



May 13, 2026

Company name: Odakyu Electric Railway Co., Ltd.
Name of representative: Shigeru Suzuki, President & CEO
(Stock code: 9007; Prime Market of
the Tokyo Stock Exchange)
Inquiries: Takeshi Yamamoto, Executive Officer,
Manager of Investor Relations Office
(Telephone: +81-3-3349-2526)

Notice Concerning the Update of Medium-Term Management Plan (FY3/2025–FY3/2027)

The Odakyu Group has formulated its Management Vision for the period up to FY3/2031, “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 its customers create “irreplaceable times” and “rich and comfortable lifestyles.”

Odakyu Electric Railway Co., Ltd. (the “Company”) hereby announces that the Board of Directors resolved, at a meeting held on May 13, 2026, to update its Medium-Term Management Plan (FY3/2025–FY3/2027), as described below.

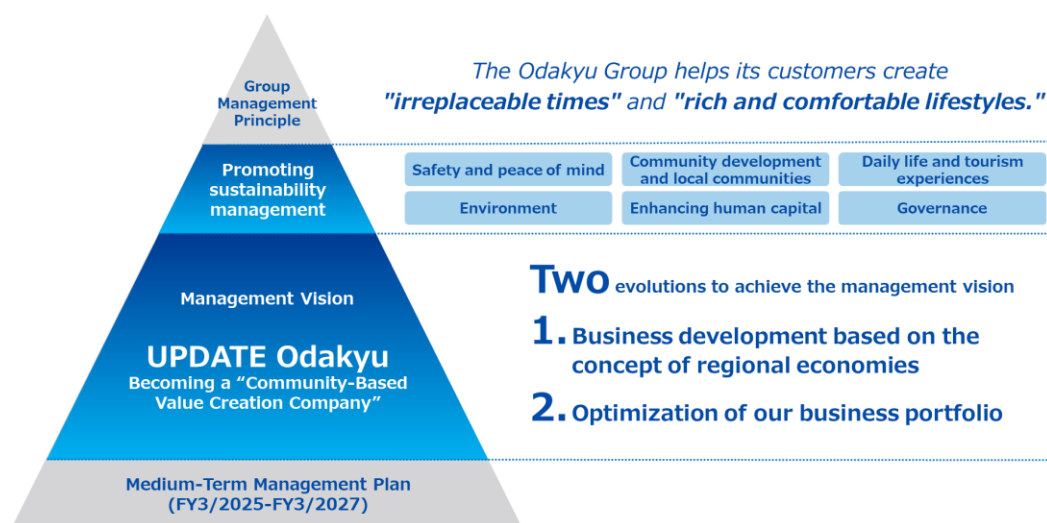
1. Overall policy of the Management Vision: UPDATE Odakyu — Becoming a Community-Based Value Creation Company

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 (FY3/2025– FY3/2027)

(1) Growth Story for FY3/2031

To achieve 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.

Consolidated financial targets (FY3/2031)

ROE 10% or more Operating profit ¥80.0 billion or more

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, FY3/2027-FY3/2031)	Strengthening shareholder returns (FY3/2027–FY3/2031)	Enhancement of human capital
<p>Growth investments ¥400.0 billion</p> <ul style="list-style-type: none"> • Real Estate ¥235.0 billion Shinjuku West Gate Development Project, etc. • Transportation ¥105.0 billion Investment in the development of a new model of Limited Express Romancecar and labor-saving measures, etc. • Life Services ¥60.0 billion Opening new hotels and renovating existing ones, etc. * Tourism ¥80.0 billion (Included in values for Real Estate, Transportation and Life Services) 	<p>Shareholder Returns ¥180.0 billion (Cumulative total for FY3/2026-3/2031: ¥200.0 billion)</p> <ul style="list-style-type: none"> • Reducing net assets to a shareholders' equity ratio of 30% • FY3/2026 ¥55 FY3/2027 ¥60 (Revised upward from the initial forecast of ¥50 for FY3/2026) • Aiming for progressive dividends (through to FY3/2031) • Implemented share buybacks of ¥20.0 billion in FY3/2027 	<ul style="list-style-type: none"> • Driving structural reforms and securing human resources Building a sustainable management system in the Company's railway business *Reduce personnel by 30% by FY3/2036 (compared to the FY3/2021 level) • Improving ease of work and job satisfaction Received Silver in 2025 Human Capital Management Quality Awards • Intensive human investment in growth areas • Well-planned development of next-generation management personnel

(2) Financial Policy for Improving Corporate Value

The Company recognizes that it needs to increase the probability of extension in the equity spread and will seek a more specific plan for improving ROE and controlling the cost of shareholders' equity alongside value enhancement. To improve ROE in particular, the Company will focus on target management based on operating profit ROA by segment, ongoing asset replacement, securing financial soundness and responding to rising interest rates, and strengthening of shareholder returns.

(i) Consolidated Financial Targets

Key indicators		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	¥80.0 billion or more (Last year's announcement: ¥80.0 billion)
Securing of financial soundness	Interest-bearing debt/ EBITDA ratio (times)	Controlling it to maintain a 7-time level	

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

(ii) Shareholder Returns

Long-term target (-FY3/2031)	<ul style="list-style-type: none">Reduction of shareholders' equity ratio to 30% by FY3/2031 (36.4% at the end of FY3/2026)Shareholder returns worth 180.0 billion yen in cumulative total during FY3/2027 to FY3/2031 (200.0 billion yen 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 * Total amount of shareholder returns for the four years / total amount of net income attributable to owners of parent for the four years \geq 40% ⇒ Average for FY3/2024 through FY3/2027: 56%; expecting to far exceed target
Dividend	FY3/2026: Planning to pay an annual dividend of ¥55 per share (The forecast amount of annual dividend was revised upward from ¥50.) FY3/2027: Planning to pay annual dividend of ¥60 per share
Share buybacks	<ul style="list-style-type: none">Aiming to implement share buybacks of ¥20.0 billion by the end of December 2026 (Balance sheet control based on an awareness of the shareholders' equity ratio)Considering the timing of implementation, comprehensively taking into consideration changes in the business environment, business performance, balance between share supply and demand, and other factors (Acquisitions that were made) Total for FY3/2024 and FY3/2025: ¥32.7 billion

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

Taking into consideration the external environment, including growth of inbound demand and population decline, and the Company's strengths such as the appealing areas along the Odakyu Lines, the Company will implement the key measure of strengthening businesses and management foundations, aiming for business growth driven by "community development of areas along the Odakyu Lines" and "tourism." 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 of ¥120.0 billion and operating profit of ¥15.0 billion as FY3/2031 targets.

Specifically, the Company will use the Shinjuku West Gate Development Project as an opportunity to strengthen Shinjuku's customer attraction and transfer functions by increasing the appeal of areas along the Odakyu Lines through initiatives such as the expansion of facilities that attract visitors and improvements to railway facilities. The Company will also work to expand capacity to absorb tourism demand by, for example, increasing the periods and times when visitors are attracted to places like Shonan through measures to increase the appeal of sunset and night views and other initiatives. Additionally, the Company will seek to increase passengers by improving the appeal and convenience of services through initiatives such as the introduction of the new limited express Romancecar model. At the same time, the Company will aim to increase average customer spend, including revising limited express service charges and promoting the use of the Hakone Freepass and limited express tickets as a set. Furthermore, by offering a lineup of digital ticket products, the Company will strive to attract tourists to all areas along the Odakyu Lines, including the Tanzawa Mountains and Mt. Oyama.

(2. Expansion of Hotel Business)

The Company will strengthen the hotel business, which is highly adaptable to inflation, and tap into demand from inbound tourists through measures including renovation of existing hotels and development of new ones, mainly in Shinjuku and the area around Hakone, aiming to achieve FY3/2031 operating profit of ¥5.0 billion.

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

(3. Strengthening Real Estate Business)

The Company aims to achieve FY3/2031 operating profit at ¥32.0 billion and ROA of 5% in the real estate business by combining development and renovation for long-term holding and measures to improve the profitability of existing properties with investment in quick returns (asset rotation model, residential sales, domestic SPC, and overseas real estate).

Specifically, the Company will drive community development of areas along the Odakyu Lines, including the Shinjuku West Gate Development Project and development of the Ebina Station area, to enhance the value of these areas and maximize revenue. The Company will also revise the rents of existing properties in light of rising land prices associated with development and renovation. 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.

(4. Evolution of Transportation Business)

The Company will realize the sustainable evolution of the transportation business by enhancing safety and disaster control measures, improving services, and building a sustainable operation system, while at the same time seeking sustainable profit growth through fare revision and other measures.

Specifically, the Company will proceed with measures such as seismic reinforcement work on elevated bridges and the installation of platform doors, while at the same time implementing measures in response to workforce decline, including reducing personnel in its railway business by 30% by FY3/2036 (compared with the FY3/2021 level) through initiatives such as the introduction of driver-only operation and the use of AI for more efficient, sophisticated maintenance operations, etc. Additionally, the Company will work to generate profit for the steady implementation of these initiatives by giving consideration to applying for approval to raise fares, alongside the introduction of new train models at Odakyu Hakone Co., Ltd.

(5. Strengthening Stores and Retail Business)

In addition to opening new stores proactively to expand the business, the Company will strive to improve its store operating capability and embrace DX to improve productivity, aiming to achieve an operating profit of ¥3.0 billion and an operating profit ratio exceeding 3% by FY3/2031.

Specifically, the Company will secure competitiveness by driving new store openings, mainly in areas along the Odakyu Lines, based on a dominant strategy and by increasing convenience and amenity through the systematic renovation of stores. Additionally, the Company will enhance its product lineup and share operational knowledge through its basic business alliance agreement with YORK Holdings Co., Ltd., implement a merchandising strategy and operational reform, and also strengthen digital marketing and build an operating system with minimal personnel.

(6. Business Creation Through Digital and Other Life Services)

In the digital business, the Company will generate revenue and profit by implementing a business selection and concentration strategy and intensively investing management resources in areas such as WOOMS. Meanwhile, in the Life Services, excluding the hotel business and the stores and retail business, the Company will aim to achieve an operating profit of ¥7.0 billion by FY3/2031.

Specifically, the Company will aim for early profitability in the WOOMS business through initiatives such as strengthening sales in relation to local governments and waste collection and transportation service providers, who are potential customers. Meanwhile, the Company will seek to expand market size in the temp staff business at HUMANIC Co., Ltd., which operates Rizoba.com, one of Japan's largest resort part-time job sites, and will also step up restaurant openings in the restaurant business, with new Aru Den Tei and Imagawa Shokudo restaurants, etc.

(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 securing of human resources, aiming to achieve business growth through improved employee engagement and labor productivity.</p> <ul style="list-style-type: none"> ● Labor productivity improvement and human resource investment, in which the Company aims to be No. 1 in the private railway industry ● Improving workplace environment and expanding welfare benefits ● Developing qualified personnel and recruiting specialized human resources and industry-ready human resources in growth areas including the real estate business ● Developing and operating a career path model that enables to acquire business administration capability or specialized skills <p>[External evaluation: Awards received by the Company]</p> <ul style="list-style-type: none"> - Grand prize in the Career Ownership Management Award 2025 in the category of Transformation of Corporate Culture (large company) - Human Capital Management Quality 2025: Silver (29 companies)
Use of AI and Promotion of DX	<p>The Company will achieve business transformation through digitalization, the use of AI and other initiatives, and will also execute measures to lay the foundations for implementing these initiatives, including developing digital human resources and transforming the corporate culture.</p> <ul style="list-style-type: none"> ● Expanding Group-wide data analysis platform and promoting data utilization ● Developing human resources with advanced skills, who are capable of planning and implementing DX measures (developing approx. 520 persons by FY3/2027)
Governance	<p>In addition to enhancing the supervisory function of the Board of Directors, the Company will make progress in areas such as initiatives to ensure respect for human rights.</p> <ul style="list-style-type: none"> ● Implementing initiatives based on results of the evaluation of effectiveness, including holding more substantial discussions on company-wide strategies ● Rolling out sustainability questionnaire surveys for business partners groupwide
Environment	<p>The Company will aim for net-zero CO2 emissions for the Odakyu Group by FY3/2051 in accordance with the Odakyu Group Carbon Neutrality 2050 strategy.</p> <ul style="list-style-type: none"> ● Realizing a decarbonized society by standardizing electric vehicle (EV) bus specifications and conducting joint procurement to lower costs and enhancing the environmental performance of real estate ● Realizing a resource recycling society through the recycling of food waste at commercial facilities and other measures ● Conserving and utilizing nature by promoting clean-up activities, disclosing TNDF information and other measures <p>[External evaluation: The Company's CDP* scores]</p> <ul style="list-style-type: none"> Climate change A (highest rating) Water security A-(top rating in railway sector) <p>*An international non-profit organization that assesses, evaluates and discloses environmental initiatives</p>
Strengthening dialogue with capital markets	<p>The Company will strengthen dialogue with capital markets and seek to reduce the cost of shareholders' equity and maximize corporate value.</p> <ul style="list-style-type: none"> ● Expanding measures to approach investors and increasing the dissemination of information ● Strengthening management dialogue and using dialogue as a starting point for management improvements <p>[External evaluation: Awards received by the Company]</p> <ul style="list-style-type: none"> Grade A Website in All Markets Category of All Japanese Listed Companies' Website Ranking 2025

3. Reference

Medium-Term Management Plan (FY3/2025– FY3/2027)

End

(Reference Materials)

Medium-Term Management Plan (FY3/2025–FY3/2027)



Executive Summary - Growth Story for FY3/2031

Consolidated financial targets (FY3/2031)

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

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, FY3/2027-FY3/2031)

Growth investments **¥400.0** billion

- Real Estate **¥235.0** billion
Shinjuku West Gate Development Project, etc.
- Transportation **¥105.0** billion
Investment in the development of a new model of Limited Express Romancecar and labor-saving measures, etc.
- Life Services **¥60.0** billion
Opening new hotels and renovating existing ones, etc.
- * Tourism **¥80.0** billion
(Included in values for Real Estate, Transportation and Life Services)

Strengthening shareholder returns

(FY3/2027-FY3/2031)

- Shareholder Returns **¥180.0** billion
(Cumulative total for FY3/2026-3/2031: ¥200.0 billion)
- Reducing net assets to a shareholders' equity ratio of 30%
 - FY3/2026 **¥55** FY3/2027 **¥60**
(Revised upward from the initial forecast of ¥50 for FY3/2026)
 - Aiming for progressive dividends (through to FY3/2031)
 - Implemented share buybacks of **¥20.0** billion in FY3/2027

