



MEMBERSHIP  
May 13, 2025

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Name of representative: Shigeru Suzuki, President & CEO  
(Stock code: 9007; Prime Market of  
the Tokyo Stock Exchange)  
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## **Notice Concerning Formulation of Medium-Term Management Plan (FY2025–FY2026)**

The Odakyu Group has formulated its Management Vision for the period up to FY2030, “UPDATE Odakyu — Becoming a Community-Based Value Creation Company,” under which it has been striving to enhance both the corporation value and the community-based value. The Group developed this vision to achieve the Group Management Principle, which stipulates that it will help customers create “irreplaceable times” and “rich and comfortable lifestyles”.

Odakyu Electric Railway Co., Ltd. (the “Company”) hereby announces that a meeting of the Board of Directors held on May 13, 2025 formulated a Medium-Term Management Plan (FY2025–FY2026), as described below.

1. Overall policy of the Management Vision: UPDATE Odakyu — Becoming a Community-Based Value Creation Company

### **Becoming a “Community-Based Value Creation Company”**

In order to grow together with communities along the Odakyu Line and in areas where we operate businesses, we will evolve into a company that creates new value in communities, such as customer experience and lowering of the environmental load, by constantly striving to think outside the box.

Under the Group Management Principle, the Company will expand its businesses and optimize its business portfolio with the concept of regional economies on the basis of sustainability management. It will thus achieve both sustainable growth and enhancement of its corporate value as a community-based value creation company, aiming to attain the Management Vision.

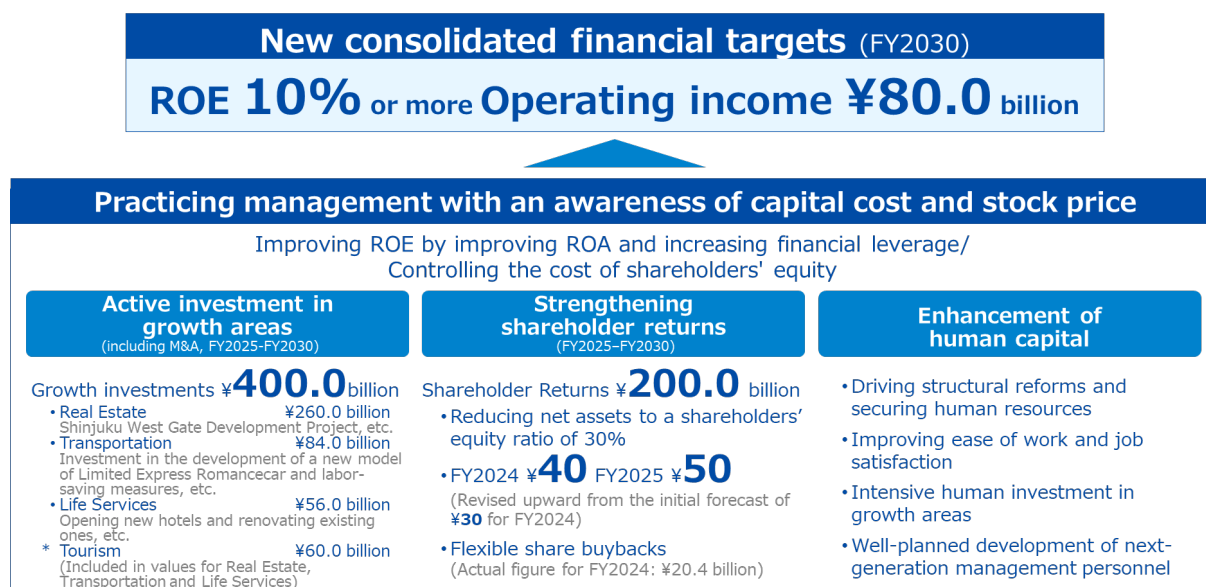
(Reference) Our Business Planning Structure



## 2. Overview of Medium-Term Management Plan (FY2025–FY2026)

### (1) Growth Story for FY2030

To achieve new consolidated financial targets, the Company will focus particularly on three core initiatives of active investment in growth areas, strengthening of shareholder returns, and enhancement of human capital, thus accelerating the practice of management with an awareness of capital cost and stock price.



### (2) Financial Policy for Improving Corporate Value

The Company positions improving ROE and controlling the cost of shareholders' equity to extend the equity spread as its task. To improve ROE in particular, it will focus on target management based on operating income ROA by segment, ongoing asset replacement, and strengthening of shareholder returns.

(i) Consolidated Financial Targets

Key indicators		FY2026 Plan	FY2030 Target
Management with an awareness of capital cost and stock price	ROE* <sup>1</sup>	8.0% Previous target* <sup>2</sup> 6.2% (+1.8P)	10% or more Previous target* <sup>2</sup> 7% or more (+3P)
Profit growth	Operating income	¥54.0 billion Previous target* <sup>2</sup> ¥50.0 billion (+¥4.0 billion)	¥80.0 billion Previous target* <sup>2</sup> ¥70.0 billion (+¥10.0 billion)
Securing of financial soundness	Interest-bearing debt/ EBITDA ratio (times)	Controlling it to maintain a 7-time level	

\*1 Net income attributable to owners of parent / Shareholders' equity (excluding unrealized gains on securities)

\*2 Target announced in May 2024

(ii) Shareholder Returns

The Company has decided to provide shareholder returns worth 200.0 billion yen in cumulative total during FY2025 to FY2030, and to reduce shareholders' equity ratio to 30% by FY2030.

Basic policy (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 $\geq$ 40%
Dividend	FY2024: Planning to pay annual dividend of ¥40 per share (The forecast amount of annual dividend was revised from ¥30.) FY2025: Planning to pay annual dividend of ¥50 per share
Share buybacks	Consider the timing of implementation, comprehensively taking into consideration changes in the business environment, business performance, and other factors Also considering measures to address the deterioration of the share supply-demand balance resulting from the sale of the Company's shares by financial institutions, etc. Acquisitions that were made: Total for FY2023 and FY2024: ¥32.7 billion

(3) Key Measures (Strengthening Businesses and Management Foundation)

Regarding the expansion of demand from inbound tourists and other events as business opportunities, the Company will drive strengthening of businesses and management foundation that it has set as key measures. Overview of each measure is as follows.

(i) Strengthening businesses

(1. Tapping into Tourism Demand)

The Company will attract tourists from Japan and overseas to areas along the Odakyu Lines by using as strongholds Shinjuku, which aims to be Japan's No.1 tourism hub, and Hakone and Shonan as tourist destinations. It will thus endeavor to increase revenue at tourism strongholds, maximize the demand for travel between tourism strongholds, and increase tourism strongholds along the Odakyu Lines, aiming to achieve tourism revenue at ¥120.0 billion and operating income of ¥15.0 billion as FY2030 targets.

Specifically, the Company will tap into demand for accommodation, shopping, etc. and strive to increase revenue at Hakone and Shonan in low seasons, by taking measures including enhancement of promotion and coordination of digital initiatives. In addition, the Company will also increase the number of passengers using the Odakyu Lines and average customer spend, such as by increasing the appeal of limited express trains, and attract tourists to the Odakyu Lines by developing and increasing new destinations and contents.

(2. Expansion of Hotel Business)

The Company will tap into the brisk demand from inbound tourists with measures including renovation of existing hotels and development of new ones mainly in Shinjuku and area around Hakone, aiming to achieve FY2030 operating income of ¥5.0 billion.

Specifically, in the period up to FY2030, the Company will drive new development of high value-added hotels, including the renovation of the former Hakone Lake Hotel\*, Hakone Highland Hotel, and Odakyu Hotel Century Southern Tower, as well as operation of hotels in trust, and utilize M&A.

\* The former Hakone Lake Hotel is planned to open after renovation as RETONA HAKONE (in December 2025).

(3. Strengthening Real Estate Business)

The Company aims to achieve FY2030 operating income at ¥30.0 billion and improve ROA in the real estate business, including not only the traditional development and renovation for long-term holding and measures to improve the profitability of existing properties but also strengthening of investment in quick returns (domestic SPC, overseas real estate, asset rotation model, and residential sales).

Specifically, in the Shinjuku West Gate Development Plan, the Company will take measures including the provision of commercial functions that provide new experiences, the latest high-grade office functions, and the function of business creation initiated by customers, thus enhancing the value of the Shinjuku area and maximizing revenue in the area. At the same time, the Company will continue to implement the development plans for the Ebina Station area and other measures in its efforts for real estate development in areas along the Odakyu Lines. In addition, regarding the method of investments for quick returns, the Company will allocate investments in consideration of diversification of risk as well as the external environment and achievements from initiatives, in its efforts to gain quick returns and improve ROA.

#### (4. Evolution of Transportation Business)

In addition to enhancing safety and disaster control measures, improving services, and building a sustainable operation system, the Company will improve the added value of daily life and tourism experiences, aiming to increase revenue.

Specifically, on the Company's railway business, it will make large-scale equipment upgrades including the installation of platform doors, which is implemented using a system developed by the government to increase fares for making railway stations barrier-free, as well as seismic strengthening works and transfer of the Ono General Train Depot. Also, in light of the declining workforce, the Company will also introduce driver-only operation, save manpower for station work, aiming to reduce workforce by 30% by FY2035 (compared to the FY2020 level). In addition, to press ahead with these initiatives steadily, the Company will revise fares in its railway business at the appropriate time. The Company will also work to increase the appeal of facilities in Hakone, such as by opening Chikyu-no Tani (Earth Valley, Owakudani), a new observation deck area at Owakudani Station, and continue to consider the introduction of a new model of Limited Express Romancecar.

#### (5. Strengthening of Stores and Retail Business/Business Creation through Digital)

In addition to opening new stores proactively to expand the business, the Company will strive to improve its store operating capability, take DX measures, and implement other initiatives to improve productivity, aiming to achieve operating income ratio of the store business exceeding 3% by FY2030. The Company will continue striving to create a new business based on digital technologies with strength in solution development and delivery

Specifically, in the stores and retail business, the Company will renovate existing store to build a structure for operation by a reduced number of staff members and maximize the sales floor area, streamline operations with self checkout and a proposal-based order placement system using AI, and implement merchandising strategy, operational reform, and other initiatives. Further, in the digital domain, the Company will consider new businesses with a focus on areas along the Odakyu Lines, leveraging development and provision of solutions for customers as a strength, and strive to make WOOMS and other new businesses profitable as soon as possible.

