

Principal Questions and Answers at the Briefing for Institutional Investors and Analysts for the Fiscal Year Ended March 31, 2019

Q1: About the development of MaaS (question about page 10 of the presentation materials)

The Company has explained about development of MaaS Japan open common data infrastructure (provisional name) as a future initiative. I feel that at the present time a great many business operators are independently engaged in development. In view of customer convenience, I think that it's desirable for as many businesses as possible to utilize MaaS Japan (provisional name). Does the Company have an expansion policy for MaaS Japan?

- In the MaaS development process, since we consider Application Programming Interface (API) development and linkage of the API and data relating to transportation services and various other services in particular to be potential barriers to entry, we will make proposals so that as many businesses as possible use MaaS Japan (provisional name), which Odakyu and Val Laboratory are jointly developing.
- With regard to utilization of Odakyu's data infrastructure, in addition to white labeling the MaaS app seen by customers, we anticipate making possible linkage with MaaS apps (interfaces) developed by other business operators, municipalities, etc. For this reason, we think that these entities will find it beneficial to promptly participate in MaaS and have already contacted several business operators.

Q2: About Mukogaoka-yuen site utilization plan (question about page 12 of the presentation materials)

The plan has been revised several times to date. Does the Company have any concerns at this time about the current version of the plan?

- Although the content of previous versions of the plan centered on housing, in light of factors such as conditions in the nearby housing market, we have reconsidered the plan with the aim of pursuing development that contributes to value enhancement for the entire area.
- The current plan calls for utilizing the site's natural environment to enable local residents to enjoy the site, and we want to create a convergence of relaxation and bustle in the area by making the site part of Ikuta Ryokuchi.
- Although there is concern about road congestion due to commercial development, we intend to consider countermeasures in cooperation with road and traffic administrators.

Q3: About Odakyu electricity and Odakyu gas (question about page 19 of the presentation materials)

Does the Company have targets for the number of contracts or income and expenditures?

- Our objective is construction of a new platform-type business model. Although we haven't set targets relating to income and expenditures since this is a measure aimed at database enhancement, we want to conclude a total of approximately 40,000 contracts for Odakyu electricity and Odakyu gas.
- Also, in the future, we want to increase platform membership by providing services that combines multiple menus.

Q4: About the financial results of real estate sales

How did the Company secure a profit increase for FY2018 even though revenue fell short of the February 2019 forecast by 3.8 billion yen? What is the reason for the revenue and profit shortfall against the plan as of April 2018 in the FY2019 financial results forecast?

Also, although I recognize that real estate market conditions are adverse, are there any contributing factors specific to Odakyu that account for the difficulty?

- In the FY2018 results for real estate sales, although sales of detached houses and condominiums fell short of expectations, in keeping with the macro environment, we secured profits thanks in part to a decrease in expenses.
- The forecast for FY2019 reflects a review of the sales plan in light of current real estate market conditions.
- We struggled because a deviation has occurred between selling prices and customer budgets, mainly for properties in Tokyo 10 minutes or more from stations on foot. We attribute this to factors including intensification of competition to purchase condominium and subdivision sites along the Odakyu Line due to the enhanced convenience of multiple double tracks on the railway and increases in construction costs.
- At the same time, sales of properties located near train stations are strong, and progress with contracts for the condominium tower in front of Ebina Station scheduled to be sold in FY2019 has already reached 85%.

Q5: About the financial results of other businesses

What is the reason for the 0.6 billion yen downward revision to the FY2020 operating income target in comparison with the forecast announced in April 2018?

- The revision is attributable to a change in the timing of the opening of some new hotels from FY2019 to FY2020 and expense increases in each business.

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