Enhancement of human capital

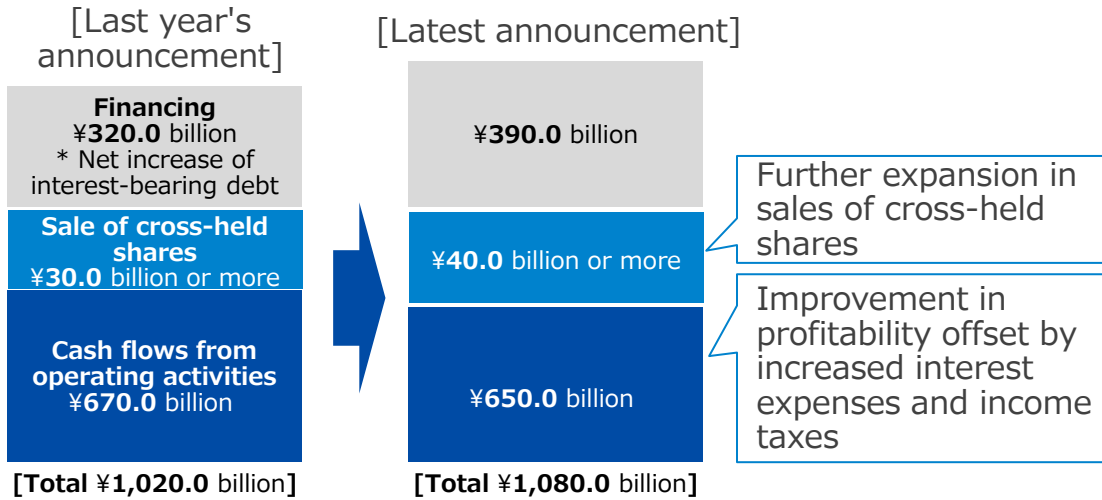
- Driving structural reforms and securing human resources
Building a sustainable management system in the Company's railway business
*Reduce personnel by 30% by FY3/2036 (compared to the FY3/2021 level)
- Improving ease of work and job satisfaction
Received Silver in 2025 Human Capital Management Quality Awards
- Intensive human investment in growth areas
- Well-planned development of next-generation management personnel

[Reference] Major Update from Announcement in May 2025

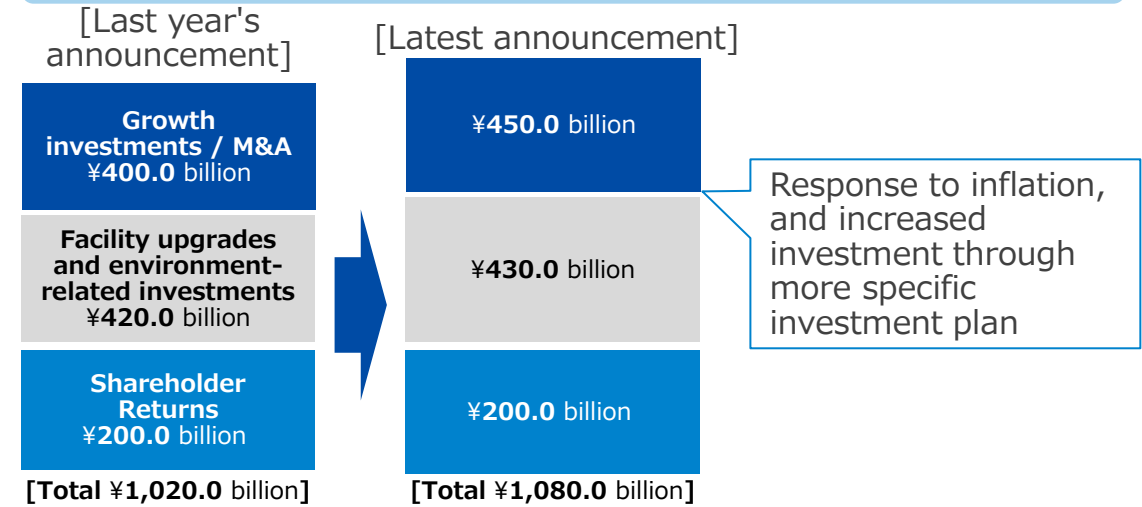
I. Financial Policy for Improving Corporate Value

1 Capital Allocation (Details) P.14

Cash in (FY3/2026-FY3/2031)



Cash out (FY3/2026-FY3/2031)



2 Strengthening shareholder returns (Details) P.13

- Share buybacks ¥20.0 billion/Revising dividend forecast upward (FY3/2026 ¥55 FY3/2027 ¥60)/Aiming for progressive dividend

3 Responding to rising interest rates (Details) P.12

- Ensuring financial soundness in the medium and long term / Controlling interest through the use of diverse maturities and interest types / Reduce fundraising by strengthening real estate turnover, etc.

II. Key Measures (Strengthening Businesses and Management Foundation)

Developing a more specific plan (Details) P.15-33

- Clearly establishing "integration of community development of areas along the Odakyu Lines with tourism" as the growth driver
- Making steady progress on expansion of real estate investment for quick returns

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

Consolidated Financial Targets

- Aiming to steadily achieve consolidated financial targets (announced in May 2025)

Key indicators		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	¥80.0 billion or more <small>Last year's announcement ¥80.0 billion</small>
Securing of financial soundness	Interest-bearing debt/EBITDA ratio (times)	Controlling it to maintain a 7-time level	

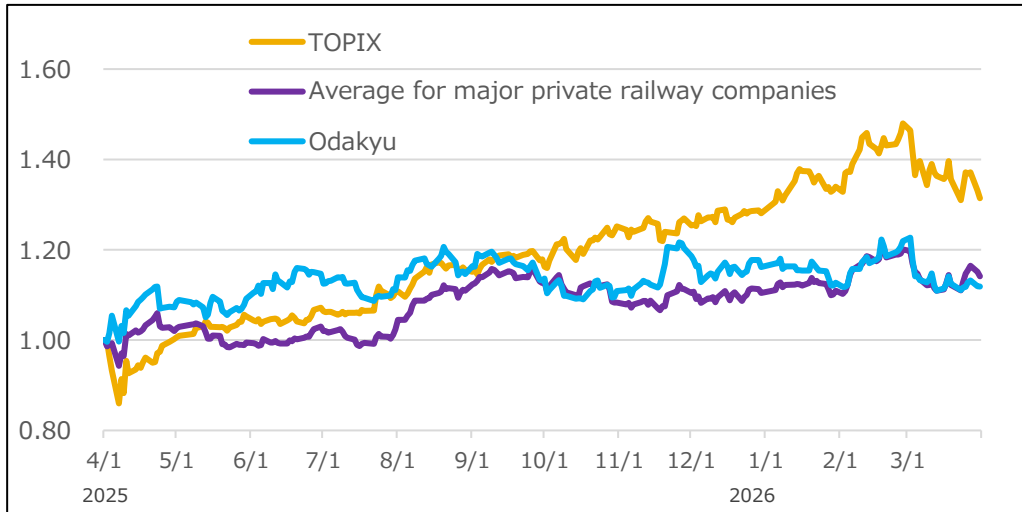
* Net income attributable to owners of parent / Shareholders' equity (average of the start and end of the fiscal year, excluding unrealized gains on securities)

Practicing Management with an Awareness of Capital Cost and Stock Price

Understanding of current circumstances

- Revised consolidated financial targets upward in May 2025, aiming to extend the equity spread (ROE FY3/2027: 8%、FY3/2031: 10% or more)
- The Company's stock price and PBR improved to some degree after announcement of the targets but has since remained flat
- Some institutional investors and analysts have pointed out that information about the probability and feasibility of profit growth is lacking

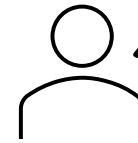
(Reference 1) Changes in share prices (Rate of rise/decline from the level on April 1, 2025)



(Reference 2) The Company's PBR

As of March 31, 2025: 1.07 times => As of March 31, 2026: 1.12 times

(Reference 3) Comments made by institutional investors and analysts (excerpt)



• There needs to increase the probability of the plan



• Is real estate investment for quick returns achievable?
• What impact will rising interest rates have?

(Reference 4) Estimated cost of shareholders' equity of the Company

(As of March 31, 2026)

(1) Risk free rate Approx. 2.4%	+	(2) Beta value Approx. 0.6	×	(3) Market risk premium Approx. 6-8%	=	(4) Cost of shareholders' equity Approx. 6-7%
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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.)

Issue

Increasing the probability of extending the equity spread through a more specific plan and value enhancement

Practicing Management with an Awareness of Capital Cost and Stock Price

Steadily achieved ROE targets

FY3/2027 **8.0%** FY3/2031 **10% or more**

Expanding the equity spread

Improving ROE

Improving ROA

Increasing financial leverage

Controlling the Cost of Shareholders' Equity

Promoting sustainability management

Strengthening dialogue with capital markets

- Tapping into tourism demand (esp. inbound tourism) (Details) P.19-22
- Maximizing profit in the real estate business with diverse investment methods (Details) P.23-26
- Fare revisions for the sustainable evolution of the Company's railway business (Details) P.27
- Target management based on Operating profit ROA by segment (Details) P.9
- Ongoing asset replacement (reducing cross-held shares and replacing real estate properties) (Details) P.11

- Balancing active funding with securing financial soundness, and responding to rising interest rates (Details) P.12
- Strengthening shareholder returns to reduce shareholders' equity ratio to 30% by FY3/2031 (Details) P.13

- Strengthening governance, enhancing the disclosure of non-financial targets, and achieving those targets (Indicator: Improvement of ESG evaluation by external organizations) (Details) P.31, 32, 40
- Sustainable profit growth based on the concept of regional economies (Details) P.41, 42

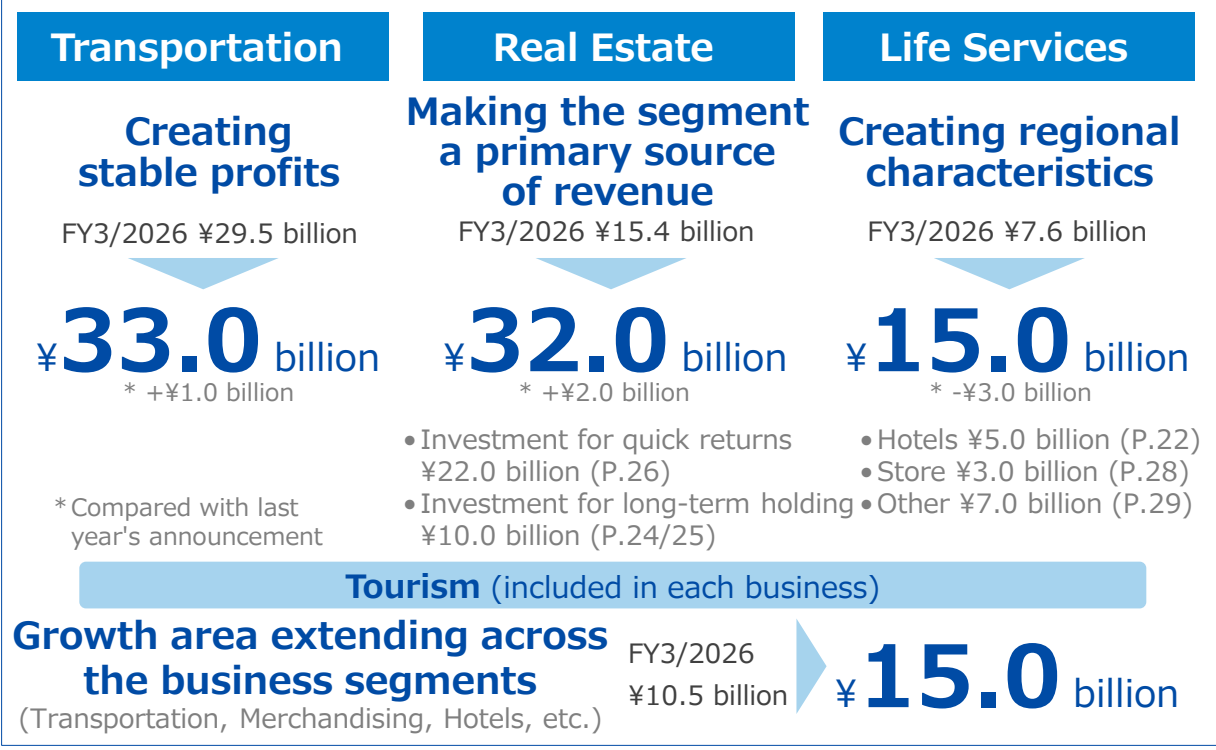
- Strengthening dialogue between the market and management based on the disclosure of growth and capital strategies, etc. (Details) P.33
- Continuous feedback of investor opinions at meetings of the Board of Directors, etc. (Details) P.33

Specific Initiatives to Improve ROE

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

- Setting FY3/2031 operating profit targets at ¥33.0 billion for Transportation, ¥32.0 billion for Real Estate, and ¥15.0 billion for Life Services and aiming for operating profit ROA at 5.0% or more
- Setting FY3/2031 ROA targets by segment and achieving improvements in Real Estate and Life Services (from the FY3/2026 level)
- Monitoring the progress in investment and profit regularly to find points needing improvement as soon as possible and taking appropriate measures, aiming to achieve the targets