(ii) Strengthening the management foundation

	Overview and examples of initiatives
Enhancement of Human Capital	<p>The Company will invest human capital in a way that reflects priority tasks, including the promotion of structural reform and recruitment of human resources, aiming to achieve business growth through improved employee engagement and labor productivity.</p> <ul style="list-style-type: none"><li>• Labor productivity improvement and human resource investment, in which the Company aims to be No. 1 in the private railway industry</li><li>• Implementing employee benefits and welfare measures, etc. by using the engagement survey</li><li>• Developing qualified personnel and recruiting specialized human resources and industry-ready human resources in growth areas including the real estate business</li><li>• Developing and operating a career path model that enables to acquire business administration capability or specialized skills</li></ul>
Environment	<p>The Company will advance decarbonization through initiatives including the use of renewable energy and the shift to EV buses and information disclosures based on the TNFD recommendations.</p> <ul style="list-style-type: none"><li>• Introducing approx. 500 EV buses* (electric buses) by FY2030 * Including buses introduced by Kanagawa Chuo Kotsu Co., Ltd.</li><li>• Acquiring environmental performance certificates for real estate (new and existing properties)</li></ul>
DX	<p>The Company will press forward with initiatives for optimizing the information system environment, ensuring information security, and developing human resources.</p> <ul style="list-style-type: none"><li>• Enhancing the ability to use the latest technologies by stepping up the use of the cloud-computing environment</li><li>• Developing human resources with advanced skills, who are capable of planning and implementing DX measures (developing approx. 520 persons by the end of FY2026)</li></ul>
Governance	<p>The Company aims to improve governance by taking initiatives on respect for human rights, developing awareness of compliance based on the Risk Management Policy, and enhancing the supervisory function of the Board of Directors.</p> <ul style="list-style-type: none"><li>• Enhancing cooperation with business partners through sustainability questionnaires</li><li>• Improving the effectiveness of the Board of Directors by using evaluation of the Board of Directors by an external organization</li></ul>

3. Reference

Medium-Term Management Plan (FY2025–FY2026)

End

(Reference Materials)

# Medium-Term Management Plan (FY2025–FY2026)



# Executive Summary - Growth Story for FY2030

## New consolidated financial targets (FY2030)

**ROE 10% or more** **Operating income ¥80.0 billion**

## Practicing management with an awareness of capital cost and stock price

Improving ROE by improving ROA and increasing financial leverage/  
Controlling the cost of shareholders' equity

### Active investment in growth areas

(including M&A, FY2025-FY2030)

Growth investments **¥400.0 billion**

- Real Estate **¥260.0 billion**  
Shinjuku West Gate Development Project, etc.
- Transportation **¥84.0 billion**  
Investment in the development of a new model of Limited Express Romancecar and labor-saving measures, etc.
- Life Services **¥56.0 billion**  
Opening new hotels and renovating existing ones, etc.
- \* Tourism **¥60.0 billion**  
(Included in values for Real Estate, Transportation and Life Services)

### Strengthening shareholder returns

(FY2025-FY2030)

Shareholder Returns **¥200.0 billion**

- Reducing net assets to a shareholders' equity ratio of 30%
- FY2024 **¥40** FY2025 **¥50**  
(Revised upward from the initial forecast of **¥30** for FY2024)
- Flexible share buybacks  
(Actual figure for FY2024: ¥20.4 billion)

### Enhancement of human capital

- Driving structural reforms and securing human resources
- Improving ease of work and job satisfaction
- Intensive human investment in growth areas
- Well-planned development of next-generation management personnel



**I. Financial Policy for Improving Corporate Value**

**II. Key Measures (Strengthening Businesses and Management Foundation)**

**III. Numerical Plans**

**[Reference] Specific Policies for Achieving the Management Vision**

# **I. Financial Policy for Improving Corporate Value**

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# Consolidated Financial Targets

- ROE and operating income targets raised from those announced in May 2024

Key indicators		FY2026 Plan	FY2030 Target
Management with an awareness of capital cost and stock price	ROE*1	8.0% Previous target*2 6.2% (+1.8P)	10% or more Previous target*2 7% or more (+3P)
Profit growth	Operating income	¥54.0 billion Previous target*2 ¥50.0 billion (+¥4.0 billion)	¥80.0 billion Previous target*2 ¥70.0 billion (+¥10.0 billion)
Securing of financial soundness	Interest-bearing debt/EBITDA ratio (times)	Controlling it to maintain a 7-time level	

\*1 Net income attributable to owners of parent / Shareholders' equity (excluding unrealized gains on securities)

\*2 Target announced in May 2024

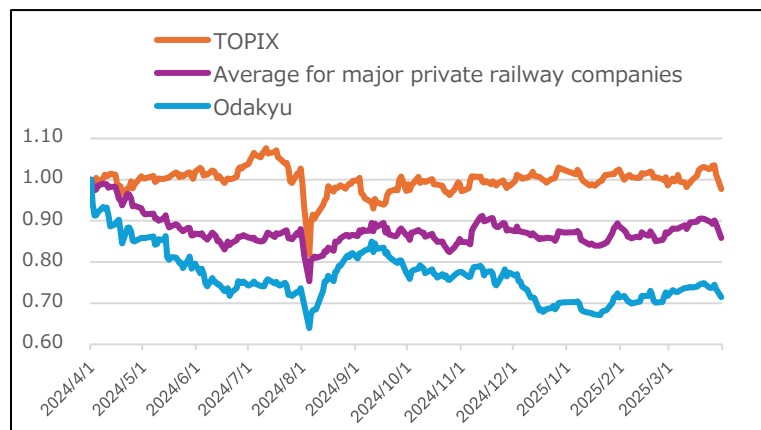
- ROE targets (6.2% in FY2026 and 7% or more in FY2030) were announced in May 2024.\* The announced value of the Company's cost of shareholders' equity was around 5.5%.
- Following this, the Company's share price remained somewhat weak, and the PBR declined to around 1.0.
- The Company's most recent cost of shareholders' equity is estimated to have risen to around 6% to 7.5%.

## [The Company's understanding]

- **The Company understands that the ROE targets it announced last year are evaluated by the market as modest.**

### (Reference 1) Changes in share prices

(Rate of rise/decline from the level on April 1, 2024)



### (Reference 2) The Company's PBR

As of March 31, 2024: 1.6 times ⇒ As of March 31, 2025: 1.1 times

### (Reference 3) Estimated cost of shareholders' equity of the Company

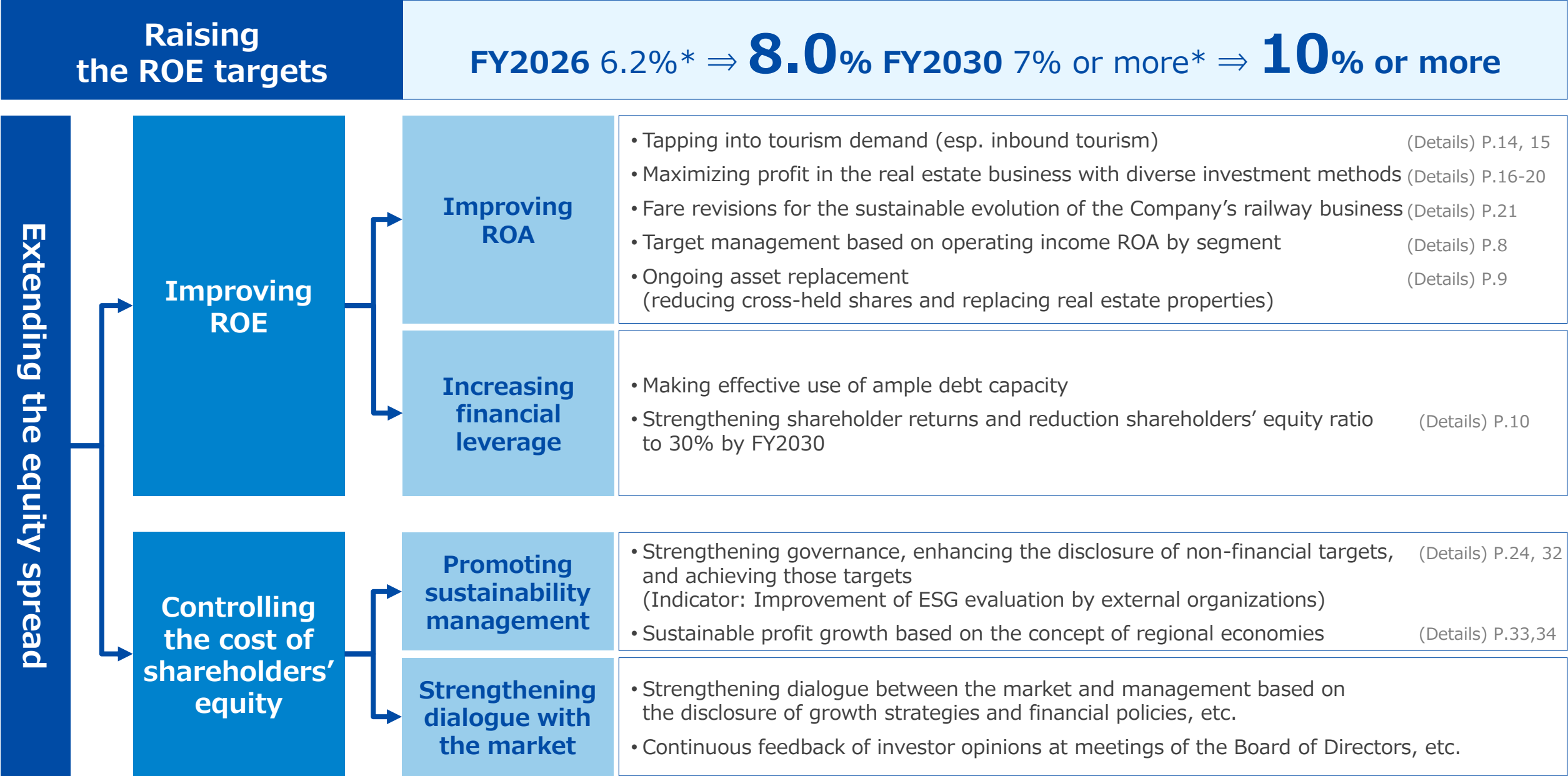
(As of March 31, 2025)

(1) Risk free rate Approx. 1.5%	+	(2) Beta value Approx. 0.7-0.9	×	(3) Market risk premium Approx. 6-7%	=	(4) Cost of shareholders' equity Approx. 6-7.5%
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- (1) Yield of 10-year government bond  
 (2) vs. TOPIX 5-year monthly/weekly historical beta  
 (3) Quoted from multiple intelligence agencies  
 (Beta value and market risk premium were calculated with CAPM by setting multiple patterns.)

## Improving ROE and controlling the cost of shareholders' equity to extend the equity spread.

# Practicing management with an awareness of capital cost and stock price

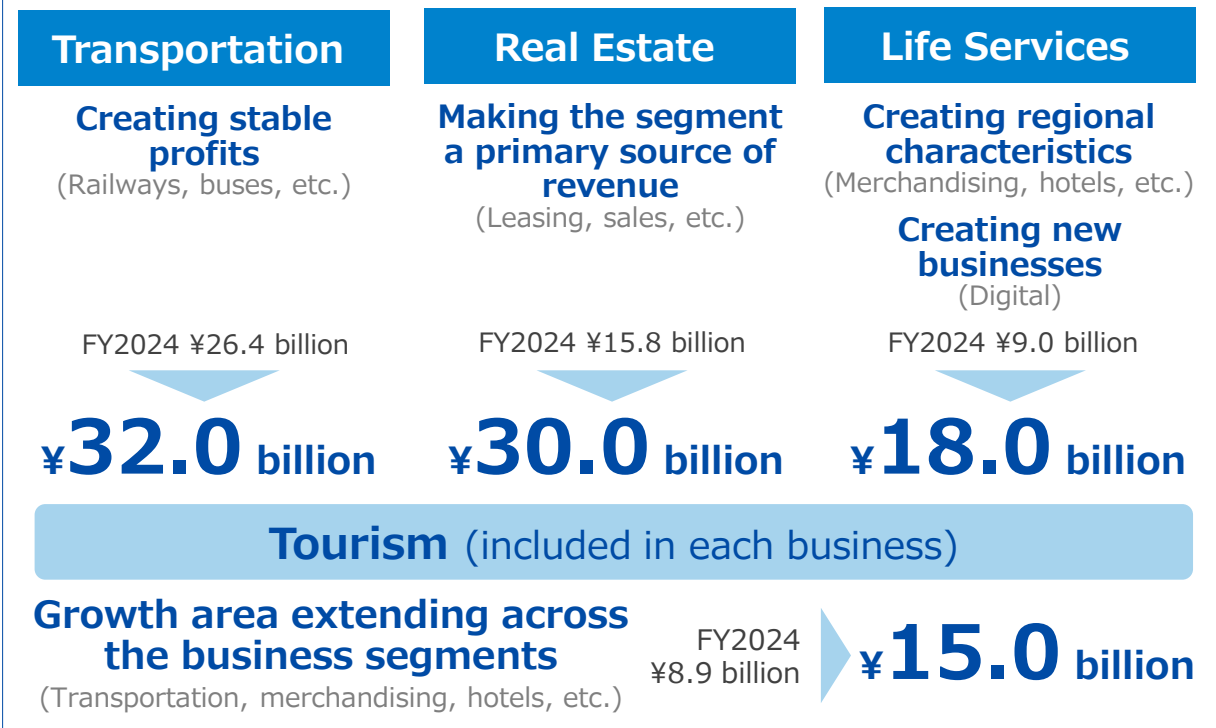


# Specific Initiatives to Improve ROE

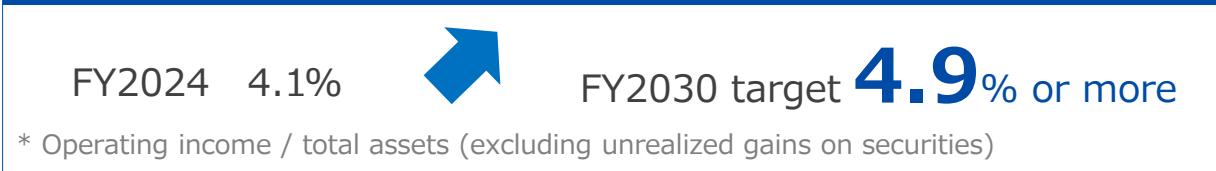
## (1. Target Management Based on Operating Income ROA by Segment)

