've identified community development and tourism as our two pillars of growth.

On the left, for community development, we'll advance projects in key areas, including Shin-Yurigaoka. On the right, in tourism, we'll make destinations such as Hakone and Shonan more attractive and bring in more visitors from Japan and overseas to expand revenue. And Shinjuku lies at the center of all this. In Shinjuku, one of Japan's largest transportation hubs, we'll pursue urban development while also strengthening its role as a gateway to tourism.

As shown at the bottom, we'll link these locations along our railway lines through our transportation network, including the Romancecar, connecting them in the literal sense as a way to drive growth across our businesses.

By doing all of this, we'll create synergies across the Group and achieve efficient, sustainable growth. That's Odakyu's growth strategy.



We're making steady progress with that strategy.

At the same time, investors have raised concerns about the impact of future population decline on our railway business. In addition, particularly since the start of this year, with inflation and interest rates rising, we've been hearing concerns about whether railway companies, given the restrictions on fares, can keep up with this environment.

We recognize that responding to these major changes is an important management challenge that railway companies, including Odakyu, must face head-on.

So, on the next slide, I'll focus on the rapid rise in inflation and interest rates we're seeing now and explain how we view these risks and what we're doing about them.

Risk awareness and response (Inflation and rising interest rates)

- The Company recognizes the ongoing inflation and interest rate hike as risks, and a certain level of countermeasures have already made progress
- Pressing ahead with transformation to an inflation-resilient business portfolio and funding by controlling the rise of average interest rate and increase of interest expenses

An inflation-resilient business portfolio

Selection and concentration on existing businesses

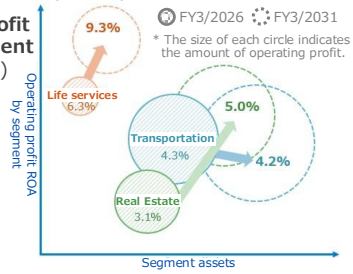
- Implementing selection and concentration since the COVID-19 pandemic in light of growth potential, competitiveness, and external environment
- Transforming the portfolio into an inflation-resilient one by strengthening real estate investment for quick returns and Hotels, founded on Transportation and community development.

Number of consolidated subsidiaries

End of FY3/2019: 45

Present: 29

Operating profit ROA by segment (rough idea)



Specific measures

Transportation	Revising fares and charges for railways, buses, and others in a timely and appropriate manner
Real Estate	Investment for long-term holding: Increasing rent appropriately in accordance with market conditions, etc. (FY3/2027 Plan: Rate of increase of rent for major offices owned by the Company at over 12%) Investment for quick returns: Diversifying areas and investment schemes and scrutinizing projects
Life Services	Increasing unit prices by enhancing added value and opening new facilities in Hotels

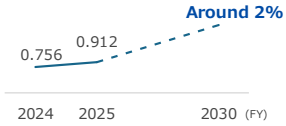
Responding to rising interest rates

Current composition of interest-bearing debts and outlook on average interest rate

- Long-term fixed debts constitute 75% of interest-bearing debts, holding down the rise in interest rates to a certain degree (average remaining maturity of long-term debts: approx. 8 years)
- Under the current projection, stepwise increase of policy interest rate is assumed, but the Group's average interest rate* as of FY3/2031 is expected to remain around 2%

[Group's average interest rate*]

* Interest expenses/interest-bearing debt (average at beginning and end of fiscal year)



Future actions

- **Diversifying borrowing methods** based on capital collection period, such as investing in real estate for quick returns
  (Borrowing with short- and medium-term maturities and use of variable interest borrowing)
- **Tightening the criteria** to invest selectively in **properties that generate revenue exceeding the rise in interest rates**
  A priority domain where growth in demand and competitive advantage are expected
  (1) Shinjuku area (development and acquisition)
  (2) Increasing the value of properties owned (Hakone area and Hotels)
  (3) Overseas real estate (United States and Australia)
- Managing the total amount of interest-bearing debts by **controlling shareholders' equity ratio to keep it at 30% and interest-bearing debt/EBITDA ratio (times) to maintain a 7-time level**

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First, our response to inflation is shown on the left side of the slide. We're reshaping our business portfolio to make it more resilient to inflation.

Since the COVID-19 pandemic, we've been concentrating our resources on selected businesses, taking into account their growth potential, competitiveness, and external conditions. We've reduced the number of consolidated subsidiaries from 45 before the pandemic to 29 today. We believe that gives us a relatively streamlined group structure for the scale of our business. With transportation and community development as our foundations, we're strengthening quick-return real estate projects and hotels, moving toward a portfolio that can better withstand inflation.

Now, on the right is our response to rising interest rates. Since most of our existing interest-bearing debt is long-term and fixed-rate, we believe the impact of higher rates will emerge gradually. Our plan already factors in gradual policy rate hikes, but we expect the average interest rate on our interest-bearing debt in FY3/2031 to remain at around 2%.