FY3/2031 Operating profit target



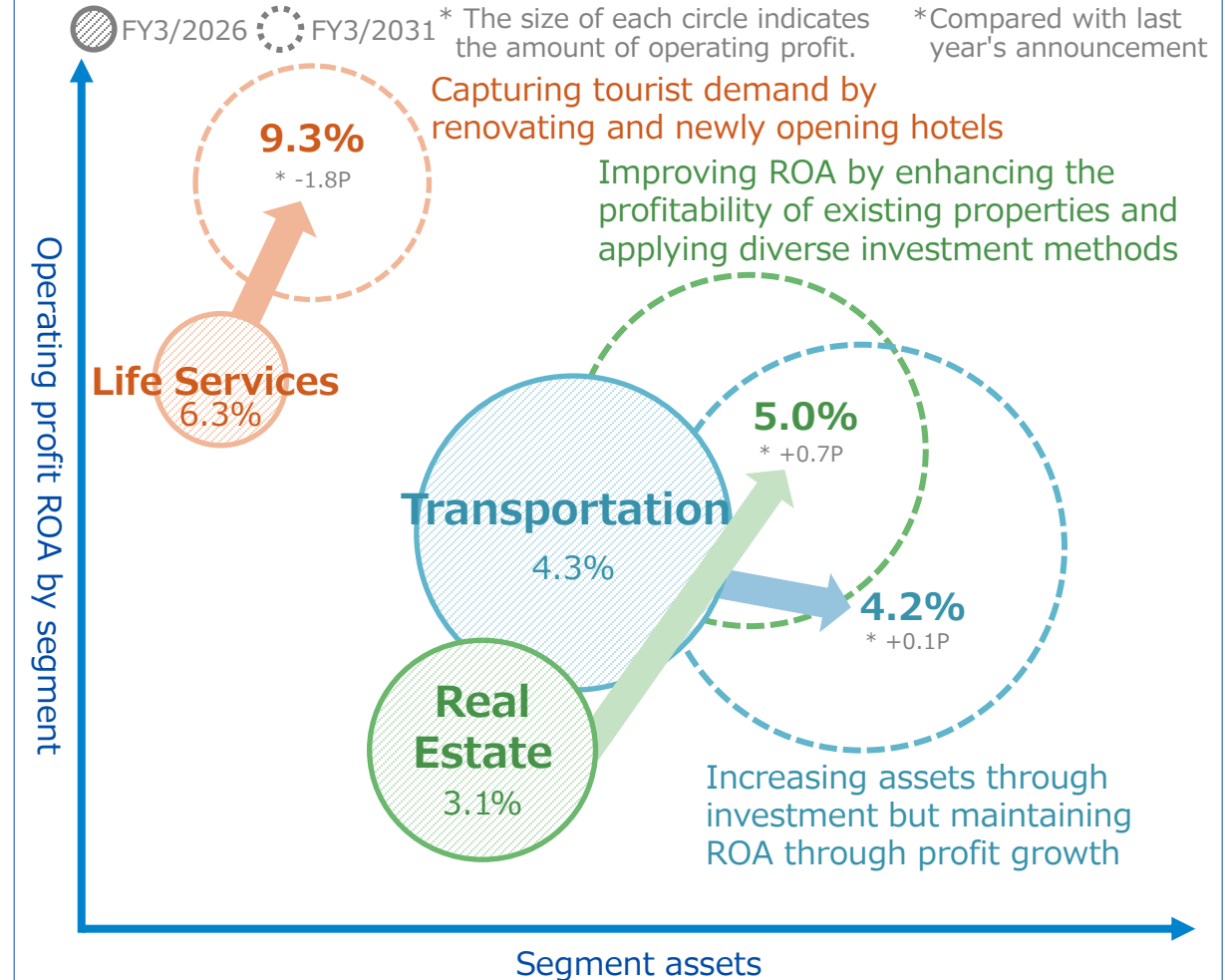
FY3/2031 operating profit ROA target*

FY3/2026 4.0% → FY3/2031 target **5.0% or more**

* Operating profit/total assets (average of the start and end of the fiscal year, excluding unrealized gains on securities)

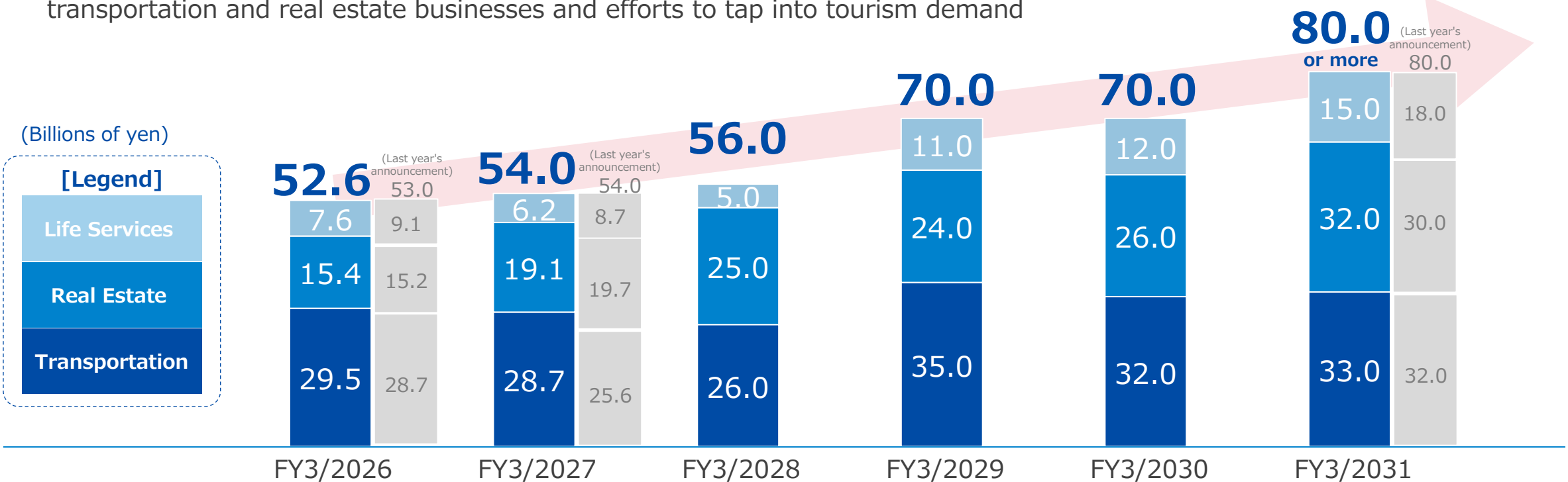
* +0.1P compared with last year's announcement

Operating profit ROA by segment (rough idea)



[Reference] Steps in Operating Profit Growth

- In FY3/2027, sales and income will likely increase due to an increase in the projected unit sales sold in the real estate business, despite an expected increase in expenses associated with progress in investment in the Company's railway business
- Heading towards FY3/2031, operating profit is expected to grow steadily due to income contributions from growth in the transportation and real estate businesses and efforts to tap into tourism demand



FY3/2026 Results vs. FY3/2031 Target

- Tapping into tourism demand (turning Shinjuku into an inbound tourism hub, increasing revenue at tourism strongholds, maximizing demand for travel between tourism strongholds, and increasing tourism strongholds along the Odakyu Lines)
- Expanding Life Services (renovating existing hotels, developing new hotels, and opening new stores, retail and restaurants)
- Strengthening real estate business (steadily expanding profit income through progress with quick return investment and acquisitions, and improving profitability of existing properties through asset replacement and rent revisions)
- Evolution of transportation business (revising fares, introducing new train models, increasing customer numbers during quiet periods, creating demand for trips, increasing the efficiency of maintenance through the use of AI, etc.)

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, with the aim of improving ROE

Reduction of cross-held listed shares

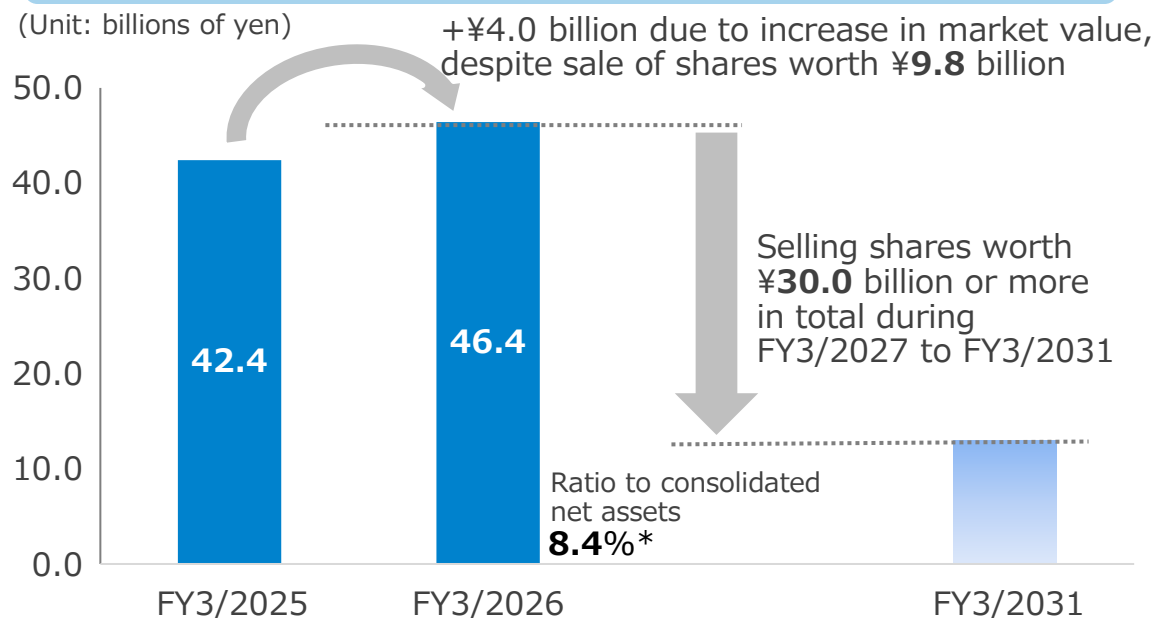
- Policy of selling cross-held shares worth ¥30.0 billion or more during FY3/2027 to FY3/2031**

(Reference) Last year's announcement: Selling cross-held shares worth ¥30.0 billion or more during FY3/2026 to FY3/2031

- Sold cross-held shares worth ¥9.8 billion were sold in FY3/2026, bringing down the ratio to consolidated net assets to 8.4%***

*Calculated based on the market value of cross-held shares (including non-listed shares) held by the Company on a non-consolidated basis

Total market value of cross-held listed shares (on a 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 FY3/2022 to FY3/2026:

Approx. ¥180.0 billion

Major properties: FY3/2023 Odakyu Dai-ichi Seimei Building

FY3/2024 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)

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

Scale and number of properties (FY3/2027-FY3/2031)

Targets Amount of sales: ¥30.0 billion or more

Number of properties to be sold: At least 20 properties

(Reference) Last year's announcement: Selling at least 10 properties totaling ¥20.0 billion or more during FY3/2026 to FY3/2031

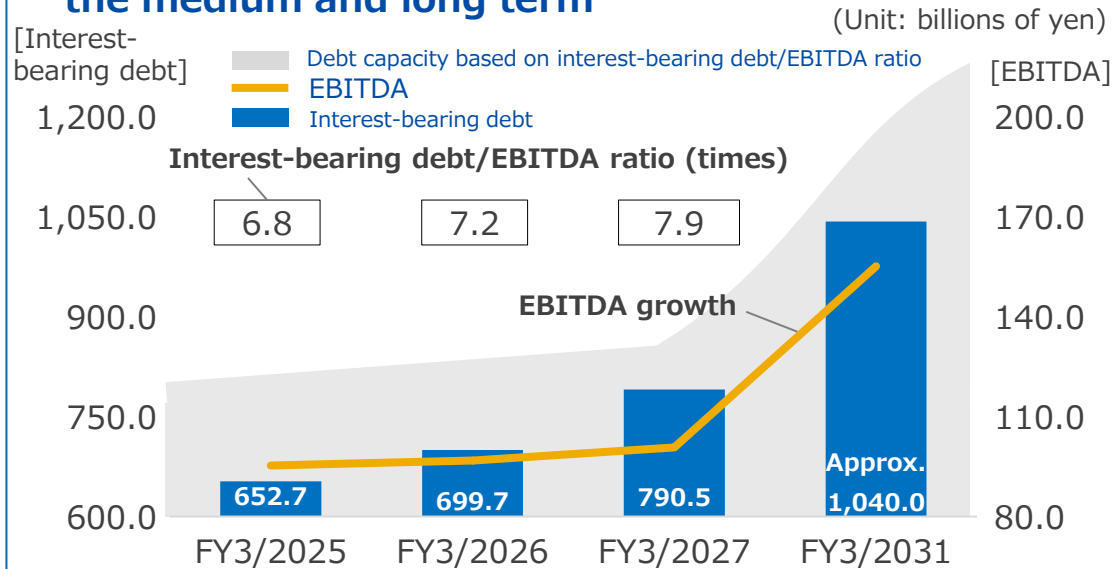
Specific Initiatives to Improve ROE

(3. Ensuring Financial Soundness and Responding to Rising Interest Rates)

- Ensuring financial soundness in the medium and long term by controlling the interest-bearing debt/EBITDA ratio to maintain a 7-time level through growth in EBITDA, despite increased debt due to active funding
- Also focusing on reducing interest through the use of diverse maturities and interest types and reducing the amount of funding through increased real estate rotation and other measures

Securing of financial soundness

- Controlling the interest-bearing debt/EBITDA ratio to maintain a 7-time level**
- Also expanding maximum debt capacity through growth in EBITDA to ensure financial soundness in the medium and long term**



Maintaining excellent credit ratings

Currently maintaining excellent credit ratings (JCR:AA-/R&I:A+)
Continuing to communicate courteously with rating agencies

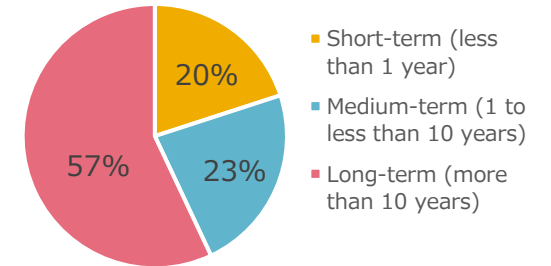
Reducing borrowing interest

- Reducing interest by using an optimal combination of diverse maturities, interest types and methods in new funding**

Previously, most borrowing was long-term, fixed interest borrowing

Increased use of short- and medium-term maturities and variable interest borrowing
Use of sustainability finance initiatives, etc.

