

**Principle Questions and Answers from the Teleconference for Institutional Investors and Analysts
(Financial Results) for the Second Quarter of the Fiscal Year Ending March 31, 2022**

About the New Management Vision

Q1 You have stated that you will promote initiatives, such as examining a more efficient timetable and downsizing station service equipment, as fixed cost reductions in the expenditure structural reform in the railway business of the Odakyu Electric Railway. What are your continuous reduction targets for these measures?

- At the current time, we are still deciding on the details of each measure and calculating specific reduction targets, but we are promoting changes that will enable the top line to generate profit even at 15% below normal levels.
- Furthermore, we estimate that the Groupwide cost reduction amount for FY2021 will be approximately ¥52.0 billion, with a fixed cost reduction amount of ¥10.0 billion from the Odakyu Group's costs. While it is difficult to extract only the continuous fixed cost reductions from these targets, we will continue to examine them at the same time as the current fixed cost reductions.

Q2 You have stated that you will enhance your existing businesses in the process of rebuilding your business portfolio. What kind of reforms are you considering in the hotel industry, which has been performing particularly poorly in the wake of COVID-19?

- We are promoting a thorough structural reform of the entire hotel industry. Specifically, we have carried out streamlining of the organization and personnel at Odakyu Group hotels through closure of numerous facilities, such as restaurants, and early retirement, and have reduced fixed costs.
- At city hotels, we do not anticipate a swift recovery in inbound demand. While we predict circumstances to continue being particularly challenging, we will continue striving to capture domestic demand.

Q3 Do you have any specific plans for sale of assets to control interest-bearing debt?

- We have carried out sales of cross share-holdings since the previous fiscal year. As of the second quarter of FY2021, we have recorded gains of ¥7.5 billion from sales of investment securities, and we will continue to examine the significance of holding these shares.
- While we are considering the sale of real estate at the current time, we are not at a stage where we can make any specific announcements.

About the Shinjuku West Gate Redevelopment Plan

Q4 How much will the closure of the Odakyu department store main store at the end of September 2022, which accompanies the start of construction for the Shinjuku West Gate Redevelopment, impact performance in the next fiscal period?

- We plan to remodel the Shinjuku West Gate HALC from October 2022 and will continue to operate as usual, with a focus on food, cosmetics, and international boutiques. However, as we are still considering the details, including the scope of revenue, it is difficult to state the impact on performance in the next fiscal period.

Q5 Please tell us about your approach to raising funds for the Shinjuku West Gate Redevelopment Plan.

- We plan to begin construction for the Shinjuku West Gate Redevelopment from October 2022 onward and new construction, which is expected to account for the majority of investment, will not begin until much later. Accordingly, there will be no need to raise large amounts of funds within the next two to three years and we do not expect our financial position to rapidly deteriorate. We are currently considering various approaches regarding the financial burden for the entire plan, while monitoring Groupwide structural reform and reallocation of investments.

About WOOMS

Q6 When and to what extent do you expect WOOMS to become profitable?

- The waste market is a large market worth approximately ¥6 trillion, including collection, transportation, and treatment. Additionally, the recycling market is expected to expand as environmental awareness increases, and we hope this business will play a role as infrastructure for the collection and transportation of resources and waste, starting in local communities along the Odakyu Line with a view to expanding nationwide. We expect to achieve profitability, in terms of income and expenditure, after three years.

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.