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INTEGRATED REPORT 2024

Group's Management Principle

The Odakyu Group will contribute to helping customers create "irreplaceable times" and "rich and comfortable lifestyles."

The Odakyu Group's management principle encapsulates our roles and responsibilities toward society through our businesses as well as our purpose as a corporate citizen in society.
The Odakyu Group is committed to being a good partner with our customers, helping them make their precious time more comfortable and pleasant by creating and providing them with "irreplaceable times" that contribute to "rich and comfortable lifestyles."

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Action Guidelines

In order to realize our management principle, we will provide “excellent quality” and “a moving experience” to our customers, without forgetting our three guiding principles:

Sincerity — **We sincerely promote all of our businesses based on safety and peace of mind.**

Enterprise — **We take on the challenge of pursuing even better services that are unbound by precedent or convention.**

Harmony — **We strive for collaboration with outside entities and symbiosis with society and the environment, rather than focusing exclusively within the Odakyu Group.**

Our action guidelines are principles we follow while engaging in our daily operations. Our mission is to realize our management principle through each employee carrying out their operations sincerely, according to these action guidelines, and to sustainably develop together with society. These three guiding principles are essential factors for creating the Odakyu brand that will be chosen by customers.

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Editorial Policy

Integrated Report 2024 aims to relay information to the Odakyu Group’s wide range of stakeholders, including shareholders and investors, regarding its medium- to long-term value creation based on the management vision, UPDATE Odakyu, and its management principle, achieved by comprehensively utilizing the Group’s value creation process, as well as provide financial and non-financial information. For editorial purposes, this document references the Integrated Reporting Framework advocated by the IFRS Foundation and Guidance for Collaborative Disclosure and Dialogue for Value Creation, created by the Ministry of Economy, Trade and Industry.

Environment Social Governance
Guidance for Collaborative Value Creation

Disclosure Policy

Applicable Period:
FY2023 (April 1, 2023 to March 31, 2024) (Some statements relate to before and after the period in question)

Organization:
Odakyu Electric Railway Co., Ltd., and the Odakyu Group

Accounting Standard:
Statements have been made according to Japanese Generally Accepted Accounting Principles (GAAP).

History of the Odakyu Group

Shinjuku Station at the time of its opening (1927)

Founding & postwar reconstruction

— From Shinjuku to Odawara and Hakone —

Our company was founded in May 1923 as Odawara Express Railway Co., Ltd. We established a line between Shinjuku and Odawara in April 1927 and between Sagami-Ono and Katase-Enoshima in 1929. Shortly after opening, the company was hit by the Showa Depression following the Great Depression, and with our business foundation still fragile, we continued to struggle for a long time. Later, due to the prolonged war and restrictions on land transportation business, private railways in southwestern Tokyo were integrated and renamed Tokyo Kyuko Dentetsu Kabushiki Kaisha. In June 1948, after the war, we separated from Tokyo Kyuko Dentetsu Kabushiki Kaisha and became the new Odakyu Electric Railway Co., Ltd. Soon after, we launched a nonstop weekend express service between Shinjuku and Odawara, and the Romancecar SE, a limited express train that became the model for the development of the Shinkansen bullet train, was put into service. We also solidified our operating base for tourism transportation by incorporating the Hakone Tozan Line and opening the Hakone Golden Course, a round-trip route around Hakone.

Odakyu Department Store at the time of its opening (1962)

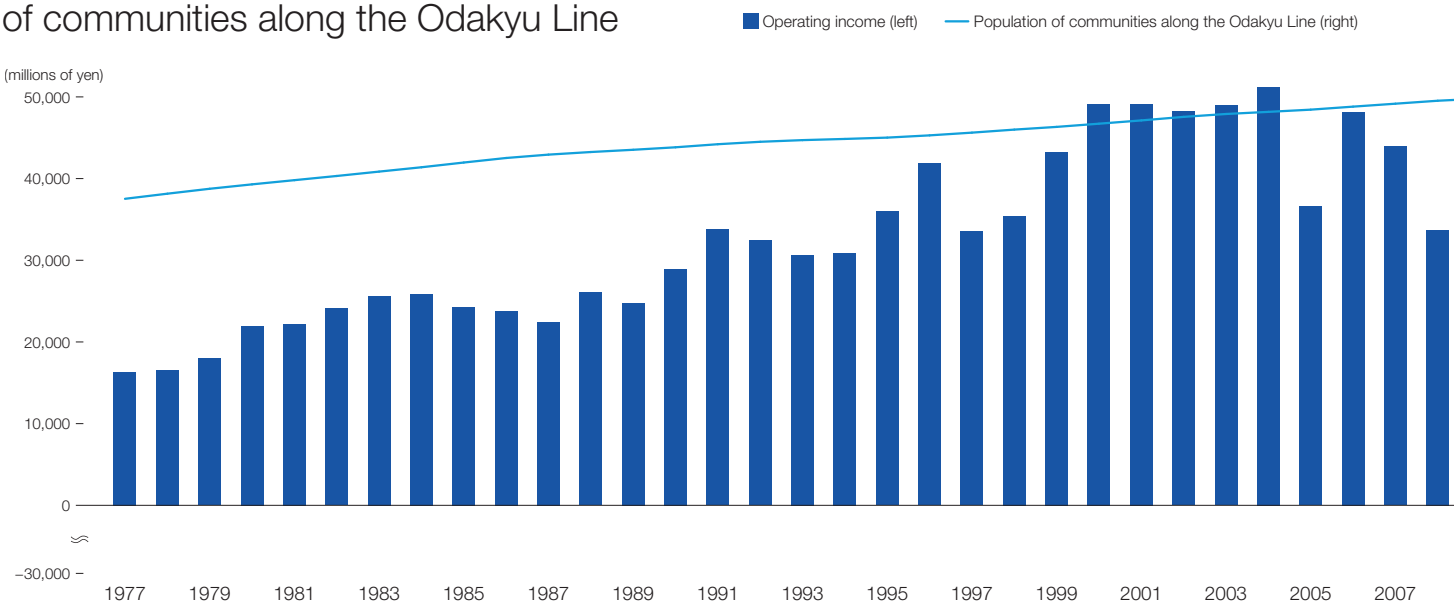
Diversification of management

— Start of real estate, commercial facilities, hotels business, etc. —

During Japan's period of rapid economic growth, construction and sales of houses increased dramatically. As part of Odakyu's railways business, we expanded the functions of our urban transportation system by upgrading Shinjuku Station and opening up the Tama Line, as well as undertaking a multiple double tracks project as a drastic measure to improve transportation to cope with rapid increases in passenger numbers.

At the same time, we undertook diversification of management, starting with the opening of Odakyu Department Store in 1962. In addition to expanding the scale of our operations by diversifying management, including expansion of our real estate, store, travel, and hotel businesses, we opened a series of commercial facilities, such as Shinjuku MYLORD, to shape the foundation of our Group.

Changes in operating income and population of communities along the Odakyu Line

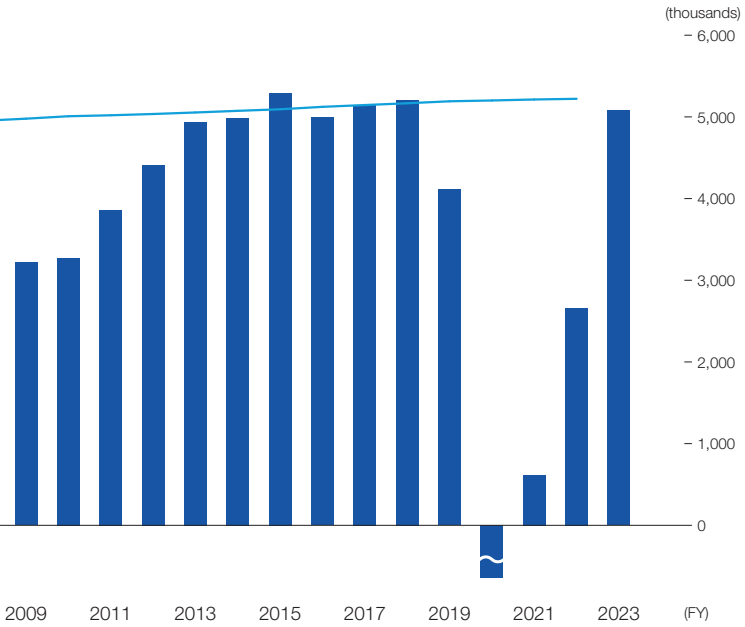


Shinjuku West Gate Development Project (scheduled for completion in FY2029)

Management Vision UPDATE Odakyu
–Becoming a Community-Based Value Creation Company

In 2021, we formulated a new Management Vision, expressing our commitment to evolve into a company that creates new value in communities, including customer experience and lowering of the environmental load, with the aim of becoming a community-based value creation company. After a period of structural reform from fiscal 2021 to fiscal 2023, we entered a period of rapid growth in fiscal 2024 and are now diligently pursuing "business development based on the concept of regional economies" and "optimization of our business portfolio."

We will continue to challenge ourselves, without being bound by preconceived notions, in order to grow sustainably together with the Odakyu Line and the regions in which we do business, always seeking to achieve our management philosophy of creating "irreplaceable times" and "rich and comfortable lifestyles" for our customers.



Capability

- Communities along the Odakyu Line with diverse characteristics
- Close relationships with local communities
- Physical infrastructure and living services built up over 100 years
- Foundation for fusing the physical and the digital

Business Results for the Fiscal 2023

Operating revenue	Operating income
¥409.8 billion	¥50.7 billion
Ordinary income	**Net income attributable to owners of parent**
¥50.6 billion	¥81.5 billion
ROE	**Interest-bearing debt/ EBITDA ratio**
20.3%	6.5 times

The Odakyu Group at Present

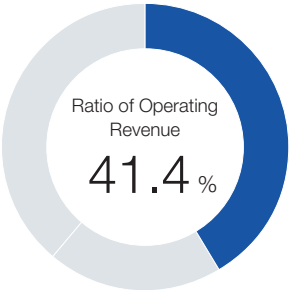
The communities along the Odakyu Line include numerous core cities and Japan's top tourist attractions, such as Hakone and Enoshima, and enjoy multi-tiered and affluent regional resources, with a certain population size and gathering of corporate, commercial, research, and educational facilities in each area. In these high-potential areas, the Odakyu Group has a wide range of public transportation infrastructures, including railways and buses, and real estate, as well as multiple strengths, such as a sense of trust built up over years of business operation and, based on this trust, results from cooperation with local governments and communities.

Since communities along the Odakyu Line possess various regional characteristics, they face many social issues, and solving these issues as a business led to new business opportunities and growth together with communities.

Transportation

Odakyu Electric Railway operates three lines: the Odawara Line (which connects Shinjuku and Odawara), the Enoshima Line, and the Tama Line, which cover a total 120.5 km (70 stations). Group companies provide methods of transportation, such as railways, buses, and taxis, mainly in Tokyo and Kanagawa Prefecture, which support the transportation infrastructure of local communities.

Diverse communities along the Odakyu Line have a combined population of approximately 5.2 million people in 27 cities, districts, towns, and villages. The line is dotted with stations that are the hubs for an average of around 100,000 daily passengers, from urban areas and suburbs to tourist spots such as Hakone and Enoshima.



Operating revenue **171.7** billion yen
(year-on-year increase of 12.0%)

Operating income **25.9** billion yen
(year-on-year increase of 193.6%)

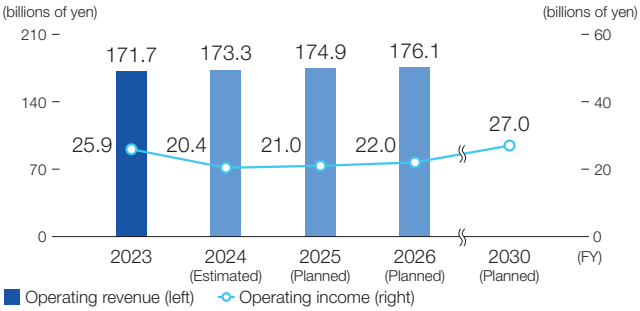
Sub-segments >>

Railways ...In addition to the Company's railways business, Odakyu Hakone Co., Ltd. and Enoshima Electric Railway Company, Limited provide transportation services for work and school commutes as well as tourist destinations.

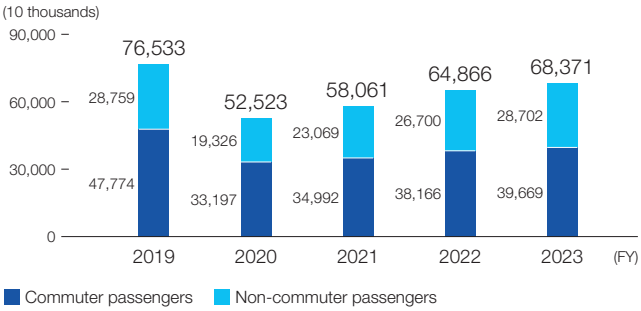
Buses .....We operate both local buses and express buses in the Tokyo and Kanagawa areas.

Others .....We operate tourism-oriented transport services such as boats and ropeways in the Hakone area, as well as taxi services.

[Trends in Operating Revenue / Operating Income]



[Trends in number of annual passengers (Odakyu Electric Railway)]



Main Initiatives in FY2023

On the transportation side of the railway business, in March of 2024 we implemented changes, etc. to the railway timetables for the purpose of allowing more leeway within the operations plan at limited express stops where installation of platform doors is scheduled. In addition, we strived to enhance transportation services of the 3000-series commuter trains by installing a wheelchair and stroller space in each car to meet the diverse needs of customers, as well as implementing environmentally friendly renovations and commencing commercial operation of three railroad cars.

Each company is expanding its payment methods to enhance convenience, and in April 2023, Enoshima Electric Railway Company, Limited became the first company in the Tokyo metropolitan area to begin accepting contactless payment cards (credit, debit, and prepaid) and smartphones, etc. for boarding trains at all stations. In August 2023, "mocoron," a mascot character symbolizing child-friendly support, made its debut, and 5000-series commuter trains with one railroad car were operated as "mocoron-go" for a limited period of time, promoting initiatives based on our Child-Rearing Support Policy.

With regard to facilities, we installed platform doors at Machida Station and Hon-Atsugi Station (platforms 3 and 4) to further improve the safety of train operations and carried out seismic retrofitting work on bridges between Machida Station and Sagami-Ono Station and elsewhere to mitigate the risk of damage by large-scale earthquakes. In addition, in order to deter crime and resolve incidents quickly, onboard security cameras were installed in commuter trains with 16 railroad cars and limited express with four railroad cars.

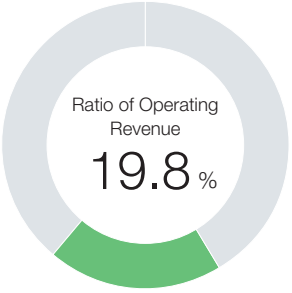
In the bus business, each company implemented fare revisions in order to continuously provide stable transportation services. In addition, Odakyu Bus Co., Ltd., Enoden Bus Co., Ltd. and Tachikawa Bus Co., Ltd. began operating EV buses (electric buses) in an effort to reduce environmental impact. In addition, each company worked to further enhance convenience by revising timetables to meet customer needs.

* In light of the consolidated financial targets expressed in our Management Vision, we have changed our segment-based presentation starting from FY2024, and the results of the previous fiscal year have been recategorized.
For more details, please see Financial Results for FY2023 on the Odakyu corporate website.
Website ▶ https://www.odakyu.jp/ir/financial/b4fuqs0000001046-att/2023.4Q_PPT_ENG.pdf

Real Estate

We are developing our real estate business, with local communities along the Odakyu Line at the core, by supplying housing, in addition to leasing and operating commercial facilities, office buildings, and other properties. We are investing capital intensively to make this our primary pillar of earnings, with our largest project, the Shinjuku West Gate Development Project, presently underway. ➡ P.31 Strengthening of the Real Estate Domain

We are also carrying out development in areas around core stations such as Shimo-Kitazawa and Ebina, based on the characteristics of each location and the surrounding environment, as well as expanding our investment methods, including an asset rotation model and overseas real estate business, with external partners.



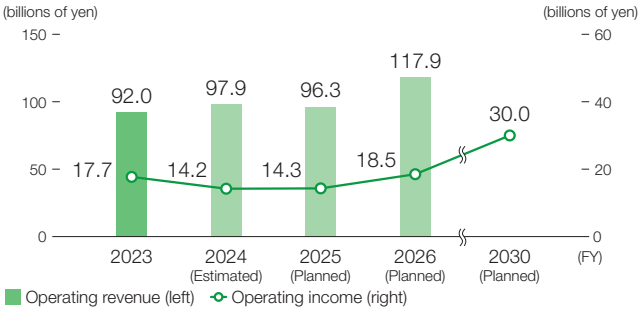
Operating revenue: 92 billion yen (year-on-year decrease of 4.5%)

Operating income: 17.7 billion yen (year-on-year decrease of 5.1%)

Sub-segments >>

- Real estate sales ..... We operate sales and brokerage businesses in the Tokyo and Kanagawa areas.
- Real estate leasing.... We lease commercial facilities operated by Odakyu SC Development Co., Ltd. as well as offices and residences.
- Others ..... Odakyu Building Service Co., Ltd. provides building management and maintenance services for stations, offices, and commercial facilities.

[Operating Revenue / Operating Income]



[Major leased properties]

Office buildings	Area	Leased space
Odakyu Southern Tower	Shinjuku	Approx. 47,000 m²
ViNA GARDENS OFFICE	Ebina	Approx. 22,000 m²

Commercial facilities	Area	Leased space
Shinjuku West Gate HALC	Shinjuku	Approx. 26,000 m²
Flags	Shinjuku	Approx. 9,500 m²
Shinjuku MYLORD	Shinjuku	Approx. 8,700 m²
SHIN-YURIGAOKA L-MYLORD	Shin-Yurigaoka	Approx. 40,000 m²
ViNAWALK	Ebina	Approx. 69,000 m²

Main Initiatives in FY2023

In the real estate sales business, Odakyu Real Estate Co., Ltd. worked to secure revenue through the sale of detached houses such as those in the LEAFIA Setagaya Sakuragaoka The Bloom development, and of condominiums, including LEAFIA Residence Asao Satsukidai.

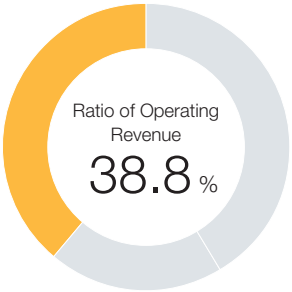
In the real estate leasing business, in the Shinjuku West Gate Development Project, which had been promoted by the Company and Tokyo Metro Co., Ltd. as the project sponsors, it was decided in February 2024 that Tokyu Land Corporation would formally participate in the project as a partner in order to maximize the value of the project. Under this project, we promoted the demolition work on the main building of former Odakyu Department Store Shinjuku Store, and in March 2024, began construction of a new building as a joint project of the three companies. In addition, Odakyu SC Development Co., Ltd. worked to enhance and revitalize its facilities by implementing large-scale renovations of the commercial facilities "Vina Front" and "Acorde Yoyogi Uehara."

Odakyu Real Estate Co., Ltd. also worked to expand the scale of its business by completing construction of two logistics facilities in September 2023: Odakyu Real Estate Logistics Center Fukuoka Shime and Odakyu Real Estate Logistics Center Okazaki.

Odakyu Real Estate Logistics Center Okazaki

Life Services

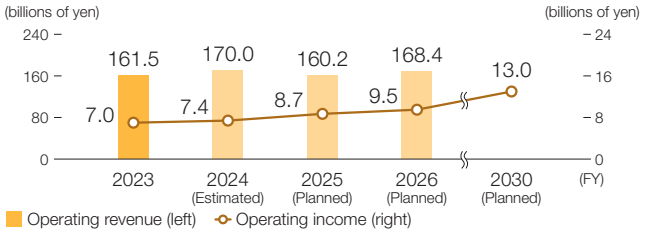
This segment consists of our department stores and stores/retail, as well as restaurants, that provide services and exciting content highly relevant to daily life, as well as our hotels business, which helps elevate the appeal of various tourist destinations along our rail lines, such as Shinjuku and Hakone. Seeking to create rail lines that consumers will choose and visit in the future, we are undertaking initiatives to create regional value by providing services that meet customer needs, promoting sustainable tourism, and developing new areas of business that address social issues in the region.



Operating revenue **161.5** billion yen
(year-on-year decrease of 0.1%)

Operating income **7** billion yen
(operating loss of ¥0.9 billion in the previous fiscal year)

[Operating Revenue / Operating Income]



*From FY2024, the fiscal year end of Odakyu Department Store Company Limited and Odakyu Shoji Co., Ltd. was changed from February to March in order to apply the group tax sharing system. Accordingly, 13 months (from March 2024 to March 2025) are consolidated in FY2024.

Sub-segments >>

Department stores.... Odakyu Department Store Company Limited operates three stores in Shinjuku, Machida, and Fujisawa. Currently, the Shinjuku store is operating in accordance with the Shinjuku West Gate Development Project, reorganizing the department store floor of the adjacent Shinjuku West Gate HALC to focus on food, cosmetics, and luxury items.
* Sales floor space has been reduced by about 80%

Stores and retail ..... We operate stores supporting daily life along the railway line, including the Odakyu OX supermarket operated by Odakyu Shoji Co., Ltd.

Hotels..... We are developing various types of hotels to meet local needs, including the Hotel Century Southern Tower in the Shinjuku area operated by Odakyu Hotels Southern Tower Co., Ltd. and the Hakone resort hotel, operated by ODAKYU Resorts Co., Ltd.

Restaurants..... Odakyu Restaurant System Co., Ltd. and GIRAUD RESTAURANT SYSTEM CO., LTD. operate a variety of restaurants both within stations and away from our rail lines.

Others..... To further increase regional value, we are engaged in various business such as the travel industry and temporary staffing services.

Main Initiatives in FY2023

In the department store business, we undertook proactive sales measures at each location owned by Odakyu Department Store Company Limited, mainly in the key areas of food, cosmetics, and luxury goods, and worked to strengthen sales channels outside stores, including external sales to customers and e-commerce. We also worked to strengthen customer contact points by holding new events in the event space at the Shinjuku store, such as Odakyu Sweets Journey: Cookie Wonderland and SHINJUKU BIRD FESTIVAL, which were highly effective in attracting consumers.

In the stores and retail business, the Shin-Yurigaoka store of the "Odakyu OX" supermarket operated by Odakyu Shoji Co., Ltd. was reopened after renovation, and all stores held a Thanks Festival and campaign to commemorate the company's 60th anniversary. In addition, we promoted aggressive sales activities at "Odakyu OX MART," including the opening of the Soshigaya and Machida stores. In addition, it worked to further enhance customer convenience in line with its efforts to create sales floors that facilitate the shopping experience at various stores.

In the hotel business, the Hotel Century Southern Tower operated by Odakyu Hotels Southern Tower Co., Ltd. worked to secure earnings such as by changing the room type from single rooms to semidouble rooms in December 2023 to meet diversifying customer needs. In addition, we made efforts to capture accommodation demand for each hotel operated by the Odakyu Group by developing aggressive sales measures.

In the restaurant business, Odakyu Restaurant System Co., Ltd. made efforts to strengthen its ability to attract customers at each company by developing new business format and opening new restaurants.

Hotel Century Southern Tower, Comfort Double Room

Message from President & CEO

Shigeru Suzuki

Representative Director
President & CEO
President and Executive Officer

What we intend to convey in this fiscal year's Integrated Report

I'm Shigeru Suzuki, and I have served as President & CEO, Representative Director since my appointment in April 2024. I was born and raised along the Odakyu Electric Railway line, and I joined the Company in 1988. I'm proud to say that my attachment to the Odakyu Group has always been stronger than most others. In the time that I've been with the Company, our business environment has changed dramatically. In response to these changes, we have been involved in numerous corporate restructuring and business reforms to ensure the Odakyu Group's sustainable growth. The 2011 Great East Japan Earthquake and the COVID-19 pandemic in particular had a significant impact on our business. Given the circumstances, we implemented reconstruction and business expansion in the Hakone area as well as the largest-ever business restructuring of ODAKYU Resorts Co., Ltd. since its founding. Most recently, as Managing Executive Officer Responsible for General Affairs Department, Corporate Communications/Environment Department, and Personnel Department, I have devoted my efforts to enhancing human capital to create a comfortable, rewarding work environment for all Odakyu Group employees.

Having defined our Management Vision through to fiscal 2030, we are now accelerating our efforts to make it a reality. In this fiscal year's Integrated Report, in addition to conveying my firm belief in our consolidated financial targets, we aim to create a publication that will be easy for our stakeholders to understand, and that will clearly communicate our approach and efforts toward becoming a community-based value creation company, as set out in our Management Vision. Specifically, I have invited the Mayor of Ebina City to share about working together with the Odakyu Group on community development, so that readers can get a sense of the close relationship with community that is one of the strengths of the Odakyu Group. ➡ P.37 Special Interview with the Mayor of Ebina In addition, this fiscal year, Odakyu Electric Railway has made the transition to a company with an audit & supervisory committee. This has created a foundation for resolute decision-making in the execution of important strategies, ensuring transparency, fairness, and speed, without being bound by precedent or convention. Furthermore, in terms of the effectiveness of the Board of Directors, which attracts strong interest from you, I am proud to say that compared to a few years ago, the Board

The Odakyu Group will realize a new model for private railway business as a community-based value creation company.

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of Directors meetings have evolved into a place of lively, energetic discussion. To better understand the actual atmosphere and discussions, please peruse the following interview with Takeshi Hayashi, an Audit & Supervisory Committee member. ➡ P.67 Interview with Outside Director

My most crucial role in realizing our Management Vision is steadily promoting the measures set forth in our Medium-Term Management Plan to achieve an operating income of 70 billion yen and ROE of 7% or more in fiscal 2030. To this end, we are working on the specifics of our strategies for real estate, which is our primary pillar of growth, and tourism, making the most of the potential of our rail lines. As part of this process, I'm constantly inquiring and discussing with each company and division whether there is room for further growth and whether we can set even higher goals. We are determined not only to achieve our current goals, but also to achieve greater growth.

In order for the Odakyu Group to achieve further growth, human resources are essential. I firmly believe that another of my important roles is fulfilling my duty as a manager to ensure that employees feel happy and satisfied to be part of the Odakyu Group. I strive to further accelerate our efforts in human capital by leveraging my own experience as an executive responsible for personnel.

In addition, this past May, we formulated a new Group corporate message, "Think of Someone, Today." I believe these words are a great expression of our philosophy "to prosper together with the areas alongside our railway lines," which has been important to us ever since our founding. In my office hangs a picture of Hakone-Yumoto Station at the time the Romancecar resumed service on April 16, 2011 in the wake of the Great East Japan Earthquake. This photo was taken with everyone involved in the tourism industry in Hakone. Seeing the huge smiles on everyone's faces that

Hakone-Yumoto Station on April 16, 2011, when the Romancecar resumed operation

Message from President & CEO

day, I was deeply moved by their eagerness for the Romancecar to resume service. It made me realize once again that our company is not just a means of transportation, but also a spiritual support for communities, both physically and emotionally connecting people in tourist areas with their customers. I truly believe that this strong bond with local communities is one of our great strengths.

From a period of structural reform to a period of rapid growth

In fiscal 2023, the Odakyu Group's operating revenue was 409.8 billion yen and operating income was 50.7 billion yen—a significant increase in both revenue and income compared to the previous year and compared to initial forecasts, mainly due to an improved business environment following the reclassification of COVID-19 into Class 5. In addition, during the period of transformation from fiscal 2021 to fiscal 2023, we undertook extensive structural reforms by raising profit levels and rebuilding our business portfolio. By selling real estate holdings such as the Odakyu Century Building while accumulating shareholder's equity, we achieved a transformation that significantly exceeded the financial soundness target we had set for fiscal 2023 (interest-bearing debt balance of 700 billion yen, interest-bearing debt/EBITDA ratio of 7x) (fiscal 2023 actual results: interest-bearing debt balance of 626.9 billion yen, interest-bearing debt/EBITDA ratio of 6.5x). This has extended earning power across the entire Group, secured sufficient fundraising capacity for growth, and enabled us to start construction on the new Shinjuku West Gate Development Project, our largest project ever, establishing a firm financial management foundation for a great leap forward. We also succeeded in improving our balance sheet to a certain extent by selling off assets as mentioned above, which had become bloated due to the accumulation of business assets following the progress of the multiple double tracks project completed in fiscal 2018. However, we are not going to start to take it easy now. We intend to seek further improvements through ongoing asset replacement with a view to sale of assets, and by reducing our cross-shareholdings.

During this period of rapid growth, which began in fiscal 2024, we will practice management that is more conscious of the cost of capital than ever before and, based on our core concept of sustainability management, aim to grow together with local communities by solving local issues and creating new value. We view the Shinjuku West Gate Development Project, which we are jointly undertaking with Tokyo Metro Co., Ltd. and Tokyu Land Corporation, as a particular opportunity to strengthen the competitiveness of the Shinjuku area. Many other areas along Odakyu rail lines also have abundant local resources. We intend to actively invest in development along our rail lines outside the Shinjuku area, and also make a major shift toward enhancing human capital and strengthening shareholder returns.

In May of this year, we made a significant change to our basic policy regarding shareholder returns. Based on the premise of securing a shareholders' equity ratio of 30%, we have decided to implement stable dividends and flexible share buybacks, targeting a consolidated total payout ratio of 40% or more on average between fiscal 2023 and fiscal 2026. Following the 12.3 billion yen buyback of treasury stock in December of last year, we announced in August of this year that we will implement share buybacks up to a maximum of 20 billion yen.

Basic policy on shareholder returns and trends in dividends per share

Basic policy

Based on the premise of securing a shareholders' equity ratio of 30%, we aim to achieve a consolidated total payout ratio of 40% or more on average between FY2023 and FY2026, and to implement stable dividends and flexible share buybacks.