[Maturities of outstanding interest-bearing debt at issuance]*1



- Formulating numerical plans on the assumption that the policy interest rate will be raised multiple times**

Assuming that average cost will rise gradually as around 75% of outstanding interest-bearing debt is fixed-interest debt

Reducing amount of funding

- Generating funds for investment by reducing cross-held listed shares and increasing real estate rotation**

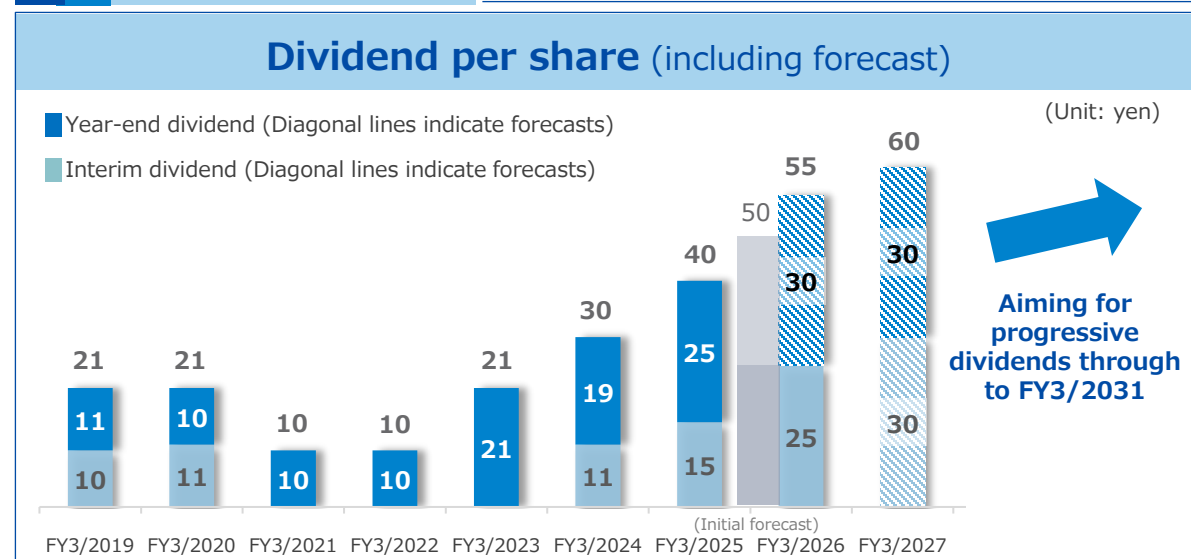
Expecting to sell cross-held listed shares worth ¥30.0 billion or more and to achieve a return equivalent to approximately ¥350.0 billion*2 through increased real estate rotation, in total during FY3/2027 - FY3/2031

*1 Odakyu Electric Railway non-consolidated/as of the end of March 2026

*2 Sales proceeds from quick-return investments + Residential sales proceeds

Specific Initiatives to Improve ROE (4. Strengthening Shareholder Returns)

Long-term target (-FY3/2031)	<ul style="list-style-type: none"> Reduction of shareholders' equity ratio to 30% by FY3/2031 (36.4% at the end of FY3/2026) Shareholder returns worth 180.0 billion yen in cumulative total during FY3/2027 to FY3/2031 (200.0 billion yen 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)	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> FY3/2026: Planning to pay annual dividend of ¥55 per share (The forecast amount of annual dividend was revised upward from ¥50.) FY3/2027: Planning to pay annual dividend of ¥60 per share
Share buybacks	<ul style="list-style-type: none"> Aiming to implement share buybacks of ¥20.0 billion by the end of December 2026 (Balance sheet control with an awareness of the shareholders' equity ratio) Considering the timing of implementation, comprehensively taking into consideration changes in the business environment, business performance, balance between share supply and demand, and other factors (Acquisitions that were made) Total for FY3/2024 and FY3/2025: ¥32.7 billion



Enhancing shareholder benefits

- Lowering of the minimum number of shares required (500 ⇒ 100 shares)** * From benefits for shareholders as of the end of March 2027
- 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

Lowering of the minimum number of shares required for long-term shareholder benefits(1,500 ⇒ 500 shares) and expansion of benefit content

[5,000 shares or more]

-Current-

Extra benefit ride ticket x 6

 x6

➔

-After enhancement-

Extra benefit ride ticket x 8 + Hakone Freepass + Hakone Yuryo, etc. admission ticket + Romancercar Museum admission ticket

 x8

Capital Allocation in FY3/2027 to FY3/2031

- Intensive allocation in growth areas focused on real estate (cumulative total of ¥400.0 billion), and Strengthening shareholder returns (cumulative total of ¥180.0 billion)
- Securing funds through active funding, asset sales, and maximization of cash flows from operating activities through increased real estate rotation and other measures

Cash in

● Funding policy

- Balancing active funding with securing financial soundness, and responding to rising interest rates

● Proactive sales of assets

- Reduction of cross-held listed shares ¥30.0 billion or more

● Profitability improvement

● Increased real estate rotation

- ¥75.0 billion (Investing ¥275.0 billion and collecting ¥350.0 billion)
- * Asset rotation model + Residential sales

Financing

¥340.0 billion
* Net increase of interest-bearing debt

Sale of cross-held shares

¥30.0 billion or more

Cash flows from operating activities
¥580.0 billion

[Total ¥950.0 billion]

Cash out

● Growth investments / M&A

- **(Real Estate) ¥235.0 billion**
 - ✓ Shinjuku West Gate Development Project
 - ✓ Development and renovation
 - ✓ Domestic SPC / Overseas real estate
- **(Transportation) ¥105.0 billion**
 - ✓ Shinjuku West Gate Development Project
 - ✓ Developing a new model of the Limited Express Romancecar
 - ✓ Labor-saving investment (shift to driver-only operation, etc.)
- **(Life Services) ¥60.0 billion**
 - ✓ Hotel renovation and new openings
 - ✓ New openings in stores and retail business

Tourism (included in each business)
¥80.0 billion

Growth investments / M&A
¥400.0 billion

Facility upgrades and environment-related investments
¥370.0 billion

Shareholder Returns
¥180.0 billion

[Total ¥950.0 billion]

● Strengthening shareholder returns

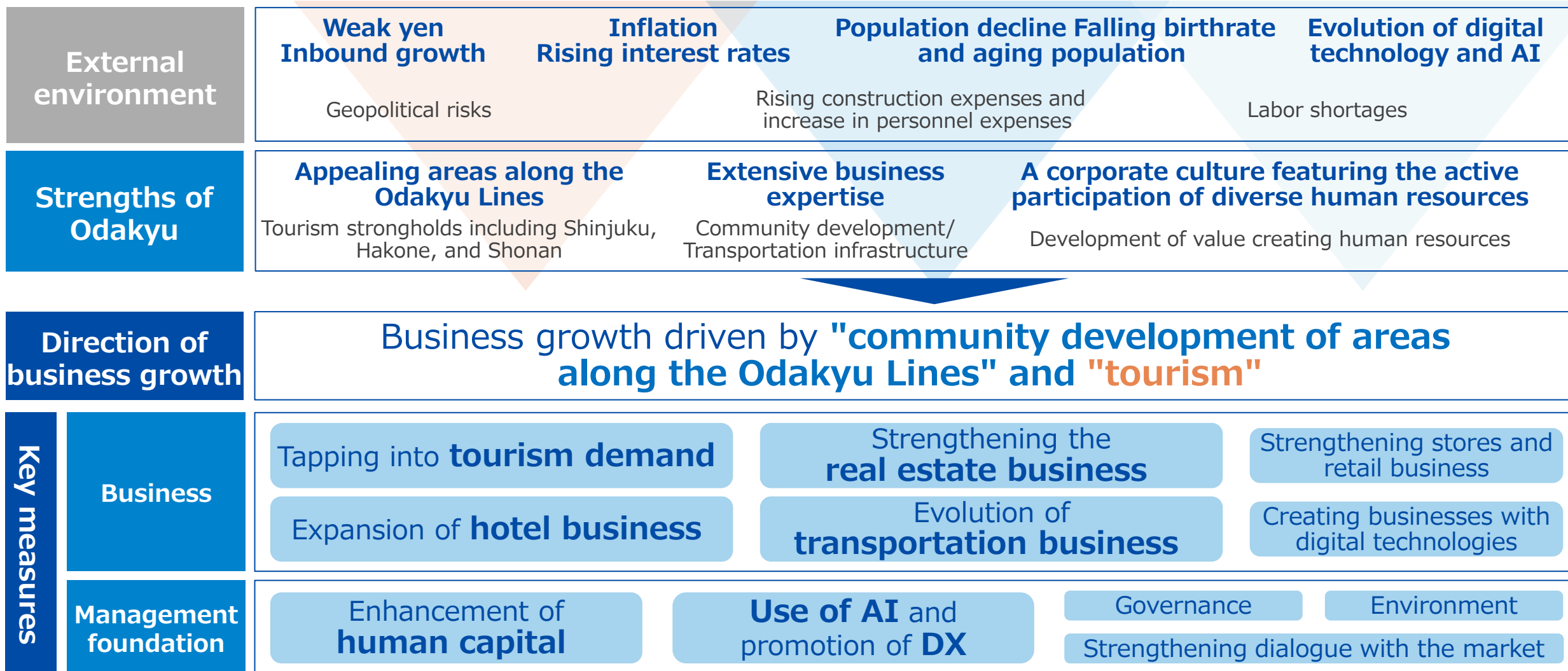
- Stable dividends and flexible share buybacks

II. Key Measures

(Strengthening Businesses and Management Foundation)

Direction of Business Growth in Light of External Environment

- Expanding business by understanding the external business environment, including growing inbound demand and population decline and leveraging the Company's strengths such as the appealing areas along the Odakyu Lines and extensive business expertise
- Aiming for business growth driven by "community development of areas along the Odakyu Lines" and "tourism," focusing on initiatives such as tapping into tourism demand, strengthening the real estate business and enhancing human capital



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

Goal

Using the appealing areas along the Odakyu Lines to integrate **community development of areas along the Odakyu Lines** and **tourism** and realize growth peculiar to Odakyu alongside communities

Community development of areas along the Odakyu Lines



Tourism



Areas being strengthened

Shin-Yurigaoka, Machida, Ebina



Shinjuku

- Shinjuku West Gate Development Project
- Inbound tourism hub



Tourism strongholds

Hakone, Shonan, and multiple locations along the line



Investment of capital in local communities that will bring out the potential of the areas along the Odakyu Lines

Investment of capital in tourism that will take advantage of the ability of tourism strongholds to attract visitors

Sustainable growth driven by the Real Estate and Transportation

Rapid growth across businesses, especially the transportation and hotel businesses

Initiatives in Areas being Strengthened and Tourism Strongholds

Hakone area

Tourism

Expanding tourism revenue through the new development and renovation of hotels, in addition to the Group's transportation network within the area

- ✓ Hakone Highland Hotel

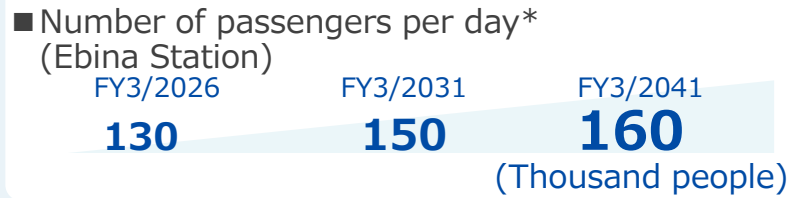


Ebina area

Community development of areas along the Odakyu Lines

Promoting community development integrating work, residence, business, education, recreation, and wellness

- ✓ Development of Ebina station area



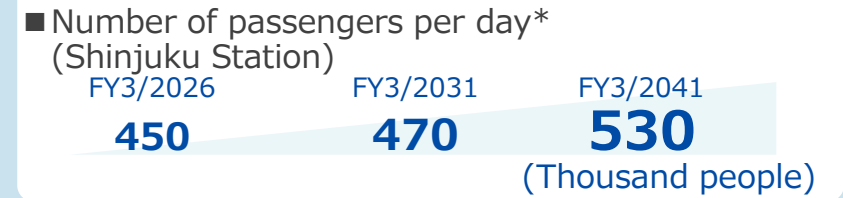
Shinjuku area

Tourism

Community development of areas along the Odakyu Lines

Enhancing the area's value with the project directly above the station to maximize revenue, including revenue at Group surrounding facilities.

- ✓ Shinjuku West Gate Development Project
- ✓ Hotel Century Southern Tower



Hakone Tozan Line

Enoshima Electric Railway Line

Odakyu Line

Shonan area

(Fujisawa / Kamakura)

Tourism

Creating tourism content that will give rise to a new influx of people, especially in Enoshima

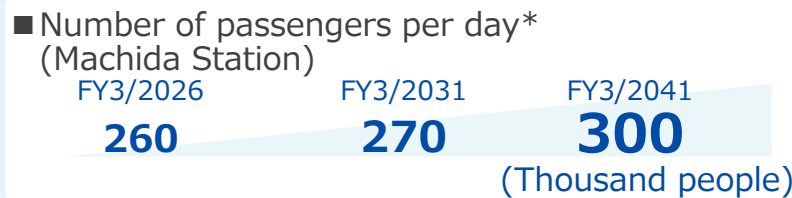
- ✓ Project for Utilization of Former Site of Kanagawa Women's Center



Machida area

Community development of areas along the Odakyu Lines

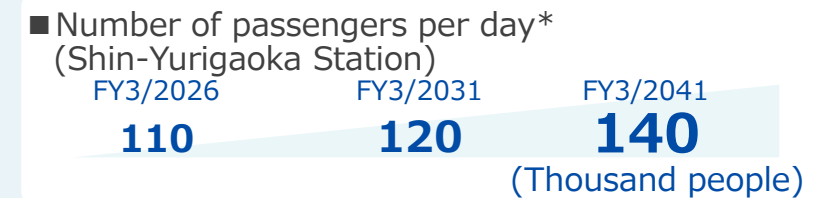
Considering community development plan in anticipation of an improvement in the region's potential as a result of the Tama Urban Monorail extension



Shin-Yurigaoka area

Community development of areas along the Odakyu Lines

Considering community development plan in anticipation of an improvement in the region's potential as a result of the Yokohama municipal subway extension



- 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 profit of ¥15.0 billion by FY3/2031, by increasing revenue at tourism strongholds, travel between tourism strongholds, and the number of tourism strongholds

Policies to strengthen business

Shinjuku

1 Developing Shinjuku into an inbound tourism hub

Hakone and Shonan

2 Increasing revenue at tourism strongholds

Shinjuku ↔ Hakone and Shonan

3 Maximizing the demand for travel between tourism strongholds

All areas along the Odakyu Lines

4 Increasing tourism strongholds along the Odakyu Lines

Enhancing promotion



Coordinating digital measures

Attraction and potential of the Company's tourism strongholds

Shinjuku



- The world's best terminal station(s)
- **No. 2 destination** for foreign visitors to Japan in Tokyo

Hakone



- Number of overnight guests: Approx. **4 million**
- Number of tourists: Approx. **20 million**

Shonan



- Shrines and temples, Enoshima Electric Railway, anime sacred sites
- Number of tourists: Approx. **36 million** (Fujisawa, Kamakura)