- Setting FY2030 operating income targets at ¥32.0 billion for Transportation, ¥30.0 billion for Real Estate, and ¥18.0 billion for Life Services and aiming for operating income ROA at 4.9% or higher
- Setting FY2030 ROA targets by segment and achieving significant improvements in Real Estate and Life Services (from the FY2024 level)
- Monitoring the progress in investment and income regularly to find points needing improvement as soon as possible and taking appropriate measures, aiming to achieve the targets

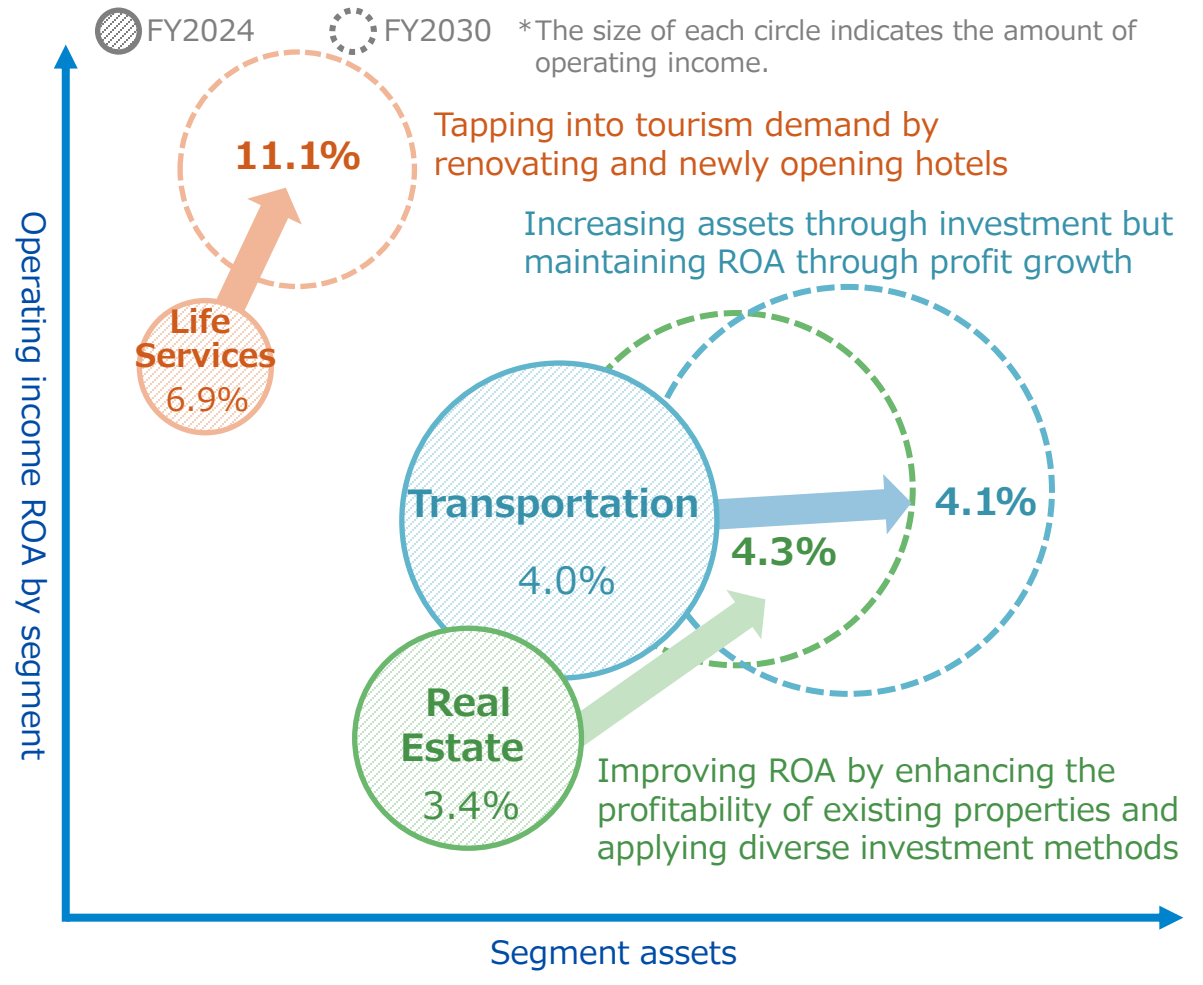
### FY2030 operating income target



### FY2030 operating income ROA target\*



### Operating income ROA by segment (rough idea)



# Specific Initiatives to Improve ROE (2. Ongoing Asset Replacement)

- Reducing cross-held listed shares and replacing real estate properties, while appropriating funds from the sales to growth investment and shareholder returns, thus improving ROE

## Reduction target for cross-held listed shares

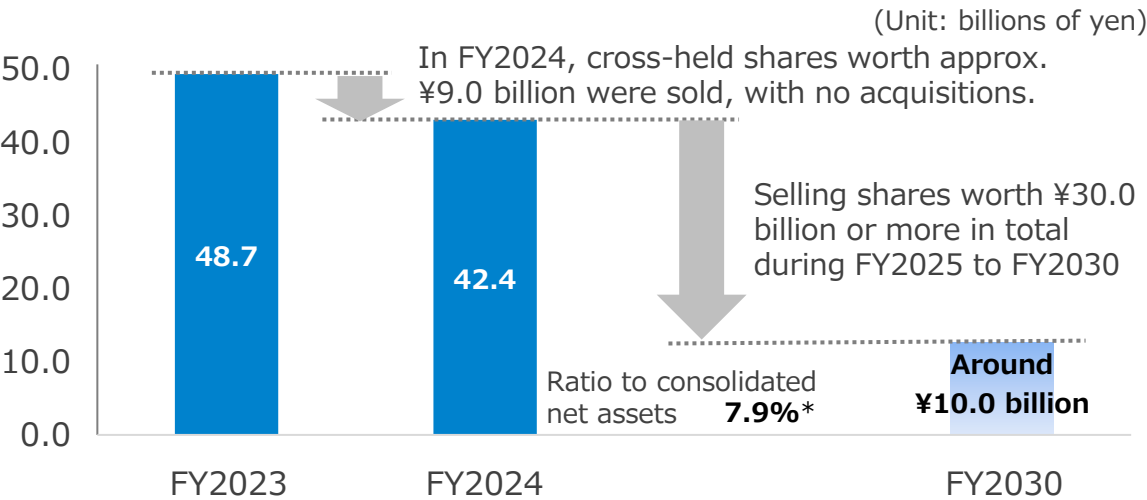
- **Shares of Sotetsu Holdings and others, which are worth approx. ¥9.0 billion, were sold in FY2024, bringing down the ratio to consolidated net assets to 7.9%\*.**

\*Calculated based on the market value of cross-held shares (including non-listed shares) held by the Company on a non-consolidated basis  
(Reference) Cross-held shares sold during FY2021 to FY2023: Approx. ¥20.0 billion

- **Selling cross-held shares worth ¥30.0 billion or more during FY2025 to FY2030, thus reducing them to around ¥10.0 billion by FY2030**

(Selling approx. 70% of cross-held shares (in terms of market value) that were held in the end of FY2024)

### Total market value of cross-held listed shares (consolidated basis)



## Proactive replacement of real estate properties

- **Focusing on the asset rotation model** to acquire short-term revenue and improve ROA
- **Working proactively on assessing and selling existing properties as well**

(Reference) Properties sold during FY2021 to FY2023: Approx. ¥140.0 billion

Major properties: FY2022 Odakyu Dai-ichi Seimei Building  
FY2023 Odakyu Century Building  
Odakyu Meiji Yasuda Seimei Building  
(The headquarters were relocated and the former headquarters building was sold.)

### Assessment of properties to sell (existing properties)

#### Consideration

- ✓ Market relevance (based on current NOI yield)
- ✓ Strategic significance of holding them determined in light of area and location
- ✓ Building age and size
- ✓ Maintenance and renovation work, etc. expected in the future

### Scale (FY2025 to FY2030)

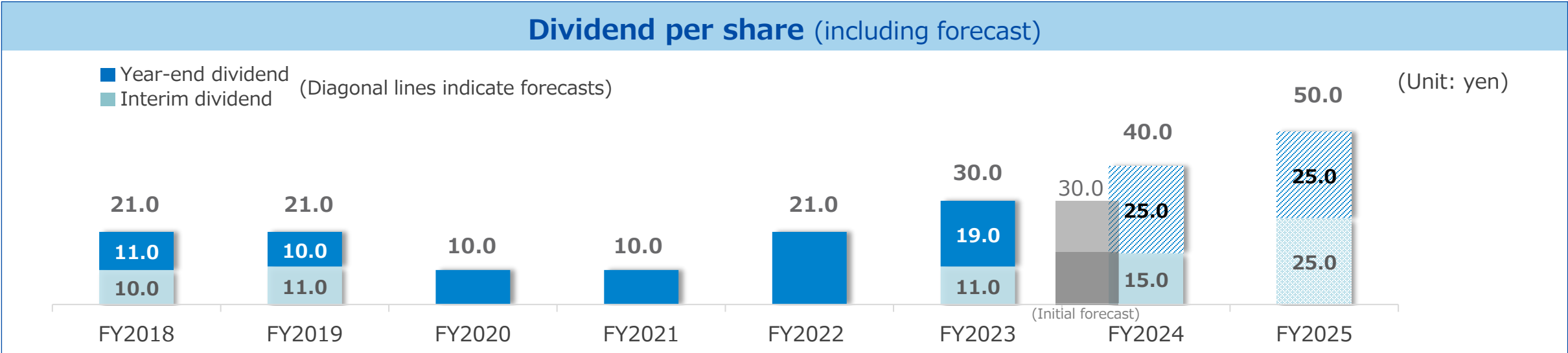
#### Targets

- ✓ Amount of sales: ¥20.0 billion or more
- ✓ Number of properties to be sold: At least 10 properties

# Specific Initiatives to Improve ROE (3. Strengthening Shareholder Returns)

- Providing shareholder returns worth ¥200.0 billion in cumulative total during FY2025 to FY2030 and reducing shareholders' equity ratio to 30% by FY2030