We have three measures going forward. First, we'll diversify our funding sources by making use of short- and medium-term financing. We're using funds for different purposes than before, including quick-return real estate investments. We'll adjust our financing accordingly, with the deliberate aim of limiting the rise in the average interest rate on our interest-bearing debt. Second, we'll make our investment decision criteria more rigorous, giving priority to our focus areas when

allocating investment to improve capital efficiency. Third, we'll maintain financial soundness by controlling the overall amount of interest-bearing debt.

Through these measures, we'll work to avoid a sharp increase in interest expenses as rates rise, while striking a balance between growth investment and financial soundness.

Strengthening shareholder returns

Long-term target (- FY3/2031)

- Reduction of shareholders' equity ratio to 30% by FY3/2031 (36.4% at the end of FY3/2026)
- Shareholder returns worth ¥180.0 bn in cumulative total during FY3/2027 to FY3/2031 (¥200.0 bn in cumulative total during FY3/2026 to FY3/2031)
- Aiming for **progressive dividends** through to FY3/2031 (fiscal year for achieving consolidated financial target)

Basic policy (FY3/2024-FY3/2027)

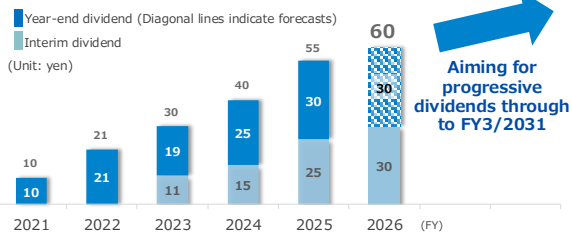
- Based on the assumption of a 30% shareholders' equity ratio, the Company will implement stable dividends and flexible share buybacks, with a target total consolidated payout ratio of at least 40%* on average for FY3/2024 through FY3/2027

⇒ Average for FY3/2024 through FY3/2027: 56%; expecting to far exceed target (at least 40%)

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

Dividend and share buybacks

Dividend per share



Share buybacks

FY3/2027: Planning share buybacks worth ¥20.0 bn (May to December)
Acquisitions that were made: Total for FY3/2024 and FY3/2025 ¥32.7 bn

Enhancing shareholder benefits

Expansion of benefits for long-term shareholders (who have continuously held shares for three years or more)

* From benefits for shareholders as of the end of September 2026

Number of shares held ○: Eligible	 Digital Hakone Freepass	 Hakone Yuryo or Konohana no Yu admission ticket	 Romancecar Museum admission ticket
5,000 shares or more	○	○	○
2,500 shares or more	–	○	○
500 shares or more	–	–	○

Lowering of the minimum number of shares required (500 ⇒ 100 shares)

* From benefits for shareholders as of the end of March 2027

Four shareholder benefit passes for all Odakyu Lines
+
One shareholder benefit discount coupon (Once a year/End of March)



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Our basic policy is to continue investing for growth while responding to these changes in the external environment, and at the same time to strengthen shareholder returns.

As we've outlined previously, we plan to return a cumulative JPY180 billion to shareholders over the five years from FY3/2027 through FY3/2031. As shown at the lower left, we plan an annual dividend of JPY60 per share for FY3/2027. Based on the current share price, that represents a dividend yield of about 3%. We also aim for progressive dividends through FY3/2031.

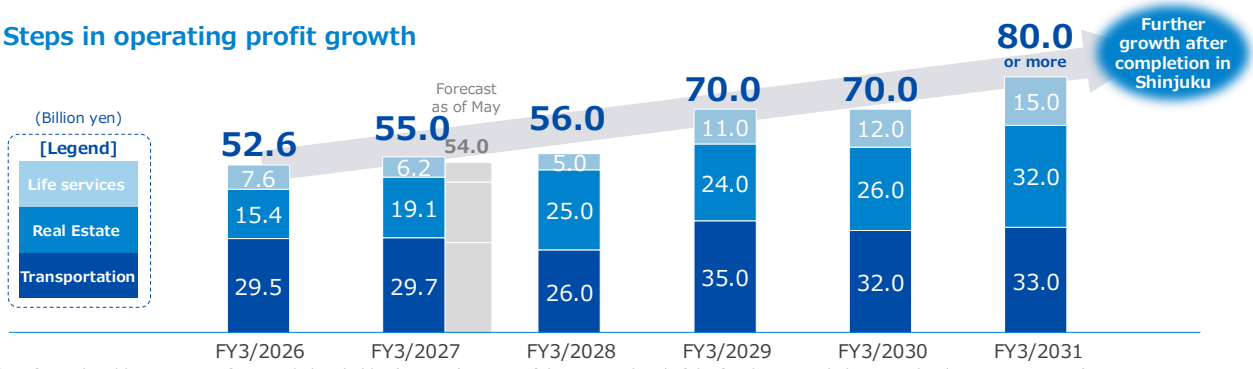
We're conducting a JPY20 billion share buyback between May and December of this year.

Also, as shown on the right of the slide, we've expanded shareholder benefits starting this fiscal year, strengthening what we offer individual shareholders as well.