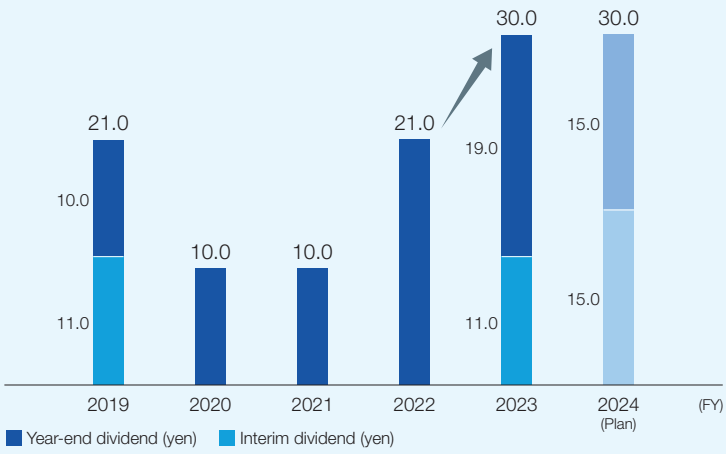
Dividends

Annual dividend of 30 yen per share planned for FY2023 and FY2024

Buyback of treasury stock

Timing to be considered based on comprehensive consideration of changes in business environment and performance

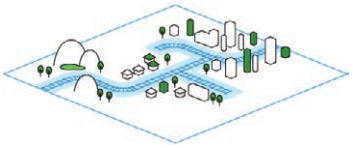
*FY2023: 12.3 billion yen (actual) / FY2024: 20 billion yen (upper limit)



From a concept of communities along the Odakyu Line to a concept of regional economies

To date

Business development in areas surrounding the Odakyu Line focused on transportation between suburbs and city centers

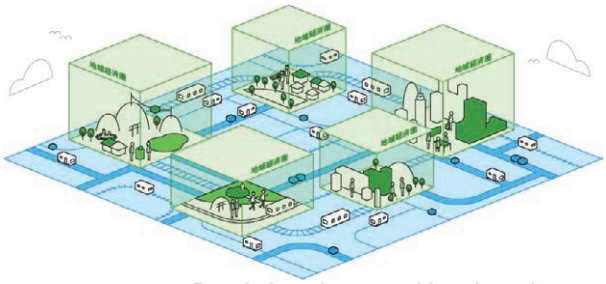


Market scale Passengers: 2 million

* Pre-COVID performance

Going forward

Business development in individual regional economies that understand core cities as entire local communities and utilize their regional characteristics



Market scale Population of communities along the Odakyu Line: 5.2 million and extra

An approach to business development based on the concept of regional economies utilizing Odakyu's enormous potential

I believe that the business model of Japanese private railway groups, which focus on the transportation business and provide overall life services in the communities along their rail lines, is unique and unparalleled in the world. And of these communities, those along our rail lines are by far the most blessed with affluence. The Odakyu Line passes through areas with massive concentrations of population due to its location parallel to the Tokaido Road and Tomei Expressway, Japan's main arterial highways since the Edo period. Many of the cities, districts, towns, and villages along the Odakyu Line have populations comparable to prefectural capitals, including Setagaya, Sagamihara, and Fujisawa. The area also boasts extensive tourism resources, connecting Shinjuku, the world's largest terminal station, with the world-class tourist destinations of Hakone, Enoshima, and Tanzawa-Oyama. Furthermore, the spread of remote work in the wake of the COVID-19 pandemic, among other factors, has shifted the urban landscape away from urban concentrations toward decentralization, and the growing presence of core cities in each region is also an opportunity for Odakyu Electric Railway, as we have many core stations located along our rail lines.

Based on this potential and opportunity, we have shifted our market scale from the notion of "passengers: 2 million" to "population of communities along the Odakyu Line: 5.2 million and extra;" we are now undertaking business development based on the concept of regional economies to take advantage of the core communities along the Odakyu Line that house these 5.2 million people. Together with local governments and key players in local communities, we aim to become a community-based value creation company that creates new value for the region by utilizing regional resources and combining the four business areas of the Odakyu Group: transportation, real estate, digital, and life services, thereby achieving sustainable growth for the region and the Odakyu Group.

From past accomplishments in community development to the future

The results of business development at the regional economic level have already been proven. For example, in the area surrounding Kyodo Station, which is on a multiple double tracks section, the multiple double tracks project has improved the deliverability of train services, while the development of a station plaza in coordination with local government has led to other companies actively pursuing housing development. We

Kyodo Station Square, which was developed after the track was elevated as part of our multiple double tracks project.

Message from President & CEO

have also expanded bus routes and converted rail depots into commercial facilities and rental residences to improve life services. As a result, populations have increased and rail passenger numbers have grown by about 24% compared to fiscal 2000, prior to development of the area. This has functioned as a virtuous cycle, leading to improved profitability for the Group as a whole.

In the Ebina area, where both the permanent and daytime population and the number of households are increasing, we are currently working on community development in collaboration with local communities and partners, including development integrated with the master plan formulated by the city of Ebina. Its area vision is "an easy-to-live town where there are complete facilities for 'work, residence, commerce, education, recreation, and wellness,' with a connection to a new sense of richness." We began with the opening of ViNAWALK at the East Gate of Ebina Station in 2002, and we are now working on construction of tower apartments, commercial and office facilities, and free passageways in cooperation with local governments at the West Gate. Our investment has served as a catalyst for other companies to invest in community development, and the area has grown in popularity among people of all ages.

In the future, we plan to sequentially update core cities along our rail lines, such as Shin-Yurigaoka and Machida, where a large number of our assets are located. Rather than believing it is enough for the Odakyu Group to merely retain its customers, we are committed to working with local governments and other companies to improve the infrastructure of these cities and create more open, livable neighborhoods.

Another essential aspect of community development is dealing with social issues. The communities along the Odakyu Line possess diverse regional characteristics, and they face many social issues. The Odakyu Group has identified six material issues based on the key social issues to be faced.

➡ P.17 Material Issues In recent years, we have been actively developing businesses that use digital transformation to address social issues, such as the WOOMS waste management business and the Ichi no ichi social media service for neighborhood associations. We firmly believe that the Odakyu Group's mission in supporting regional growth is to make sincere efforts to solve social issues and promote sustainability management.

➡ P.35 Community Development and Local Communities

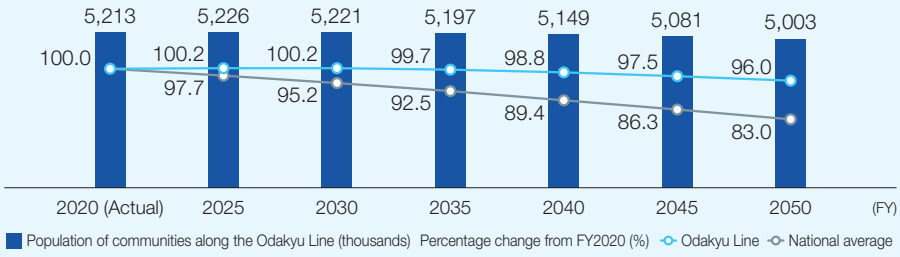
To achieve success in this period of rapid growth, we must rely on human capability

Japan is entering an era of declining birthrates and an aging population. According to our own estimates, based on data from the National Institute of Population and Social Security Research, the working-age population along Odakyu lines is expected to decline from 3.35 million in fiscal 2020 to 2.84 million by fiscal 2050, and the labor market shortage is becoming increasingly severe. To address this harsh reality, we are striving to achieve further efficiency and effectiveness by securing and training the human resources necessary for diverse business development. In terms of improving compensation, we have increased wages by 5% this year (vs. the previous year), following a 5% increase last year (vs. the previous year). Going forward, we intend to improve our corporate value and be the company of choice for workers by enhancing our human capital—for example, by maximizing value creation through stronger employee engagement. As we do so, my goal is to ensure psychological safety by practicing management that prioritizes workers with the kindness and warmth that is characteristic of Odakyu, and fostering a corporate culture in which each and every

Our Business Planning Structure

Future estimate of population of communities along the Odakyu Line*1

The population of communities along the Odakyu Line is expected to stay at around 5 million (4% decrease from FY2020), even by FY2050. As Japan's population as a whole is expected to decrease by 17% from FY2020 to FY2050, the potential of environments along the Odakyu Line is high.



*1 Prepared by Odakyu Electric Railway based on data from the National Institute of Population and Social Security Research
*2 The population of Sagamihara does not include the four merged towns (Sagamiko, Tsukui, Shiroyama, and Fujino)

[27 cities, districts, towns, and villages along the Odakyu Line]

Tokyo

Shinjuku	Shibuya	Setagaya
Komae	Tama	Inagi
Machida		

Kanagawa

Tama, Kawasaki		Asao, Kawasaki
Sagamihara*2	Zama	Ebina
Atsugi	Kiyokawa	Aikawa
Isehara	Nakai	Hadano
Matsuda	Oi	Kaisei
Minamiashigara	Odawara	Hakone
Yamato	Ayase	Fujisawa

employee can continue to learn and confront social issues according to his or her own personal ambition. We practice a management style that makes our employees say things like, "I'm glad I work for Odakyu" and "I'm happy with my life." As a result, the company will grow together with local communities and achieve sustainable growth in its corporate value.

I have always valued the mentality of self-interested altruism. This is the notion that we should not expect something in return for what we do for others, but rather that our contributions to the benefit of others (altruism) will in turn bring us happiness (self-interest). I believe that as railway operators, this mentality is very familiar to us. The great feeling you get when you give up your seat on the train to someone who needs it is the very epitome of self-interested altruism.

A company achieves growth when employees share this feeling, when they explore social issues faced by the community in their daily work, and when they work as a team to solve these issues by constantly taking on new challenges. I believe that our accumulated efforts will lead us to become a community-based value creation company and create a virtuous cycle in the communities located along our railway lines.

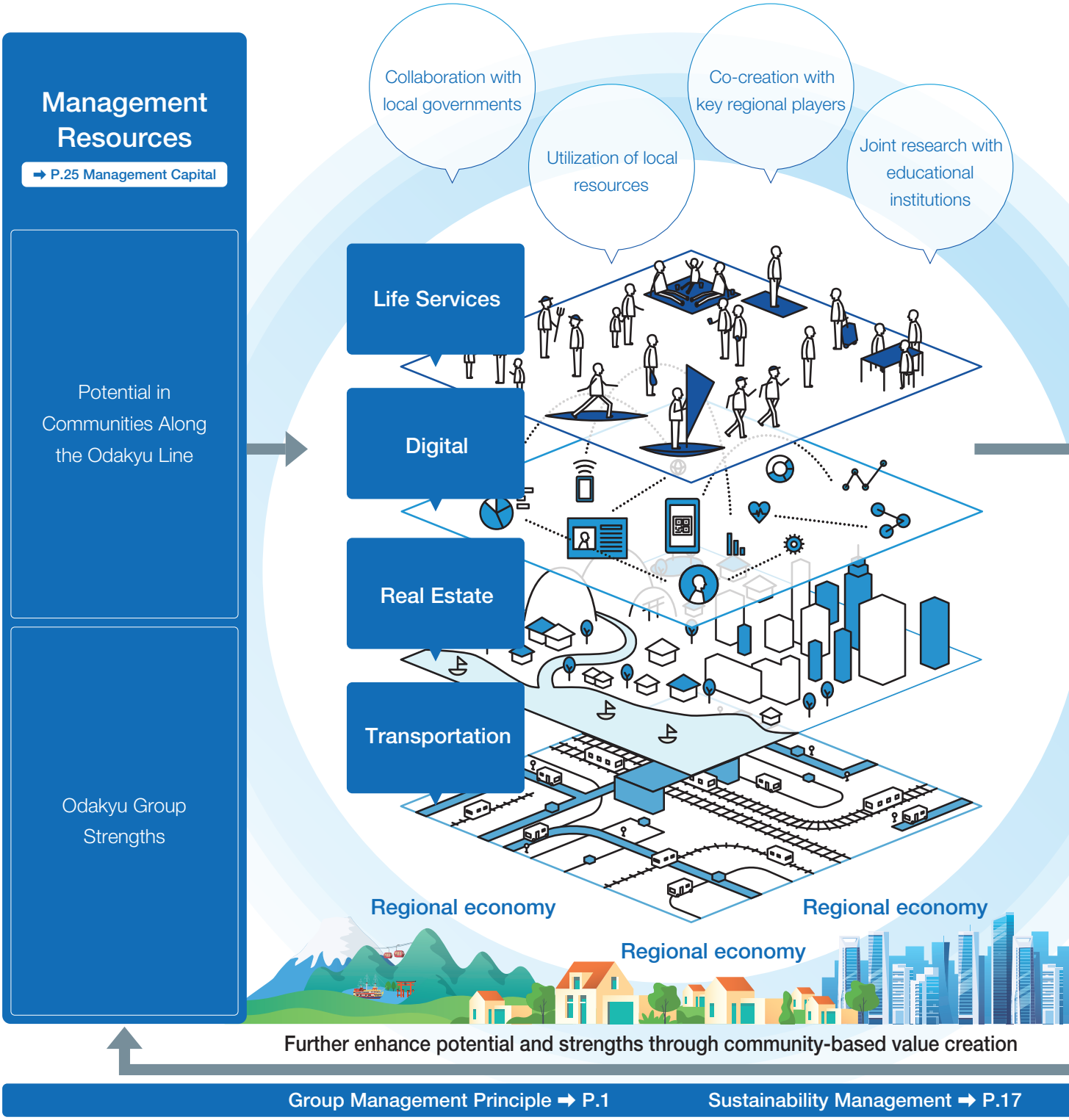
Conclusion Toward future development

The year 2027, during our period of rapid growth, will mark the 100th anniversary of the opening of the Odakyu Line (between Shinjuku and Odawara) in April 1927. To make "irreplaceable times" and "rich and comfortable lifestyles" a reality for our customers, we actively undertake development along our lines that is closely connected to daily life, and we work to improve the appeal of tourist attractions along the line, such as Hakone and Enoshima, which create extraordinary experiences. We have grown to serve approximately 2 million passengers per day and 700 million people per year. In order to keep supporting community development in regional economies and growing together with local communities, it is also important that we be a performance-oriented company. In this period of rapid growth, the Odakyu Group will invest in further growth to realize our Management Vision, UPDATE Odakyu, and by earning a solid return on our investment, we will achieve growth as a company while giving back to the community and our shareholders. We aim to be a company that is trusted and supported by its stakeholders for a long time in the future.

We truly appreciate your continued generous support.

Value Creation Process

In order to grow together with communities along the Odakyu Line and in areas where we operate businesses, we will create new value in communities, such as customer experience and lowering of the environmental load, by constantly striving to think outside the box. We have established and linked the four business domains of transportation, real estate, digital, and life services. At the same time, we collaborate with local governments and key players in local communities for each regional economy to expand the flow of people and revitalize communities as a whole through initiatives that align with regional characteristics, thereby realizing sustainable growth for local communities and the Odakyu Group.



Group Management Principle ➡ P.1 Sustainability Management ➡ P.17

Community-based value creation

Providing value through material issues Solving social issues

Safety and peace of mind

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

Community development and local communities

- Realization of community development that combines work, residence, commerce, education, recreation, and wellness
- Community development that utilizes local assets

Daily life and tourism experiences

- Promotion of rich lifestyles that utilize technology
- Provision of region-specific tourism experiences

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 aiming at Beyond Waste

Development of value-creating human resources

- Cultivation of a corporate culture that enables all employees to work in their own unique way
- Development of human resources to achieve sustainable management

Governance

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

Consolidated Financial Targets (FY2030)

Operating income	¥70 billion
ROE	7% or more
Interest-bearing debt/ EBITDA ratio	Approx. 7.0 times

Increase in resident population

Increase in number of visitors

Increase in people that maintain relationships with communities

Improvement in well-being

Improvement in livability

Regional economic circulation

Achieving sustainable growth for the region and the Odakyu Group

Management Vision ➡ P.27

Material Issues

As the Odakyu Group encompasses several of Japan's leading tourist destinations and core cities, the impact of a recovery in demand is expected to benefit us greatly in various ways. The Odakyu Line is home to many cities with a certain population, which possess diverse regional characteristics and, accordingly, face various social issues. By addressing these issues as a business and forming towns with unique qualities, we will open up new business opportunities and create new value.

The main social issues we will address for each selected material issue are as outlined below. By resolving these social issues, we will achieve our material issues and ultimately promote sustainability management.

List of Material Issues

Material issues			Key Social Issues to Be Faced
1	Safety and peace of mind	▶ Provision of public transportation services that prioritize safety and peace of mind ▶ Pursuit of a society where anyone can live with peace of mind	• Safe and reliable public transportation • Barrier-free society • Cyber crime and natural disasters
2	Community development and local communities	▶ Realization of community development that combines work, residence, commerce, education, recreation, and wellness ▶ Community development that utilizes local assets	• Declining birthrate and aging society • Decrease in vitality of local communities • Intensified competition between urban and local communities • Innovation of technology
3	Daily life and tourism experiences	▶ Promotion of rich lifestyles that utilize technology ▶ Provision of region-specific tourism experiences	• Diversification of lifestyles • Increase in mobility impaired people • Innovation of technology • Over-tourism and inbound tourism
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 aiming at Beyond Waste	• Response to climate change (decarbonization and resource recycling in local communities) • Shift to public transportation with a low environmental impact • Conservation of forests, the countryside, rivers, and oceans
5	Development of value-creating human resources	▶ Cultivation of a corporate culture that enables all employees to work in their own unique way ▶ Development of human resources to achieve sustainable management	• Diversity and inclusion • Labor shortage • Work style diversification
6	Governance	▶ Realization of an optimal governance structure that supports the expectations of all stakeholders	• Disclosure of non-financial information • Sustainable corporate management

Risks

- Decline in population of communities along the Odakyu Line and working-age population due to low birthrate and aging population
- Natural disasters impacting our business
- Rise in prices and interest rates
- Concerns about securing an adequate labor force
- Decrease in the number of users of each business following lifestyle changes and digitalization
- Damage to public trust due to corporate scandals such as information leaks caused by cyber attacks and human rights violations.
- Damage to trust in terms of safety

Opportunities

- Expansion of public transportation needs due to increase in mobility impaired people
- Qualitative changes and value enhancement of real services through application of digital technology
- Expansion of business areas and diversification of the role of residential areas by solving regional social issues
- Increased awareness of sustainability
- Substantial growth in inbound tourism

Targets and Monitoring Indicators ◆ Targets □ Monitoring Indicators	Performance for FY2023
◆ Number of operating accidents/incidents caused by the Company in the railway business: 0 (each fiscal year)	0
◆ Number of fatalities or serious injuries in the bus and taxi businesses: 0 (each fiscal year)	Deaths: 0 / Serious injuries: 1 incident
□ Total level of satisfaction in railway services	66.5% (+0.4 P year-on-year)
□ Population of communities along the Odakyu Line	5.22 million people (+0.1% year-on-year)
□ Number of users at focus stations in areas being strengthened (per day)	Shinjuku Station: 440,000 (+7.0% year-on-year) / Shin-Yurigaoka Station: 113,000 (+3.9% year-on-year) Machida Station: 254,000 (+3.3% year-on-year) / Ebina Station: 132,000 (+7.5% year-on-year)
□ Total level of satisfaction by local residents	69.7% (–0.7 P year-on-year)
□ Total level of satisfaction with how to live (well-being)	52.6% (–2.7 P year-on-year)
□ Number of Odakyu ONE ID users	320,000 IDs (+100,000 IDs year-on-year)
□ Number of Freepasses sold (Hakone)	810,000 passes (+73.6% year-on-year)
□ Number of visitors to tourist areas along the Odakyu Line (Hakone and Fujisawa)	Hakone: 19.51 million people (+12.4% year-on-year) Fujisawa: 19.6 million people (+15.3% year-on-year)
◆ Odakyu Group CO_2 emissions: 50% reduction compared with FY2013 (FY2030) / Net zero (FY2050)	20.6% reduction from FY2013 (13.9% reduction year-on-year)
◆ Ratio of female employees (full-time): 20% (FY2030) / 35% (FY2050)	15.5% (–0.1 P year-on-year)
◆ Ratio of women in management roles: 15% (FY2030) / 30% (FY2050)	11.2% (+0.8 P year-on-year)
◆ Ratio of male employees taking paternity leave: 100% (FY2030) / 100% (FY2050)	70.4% (+12.8 P year-on-year)
□ Employee engagement survey score (non-consolidated)	* Newly added item
◆ Number of major legal violations: 0 (each fiscal year)	0
◆ Ratio of female officers: 30% (FY2030)	13.3%
◆ Number of serious information security incidents: 0 (each fiscal year)	* Newly added item
◆ Implementation rate of sustainability survey for business partners: 100% (FY2030)	* Newly added item
□ Ratio of Independent Outside Directors	40%

Identification of Material Issues

We have organized social issues tied to multiple themes by consolidating SDGs, which are global social issues, detailed business risks and opportunities of the Odakyu Group, and various environmental perceptions shared in discussions by the Future Creation Committee, which formulates annual plans through a system where all members of the organization participate, and discussions at the management level.

Moreover, we categorize these social issues according to their level of importance, and after repeated evaluations of their importance in light of the Odakyu Group's business development and management resources, we identify particularly important social issues as material issues.

[Process for Identifying Material Issues]

Identification of requests
Take stock of requests from stakeholders in consideration of social issues and our role as public infrastructure

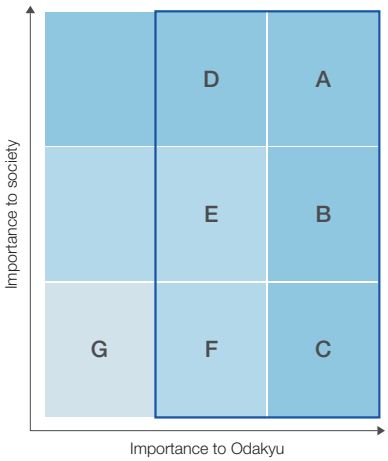
Identification of issues
Identify risks and opportunities for Odakyu to realize its Management Vision

Determining importance
Map risks and opportunities according to their level of importance to society and to Odakyu, and group the most important items by theme

Identification of material issues
Approval and resolution by the Board of Directors

Reflection in business planning
Incorporate the identified material issues into the Medium-Term Management Plan

Monitoring
Progress is monitored by the Sustainability Promotion Committee, with any revisions considered as necessary



A	Labor shortages / Decreasing birthrate and aging population / Decrease in working-age population / Technological innovations / Frequency and severity of natural disasters / Realization of decarbonization and resource recycling / Diversity / Social labor shortage / Workstyle diversification / Response to human rights
B	Damage to trust in railways / Barrier-free response / Decrease in use of public transportation and stations / Decrease in opportunities for going out / Permeation of digital services / Digitalization of customer contact points / Increase in energy procurement costs / Corporate scandals and fraud
C	Level of attachment and satisfaction in people living along the Odakyu Line / Plateau and decrease in population of communities along the Odakyu Line
D	Shift to EVs and FCVs / Environmental and climate change response / Decline in vitality of local communities / Decrease in governmental functions / Increase in cyber attacks / Conservation of natural resources and biodiversity
E	Aging of railways infrastructure / Decrease in young people using cars / Increase in mobility-impaired people / Overtourism / Increase in competition between cities and regions / Lifestyle changes / Consumer behaviors with awareness of the environment / Increase in movement of human resources / Increase in interest rates and cost of living / Corporate value including non-financial factors
F	Utilization of railway assets / Increase in operational costs / Increase in IT investment / Expansion of digital native generation
G	Aging of Odakyu-owned assets / Shift to borderless industry / Increase in costs due to new regulations and tax systems / Creation of properties with high environmental and disaster prevention functions

Message from the Sustainability Promotion Committee Secretariat

Michiko Yamaguchi
Manager of Management Strategy Department

Positioning of sustainability

Promotion of sustainability management serves as the foundation of the management practice at the Odakyu Group. Since its establishment, the Odakyu Group has created social value such as community revitalization while achieving corporate growth through transportation services and community development. In order to achieve sustainable growth, even into a future that anticipates drastic environmental change, we have positioned the promotion of sustainability management—which balances economic value with social value while remaining attentive to the needs of the environment and society—as a concept above our Management Vision, and we have incorporated it into our business planning structure.

Progress of material issue-related initiatives

The Sustainability Promotion Committee is composed of executives and general managers from across the business and corporate departments, who have discussions from diverse perspectives not only to confirm the progress of material issue-related targets and indicators, but also to continuously review and enhance targets and indicators, to link them to business planning, and to conduct external evaluations in order to respond flexibly to the ever-changing business environment.

As a result of our discussions, we have recently added targets

Promotion System

Odakyu has established the Sustainability Promotion Committee to promote sustainability across the Group. The committee is chaired by the Executive Officer in Charge of Sustainability, with the Management Strategy Department serving as secretariat, and it discusses issues including formulation of all policies, planning for specific measures based on material issues, setting of promotion targets and indicators, and status of progress, in collaboration with each related internal department and Group company.

[Structure of the Sustainability Promotion Committee]

Key Topics	Summary of Agenda
Setting of material issues targets & monitoring indicators	Discussing and approving of new targets and monitoring indicators set for material issues to promote sustainability management
Introduction of internal carbon pricing (ICP)	Organizing the budgetary approach to be reflected in capital investment decisions, and setting specific carbon prices to promote decarbonization and environmental investment
Transitioning the Group's transportation network to renewable energy/Electrification of buses	Promoting purchasing and switching to electricity with the added environmental value of zero CO_2 emissions used to power rail transport, and creating a roadmap for promoting EVs within the Group's bus industry
Support for human rights	Formulating human rights policy and supply chain policy based on respect for human rights, and organizing future operational policies
Establishing a Group environmental award system	To promote decarbonization activities throughout the Group, we are considering creating a virtuous cycle by awarding achievements to increase motivation, horizontal engagement, and proactive initiatives

and indicators related to "strengthening human capital," "addressing human rights including the supply chain," and "enhancing information security in line with undertaking digital transformation," which will serve as the foundation for future business growth. At the beginning of the year, we also established a policy on human rights, which includes our supply chain, and have commenced employee training and sustainability surveys for our business partners.

In addition, we are further contributing to achieving a sustainable society through measures to reduce the environmental impact of our business, such as by specifically identifying and disclosing the contribution of each measure in our roadmap toward the realization of a decarbonized society, and operating the Odakyu Group transportation network* with 100% renewable energy-derived electricity starting in April 2024.

* Odakyu Line, Hakone Tozan Railway, Hakone Tozan Cablecar, Hakone Ropeway, Enoshima Electric Railway, Oyama Cable Car

Toward further acceleration of sustainability management

In order to continue providing value to the community, we need to accurately grasp changes in the business environment and genuinely address and resolve the social issues we are facing. To this end, we recognize once again the importance of each and every employee having a sense of creating social value through business growth and working with pride and fulfillment in each business area.

As a result of our efforts to date, we have recently been included in the FTSE ESG Index. We will continue to accelerate our sustainability management, involving all Group employees and stakeholders in local communities, in order to achieve sustainable enhancement of both community value and corporate value.

Message from the Director in Charge of Finance

To maximize the Odakyu Group's corporate value, we are undertaking initiatives to achieve both non-financial and financial targets, supporting the Group's growth in this period of rapid growth

Hideo Mizuyoshi

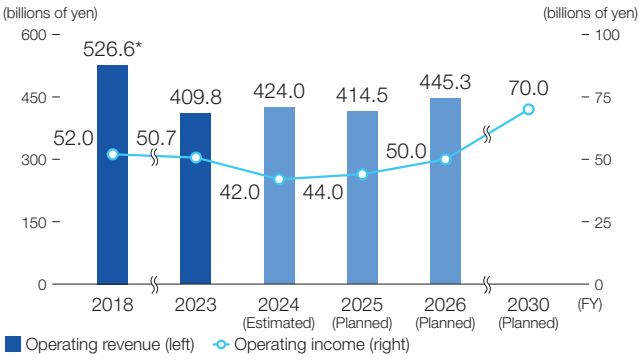
Director and Managing Executive Officer

Reflecting on our period of structural reform

Our Management Vision, UPDATE Odakyu—Becoming a Community-Based Value Creation Company, calls for us to achieve sustainable growth together with the community by increasing profits while promoting management that is more conscious of the cost of capital than ever before.

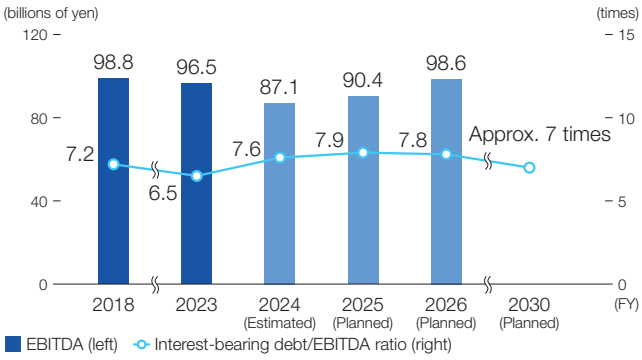
In our Management Vision, the period from fiscal 2021 to fiscal 2023 was designated a period of structural reform, for which three priority tasks were set: raising profit levels, rebuilding our business portfolio, and controlling interest-bearing debt. Nothing has been off the table in pursuit of these tasks. Specifically, we raised profit levels through structural reforms, including operational efficiency improvements and cost reductions in line with digital transformation, and by reviewing pricing, including the use of barrier-free pricing systems at rail stations. In addition, while we allocated resources to businesses with growth potential in light of changes in the business environment after the COVID-19 pandemic as well as in consistency with our Management Vision, we restructured and reorganized businesses with issues in terms of future growth potential, business profitability, capital efficiency, and competitiveness within the industry, among others, thus selectively concentrating on existing businesses. These actions generated business restructuring benefits of 14.0 billion yen*. In addition, we carefully reconsidered the significance of holding assets such as the Odakyu Century Building and cross-shareholdings from the perspective of capital efficiency, and proactively sold them. As a result of these efforts during our period of structural reform, the balance of interest-bearing debt, which had been high in conjunction with our prolonged multiple double tracks project, was reduced to 626.9 billion yen in fiscal 2023 (against a target of 700 billion yen, which was set as a criteria for recovery), and our interest-bearing debt/EBITDA ratio was also reduced to 6.5 times (around

[Trends in Operating Revenue/Operating Income]



*Figures before application of "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29), etc.

[Trends in EBITDA and Interest-Bearing Debt/EBITDA Ratio]



7 times as a criteria for recovery). We take pride in the fact that by generating free cash flow and securing sufficient fundraising capacity while building up shareholder's equity, we were able to establish a financial foundation for growth across the entire Group.

*Results from FY2018 to FY2023

Consolidated results for FY2023

Operating revenue for fiscal 2023 was 409.8 billion yen (up 3.7% year-on-year) and operating income was 50.7 billion yen (up 90.8% year-on-year), mainly due to an improved business environment following the reclassification of COVID-19 into Class 5 and increased revenues in both the railroad business and hotel business. Net income attributable to owners of parent was 81.5 billion yen (up 100.1% year-on-year), mainly due to proceeds from the sale of property and equipment resulting from the sale of the Odakyu Century Building.

Consolidated financial targets for the period of rapid growth from FY2024

We have launched a new Medium-Term Management Plan for our period of rapid growth (fiscal 2024–fiscal 2030) starting from the current fiscal year, with the goals of achieving operating income of 70 billion yen, ROE of at least 7%, and interest-bearing debt/EBITDA ratio of about 7 times by fiscal 2030. As mid-term targets for this process, we have set goals of operating income of 50 billion yen, ROE of 6.2%, and an interest-bearing debt/EBITDA ratio of 7.8 times by fiscal 2026.

For fiscal 2024, we forecast operating revenue of 424.0 billion yen (+3.5% year-on-year), operating income of 42.0 billion yen (–17.3% year-on-year), and net income attributable to owners of parent of 38.0 billion yen (–53.4% year-on-year). Operating revenue is expected to increase from the previous year due to a change in the fiscal year-end reckoning (13 months consolidated) for our department store business and stores and retail business, as well as an increase in the number of units recorded in our real estate sales business. Operating income is expected to temporarily decrease from the previous year due to constrained investment in railroads, an increase in personnel expenses related to the significant issue of enhancing human capital, and an increase in expenses associated with strengthening the real estate domain, including construction of the Shinjuku West Gate Development Project. On the other hand, our current performance is strong and we are firm in the belief that we have entered a new phase of growth that will increase revenue and income toward fiscal 2030 and beyond. As a financial officer, I will ensure that we carry out our financial strategy to achieve sustainable profit growth.