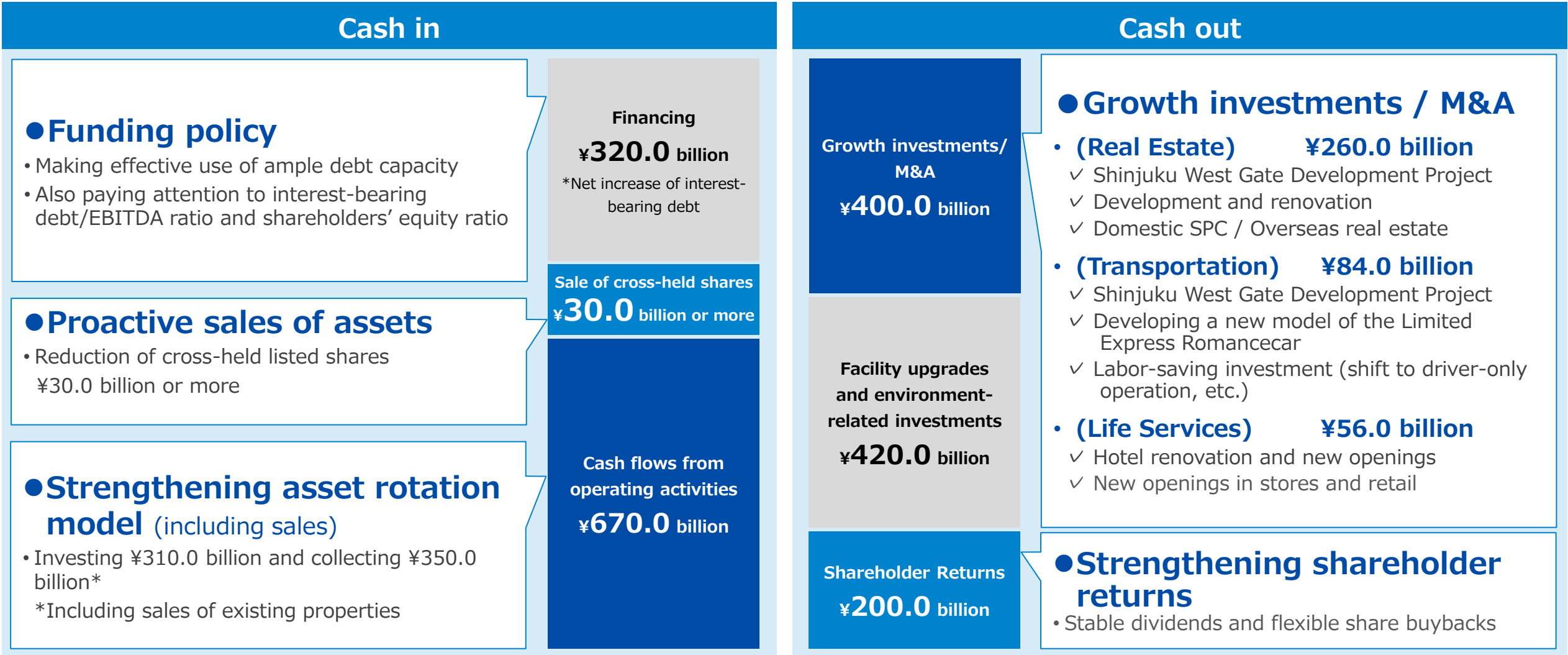
Basic policy (FY2023-FY2026)	Based on the assumption of a 30% shareholders' equity ratio, the Company will implement stable dividends and flexible share buybacks, with a target total consolidated payout ratio of at least 40%* on average for FY2023 through FY2026 * Total amount of shareholder returns for the four years / total amount of net income attributable to owners of parent for four years ≥ 40%
Dividend	<ul style="list-style-type: none"><li>• FY2024: Planning to pay <b>annual dividend of ¥40</b> per share (The forecast amount of annual dividend was revised from <b>¥30.</b>)</li><li>• FY2025: Planning to pay <b>annual dividend of ¥50</b> per share</li></ul>
Share buybacks	<ul style="list-style-type: none"><li>• Consider the timing of implementation, comprehensively taking into consideration changes in the business environment, business performance, and other factors</li><li>• Also considering measures to address the deterioration of share supply-demand balance resulting from the sale of the Company's shares by financial institutions, etc.</li></ul> (Acquisitions that were made) Total for FY2023 and FY2024: ¥32.7 billion





# Capital Allocation in FY2025 to FY2030

- Intensive allocation in growth areas focused on real estate (cumulative total of ¥400.0 billion) , and Strengthening shareholder returns (cumulative total of ¥200.0 billion)
- Securing funds by making effective use of debt capacity, selling assets proactively, and maximizing cash flows from operating activities

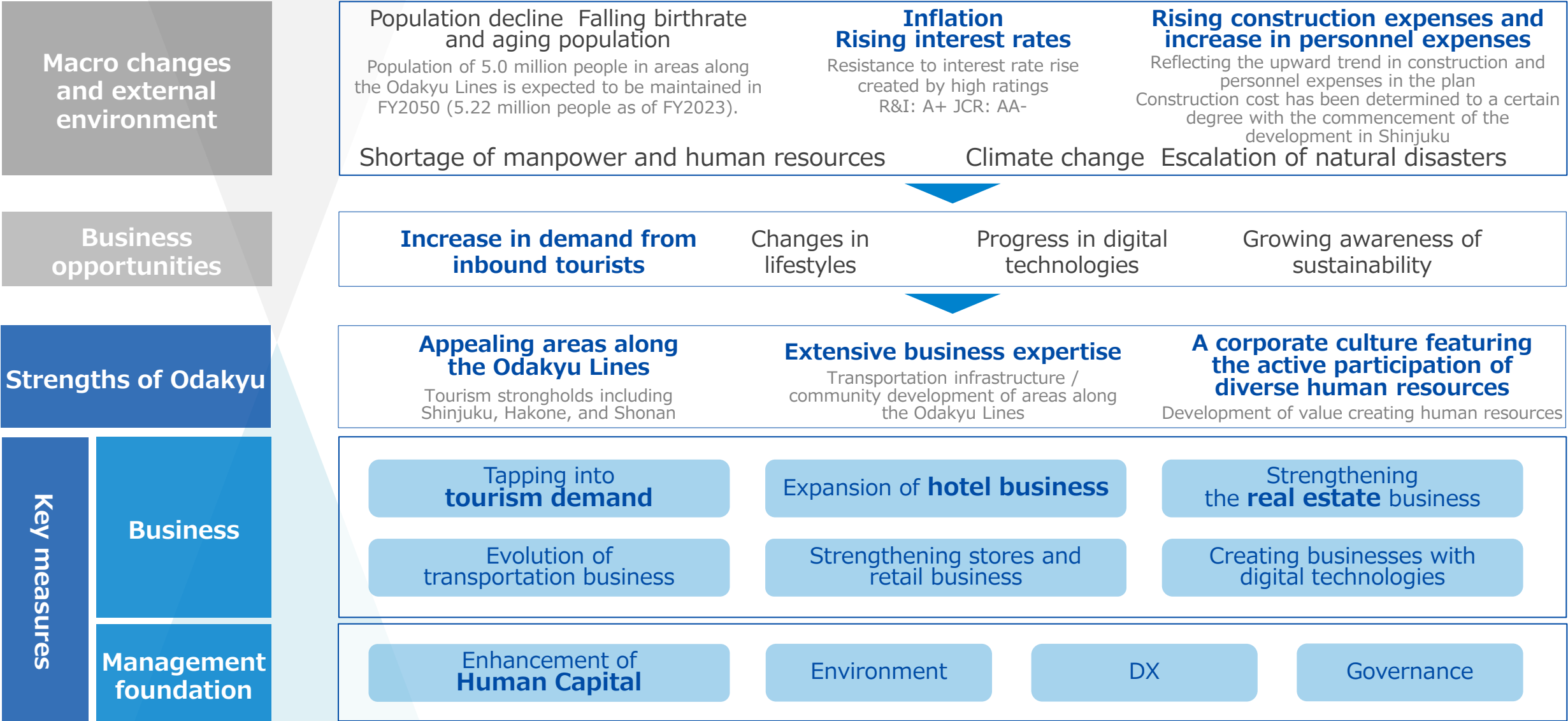


## **II. Key Measures (Strengthening Businesses and Management Foundation)**

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# External Environment and Business Opportunities

- Regarding the expansion of demand from inbound tourists and other events as business opportunities and leveraging our strengths, including appealing areas along the Odakyu Lines and extensive business expertise, based on an understanding of the external environment
- Setting as priority measures tapping into tourism demand, strengthening the real estate business, enhancing human capital, and other initiatives



- Attracting tourists from Japan and overseas to areas along the Odakyu Lines by using as strongholds Shinjuku, which aims to be Japan's No. 1 tourism hub, and Hakone and Shonan as leading centers of tourism in Japan
- Aiming to achieve tourism revenue of ¥120.0 billion and operating income of ¥15.0 billion by FY2030, by increasing revenue at tourism strongholds, travel between tourism strongholds, and the number of tourism strongholds

## Three policies to strengthen the business based on development of Shinjuku into an inbound tourism hub

Shinjuku, Hakone, Shonan

### 1 Increasing revenue at tourism strongholds

Tapping into demand for accommodation, shopping, etc. aggressively to increase sales at Hakone and Shonan in low seasons

Shinjuku ⇄ Hakone and Shonan

### 2 Maximizing the demand for travel between tourism strongholds

Increasing the number of passengers using the Odakyu Lines and average customer spend by increasing the appeal of limited express trains and through coordination of digital initiatives

All areas along the Odakyu Lines

### 3 Increasing tourism strongholds along the Odakyu Lines

Attracting tourists to the Odakyu Lines by developing and increasing new destinations and contents

## Enhancing promotion x Coordinating digital measures

## Development of Shinjuku into an inbound tourism hub (rough idea)



## FY2030 tourism-related numerical targets

\* Included in values for Transportation, Real Estate, and Life Services

**Total investment**  
(FY2025-FY2030)

¥**60.0** billion

**Tourism revenue** \* Including tax-free sales

FY2024 ¥78.9 billion **↑** ¥**120.0** billion

[Inbound tourism only]

FY2024 ¥24.2 billion **↑** ¥**45.0** billion

**Operating income**

FY2024 ¥8.9 billion **↑** ¥**15.0** billion

[Inbound tourism only]

FY2024 ¥3.6 billion **↑** ¥**6.0** billion

- Tapping into brisk demand from inbound tourists with renovation and development of high value-added hotels, and suchlike
- Expanding the scale by investing ¥36.0 billion with a focus on Shinjuku and area around Hakone, aiming for operating income of ¥5.0 billion

Direction of improvement

Shinjuku, Hakone

1 Renovation of existing hotels

Enhancing the value of three hotels by FY2030

Hakone

2 Developing new high value-added hotels

Opening two or three hotels by FY2030

Hakone

3 Operation in trust and M&A

Winning three to four new projects by FY2030 by leveraging the network in the area

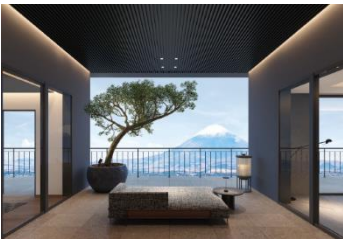
FY2030 numerical targets of the hotel business

Total investment  
(FY2025-FY2030)  
¥36.0 billion

Operating income  
FY2024 ¥2.4 billion\*  
¥5.0 billion

\* Excluding ¥0.5 billion of the UDS Group that was transferred out in the fiscal year

Schedule of major renovations and openings



**edit x seven FUJI GOTEMBA** (Gotemba)  
Starting to operate a new hotel brand in trust at the time of its opening  
(August 2025)



**RETONA HAKONE** (Togendai)  
The former Hakone Lake Hotel will be renovated into a luxury hotel exclusively for guests with their beloved dogs.  
(December 2025)



**Hakone Highland Hotel** (Sengokuhara)  
Renovating it into a spacious hotel with a vast garden and a commanding view  
(FY2027)



**Odakyu Hotel Century Southern Tower** (Shinjuku)  
Enhancing the capacity to cater to demand from inbound tourists through overall renovation of guestrooms  
(FY2028)

- Aiming to achieve operating income of ¥30.0 billion and improve ROA by managing balance sheets appropriately by improving the profitability of existing properties and by adopting diverse investment methods
- Strengthening quick-return investments, aiming for around 40% of operating income, while controlling total assets (Real Estate) with a rough target of 30%

Maximizing profit with diverse investment methods

- Improving ROA by improving the profitability of existing properties and replacing properties
- Revising the portfolio by enhancing investment methods for quick returns (domestic SPC, overseas, asset rotation model, and sale), as well as the traditional development, renovation, and operation of existing properties for long-term holding, aiming to increase profit and improve ROA