Sustainable enhancement of corporate value

Consolidated financial targets		FY3/2027	FY3/2031
Management with an awareness of capital cost and stock price	ROE*	8.0%	10% or more
Profit growth	Operating profit	¥54.0 billion (Revised up to ¥55.0 bn this time)	¥80.0 billion or more
Securing of financial soundness	Interest-bearing debt/ EBITDA ratio (times)	Controlling it to maintain a 7-time level	

Steps in operating profit growth



* Profit attributable to owners of parent / Shareholders' equity (average of the start and end of the fiscal year, excluding unrealized gain on securities)

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What supports those shareholder returns, in our view, is profit growth year after year.

Our forecast for this fiscal year is as Mizuyoshi explained earlier. And from next fiscal year onward, our plan is to increase profit every year. That's a deliberate goal we've set as management. We're making good progress, and we'll pursue our growth strategy vigorously toward our consolidated financial targets for FY3/2031: ROE of at least 10% and operating profit of at least JPY80 billion.

Investors have also asked what the Odakyu Group will look like, and what will drive its growth, after the Shinjuku development is complete. Alongside work on our next medium-term plan, which begins in FY3/2028, we're considering what growth could look like from FY3/2032 onward.

We see achieving our targets through FY3/2031 as a milestone, not the finish line. We'll flesh out our next growth strategy so that we can keep growing beyond that point.

III. Progress in Strengthening Businesses and Management Foundation

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Overview of Tourism Strategies

Strengthening businesses

1 Developing Shinjuku into an inbound tourism hub

Strengthening features for attracting visitors and channeling visitors towards areas along the Odakyu Lines

- Expanding facilities that attract visitors at Shinjuku West Gate Development Project
- Create lineup of digital tickets and products for tourism in areas along the Odakyu Lines
- Improve station facilities to make them suitable as a gateway for tourism in areas along the Odakyu Lines

2 Increasing revenue at tourism strongholds

Tapping into the demand for travel within tourism strongholds

- Introducing new train models that will offer the enjoyment of looking a views of Hakone and Shonan

Expanding capacity to absorb tourism demand

- Expanding the scale of Hotels' operations, especially in Hakone

3 Maximizing the demand for travel between tourism strongholds

Improving the appeal and convenience of the limited express service

- Introducing new model of the Limited Express Romancecar (March, 2029)

Increasing unit prices due to improvement in added value

4 Increasing tourism strongholds along the Odakyu Lines

Attracting visitors to all areas along the Odakyu Lines including the Tanzawa Mountains and Mt. Oyama, and Izu. Building a platform combining destinations along the Odakyu Lines and transport products



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Now I'd like to discuss specific initiatives to strengthen our businesses and the progress we're making in strengthening our management foundation.

I'll start with tourism, one of the core pillars of our group.

This slide gives an overview of our tourism strategy, which we've discussed before. Under the four priorities shown on the left, we aim to capture domestic and international tourism demand throughout the areas along our lines. Our main centers of activity are Shinjuku, which we aim to make Japan's number one hub for inbound tourism, and Hakone and Shonan, two of Japan's premier tourist destinations. Across transportation, hotels, retail, and the rest of the Group, we're targeting tourism revenue of JPY120 billion and profit of JPY15 billion in FY3/2031.

On the next slide, I'll update you on the second priority, increasing revenue at tourism strongholds, and the third, maximizing the demand for travel between tourism strongholds.

Increasing Revenue at Tourism Strongholds and Maximizing the demand for Travel between Tourism Strongholds

Strengthening businesses

- In Hakone, a leading tourist attraction in Japan, tourism revenue increased steadily, effectively capturing domestic and overseas demand
- Introducing the new model of the Limited Express Romancecar and other new train models one by one, aiming to maximize demand for travel

Increasing revenue in the Hakone area

Hakone area Tourism revenue

- Both the number of passengers carried and the ADR of hotels increased year on year, with an increase in tourism revenue as well
- The number of Hakone Freepass tickets sold hit **a new record high** despite the price increase in October last year

FY3/2027 H1 results (YoY change)

¥16.0 billion (+14.9%) Inbound tourism only **¥4.8 billion (+31.0%)**

Number of transportation passengers carried	Number of Hakone Freepass tickets sold	Hotels ADR
+3.0%	+4.0%	+5.0%





Increase in demand from inbound tourists

- In FY3/2027 H1, the number of foreign tourists to Japan decreased nationwide, but the number and percentage of Hakone Freepass tickets sold to inbound tourists increased to **a record level**

Japan National Tourism Organization: Visitor Arrivals (YoY Change)	Hakone Freepass (Inbound)	Number of tickets sold (YoY Change)	Ratio of inbound tourists
-5.1%		+7.5%	42.3%

Maximizing the demand for travel

Start of manufacturing of the new model of the Limited Express Romancecar 80000 series



- Manufacturing three trains to increase the tourism transportation capacity, thus further enhancing the ability to channel visitors to tourist attractions along the Odakyu Lines
- Introducing diverse seats to provide a special onboard experience
- The new model is expected to come into service in March 2029

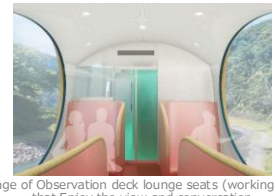

Image of Observation deck lounge seats (working title) that Enjoy the view and conversation through the large circular window


Image of Comfortable seats (working title) One of the widest seat widths among domestic rail cars

Introducing new train models at tourism strongholds

- Introducing new train models that will offer better views of Hakone and Shonan for an even more enjoyable experience


Enoshima Electric Railway 700 series (In service since April 2026)


Hakone Tozan Line 4000 series (Scheduled to come into service in FY3/2029)

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First, on the left is Hakone.