Areas along the Odakyu Lines



- **Shimo-Kitazawa** renowned for vintage clothes, cafes, music and theatre
- **Mt. Oyama** (Isehara) renowned as a hiking destination and Japan heritage site

Tapping into domestic and international tourism demand

FY3/2031 tourism-related numerical targets

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

Total investment (FY3/2027-FY3/2031) **Tourism revenue** * Including tax-free sales

¥**80.0** billion

FY3/2026 ¥80.6 billion **¥120.0** billion

[Inbound tourism only]

FY3/2026 ¥26.0 billion **¥45.0** billion

Operating profit

FY3/2026 ¥10.5 billion **¥15.0** billion

[Inbound tourism only]

FY3/2026 ¥4.4 billion **¥6.0** billion

Maximizing tourism revenue and profits by increasing the appeal of Shinjuku to strongly attract inbound visitors and channel them towards areas along the Odakyu Lines and tourism strongholds

1 Developing Shinjuku into an inbound tourism hub

Strengthening features for attracting visitors

- Expanding facilities that attract visitors at Shinjuku West Gate Development Project
- Improving appeal of area overall through collaboration with outside partners

Strengthening features for channeling visitors towards areas along the Odakyu Lines

- 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
- Develop stronghold in Shinjuku for channeling visitors towards areas along the Odakyu Lines

2 Increasing revenue at tourism strongholds

3 Maximizing the demand for travel between tourism strongholds

4 Increasing tourism strongholds along the Odakyu Lines



Tapping into Tourism Demand (Specific Measures under Policies to Strengthen Business)

- Increasing added value through measures taken in Hakone and Shonan, the introduction of new model of Romancecar and other initiatives, and aiming to increase revenue by increasing passengers and unit prices
- Attracting tourists from Shinjuku to all areas along the Odakyu Lines through the formation and promotion of a lineup of products such as digital tickets for inbound tourists

Hakone and Shonan **2** Increasing revenue at tourism strongholds

Tapping into the demand for travel within tourism strongholds

- Introducing new train models that will increase the enjoyment of looking a views of Hakone and Shonan
- Revising fares and reviewing charges for discount tickets, etc. due to improvement in added value



Hakone Tozan Line new type 4000 series (FY3/2029) New 700 series trains of Enoshima Electric Railway (FY3/2027)



Number of Hakone Freepass tickets sold
 FY3/2025: 870,000 --> FY3/2026: 950,000
 Aiming for early achievement of **1 million tickets** target

Expanding capacity to absorb tourism demand

- Expanding the scale of Hotels' operations, especially in Hakone
- Expanding businesses for experience, dining, shopping, etc.
- Organizing local guided tours
- Expanding periods and times that attract visitors through measures to increase the appeal of sunset and night views



Enoshima's Shonan no Hosenki (Jewel of Shonan) has been recognized as one of the "Three Greatest Illuminations in Japan"

[Results] Enoshima Electric Railway Enoshima Station non-commuter passengers
 FY3/2016 2,110,000 people --> FY3/2026 **3,370,000** people (+60%)

Shinjuku ↔ Hakone and Shonan **3** Maximizing the demand for travel between tourism strongholds

Improving the appeal and convenience of the limited express service

- Introducing a new model of Romancecar that offers front panorama seats and diverse seating options
- Strengthening limited express transportation capacity with a view to stimulating demand



New model of the Limited Express Romancecar (FY3/2029)

Increasing unit prices due to improvement in added value

- Revising fares and reviewing charges for limited express service
- Leveraging the pulling power of the Hakone Freepass to promote use of limited express ticket as part of a set

All areas along the Odakyu Lines **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

	Tanzawa and Mt. Oyama	Izu	Other lines
Destination (Customer attraction)	Local resources, and content created by the Company and external partners		
Transportation (Travel)	Railways, buses, taxis		
Products (Means)	EMot digital tickets and guided tours		



Japan sake tour of sake breweries in Kanagawa (Sake brewery × Taxi × EMot)

- Strengthening the hotel business, which is highly adaptable to inflation, and capturing demand from inbound tourists through initiatives such as renovation and the development of high value-added hotels
- Strengthening the business by investing ¥42.0 billion with a focus on Shinjuku and area around Hakone, aiming for operating profit of ¥5.0 billion

Direction of improvement

Shinjuku and Hakone **1 Renovation of existing hotels**

Enhancing the value of three hotels by FY3/2031 (one of which already opened in FY3/2026)

Hakone **2 Developing new high value-added hotels**

Opening two or three hotels by FY3/2031

Hakone **3 Operation in trust and M&A**

Winning three to four new projects by FY3/2031 (one of which already opened in FY3/2026)

FY3/2031 numerical targets of the hotel business

Total investment (FY3/2027-FY3/2031) **Operating profit**

¥42.0 billion FY3/2026 ¥2.8 billion **↑** ¥5.0 billion


Major renovations and new projects

Fiscal Year

Opened **Renovation of existing hotels**

3/2026 RETONA HAKONE (Togendai)


- Turning the former Hakone Lake Hotel into a luxury hotel exclusively for guests and their dogs to increase the average room rate through differentiation



Hakone Highland Hotel

3/2028 Hakone Highland Hotel (Sengokuhara)

- Closed in May 2025 and started construction in December
- Turning into hotel where all guestrooms have hot spring baths, designed under the concept of "forest residence surrounded by Hakone's natural beauty"



Hotel Century Southern Tower

3/2029 Hotel Century Southern Tower (Shinjuku)

- Suspending accommodation operations from October 2026
- Evolving into a more sophisticated urban style hotel
- Improving average room rate by meeting diversifying needs

Developing new high value-added hotels


- Promoting new development through land utilization and property acquisition around the Hakone area

Operation in trust and M&A

- Expanding business through new operation in trust contracts and M&A in the Hakone area

edit x seven FUJI GOTEMBA

- Contracted to operate hotel for the first time and already opened in September 2025



edit x seven FUJI GOTEMBA

- Aiming to expand profit and improve ROA through a combination of improvement in the profitability of existing properties and diverse investment methods (operating profit ¥32.0 billion and ROA 5.0%)
- Stepping up investment for quick returns, while increasing profits through focused investment in priority areas along the Odakyu Lines from FY3/2031 onward

Maximizing profit with diverse investment methods

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

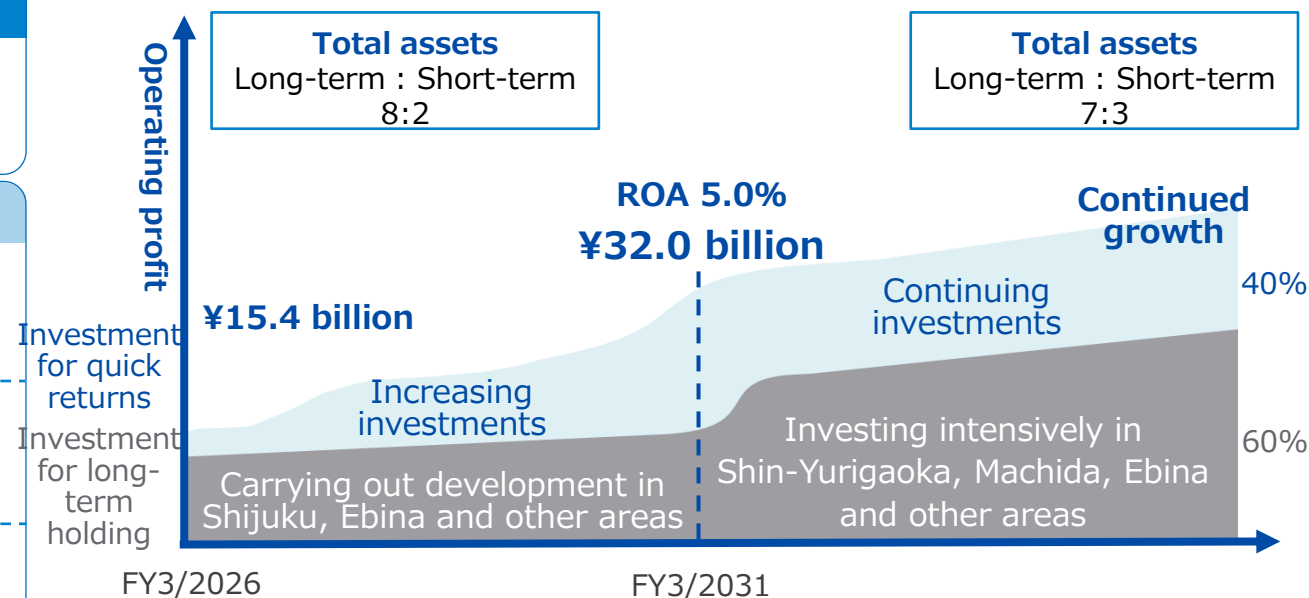
Investment in **overseas** real estate in the United States and Australia, which are promising markets

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

Image of growth for further growth



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**

- Enhancing the Shinjuku area's value through the project directly above the station (commercial facilities, offices, etc.), which will be a symbol of Shinjuku, to maximize revenue, including revenue at surrounding facilities.
- Benefiting from the scarcity of newly developed properties and first-mover advantage and aiming for a profit contribution of around ¥10.0 billion on a consolidated basis upon stable operation

Development and renovation

Shinjuku West Gate Development Project

The Company's
total investment

Approx. **¥130.0 billion**
(including the portion already paid,
removal costs and others)



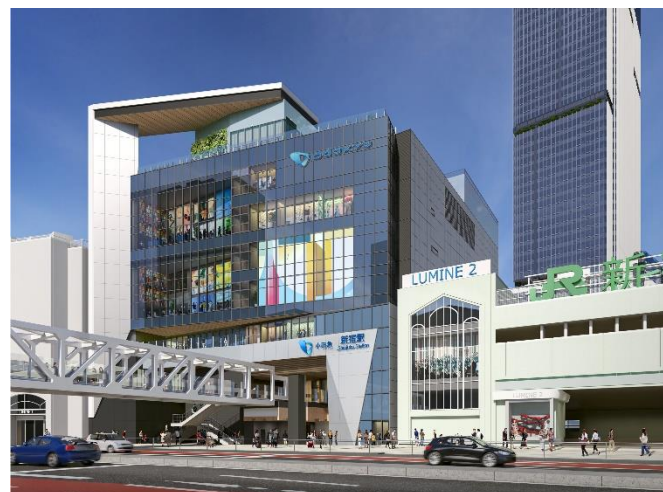
Aiming for a profit contribution of around
¥10.0 billion on a consolidated basis
(Upon stable operation and including related Life Services)



Office leasing ads



Office atrium space on the top floor



View from Koshu Kaido



Ground platform floor

- Enhancing the area's value through improvement of transport convenience and investment of capital in the area and aiming for maximization of revenue, including revenue at surrounding facilities
- Improving the profitability of existing properties by revising rents to appropriate levels based on market rents, alongside rising land prices in the surrounding area due to the investment of capital in the region

Development and renovation

Community development of areas along the Odakyu Lines

Achieving a virtuous cycle of regional development and sustainable business growth (including effective use of railway land) through investment of capital in the region, including Shin-Yurigaoka, Machida and Ebina

Investment of capital in local communities

- Real estate development (development, renewal, etc.)
- Improvement of transportation convenience, etc.

Community-based value creation

- Population growth · Improve satisfaction
- Contribution to local economies

Odakyu's sustainable growth

Increasing profitability of existing properties

- Appropriate rent pricing based on market research
- Revision of rents to reasonable levels, including on replacement
- Replacement of assets held by the company through scrutiny and sale of existing properties (including future sales to own funds)

Investment of capital in local communities (Example: Ebina)

[Rail Convenience Improvement]



Free passageway opens/
Limited express stops

[Housing supply/opening of commercial, office and tourist centers]



ViNAWALK/ViNA GARDENS



Romancecar Museum

Influx of external capital

Opening of commercial facilities and hotels, relocation of corporate headquarters and interconnection with other companies' lines

Community-based value creation (FY3/2001 --> FY3/2026)



The number of users at the station

128,000 people **139,000** people



Area Settled Population

118,000 people **141,000** people



Official real estate land price

+59.7%



Total level of satisfaction of local residents

— (Not implemented) **79.6%**

Strengthening Real Estate Business (Quick Returns)

- Allocating investments for quick returns in consideration of diversification of risk in addition to the external environment and achievements from initiatives, thereby controlling the portfolio
- Continuing to strengthen with a view to gaining short-term revenue and improving ROA, though the majority of cumulative total operating profit during FY3/2027 to FY3/2031 will be from acquisitions and investments already made

	(FY3/2025-FY3/2026) Results	Future initiatives	(FY3/2027-FY3/2031)		FY3/2031 Operating profit
			Total investment	Cumulative operating profit	
Asset rotation model	Sale • Logistics: 1 • Residence: 27	• Logistics/Commercial: 4 under development • Residence: 25-30 cases per year • Future fund formation	¥ 125.0 billion	¥ 23.0 billion * Acquired projects: approx. 80% (including gain on sale of existing properties)	¥ 11.0 billion
Residential sales	440 (including joint projects)	Promote station-front redevelopment, etc. (Ebina, Noborito, Isehara, etc.)	¥ 150.0 billion	¥ 15.0 billion * Lots already acquired: approx. 70%	¥ 3.0 billion
Domestic SPC	New investments 13	Investment in about 5 projects per year	¥ 40.0 billion	¥ 8.0 billion * Invested projects: approx. 70%	¥ 3.0 billion
Overseas real estate	New investments • United States: 6 • Australia: 5	Investment in about 5 projects per year, mainly in Residence and Office	¥ 50.0 billion	¥ 13.0 billion * Invested projects: approx. 65%	¥ 5.0 billion
			Total	¥ 365.0 billion Approx. 75%	¥ 22.0 billion

- Strengthening safety and disaster prevention measures, improve services, and build a sustainable operating structure, while aiming for continuous profit growth through fare revisions, etc.
- Achieving sustainable evolution of the transportation business through a virtuous cycle of these initiatives

Enhancing safety and disaster control measures and improving services

Taking measures to protect against natural disasters (implementing seismic reinforcement of elevated bridges and platform sheds, etc.)