1

Investment for long-term holding

Development, renovation and improving profitability of existing properties

2

Investment for quick returns

Core investments and investments in development-type domestic SPC projects

3

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

4

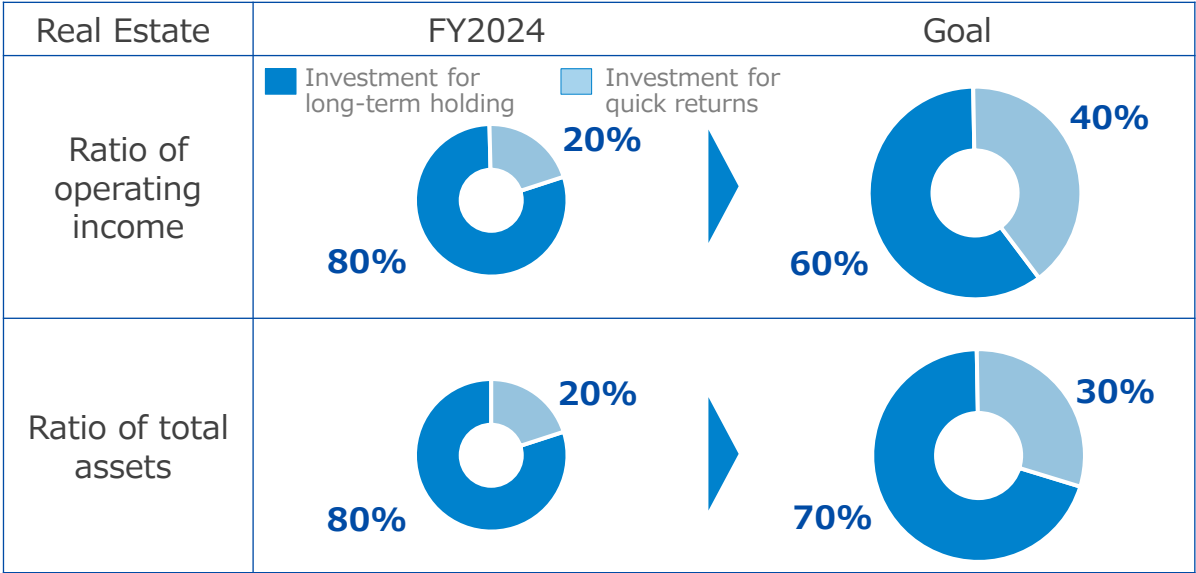
Strengthening asset rotation model by leveraging the track record of value enhancement and development

5

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

Revising the portfolio of investment methods

- At present, long-term holding properties account for 80% of both operating income and total assets.
- Strengthening of quick-return investments with a target of around 40% of operating income will lead to an increase of total assets to around 30%, but the impact will be limited to around +10 percentage points.



FY2030 numerical targets of real estate business

Total investment (FY2025-FY2030)

Investment for long-term holding ¥155.0 billion

Investment for quick returns ¥415.0 billion

Operating income

FY2024 ¥15.8 billion

↑ ¥30.0 billion



- In Shinjuku, the Company will enhance the area's value with the project directly above the station (commercial facilities, offices, etc.), which will be the symbol, to maximize revenue, including revenue at surrounding facilities.
- In areas along the Odakyu Lines, the Company will drive development plans, including redevelopment plans, by leveraging cooperation with local governments and its development expertise.

### Maximizing revenue in the Shinjuku area

#### Maximizing revenue from the Shinjuku West Gate Development Project

- ✓ Making specific development plans for enhancing the area's value
  - Commercial functions that provide new experience
  - Latest, high-grade office functions
  - Function of business creation initiated by customers
- ✓ Introducing functions for making Shinjuku an inbound tourism hub
- ✓ Opening the facilities ahead of redevelopment projects in the surrounding area

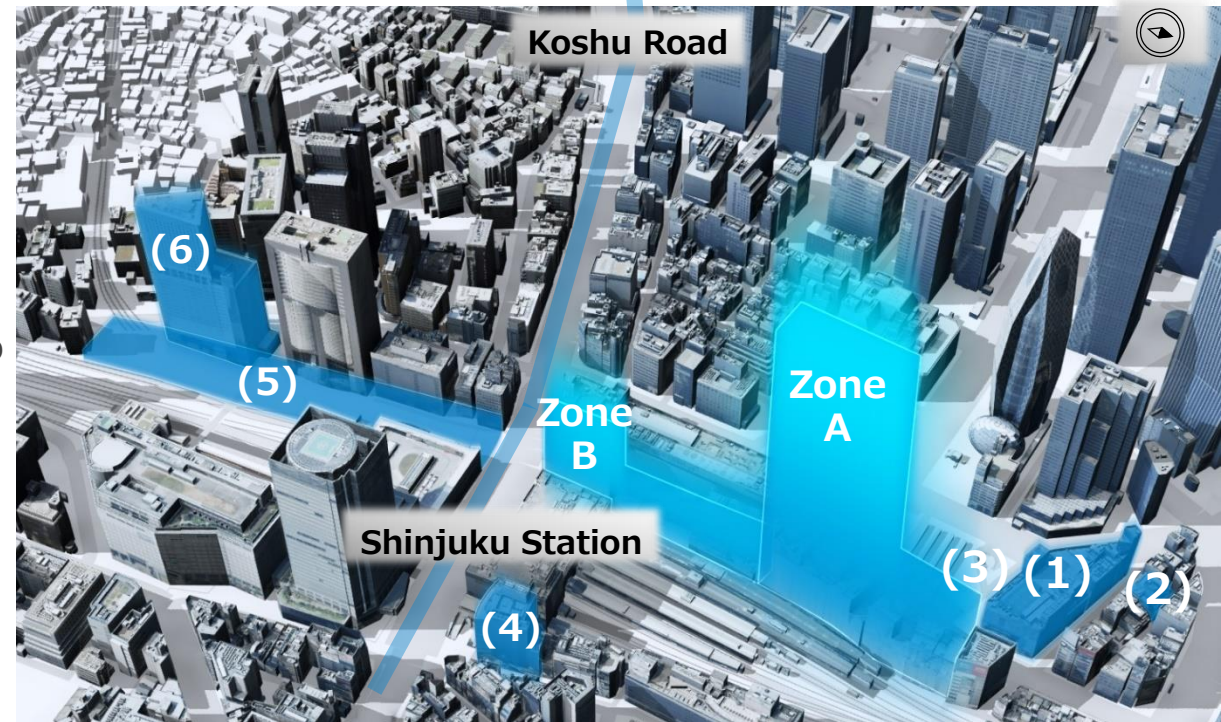
\*Progress of construction (as of March 2025)

New construction started in March 2024, with completion scheduled in FY2029

Construction in progress as planned

#### Maximizing the value of surrounding existing facilities

- ✓ Renovating Hotel Century Southern Tower



### Real estate development in areas along the Odakyu Lines

- Advancing plans to develop luxury condominiums in areas along the Odakyu Lines in Tokyo
- Developing commercial facilities and other development plans in the Ebina area
- Considering future redevelopment schemes for Shin-Yurigaoka and Machida areas, etc.

#### Shinjuku West Gate Development Project

The Company's total investment  
(including investments made in preceding fiscal years)  
Approx. ¥130 billion



Zone A

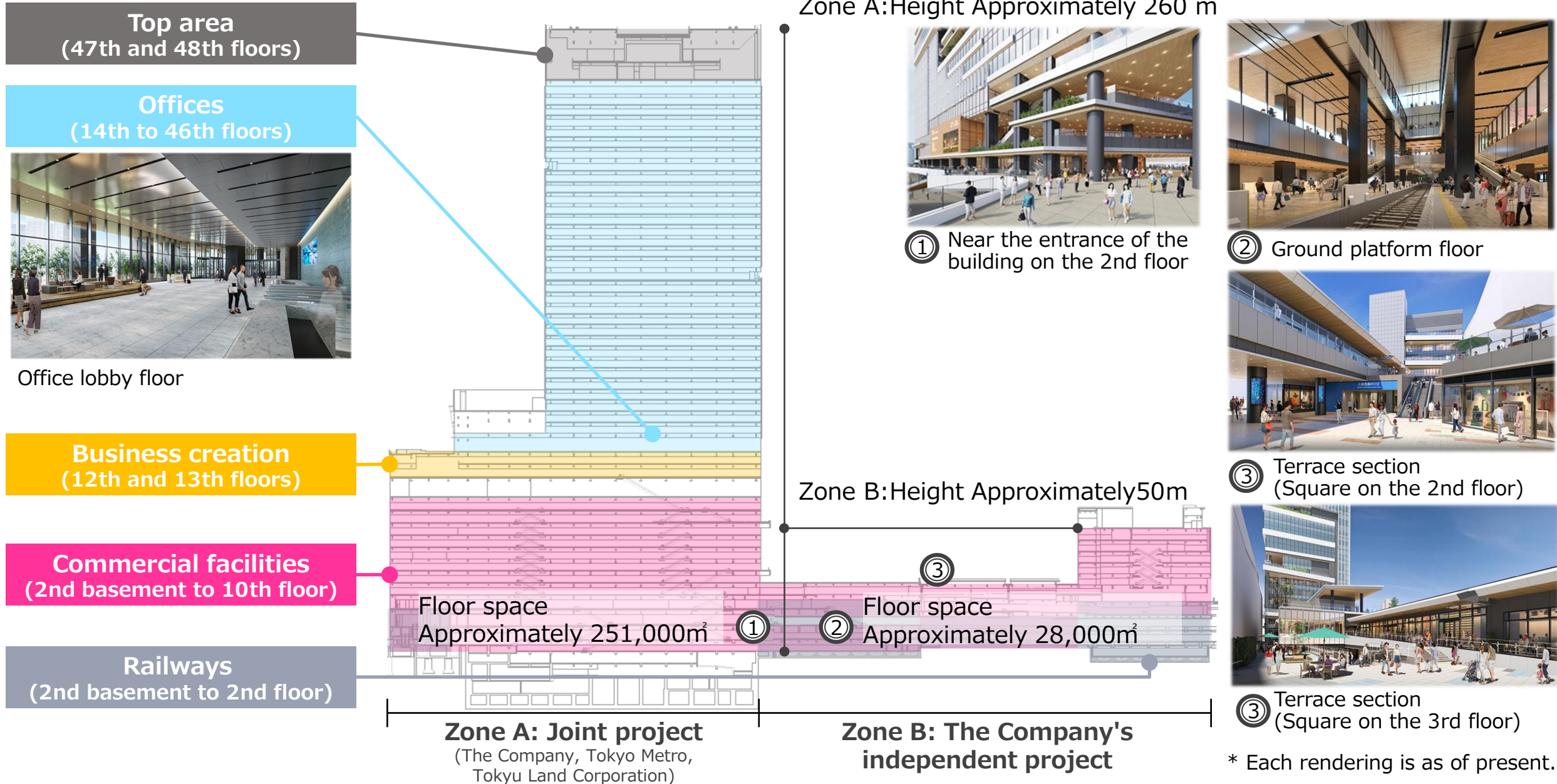


Zone B

#### [Other business bases in the Shinjuku area]

- (1) Shinjuku West Gate Halc (commercial facility)
- (2) Shinjuku West 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.)

# [Reference] Main Uses and Rendering of the Shinjuku West Gate Development Project





- ## Domestic SPC

## Overseas real estate

## Asset rotation model

## Residential sales

LEAFIA Tower Ebina Chronos Court

[Reference]  
Major Development Pipelines in Areas along the Odakyu Lines

Strengthening businesses

Leasing	Area	Asset type	2025	2026	2030
	Shinjuku West Gate Development	Office/Commercial			
	Minami-Shinjuku	Residence			
	Development of Ebina station area	Commercial facility			
	Mukogaoka-yuen	Residence			
	Redevelopment of Noborito Station area	Commercial facility			
	Community development of Shin-Yurigaoka				
	Community development of Machida				

Sale (condominiums)	Area	Assumed number of units	2025	2026	2030
	Mukogaoka-yuen	80			
	Kurihira	130			
	Sagami-Ono	140			
	Hon-Atsugi	30			
	Yoyogi-Uehara	10			
	Komae	290			
	Ebina	530			
	Noborito	70			
	Isehara	80			

Source: A webpage of the Geographical Information Authority of Japan where maps and aerial photos are available for viewing (Photo taken by Geographical Information Authority of Japan in 2019)



Properties in the Ebina area being developed/owned ( The Company's facilities)



LEAFIA Residence Kurihira Terrace



Komae Condominium



- Aiming to revise fares at the appropriate time while enhancing safety and disaster control measures, improving services, and building a sustainable operation system
- Increasing added value with a new model of Limited Express Romancecar and measures taken in Hakone and Shonan, aiming to increase revenue by increasing passengers and unit prices