Tourism revenue in the Hakone area reached JPY16 billion in H1 of FY3/2027, about 15% above the prior-year level. Both transportation and hotels are growing well.

We raised the price of the Hakone Freepass by about 20% last October, but sales volume in H1 reached a record high, with particularly strong demand from inbound visitors. As shown at the bottom, the number of international visitors to Japan as a whole was down about 5% from the previous year, partly because travelers from China have been refraining from visiting Japan. In contrast, the number of Hakone Freepass tickets sold to inbound visitors rose 7.5%. Both the number of passes sold to inbound visitors and their share of total sales reached record highs.

On the right side of the slide, regarding our efforts to maximize travel demand, we're introducing three trainsets of a new Romancecar model, the first in roughly 10 years. This will increase the number of trains equipped with the popular observation seats and allow us to run more limited express services directly to Hakone-Yumoto. We're also including plenty of features that will make the ride itself more enjoyable, such as spacious seating unlike anything in our existing Romancecars and spaces designed to take in the views. We'll also be flexible in considering what limited express charges would be appropriate when the trains enter service in March 2029.

We're also introducing new rolling stock in stages on the Group's Enoshima Electric Railway and Hakone Tozan Line.

Expansion of Hotel Business

Strengthening businesses

- Strengthening Hotels, which is resilient to inflation, mainly in Shinjuku and the Hakone area to increase revenue at tourism strongholds
- Tapping into domestic and overseas demand while increasing added value and ADR, with a FY3/2031 operating profit target of ¥5.0 bn

Direction for enhancement

Shinjuku and Hakone

1 Renovation of existing hotels

Enhancing the value of three hotels by FY3/2031 * Planned to open

December, 2025	RETONA HAKONE (Togendai)
Autumn 2027*	Hakone Highland Hotel (Sengokuhara)
Spring 2028*	Hotel Century Southern Tower (Shinjuku) Accommodation operations suspended since October 1, 2026



Luxury hotel exclusively for guests with their beloved dogs RETONA HAKONE



Hakone Highland Hotel, which will be renovated so that all guestrooms have hot spring baths



Century Southern Tower, which will be renovated to enhance services for inbound tourists

Hakone

2 Developing new high value-added hotels

Opening two or three hotels by FY3/2031 * Planned to open

May, 2026	SYLA HOTEL HAKONE GORA acquired A detached villa hotel with a total of four guestrooms with kitchens in two buildings in total
Spring 2028*	All-detached Japanese-style villa hotel (Gora) A total of 18 buildings designed under the concept of "forest residence"



SYLA HOTEL HAKONE GORA, a detached villa hotel with kitchens



Japanese-style villa concept image Rooms for six guests, meeting diverse needs



(Ref.) Existing hotel HAKONE YUTOWA, near two villas

Hakone

3 Operation in trust and M&A

Winning three to four new projects by FY3/2031

September, 2025 edit x seven FUJI GOTEMBA



FY3/2031 numerical targets of the hotel business

Total investment
(FY3/2027-FY3/2031)
¥42.0 billion

Operating profit
FY3/2026
¥2.8 billion
¥5.0 billion

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Hotels are an important growth area for us because they allow us to capture expanding tourism demand as revenue. The hotel business also has the advantage of being resilient to inflation. We've summarized three directions for strengthening this business on the slide.

First is the renovation of existing hotels. We're working to enhance the value of two properties in Hakone and Hotel Century Southern Tower in Shinjuku. Southern Tower is very conveniently located, close to the south exit ticket gates at Shinjuku Station, with access along an almost entirely level route. With around 380 guest rooms, it's our group's largest hotel. Occupancy and room rates have both been very strong recently. Nevertheless, to finish the renovations before the Shinjuku development opens, we completely suspended accommodation operations this October and are aiming to reopen in spring 2028. In particular, we want to improve our ability to serve inbound demand and raise room rates from their recent level in the JPY30,000 range to the JPY50,000 range.

The second area is new development. In Gora, Hakone, we've acquired one property and are developing another. Both will be villa-style hotels, something our group hasn't offered before, and they'll be able to accommodate demand from inbound visitors traveling in larger groups. One of these is a hotel with standalone Japanese-style villas, for which we've chosen an attractive wooden architectural style. We're also working to improve ROA by keeping construction costs down and making use of leased land. We'll also take advantage of the proximity to our existing HAKONE

YUTOWA hotel to make operations more efficient and strengthen profitability across the properties.

Third is hotel management contracts. This business model offers the potential to expand revenue without owning the assets. Our group is one of the largest hotel operators in the Hakone and Gotemba area. Other major companies have been entering the market around Hakone, and with labor in short supply, we've been receiving many inquiries asking whether we could come in as the operator. We began managing one property under contract last year, and we'll actively expand this business going forward.