Expanding platform door installation

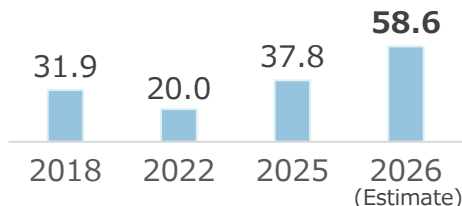
- Installing at 47 stations, 130 platforms by FY3/2033
 - Standardizing platform doors at the remaining stations by the mid 2030s
- Aiming to develop fall prevention measures

Plan for installation of platform doors on Odakyu Lines

47 stations, 130 platforms
by FY3/2033

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)



Building a sustainable operation system

Introduction of driver-only operation

- Aiming for gradual rollout, starting with introduction between Shinjuku and Sagami-Ono Stations from around 2030

Improving the efficiency and sophistication of maintenance operations, etc. through the use of AI

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

- Addressing aging infrastructure and increasing maintenance efficiency by radically upgrading equipment to next-generation equipment

Standardizing specifications of EV buses and optimizing bus routes



Isehara General Train Depot (tentative name)

Reducing personnel by **30%** by FY3/2036 (compared to the FY3/2021 level) in the Company's railway business

Realizing sustainable evolution of the transportation business through a virtuous cycle of initiatives

Sustainably creating income

Introducing new train models

- New model of the Limited Express Romancecar (FY3/2029)
- Enoshima Electric Railway (FY3/2027), Hakone Tozan Line (FY3/2029)

Increasing the number of passengers during off-season

- Holding events and stepping up sales according to busy and slow periods

Creating demand for trips

- Expanding child-rearing support measures (child IC card ¥50, use of Odakyu IP Mokoron)



Child-rearing support mascot Mokoron

Revising fares and charges due to improvement in added value

- Actual revision of fares and charges (from FY3/2025 onward)
 - Odakyu Bus
 - Odakyu Highway Bus
 - Odakyu Hakone (ropeway and sightseeing boat)
 - Hakone Tozan Buses, Enoshima Electric Railway Buses, Tachikawa Buses
 - Hakone Freepass

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

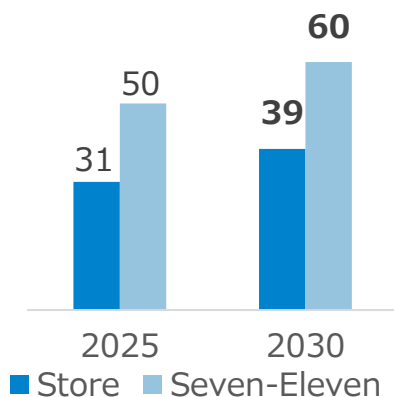
- Focusing on revenue expansion driven by both expansion in business scale and improvement in productivity, through aggressive new store openings, enhancement of store operating capability and utilization of DX
- Putting around ¥5.0 billion into growth investments centered on new store openings, aiming for operating profit of ¥3.0 billion and an operating profit ratio exceeding 3% by FY3/2031

Strengthening stores and retail business

New store openings and store renovation

- Driving new store openings aggressively in both stores and the Seven-Eleven businesses, in line with a dominant strategy focused on areas along Odakyu Lines
- Ensuring competitiveness by increasing convenience and amenity through the systematic renovation of stores that takes store age and competitor store openings into consideration

Number of stores and Seven-Eleven



Odakyu OX

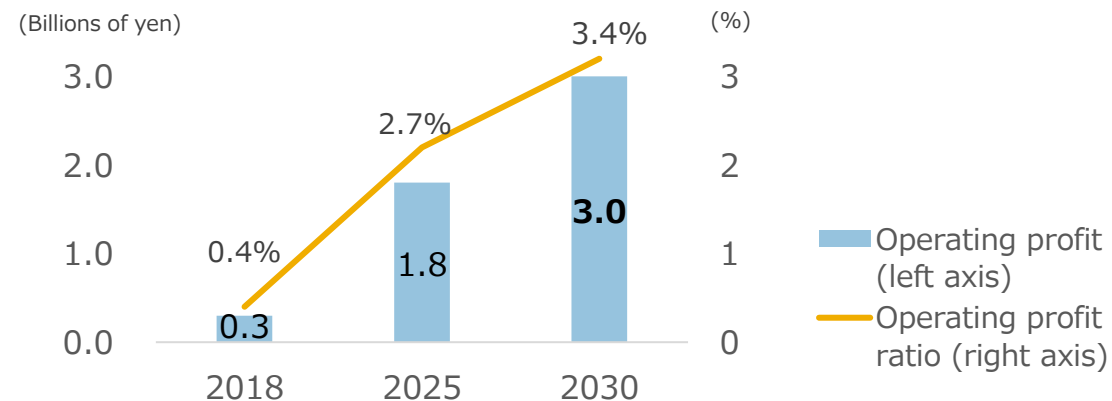


Odakyu OX Aiko-Ishida store (opened in 2025)

Improving store operating capability

- Leveraging business alliance with YORK Holdings Co., Ltd. to promote enhancement of the product lineup and the mutual sharing of operational knowhow through the exchange of human resources
- Aiming to achieve an operating profit ratio exceeding 3% through a merchandising strategy based on customer needs and operational reforms using technologies such as self checkout and electronic shelf labels

Operating profit and operating profit ratio



Utilization of DX

- Strengthening digital marketing based on customer analysis through cooperation within the Group and data of Odakyu Point (OP) Card members, etc.
- Promoting DX business through the use of AI, etc., and building a system with a small number of employees

FY3/2031 Numerical Targets for Stores and Retail Business

Total investment (FY3/2027-FY3/2031) Operating profit

¥5.0 billion

FY3/2026
¥1.8 billion



¥3.0 billion

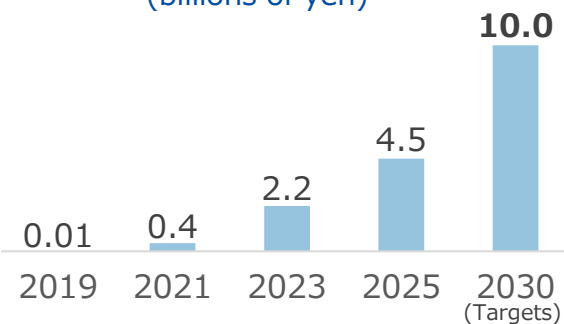
- Aiming for early profitability in the digital business by implementing a business selection and concentration strategy and intensively investing management resources in WOOMS and MaaS
- Aiming to achieve operating profit of ¥7.0 billion by FY3/2031 in the Life Services, excluding the hotel business and the stores and retail business

Creating businesses with digital technologies

- Generating revenue and profit by intensively investing management resources in growth businesses through a strategy of selection of concentration
- Strengthening sales for WOOMS*1, aiming for increased contract volumes with local governments and waste collection and transportation service providers and the early achievement of profit
- Planning and creating new projects and gaining new partners in the EMot*2 and MaaS Japan*3 Business, targeting ¥10.0 billion in transaction volume by FY3/2031 and achievement of profit

- *1 Optimized solutions for collection and transportation of resources and waste
- *2 Electronic ticket sales service
- *3 Common data infrastructure

Transaction volume of EMot and MaaS Japan (billions of yen)



Tourism Temporary Staffing

- Dispatching human resources to Hakone and other tourist destinations across Japan through Rizoba.com., one of Japan's largest resort part-time job sites
- Raising awareness of resort part-time jobs among new groups to increase market size

Rizoba.com's results (cumulative; as of March 2026)

Number of employees
More than
147,000

Partner facilities
More than
7,300 facilities



Restaurants

Increasing openings of Aru Den Tei pasta specialty restaurants and Imagawa Shokudo seafood specialty restaurants in addition to Hakone Soba restaurants



Aru Den Tei Shinjuku NS building restaurant (opened in 2025)

FY3/2031 numerical targets for Life Services

(excluding Hotel Business and Stores and Retail Business)

Total investment (FY3/2027-FY3/2031)

¥**13.0** billion

Operating profit

FY3/2026
¥3.0 billion

↑

¥**7.0** billion

Other

- Implementing the transfer of 6 directly operating businesses* to specialized companies in order to sustainably and efficiently increase service value in areas along the Odakyu Lines
- * Pet care, tennis, rental farms, childcare, fitness, and yacht businesses
- Using customer data to strengthen channeling customers towards the various services offered by OP partner stores and ONE (community-based digital service platform)

- 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	Specific policies		
<p>1 Driving structural reform and acquiring human resources in anticipation of a decline in working population</p>	<ul style="list-style-type: none"> • Labor productivity and human resource investment, in which the Company aims to be No. 1 in the private railway industry <ul style="list-style-type: none"> ✓ Building a sustainable small-team operation system Ongoing wage increases (21% increase in annual income over the four fiscal years from FY3/2024) 		
<p>2 Improving comfort of work and job satisfaction</p>	<ul style="list-style-type: none"> • Improving workplace environment and expanding welfare benefits [Examples of Recent Initiatives] <ul style="list-style-type: none"> ✓ Establishing new residences for the Group's single employees ✓ Enhancement of Housing Support Program(already sold 3 company housing buildings) ✓ Making existing dormitories for single employees free of charge 		
<p>3 Intensive human investment in growth areas</p>	<ul style="list-style-type: none"> • Developing qualified personnel in areas such as real estate, tourism, hotels, etc. • Recruiting specialized and industry-ready human resources from outside the Company <table border="0" style="width: 100%;"> <tr> <td style="border: 1px solid #ccc; padding: 5px;"> Specialized human resources 11 redevelopment planners 24 real estate securitization masters </td> <td style="border: 1px solid #ccc; padding: 5px;"> Mid-career hires and comeback hires 46 (YoY Change +19) </td> </tr> </table>	Specialized human resources 11 redevelopment planners 24 real estate securitization masters	Mid-career hires and comeback hires 46 (YoY Change +19)
Specialized human resources 11 redevelopment planners 24 real estate securitization masters	Mid-career hires and comeback hires 46 (YoY Change +19)		
<p>4 The well-planned development of next-generation management personnel</p>	<ul style="list-style-type: none"> • Developing a career path model that facilitates the acquisition of business administration or specialized business skills • Actively promote and train young employees based on the above 		



External Evaluations

- Won the grand prize in the Career Ownership Management Award 2025 in the category of Transformation of Corporate Culture (large company)
- Received Silver (29 companies) in 2025 Human Capital Management Quality Awards



2025
Career Ownership
Management
Award



人的資本経営品質2025

Use of AI and promotion of DX

Realization of business reform

	Direction	Initiative examples
Digitalization	Increasing the efficiency of operations in anticipation of a decrease in the working population	Moving low-code development in-house (the Company's railway division)
Data utilization	Expansion of Group data analysis platform and promotion of utilization	Digital marketing using ticket gate data
Use of AI	Improving customer satisfaction and building efficient operating systems	Enhancing proposals of accident prevention measures (the Company's railway division)

Establishment of a common infrastructure

Digital human resource development and culture reform

- Developing human resources with advanced skills, who are capable of planning and implementing DX measures (developing approx. 520 persons by FY3/2027 *80% progress against target at FY3/2026)
- Continued implementation of AI utilization idea awards

Optimizing information system environment and enhancing information security

- Developing a group-wide cloud environment and supporting the latest technologies
- Enhancing our ability to respond to security breaches and cyber-attacks

Governance

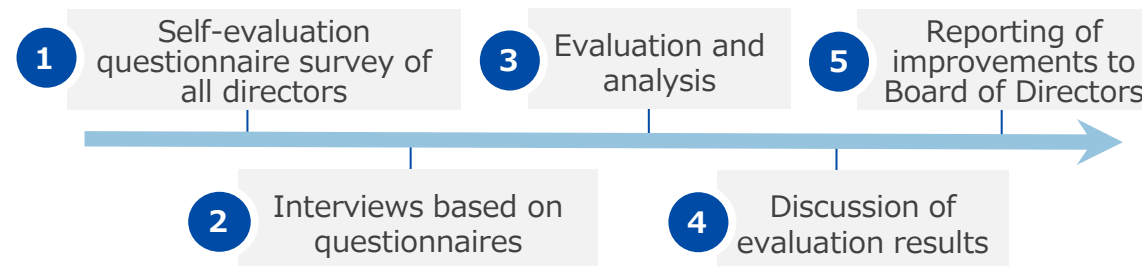
Enhancing the supervisory function

- Promoting initiatives based on the results of the effectiveness evaluation, such as enhancing discussions on company-wide strategies.
- Improvement of systems and operations related to nomination and compensation

[Effectiveness evaluation and analysis processes]

* Processes (1) to (3) are conducted by an external organization

(Utilizing an outside organization, interviews will be conducted every three years)



Initiatives to ensure respect for human rights

- Rolling out sustainability questionnaire surveys for business partners across the Group
- Increasing understanding of material human rights risks within the Group and strengthening measures to address them
- Stepping up operations to control and reduce customer harassment
- Implementing education and training in light of global trends and guidelines

Promoting the disclosure of sustainability information in the annual securities report

- Developing compliance with SSBJ (Sustainability Standards Board of Japan) standards

Review of risk management system

- Redefining critical risks in conjunction with management strategy and materiality
- Improving effectiveness by restructuring the company-wide risk management system

- Implementing the Odakyu Group Carbon Neutrality 2050 strategy, with the aim of achieving net-zero CO2 emissions

Action Guidelines Odakyu Group Carbon Neutral 2050

Net zero CO₂ emissions for the Odakyu Group by FY3/2051

1 Realization of a decarbonized society	Achievement of long-term environmental targets for FY3/2031	<ul style="list-style-type: none"> ✓ Early achievement of the FY3/2031 target by converting 100% of the Group's transportation network to renewable energy ✓ Consideration of new goals for Scope 1, 2, 3
	Shift to EV buses	<ul style="list-style-type: none"> ✓ Cost containment through unification of group specifications and joint procurement
	Enhancing the environmental performance of real estate	<ul style="list-style-type: none"> ✓ Promoting green building certification at new and existing properties
2 Realization of a resource recycling society	Ebina area resource recycling	<ul style="list-style-type: none"> ✓ Recycle food waste from commercial facilities into feed and biogas power generation (electricity is used at Odakyu Electric Railway's Ebina headquarters)
	Promotion of WOOMS business	<ul style="list-style-type: none"> ✓ Supporting resource recycling by waste generators
3 Conservation and utilization of nature	Promoting nature conservation in cooperation with local communities	<ul style="list-style-type: none"> ✓ Promoting cleanup and conservation activities
	Set nature-related targets	<ul style="list-style-type: none"> ✓ Waste and water withdrawal(per revenue source): Year-on-year reduction
	TNFD disclosure	<ul style="list-style-type: none"> ✓ Valuation disclosure for Odakyu Group in April 2025

External Evaluations



CDP2025

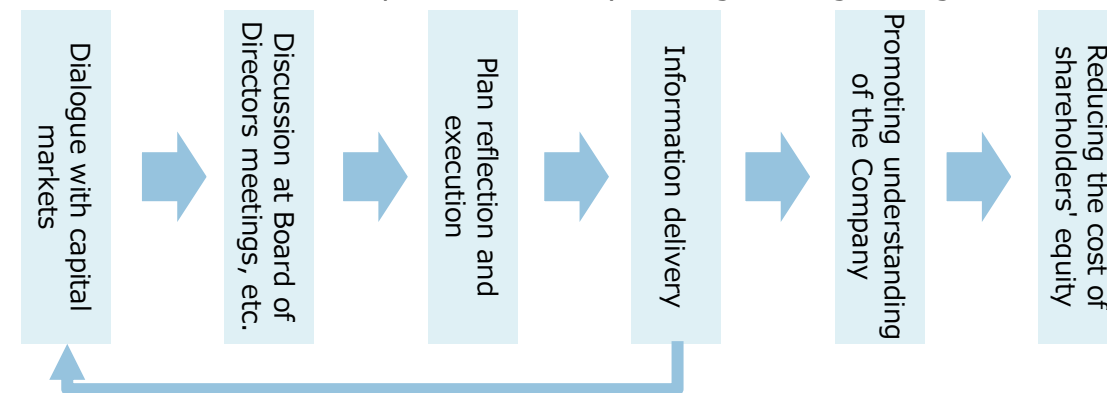
- ✓ Climate change
A
(Highest rating)
- ✓ Water security
A-
(Highest in the railroad industry)

- Strengthening dialogue with capital markets and promoting understanding of the Company to reduce the cost of shareholders' equity and maximize corporate value

Policies to strengthen dialogue

- Expanding investor-specific approaches (institutional and individual/overseas and domestic)
- Strengthening management dialogue with capital markets
- Using dialogue with capital markets as a starting point for management improvements
- Strengthening the dissemination of information (enhancement of disclosures, etc.)