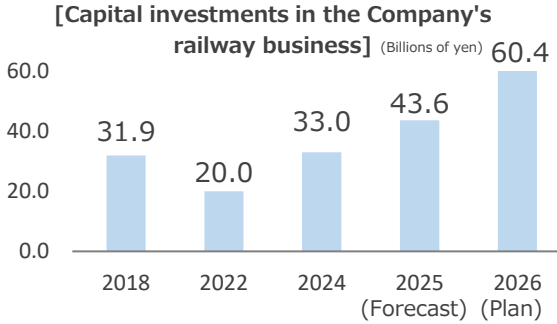
Sustainable revolution of the Company's railway business

Enhancing safety and disaster control measures and improving services

- Installing platform doors (use of a system developed by the government to increase fares for making railway stations barrier-free)
- Countermeasures against natural disasters, which are growing more serious (including seismic strengthening work)
- Large-scale facility replacement (including development of a new model of train and relocation of a general train depot)



Installing platform doors at all the stations between Shinjuku and Hon-Atsugi, Chuo-Rinkan Station, Yamato Station, and Fujisawa Station by FY2032



Building a sustainable operation system

(Reducing workforce by 30% by FY2035 \* Compared to the FY2020 level)

- Introduction of driver-only operation (Starting the operation between Odawara and Hakone-Yumoto Stations in FY2025 and a trial operation between Shinjuku and Mukohaoka-yuen Stations around 2030)
- Achieving labor savings in station work by consolidating, centralizing, and automating passenger services
- Use of image analysis and behavior recognition AI (safety confirmation in station)

The Company's railway business

Aim to **revise fares** at the right time

Tapping into tourism demand

Increasing the added value of tourism experience

Limited express	<ul style="list-style-type: none"><li>• FY2028: A new model of Limited Express Romancecar to go into service</li></ul>
Hakone	<ul style="list-style-type: none"><li>• FY2025: Chikyu-no Tani (Earth Valley, Owakudani), a new observation deck area, to be opened at Owakudani Station</li><li>• FY2025: Renovation of Motohakone Port and Victory, the pirate ship</li><li>• Launch of special operation of ROPESTER, Japan's first open-air gondola</li></ul>
Shonan	<ul style="list-style-type: none"><li>• FY2026: New 700 series trains of Enoshima Electric Railway to go into service</li><li>• Further enhancing offerings featuring evening and night views, which are effective for attracting visitors to dispersed destinations at different times and having them tour around the area for many hours</li></ul>



Chikyu-no Tani (Earth Valley, Owakudani), a new observation deck area at Owakudani Station



New 700 series trains of Enoshima Electric Railway to be introduced in FY2026

Increasing revenue by increasing passengers and unit prices

- Selling EMot digital tickets for inbound tourists through linkage with Klook, an overseas reservation website
- Strengthening promotions to encourage those who purchase the Digital Hakone Freepass from EMot to purchase limited express tickets concurrently (Reference) Change in the percentage of those who purchased tickets from EMot and limited express tickets concurrently, which resulted from measures for inbound tourists taken at the end of August 2024: 20% in the 1st half of FY2024 --> 50% in the 2nd half
- Revising fares of Hakone transportation network, Hakone Freepass, etc.

Number of Hakone Freepass tickets sold  
FY2024: 870,000 --> FY2030 target: **1,000,000**

- In stores and retail business, the Company will open new stores aggressively through a linkage with real estate development and take DX measures, aiming to improve productivity and expand the business scale.
- In the digital domain, the Company will create new businesses by leveraging provision of solutions as its strength.

Strengthening stores and retail business

New store openings and store renovation

- Driving new store openings aggressively in both stores and the Seven-Eleven businesses
- Renovating existing stores to build a structure for operation by a reduced number of staff members and to maximize the sales floor area

Improving store operating capability

- Aiming to achieve an operating income ratio exceeding 3% by FY2030 through a merchandising strategy, operational reform, and human resource development

Utilization of DX

- Streamlining operations with self checkout and a proposal-based order placement system using AI
- Strengthening digital marketing based on customer analysis through cooperation within the Group and data of Odakyu Point (OP) Card members, etc.

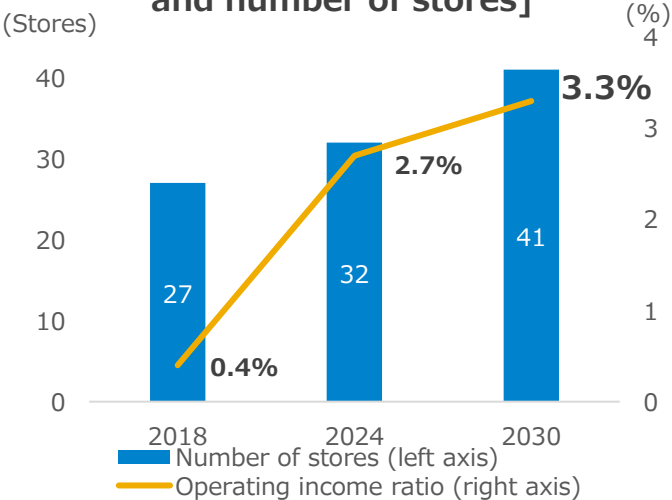
Number of OP Card members

Approx. **1,550,000** people  
(As of March 2025)



Odakyu OX Shin-Yurigaoka Store

[Stores: Operating income ratio and number of stores]



Number of stores

FY2030: Up **30%**

(compared to the FY2024 level)

Stores' operating income ratio

FY2030: **3.3%**

Creating businesses with digital technologies

- Creating businesses with a focus on areas along the Odakyu Lines, leveraging development and the provision of solutions for customers as a strength, from an onsite perspective
- Considering a new business following WOOMS


Number of projects commercialized **7**

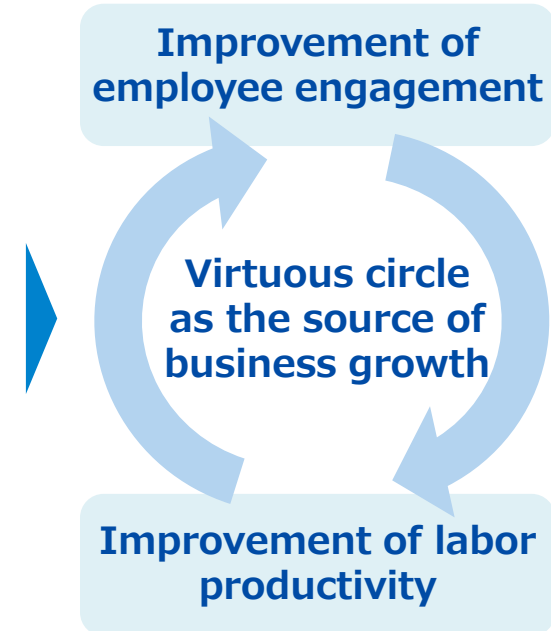
Number of projects in progress **4**



Provision of a system that streamlines waste collection  
Winner of 2024 Good Design Gold Award

- Investing human capital strategically to reflect priority tasks, aiming to achieve business growth through improved employee engagement and labor productivity
- Visualizing and improving measures to enhance employee engagement and labor productivity through regular monitoring

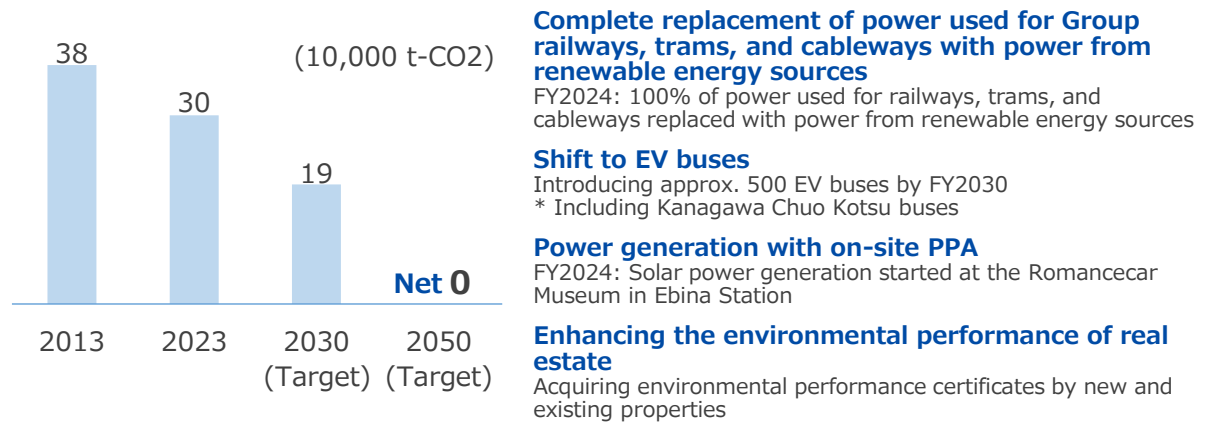
Priority tasks		Direction of actions		
1	Driving structural reform and securing human resources in anticipation of decline in working population	<ul style="list-style-type: none"><li>• <b>Labor productivity and human resource investment, in which the Company aims to be No. 1 in the private railway industry</b> (the Company's actual performance)<ul style="list-style-type: none"><li>✓ Building a sustainable management system in the railway business</li><li>✓ <b>Increasing annual income by approx. 18% in total for the three years</b> from FY2023</li></ul></li></ul> <p>Examples: In the spring labor offensive of 2025, the Company fully accepted the union's request for the first time ever. This resulted in an increase in annual income that in some cases exceeded ¥1.5 million (compared to the FY2022 level/ model annual income). For managers, annual income of ¥10 million was made available for those aged 31 years at the youngest.</p>		
	2	Improving comfort of work and job satisfaction	<ul style="list-style-type: none"><li>• <b>Taking measures by using the engagement survey</b><ul style="list-style-type: none"><li>✓ Enhancing employee benefits and welfare measures, including the establishment of a new bachelors' dormitory for Group employees</li><li>✓ Improving the workplace environment, such as enhancing support for meals and the renovation of workplace facilities for those engaged in frontline operations</li></ul></li><li>• <b>Driving utilization of diverse human resources and respecting human rights</b><ul style="list-style-type: none"><li>✓ Encouraging male employees to take paternity leave and promoting the active participation of women on an ongoing basis</li><li>✓ Driving health and productivity management and enhancing training opportunities</li></ul></li></ul> <div><p>Rendering of the bachelors' dormitory</p></div>	
		3	Intensive human investment in growth areas	<ul style="list-style-type: none"><li>• <b>Developing qualified personnel</b> at each one of the real estate, hotel, stores, tourism, and digital domains and <b>advancing measures including exchange of human resources with specialized companies by setting KPIs</b></li><li>• <b>Recruiting specialized and industry-ready human resources from outside the Company</b></li></ul> <p>Examples: Multiple cases in which an officer-level employee, entrepreneur, or similar person was recruited from a financial institution or a real estate company</p>
	4	The well-planned development of next-generation management personnel	<ul style="list-style-type: none"><li>• <b>Developing a career path model</b> that facilitates the acquisition of business administration capability or specialized business skills</li><li>• <b>Assigning and training employees, such as promoting young employees proactively based on the model</b></li></ul>	



Environment

Powerfully advancing decarbonization through initiatives including the use of renewable energy and the shift to EV buses, and further, implementing TNFD disclosures and setting nature-related targets for nature-positive operations

Realization of a decarbonized society



Information disclosures based on the TNFD recommendations

March 2025: Information disclosed in accordance with the TNFD recommendations

Setting nature-related targets

**Waste and water intake**  
Year-on-year reduction  
(intensity per unit revenue)

Further improvement in CDP evaluation

Climate change **B**  
Water security **B-**  
Forest **C**

\* As of FY2024

DX

Optimizing the information system environment

- Enhancing the ability to use the latest technologies by driving the proactive use of the cloud-computing environment
- Integrating data platforms to build a framework for proactive use of data across the entire Group

Ensuring information security

- Building a strong environment for the safe use of data in a Group-wide manner

Human resource development

- Developing human resources with advanced skills, who are capable of planning and implementing DX measures  
(Developing approx. 520 such human resources by the end of FY2026)

Governance

Initiatives to ensure respect for human rights

- Enhancing cooperation with business partners through sustainability questionnaires
- Formulating and operating a risk management plan covering human rights risks
- Taking actions by participating in international initiatives (such as the United Nations)
- Enhancing operations based on the customer harassment response policy