Through these three initiatives, improving the profitability of our existing hotels, developing new properties, and expanding hotel management contracts, we're targeting operating profit of JPY5 billion in FY3/2031.

Strengthening Real Estate Business

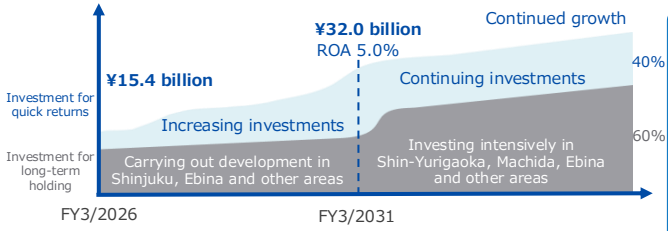
Strengthening businesses

- Diversifying investment to investment for quick returns founded on profit expansion with investment for long-term holding for community development in areas being strengthened along the Odakyu Lines
- Aiming to expand profit and improve ROA through a combination of investment methods -- investment for long-term holding and that for quick returns

Maximizing profit with diverse investment methods

Expanding business with a target ratio of operating profit at: 60% from investment for long-term holding to 40% from investment for quick returns

[Operating profit breakdown of Real Estate]



Investment for long-term holding

1 **Development, renovation** and improving profitability of **existing properties**

Investment for quick returns

2 Strengthening asset **rotation model** by leveraging the track record of value enhancement and development

3 Increasing the number of residential units for sale in **residential sales** inside and outside areas along the Odakyu Lines

4 Core investments and investments in development-type **domestic SPC** projects

5 Investment in **overseas** real estate in the United States and Australia, which are promising markets

Revising the portfolio that combines investment for long-term holding and investment for quick returns through a combination of investment methods

Achieving **ROA improvement** through **increased profitability** and control of asset size

FY3/2031 numerical targets of real estate business

Total investment (FY3/2027-FY3/2031)

¥**510.0** billion

- Investment for long-term holding ¥145.0 billion
- Investment for quick returns ¥365.0 billion

Operating profit

FY3/2026 ¥15.4 billion → ¥**32.0** billion

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Next is real estate.

As we've explained before, our long-term goal is for the real estate business to generate operating profit in a six-to-four ratio between investment for long-term holdings and investment for quick returns.

For long-term holdings, which provide a stable revenue base, we'll continue developing communities along our lines to expand real estate revenue while also creating benefits for our railway, retail, and other businesses. At the same time, in an inflationary environment like today's, investments that allow us to recover our funds over shorter periods are important as well.

By combining long-term holdings and quick-return investments in this way, we aim to increase profit and improve ROA while maintaining a stable revenue base. That's the basic thinking behind Odakyu's real estate strategy.

Strengthening Real Estate Business (Long-term Holding, Strongholds for Community Development in Areas along the Odakyu Lines)

Strengthening businesses

• The areas along the Odakyu Lines feature many major urban areas and Japan's leading tourist attractions and benefit from a wealth of local resources.



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Next, I'll talk about community development through long-term holdings.

As the map shows, the Odakyu Lines connect Shinjuku, one of Japan's largest transportation hubs, with some of the country's leading tourist destinations, including Hakone and Shonan. Along the way are major urban centers such as Shin-Yurigaoka, Machida, and Ebina. We're fortunate to have such an attractive network of communities, and there are still many areas with further growth potential through development.

That's why developing key locations along our lines is another important pillar, alongside urban development in Shinjuku and tourism development in places like Hakone. Today, I'll discuss Shinjuku and Ebina, which is roughly halfway between Shinjuku and Odawara.

Strengthening Real Estate Business (Long-term Holding, Shinjuku West Gate Development Plan)

Strengthening businesses

- Office leasing started this fiscal year, aiming for completion in FY3/2030, opening in FY3/2031 and contribution to profit from FY3/2032
- Aiming to have this plan contribute approx. ¥10.0 bn to the profit of the overall Group and maximize the value of the area, with the enhanced value of existing properties

Maximizing revenue in the Shinjuku area

Started office leasing (2026)

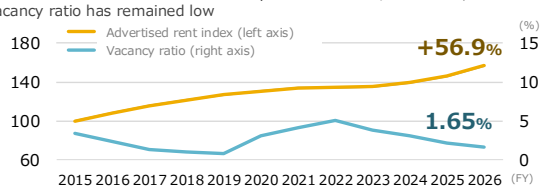
· Targeting a wide range of tenants in light of characteristics of the area, etc.