	Performance for FY2023 (actual)	Performance for FY2024 (estimated)	Performance for FY2025 (planned)	Performance for FY2026 (planned)
Operating revenue (millions of yen)	409,837	424,000	414,500	445,300
Operating income (millions of yen)	50,766	42,000	44,000	50,000
Ordinary income (millions of yen)	50,670	41,000	38,700	43,000
Net income attributable to owners of parent (millions of yen)	81,524	38,000	25,000	28,000

➡ P.28 Steps for Growth in Operating Income (Operating Income by Segment)

*In light of the consolidated financial targets expressed in our Management Vision, we have changed to a segment-based presentation starting from FY2024. For more details, please see Financial Results for FY2023 on the Odakyu corporate website.

Website ▶ https://www.odakyu.jp/ir/financial/b4fuqs0000001046-att/2023.4Q_PPT_ENG.pdf

Aiming for profit growth with our real estate domain as the primary pillar of revenue

Our operating income in fiscal 2030, the final year of our period of rapid growth, is projected to be 70.0 billion yen, a 38% increase over the 50.7 billion yen we achieved in fiscal 2023. Our real estate business will drive profit growth during our period of rapid growth. Since the real estate business is directly related to community development, which is the foundation of the Odakyu Group's business, we will invest capital intensively and continuously to grow the business as our primary pillar of earnings. Specifically, in addition to profit contributions from undertaking the Shinjuku West Gate Development Project and the Ebina Station Area Development Plan, we will actively invest in development along our railway lines, particularly in core cities with abundant local resources such as Machida and Shin-Yurigaoka. It naturally takes time for development projects such as these to contribute to profits. This is why we believe it necessary to expand our investment methods and domains from the perspective of earning short-term profits and improving asset efficiency, and we will undertake growth investments, including those away from our rail lines, while extending our cooperation with external partners.

Approach to capital allocation in our period of rapid growth

Optimizing our allocation of management resources is essential in order to become a company that grows sustainably through business development based on the concept of regional economies, making the most of our strengths in the social infrastructure of transportation and real estate that we have built to date and relationships of trust we have earned with local players.

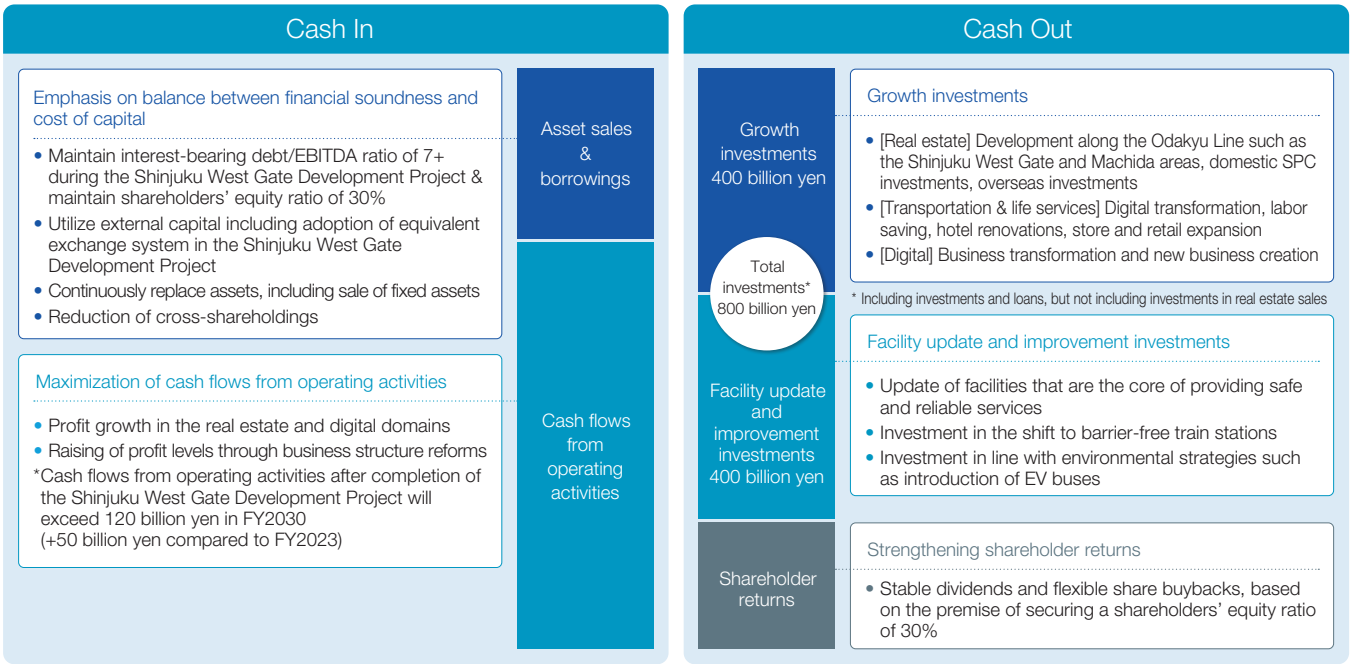
The chart below summarizes the concept of cash-in, cash-out during our period of rapid growth. We plan to allocate 400 billion yen to investments for growth, with about 70% of this allocated to our real estate business, which we intend to make our primary pillar of earnings. In addition to the Shinjuku West Gate Development Project, we will promote the development of surrounding areas using our own assets as hooks, as well as other core cities along our rail lines, aiming to enhance asset efficiency and earnings power.

The Shinjuku West Gate Development Project, our largest project to date, has attracted a great deal of interest, and we often receive questions about the risk of an increase in investment costs, particularly due to soaring material and labor costs. In response, we explain that our total investment of approximately 130 billion yen, as announced in February of this year, already incorporates a certain amount of increased risk that can be assumed at this point in time, and we are confident that we are in a good position. We will continue to provide solid financial support for this plan, which is a cornerstone of growth for the Odakyu Group. We are confident that the completion of this plan in fiscal 2029 and the renovation of Shinjuku, the gateway to the Odakyu Group, will not only enhance our business performance, but will also motivate our employees and lead to further growth for the Group as a whole.

We also plan to allocate 400 billion yen to facility updates and environment-related investments; of the total, about 90% will be for facility updates. We will continue to ensure safe, secure railroad services, such as by installing platform doors and undertaking seismic reinforcement works, as well as providing value in response to increasingly diverse and complex social demands. In terms of environment-related investments, we plan to introduce approximately 500 EV buses, representing 15%* of the buses owned by the Odakyu Group, by fiscal 2030.

➡ P.43 Environment (carbon neutrality)

*Including Kanagawa Chuo Kotsu Co., Ltd., an equity method affiliated company



Management with an awareness of capital cost in our period of rapid growth

We are committed to undertaking a management practice that is more conscious of the cost of capital than ever before. Although the Odakyu rail line is blessed with many residential areas, if future estimates are correct, the population of communities along the line will begin to decline by fiscal 2035. Growth cannot be expected from the conventional railroad business model of accumulating assets and expanding the scale of operations. It is essential to change to a business model that aims to improve capital efficiency by carefully selecting investment targets and turning over businesses and assets.

The cost of shareholders' equity has been on an upward trend due to the impact of COVID-19 and other factors, and is currently assumed to be around 5.5%. Going forward, we

aim to achieve further increases in ROE and expand equity spread. To achieve this, we have set three key issues: (1) improving ROA, (2) expanding financial leverage, and (3) controlling the cost of shareholders' equity.

Of these three key issues, we consider (1) improving ROA to be the most important. We intend to improve ROA through profit growth in various areas of business and total asset control. Specifically, we intend to control the balance sheet overall by setting ROA targets for each area of business and strengthening KPI management. Also, while our first priority is improving ROA for our existing holdings, we will make agile decisions, including divestments, if we are unable to achieve our targets.

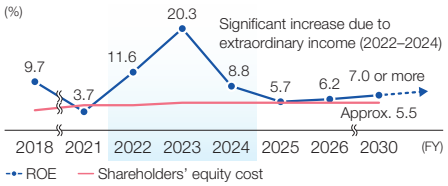
Regarding (2) expanding financial leverage, we need to take concrete actions to achieve an optimal balance sheet, maintaining a shareholders' equity ratio of 30%. In order to achieve an optimal capital structure, we will raise funds through borrowings, bonds, and other liabilities, while staying mindful of the interest burden, and strengthening shareholder returns.

With regard to (3) controlling the cost of shareholders' equity, we will strengthen our management base to help reduce risks (ensuring management stability and transparency) through the promotion of sustainable management. Specifically, in addition to strengthening our human capital portfolio in growth areas and eliminating labor shortages to achieve human capital management, we will promote environmental strategies to achieve carbon neutrality and strengthen governance. We will also strengthen our dialogue with the market and provide feedback to the Board of Directors in order to improve management and disclosure, thereby promoting a wider understanding of our company and transforming it into an attractive company in which to invest.

Recognition of current situation

- Moderate increase in shareholders' equity cost* due to the impact of COVID-19 and other factors
  * Recent shareholders' equity cost is estimated to be around 5.5%
- ROE for FY2022–2024 will increase significantly due to extraordinary income
- In FY2025, ROE will temporarily decline due to an increase in net assets, etc., but will gradually increase thereafter due to profit growth
- Further improvement in ROE through investment in growth and strengthening of shareholder returns is necessary on the premise that ROE > shareholders' equity cost

[Trends in ROE and shareholders' equity cost]



Theme 1: Improve ROE

Increase ROA/Expand financial leverage

- Balance between improving profitability and a sound financial base through the use of borrowings, bonds, etc.
- Strengthen shareholder returns on the premise of securing a 30% shareholders' equity ratio
- Make investment criteria stricter
- Set ROA targets by business segment, starting from ROE targets, and strengthen KPI management

Achieve ROE of 7% or more by FY2030, and further increase over the long term

Theme 2: Control shareholders' equity cost

Promotion of sustainability management

- Sustainable profit growth through business development based on the concept of regional economies
- Reduce business risks by strengthening governance and expanding and achieving disclosure of non-financial targets (indicator: improving ESG evaluation by external organizations)

Strengthen dialogue with the market

- Strengthen dialogue with management based on disclosure of growth and capital strategies, etc.
- Continuous feedback of investor opinions at Board of Directors meetings, etc.

Control the rise in shareholders' equity cost

* ROE: Net income attributable to owners of parent / shareholders' equity (excluding net unrealized gain on securities)

Grow together with local communities by promoting sustainability management

As mentioned earlier, promotion of sustainability management is included in our management planning and forms the foundation of the Odakyu Group. The Odakyu Group supports the transportation of approximately 1 billion people annually by rail and bus. Moreover, the Odakyu Group has long provided diverse value to society in the areas of real estate and life services, including the supply of housing and delivering convenience through commercial facilities. We have been addressing social issues in the course of our business since the time of our founding, long before the notion of sustainability management started attracting attention. To continue to create value for the community, we have selected six material issues, each based on social issues, that the Odakyu Group must face. Most recently, we have added three new targets and indicators to these material issues. ➡ P.17 Material Issues In promoting sustainability management, not only do we take into account changes in the business environment, but we also deepen our understanding of issues required from a global perspective through dialogue with the market, etc., and periodically review these material issues, including targets and indicators, and consider specific measures.

To reiterate, for the Odakyu Group, which seeks to be a community-based value creation company, the resolution of social issues is an inseparable part of our business. We will continue to maximize the corporate value of the Odakyu Group by undertaking initiatives to achieve both non-financial and financial goals.

Management Capital

	Human Capital	Business Capital	Intellectual Capital
Recognition of importance	To achieve our Management Vision, it is important that we secure human capital and expertise to play a major role in value creation. Cultivating a corporate culture that enables all employees to work in their own unique way in order to demonstrate individual diversity and maximize value	In order to realize a society in which everyone can live in comfort and safety while growing together with the local communities along our rail lines, it is essential that we not only improve transportation infrastructure but also develop towns with life services that add color to the community	Based on our expertise in the development and operation of transportation infrastructure and real estate, accumulated over more than 100 years of history, we need to differentiate ourselves by creating new business that utilizes digital technology from the perspective of solving social issues
Specific management resources (FY2023)	Value-creating human resources An organizational culture that enables diverse human resources to play active roles Number of employees (consolidated): 11,661 (By gender) Men: 9,857 Women: 1,804 (By segment) Transportation: 6,807 Real Estate: 1,689 Life Services: 2,681 Head Office: 484	Total length of routes (rail & bus): Approx. 11,000 km Safety Management System Platform doors: 10 stations Major commercial facilities: 50 stores Hotels: 8 hotels Restaurants: 180 stores Community development that combines work, residence, commerce, education, recreation, and wellness Environmental development based on our Child-Rearing Support Policy	Operational expertise in transportation infrastructure Operational and development expertise in real estate Number of climbers proposals: 196 Research and development costs: 533 million yen Patents/Trademarks: 190 Amount handled through MaaS Japan: 2.3 billion yen WOOMS introduced: 17 Ichi no ichi introduced: 690 No. of Odakyu ONE IDs: Approx. 320,000 IDs
Major KPIs (FY2030)	◆ Ratio of female employees (full-time): 20% ◆ Ratio of women in management roles: 15% ◆ Ratio of male employees taking paternity leave: 100% ◆ Ratio of female officers: 30% □ Employee engagement survey score Increase in labor productivity	● Operating income Transportation: 27 billion yen Real Estate: 30 billion yen Life Services: 10 billion yen Digital: 3 billion yen ◆ Number of operating accidents/incidents caused by the Company in the railway business: 0 (each fiscal year) ◆ Number of fatalities or serious injuries in the bus and taxi businesses: 0 (each fiscal year) ◆ Number of serious information security incidents: 0 (each fiscal year) □ Number of Odakyu ONE ID users	
Enhancement measures	• Securing and establishing human resources • Leveraging the diversity of individuals • Strengthening of the organization's foundation ➡ P.49 Development of Value-Creating Human Resources	• Strengthening of the real estate domain • Initiatives for tourism demand • Advancements in the public transportation domain • Life services that add color to the community • Search for and grow new businesses that utilize digital technology ➡ P.29 Medium-Term Management Plan	

● Consolidated financial targets ◆ Material issues targets □ Material issues monitoring indicators

Social and Relationship Capital	Natural Capital	Financial Capital
Collaboration with local players is essential for development along rail lines. We are also committed to using the feedback from residents and transportation and facility users to further improve our company's brand and customer satisfaction levels	Maintaining the scenic beauty of the mountains, ocean, etc. and all the other natural features along rail lines is an essential element of the economic sphere in tourist destinations. We aim to realize a decarbonized, resource-recycling society in order to protect nature from climate change and disasters	We aim to maximize our corporate value through both financial and non-financial means by achieving sustainable profit growth through solving social issues and promoting capital efficiency-conscious management to meet consolidated financial targets
Odakyu Romancecar brand Area of local communities along the Odakyu Line: 1,226 km² Population of communities along the Odakyu Line: 5.22 million Number of annual passengers (rail + bus): Approx. 1 billion Agreements with governments and universities: 31 Number of Odakyu Point members: Approx. 1.5 million Number of downloads of Odakyu app: Approx. 890,000 Number of downloads of EMot: Approx. 590,000 Survey of 10,000 residents along the Odakyu line CS activity system	Natural and local resources, including Hakone, Enoshima, Oyama, etc. Contribution to CO_2 reduction due to use of the Odakyu Group's transportation network*1: Approx. 1.21 million tons (compared to automotive transport) Waste recycling rate: 48.3% Donation from sales of Hakone-no-Morikara beverage*2: 4.096 million yen *1 Odakyu Line, Hakone Tozan Railway, Hakone Tozan Cablecar, Enoshima Electric Railway, Oyama Cable Car *2 A portion of the proceeds is donated to the town of Hakone and used for environmental preservation activities in Hakone, such as conservation of cedar trees along the old Hakone highway and the Sengokuhara Grassland Preservation Project.	Total assets: 1,301.5 billion yen Free cash flows: 95 billion yen Capital investments: 83.4 billion yen Shareholders' equity ratio: 35.3% High rating assessment: Japan Credit Rating Agency AA- Rating and Investment Information, Inc. A+
◆ Number of major legal violations: 0 (each fiscal year) ◆ Implementation rate of sustainability survey for business partners: 100% □ Total level of satisfaction in railway services □ Population of communities along the Odakyu Line □ Number of users at focus stations in areas being strengthened (per day) □ Total level of satisfaction by local residents □ Total level of satisfaction with how to live (well-being)	◆ Odakyu Group CO_2 emissions: 50% reduction compared with FY2013 □ Number of Freepasses sold (Hakone) □ Number of visitors to tourist areas along the Odakyu Line (Hakone and Fujisawa)	● Operating income: 70 billion yen ● ROE: 7% or more ● Interest-bearing debt/EBITDA ratio: Around 7 times
• Co-creating value by strengthening collaboration with local players ➡ P.31 Special Feature: Strengthening of the Real Estate Domain ➡ P.36 Special Feature: Community Development in the Ebina Area • Ensuring respect for human rights throughout the supply chain ➡ P.55 Human Rights	• Promoting environmental strategies (realizing a decarbonized society, realizing a resource-recycling society, conservation and utilization of nature) • Promoting sustainable tourism ➡ P.43 Environment (carbon neutrality)	• Improving ROA (setting business-specific targets and selling low-ROA assets) • Expanding financial leverage (increasing shareholder returns, leveraging debt financing) • Controlling shareholders' equity (strengthening investor relations) ➡ P.21 Message from the Director in Charge of Finance ➡ P.29 Medium-Term Management Plan ➡ P.66 Dialogues with Shareholders

Management Vision

The Odakyu Group has formulated a Management Vision, UPDATE Odakyu—Becoming a Community-Based Value Creation Company, to realize its Group Management Principle, which stipulates that it will contribute to the realization of "irreplaceable times" and "rich and comfortable lifestyles" for our customers. The Group will continue to implement reforms in response to external environmental changes while aiming to achieve rapid growth.

Management Vision — UPDATE Odakyu—Becoming a Community-Based Value Creation Company

FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | ..... | FY2030

- FY2027: 100th anniversary of establishment
- FY2029: Completion of Shinjuku West Gate Development Project

Period of Structural Reform —Recovery of Financial Soundness—

Period of Rapid Growth — Two Evolutions to Achieve the Management Vision

The Medium-Term Management Plan (FY2024–FY2026) ➡ P.29–30

- Key Measures
- Strengthening of Management Foundation

Period of Structural Reform (FY2021–FY2023) Overview

In addition to increasing the Group's earning power by undertaking structural reforms in each business segment, we have secured sufficient fund-raising capacity for growth while building up shareholder's equity through proactive asset sales and other measures, thereby establishing a management foundation for rapid growth.

Review of operating structure	
Buses	• Increase in employee efficiency due to office reorganization and timetable alterations
Department Stores	• Establishment of a highly efficient operating structure with a small number of employees through voluntary retirement
Hotels	• Decrease in break-even point due to increase in operational efficiency
Implementation of structural reforms	
The Company's Railways	• Increase in operational efficiency and decrease in costs following the promotion of DX
Stores and Retail	• Profit growth by maximizing the impact of collaboration with the Seven & i Group
Restaurants	• Store reorganization and cost structure review
Pricing review	
Transportation	• The Company's railways business: Adoption of railway station barrier-free fare system and review of special limited express fares • Fare revisions (Hakone Tozan Railway, six bus companies, and Odakyu Koutsu)
Hotels	• Renewal of Hakone resort hotel HATSUHANA and increase in room rates

Rebuild Our Business Portfolio

Selection-and-concentration efforts in our existing businesses

- Clarification of management resource allocation based on business growth potential and competitiveness
- External transfer of six Group companies and a credit card company
- Integration of five Group companies

Control interest-bearing debt (Actual figures for FY2021–FY2023)

Total sale of Odakyu-owned real estate	Value of cross-shareholding sales
¥140.0 billion	¥20.0 billion

Effect of business structure reforms
¥14.0 billion*

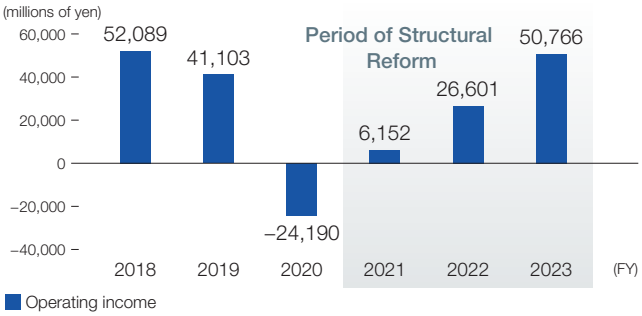
* Results from FY2018 to FY2023

Ensure financial soundness exceeding our criteria for recovery in FY2023

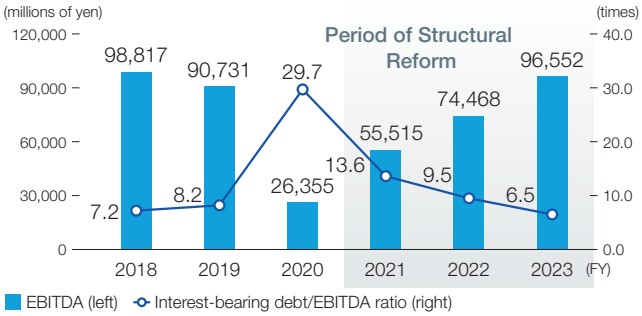
Interest-bearing debt
¥700.0 billion
(Criteria for recovery)
➡ ¥626.9 billion

Interest-bearing debt/EBITDA ratio
7 times (Criteria for recovery)
➡ 6.5 times

[Trends in Operating Income]



[Trends in EBITDA and Interest-Bearing Debt/EBITDA Ratio]



Period of Rapid Growth (FY2024–2030)

Directions for achieving consolidated financial targets

In our period of rapid growth, we will actively invest in development along our rail lines, enhance human capital, and strengthen shareholder returns, while promoting management that is more conscious of the cost of capital than ever before.

Maximize the effects of structural reforms

- Make the most of the benefits of the recent rapid recovery in demand by continuing structural reforms and improving profitability through the use of digital transformation, etc.

Expand investments for growth

- Expand investment for growth further from the previous plan
- In addition to acquiring real estate properties, implement M&As in growth areas, etc.

Strengthen monitoring system

- Set KPIs linked to consolidated financial targets in each business area
- Accurately monitor and review progress against targets as needed

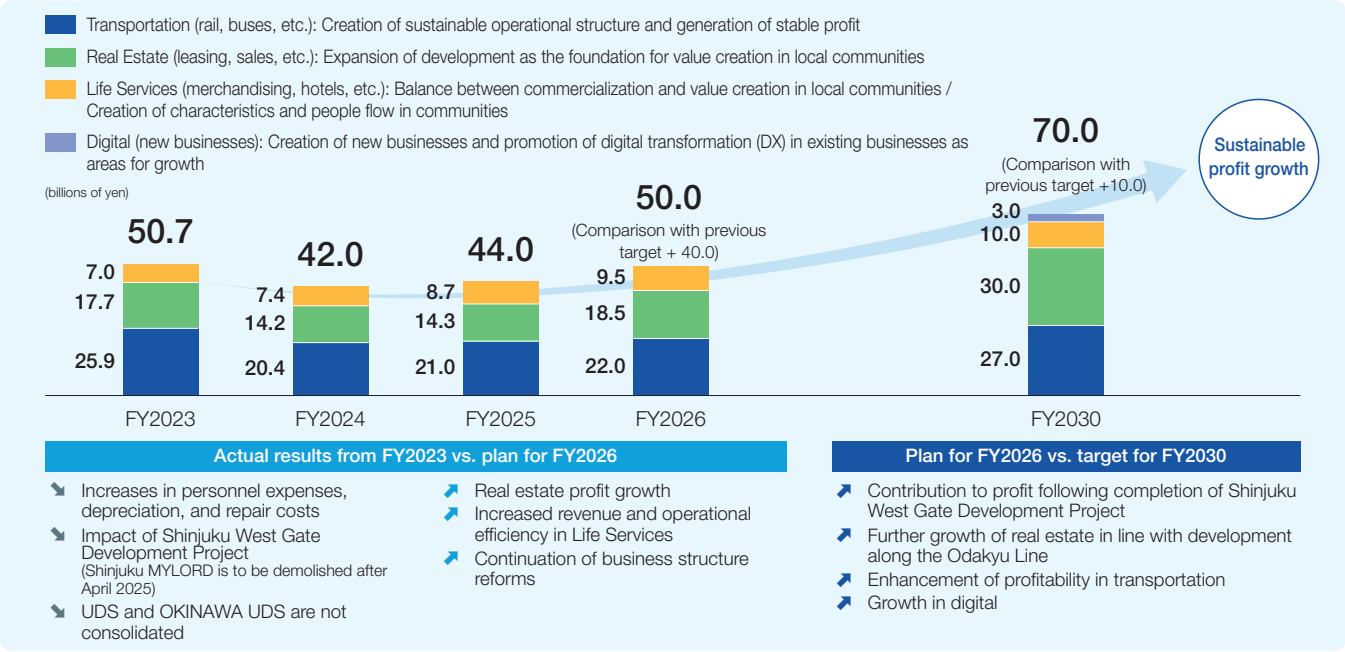
Consolidated Financial Targets

Approach to key indicators			Plan for FY2026	Targets for FY2030	Long-term policies
Profit growth	Operating income	• Grow transportation revenue to record high levels • Concentrate capital investment as the primary pillar of the real estate domain • Growth in the digital domain • Continue business structure reforms	50 billion yen Compared to previous recovery target*1 + 4 billion yen	70 billion yen Compared to previous recovery target*1 + 10 billion yen	Sustainable profit growth
Management with an awareness of capital cost	ROE*2	• Maintain shareholders' equity ratio of 30% • Invest in growth and strengthen shareholder returns (control total assets & net assets) • Set ROA targets by business sector and strengthen monitoring	6.2%	7% or more	Further improvement
Securing of financial soundness	Interest-bearing debt/ EBITDA ratio	• Maintain 7-time level and improve significantly after completion of the Shinjuku West Gate Development Project • Strengthen investment for growth while maintaining current rating assessment levels	7.8 times	Approx. 7 times	Improvement through profit growth

*1 Compared to targets announced in April 2023
*2 Net income attributable to owners of parent / shareholders' equity (excluding net unrealized gain on securities)

Steps for Growth in Operating Income

Demand recovered earlier than expected in fiscal 2023, and operating income was 50.7 billion yen due to the effects of business structural reforms during our period of structural reform materialized. Although operating income is expected to temporarily decrease from fiscal 2024 onward due to proactive investments toward sustainable growth, we will realize a significant increase in operating income toward FY2030 due to the completion of the Shinjuku West Gate Development Project, the effects of the proactive investments, etc.



Medium-Term Management Plan (FY2024–FY2026)

Key Measures	1. Advancements in the public transportation domain 2. Strengthening of the real estate domain 3. Search for and grow new businesses that utilize digital technology 4. Initiatives for tourism demand / Life services that add color to the community
Strengthening of Management Foundation	(1) Digital transformation (DX) strategies (2) Environmental strategies (3) Human resources strategies (4) Governance

1. Advancements in the public transportation domain

Reinforcement of sustainable operating structure

➡ P.33 Safety and Peace of Mind

We will focus on measures to address labor shortages and reinforce our disaster resilience, aiming to quickly establish a sustainable operating structure.

Specifically, we aim to establish a railroad business operating system with a small number of employees, to further our research on detailed specifications for one-persons operations, etc., and to improve the efficiency of various operations. In addition, we will strive to strengthen our sustainable operating structure by undertaking relocation of the Ono General Train Depot and other large-scale facility upgrades while reinforcing safety and disaster readiness measures by installing platform doors utilizing the railroad station barrier-free fare system and promoting seismic reinforcement works.

Structure for necessary personnel
30% decrease (by FY2035)

Note: Compared to FY2020 for the Company's railways business

Creation of demand for transportation services and maximization of revenue

As well as promoting measures to support the child-rearing generation and developing new revenue-increasing measures utilizing customer data, etc., we will also undertake strategic pricing of express subscriptions and high-grade charter buses for wealthy customers, etc., to maximize revenues.

April 2024 EMot Romancecar Passport

Strengthening of transportation node functions

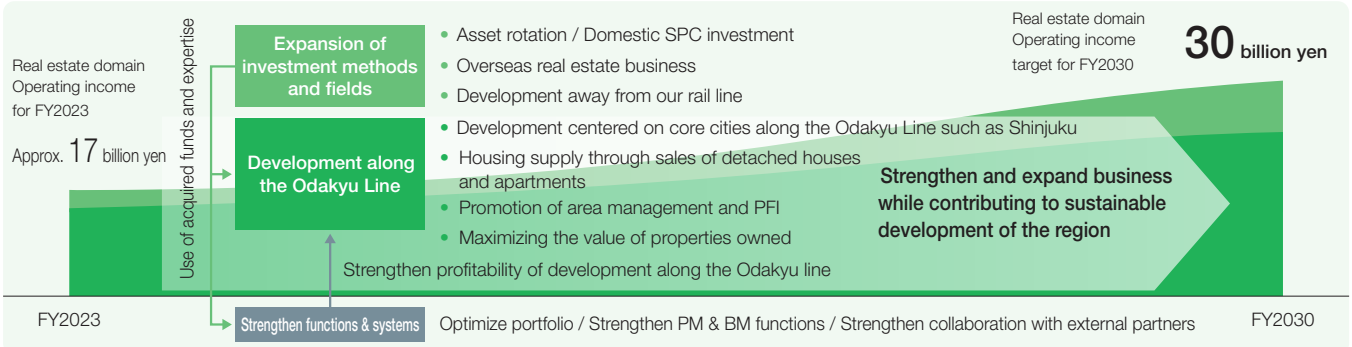
We will improve safety and mobility for passengers, creating energetic communities as a whole by improving railway facilities in coordination with the transportation network and community development as well as carrying out development plans around station areas.

2. Strengthening of the real estate domain

➡ P.31 Strengthening of the Real Estate Domain

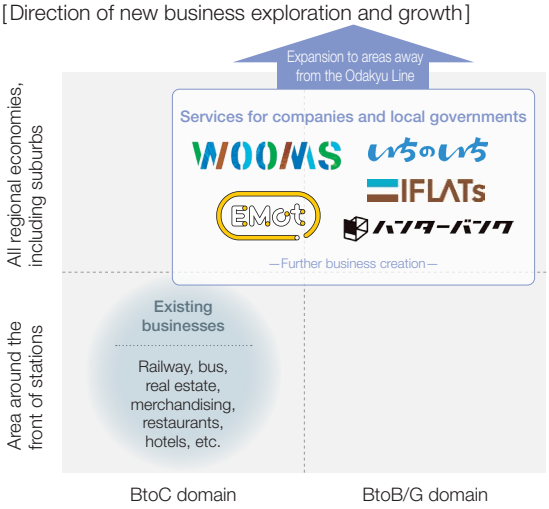
As our primary pillar of earnings, we will invest capital intensively in this domain, aiming to achieve an operating income of 30 billion yen by fiscal 2030.

