

Principle Questions and Answers from the Teleconference for Institutional Investors and Analysts
(Financial Results) for the Fiscal Year Ended March 31, 2022

Q1 What is the status of your discussions regarding an increase in fares and a new pricing system for barrier-free stations?

- While it remains difficult to predict future revenues due to the impact of COVID-19, we will first utilize a barrier-free fare system to accelerate the installation of barrier-free equipment, particularly on platform doors. We will consider fare revisions, if necessary, while carefully examining discussions by a national fare system subcommittee and the business conditions of the Odakyu Group.

Q2 Do you have any concrete plans for the sale of Odakyu-owned real estate?

- While we are currently examining the sale of Odakyu-owned real estate with the aim of recovering financial soundness, we are not at the stage where we can give specific information regarding the sale of real estate other than the current headquarters building, which was announced on the same day as the financial results.

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.