Developing compliance awareness based on risk management policy

Enhancing the supervisory function

- Evaluation of the Board of Directors by an external organization and improvement of effectiveness by appropriately reflecting the results

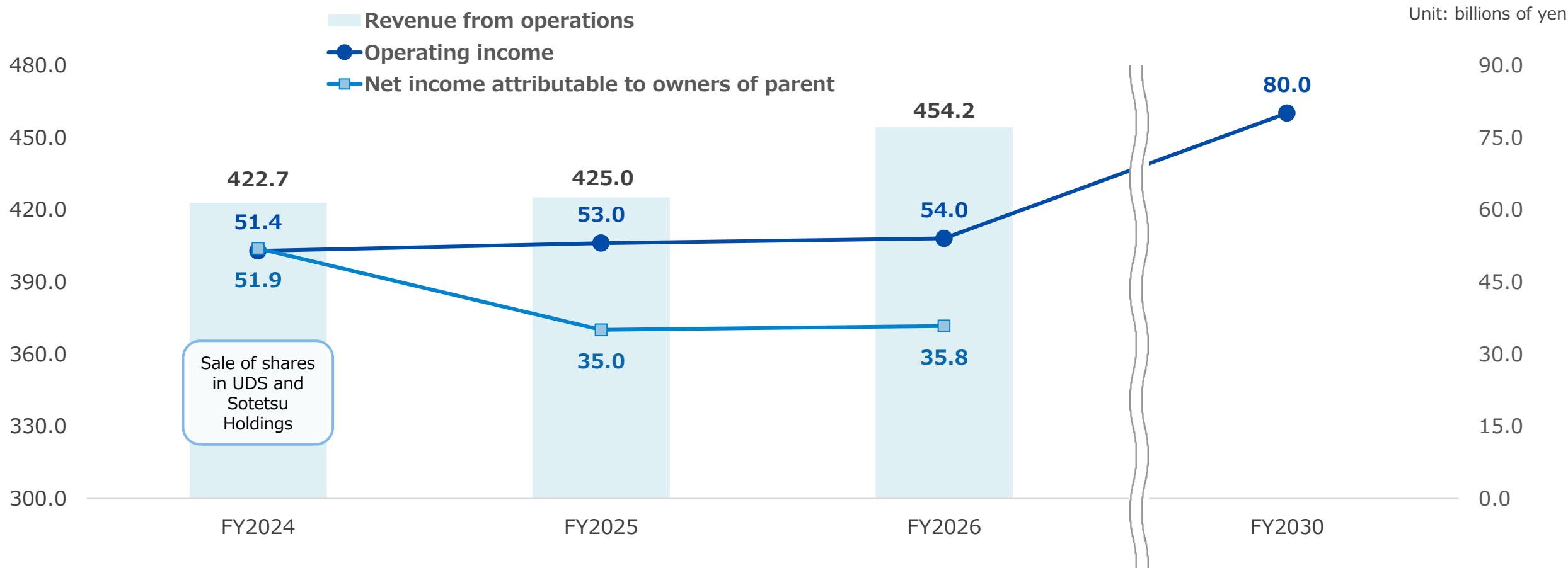
### **III. Numerical Plans (FY2025 to FY2026)**

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# Changes in Consolidated Financial Results

## (Revenue from Operations, Operating Income, and Net Income)

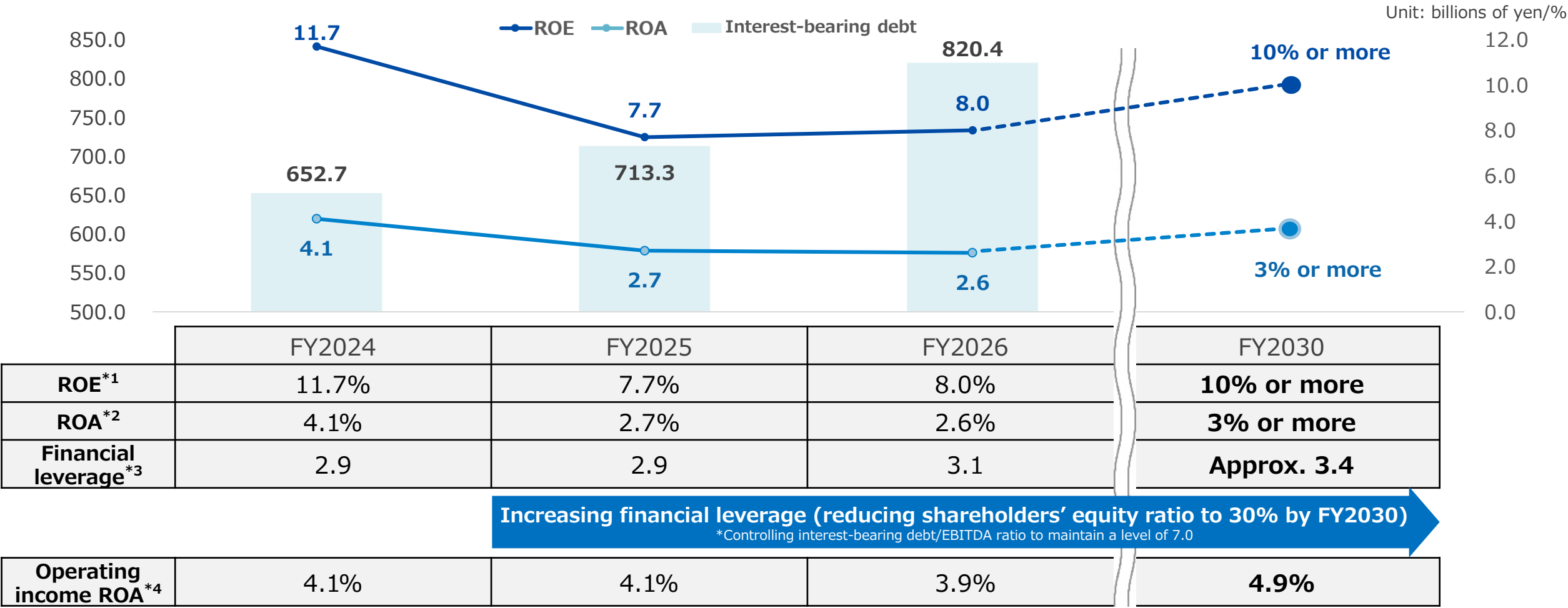
- In FY2024, operating income was ¥51.4 billion, partly reflecting a recovery in the number of passengers, and net income was ¥51.9 billion due to the posting of a gain on the sale of shares.
- From FY2025 onward, operating income is expected to increase moderately, remaining at the ¥50.0 billion level, to reach ¥54.0 billion in FY2026.
- In FY2030, operating income is expected to grow to ¥80.0 billion, reflecting fare revisions in the Company's railway business, growth of the real estate business, and contribution of income gained by tapping into tourism demand.





# Changes in Consolidated Financial Results (ROE, ROA, and Financial Leverage)

- Due to growth in operating income and aggressive investments, operating income ROA is expected to remain flat from FY2024 to FY2026 while ROA will decline temporarily due in part to the absence of extraordinary income.
- Increasing financial leverage through aggressive investments and enhancement of shareholder returns, resulting in ROE of 8.0% in FY2026
- Both ROA and financial leverage are expected to increase in the period up to FY2030, resulting in growth of ROE to 10% or more.



\*1 Net income attributable to owners of parent/shareholders' equity (excluding unrealized gains on securities)  
\*2 Net income attributable to owners of parent/total assets (excluding unrealized gains on securities)  
\*3 Total assets (excluding unrealized gains on securities)/shareholders' equity (excluding unrealized gains on securities) \*4 Operating income/total assets (excluding unrealized gains on securities)

(Reference) Consolidated Numerical Plan

Millions of yen	FY2024 (Results)	FY2025 (Forecast)	FY2026 (Plan)
Revenue from operations	422,700	425,000	454,200
Operating income	51,431	53,000	54,000
Ordinary income	50,474	51,000	48,200
Net income attributable to owners of parent	51,958	35,000	35,800
Capital investments	65,388	96,800	136,100
Depreciation	43,954	45,100	49,200
EBITDA	95,386	98,100	103,200
Interest-bearing debt	652,789	713,300	820,400
Interest-bearing debt/EBITDA ratio (times)	6.8	7.3	7.9
ROE*	11.7%	7.7%	8.0%

\* Net income attributable to owners of parent / Shareholders' equity (excluding unrealized gains on securities)

(Reference) Consolidated Numerical Plan (By Segment)

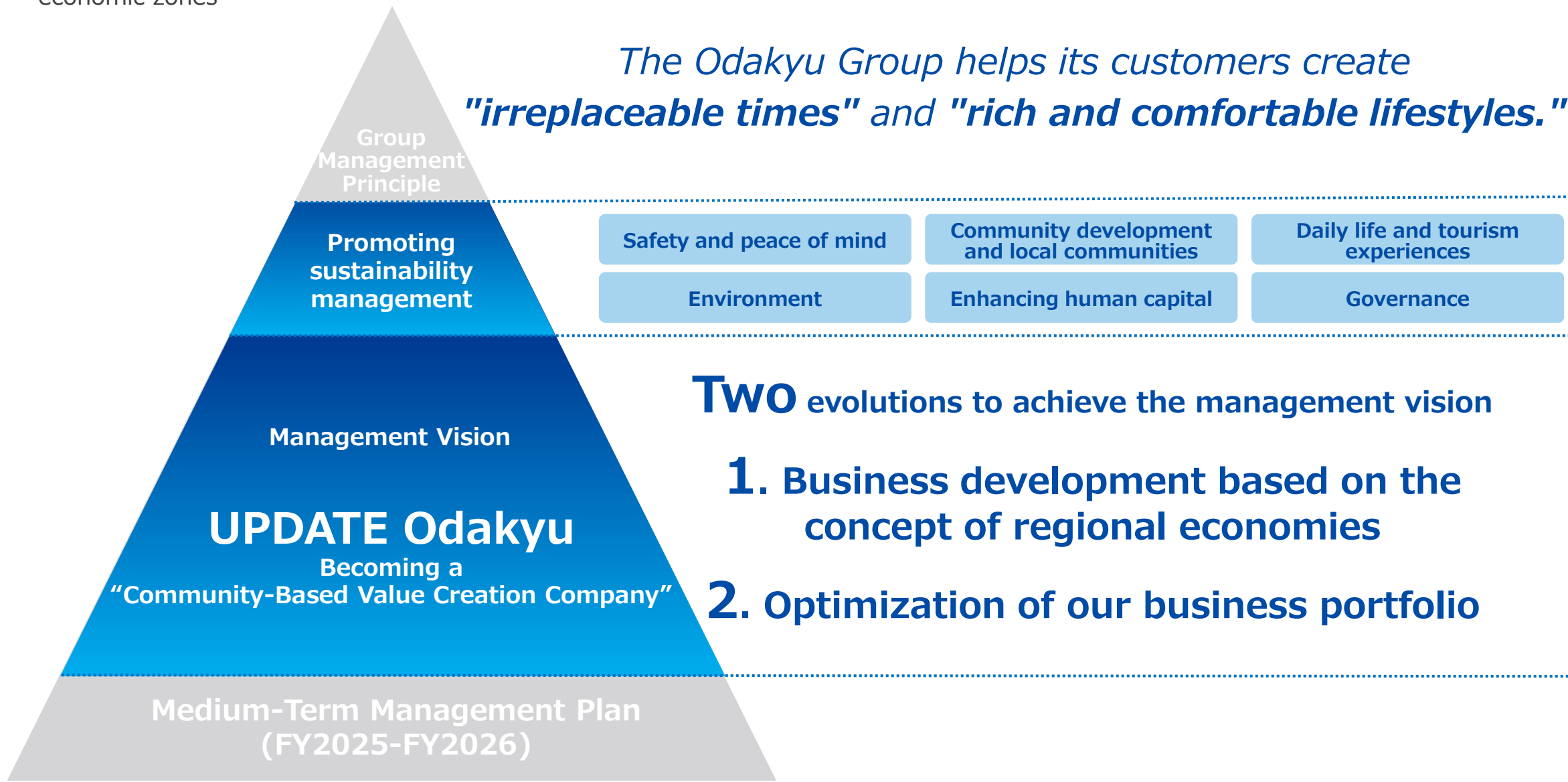
Millions of yen		FY2024 (Results)	FY2025 (Forecast)	FY2026 (Plan)
Revenue from operations	Transportation	174,927	178,900	181,200
	Real Estate	95,897	98,400	122,000
	Life Services	168,695	162,900	168,200
	Adjustments	-16,821	-15,200	-17,200
Total		422,700	425,000	454,200
Operating income	Transportation	26,495	28,700	25,600
	Real Estate	15,852	15,200	19,700
	Life Services	9,062	9,100	8,700
	Adjustments	20	0	0
Total		51,431	53,000	54,000

## **[Reference] Specific Policies for Achieving the Management Vision**

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# Our Business Planning Structure

- Powerfully driving businesses on the basis of sustainability management for balancing social value and corporate value
- Achieving the management vision by optimizing the business portfolio while also expanding businesses based on the concept of regional economic zones



# Materiality in Sustainability Management

• The Company adds and updates targets and monitoring indicators with awareness of links between management issues faced by the Odakyu Group and its business performance, as well as its unique perspective, among others.