· Many business inquiries received due to the overwhelming convenience of the location that is directly above Shinjuku Station, as well as the rarity of new offices



[Leased office market conditions in Shinjuku-ku]

Advertised rent increased 56.9% compared to the FY3/2016 level, and the vacancy ratio has remained low



Cited from Sanko Estate Co., Ltd.: Market Data (September 2026)
FY2026 is as of September 30

Maximizing the value of surrounding facilities

· Renovation of the Southern Tower (hotel) (to be opened in Spring 2028)

· **Area development with enhancement of added value of existing properties in the surrounding area and new acquisitions also being in sight**

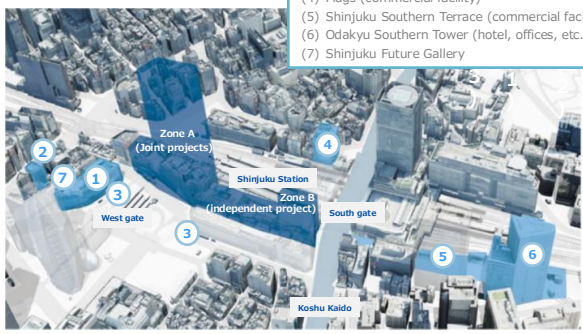
Value creation through development

Number of users at Shinjuku Station

FY3/2026		FY3/2031		FY3/2041
458,000 people	→	470,000 people	→	530,000 people

The Company's total investment	Approx. ¥130.0 billion (including the portion already paid, removal costs and others)

[Other business bases in the Shinjuku area]
(1) Shinjuku West Exit Halc (commercial facility)
(2) Shinjuku Nishi Building (offices)
(3) Odakyu Ace (commercial facility *Underground shopping center in front of the West Gate)
(4) Flags (commercial facility)
(5) Shinjuku Southern Terrace (commercial facility)
(6) Odakyu Southern Tower (hotel, offices, etc.)
(7) Shinjuku Future Gallery



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First is our progress in Shinjuku.

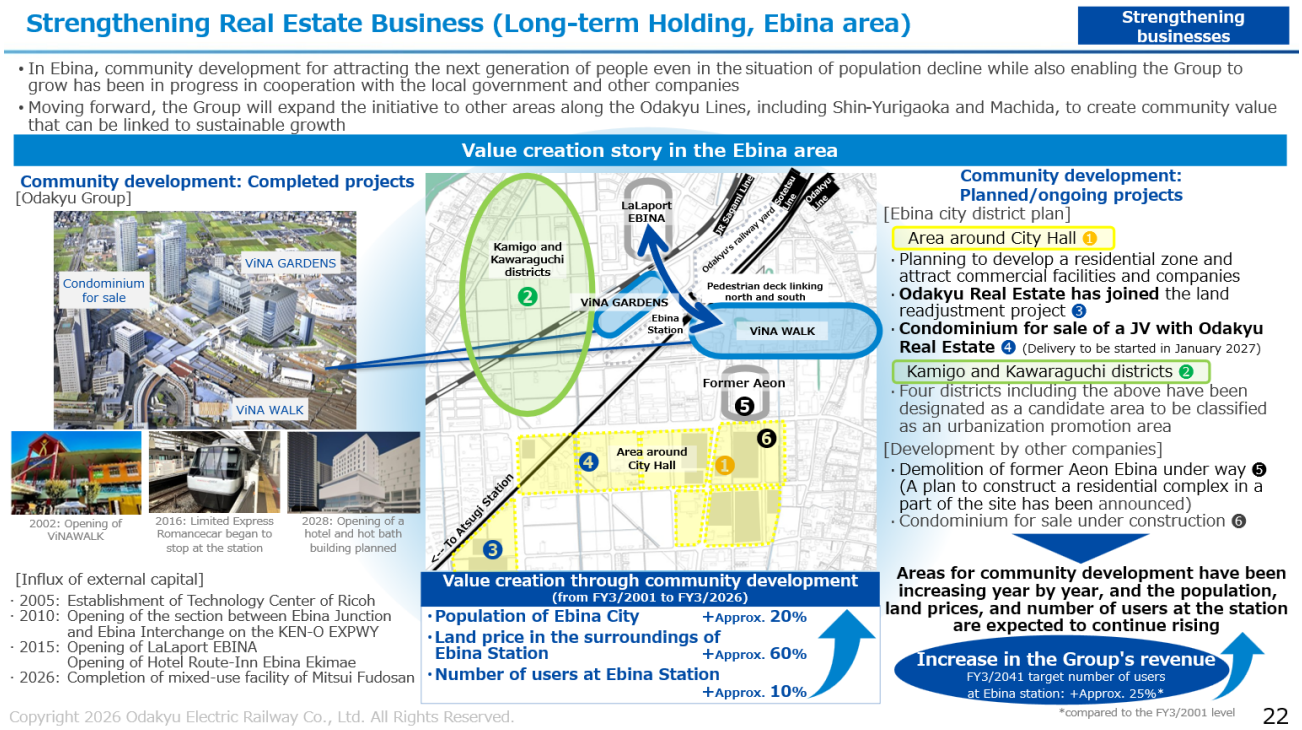
We plan to invest about JPY130 billion to enhance the value of the Shinjuku area and maximize revenue. Our target is to complete construction in FY3/2030 and open the development in FY3/2031.

We've received a lot of questions about construction costs and the schedule. As you know, material prices and labor costs have continued to rise. We've also encountered unexpected issues as construction has progressed, including underground obstructions discovered during demolition. In response, we're working with our construction contractors to review the design and construction methods, with the aim of containing costs and shortening the construction period. If it becomes clear that our plan needs to change on either construction costs or timing, we'll announce that promptly.