The cornerstone of this business is development along our rail lines. In the Shinjuku West Gate Development Project, we will work to maximize project value through co-creation with our joint stakeholders and other parties, and we will continue to carry out the Ebina Station Area Development Plan and other diverse community development projects centered on the core cities along our rail lines. In addition, we will also engage in asset rotation, domestic SPC investments, and overseas real estate business, utilizing the funds and expertise we acquire to further strengthen our real estate business, including development along our rail lines.



3. Search for and grow new businesses that utilize digital technology

[Direction of new business exploration and growth]



We aim to achieve operating income of 3 billion yen in fiscal 2030 by creating new businesses that start from solving social issues, utilizing our business creation expertise and diverse human resources, and by investing in R&D. We will also leverage our digital strengths to expand our business away from Odakyu rail lines.

WOOMS (Waste Management Business) ➡ P.35 Community Development and Local Communities
- Making waste collection more efficient
- Provision of solution for promoting resource recycling to local governments, etc.

Ichi no ichi (social media for local governments and community associations) ➡ P.53 Development of Value-Creating Human Resources
- Provision to local governments, etc., of electronic circulars and solutions for sharing information in the event of disasters

EMot / MaaS Japan (MaaS)
- Increasing digital customer contact points
- Providing solutions to transportation companies for making investment in station equipment more efficient

4. Initiatives for tourism demand / Life services that add color to the community

Increase in appeal of tourist attractions along the Odakyu Line

➡ P.40 Special Feature: Odakyu Group Tourism

We will capitalize on potential as Japan's top tourist attractions (Hakone and Enoshima, among others) and steadily capture strong tourism demand, including inbound tourism.

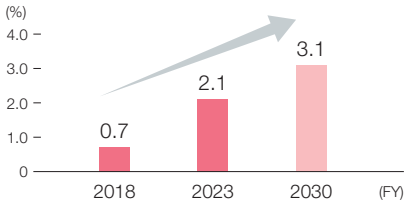
Specifically, in order to capture tourism demand, we will enhance the value of existing hotels in the Hakone area, improve convenience and customer experience value by expanding dynamic packages, and promote sustainable tourism by strengthening measures against overtourism at individual tourist destinations.

Developing services closely connected to daily life

We develop exciting content and services closely connected to daily life in order to become the preferred rail line of the future.

Specifically, in our stores and retail business, we will improve our operating income by continuously improving MD and operations through our business alliance with Seven & i Holdings Co., Ltd. while also enhancing the content of the Odakyu ONE community-based service platform, such as railways, station services, and region-specific subscription products.

[Store Operations: Operating income ratio]



Strengthening of Management Foundation

(1) Digital transformation (DX) strategies

By combining real assets, services, and jobs with digital technology, we will create value in the following three areas:
- Smart (smarter operations): Proceed with CBM for railroad maintenance operations, etc.
- Update (more exciting customer experience): Utilizing XR, etc.
- Create (a more prosperous future): WOOMS, etc.

(2) Environmental strategies ➡ P.43 Environment (carbon neutrality)

We will set forth concrete measures to realize Odakyu Group Carbon Neutrality 2050 and promote resource recycling initiatives and information disclosure based on the Taskforce on Nature-related Financial Disclosures (TNFD).

(3) Human resource strategies ➡ P.49 Development of Value-Creating Human Resources

Aiming to improve employee engagement and labor productivity, we will address the three key issues of leveraging the diversity of individuals, securing and establishing human resources, and enhancing the foundation.

(4) Governance ➡ P.59 Governance

We will put into action various measures to maximize the interests of each stakeholder, achieve sustainable growth for the Odakyu Group, and enhance corporate value over the medium to long term.

Increasing community-based value in Shinjuku, the world's largest terminal station

Two evolutions are essential to realizing our management vision: business development based on the concept of regional economies and optimization of our business portfolio with the real estate domain as the primary earnings pillar. One of the key measures in our Medium-Term Management Plan for realizing our management vision—strengthening of the real estate domain—is represented here by community development of the Shinjuku area, home to the world's largest terminal station. We have formulated an area vision for Shinjuku, and are undertaking diverse measures to achieve it.

Area potential

Average daily passengers
Approximately
3.5 million

One of the largest clusters of commercial and office buildings and hotels in Japan

A hub for overseas visitors to Japan

Shinjuku Area Vision

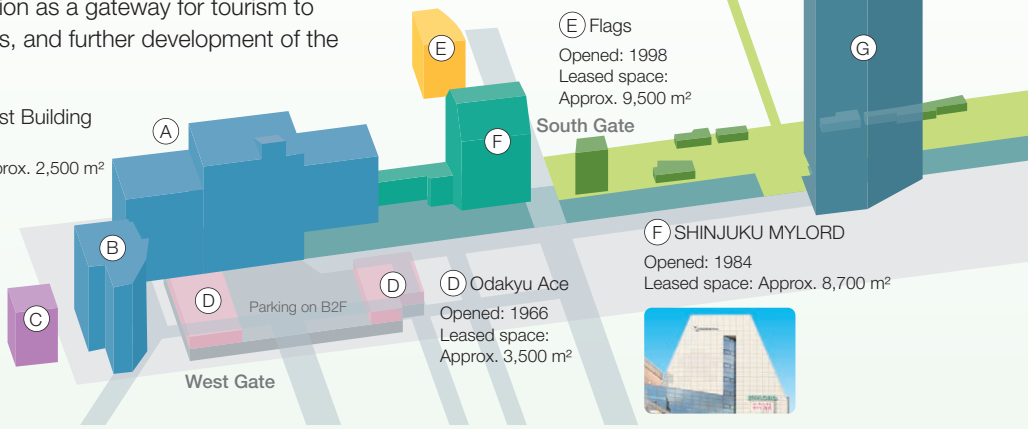
Communities filled with opportunities arising from interactions between people and new stimulation, where fun and activities emerge one after the other

By linking our four business areas and collaborating with local communities and partners, we will undertake community development that makes the most of Shinjuku's absolute area potential. Specifically, in addition to the Shinjuku West Gate Development Project, our largest project currently underway, we have begun to consider renewing the Hotel Century Southern Tower at the south gate, creating a sense of elation as a gateway for tourism to Hakone, Enoshima, and other destinations, and further development of the surrounding area.

Ⓐ Former Odakyu Department Store (main store)
Opened: Main store 1967
Leased space: Approx. 61,000 m²

Ⓒ Shinjuku West Building
Opened: 1965
Leased space: Approx. 2,500 m²
* Acquired in 2016

Ⓑ Shinjuku West Gate HALC
Opened: 1962
Leased space:
Approx. 26,000 m²
* Acquired in 2000



Ⓖ Odakyu Southern Tower
Opened: 1998
Leased space: Approx. 47,000 m²

Ⓔ Flags
Opened: 1998
Leased space:
Approx. 9,500 m²

Ⓓ Odakyu Ace
Opened: 1966
Leased space:
Approx. 3,500 m²

Ⓕ SHINJUKU MYLORD
Opened: 1984
Leased space: Approx. 8,700 m²

Collaboration with local communities and partners

- Participate in Shinjuku Grand Terminal concept (Area management activities in the area near Shinjuku Station, etc.)
- Collaboration with Nishi-Shinjuku Smart City Project
- Collaboration with subcenter area management organizations
- Designated management services for Shinjuku Central Park

- Collaboration on development plans with Tokyo Metro and Tokyu Land Corporation

Linkage of four business areas

Life Services
- Opening of commercial stores, etc., that offer new customer experiences
- Renovation of Hotel Century Southern Tower

Digital
- New business development through the utilization of the "NEUU" XR facility
- Offer convenient electronic railway tickets with EMot

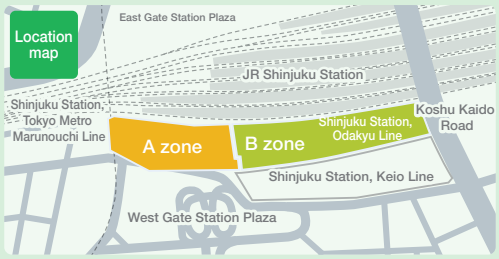
Real Estate
- Development of commercial, office and business emergence functions
- Introduction of disaster prevention and environmental impact reduction facilities using state-of-the-art technology
- Consideration of further peripheral development after completion of the current development plan

Transportation
- Development of Shinjuku Station to enhance the accessibility for pedestrians
- Provision of convenient and comfortable railway transport services starting from Shinjuku
- Creating a sense of elation as a gateway to sightseeing in Hakone, Enoshima, etc.

Pick Up Shinjuku West Gate Development Project

In February of this year, it was decided that Tokyu Land Corporation will officially participate in this project, undertaken together with Tokyo Metro, as a joint stakeholder in order to maximize the value of the project.

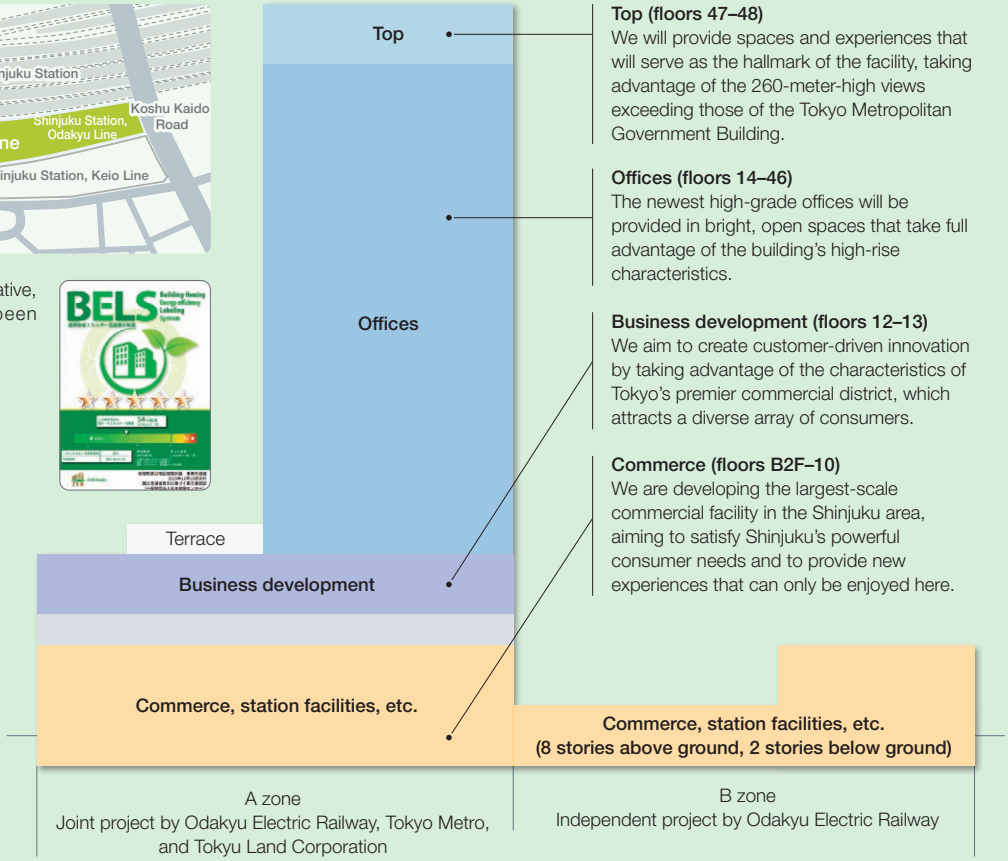
Construction of the new building began in March of this year as the leading project in the Shinjuku area development based on the Shinjuku Core Redevelopment Policy and other high-level plans. In addition to commercial functions that offer new experiences and high-grade office functions, the project will develop customer-driven business creation functions taking advantage of the location's characteristics, and will undertake community development that contributes to strengthening international competitiveness and creating new value.



As an environmentally friendly initiative, ZEB Ready certification has been acquired for office use in A zone

Image of the planned building from the west side (A zone)

Image of the planned building from Koshu Kaido Road side (B zone)



Top (floors 47–48)
We will provide spaces and experiences that will serve as the hallmark of the facility, taking advantage of the 260-meter-high views exceeding those of the Tokyo Metropolitan Government Building.

Offices (floors 14–46)
The newest high-grade offices will be provided in bright, open spaces that take full advantage of the building's high-rise characteristics.

Business development (floors 12–13)
We aim to create customer-driven innovation by taking advantage of the characteristics of Tokyo's premier commercial district, which attracts a diverse array of consumers.

Commerce (floors B2F–10)
We are developing the largest-scale commercial facility in the Shinjuku area, aiming to satisfy Shinjuku's powerful consumer needs and to provide new experiences that can only be enjoyed here.

Partner Message

Toshiyuki Sumeragi

Tokyu Land Corporation
Urban Business Unit
Head of Development Department 1,
Planning & Development Division

In its GROUP VISION 2030, Tokyu Fudosan Holdings introduced "co-creation with partners" as one of its business policies to help realize its aspirations. In this era of VUCA, we believe that co-creation, combining the knowledge and capabilities of multiple corporations, enables us to pursue more attractive urban developments (regional value creations).

Shinjuku is positioned as a Tokyo metropolitan subcenter, just like Shibuya, the center of the greater Shibuya area where Tokyu Group is proceeding with urban development projects. Although Shinjuku has a different culture and charms from Shibuya, we expect that we can create synergies between Shibuya and Shinjuku. By combining the strengths that Odakyu Electric Railway has built over time, such as a solid business foundation centered on its rail lines and cooperation with local players, with the knowledge and expertise that we have gained through joint projects with diverse business partners, we believe we will be able to succeed in developing a new landmark in Shinjuku area. We also seek to contribute to enhancing the international competitiveness of not only Tokyo, the city with a collection of unique urban communities, but also Japan as a whole.

Safety and Peace of Mind

Material Issues

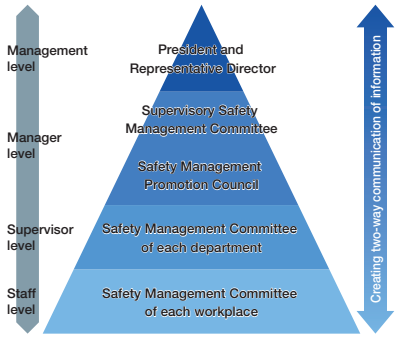
- **Provision of public transportation services that prioritize safety and peace of mind**
- **Pursuit of a society where anyone can live with peace of mind**

Key social issues to be faced	Target (each fiscal year)	Indicators to Monitor
• Safe and reliable public transportation • Barrier-free society • Cyber crime and natural disasters	• Number of operating accidents/ incidents caused by the Company in the railway business ➡ **0** • Number of fatalities or serious injuries in the bus and taxi businesses ➡ **0**	• Total level of satisfaction in railway services

Safety Management System

As a company responsible for infrastructure of critical importance to society, Odakyu Electric Railway has adopted the basic principle that Odakyu Electric Railway aims to be the safest railway company in Japan. We have established a system centered on the Chief Safety Management Officer, who oversees operations related to safety assurance, with the president & CEO as the chief safety officer responsible for safety management.

We have also established a management system centered on the Supervisory Safety Management Committee, which oversees operations related to safety assurance, and has established a safety management committee at the headquarters of each division and each workplace to provide and convey safety-related instructions, communicate and share information, and study and implement various measures. To facilitate operation of the safety management system, we have ensured it allows for two-way communication of information between top management and individual workplaces.



Safety Communication System

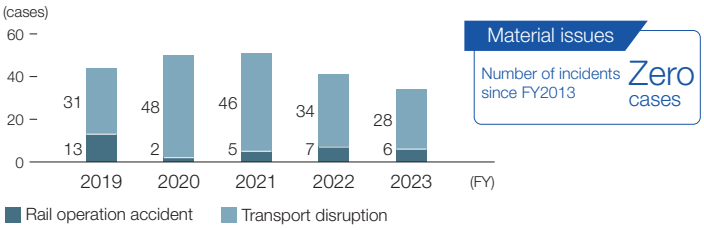
To ensure safety, it is essential to build information on a daily basis and to make improvements to prevent accidents from occurring in the first place. We have introduced a safety communication system that allows many employees to promptly share information on near-misses, awareness, and concerns. Based on the information thus gathered, each committee discusses countermeasures and provides the workplace with feedback.

The same system is also utilized to allow employees to express their appreciation to one another, and to present and utilize positive or successful experiences from daily operations in order to maintain safe operations.

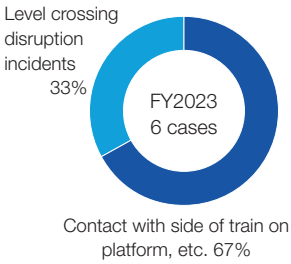
Accidents & Incidents

As a material issue, we have set a goal to reduce the number of operating accidents/incidents caused by the Company in the railway business to zero each fiscal year. We have maintained zero incidents ever since fiscal 2013, and we continued to successfully do so in fiscal 2023. Other railway operational accidents and transport disruptions have also decreased over two consecutive years.

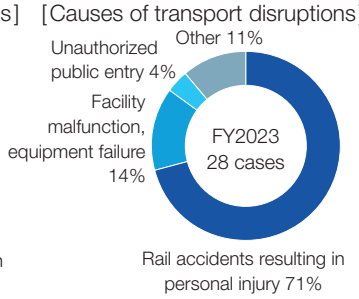
[Number of railway accidents]



[Causes of railway accidents]



[Causes of transport disruptions]

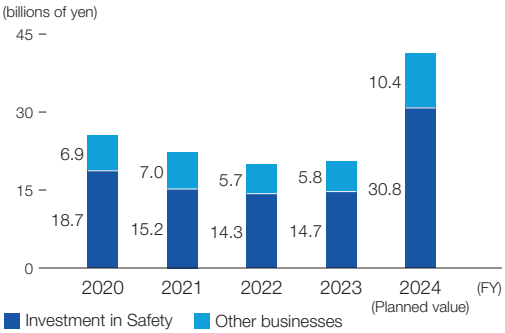


Investment in Safety

Aiming to provide safe, secure, and comfortable railroad services, we invested 20.5 billion yen in fiscal 2023 for the purpose of strengthening safety measures and improving services. These included both hard and soft improvements, including safety improvements on platforms and at railroad crossings, measures against natural disasters such as major earthquakes and heavy rain, and measures against crime and terrorism. In fiscal 2024, we plan to invest 41.3 billion yen, a higher level than in the past, to promote further safety and disaster readiness measures.

We will continue to invest in facilities and equipment to create a safe, secure environment for our users.

[Capital investments]



Installation of platform doors

To further prevent accidents involving falls from platforms or contact with trains, we are undertaking a plan to install platform doors at all stations from Shinjuku Station to Hon-Atsugi Station and other major stations by fiscal 2032, utilizing the railway station barrier-free fare system.

Platform doors (Hon-Atsugi)

[Platform doors plan & installation status]

(1) Stations already equipped	Shinjuku (platforms 4, 5, 8, 9), Yoyogi-Hachiman, Yoyogi-Uehara, Higashi-Kitazawa, Shimo-Kitazawa, Setagaya-Daita, Umegaoka, Noborito, Machida, Hon-Atsugi
(2) Stations starting use in FY2024	Sagami-Ono, Ebina, Chuo-Rinkan, Yamato
(3) Stations scheduled for installation by FY2032	All stations between Shinjuku and Hon-Atsugi except (1) (2) above, Fujisawa

[Railway Station Barrier-Free Fare System]

- Launch: March 18, 2023
- Set amount:
  ¥10 to regular adult fares (IC cards, tickets)
  Additional fare set for commuter passes
  * Child fares are now half the amount of adult fares after additional fares.
  Children's IC card fares and commuter passes do not have additional fares set.
- Amount collected annually: 4.8 billion yen

Installation of in-train security cameras

With the aim of deterring crimes and resolving incidents ahead of time, we are moving ahead with installation of in-train security cameras, with the aim of completing installation in fiscal 2025 (with the exception of certain train configurations). We are also working to construct a system enabling viewing of images from security cameras in real time from outside the train.

In-train security cameras

Seismic reinforcement of railway facilities, etc.

In preparation for major earthquakes, we carry out seismic reinforcement of bridges, elevated bridges, and platform superstructures. In addition, in order to extend the service life of structures, we also carry out repainting of bridges with deteriorated paint films.

Seismic reinforcement (Sakai River)

Initiatives for Human Resource Development and Passing Down of Techniques

The Odakyu Training Center is a training school designated by the Minister of Land, Infrastructure and Transport that conducts training on the knowledge and skills necessary for training driving duties for locomotive operators (drivers), and also provides training and education for train conductors. We conduct three years of follow-up training for these train personnel after confirmation of the ability to perform duties on an individual basis, and regularly implement aptitude tests. We also periodically check the status of operational knowledge retention and practical work implementation. We maintain and enhance knowledge and skills through training and guidance in line with the introduction of new trains and changes to regulations and seminars at each workplace.

Train simulator

Community Development and Local Communities

Material issues

- **Realization of community development that combines work, residence, commerce, education, recreation, and wellness**
- **Community development that utilizes local assets**

Key social issues to be faced

- Declining birthrate and aging society
- Decrease in vitality of local communities
- Intensified competition between urban and local communities
- Innovation of technology

Indicators to Monitor

- Population of areas along the Odakyu Line
- Number of users at focus stations in areas being strengthened
- Overall level of satisfaction by local residents
- Overall level of satisfaction with how to live (well-being)

We aim to achieve a sustainable society and continuous profit growth by solving social issues through community development that leverages our accumulated strengths in transportation infrastructure, our robust social infrastructure in real estate, and our trust-based partnerships with local players.

Co-creation with local communities through the Odakyu Association to Promote Distribution of Existing Housing along the Odakyu Line, etc.

In 2017, Odakyu Real Estate, together with Odakyu Electric Railway, Odakyu Housing, Kawasaki City, and JA Kanagawa Shinren, formed the Odakyu Association to Promote Distribution of Existing Housing along the Odakyu Line, which covers the northern part of Kawasaki City (Asao and Tama districts). We are also working to co-create with the community by promoting utilization of vacant houses and housing stock, encouraging the influx of the parenting generation, and eliminating mismatches between housing and residents.

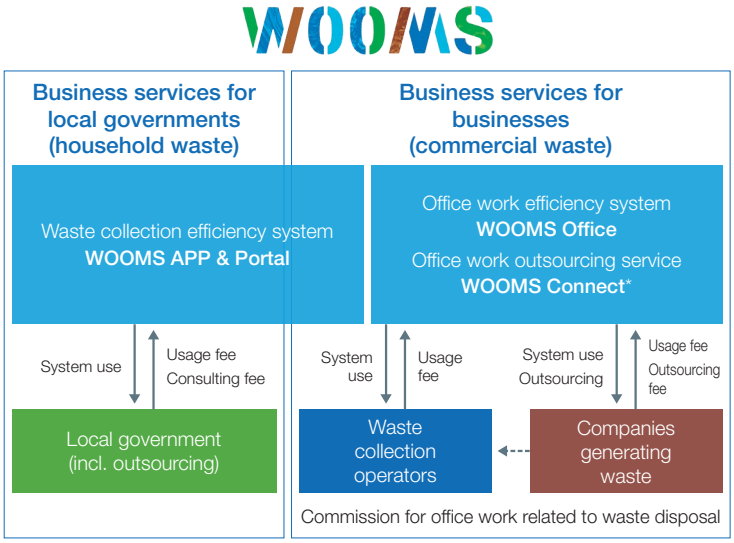
In addition, in 2022 a basic agreement on collaboration and cooperation was concluded between Odakyu Electric Railway and Tama University. As part of this agreement, Odakyu Real Estate is involved in the operation of Machikado Kodomo University. This is a school for local children, where lectures and fieldwork by university faculty and university students help to foster cross-disciplinary thinking that is not restricted to usual subjects such as math, Japanese language, science, or social studies. In this way, Odakyu Real Estate undertakes various activities aimed at co-creation with the local community.

Machikado Kodomo University

Aiming for a world without waste through WOOMS

In response to environmental issues such as the climate crisis and depletion of resources, we have defined the collection and transportation of resources and waste as a new infrastructure that will play a crucial role in achieving a resource-circulating economy, which is a global trend. We launched WOOMS, our waste management business, in 2021 with the business vision Beyond Waste. As a new infrastructure business for community development alongside transportation and real estate, WOOMS is developing nationwide services to support more efficient waste collection and transportation by leveraging our strengths (on-site capabilities, relationships of trust with local governments, etc.) cultivated through existing businesses. At present, WOOMS services have been introduced (including verification testing) to more than 20 organizations nationwide, mainly local governments such as Zama, Fujisawa, Ota, Okayama, Sendai, and so on. In 2023, we launched the WOOMS Connect service for waste generators, and are consistently working to expand business opportunities.

[Overview of WOOMS Business]



*Overall visual representation of waste, diagnosis via 3 steps of investigation, verification, and reporting, and support services for implementation

Special Feature: Community Development in the Ebina Area

EBINA

Ebina Area Vision

An easy-to-live town where there are complete facilities for "work, residence, commerce, education, recreation, and wellness," with a connection to a new sense of richness

- Barrier-free town
- Creating of a vibrant suburban model
- Creating an environment that encourages learning and play
- Providing new lifestyles
- Reducing environmental impact

In the Ebina area, we aim to increase the daytime population through community development that contributes to daily life in terms of work, residence, commerce, education, recreation, and wellness.

Ebina Station East Gate Development

In 2002, we opened the large-scale ViNAWALK commercial facility, which includes a movie theater. The project was undertaken in cooperation with Ebina City. The planning and design of the commercial facility was designed to provide access by separating the floor of the station building on the Ebina City bridge from the pedestrian walkway, and the commercial facility was built to surround Ebina Chuo Park, allowing shoppers and local residents to freely come and go as they please.

ViNAWALK commercial facility

As well as Buildings 1 to 6, it includes the Vina Front and ViNA Plus facilities, used by a wide range of consumers for shopping, restaurants, cafes, movie theaters, etc.

Basic information

Number of users
About 250,000 passengers/day
(total of Odakyu Electric Railway, JR, and Sagami Railway)

Access
About 40 minutes from Shinjuku, about 25 minutes from Yokohama, about 25 minutes from Hashimoto, about 10 minutes by car from Ebina Interchange

Most Livable City Ranking 2020 (by prefecture of residence): Kanagawa Prefecture Residents' Ranking

1st Yokohama
2nd Ebina
3rd Tama Plaza

Source: Most Livable City Ranking 2020: Recruit Housing Company survey

Development timeline

- 1964 Acquired land by Station East Gate
- 1970 Acquired land in area between stations
- 2002 ViNAWALK and free passageway (East Gate) opened
- 2004 Completion of VINA MARKS condominiums
- 2005 ViNA Plus opened
- 2010 Free passageway (station building) opened
- 2014 Vina Front opened
- 2015 Free passageway (between stations) opened
- 2016 Limited Express Romancecar began stopping at the station
- 2017 TERRACE commercial facility opened Ⓐ Birth of Megumicho
- 2019 Leafia Tower Ebina Across-court condominium completed Ⓑ
- 2020 Leafia Tower Ebina Bliss-court condominium completed Ⓒ
- 2021 ROMANCECAR MUSEUM opened
- 2022 OFFICE building completed Ⓓ PERCH commercial complex opened Ⓔ

Ebina Station Area Development, West Gate (ViNA GARDENS)

Based on the concept of "Rest, Live, Nurture," we undertook this new suburban community development by dividing it into zones of vibrant area and living area, selling two tower condominiums, opening commercial facilities and office buildings, and holding events in cooperation with local businesses and producers.

Plans for a third tower condominium are currently underway, and plans for the remaining development sites are being fleshed out. We are contributing to community development by creating an urban area with a suite of attractions as befits an east–west urban hub centered on the station.

TERRACE commercial facility Ⓐ

Differentiating itself from other nearby commercial facilities, the building has 29 restaurants and other stores, mainly restaurants ideal for business situations such as casual business entertainment.

OFFICE building Ⓓ

One of the largest leased office buildings in the central Kanagawa area, it is conveniently located with direct access from the station without ever needing to get wet in the rain.

PERCH commercial complex Ⓔ

With "wellness" as one of its key words, the building comprises 39 stores, including fitness centers, clinics, educational, and commercial facilities.

Special Interview with the Mayor of Ebina

Ebina's population is rapidly on the rise, thanks to development by Odakyu, and we aim to make the city more livable than ever.

Masaru Uchino, Mayor of Ebina City

Ebina City, located in Kanagawa Prefecture, where Odakyu has been working on large-scale development, is a popular place for families raising children and is seeing an increase in population. In February 2024, Ebina City and Odakyu signed a comprehensive agreement on cooperation, and are working together to create a community in which people want to live and continue to live. We asked Mayor of Ebina Masaru Uchino about development in cooperation with Odakyu and future plans for the city.

Rapid population increase due to station area development, especially among the parenting generation

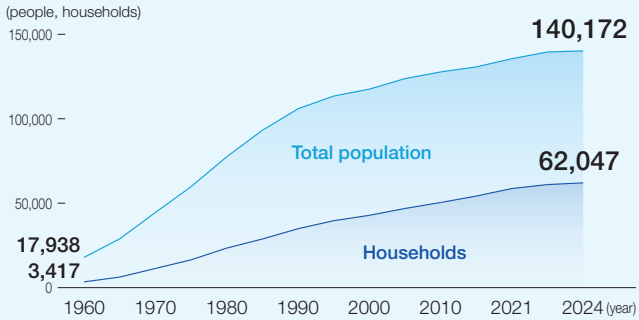
— Ebina has attracted a great deal of attention due to the rapid increase in population over the last 20 yers or so as a result of large-scale development.

Ebina City is served by the Odakyu, Sotetsu, and JR rail lines, and is within commuting distance of both central Tokyo and Yokohama. Yet the city retains a tranquil natural environment, surrounded by green fields. In recent years, Odakyu has played a central role in the development of the area, creating a highly convenient town with shopping malls, restaurants, medical facilities, and leisure facilities concentrated in the vicinity of the station. This has been much appreciated, especially by the generation who are rearing children, and many people continue to flow into the area. Thanks to this, Ebina's population reached 140,000 last year, three years earlier than the target set by the city, and the city has become a popular place to live, ranking highly on the list of Japan's most livable cities.

— This is exciting, considering that many municipalities in Japan are suffering from population decline due to low birthrates and an aging population.

However, the needs of residents are becoming more diverse and the challenges are increasing. One of the most pressing issues is the establishment of a sufficient number of nursery schools. When I became mayor, there were only nine nursery schools in the city, but we have now increased that number to 38. Odakyu is also working diligently to help solve the city's problems, such as attracting nursery schools in conjunction with their urban developments. In the future, we plan to add nursery schools capable of accommodating 500 or more children, and we hope that Odakyu will continue to collaborate with us in this endeavor.

[Trends in number of households and population in Ebina City]



*As of January for the year 2024, and as of October for all other years

Development with Odakyu revitalizes the town

— Ebina Station is positioned as a core station along the Odakyu railway line. What do you feel are the effects of Odakyu's community development efforts here?

The city's east–west axis is divided by the railroad, and it has been a long-held desire of Ebina City to integrate the town's east and west. The catalyst for development in Ebina was ViNAWALK, a large-scale shopping facility opened by Odakyu at the station's East Gate in 2002. This has encouraged many people to visit Ebina City. In 2015, a new free passageway connecting the Odakyu, Sotetsu, and JR rail lines opened, and Mitsui Fudosan Co., Ltd. opened the LaLaport EBINA facility. The city's east-west integration and the creation of private-sector competition, in a very positive sense, have made the city more livable and led to population growth. This

has contributed to an increase in tax revenues for the city, which in turn has created a positive cycle enabling the city to undertake new land readjustment projects and road maintenance using tax revenues.