<Process to enhance corporate value by strengthening dialogue>



Initiatives

1. Enhancing investor-specific approaches

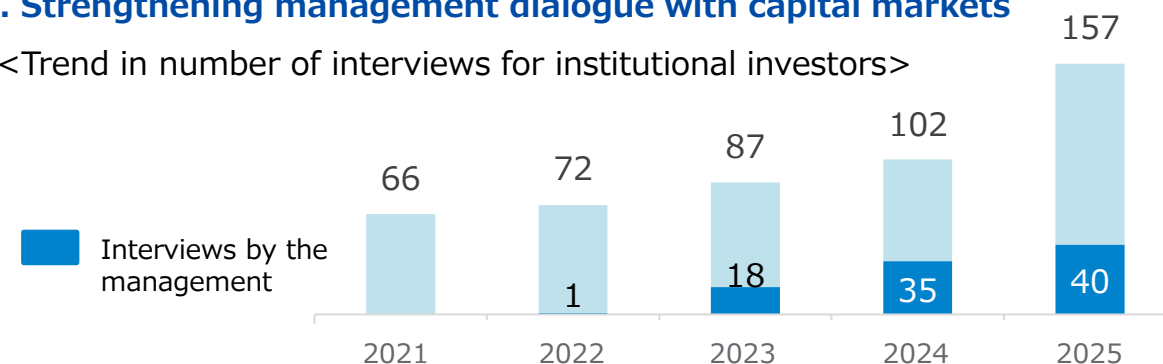
Target		Measures
Institutional Investors	Overseas	<ul style="list-style-type: none"> Management visits to European investors SR interviews with overseas investors by outside directors
	Domestic	<ul style="list-style-type: none"> Tour of facilities (Hakone and Shinjuku)
Individual Investors		<ul style="list-style-type: none"> PR activities at local events In-person presentations in areas along Odakyu Lines and online presentations

3. Using dialogue with capital markets as a starting point for management improvements

- Update on consolidated financial targets
- Enhancing shareholder returns and expanding shareholder benefits

2. Strengthening management dialogue with capital markets

<Trend in number of interviews for institutional investors>



4. Strengthening the dissemination of information

- Expansion of IR website
- Expansion and acceleration of English disclosure

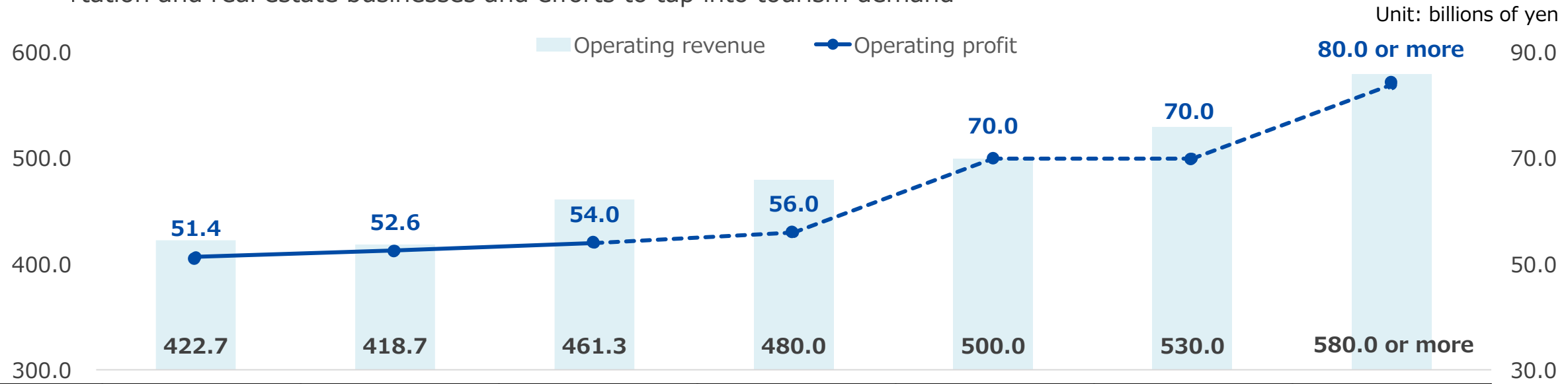


FY3/2026 Awarded

III. Numerical Plans

Changes in Consolidated Financial Results (Revenue from Operations and Operating Profit)

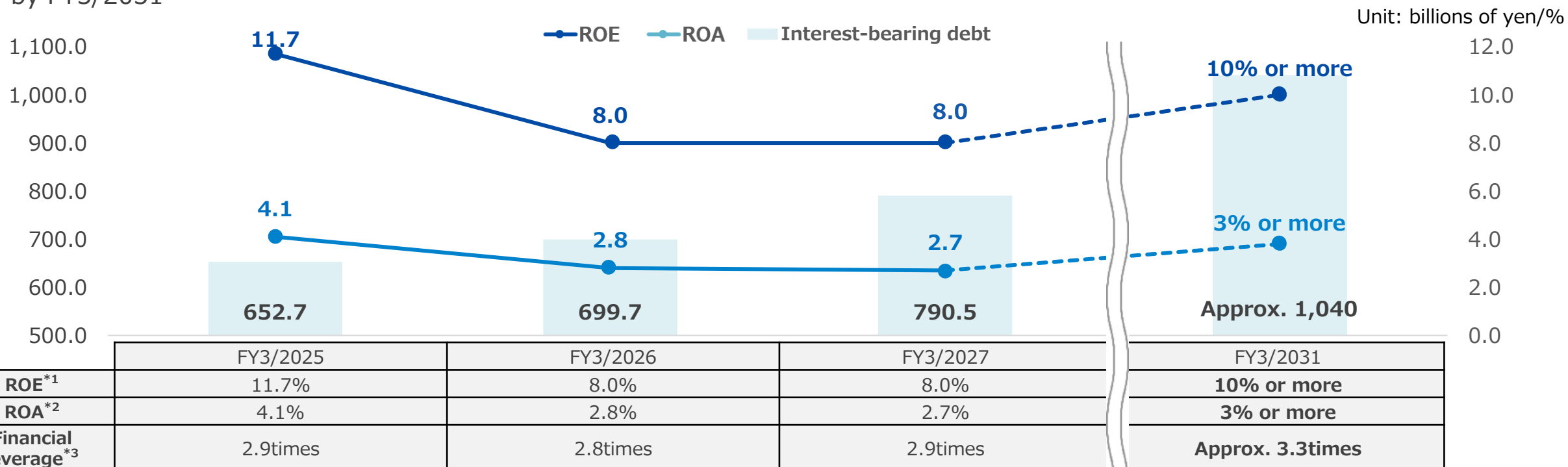
- In FY3/2026, revenue from operations decreased year on year, mainly due to the absence of consolidation of 13 months' revenue from the Life Services the previous fiscal year. However, Operating profit rose due to an increase in the number of passengers carried in the Company's railway business
- In FY3/2027, sales and income will likely increase due to an increase in the projected unit sales sold in the real estate business, despite an expected increase in expenses associated with progress in investment in the Company's railway business
- Heading towards FY3/2031, operating profit is expected to grow steadily due to income contributions from growth in the transportation and real estate businesses and efforts to tap into tourism demand



Billions of yen		FY3/2025	FY3/2026	FY3/2027	FY3/2028	FY3/2029	FY3/2030	FY3/2031
Operating revenue	Transportation	174.9	181.2	187.1	190.0	200.0	210.0	210.0
	Real Estate	95.8	96.2	128.1	140.0	140.0	150.0	180.0
	Life Services	168.6	158.6	163.3	170.0	180.0	190.0	210.0
	Total*	422.7	418.7	461.3	480.0	500.0	530.0	580.0
Operating profit	Transportation	26.4	29.5	28.7	26.0	35.0	32.0	33.0
	Real Estate	15.8	15.4	19.1	25.0	24.0	26.0	32.0
	Life Services	9.0	7.6	6.2	5.0	11.0	12.0	15.0
	Total*	51.4	52.6	54.0	56.0	70.0	70.0	80.0

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

- Steadily achieving ROE of 8% by controlling financial leverage through the share buybacks during FY3/2027
- Expecting both further expansion in financial leverage and improvement in ROA in the period up to FY3/2031, resulting in growth of ROE to 10% or more
- Continuing target management based on operating profit ROA by segment (P.9), aiming for operating profit ROA of 5.0% or more by FY3/2031



Increasing financial leverage (reducing shareholders' equity ratio to 30% by FY3/2031)

*Controlling the interest-bearing debt/EBITDA ratio to maintain a 7-time level

	FY3/2025	FY3/2026	FY3/2027	FY3/2031
Operating profit ROA	4.1%	4.0%	3.9%	5.0% or more

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

*2 Net income attributable to owners of parent / Total assets (average of the start and end of the fiscal year, excluding unrealized gains on securities)

*3 Total assets (average of the start and end of the fiscal year, excluding unrealized gains on securities) / Shareholders' equity (average of the start and end of the fiscal year, excluding unrealized gains on securities)

*4 Operating profit / total assets (average of the start and end of the fiscal year, excluding unrealized gains on securities)

(Reference) Consolidated Numerical Plan

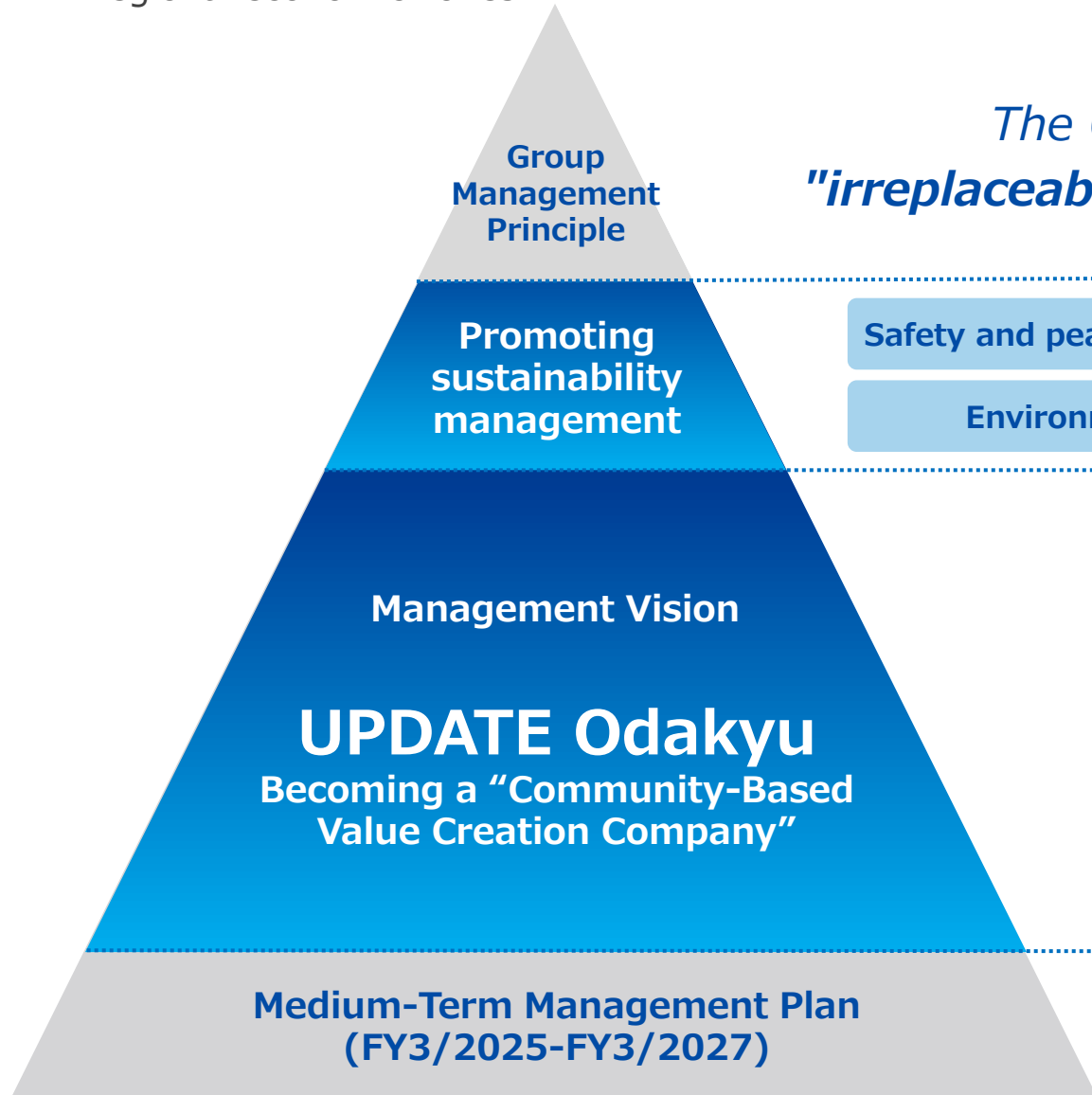
Millions of yen	FY3/2025 (Results)	FY3/2026 (Results)	FY3/2027 (Forecast)
Operating revenue	422,700	418,732	461,300
Operating profit	51,431	52,659	54,000
Ordinary income	50,474	54,028	47,900
Net income attributable to owners of parent	51,958	37,368	38,300
Capital investments	65,388	81,385	132,800
Depreciation	43,954	44,352	46,700
EBITDA	95,386	97,012	100,700
Interest-bearing debt	652,789	699,754	790,500
Interest-bearing debt/EBITDA ratio (times)	6.8	7.2	7.9
ROE*	11.7%	8.0%	8.0%

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

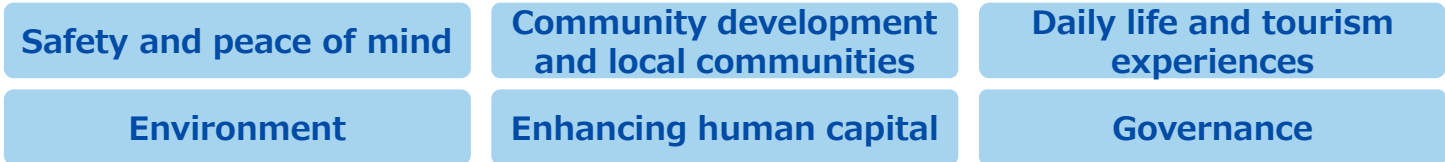
[Reference] Specific Policies for Achieving the Management Vision

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



The Odakyu Group helps its customers create "irreplaceable times" and "rich and comfortable lifestyles."