But inflation doesn't bring only negative effects. We believe there's considerable room to increase rental and other revenue from offices, commercial space, and other group facilities. In fact, since we began our office leasing efforts in April this year, prospective tenants have placed a high value on the exceptional convenience of being directly above Shinjuku Station. We're seeing a very encouraging response ourselves.

So even if construction costs were to rise, we believe that once operations have stabilized, the profit contribution to the Group as a whole could reach around JPY10 billion, or potentially more.

And even after this project is completed, we'll keep working to make the wider Shinjuku area more attractive, with an eye to raising the value of our existing neighboring properties and acquiring additional properties.



Next, using Ebina as an example, I'd like to explain what makes Odakyu's community development along its lines distinctive and what we've achieved so far.

Ebina is about 40 kilometers from Shinjuku, a distance that would put it near the end of some other companies' railway lines. But it's a transportation hub in central Kanagawa with excellent access: the Romancecar stops there, and it connects with the Sotetsu Line and JR Sagami Line. Over more than 20 years, we've developed the south side of the station, including the large ViNA WALK shopping complex, and brought together commercial, residential, and life services functions on the north side as well. This has created a community that offers convenience both for transportation and everyday living. Our early investment helped spur further development by other companies in the surrounding area under the leadership of local government, and new development plans are still moving forward today.

What's important here is that we don't simply complete one development and stop. We're pursuing sustainable community development that continues to attract the next generation. The significance is that even in a suburb 40 kilometers from central Tokyo, the population is growing and there's potential for further growth. We've also carried out developments in Hon-Atsugi and Sagami-Ono. These projects in central Kanagawa create a virtuous cycle: the demand generated by community development flows back into our railway, bus, real estate, life services, and other

group businesses, supporting further growth along our lines. That's what community development means at Odakyu.

We'll keep building on these initiatives to support sustainable growth in the communities we're fortunate to serve.

Strengthening Real Estate Business (Quick Returns)

Strengthening businesses

- At present, investments under the asset rotation model, residential sales in areas along the Odakyu Lines, and overseas investments are making steady progress
- Further strengthening diversification and selection of locations, asset types, investment schemes, etc., reflecting rising interest rates and market conditions

Quick returns

Key points in strengthening selective investments reflecting environmental changes

- **Inner-city areas** where population inflow and steady demand are expected
- **Residence and office**, where high mobility is expected
- **Properties under operation**, which are unlikely to be affected by rising construction expenses

Examples of properties acquired in FY3/2027 H1



Residence in Nihonbashi Yokoyama-cho, Chuo-ku



Student apartments in Tama, Kawasaki

Residential sales in areas being strengthened along the Odakyu Lines

・LEAFIA Tower Ebina Chronos Court, the third condominium building in the area for development between stations in Ebina
Sales planned to be started in January 2027
(Approx. 70% of 304 units to be sold this fiscal year)

Contract rate (units to be sold this fiscal year) Over 86%

Expansion of overseas real estate business

- In FY3/2027 H1, Odakyu participated in multiple joint investment projects for rental housing in the United States, among others
- Continuing investments mainly in the United States and Australia, where population growth and stable economic growth are expected

Total investment in the United States Over ¥10.0 bn

Total investment in Australia Over ¥10.0 bn

Examples of investment in FY3/2027 H1





Rental housing in California, the United States

	FY3/2027-FY3/2031 Cumulative operating profit	*Ratio of properties acquired/ invested in*
Asset rotation model	¥23.0 billion	approx. 85% (including existing properties)
Residential sales	¥15.0 billion	approx. 70%
Domestic SPC	¥8.0 billion	approx. 70%
Overseas real estate	¥13.0 billion	approx. 70%
Total	¥59.0 billion	Over 75%

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Next are our quick-return real estate investments.

Our asset rotation investments, residential property sales along our lines, and overseas investments are all making good progress.

At the same time, investors have asked whether Odakyu really needs to push ahead with quick-return real estate investments while interest rates and construction costs are rising. I also believe this environment calls for more cautious investment decisions than before. We need to be even more selective and diversify our investments more carefully by location, asset type, and investment structure.

As shown at the top of the slide, we intend to focus on residential and office properties, along with properties already in operation that are less exposed to rising construction costs, particularly in central urban areas, where we expect strong demand. We'll continue assessing changes in the market and responding flexibly, carefully selecting projects that can generate future profit while diversifying our investment portfolio.