Subsequently, when Odakyu commenced development of ViNA GARDENS utilizing a 35,000 m² site, the landscape of the area changed even more dramatically. In addition to commercial facilities such as restaurants, this has also enhanced educational and medical facilities, creating a compact city where everything needed for daily life is available in the vicinity of the station. I was also greatly pleased to see Odakyu relocate some of its head office functions to Ebina in February 2023—it really gave me a sense of Odakyu's commitment to our city of Ebina and its determination to develop it further. I am confident that we will be able to further expand our cooperation in the future.

— Development of Ebina City, under your leadership, has been highly praised for the speed with which comprehensive planning was formulated over a 10-year span.

In an era of rapid changes like we are in today, if you take too long to develop a town, by the time it's completed it's very likely to be out of step with the times. That is why we have been thoroughly committed to working quickly. The government's job is to create opportunities that attract private investment, but it is the private sector that actually undertakes community development. It is also the government's job to understand social changes and human needs, and to prepare and coordinate so that the private sector can invest at the right time. The speedy development of Ebina City was made possible by the knowledge and expertise of Odakyu and other private companies. In particular, the bold investment and development speed of the ViNA GARDENS project made me very aware of the dynamic qualities that Odakyu possesses.

A town people take pride in and where they want to continue to live forever

— Have there been any changes in the residents' mindset as a result of development over the past 20 years?

According to a survey conducted in 2023, 60.8% of respondents said they wanted to "live in Ebina forever" and a combined 93.8% of the respondents wanted to "continue to live in Ebina if possible," indicating a firm desire to settle in the area. Ebina is popular not only among those raising children, but also among married couples who have finished raising their children and want to spend the rest of their lives here. Leafia Tower, a condominium sold by Odakyu in 2020, has attracted wealthy people from the upscale residential areas of Machida (Tokyo), Yokohama, and Kawasaki, making residence in Ebina something of a status symbol.

Local residents were also very happy when the decision was made for the Romancecar to stop in the area in 2016. In conjunction with the opening of the ROMANCECAR MUSEUM in 2021, this has greatly enhanced the brand value of Ebina. Ebina Station was once home to the Odakyu train depot, which was popular among railway fans. I hope we will continue to work together with Odakyu to further revitalize Ebina by utilizing the railway, which is a key asset for the city.

High expectations for civic services: disaster readiness, health and welfare, education, and wide-area coordination

— What kind of further community development do you intend to undertake in the future?

We intend to address the problems associated with population growth that I mentioned earlier, and to create a city in which all people can live in comfort. To this end, we have concluded a comprehensive cooperation agreement with Odakyu in order to further promote collaboration. In the future, we will undertake initiatives together with Odakyu in the areas of disaster readiness, health and welfare, education, and other civic services. For example, we have introduced the Ichi no ichi social media service for local governments and community associations provided by Odakyu. In addition to electronic notices from local government, this service supports local sustainability by enabling sharing of local information and communicating information during disasters. In the future, we are considering education-related initiatives in collaboration with facilities such as ViNA GARDENS PERCH and the ROMANCECAR MUSEUM.

— Finally, what are your future expectations for Odakyu?

First of all, I hope to see steady progress in community development based on our comprehensive cooperation agreement. Ebina City is still developing, but the time will eventually come when the population will start to decline. In anticipation of such a future, we need to begin thinking about undertaking wide-area coordination with neighboring governments and more effectively utilizing resources. Odakyu has railway stations in Yamato and Zama, as well as Ebina, and Odakyu plays a crucial role in the infrastructure of daily life in this area. Furthermore, the importance of this area will increase when Hashimoto Station on the Chuo Shinkansen line is finally constructed. In terms of the future development of not only Ebina City but also the central Kanagawa Prefecture area, we hold high expectations for Odakyu's expertise in community development cultivated over many years.

Daily Life and Tourism Experiences

Material issues

- **Promotion of rich lifestyles that utilize technology**
- **Provision of region-specific tourism experiences**

Key social issues to be faced

- Diversification of lifestyles
- Increase in mobility impaired people
- Innovation of technology
- Over-tourism and inbound tourism

Indicators to Monitor

- Number of Odakyu ONE ID users
- Number of Freepasses sold (Hakone)
- Number of visitors to tourist areas along the Odakyu Line (Hakone and Fujisawa)

The population of communities along the Odakyu Line is around 5.2 million. Along our line are residential areas such as Setagaya, Machida, Sagamihara, and Fujisawa, which have populations comparable to prefectural capitals, as well as the world's largest rail terminal, Shinjuku, and Japan's leading tourist destinations such as Hakone, Enoshima, Kamakura, and Tanzawa-Oyama. While there are abundant local resources along our rail line, there are also numerous social issues that need to be addressed.
We intend to increase social and economic value by solving social issues while incorporating and responding to the demands and needs of daily life and tourism, including inbound tourism.

Aiming to be Japan's best rail line for raising children

In 2021, we formulated the Child-Rearing Support Policy as a vision for the Company to promote initiatives aimed at creating areas along the Odakyu Line that are easy to raise children in. Based on this policy, we have introduced a uniform 50 yen IC fare for children, introduced child-rearing support cars in commuter trains, worked to attract nursery schools, and held events for families to enjoy together. To solve the social issue of declining birthrate, we will continue to develop an environment that makes it easier to raise children, which only Odakyu can provide.

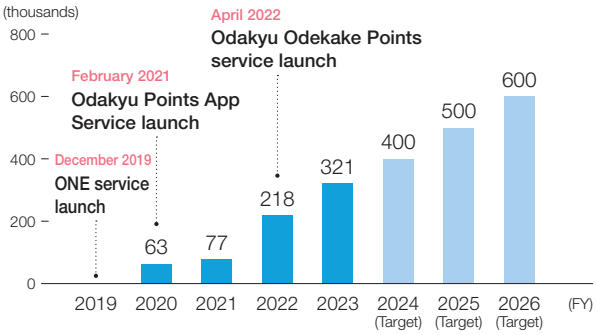
Odakyu Family Fun Festival, held at Ebina Chuo Park near Ebina Station in December 2023

Increasing LTV* for users through Odakyu ONE

A community-based platform that provides users with convenient, affordable services, including services related to housework and child-rearing that are useful in daily life, as well as earning points for daily train or bus travel. By expanding services and events for the parenting generation and train users, we are attracting more new users such as young adults and men and increasing overall membership numbers. We are also strengthening online communication by creating digital customer contact points, contributing to an increase in LTV* mainly among customers along our rail lines.

* LTV: Lifetime Value

[Trends in number of Odakyu ONE ID users]



Helping to resolve labor shortages at tourist spots

As demand for tourism, including inbound tourism, continues to increase, many tourist destinations are facing a shortage of human resources. As a pioneer in human resource services specializing in the tourism industry, HUMANIC Co., Ltd. is expanding its revenues while contributing to sustainable tourism by operating one of the industry's largest job sites for part-time resort work.

Special Feature: Odakyu Group Tourism

Odakyu promote the creation of sustainable tourist destinations while embodying the three-way spirit that benefits travelers, business operators, and local communities, making best use of the diverse tourism resources along our rail lines

Akinori Tateyama
Director and Senior Managing Executive Officer

Point 1 The business environment and role of Odakyu

Domestic demand is approaching pre-COVID levels, and is trending toward recovery. Demand from overseas visitors to Japan is even stronger. For example, demand in Hakone exceeded the pre-COVID level as of last fiscal year, and is on track to exceed that level this fiscal year to reach a new record high. We expect to continue to attract a high level of interest from both Japan and overseas.

The Odakyu Line connects world-renowned tourist destinations such as Hakone, Enoshima, and Kamakura, with Shinjuku, the world's largest rail terminal, as its gateway. These areas attract many tourists from Japan and abroad—not only because of their excellent locations, but also because of their unique and diverse culinary, natural, historical, and cultural tourism resources.

In addition to its railway and other transportation networks, the Odakyu Group has long been building relationships of trust with local players and working together with local communities to create and communicate tourism experiences. We will continue to take advantage of our overwhelmingly abundant tourism resources to foster population growth, firm in the belief in our company's vision to promote and sustain the beneficial three-way relationship that exists among travelers, business operators, and local communities.

Point 2 Opportunities and risks in the tourism business

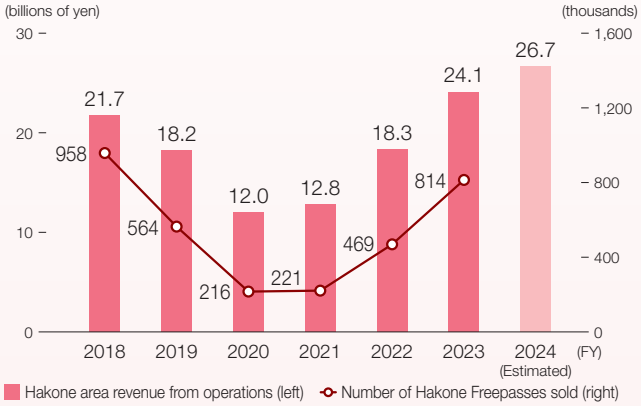
We expect the number of visitors to the Odakyu Group's business areas, mainly overseas visitors to Japan, to continue increasing. We intend to seize this business opportunity in a timely, focused manner to refine and expand our services in the areas of transportation, lodging, food and beverage, retail, and experiences, and to help expand the Group's earnings by providing times and spaces that exceed customer expectations.

At the same time, we still face pressing issues such as overtourism and labor shortages. It is also extremely important to work to create sustainable tourist destinations to meet current demand while taking into consideration their future impact on the environment, local communities, and the economy. We will promote sustainable tourism in collaboration with our customers and local residents in a way that only Odakyu can achieve, as a company that has long been operating its business based on the benefits of local tourism resources.

The Odakyu Group has invested numerous management resources in Hakone, ranging from the limited express Romancecar service directly from central Tokyo, to our transportation network, hotels, and tourist facilities in the area, making Odakyu a symbol of the area. In 1967, the Hakone Freepass first went on sale, and in 2018, the Odakyu Group as a whole invested a total of 10 billion yen to make Hakone a world-class tourist destination. The present-day development of Hakone is the result of the efforts of the Odakyu Group, including Odakyu Hakone and ODAKYU Resorts, in collaboration with local businesses and residents.

As the hub of Hakone, we will continue to work together with many players to create local value in order to share Hakone's charms with the world even amidst an age of climate change and social upheaval, without compromising its unique status.

[Hakone Area Operating Revenue and Number of Hakone Freepasses Sold]



Special Interview

We intend to ramp up our response to overtourism and work with local residents to create a pleasant trip for all visitors to Hakone

Hidehiro Mizukami
President & CEO
Odakyu Hakone Co., Ltd.

Q. 1 Hakone Attractions

Hakone's appeal is, above all, the wonderful scenery created by nature, with the mysterious Lake Ashi at the center of the outer rim of Mt. Fuji, itself symbolic of Japan, and the collection of hot springs, among Japan's largest, located only an hour or so from central Tokyo. The Odakyu Hakone Group helps people of all ages, genders, and nationalities, even inexperienced travelers, to easily explore Hakone by connecting areas with different attractions, such as Hakone-Yumoto, Owakudani, Lake Ashi, and Sengokuhara. Our transportation services include a mountain railway with one of the world's steepest gradients, a ropeway offering views of steam rising from below, and a pirate ship where you can live out your dreams of being a pirate. These are not simply means of transportation, but attractions that add color to sightseeing in Hakone.

Q. 2 Restructuring of the Odakyu Hakone Group

Previously, the Odakyu Hakone Group consisted mainly of three companies—Hakone Tozan Railway, Hakone Ropeway, and Hakone Sightseeing Cruise—each of which had its own different origins, corporate identity, and culture. In 2004, Odakyu Hakone Holdings was established to create a sense of unity within the area under the strong leadership of Odakyu Electric Railway. In the 20 years since that time, we have experienced several natural disasters and the COVID-19 pandemic. In order to further strengthen our sense of unity and increase our resilience to possible future risks, we implemented a reorganization and integration in April 2024 and transformed ourselves into Odakyu Hakone.

(Reference) Notice of Restructuring of Odakyu Hakone Group
Website ▶ https://www.odakyu-hakone.jp/common/pdf/20240124_info.pdf (in Japanese Only)

Q. 3 Urgent issues and initiatives

The rapid increase in inbound demand in recent years has made the issue of overtourism very apparent in Hakone. As a countermeasure, in addition to the Park and Ride program and measures to stimulate demand during off-peak periods, which have been implemented in conjunction with the local community, last year the Group introduced an online advanced reservation system for cable car and ropeway services. The addition of coin-operated lockers and the further expansion of our carry-on service delivering luggage to hotels have helped to reduce the amount of luggage visitors need to carry, thereby easing traffic congestion by shortening the time between bus boarding and disembarking. However, these efforts are far from sufficient, and moving into the future we believe that we need to work faster to address the issues.

Q. 4 Outlook for the future

As Japan's population continues to decline, it is clear that the tourism industry will become increasingly important, and we recognize that Hakone, in particular, will play an extremely important role. As part of the national strategy to double the number of inbound tourists, we seek not only to increase the number of visitors to Hakone, but also to resume some aggressive investments that had to be suspended for a while, in close coordination with local residents, in order to provide comfortable and satisfying trips for all visitors.

Incorporating diversifying accommodation needs in Hakone and delivering the highest level of satisfaction and excitement with warm-hearted hospitality

Shinji Hara
President & CEO
ODAKYU Resorts Co., Ltd.

Q. 1 Hakone Attractions

Hakone is a tourist destination with wonderful accessibility from central Tokyo and a well-developed local transportation network. Hakone is known as "where Tokyo goes to relax," and its abundance of tourist attractions, including hot springs, history, culture, nature, dining, and amusement, is a major attraction of the area. In the past, the area was popular among middle-aged and older generations in Japan, but in recent years, the number of young people and overseas visitors has been increasing, and the area now hosts a diverse range of visitors.

Q. 2 Business development and strategy

We are committed to a new style of hotel operation, capable of meeting diversifying needs.

Hakone Yutowa and HOTEL CLAD, which opened in 2019, operate at high occupancy rates and welcome a high proportion of non-Japanese visitors, thanks to our careful consideration of their needs, including initiatives targeting younger generations and overseas visitors, with a keen eye on social media. CLAD is particularly popular among overseas guests for its location looking out over Mt. Fuji.

In addition, at HATSUHANA, which was renovated in 2022, all guest rooms are equipped with an open-air hot spring bath to create a private atmosphere and elevate the value of the guest experience, leading to higher room rates and the acquisition of new customer segments.

We are utilizing digital marketing tools in our sales activities to improve customer satisfaction and attract new customers by collecting, analyzing, and responding to the diverse needs and behaviors of our customers. Particularly in regard to overseas guests, we are working diligently to raise the profile of Hakone and our hotels by collaborating with Odakyu Group companies, opening booths at overseas travel expos, and communicating news in multiple languages.

Q. 3 Securing and developing human resources

Our hotel business is built on people interacting with other people. We are focusing on acquiring and developing human resources capable of delivering the highest level of satisfaction and excitement to our guests through warm-hearted hospitality—in other words, human resources who feel inspired and enthusiastic, and want to share that with others. We believe it is important to talk with each and every staff member sincerely about their dreams and goals.

We also provide training programs and internal systems to follow up on personal growth and a sense of belonging and work engagement so that our staff can lead rich, rewarding lives.

Q. 4 Outlook for the future

Hakone is an incredible tourist destination. As a company that represents Hakone, we, together with the local community, will continue to focus on elevating the appeal of the entire area, starting with hotel operations, so that many people from both Japan and abroad can visit and spend unforgettable times in Hakone, the home of an abundance of culture, education, history, nature, and hospitality.

Hakone Yutowa

Opened August 2019. An all-inclusive style hotel that includes meals, drinks, etc. during your stay. Consists of a hotel with guest rooms, restaurant, hot spring baths, and spa lounge, plus condominiums with hot spring baths with views, living space, and mini-kitchen. Delivering a new Hakone travel experience to meet diverse needs.

HOTEL CLAD

Opened in Gotemba in December 2019. The hotel's name CLAD, meaning "clothed," suggests comfort and hospitality. The hotel is popular both in Japan and overseas for its location adjacent to popular outlet stores and also for its location, with many guest rooms and its large public bath facility having views of Mt Fuji.

HATSUHANA

In September 2022, it reopened as a high-end hotel with a more private atmosphere. All guest rooms are equipped for open-air bathing with private hot spring, and the dining area is entirely equipped with private rooms, offering modern Japanese cuisine not constrained by classic Japanese kaiseki guidelines.

Environment

Material issues

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

Key social issues to be faced

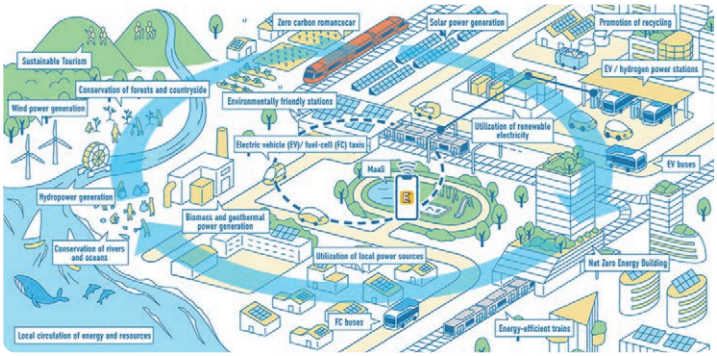
- Response to climate change (decarbonization and resource recycling in local communities)
- Shift to public transportation with a low environmental impact
- Conservation of forests, the countryside, rivers, and oceans

Target (FY2050)

- Odakyu Group CO_2 emissions ➡ **Net zero**

Environmental Vision

The mission of the Odakyu Group is to pass on a beautiful global environment and a kind society to future generations and actively engage in solving environmental issues, such as reducing CO_2 emissions, recycling resources, conservation, and utilization of natural resources, through our business activities.



Long-Term Environmental Targets*

Odakyu Group aims for net zero CO_2 emissions by FY2050

To achieve this goal, we will reduce CO_2 emissions by 50% by FY2030 (compared with FY2013)

*Scope for long-term environmental targets: Scope 1 and Scope 2 at all consolidated subsidiaries

Symbol indicating the Odakyu Group's carbon neutrality activities

Environmental Strategies

The Odakyu Group formulated the following UPDATE 1–3 based on Odakyu Group Carbon Neutrality 2050 and is taking on climate change issues as both risks and opportunities with regard to its growth strategies. Accordingly, we are carrying out Groupwide initiatives for addressing climate change.

UPDATE 1

Realize a decarbonized society

Action 1

Achieve net-zero CO_2 emissions at the Odakyu Group

Action 2

Resolve issues in local communities to realize a decarbonized society

Action 3

Shift to environmentally friendly public transportation

UPDATE 2

Realize a resource recycling society

Action 1

Promote the 5Rs within the Odakyu Group

Action 2

Resolve issues in local communities to realize a resource recycling society

UPDATE 3

Conserve and utilize nature

Action 1

Conserve forests, the countryside, rivers, and oceans

Action 2

Utilize natural resources

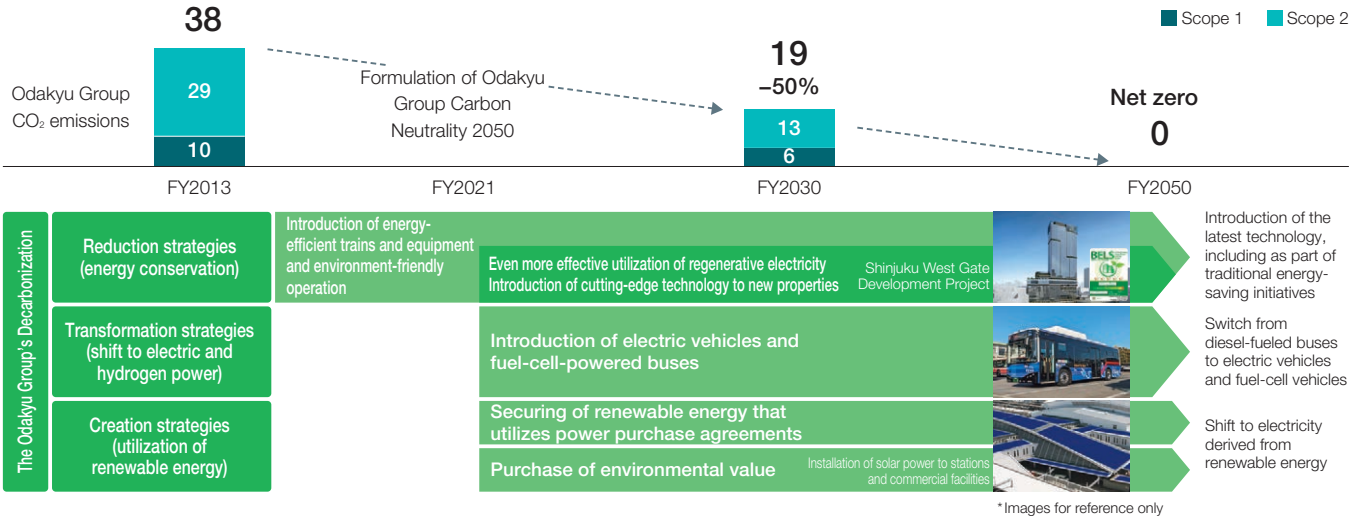
For more details, please see the Odakyu corporate website.

Website ▶ https://www.odakyu.jp/english/about/sustainability/

Realize a decarbonized society

The Odakyu Group has formulated the action guidelines Odakyu Group Carbon Neutrality 2050, with the aim of achieving net-zero CO_2 emissions in FY2050. In order to achieve decarbonization, we will take on the challenge of achieving our long-term environmental goals by promoting Reduction strategies (energy conservation), Transformation strategies (shift to buses with electric and hydrogen power), and Creation strategies (utilization of renewable energy).

[Road map toward decarbonization] (Unit: ten thousand t-CO_2)



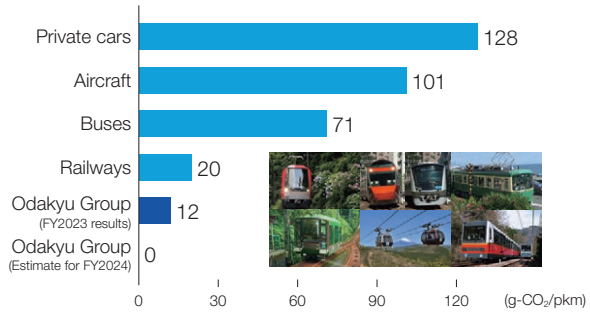
*Images for reference only

Start of operation of Odakyu Group transportation network with 100% renewable energy, calculating the amount reduced

From April 2024, practically all electricity used for the Odakyu Line including the limited express Romancecar, Hakone Tozan Railway, Hakone Tozan Cablecar, Hakone Ropeway, Enoshima Electric Railway, and Oyama Cable Car will be derived from renewable energy sources and operate with net zero CO_2 emissions.

The per-unit CO_2 emissions of this transportation network in fiscal 2023 were 12 g-CO_2/person-km, contributing to an annual emissions reduction of 1.21 million tons-CO_2 compared to automotive transportation. Moreover, since CO_2 emissions will be net zero from fiscal 2024 onward, the amount of reduction contribution is set to increase further.

[CO_2 emissions per unit transported by means of passenger transport]



Source: "CO_2 emissions in the transportation sector" by the Ministry of Land, Infrastructure, Transport and Tourism (excluding Odakyu data)

Solar power generation at the ROMANCECAR MUSEUM

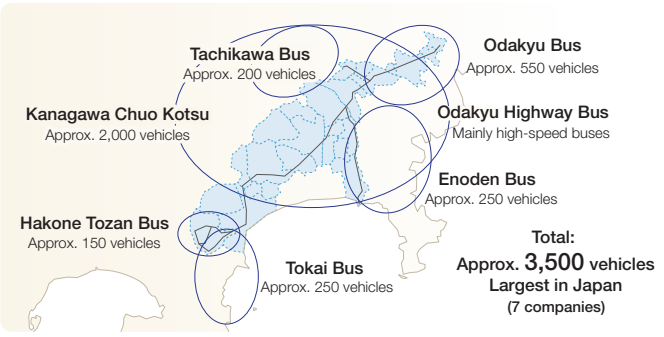
Since September 2024, the ROMANCECAR MUSEUM at Ebina Station has been using a roof-mounted PPA solar power plant to power its operations. Around 20% (approximately 140 MWh) of its annual electricity consumption is converted to renewable energy through this power generation.

Electrification of Odakyu Group buses

Of the approximately 3,500 buses owned by the Odakyu Group, approximately 15%*1, or approximately 500 buses*2, will be EV buses by fiscal 2030, utilizing subsidies from the national and local governments. EV buses do not emit CO_2 or air pollutants while in operation, which greatly reduces their environmental impact. This is the first step toward achieving carbon neutrality for the future.

*1 As of March 2024

*2 Including Kanagawa Chuo Kotsu Co., Ltd., which is not covered by long-term environmental targets



Information Disclosure Based on TCFD Recommendations

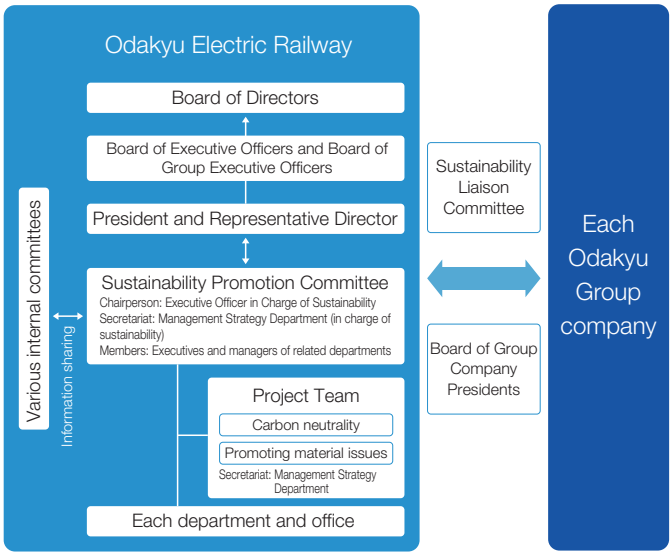
The Odakyu Group has announced its endorsement of the recommendations of the Task Force on Climate-related Disclosures (TCFD), which were established by the Financial Stability Board (FSB). We will disclose information based on TCFD recommendations.

Governance

We have formulated the action guidelines Odakyu Group Carbon Neutrality 2050, which includes long-term environmental targets, and have promoted initiatives to achieve them. We established the Sustainability Promotion Committee as an institution that discusses matters related to this promotion, identifies climate-related risks and opportunities, and is chaired by the Executive Officer in Charge of Sustainability.

Furthermore, the Sustainability Promotion Committee reports to the Board of Directors and president & CEO, observes the status of progress toward goals and climate-related risks and opportunities, and provides guidance as necessary.

Issues discussed by the Sustainability Promotion Committee are shared and collaborated on across all departments and the entire Group to promote initiatives.



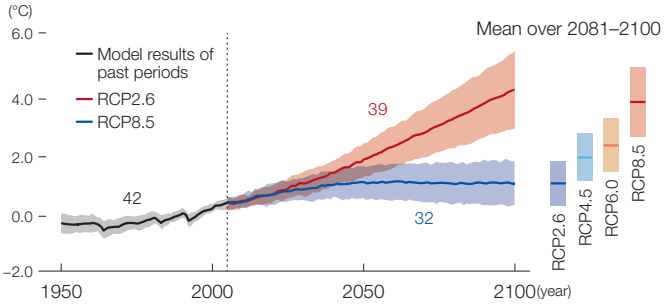
Strategies

(1) Risks and Opportunities

The Odakyu Group has considered the following results of scenario analysis in terms of key risks and opportunities in the transportation, real estate, and life services industries. Furthermore, we have classified risks brought about by climate change into risks associated with the shift to a low-carbon society (transition risks, mainly under the 1.5°C scenario*1) and risks associated with physical impacts (physical risks, mainly under the 4°C scenario*1), in line with TCFD recommendations, while also analyzing said risks.

These analyses referenced scenarios from the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA).

[Global average surface temperature change]



Reference: Working Group I to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change, Summary for Policymakers

Risks and Opportunities	Item	Key details of impact on business	Target businesses: Transportation	Target businesses: Real Estate	Target businesses: Life Services	Level of impact*2	Period*3
Transition Risks A world with only a 1.5°C rise in temperature	Policies and regulatory schemes	Increase in costs following introduction of carbon tax, etc. to reduce CO_2 emissions through non-fossil fuel consumption	●	●	●	Medium	Medium term / Long term
		Increase in costs following introduction of vehicles to comply with stricter emission regulations (EV buses)	●			Major	Medium term / Long term
		Increase in installation costs due to the reinforcement of the Act on the Rational Use of Energy and to the enforcement of energy-conservation standards (such as shift to net zero energy building/housing)		●		Minor	Medium term / Long term
	Market	Increase in costs following introduction of low-carbon railcars in response to changing consumer preferences	●			Major	Medium term / Long term
		Loss of business (customer reluctance to buy) due to higher material costs and increased procurement costs passed on to prices for service and products as a result of introduction of the carbon tax			●	Major	Medium term / Long term
	Evaluation	Decrease in customers due to changing preferences resulting from increased environmental awareness			●	Medium	Medium term / Long term

(continued on next page)

Risks and Opportunities	Item	Key details of impact on business	Target businesses: Transportation	Target businesses: Real Estate	Target businesses: Life Services	Level of impact*2	Period*3
Physical Risks World with 4°C rise in temperature due to failure to respond	Acute	Decrease in revenues due to increased and prolonged wind and rain damage, resulting in suspension of services and closure of facilities along the line (assuming flooding of the Sagami River)	●	●	●	Medium	Short term, Medium term, Long term
		Increased disaster recovery costs due to increased and prolonged wind and rain damage (assuming flooding of the Sagami River)	●	●	●	Major	Short term, Medium term, Long term
		Increased risk of damage to facilities due to wind and flood damage	●	●	●	Major	Short term, Medium term, Long term
		Decrease in revenues due to inability to maintain railway equipment, including rolling stock, and service suspensions following separation of the supply chain	●			Minor	Short term, Medium term, Long term
		Decrease in services provided and closure of operations due to damage suffered by suppliers			●	Medium	Short term, Medium term, Long term
	Chronic	Decrease in passengers due to changes in natural resources and damage to tourism resources	●			Major	Medium term, Long term
		Loss of natural resources and higher purchasing costs due to changes in production areas			●	Medium	Medium term, Long term
		Decrease in revenues due to declining passenger and customer numbers due to outbreak of new infectious diseases	●	●	●	Major	Short term, Medium term, Long term
		Decrease in revenues due to people staying at home during summer	●		●	Major	Medium term, Long term
		Decrease in revenues due to fewer people using hot springs, as a result of declining shallow-layer hot spring waters due to a decrease in precipitation			●	Minor	Medium term, Long term
Opportunities	Products & services	Increase in passengers and revenues due to decarbonization and enhancement of eco-friendly products to meet changing environmental preferences and needs.	●		●	Medium	Medium term, Long term
		Increase in revenues due to higher demand for low-carbon (ZEB, ZEH) and disaster-resistant buildings and properties		●		Major	Medium term, Long term
	Market	Expansion of and participation in businesses that resolve issues in local communities to realize a decarbonized and resource-recycling society	●	●	●	Not disclosed	Medium term, Long term

*1 Increase in average global temperatures at the end of the current century compared with pre-industrial levels
*2 Level of impact—Major: At least 5 billion yen, Medium: Less than 5 billion yen, Minor: Up to 1 billion yen
*3 Short term means between zero and less than three years, medium term indicates between three and less than 10 years, and long term equates to at least a decade

(2) Response to Risks and Opportunities

In response to key risks and opportunities, we will implement Odakyu Group Carbon Neutrality 2050 at the same time as the following countermeasures.