TWO evolutions to achieve the management vision

- 1.** Business development based on the concept of regional economies
- 2.** Optimization of our business portfolio

Materiality in Sustainability Management

- Adding and updating targets and monitoring indicators in light of progress such as both hard and soft initiatives and investment to achieve the "safety and peace of mind" materiality and improvement in employee engagement to enhance human capital

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

Materiality	Targets and Monitoring Indicators	
1. Safety and peace of mind	<ul style="list-style-type: none"> ◆ Number of operating accidents/incidents caused by the Company in the railway business: Zero (every fiscal year) ◆ Number of fatalities or serious injuries in the bus and taxi businesses: Zero (every fiscal year) ◆ Percentage of installation of platform doors on Odakyu Lines: 47 stations (67%) (FY3/2033) ◆ Percentage of barrier-free access at stations on Odakyu Lines: Maintain at 100% (every fiscal year) 	<ul style="list-style-type: none"> ◆ Percentage of installation of wheelchair and baby stroller spaces in all train cars of general trains on Odakyu Lines (installation of 1 space per car): 62% (FY3/2031) / 100% (around 2041) ◆ Percentage of acquisition of "Service Care-Fitter" certification among station attendants on Odakyu Lines: 100% (every fiscal year) □ Total level of satisfaction with railway services
2. Community development and local communities	<ul style="list-style-type: none"> ◆ Number of users at key stations in areas being strengthened (per day) (FY3/2031・FY3/2041) 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 	<ul style="list-style-type: none"> □ Population in areas along the Odakyu Lines □ Total level of satisfaction of local residents □ Total level of satisfaction with how to live (well-being)
3. Daily life and tourism experiences	<ul style="list-style-type: none"> ◆ Odakyu Group's tourism revenue: ¥120.0 billion (FY3/2031) ◆ Inbound tourism revenue: ¥45.0 billion (FY3/2031) 	<ul style="list-style-type: none"> □ Number of users of children's IC cards (non-commuters) □ Number of users of Limited Express Romancecar services □ Number of Odakyu ONE ID users □ Number of Hakone Freepasses tickets sold □ Number of visitors to tourist areas along the Odakyu Lines (Hakone and Fujisawa)
4. Environment (carbon neutrality)	<ul style="list-style-type: none"> ◆ Odakyu Group CO2 emissions: 50% reduction from FY3/2014 (FY3/2031)/net zero (FY3/2051) 	<ul style="list-style-type: none"> ◆ Odakyu Group's waste emissions (intensity per unit revenue): Year-on-year reduction (every fiscal year) ◆ Odakyu Group's water intake (intensity per unit revenue): Year-on-year reduction (every fiscal year)
5. Enhancing human capital	<ul style="list-style-type: none"> ◆ Ratio of female employees (full-time): 20% (FY3/2031)/35% (FY3/2051) ◆ Ratio of women in management roles: 15% (FY3/2031)/30% (FY3/2051) ◆ Ratio of male employees taking paternity leave: 100% (FY3/2031)/100% (FY3/2051) 	<ul style="list-style-type: none"> ◆ Employee engagement survey response rate (non-consolidated): 100% (every fiscal year) ◆ Employee engagement survey score (non-consolidated): Total general score: Above previous fiscal year's level (every fiscal year) Average employee net promote score: Above previous fiscal year's level (every fiscal year) □ Revenue from operations per employee □ Staff sufficiency rate (Railway and buses) □ Number of specialized human resources (real estate growth area) □ Employment rate of the disabled (non-consolidated)
6. Governance	<ul style="list-style-type: none"> ◆ Number of major legal violations: Zero (every fiscal year) ◆ Ratio of female officers: 30% (FY3/2031) ◆ Number of serious information security incidents: Zero (every fiscal year) ◆ Implementation rate of sustainability survey for business partners: 100% (FY3/2031) 	<ul style="list-style-type: none"> □ 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.

Natural capital

Contributions to CO2 emissions reductions

13.6 million tons

* Comparison with automobile transportation when Odakyu Group transportation network is used.

Natural and local resources

including Hakone, Enoshima, and Oyama Group transportation network is used.

Intellectual capital

Community development of areas along the Odakyu Lines, etc., transportation infrastructure
Extensive business expertise

ONE members
500,000 people

Human capital

Consolidated number of employees
11,656 people

Per-capita revenue from operations
Approx. **¥36 million**

Corporate culture featuring active participation of value-creating human resources and diverse other human resources

Social and relationship capital

Population along railway lines
Approx. **5.2 million people**

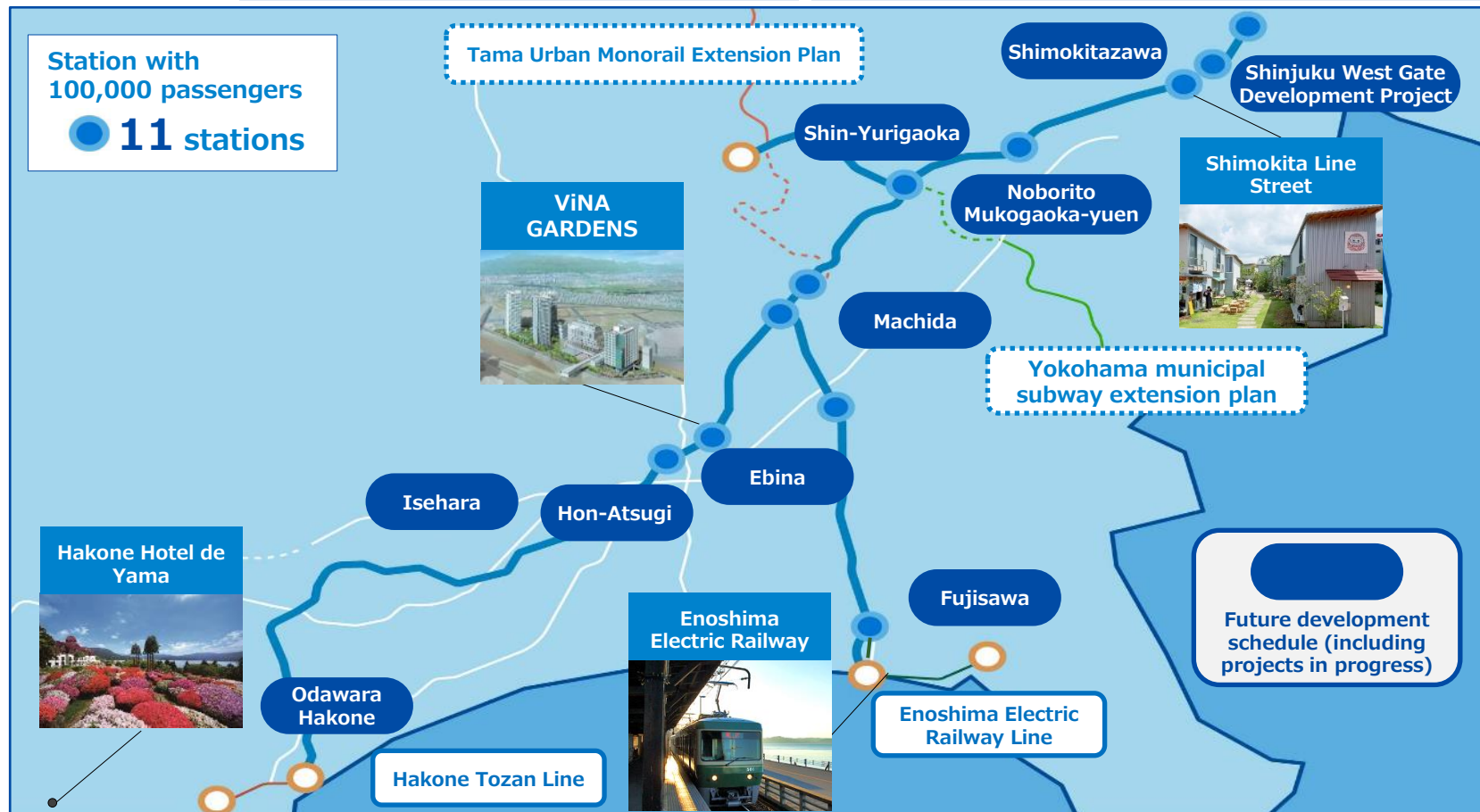
Annual number of passengers (Railways and buses)
Approx. **1.1 billion people**

Agreements with government, companies, and universities

33 cases

Romancecar brand

Annual number of tourists visiting Hakone, Shonan, and Mt.Oyama
Approx. **58 million people**



Business capital

Line kilometer (Railways and buses)
Approx. **8,000 km**

Major commercial facilities
49 facilities

Hotels
9 facilities

Financial capital

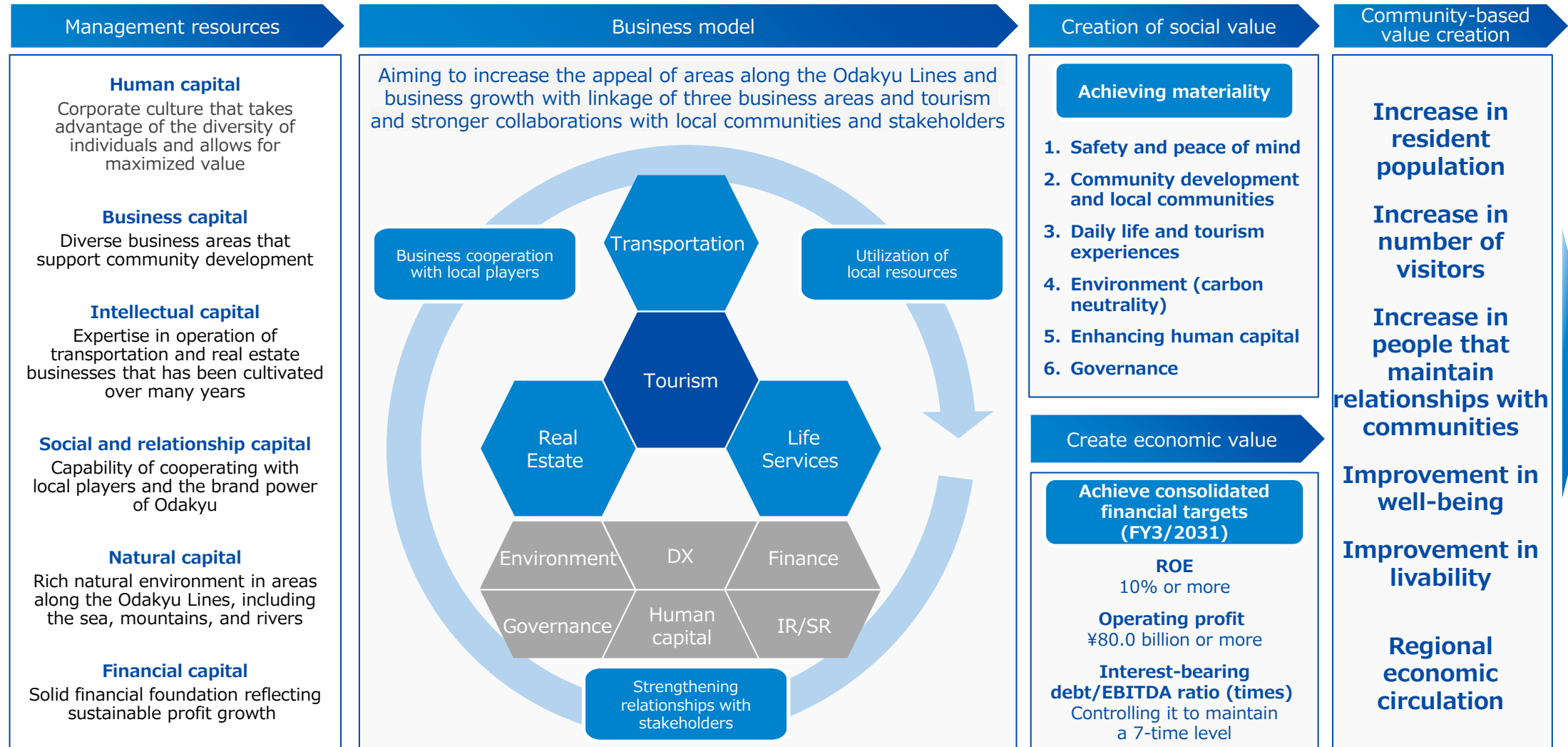
Total assets
Approx. **¥1.4 trillion**

EBITDA **¥97.0 billion**

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

Sustainability management



Achieving sustainable growth and improving corporate value as a community-based value-creation company

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.