Evolution of Transportation Business

Strengthening businesses

- Aiming to achieve sustained profit growth through fare revisions and other measures while building an operating structure in preparation for future labor shortages and increasing capital investments for improving safety and services

Building a sustainable operation system

Building a small-team operation system in the Company's railway business

Aiming to reduce personnel by 30% by FY3/2036 compared to the FY3/2021 level

FY3/2021

Optimizing train schedules (such as bringing forward last train departures)

Extending the time when station staff are absent, and reducing counters with ticketless operations

Start of driver-only operation on Hakone Tozan Line (between Odawara and Hakone-Yumoto Stations)

FY3/2026 **Reduced personnel by Approx. 10% compared to the FY3/2021 level**

Continuing to streamline station operations and concentrate signal operations

Introduction of driver-only operation

Gradual rollout, starting with the introduction between Shinjuku and Sagami-Ono Stations around 2030

Relocating the general train depot (from Sagami-Ono to Isehara)

Construction to be started in FY3/2027 (include land acquisition) and completed in FY3/2033

Addressing aging infrastructure and increasing maintenance efficiency by radically upgrading equipment

FY3/2036

Enhancing safety and disaster control measures and improving services

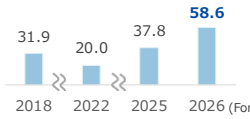
Expanding platform door installation

End of October 2026
Installed on
20 stations, 58 platforms

47 stations, 130 platforms*
by FY3/2033
Aiming to develop fall prevention measures based on installation of platform doors at the remaining stations by the mid 2030s

* All stations between Shinjuku and Isehara and on the Tama Line and some stations on the Enoshima Line

[Capital investments in the Company's railway business (Billions of yen)]



Capital investments are expected to remain high, being above the FY3/2027 level for several fiscal years to come

Sustainably creating income

Creating demand for travel by introducing new train models and taking steps to support childcare, etc.

Revising fares and charges due to improvement in added value

Fare revisions at seven companies in the Group's transportation network and price revisions of Hakone Freepass implemented in and after FY3/2025

Considering applying for approval to revise fares in the Company's railway business



Childcare support mascot Mocoron, which has celebrated its 3rd anniversary

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Next is transportation.

To prepare for future labor shortages, our railway business aims to reduce staffing levels by 30% in FY3/2036 compared with FY3/2021. By reviewing train schedules and improving the efficiency of station operations, we've already achieved a 10% reduction as of the end of FY3/2026. Going forward, we'll introduce driver-only train operations, relocate our general train depot, and take other steps toward the target.

At the same time, we'll continue investing in safety and better service, including the installation of platform doors. As a result, we expect capital investment to remain at a high level.

To keep generating profit in this environment, we'll stimulate demand for outings and revise fares and other charges as appropriate.

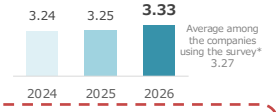
Strengthening the Management Foundations

Enhancement of Human Capital

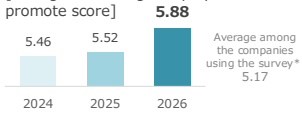
Employee engagement survey

- In FY3/2027, the total general score, average employee net promote score, and response rate all exceeded the previous year's level and the average among the companies using the survey
- Scores for items as challenges were also improved steadily

[Changes in total general score]



[Changes in average employee net promote score]



Strengths

Response rate: **99.86%**
(YoY Change +0.09P)
Average among the companies using the survey*: 89.86%

Good human relationships: 3.63/5
(YoY Change +0.04)

Ease of taking leave: 3.69/5
(YoY Change +0.16)

Issues

Comfortable workplace environment: 3.11/5
(YoY Change +0.09)

Optimal staff assignment: 2.99/5
(YoY Change +0.11)

Measures to enhance human capital implemented in FY3/2026 to FY3/2027

- Ongoing wage increases
  21% increase in annual income over the four fiscal years from FY3/2024
- Promoting mid-career recruitment
- Conducting career dialogues and proper assignment
- Introducing office fridge services for healthy meals
- Upgrading of air-conditioning systems



Career dialogues for all employees of the Company

* Companies using Hataraku Karte, an awareness survey and organizational issue solution service (OKAN Inc.), as of September 2026

Controlling the Cost of Shareholders' Equity

Attaining selection as constituent of ESG indices

[Selected by the Government Pension Investment Fund (GPIF)]

- **FTSE JPX Blossom Japan Index [selected for the first time]**
- FTSE JPX Blossom Japan Sector Relative Index
- MSCI Nihonkabu ESG Select Leaders Index
- MSCI Japan Empowering Women Index (WIN)
- S&P/JPX Carbon Efficient Index
- Morningstar Japan ex-REIT Gender Diversity Tilt Index

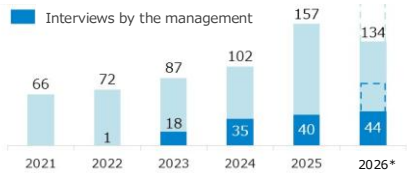
[Others]

- **FTSE4Good Index Series [selected for the first time]**
- Sompo Sustainability Index etc.

Strengthening dialogue with the market

- Enhanced interviews by management with investors, such as overseas IR roadshows

[Trend in number of interviews for institutional investors]



* As of October 31, 2026

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The next slide outlines our initiatives to strengthen the management foundation.

Given the time available, I'll skip the details, but the lower right shows how the number of meetings we've held with institutional investors has changed over time.

I've also increased the opportunities to speak with you directly. We share the feedback and concerns you raise internally, consider them promptly, and incorporate them flexibly into our management plans. We'll keep engaging in dialogue with you, steadily executing our growth strategy and increasing corporate value.

That concludes my presentation. Thank you very much for your attention.

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.

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