Risks and Opportunities	Countermeasures
Transition Risks	Introduction of energy-efficient trains and equipment
	Introduction of advanced technology to new properties
	Introduction of electric vehicles and fuel-cell-powered buses
	Further introduction of renewable energy
Physical Risks	Implementation of safety measures for abnormal weather at facilities
	Establishment of systems to prepare for evacuation and recovery when natural disasters occur
	Implementation of emergency drills

Risks and Opportunities	Countermeasures
Opportunities	Even more effective utilization of regenerative electricity
	Promotion of environmental benefits such as 100% renewable energy in the Group's transportation network
	Promotion of seamless and convenient MaaS
	Suggesting sustainable lifestyles
	Waste management business Promotion of WOOMS

Risk Management

To realize Odakyu Group Carbon Neutrality 2050, the Sustainability Promotion Committee—which is chaired by the Executive Officer in Charge of Sustainability— meets quarterly to plan, draft, and manage the progress of initiatives for reducing the Group's CO2 emissions. Furthermore, the Sustainability Promotion Committee discusses updates to analyses of and progress with regard to initiatives concerning the risks and opportunities of climate change, which have been identified in strategies, and reports to the Board of Directors, the Board of Executive Officers, and the President and Representative Director as necessary. The issues discussed by the Sustainability Promotion Committee are then shared and collaborated on across all departments and offices across the entire Group to promote initiatives.

Additionally, we respond to risks brought about by natural disasters based on crisis management regulations and business continuity plans. We endeavor to strengthen our resilience by periodically reviewing said regulations and plans in meetings of the Risk Management Committee, which is chaired by the Executive Officer in Charge of Risk Management.

Indices and Targets

Under Odakyu Group Carbon Neutrality 2050, we have formulated long-term environmental targets.

Realize a resource recycling society

The Odakyu Group promotes the recycling of waste generated from its business activities, including the recycling of end-of-life vehicles and the conversion of food waste into animal feed, and is working to reduce the amount of resources used—for example, using rainwater and other graywater to wash vehicles.

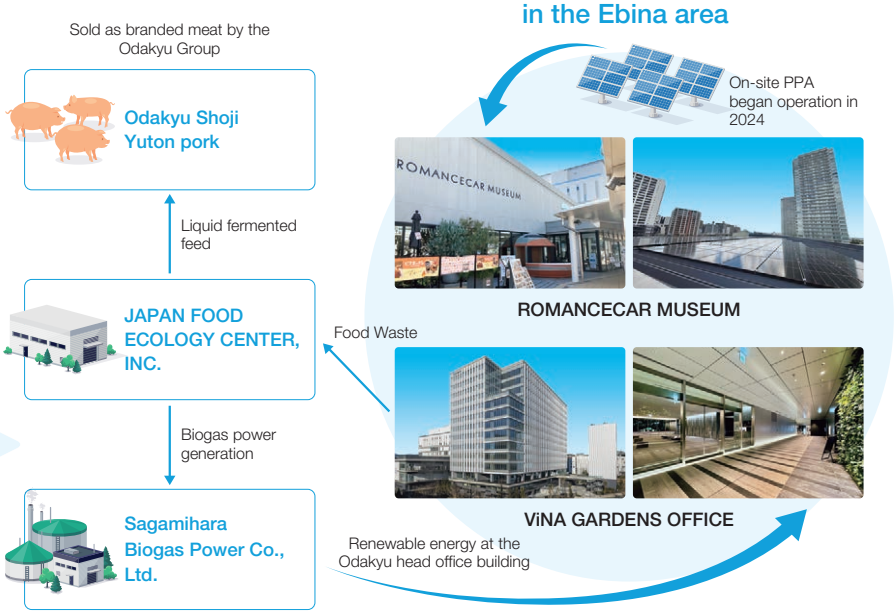
We are also promoting the WOOMS project (supporting local resource recycling), aiming to realize a resource recycling society in conjunction with local communities.

➡ P.35 Community Development and Local Communities

Resource circulation in the Ebina area

This project aims to reduce environmental impact by recycling food waste generated from Odakyu Group commercial facilities in the Ebina area, including ViNA GARDENS OFFICE, together with nearby partner companies, instead of sending it to incineration.

- JAPAN FOOD ECOLOGY CENTER, INC. converts the above food waste into animal feed. Any portion that cannot be converted into feed is used as liquefied raw material for power generation.
- Sagamihara Biogas Power Co., Ltd. further processes these raw materials and generates electricity from the methane gas produced by fermentation.
- All electricity generated here is purchased through the Green Basic Plan (FIT Non-Fossil Certificate), part of which is used at the Odakyu Electric Railway Head Office in Ebina, located in the ViNA GARDENS OFFICE building, thereby creating a cycle of energy and resources within the Odakyu Group.



Conserve and utilize nature

Odakyu Group's efforts toward biodiversity and natural capital

The Odakyu Group aims for ongoing harmony with nature by minimizing the negative impact of its business activities on natural capital, which derives from biological diversity, and by maximizing the positive impact of its business activities.

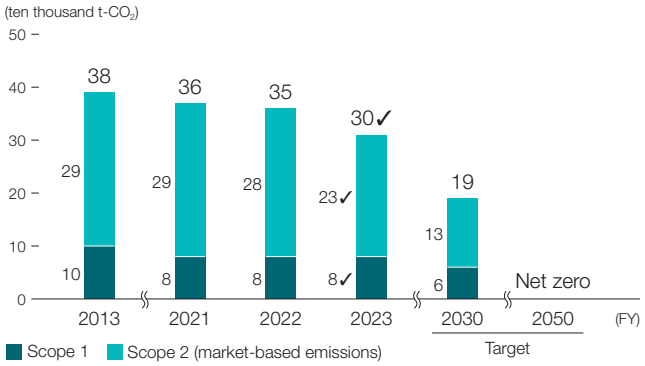
In order to gain an accurate understanding of our dependency on natural capital, as well as our impact, risks, and opportunities, we have conducted an assessment of dependency and impact for each Odakyu Group segment in line with the TNFD framework from fiscal 2024. In our analysis and evaluation, we used ENCORE, an analysis tool recommended by TNFD, to evaluate and understand the results. The results of the evaluation can be seen in the diagram below.

[Relationship between biodiversity and natural capital in Odakyu Group operations]

Environmental Data

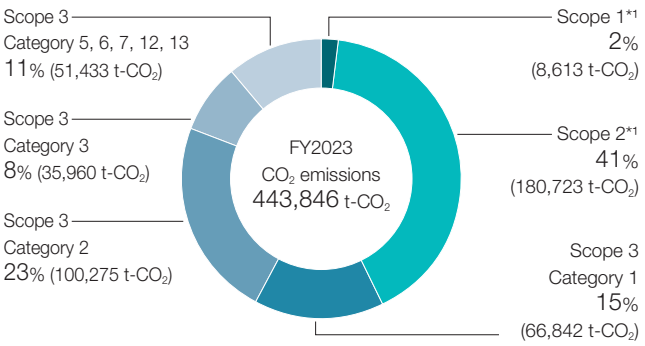
Trends in GHG Emissions

[Odakyu Group (Scope 1 and 2)]



Note: Rounded up to the nearest ten thousand t-CO_2
Note: In FY2023, Scope 2 location-based emissions were 26 ten thousand t-CO_2 ✓

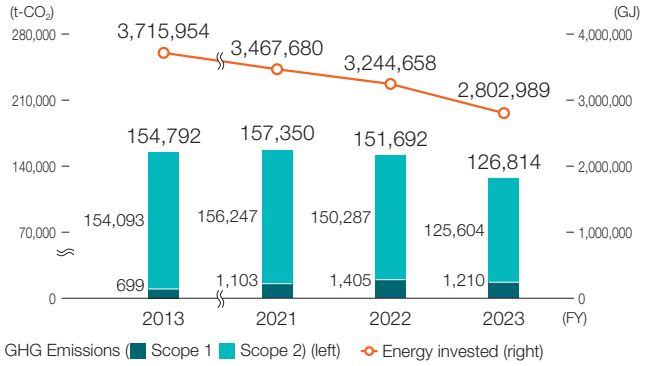
[Odakyu Electric Railway (Scope 1, 2, and 3)]



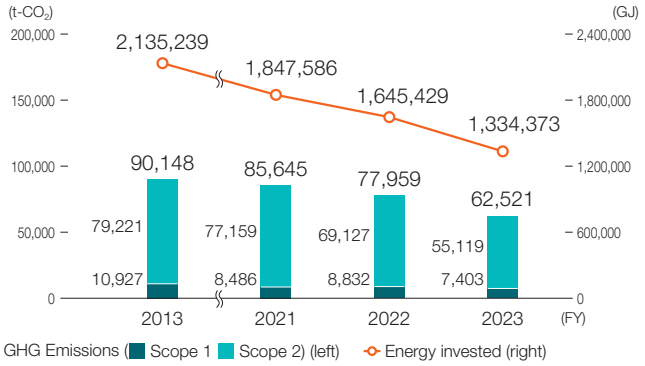
Note: Total for Categories 1–3 in Scope 3 were 203,078 t-CO_2 ✓
Note: Scope 3 total: 254,511 t-CO_2 (up 5.3% from previous year)

GHG emissions and energy invested (Odakyu Electric Railway)*1

[Railway Department]



[Real Estate Department, Head Office, and Other Entities]



FY2023 Environmental Performance Data (Odakyu Electric Railway)

[INPUT]

	Unit	Railway Department	Real Estate Department, Head Office, and Other Entities	Total
Amount of energy invested*1				
Energy	GJ	2,802,989	1,334,373	✓ 4,137,362
Electric power	MWh	322,062	132,095	454,157
City gas	thousand Sm³	236	1,992	2,228
LPG	t	28	675	704
Gasoline	kl	10	13	23
Diesel oil	kl	154	1	155
Kerosene	kl	29	525	554
A-type heavy oil	kl	58	34	92
Steam	GJ	–	25,594	25,594
Cold water	GJ	–	23,634	23,634
Amount of resources invested*2				
Water supply	thousand m³	533	822	1,355
Recycled water	thousand m³	0	–	0
Groundwater	thousand m³	16	261	276
Total water resources	thousand m³	549	1,083	✓ 1,632
Solar power generated	MWh	882 (184 MWh consumed in-house and 698 MWh sold)		
Paper used in office automation	sheet	5,880,592		

[OUTPUT]

	Unit	Railway Department	Real Estate Department, Head Office, and Other Entities	Total
Amount of waste generated*3				
Combustible waste	t	274	3,126	3,400
Cardboard	t	43	1,891	1,934
Used paper	t	29	94	123
Raw waste	t	43	182	225
Scrap metal	t	29	117	146
Waste plastic	t	81	671	752
Amount recycled	t	339	3,103	3,442
Recycling rate	%	44.7	48.7	48.3
Total amount of waste generated	t	759	6,373	7,132
NOX emissions	t	32.9		
PCB disposal	t	32.8		
Wastewater volume*2	thousand m³	547	971	✓ 1,518

*1 Based on the Act on Rationalization of Energy Use and Shift to Non-fossil Energy and the Act on Promotion of Global Warming Countermeasures. Data from previous years has been revised due to the change in CO_2 emissions intensity from basic emissions coefficients to adjusted coefficients, and the sale of the Odakyu Dai-ichi Seimei Building and Odakyu Century Building in 2023. The overall impact is minor.
*2 The scope covers our main offices (51 offices).
*3 The scope covers our main offices (47 offices).
(Scope of environmental data guarantee) Environmental data is subjected to a limited guarantee to ensure its reliability and information covered by the guarantee is marked with a ✓ symbol.
We disclose the third-party verification report, scope structure, and criteria on our website (Japanese only). Website ▶ https://www.odakyu.jp/sustainability/carbon-neutral/assurance/ (in Japanese Only)

Development of Value-Creating Human Resources

Material issues

- **Cultivation of a corporate culture that enables all employees to work in their own unique way**
- **Development of human resources to achieve sustainable management**

Key social issues to be faced	Targets (FY2050)	Indicators to Monitor
• Diversity and inclusion • Labor shortage • Work style diversification	• Ratio of female employees (full-time) ➡ **35%** • Ratio of women in management roles ➡ **30%** • Ratio of male employees taking paternity leave ➡ **100%**	• Employee engagement survey score (non-consolidated)

We are addressing key issues to improve employee engagement and labor productivity with the aim of developing value-creating human resources

Kaori Tsuyuki
Director and Managing Executive Officer

Policy on development of value-creating human resources

Human resources are the key to realizing our Management Vision. As part of the Odakyu Group's human resources strategy, we define our vision as "developing value-creating human resources." In order to realize this vision, we believe it is important for each individual to continue to think, learn, and act independently and autonomously, as established in the Human Resource Management Policy as action guidelines. We have set certain key issues to support employee behavior, which include securing and establishing human resources, leveraging the diversity of individuals, and strengthening the organization's foundation. We are working to bolster our human capital by addressing each one of these issues. Currently, the only KPI we have set is promoting women's participation in the workforce, but in addition to this, we have plans to quantitatively monitor employee engagement scores and labor productivity.

Initiatives to date

To address the three key issues above, we have implemented strong wage increases for two consecutive years, improving employee benefits by about 10% over the two-year period, representing the highest level in our industry.

We have also promoted the active participation of diverse human resources by reforming our corporate culture through workshops such as the Future Creation Committee and introducing systems that draw out challenges for employees to tackle. As a result, in 2023, our culture reforms and systems were highly acclaimed, resulting in recognition of Odakyu by the Japan HR Challenge Awards. In 2024, our previous efforts in implementing the PDCA cycle in human capital management and our efforts in strategic disclosure and dialogue were also recognized, and Odakyu was awarded Silver at the Human Capital Management Quality Awards 2023.

Future initiatives

In our period of rapid growth, we intend to make a major shift toward enhancing human capital.

Currently, we are building a human resources portfolio and are considering measures to address the following issues: focused investment in growth areas, systematic development of next-generation managers, undertaking structural reforms to resolve labor shortages and secure human resources, and improvement of the work environment and job satisfaction. By bridging the gap between this portfolio and our current situation, we aim to address labor shortages across our entire Group and improve the quality and productivity of our human resources, thereby achieving our consolidated financial targets and sustainably increasing our corporate value.

Overview of human resource strategies

Ideal state

Development of value-creating human resources

Cultivation of a corporate culture that enables all employees to work in their own unique way

Development of human resources to achieve sustainable management

Human Resource Management Policy

(Action guidelines)

Continue learning

Create value through co-creation

Communicate, resonate, and empathize

Strengthening human capital

Improving employee engagement

Increase in labor productivity

Key issues	Direction for resolving issues
Securing and establishing human resources	• Building a human resources portfolio • Creating a pleasant work environment • Promoting health management
Leveraging the diversity of individuals	• Promoting women's participation in the workforce • Accelerating actions that create value • Improving employee skills
Strengthening of the organization's foundation	• Strengthening internal communication • Promoting active participation of diverse human resources • Respect for human rights

Engagement Survey

From fiscal 2017 to fiscal 2023, we conducted regular surveys aimed at improving interpersonal relationships. This has a bearing on our organizational development. Through repeated efforts of the Future Creation Committee as well as surveys at our company and some of our group companies, we have steadily contributed to improving the quality of relationships.

In designing this fiscal year's survey, we took into account certain action guidelines for value-creating human resources. We felt it was essential for each individual to have a strong sense of playing their part in creating regional value and to create sustainable value for the region and society with pride and fulfillment. In order to quantitatively evaluate the extent to which this was true, after revising the survey's content, we conducted another survey of our employees. We are currently analyzing the responses, and we plan to publish the results on our website at a later date.

Going forward, we intend to keep conducting engagement surveys in order to identify and improve management issues related to human capital and to advance efforts toward realizing an ideal state.

External evaluation

Human Capital Management Quality Awards 2023 Silver

人的資本経営品質 2023

Of the companies responding to the human capital survey (sponsored by HR Technology Consortium, HR Research Institute (ProFuture, Inc.), and MS&AD InterRisk Research & Consulting, Inc.), those recognized as having particularly outstanding human capital management and information disclosure efforts are awarded as Human Capital Leaders or for Human Capital Management Quality.

In February 2024, Odakyu was selected as one of 19 Silver-rated companies, following 16 Gold-rated companies recognized as having the highest level of effort.

12th Japan HR Challenge Awards

The Japan HR Challenge Awards (hosted by the HR Challenge Awards Executive Committee and supported by the Ministry of Health, Labour and Welfare) are presented to companies that actively conduct new and exemplary initiatives by means of "bold endeavors in the human resource domain to invigorate Japanese society." The award aims to promote the revitalization of Japanese society through presentation to companies who take on challenges in the human resource domain.

In June 2023, the Odakyu Group was highly evaluated for the innovation of corporate culture to generate business transformation and as a system to encourage employees to take on challenges, being awarded first prize among 98 candidates.

[Human Resource Management Policy]

Value-Creating Human Resources

All employees at the Odakyu Group will create new value connected to UPDATE Odakyu

What we value

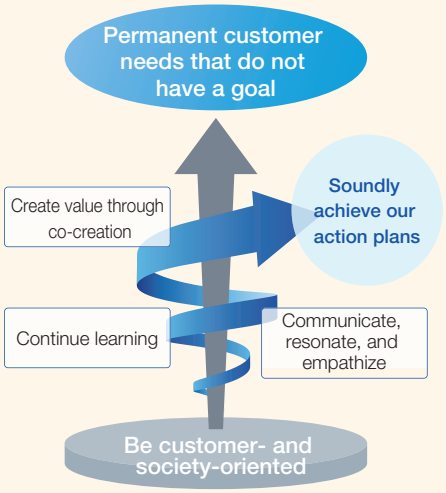
- We will create value in local communities through our jobs
- Value means inspiring our customers and co-workers, contributing to the development of our Company and business partners, and creating our own growth together with local communities

By building up diverse and sustainable values, we will achieve UPDATE Odakyu—Becoming a Community-Based Value Creation Company

Action guidelines for value-creating human resources

How can we create new value in local communities?

1. Who are our customers? What is society? We need to keep asking ourselves this, and keep learning
2. Actively communicate our value for customers and society outside the Company, as well as inside, to gain resonance and empathy
3. Carry out co-creation from diverse perspectives together with suitable business partners to create value free from self-sufficiency and consignment principles



Key issues 1 Securing and establishing human resources

Building a human resources portfolio

➡ P.54 Developing Human Resources in Areas for Growth

While realizing sustainable growth as a Group, we aim to realize an optimal human resource portfolio through training and recruitment based on clearly identifying the human resource profile for each business domain necessary to become a community-based value creation company.

In the growth areas of real estate and digital business, we have identified and are undertaking initiatives to develop human resources.

Creating a pleasant work environment

Hiring and support for younger employees

The Odakyu Group practices enhanced onboarding measures that improve points of contact with external human resources and actively welcome them into the Company to ensure they can smoothly adjust to the organization and demonstrate their abilities once they join. Specifically, we implement training for new graduate employees (four times), training during their second year, and a follow-up system at dormitories for single employees and support program for returning travel expenses.

Furthermore, against a backdrop of increasing need for highly skilled human resources, following the advancement and complication of operations, we engage in mid-career recruitment throughout the year. In April 2024, we started comeback hiring, taking advantage of the values, skills, knowledge, and experience that an increasing number of employees have cultivated in various fields after retirement.

[Employee Retention Indicators (FY2023)]

Turnover rate for personal reasons	2.0%
Retention rate after three years with Company (new graduates)	94.0%

Welcome ceremony for new employees in FY2024

Improving compensation

To secure and establish human resources, in fiscal 2024 we raised the initial salary to ¥245,500 (regular positions for university graduates) and improved employee compensation mainly for younger employees, raising the average monthly salary for regular employees under the current human resource wage system by approximately ¥16,300 (5%), the highest level ever. As a result, we have raised compensation by approximately 10% over the two-year period from fiscal 2023, which is the highest level in our industry.

Main support systems for balancing work and home life

To create a work environment where diverse human resources can easily balance their work and family responsibilities, we are introducing various support systems that go beyond the legal requirements as well as promoting understanding, penetration, and utilization of these systems.

System Related to Representative Childcare

Company System that Exceeds Legal Stipulations

- System for Reduced Working Hours
- System for Exemption from Night Work
- System for Exemption from Overtime Work

Unique Odakyu Systems Not Stipulated by Law

- System for Exemption from Overnight Work that Requires Accommodation
- Paternity Leave
- "Pre-Maternity-Leave" Counseling
- System to Subsidize Babysitters
- Online Health and Medical Consultations

System Related to Representative Nursing Care

Company System that Exceeds Legal Stipulations

- Nursing Care Leave (Consecutive Period)
- Nursing Care Leave (Designated Days)
- Reduced Working Hours for Nursing Care

Promoting health management

We believe that ensuring the physical and mental health of our employees and the families who support them leads to individual vitality and revitalizes the organization, leading to sustainable corporate growth. For this reason, we actively engage in health management, placing an emphasis on health support to prevent illness through health management.

Through individual health management measures, we aim to succeed in reducing absenteeism*1, reducing presenteeism*2 and improving work engagement in order to provide safe, stable services.

*1 Absence from work due to illness
*2 A situation in which employees are present at work but their work efficiency is reduced due to some health problem

Certified as a KENKO Investment for Health Outstanding Organization 2024

2024 健康経営優良法人 Health and productivity

The KENKO Investment for Health Outstanding Organizations Recognition Program is an award system recognized by Nippon Kenko Kaigi. It aims to make corporations, including large corporations and SMEs, that practice particularly excellent health management more visible so they can be recognized by their employees and prospective job seekers.

Many corporations in the Odakyu Group have been certified.

[Large enterprise category]
- Odakyu Electric Railway Co., Ltd.
- Kanachu Sports Design
- Kanachu Taxi Co., Ltd.

[SME category]
- Odakyu Highway Bus Co., Ltd.
- Odakyu Group Health Insurance Association
- Odakyu Bus Co., Ltd.
- Tokai Jidosha Co.,Ltd.
- Tokai Bus Co., Ltd.

Key issues 2 Leveraging the diversity of individuals

Promoting women's participation in the workforce

We aim to increase our corporate value by creating a corporate culture that embraces, utilizes, and mutually develops the diversity of individuals with the aim of further enhancing the system's foundation. As an indicator of this, we have set targets to promote active participation by women. In addition to creating value through decision-making from diverse perspectives and addressing social issues, this will also address labor shortages.

[Odakyu Group Achievements and Targets]

	Performance for FY2023	Targets for FY2030	Targets for FY2050
Ratio of female employees (full-time)	15.5%	20.0%	35.0%
Ratio of women in management roles	11.2%	15.0%	30.0%
Ratio of male employees taking paternity leave	70.4%	100.0%	100.0%

Ebina City, 2023 Office for Promotion of Women's Advancement Odakyu Engineering Co., Ltd.

In January 2024, Odakyu Engineering received an award from Ebina City for its efforts during 2023 to create a workplace where women can work in comfort, such as by establishing a flexible work system that allows employees to set work hours that suit their lifestyles, work remotely, and take paid leave, and by hiring more women in engineering positions.

Website ▶ https://www.city.ebina.kanagawa.jp/guide/kyodo/danjo/1003504.html (in Japanese Only)

Accelerating actions that create value

The Odakyu Group implements measures to fully demonstrate the approaches and skills of each employee while accepting and leveraging diverse personalities and individual strengths.

Through our in-house system for business idea suggestions, employees have created new businesses that understand social issues including measures that contribute to enhancing the sustainability of local communities, and have participated in 35 inhouse projects to date across divisional boundaries, generating new value with a sense of motivation.

IN-HOUSE SYSTEM FOR HUMAN RESOURCE PROJECT SUGGESTIONS

A system for utilizing human resources across departments with the goal of discovering and utilizing human resources with ambition

Projects implemented 35 Number of participants 173

*As of August 2024

Climbers Business Idea Solicitation System

A system that empowers employees to freely propose businesses.

climbers
Odakyu Innovation Challenge

Total number of proposals 215 Projects in progress 15 Commercialized projects 4

ICHI NO ICHI (SOCIAL MEDIA FOR LOCAL GOVERNMENTS AND COMMUNITY ASSOCIATIONS)

The service provides electronic circulars and solutions for sharing information in the event of disasters to community associations to support local community management, which is becoming increasingly harder to maintain in Japan's advanced aging society. Launched in 2022, the service currently has 842 member community associations, including those in Setagaya, Machida, Hadano, and other areas along the Odakyu Line, as well as those in the cities of Kyoto, Chiba, and other areas away from the Odakyu Line.

HUNTER BANK

A service that matches hunters with local communities and agriculture/forestry businesses facing problems of animal damage. Launched for commercial use in 2022, this service is currently being rolled out in Odawara City. The service is attracting attention, and was awarded the Good Design Award Best 100 in 2023 in recognition of its platform for solving regional issues.

*As of August 2024

Improving employee skills

At the same time as encouraging autonomous employee initiatives, we implement development measures to pass our contribution to value creation for communities and society along to the next generation.

Human resource development system

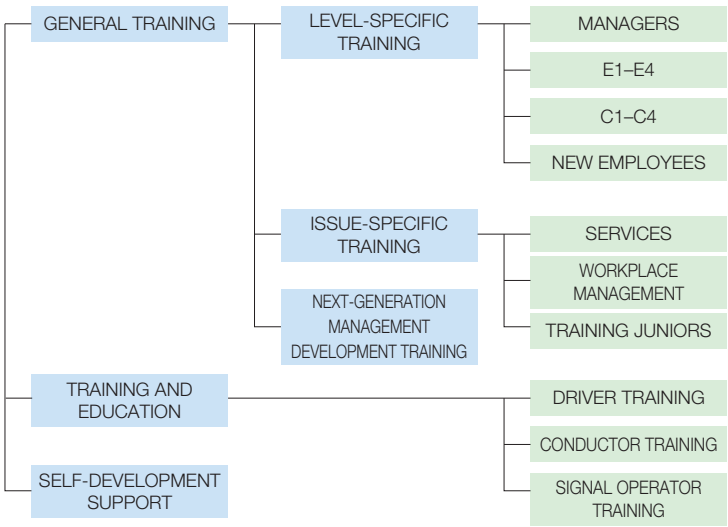
We systematically conduct diverse training programs in accordance with qualifications and roles, with the aim of developing value-creating human resources. We are also constructing a talent management system that takes into consideration the characteristics of each employee, as well as a self-development support system to help employees take on new challenges.

[Achievements related to training (FY2023)*]

Total training hours	16,304 hours
Training hours per employee	4.43 hours(0.55 days)

*Training hours as part of general training (level-specific training, issue-specific training, next-generation management development training)

[Human resource development structure]



Developing Human Resources in Areas for Growth

• Human resources in real estate

As a measure to develop human resources capable of driving growth in the real estate domain, which we have positioned as the primary pillar of our revenues, we promote the exchange of human resources with real estate companies both inside and outside the Odakyu Group, as well as encouraging acquisition of advanced qualifications*.

*Examples of qualifications we encourage employees to acquire
- Class 1 architect
- Class 2 architect
- Real estate appraiser
- Condominium manager
- Management supervisor
- Redevelopment planner
- ARES Certified Master
- Certified facility manager
- Certified real estate consulting master, etc.

• Human resources in the digital domain

To develop digital human resources, we have defined our ideal image of human resources to be trained, and we provide training tailored to each individual.

Specifically, we provide our employees with training in the operation of digital tools and study sessions on technology to acquire basic knowledge about digital technology, as well as practical training for those responsible for leading and implementing digital transformation (DX). In fiscal 2023, more than 1,100 employees will have taken this training, and we will continue to promote training in both mindset and knowledge.

System That Supports Acquiring Qualifications

Odakyu established this system in 2012 with the goals of enhancing the desire for self-improvement among its employees and of contributing to the development of employees' capabilities, in addition to securing employees with the qualifications necessary for business management. Employees receive monetary incentives according to the level of their qualifications and support equivalent to examination fees.

Employees can acquire diverse qualifications regardless of current position or department, which contributes to further career autonomy.

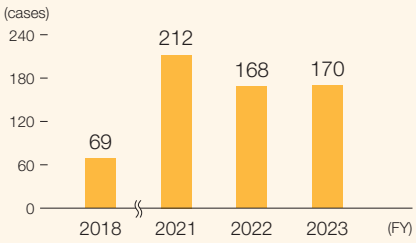
[Scope of Qualifications]

Launch of System (2012)
56 **qualifications**

As of April 2021
78 **qualifications**

At present (April 2023 to present)
97 **qualifications**

[Number of Applications]



Key issues ③ Strengthening of the organization's foundation

Strengthening internal communication

We provide many opportunities for dialogue among employees, including the Future Creation Committee, where all members of the company participate in the formulation of annual plans.

In order to improve the quality and quantity of dialogue between junior employees and their supervisors, Odakyu conducts coaching training, mainly for managers, to improve the communication skills of supervisors, and also provides opportunities for career and life dialogue between supervisors and juniors at least once annually for all full-time employees.

We also hold value-creating human resources workshops at existing workplaces to rediscover value creation in daily work, and help employees think about future new value creation together with their colleagues.

Promoting active participation of diverse human resources

Creation of a Stable Working Environment for Employees with Disabilities

We established the special-purpose company WELLHEARTS ODAKYU Co., Ltd., to promote a working environment where employees with disabilities can exercise their individual capabilities and play an active role, supporting their participation and independence in society. In fiscal 2023, WELLHEARTS ODAKYU Co., Ltd. will celebrate its 20th anniversary.

EMPLOYMENT RATE FOR PEOPLE WITH DISABILITIES (ODAKYU ELECTRIC RAILWAY)

3.8%

*As of June 1, 2024
*Mandatory rate 2.5% (as of April 1, 2024)
*Anticipates phased increase of mandatory rate (2.7% in July 2026)

Respect for human rights

➡ P.55 Human Rights

Based on the Odakyu Group Human Rights Policy, we are strengthening training and opportunities for employees, including holding seminars on human rights as part of our level-specific training to ensure that this policy is thoroughly disseminated throughout the Group.