◆ : Targets    □ : Monitoring indicators    Underlined: Additions and changes

## Materiality

### 1. Safety and peace of mind

- Provision of public transportation services that prioritize safety and peace of mind
- Pursuit of society where anyone can live with peace of mind

### 2. Community development and local communities

- Community development combining work, residence, business, education, recreation, and wellness
- Development of communities achieved by using local resources

### 3. Daily life and tourism experiences

- Promotion of rich lifestyles that utilize technologies
- Provision of tourism experiences unique to each region

### 4. Environment (carbon neutrality)

- Realization of a decarbonized society through energy conservation, renewable energy, electrification, and collaboration with local communities
- Realization of a resource recycling society aimed at Beyond Waste

### 5. Enhancing human capital

- Cultivation of a corporate culture that enables all employees to work in their own unique way
- Development and allocation of value-creating human resources for achieving sustainable growth

### 6. Governance

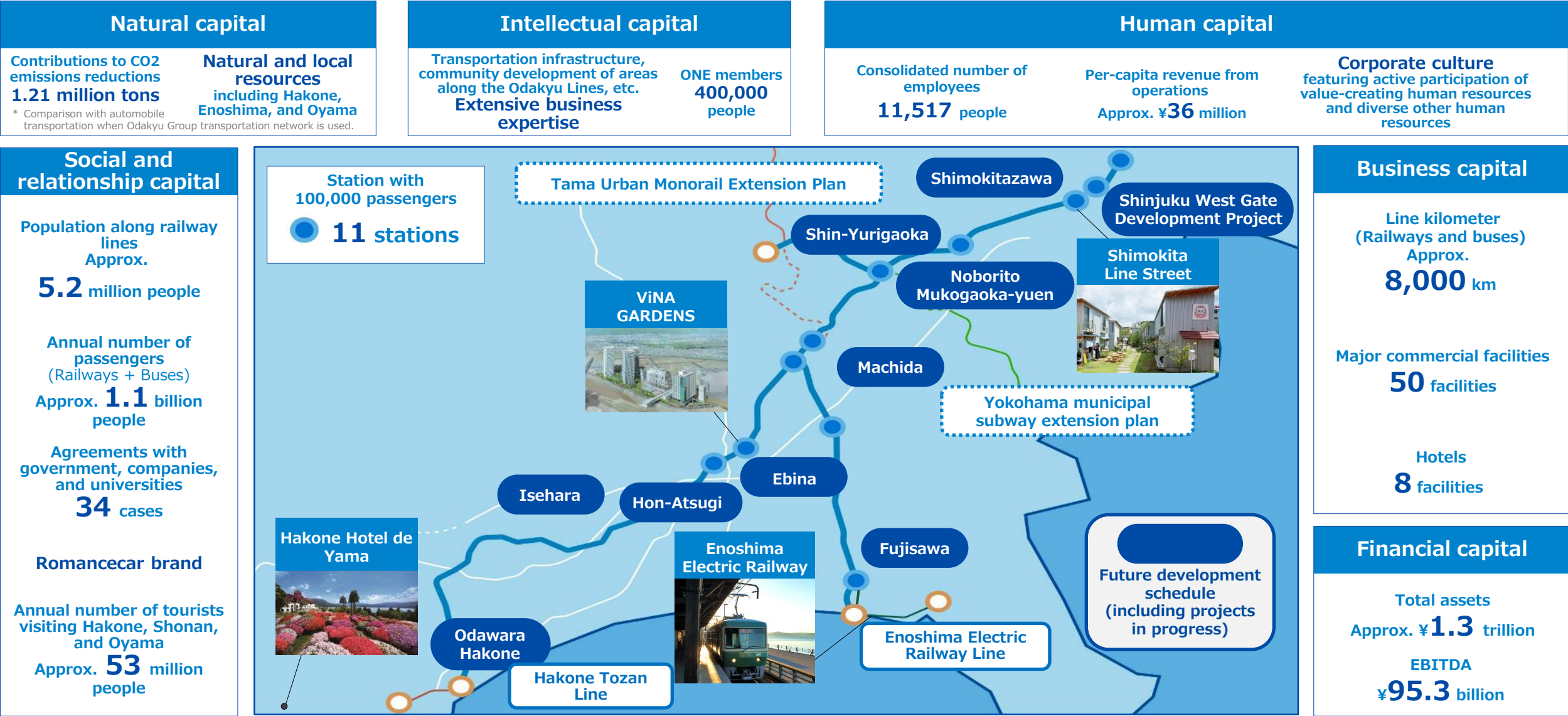
- Realization of an optimal governance structure that fulfills the expectations of all stakeholders

## Targets and Monitoring Indicators

- ◆ **Number of operating accidents/incidents caused by the Company in the railway business: Zero** (each fiscal year)
- ◆ **Number of fatalities or serious injuries in the bus and taxi businesses: Zero** (each fiscal year)
- Total level of satisfaction with railway services
- ◆ **Number of users at key stations in areas being strengthened (per day)** (FY2030/FY2040)  
**Shinjuku: 470,000 people/530,000 people**  
**Shin-Yurigaoka: 120,000 people/140,000 people**  
**Machida: 270,000 people/300,000 people** **Ebina: 150,000 people/160,000 people**
- Population of communities along the Odakyu Line
- Total level of satisfaction of local residents
- Total level of satisfaction with how to live (well-being)
- ◆ **Odakyu Group's tourism revenue: ¥120.0 billion** (FY2030)
- ◆ **Inbound tourism revenue: ¥45.0 billion** (FY2030)
- Number of users of children's IC cards other than commuter passes
- Number of users of Limited Express Romancecar services
- Number of Odakyu ONE ID users      □ Number of Freepasses sold (Hakone)
- Number of visitors to tourist areas along the Odakyu Lines (Hakone and Fujisawa)
- ◆ **Odakyu Group CO2 emissions:**
- ◆ **50% reduction compared with 2013** (FY2030)/**Net zero** (FY2050)
- ◆ **Odakyu Group's waste emissions (intensity per unit revenue): Year-on-year reduction** (each fiscal year)
- ◆ **Odakyu Group's water intake (intensity per unit revenue): Year-on-year reduction** (each fiscal year)
- ◆ **Ratio of female employees (full-time): 20%** (FY2030)/**35%** (FY2050)
- ◆ **Ratio of women in management roles: 15%** (FY2030)/**30%** (FY2050)
- ◆ **Ratio of male employees taking paternity leave: 100%** (FY2030)/**100%** (FY2050)
- Employee engagement survey score (non-consolidated)
- Revenue from operations per employee
- Staff sufficiency rate (Railway and buses)
- Number of specialized human resources (real estate growth area)
- ◆ **Number of major legal violations: Zero** (each fiscal year)
- ◆ **Ratio of female officers: 30%** (FY2030)
- ◆ **Number of serious information security incidents: Zero** (each fiscal year)
- ◆ **Implementation rate of sustainability survey for business partners: 100%** (FY2030)
- Ratio of Independent Outside Directors

# Odakyu's Potentials and Strength as Sources of Its Competitiveness

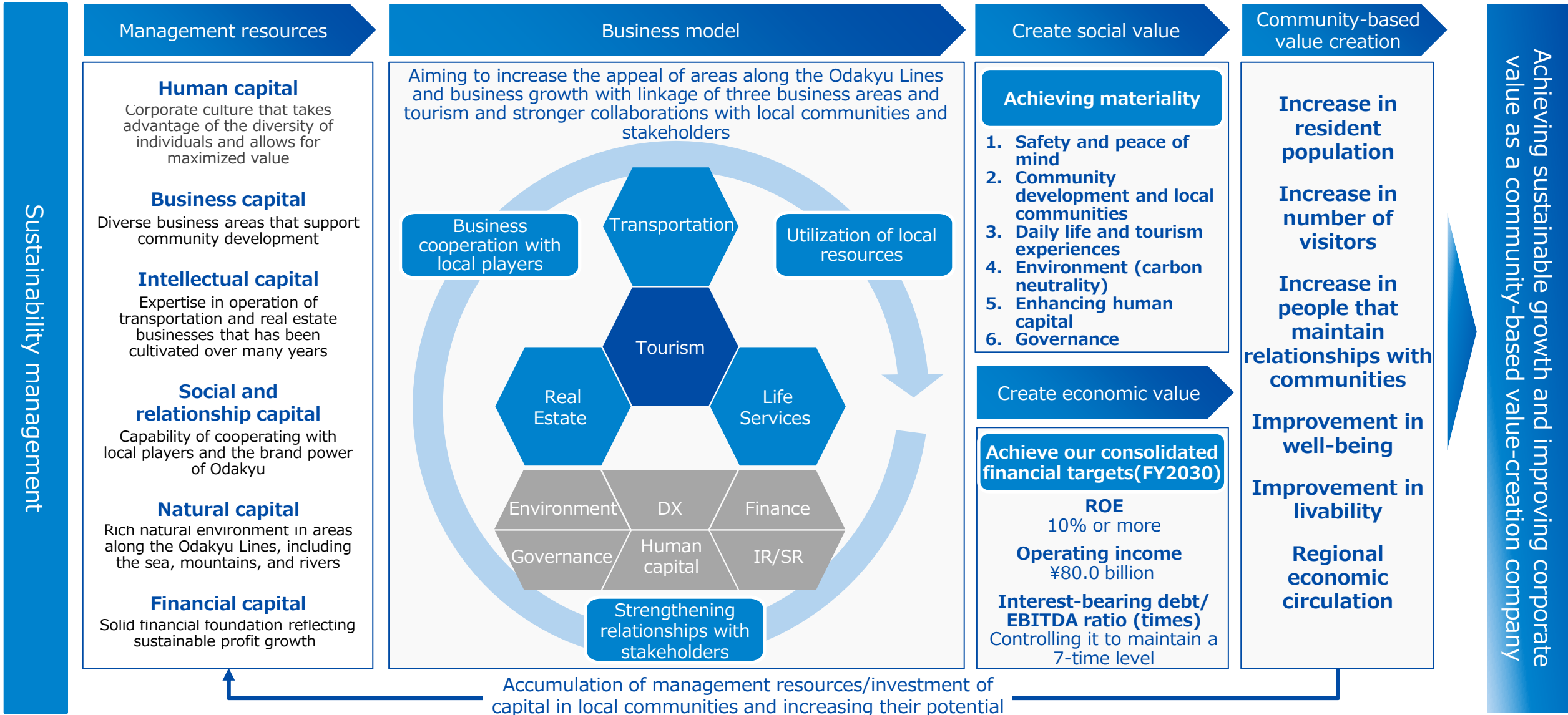
- The Odakyu Group benefits from a large number of human resources supporting its businesses as well as the foundation and expertise for achieving sustainable growth.
- The areas where Odakyu operates feature many major urban areas and Japan's leading tourist attractions. They benefit from powerful local players and a wealth of local resources.





# Growth Model of Odakyu as a Community-Based Value Creation Company (Value Creation Process)

- Achieving sustainable growth and improvement in corporate value as a community-based value-creation company through a value creation process based on sustainability management
- Expanding businesses by using management resources, and contributing to the development of local communities by creating social and economic value





# 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.