Human Rights

Odakyu Group's approach to human rights

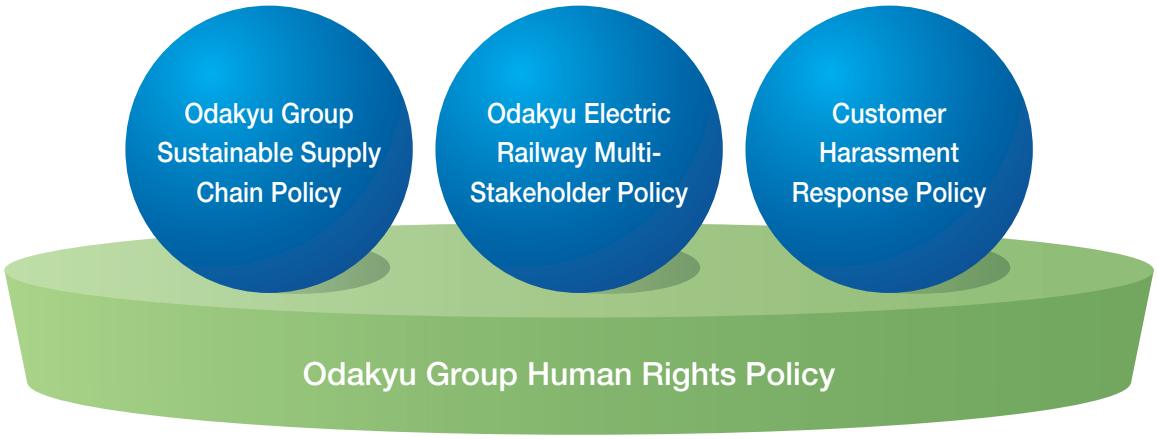
The Odakyu Group's Management Principle, through all of our businesses, is our commitment to being a good partner with our customers, helping them make their precious time more comfortable and pleasant by creating and providing them with "irreplaceable times" that contribute to "rich and comfortable lifestyles."

Respect for human rights is the foundation for each and every one of us to realize our Management Principle and to develop sustainably together with society, and to this end, we need to respect the human rights of all kinds of people (stakeholders), including customers, business partners, and local residents.

To ensure that people's dignity is protected and respected, we have established the Odakyu Group Human Rights Policy, based on the United Nations Guiding Principles on Business and Human Rights, and are undertaking initiatives to ensure respect for human rights.

Development of individual policies

In promoting sustainability management, it is essential that we build sound and constructive relationships with all kinds of stakeholders. The Odakyu Group has established the Odakyu Group Human Rights Policy as a commitment to respect human rights for all stakeholders. Based on this policy, we have formulated the Odakyu Group Sustainable Supply Chain Policy to build procurement and supply chains that take human rights and sustainability into consideration, as well as the Odakyu Electric Railway Multi-Stakeholder Policy that clearly states our stance on appropriate distribution of profits and results, with a focus on giving back to employees and consideration for business partners, and the Customer Harassment Response Policy to maintain and ensure a safe, secure, and rewarding work environment for our employees.



For more information on respect for human rights, please see here.

Website ▶ https://www.odakyu.jp/sustainability/governance/human-rights/ (in Japanese Only)

Reflecting on risk management activities

➡ P.69 Risk Management

Regarding the formulation of risk management plans for the Odakyu Group, we work to identify critical risks that could have a significant impact on management and we monitor these on an ongoing basis.

As part of our efforts to fully implement operations based on several human rights-related policies, we cover the elements of "human rights risks" in which the human rights of individuals and groups affected by corporate activities are violated in risk scenario examples outlined in the Odakyu Group's critical risks, and we reflect human rights responses in our risk management activities.

In-house education and training

We provide appropriate education and training for a wide range of company officers and employees to promote understanding and adoption of our various policies on human rights, and to ensure that business activities and daily actions are in compliance with these policies.

For newly appointed Group officers, training is provided on Business and Human Rights, along with framing the duties and responsibilities of company officers from a legal perspective, etc. Training is also provided for newly appointed supervisors and new employees to promote a comprehensive understanding of the importance of human rights and human rights risks, as befits their respective positions.

We also hold seminars by outside experts on human rights issues, which are filmed and archived for sharing, and we promote awareness and adoption of these throughout the Group.

Human rights training (FY2024)	Number of participants & companies
Training for newly appointed company officers (Odakyu Group)	24 people
Human rights seminars (Odakyu Group)	26 companies
Training for newly-appointed managers (Odakyu Electric Railway)	31 people
Training for newly-appointed supervisors (Odakyu Electric Railway)	65 people
Training for new employees (Odakyu Electric Railway)	66 people

* As of September 2024

Communication with business partners

Having established the Odakyu Group Sustainable Supply Chain Policy, we are working to build a sustainable and strong supply chain by providing safe, reliable products and services to our customers and building positive relationships with our suppliers through fair and equitable transactions.

This fiscal year, we started conducting a sustainability survey to check the status of our business partners' sustainability efforts. Of the suppliers under the administration of our procurement department, 46 companies (96% of the total amount of transactions under the department's administration) with an annual transaction value of 100 million yen or more were selected to answer this survey, which will be expanded in future to include business partners of Group companies in addition to Odakyu Electric Railway suppliers.

We conduct detailed checks and analyses of all survey responses, and if any points require improvement, we maintain close communication and discuss these with our business partners so they can make improvements.

[Implementation rate of sustainability survey (as of Sep. 2024)]

Annual transaction value of 100 million yen or more (under the administration of our procurement department) **46 companies**

(share of total value of transactions by our procurement department: 96%)

Main question items: About 60 questions in total

- Human rights and labor
- Fair corporate activities
- Information security
- Coexistence with local communities
- Environment
- Quality and safety
- Supply chain
- Foreign workers, etc.

Respect for human rights of employees

In order to keep providing services that consider and care for our customers into the future, we have established a new Odakyu Group Customer Harassment Response Policy. Based on this policy, we intend to create an environment that enables us to respond firmly to any harassing behavior, thereby improving employee motivation and performance, and ultimately strengthening our human capital.

In addition, we have set up harassment hotlines* both inside and outside the company as points of contact for any harassment-related issues. Our aim is to detect various types of harassment, including power harassment and sexual harassment, as early as possible and to pursue appropriate corrective measures as well as measures to prevent recurrence. In addition to training for newly appointed managers, we provide training every year at each employee level about situations in which harassment is likely to occur, how to proceed when a response is required, etc.

*A system is in place to protect privacy, and the service can be used anonymously

For more information on the Odakyu Group Customer Harassment Response Policy, please see here.

Website ▶ https://www.odakyu.jp/sustainability/doc/customer_harassment_policy.pdf (in Japanese Only)

Directors and Audit & Supervisory Board Members (As of June 27, 2024)

Directors

Koji Hoshino

Representative Director
Chairman and Director

Apr. 1978 Joined the Company
Jun. 2003 Executive Officer of the Company
Jun. 2008 Director of the Company
Jun. 2010 President & CEO (Representative Director) of Odakyu Bus Co., Ltd.
Jun. 2013 Managing Director of the Company
Jun. 2013 Executive Officer of the Company
Jun. 2013 Division Director of Transportation Services Division of the Company
Jun. 2015 Executive Director of the Company
Apr. 2017 President & CEO (Representative Director) of the Company
Jun. 2022 President and Executive Officer of the Company
Apr. 2024 Assumed the Office of Chairman and Director (Representative Director) of the Company (to present)

Shigeru Suzuki

Representative Director
President & CEO
President and Executive Officer

Apr. 1988 Joined the Company
Jun. 2017 Executive Officer of the Company
Apr. 2020 President & CEO (Representative Director) of ODAKYU Resorts Co., Ltd.
Jun. 2021 Director of the Company
Apr. 2022 Managing Director of the Company
Apr. 2022 Executive Officer of the Company
Jun. 2022 Director of the Company
Jun. 2022 Managing Executive Officer of the Company
Apr. 2024 Assumed the Office of President & CEO (Representative Director) of the Company (to present)
Apr. 2024 Assumed the Office of President and Executive Officer of the Company (to present)

▶ Responsibilities at the Company
Responsible for Audit & Internal Control Office and Digital Business Creation Department

Akinori Tateyama

Director
Senior Managing Executive Director

Apr. 1986 Joined the Company
Jun. 2014 Executive Officer of the Company
Jun. 2018 Director of the Company
Apr. 2019 President & CEO (Representative Director) of Odakyu Restaurant System Co., Ltd.
Apr. 2022 Managing Director of the Company
Apr. 2022 Executive Officer of the Company
Apr. 2022 Assumed the Office of Division Director of Transportation Services Division of the Company (to present)
Jun. 2022 Assumed the Office of Director of the Company (to present)
Jun. 2022 Managing Executive Officer of the Company
Apr. 2024 Assumed the Office of Senior Managing Executive Director of the Company (to present)

▶ Responsibilities at the Company
Division Director of Transportation Services Division and Responsible for Tourist Business Development Department

Koichi Kutsuzawa

Director
Managing Executive Officer

Apr. 1992 Joined the Company
Jun. 2016 Manager of Business Planning Department of the Company
Apr. 2020 Executive Officer of the Company
Apr. 2020 Manager of Shinjuku Project Promotion Department of the Company
Apr. 2021 Manager of Real Estate Strategy Department and Shinjuku Project Promotion Department
Apr. 2024 Assumed the Office of Managing Executive Officer of the Company (to present)
Apr. 2024 Assumed the Office of Division Director of Community Development Division of the Company (to present)
Jun. 2024 Assumed the Office of Director of the Company (to present)

▶ Responsibilities at the Company
Division Director of Community Development Division

Hideo Mizuyoshi

Director
Managing Executive Officer

Apr. 1992 Joined the Company
Jun. 2017 Department Director of Retail Strategy Department of the Company
Apr. 2020 Executive Officer of the Company
Apr. 2020 Manager of Group Management Department of the Company
Apr. 2022 Manager of Tourist Sales Department of the Company
Apr. 2024 Assumed the Office of Managing Executive Officer of the Company (to present)
Apr. 2024 Assumed the Office of Division Director of Corporate Strategy & Planning Division of the Company (to present)
Jun. 2024 Assumed the Office of Director of the Company (to present)

▶ Responsibilities at the Company
Division Director of Corporate Strategy & Planning Division and Responsible for Investor Relations Office and Finance & Accounting Department

Kaori Tsuyuki

Director
Managing Executive Officer

Apr. 1992 Joined the Company
Jun. 2017 Manager of Community Development Promotion Department of the Company
Apr. 2020 Manager of Asset Management Department of the Company
Apr. 2021 Executive Officer of the Company
Apr. 2022 Manager of Personnel Department of the Company
Apr. 2024 Assumed the Office of Managing Executive Officer of the Company (to present)
Jun. 2024 Assumed the Office of Director of the Company (to present)

▶ Responsibilities at the Company
Responsible for Customer Value Creation Department, General Affairs Department, Corporate Communications/ Environment Department, and Personnel Department

Toru Ohara

Outside Director

Apr. 1978 Joined Tokio Marine & Fire Insurance Co., Ltd.
Jun. 1992 Director of Tokio Marine MC Asset Management Co., Ltd.
Jun. 1999 Executive Officer of Tokio Marine Asset Management Co., Ltd.
Sep. 2000 Joined Franklin Templeton Investments Japan Limited
Oct. 2000 Senior Managing Director of Franklin Templeton Investments Japan Limited
Dec. 2009 Special Advisor of Franklin Templeton Investments Japan Limited
Apr. 2010 Joined Okasan Asset Management Co., Ltd.
Jun. 2015 Senior Managing Director of Okasan Asset Management Co., Ltd.
Jun. 2018 Board Member of Okasan Asset Management Co., Ltd.
Jun. 2020 Assumed the Office of Director of the Company (to present)

Takehide Itonaga

Outside Director

Apr. 1977 Joined the Dai-ichi Mutual Life Insurance Company
Apr. 2014 Senior Managing Executive Officer of the Dai-ichi Mutual Life Insurance Company
Jun. 2016 President (Representative Director) of SOHGO HOUSING Co., Ltd.
Jun. 2019 Assumed the Office of Chairman (Representative Director) of SOHGO HOUSING Co., Ltd. (to present)
Jun. 2020 Assumed the Office of Director of the Company (to present)

Shiro Kondo

Outside Director

Apr. 1973 Joined Ricoh Company, Ltd.
Jun. 2003 Managing Director of Ricoh Company, Ltd.
Jun. 2005 Director of Ricoh Company, Ltd.
Senior Managing Executive Officer of Ricoh Company, Ltd.
Apr. 2007 Representative Director of Ricoh Company, Ltd.
President of Ricoh Company, Ltd.
Apr. 2013 Representative Director of Ricoh Company, Ltd.
Chairman of Ricoh Company, Ltd.
Apr. 2016 Representative Director, Chairman of Ricoh Company, Ltd.
Apr. 2017 Director, Chairman of Ricoh Company, Ltd.
Jun. 2022 Assumed the Office of Director of the Company (to present)

Directors who are Audit & Supervisory Committee members

Takashi Hayama

Director
Audit & Supervisory Committee member (full-time)

Apr. 1985 Joined the Company
Jun. 2013 Executive Officer of the Company
Jun. 2015 President & CEO (Representative Director) of Odakyu Housing Co., Ltd.
Jun. 2017 Director of the Company
Jun. 2017 President & CEO (Representative Director) of ODAKYU Resorts Co., Ltd.
Apr. 2020 Managing Director of the Company
Apr. 2020 Executive Officer of the Company
Jun. 2022 Director of the Company
Jun. 2022 Managing Executive Officer of the Company
Apr. 2023 Senior Managing Executive Director of the Company
Jun. 2024 Assumed the Office of Director and Audit & Supervisory Committee member (full-time) of the Company (to present)

Takeshi Hayashi

Outside Director
Audit & Supervisory Committee member

Apr. 1982 Joined Nippon Life Insurance Company
Jul. 2012 Director and Managing Executive Officer of Nippon Life Insurance Company
Jul. 2013 Managing Executive Officer of Nippon Life Insurance Company
Mar. 2015 Senior Managing Executive Officer of Nippon Life Insurance Company
Apr. 2018 Assumed the Office of President and Representative Director of Nissay Leasing Company, Limited (to present)
Jun. 2020 Auditor of the Company
Jun. 2024 Assumed the Office of Director and Audit & Supervisory Committee member of the Company (to present)

Yukako Wagatsuma

Outside Director
Audit & Supervisory Committee member

Apr. 1988 Registered as Attorney-at-Law (Dai-Ichi Tokyo Bar Association)
Apr. 1988 Joined Nagashima & Ohno
Feb. 1993 Registered as Attorney-at-Law in New York State, United States
Mar. 1997 Joined Philip Morris Co., Ltd.
Nov. 1998 Joined Mitsui, Yasuda, Wani & Maeda
Jan. 2002 Partner of Mitsui, Yasuda, Wani & Maeda
Jul. 2004 Partner of Ito & Mitomi
Jul. 2014 Partner of HAYABUSA ASUKA LAW OFFICES
Oct. 2015 Partner of PwC Legal Japan
Jan. 2016 Representative Partner of PwC Legal Japan
Jul. 2020 Partner of PwC Legal Japan
Jun. 2022 Auditor of the Company
Jul. 2022 Appointed as a partner at Isshiki & Partners (to present)
Jun. 2024 Assumed the Office of Director and Audit & Supervisory Committee member of the Company (to present)

Junko Taki

Outside Director
Audit & Supervisory Committee member

Apr. 1990 Joined ORIX Corporation
Oct. 1997 Joined Asahi & Co.
Mar. 2001 Registered as a certified public accountant
Nov. 2017 Joined Suminoe Textile Co., Ltd.
Sep. 2019 General Manager of Global Strategies Department, Administration Headquarters, General Manager of Corporate Planning Department of Suminoe Textile Co., Ltd.
Feb. 2021 Assumed the Office of Representative of Taki CPA Office (to present)
Jun. 2024 Assumed the Office of Director and Audit & Supervisory Committee member of the Company (to present)

Executive Officers

Masashi Hisatomi
Manager of Digital Business Creation Department

Masakazu Murohashi
Manager of Group Management Department

Takeshi Yamamoto
Manager of Management Strategy Department

Satoru Suzuki
Manager of Finance & Accounting Department and Investor Relations Office

Group Executive Officers

Goichi Inoue
Odakyu Shoji Co., Ltd.
President & CEO

Hisashi Fukami
Odakyu Restaurant System Co., Ltd.
President & CEO

Atsushi Yamaguchi
Odakyu Agency Inc.
President & CEO

Waichiro Hosoya
Odakyu SC Development Co., Ltd.
President & CEO

Yoshikazu Nakajima
President & CEO
Odakyu Department Store Company Limited

Hiroyuki Tajima
President & CEO
Odakyu Highway Bus Co., Ltd.

(Names of companies used in this section are the names used at the time.)

Governance

Material issues

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

Key social issues to be faced

- Disclosure of non-financial information
- Sustainable corporate management

Target (each fiscal year)

- Number of major legal violations ➡ **0**

Target (FY2030)

- Ratio of female officers ➡ **30%**

Indicators to Monitor

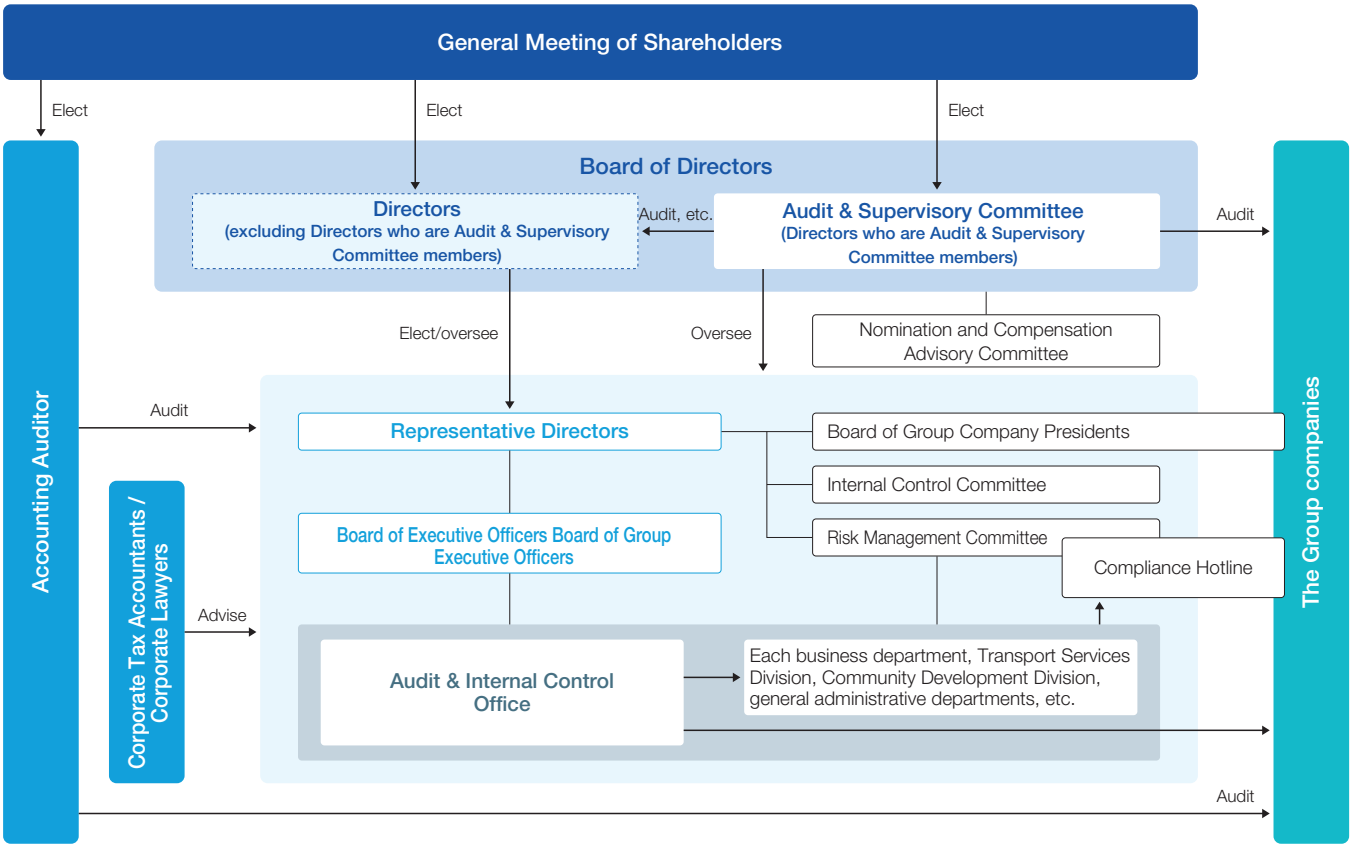
- Ratio of independent outside directors

Basic View on Corporate Governance

With regard to enhancing and strengthening the Company's corporate governance, the Company is implementing various measures with the recognition that it is vital to strengthen the function to make decisive decisions unshackled by precedents or customs as well as to strengthen the supervisory function for business execution, by ensuring transparency, fairness, and speed when carrying out key strategies. The aim is to maximize the interest of various stakeholders, including our shareholders as well as our customers, business partners, creditors, and local communities, and achieve sustained growth as well as enhance the medium- to long-term corporate value of the Company.

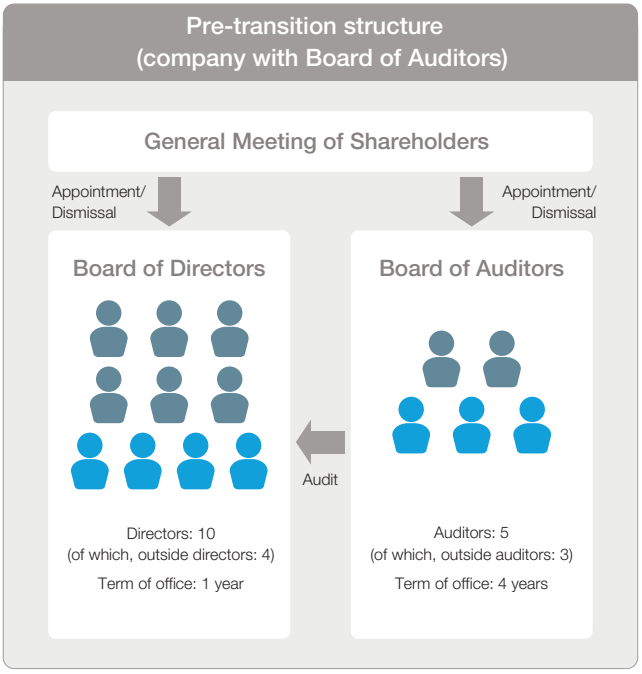
We have recently transitioned to a company with an audit & supervisory committee, which will strengthen the supervisory function of the Board of Directors by granting voting rights to the company officers (including outside officers) who will be responsible for audits. In addition, by delegating some of the authority for executing business decisions from the Board of Directors to the directors, we aim to further enhance and strengthen our corporate governance by enabling prompt and decisive decision-making.

[Corporate Governance System]



Becoming a company with an audit & supervisory committee

In June 2024, in order to further enhance and strengthen corporate governance (i.e. strengthen the supervisory function of the Board of Directors, accelerate decision-making, etc.), we transitioned to become a company with an audit & supervisory committee. The post-transition structure will be as outlined below.



indicates Outside Directors and Auditors.

Progress of Corporate Governance

2015
- Increase in number of outside directors 1 → 3
- Appointment of female outside director 1

2016
- Establishment of Nomination and Compensation Advisory Committee

2018
- Introduction of Trust-type Share-based Compensation System
- Abolition of takeover countermeasures

2020
- Increase in number of outside directors 3 → 4
- Appointment of 1 female Audit & Supervisory Board member*
- Share agenda items even further in advance of Board of Directors' meetings

2021
- Ratio of outside directors 1/3

2022
- Appointment of 1 female Audit & Supervisory Board member
- Partial review of compensation system for directors (increased percentage of performance-linked compensation)
- Partial review of compensation system for executive officers (shift to appointment-based system, introduction of group executive officer system, etc.)

2024
- Becoming a company with an audit & supervisory committee
- Chair of the Nomination and Compensation Advisory Committee switched to an outside director

(FY)

Board of Directors' effectiveness evaluation (self-evaluations implemented annually)

Increased opportunities for monitoring (Medium-Term Management Plan, overseas/real estate projects, etc.)

*Resigned on August 26, 2021

Key Topics Discussed by the Board of Directors

The Board of Directors makes decisions on the execution of important strategies and business operations such as the Medium-Term Management Plan, and other matters required by law, and it supervises the execution of said strategies and operations. The following key topics were among those discussed in fiscal 2023:

Key Topics Discussed	Key Topics Discussed and Reported Items (Debate, Monitoring, and Inspection)
Sustainability/ Medium-Term Management Plan	• Decisions on setting of targets and indicators for material issues to promote sustainability management • Discussions regarding policies for formulating the Medium-Term Management Plan • Discussions during the planning phase of the next Medium-Term Management Plan
Related to railway business	• Reports on capital investment plans for railway operations
Related to real estate business	• Decision to start new construction for the Shinjuku West Gate Development Project • Decisions regarding implementation of development plan • Decisions regarding investment in overseas real estate business • Decisions regarding domestic SPC investment
Monitoring of all business items	• Monitoring of level of revenue for acquisition and development of real estate properties • Monitoring of performance and progress of overseas businesses • Monitoring of progress of business creation in the digital domain
Response to Corporate Governance Code	• Analysis of voting results at the Annual General Meeting of Shareholders • Monitoring of result of implementing Board of Directors' effectiveness evaluations • Examination of significance of cross-shareholdings from quantitative and qualitative perspectives • Decisions regarding sales of cross-shareholdings
Initiatives for environmental issues	• Decisions regarding the progress of Odakyu Group Carbon Neutrality 2050
About Group companies	• Decisions regarding financing of Group companies • Decisions regarding stock transfer of Group companies • Monitoring of management status of Group companies
Other businesses	• Decisions regarding the review of Basic Policy on Determining Director Remuneration • Decisions regarding becoming a company with an audit & supervisory committee • Reports on operating status of the whistleblowing system (compliance hotline)

View on Balance between the Knowledge, Experience, and Skills of the Board of Directors as a Whole and on the Diversity and Size of the Board of Directors

The Company's Board of Directors comprises a combination of Executive Directors who are well versed in the Company's operations, as well as several Outside Directors who have career history, experience, and professional knowledge that differ from those of in-house Directors and are fully capable of fulfilling roles and functions to enhance management supervising functions. In this way, the Company strives to ensure the balance between knowledge, experience, and skills of the Board of Directors as a whole, and diversity. The Company also works to have an appropriate size for the constitution of the Board of Directors in light of factors such as business scale and type of operations. The Articles of Incorporation stipulate that the number of Directors shall be 20 or fewer (among them, the number of Directors who are Audit & Supervisory Committee members. shall be five or fewer). Based on the policy above, the Board of Directors currently comprises nine Directors (excluding Directors who are Audit & Supervisory Committee members.) and four Directors who are Audit & Supervisory Committee members. Among them, the professional background of the three Independent Outside Directors (excluding Directors who are Audit & Supervisory Committee members) consists of three corporate managers, and the professional background of the three Independent Outside Directors who are Audit & Supervisory Committee members (including two women) consists of a corporate manager, an attorney-at-law, and a certified public accountant.

Training Policy for Officers

The Company provides information on the Company's business, among other things, as needed to Outside Directors, in addition to mainly creating opportunities to inspect the Company's facilities and areas along the Odakyu Line as appropriate to support efforts to deepen understanding of the Company's business. Furthermore, the Company invites outside lecturers to have them give lectures every year on topics such as internal control to in-house Directors. For Executive Directors, the Company also explains and provides information on the details of business of the department they will be in charge of. The Company takes these measures for each Director and also provides financial support required for such measures.

In fiscal 2023, in addition to learning sessions on the Company's industries, outside directors visited facilities operated by the Group's hotel management company (ODAKYU Resorts Co., Ltd.), and exchanged opinions with the company's directors.

Skills Matrix

Our Board of Directors strives to ensure that the Board as a whole has a balance and diversity in terms of knowledge, experience, and skills. In light of the management vision and the medium-term management plan based thereon as well as of the business characteristics of the Odakyu Group, the Company believes that the Board of Directors should possess skills related to important matters for the supervisory function (corporate management, finance & accounting, law & risk management, human resources & labor management, sustainability (ESG), IT & digital, transportation business, and real estate business), the specific details of which are outlined below.

	Definition	Reason for selection
Corporate management	Experience in corporate management as a director or other member of the management team, or advanced knowledge based on such experience	To make appropriate management decisions and conduct highly effective oversight in order to realize the Group's Management Principle and enhance corporate value over the medium to long term
Finance & accounting	Knowledge and experience of finance and accounting in a financial department or other professional occupation	To establish a stable financial base and implement financial strategies that contribute to achieving management objectives, including consolidated financial targets
Law & risk management	Knowledge and experience of corporate legal affairs, compliance, and risk management	To deal appropriately with increasingly complex and diverse business risks, based on the premise of compliance with laws and regulations
Human resources & labor management	Knowledge and experience of human resources and labor management, including human resources development in personnel departments, etc.	To promote the creation of value-creating human resources that create value for local communities while drawing out individual diversity in order to enhance human capital
Sustainability (ESG)	Knowledge and experience of sustainability overall (material issue selection, goal setting, and initiatives to achieve them), the environment, or governance	To steadily implement promotion of sustainability management, which forms the basis of our Management Principle, based on the six material issues in order to realize sustainable growth through solving social issues.
IT & Digital	Knowledge and experience of IT and digital domains	To promote business transformation through digitalization, such as by streamlining business operation systems through digital transformation (DX) and creating new businesses as growth areas
Transportation	Knowledge and experience of the transportation industry (including buses, taxis, etc.) with a focus on the railway industry	To provide comfortable and high-quality transportation services with safety as our first priority, as this business is the foundation of all our business domains
Real estate	Knowledge and experience of real estate development, real estate investment, and area management, both along and away from the Odakyu Line	To expand operating income and improve profitability and asset efficiency, as this business is positioned as our primary pillar of revenue, as well as contributing to sustainable development of local communities

		Corporate management	Finance & accounting	Law & risk management	Human resources & labor management	Sustainability (ESG)	IT & Digital	Transportation	Real estate
Directors	Koji Hoshino	●			●			●	
	Shigeru Suzuki	●		●	●	●			
	Akinori Tateyama	●			●			●	
	Koichi Kutsuzawa				●				●
	Hideo Mizuyoshi	●						●	●
	Kaori Tsuyuki				●				●
	Toru Ohara	●	●			●			
	Takehide Itonaga	●							●
	Shiro Kondo	●					●		
Directors and Audit & Supervisory Committee members	Takashi Hayama	●	●				●		●
	Takeshi Hayashi	●		●	●				
	Yukako Wagatsuma			●					
	Junko Taki		●			●			

*This table does not state all of the skills possessed by each director.

Appointment of Directors

In electing the senior management (Directors concurrently serving as Executive Officers) and nominating candidates for Directors, persons with outstanding personality and insights are required. In addition, in the case of in-house candidates, persons who are well versed in the Company's operations based on experience gained at several departments are elected and nominated for the senior management and Directors (excluding Directors who are Audit & Supervisory Committee members), and persons who have expertise regarding finance, accounting and legal affairs as well as knowledge of the Company's business are elected and nominated for Directors who are Audit & Supervisory Committee members. In the case of candidates who come from another company or institution, for both Directors, the Company nominates those capable of fulfilling roles and functions to enhance management supervising functions, along with career history, experience and professional knowledge, etc. that differ from those of in-house candidates. In addition, election and nomination are conducted by considering the balance between knowledge, experience, and skills of the Board of Directors as a whole, and diversity.

Also, the dismissal of the senior management is decided in light of the election policy.

Reasons for Appointment of Outside Directors	
Toru Ohara	He has management experience and broad insight based on his work at financial institutions. The Company elects him as Outside Director as he is expected to fulfill his role to enhance the management supervising function through activities including deliberations at the Board of Directors and the Nomination and Compensation Advisory Committee from an independent and objective perspective by drawing on such experience.
Takehide Itonaga	He has management experience, broad insight based on his work at financial institutions as well as knowledge regarding the real estate business. The Company elects him as Outside Director as he is expected to fulfill his role to enhance the management supervising function through activities including deliberations at the Board of Directors and the Nomination and Compensation Advisory Committee from an independent and objective perspective by drawing on such experience.
Shiro Kondo	He has management experience and broad insight into the engineering field. The Company elects him as Outside Director as he is expected to fulfill his role to enhance the management supervising function through activities including deliberations at the Board of Directors and the Nomination and Compensation Advisory Committee from an independent and objective perspective by drawing on such experience.

Reasons for Appointment of Outside Directors ands Audit & Supervisory Committee Members	
Takeshi Hayashi	He has management experience and broad insight based on his work at financial institutions. The Company renominates him as a candidate for director who is an Audit & Supervisory Committee member expecting him to fulfill his role to enhance the audit function and management supervisory function through activities including deliberations at the Board of Directors from an independent and objective perspective by drawing on such experience.
Yukako Wagatsuma	She has as an attorney at law and professional knowledge based on such experience. The Company elects her as Outside Director who is an Audit & Supervisory Committee member as she is expected to fulfill her role to enhance the audit function and management supervisory function through activities including deliberations at the Board of Directors from an independent and objective perspective by drawing on such experience.
Junko Taki	She has as a certified public accountant and professional knowledge based on such experience. The Company elects her as Outside Director who is an Audit & Supervisory Committee member as she is expected to fulfill her role to enhance the audit function and management supervisory function through activities including deliberations at the Board of Directors from an independent and objective perspective by drawing on such experience.

Nomination and Compensation Advisory Committee

The Company has established the Nomination and Compensation Advisory Committee, in which independent outside directors comprise a majority of members, as an advisory body to the Board of Directors in order to strengthen the independence, objectivity, and accountability of the functions of the Board of Directors on matters such as the nomination of directors who are not Audit & Supervisory Committee members and directors who are Audit & Supervisory Committee members as well as compensation for directors who are not Audit & Supervisory Committee members. The committee discusses basic policy for issues, such as nominations and compensation, drafts agenda items for the Annual General Meeting of Shareholders, and then reports the results to the Board of Directors. In fiscal 2023, the committee was convened five times with all members present.

Members	Chairperson Toru Ohara Outside Director	Koji Hoshino Representative Director, Chairman and Director	Takehide Itonaga Outside Director	Shiro Kondo Outside Director

[Key Topics for the Nomination and Compensation Advisory Committee]

Key Topics Discussed	Key Topics Discussed and Reported Items
Appointment of Directors	• Decisions on draft proposals of the General Meeting of Shareholders regarding appointment of directors • Report on the status of review of the executive structure for FY2024
Compensation for Directors	• Decisions on individual performance-linked compensation for directors • Decisions on partial revision of the executive compensation table
Other businesses	• Decisions on partial amendment of the Nomination and Compensation Advisory Committee rules

Analysis and Evaluation of the Effectiveness of the Board of Directors as a Whole

The Company conducts self-evaluations of Directors every year by means such as questionnaire surveys concerning decision-making and oversight functions of the Board of Directors and the support structure of the Board of Directors. Based on the results of such evaluations, the effectiveness of the Board of Directors as a whole is analyzed and evaluated by the Board of Directors.

During fiscal 2023, as a result of analyses and evaluations, it was confirmed that the Board of Directors was effective. Furthermore, based on the results of analyses and evaluations in prior fiscal years, the Company strived to deepen discussions on important matters such as the Medium-Term Management Plan, through measures including several reporting sessions on the formulation policies, the status of planning, and others at the Board of Directors, and meetings to exchange views mainly among Outside Officers. In addition, to improve the provision of information to Outside Officers, the Company held study sessions on the industry the Company belongs to, arranged tours to Group companies' facilities and briefing sessions on their businesses. As a result of analyses and evaluations in fiscal 2023, the Company recognizes that it is necessary to optimize discussion and discussion methods regarding the important policies and strategies of the Group's business, and to continue to increase opportunities for Outside Officers to acquire information and knowledge. With this recognition, the Company will consider further enhancing the effectiveness of the Board of Directors including response to such matters.

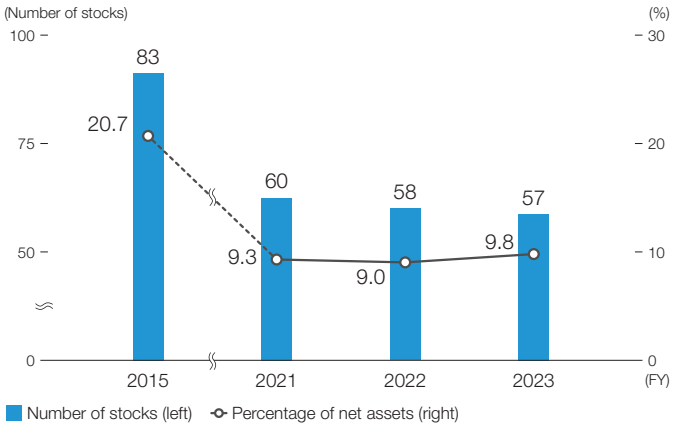
Cross-Shareholdings

The Company considers it necessary to maintain and develop business relations with various companies in order to achieve the Group Management Principle. To this end, the Company holds shares that are deemed necessary as a policy based on comprehensive consideration of factors such as business relationships with the issuing company.

To date, we have been working to decrease the number of stocks and percentage of cross-shareholdings that are net assets, with a high percentage of cross-shareholdings that are net assets as a key issue.

The Board of Directors annually verifies the aim and rationale of shareholdings from a qualitative perspective, such as contribution to the maintenance and development of business relations with the issuing company, as well as from a quantitative perspective, such as cost of capital and dividend income. Our policy calls for reducing shares for which the significance of holding has diminished through sale and other means as a result of such verification.

[Trends in cross-shareholdings]



Compensation

Basic Policy on Determining Director Compensation

Compensation for Directors (excluding Directors who are Audit & Supervisory Committee members and Outside Director ss) Officers consists of the fixed compensation, determined in accordance with position, in addition to the performance-linked compensation, determined based on certain standards including consolidated operating income, adjusted for the status of each Director's achievement of targets, and stock compensation plan with stronger linkage with the shareholder value that uses a trust to provide incentives for improving business performance over the long term. The ratio of the performance-linked compensation to the total amount of compensation will be set to increase as the position rises and in the case of the President & CEO, is approximately 30%.

Compensation for Outside Directors (excluding Directors who are Audit & Supervisory Committee members) is determined only by the fixed compensation in light of the fact that their major role is management supervising function.

With regard to the performance-linked compensation, 80% of the criteria for determining the performance evaluation that forms the basis for calculation is quantitative target evaluations and 20% is qualitative target evaluations. Evaluations of quantitative targets are determined based on achievement levels for each fiscal year regarding consolidated performance indicators (consolidated operating income, interest-bearing debt/EBITDA ratio, ROE, and indicators related to sustainability) established from a Group management perspective, and indicators according to the roles of each Director (excluding Directors who are Audit & Supervisory Committee members). Evaluations of qualitative targets are determined based on achievement levels of individual issues established from a management standpoint from a medium- to long-term perspective. Performance-linked compensation is determined based on the final evaluations calculated according to the results of these evaluations. As a result of the final evaluations, performance-linked compensation will, in principle, fluctuate within a range of 0% to 200% of standard amount for each position.

Fixed compensation is paid regularly while Directors are in office. Performance-linked compensation is paid in a lump sum following the end of the fiscal year. Stock compensation that uses a trust are granted and paid as shares of the Company and cash at the time of retirement, in principle.

Stock compensation that uses a trust is determined in accordance with the position. In the event that a recipient of stock compensation is dismissed or resigns from his/her office as Director due to damages he/she caused to the Company or in other similar cases, all or part of granted beneficiary rights to shares of the Company will be invalidated by a resolution of the Board of Directors.

Remuneration amounts for individual Directors (excluding Directors who are Audit & Supervisory Committee members) are deliberated at the Nomination and Compensation Advisory Committee by comprehensively considering this basic policy, general norms, etc., and the results thereof are reported to the Board of Directors. The Board of Directors resolves to leave the matter to Representative Director on the premise of payment of the amounts in line with the report of the Nomination and Compensation Advisory Committee on remuneration amounts for individual Directors.

Summary of Compensation in FY2023

Category	Total amount (millions of yen)	Total amount by type (millions of yen)			Applicable officers (number)
		Cash compensation	Performance-linked compensation	Stock compensation	
Directors (excluding outside directors)	299	157	104	38	6
Auditors (excluding outside auditors)	46	46	–	–	2
Outside directors	79	79	–	–	7

Goals and Results of Performance Indicators Used to Calculate Performance-Linked Compensation for FY2023

Evaluation indicators		Goal	Result
Consolidated operating income (millions of yen)		35,000	50,766
Consolidated operating income ratio (%)		8.8	12.4
Role indicators	Operating income from railway business of Odakyu Electric Railway (millions of yen)	13,765	20,915
	Operating income from real estate business of Odakyu Electric Railway (millions of yen)	10,679	9,806

* As the Company has changed its basic policy on determining compensation for directors to the guidelines stated in the Basic Policy on Determining Director Compensation outlined above by a resolution of the Board of Directors meeting held on May 22, 2024, effective from June 27, 2024, the targets in the Basic Policy after such change and the targets used to calculate performance-linked remuneration in fiscal 2023 are not identical.

Dialogues with Shareholders

In fiscal 2023, we conducted the following key activities.

Status of Key IR Activities

Scope	Activities	Number of times	Details
For shareholders, analysts, and institutional investors	Briefing sessions for institutional investors	2	Briefing sessions regarding the Medium-Term Management Plan and its progress and financial results conducted by the president & CEO and other responsible executive officers
	Management consultations	19	Individual consultations conducted by responsible executive officers and general manager of the IR Office
	Shareholder relations meetings	11	Individual consultations conducted by responsible executive officers and general manager of the IR Office
	Individual interviews	67	Individual consultations conducted by the Director in charge of IR
For individual investors	Company briefing sessions	2	Online company briefing sessions
Other IR activities	Promotional activities for investors	As needed	Update website information (Summary of Financial Results, Monthly Trends of Operations, Factbook, Integrated Report, etc.)

Examples of Improvement Based on Dialogues with Investors

Investor feedback	Improvement
1 The Tokyo Stock Exchange has requested disclosure regarding management with an awareness of capital cost, but I'd like to see disclosure of specific policies and methods of response.	1 When we announced our Medium-Term Management Plan in May 2024, we disclosed our approach to management with an awareness of capital cost. Specifically, in addition to setting ROA targets by business segment starting from ROE targets and announcing the strengthening of KPI management, we also mentioned strengthening shareholder returns and tightening investment criteria on the premise of securing a 30% shareholders' equity ratio.
2 Regarding the amount invested in the Shinjuku West Gate Development Project, I'd like Odakyu to disclose its share of the costs and the impact of soaring prices, labor shortages, and other factors.	2 In February 2023, we disclosed that our total investment in the Shinjuku West Gate Development Project is approximately 130 billion yen, as well as transfer and acquisition of fixed assets through an equivalent exchange with Tokyu Land Corporation. At a large meeting, management explained that the total investment amount is based on certain price hikes that can be assumed at this point in time, and also made the Q&A session on the day of the meeting publicly available on the company website.
3 From the perspective of strengthening governance, I think the Nomination and Compensation Advisory Committee should be chaired by an outside director.	3 As of June 2024, the Committee has been chaired by Mr. Toru Ohara, an outside director. Also, three out of the four Committee members are outside directors.
4 I'd like you to explain the reasons for selecting the items currently disclosed in the Directors' Skill Matrix.	4 In this Integrated Report, the definition of each item in the Skill Matrix and detailed reasons for selection are disclosed.
5 In the TCFD Risks and Opportunities section, I'd like you to disclose the impact of each item on business so that the actual amount can be seen.	5 In this Integrated Report, in addition to reviewing individual risks and opportunities, their impacts on the business are disclosed in three ranges (major, medium, and minor) with the monetary scale clearly identified.

Interview with Outside Director

The Odakyu Group is rapidly growing into a company that brings out the very best in local communities, and my role is to support them in strengthening its risk management so that it can continue to earn the trust of its stakeholders.

Takeshi Hayashi
Outside Director (Audit & Supervisory Committee Member)

An evolution of governance amid difficult times

I have served as an outside auditor since 2020, and this June I was appointed as an outside director and Audit & Supervisory Board member following Odakyu's transition to a company with an audit & supervisory committee. The Odakyu Group's business prioritizes safety and security and earning the trust of its users, and I already had the impression that its corporate culture was sound, but in my role as a Board member, it was reaffirmed to me that these fundamental values must not be changed in the future. On the other hand, looking back at our governance to date, the operations of the Board of Directors have evolved significantly. The COVID-19 pandemic had a major impact on our business performance, forcing us to decide how to proceed with the Shinjuku West Gate Development Project and how to reorganize the Group's businesses, which were facing some challenges. We held discussions on countless issues, including how to set a course for future growth and how to tackle new issues such as carbon neutrality, while mobilizing the knowledge of both inside and outside directors to examine the issues from multiple perspectives. In addition, we furthered our efforts to expand discussions at board meetings, including creating a forum for free discussion of agenda items and a forum for better understanding of processes and goals. One outcome of these efforts was the inclusion of sustainability management in the business planning structure of the recently announced Medium-Term Management Plan, positioning sustainability at the very core of our management practice.

Odakyu is distinctive for its prior information-sharing, creating an atmosphere facilitating discussion and providing easy-to-understand explanations

I believe that one reason for the significant evolution in the operations of Board of Directors meetings is that, in addition to the improvement of information-sharing prior to the meetings, free, vigorous, and meticulous discussions were held under the appropriate leadership of Chairman Hoshino, whose comprehensive knowledge of the company created an atmosphere encouraging comments from all participants. Although each agenda item is explained by the person in charge and supplemented by inside directors, when necessary, President Suzuki himself provides explanations to further understanding, which are usually quite convincing. As an experienced outside director at other companies, I have found the explanations to be comparatively very easy to understand.

Expectations for the new structure

Promoting sustainability management and strengthening investment in people during this period of rapid growth

The newly structured management team has been entrusted with managing the period of rapid growth starting in fiscal 2024, and I would like to offer my firm support to President Suzuki as he takes the lead in achieving this plan and realizing great results.

I expect that implementation of this plan could be affected by contingent economic and social circumstances. It is crucial to maintain a balance between those areas in which the plan must be carried through with fresh wisdom and ingenuity, and those areas in which the plan must be flexibly revised and systems reviewed as necessary.

Among these components, business development based on the concept of regional economies lies at the heart of the plan, which will surely lead to opportunities for Odakyu Group employees to explore the needs of local residents by getting more involved in their communities. We expect that this will create business opportunities beyond the scope of the plan, creating new value and attraction for local communities. As a company that "brings the best out of local communities," so to speak, I hope we are able to create vibrant local communities and further extend our trust and reputation among all stakeholders.

I believe that as a company that "brings the best out of local communities," the driving force in further promoting sustainability management is our people. Based on my experiences in corporate management with numerous companies, I believe that

the strength, development, and resilience of a company largely come down to the vitality and energy of its people and a healthy organizational culture that never fails to emphasize the customer's perspective. The company gave me the opportunity to visit the Odakyu Training Center in Kitami, where railway operations department employees are trained, to observe a training session. I was impressed by the cheerful, energetic faces of all the trainees. As a workplace, it really gave me a sense of the positive organizational culture. From a governance perspective, it is important to nurture a diverse range of people—and not only in railway operations, but also to foster an organizational culture that develops people and has respect for human rights. I hope that the Group never ceases to invest in people, and keeps striving to improve human capital and increase the engagement of all employees.

Becoming a company with an audit & supervisory committee

Supporting stronger risk management, based on solid experience, as the business undergoes extensive expansion

The Odakyu Group operates a wide range of diverse businesses, and whenever I have felt that internal risk management or compliance systems may be inadequate, I have expressed opinions in my role as an auditor and, where necessary, called for improvement. In addition, as we have furthered our understanding of operational details through interviews with each department, the Board of Auditors has discussed whether operations are being conducted optimally and communicated any issues to the executive divisions.

This fiscal year, we will become a company with an audit & supervisory committee, and I intend to further fulfill the role required so that we can realize the aims of this change in institutional design. As we actively invest in real estate and other assets in the future, it will be important to ensure the appropriateness of decision-making processes, such as whether sufficient discussions and checks have been conducted with the relevant departments when making investment decisions. As the Audit & Supervisory Committee, we will strengthen cooperation with internal auditing departments and take appropriate action as necessary. The Group's many companies span a diverse range of business domains, and their management and auditing systems vary. However, they are all required to take measures against cyber attacks, enhance their compliance systems, reinforce their disaster readiness systems, and so on. I believe that as the Group's top auditing body, the Audit & Supervisory Committee needs to seek responses regarding any issues in Group companies prioritized on a risk basis, and to promote the advancement of governance for each Group company.

To this end, I hope we can further increase the granularity of information on operations across the entire Group, and ensure there are no problems in the internal decision-making process and that execution of business is consistent with the policies set forth by the Board of Directors.

With recent increases in the number and importance of agenda items, a time limit has been set to allow adequate discussions at Board of Directors meetings; however, with our recent changes to the governance structure, we will be able to devote more time to key management strategies and concentrate on discussions. The Board of Executive Officers is now entrusted with decision-making on a wider range of executive matters, and I believe that this has created a positive division of functions between the Board of Directors and the Board of Executive Officers within the company. In addition, the Audit & Supervisory Committee will be offered the right to express opinions at the General Meeting of Shareholders, which will strengthen supervision of those carrying out business while enhancing the trust of stakeholders. To further earn this trust, it is crucial that we strengthen our management foundation to achieve medium- and long-term improvements in corporate value through this change in structure, while actively communicating externally that we are steadily strengthening our governance structure.

Further strengthening effectiveness

I hope we can consider holding study seminars on technological innovations and customer feedback

As outside directors, we have a range of knowledge, experience, and areas of expertise. To facilitate effective discussions at board meetings, each of us expresses opinions based on our own capabilities, while the inside directors add their careful explanations to the discussion to ensure that we all share a common understanding. As mentioned earlier, we have also enhanced our opportunities for learning and discussion prior to meetings. However, as our business domains expand, technological innovations in railroads, digital transformation, environmental issues, and other issues that cannot be addressed solely with conventional knowledge are increasing at an accelerating pace. Accordingly, to expand each director's understanding of our business and related knowledge and to facilitate more in-depth discussions, I would like to see further enhancement of advance briefings for board meetings, as well as advance study seminars on the state of technological innovation and customer feedback, and provision of information in regard to internal discussions.

Expectations for the Odakyu Group

Business development based on the concept of regional economies, with the aim of creating prosperous railway lines

The structural reforms we have been working on have made the Odakyu Group more powerful and enabled us to make aggressive investments in the real estate domain and enter new domains such as digital transformation (DX) strategies; however, in order to ensure sustainable growth in the future, I believe it is important to expand our business domains and further increase the scale of our business.

The Odakyu Group's business areas contain latent development potential. In order to draw out this development potential, we must generate seeds for business development based on the concept of regional economies, creating new prosperity and profit opportunities in local communities; at the same time, we must firmly address issues that cannot be avoided in regional development, such as carbon neutrality and biodiversity. Driven by enthusiasm and a sense of mission as an industry leader in the region, Odakyu will continue to ensure its regional economies are places of affluence where everyone wants to live and visit. As a member of the Board of Directors, I will do whatever I can to help.

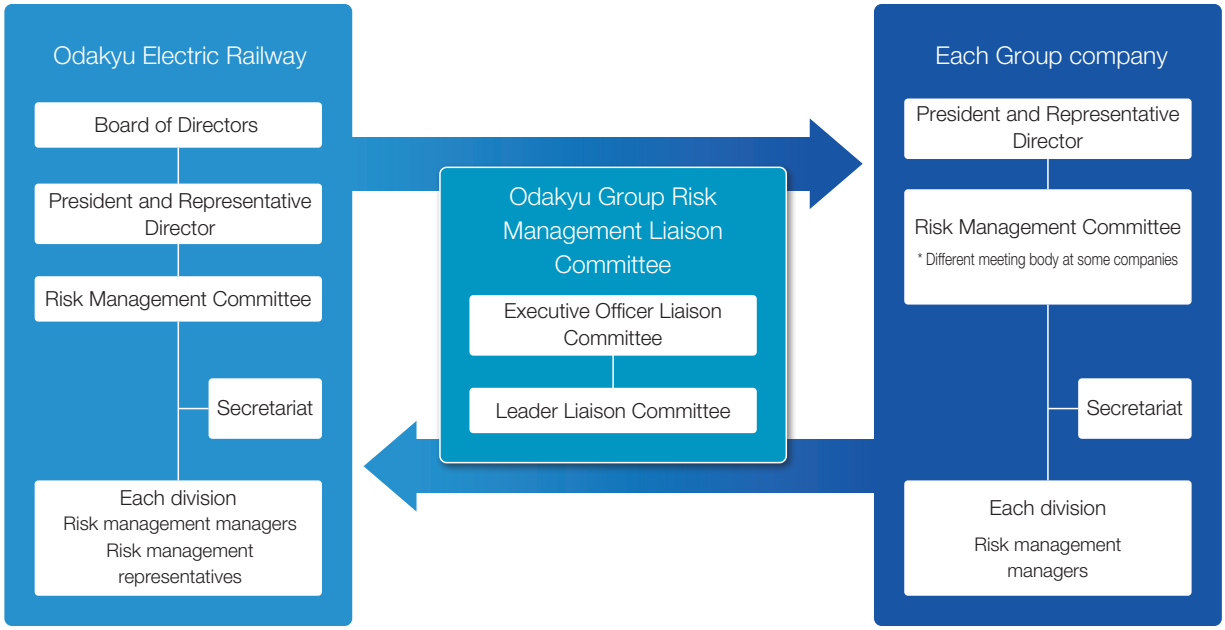
Risk Management / Compliance

Initiatives Related to Risk Management

We formulated the Odakyu Group Risk Management Policy in October 2008 that sets out basic matters in risk management promotion. Based on this policy, we aim to create a promotion system at each Group company, centered on the Risk Management Committee, to identify risks and address each one while sharing information and communicating through the Odakyu Group Risk Management Liaison Committee, which comprises key Group companies. Additionally, the Risk Management Committee, chaired by the executive officer in charge of legal affairs and risk management, supervises such initiatives, understanding the risks at a Group level and considering countermeasures.

The foundation of risk management is conducting appropriate decision-making and implementing the decisions in two steps, prevention (premeditated countermeasures to minimize damage) and business continuity activities (business continuity and quick recovery when risks occur). Under the Risk Management Committee, initiatives are advanced to ensure that this occurs.

[Odakyu Group Risk Management Structure]



Business Continuity Activities

As a company that is responsible for regional infrastructure and owns large-scale commercial facilities, we have formulated crisis management regulations that clarify organizations and authority during emergencies based on the assumption that risks can materialize and crisis situations can occur at any time. We have also created a business continuity plan (BCP) to ensure the achievement of business continuity and quick recovery from interruptions due to incidents such as earthquakes, railway accidents, building fires, personal information leaks, and infectious diseases.

Furthermore, to ensure we can act appropriately from management to the front lines during emergencies, we implement drills for each role.

Companywide general disaster prevention drill

Business continuity plan and railway disaster prevention plan for large-scale earthquakes

Information Security

Amid rapid changes to the ICT environment, the Odakyu Group recognizes that maintaining information security is a key management issue. In April 2022, we formulated the Odakyu Group Basic Policy for Information Security in Information Systems and engage in Groupwide information security.

Furthermore, to further reinforce the Group's information security structure, we have created the role of Information Security Supervisor (equivalent to a CISO) within the Risk Management Committee to oversee operations related to information security in information systems. In addition to appointing an executive officer in charge of IT, we have also appointed an Information Security Response Representative (equivalent to a CSIRT) to share information on vulnerabilities in information systems and coordinate security breach responses among relevant parties. Additionally, as hardware countermeasures, we are implementing the necessary security countermeasures in key information systems and networks.

As education for employees, we implement information security training and targeted attack email drills for all Odakyu employees and some Group companies, and implement blind-scenario incident response drills that assume a security breach in railway systems.

Compliance Initiatives

The Odakyu Group has positioned compliance as part of risk management and defined it as our approach and efforts to comply with rules, such as laws, internal regulations, and socially accepted practices, and to sincerely implement business activities.

Compliance Manual

We have formulated a compliance manual, which compiles compliance standards for behavior and regulations for handling information to be followed by executive officers and employees, and distribute it to employees.

Compliance hotline

By establishing a Compliance Hotline* as a point of contact that enables employees to report compliance violations that they have discovered, we can quickly bring violations to light, as well as take appropriate corrective action and implement measures to prevent recurrence.

*The hotline can be utilized by anyone connected to the Company, including employees, probationary employees, part-time employees, contract employees, temporary employees, and business partners. Additionally, we have implemented a thorough system to ensure that the details of reports are handled only by authorized persons in a completely independent and private room at all times so that information does not leak.

Compliance Training

Odakyu has introduced position-based compliance training to enhance employee awareness of compliance, which has a 100% attendance rate.

In addition to basic compliance and case studies, training for new employees familiarizes them with the necessary reporting mechanism. In training for newly-appointed supervisors, we provide in-depth education on points to prevent compliance violations in the workplace and the role of managers in practicing compliance through case studies.

In training for newly-appointed managers, we position compliance within corporate management (the foundation of sound management) and align awareness with the Group's Risk Management Policy while also holding seminars by lawyers about compliance and preventing harassment.

[Usage Rate for Compliance Hotline]

FY2021	FY2022	FY2023
39 cases	72 cases	73 cases

[Number of Compliance Training Attendees (Odakyu Electric Railway)]

	FY2021	FY2022	FY2023
Training for newly-appointed managers	17	25	29
Training for newly-appointed supervisors	30	29	42
Training for new employees	66	18	34
Total (people)	113	72	105

*Including the above, since 2000 a cumulative total of approximately 8,800 Group employees have attended compliance training.

Eleven-Year Financial Summary

	FY2013	FY2014	FY2015	FY2016
Operating results-related (millions of yen)				
Operating revenue	523,187	518,715	529,812	523,031
Operating income	49,377	49,858	52,934	49,946
Ordinary income	42,061	44,098	45,695	46,638
Income before income taxes	39,003	47,258	42,575	39,711
Net income attributable to owners of parent	25,048	30,147	27,497	26,067
Comprehensive income	27,752	50,028	15,503	28,471
Capital investments	46,920	54,612	59,619	74,805
Depreciation	48,651	46,691	47,307	46,936
EBITDA*1	98,028	96,549	100,242	96,883
Cash flow-related (millions of yen)				
Cash flows from operating activities	73,638	71,126	78,702	79,494
Cash flows from investing activities	–23,050	–43,194	–49,276	–67,053
Cash flows from financing activities	–50,052	–38,997	–21,473	–20,473
Net increase (decrease) in cash and cash equivalents	534	–11,066	7,953	–8,032
Cash and cash equivalents at end of the year	30,438	19,371	27,326	19,293
Free cash flows*2	50,587	27,931	29,426	12,441
Balance sheet-related (millions of yen)				
Net assets	267,573	308,209	317,023	338,703
Shareholders' equity	238,683	259,677	280,609	299,987
Total assets	1,244,344	1,253,849	1,257,332	1,270,102
Interest-bearing debt	762,854	730,375	715,876	702,578
Per share information-related (yen)*3				
Net assets per share	366.32	422.33	433.93	927.30
Dividend amount per share	8.0	8.5	9.0	19.0
Net income per share	34.72	41.80	38.14	72.31
Financial indicator-related				
Ratio of operating income to revenue from operations (%)	9.4	9.6	10.0	9.5
ROA (ratio of operating income to total assets) (%)*4	4.1	4.1	4.4	4.1
ROE (ratio of net income to shareholders' equity) (%)*5	10.9	11.9	10.1	9.0
Interest-bearing debt/EBITDA ratio (times)	7.8	7.6	7.1	7.3
Shareholders' equity ratio (%)	21.2	24.3	24.9	26.3
D/E ratio (debt-to-equity ratio) (times)*6	3.2	2.8	2.6	2.3
Interest coverage ratio (times)*7	7.8	8.4	10.0	11.1
PER (price-to-earnings ratio) (%)	25.6	29.3	32.1	30.0
PBR (price book-value ratio) (times)	2.4	2.9	2.8	2.3
Consolidated dividend payout ratio (%)	23.0	20.3	23.6	26.3
DOE (dividend on equity ratio) (%)*8	2.5	2.4	2.4	2.4
Other				
Total number of issued shares (shares)*3	736,995,435	736,995,435	736,995,435	368,497,717
Number of employees (consolidated) (persons)	13,221	13,226	13,283	13,560
Number of employees (non-consolidated) (persons)	3,628	3,593	3,593	3,637

*1 EBITDA = Operating income + Depreciation
*2 Free cash flows = Cash flows from operating activities + Cash flows from investing activities
*3 The Company implemented a 1-for-2 reverse stock split with an effective date of October 1, 2016.
*4 ROA = Operating income / Total assets (average of the start and end of the fiscal year; excluding net unrealized gain on securities)
*5 ROE: Net income attributable to owners of parent / shareholders' equity (average of the start and end of the fiscal year; excluding net unrealized gain on securities)
*6 D/E ratio = Interest-bearing debt / Shareholders' equity

FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	**FY2023**
524,660	526,675	534,132	385,978	358,753	395,159	**409,837**
51,464	52,089	41,103	–24,190	6,152	26,601	**50,766**
47,891	49,687	38,299	–31,223	4,699	25,119	**50,670**
43,940	45,194	35,998	–41,261	23,227	58,767	**101,610**
29,328	32,468	19,923	–39,804	12,116	40,736	**81,524**
33,333	30,279	8,855	–34,078	809	44,468	**96,789**
68,288	82,215	91,599	62,943	64,693	52,889	**83,402**
45,347	46,727	49,628	51,258	49,363	47,866	**45,785**
96,811	98,817	90,731	26,355	55,515	74,468	**96,552**
85,394	72,733	74,897	27,178	48,617	62,928	**71,626**
–52,681	–80,094	–85,454	–43,582	–45,515	34,712	**23,435**
–8,099	–15,083	17,171	37,207	–30,573	–51,056	**–102,079**
24,613	–22,444	6,613	20,803	–27,471	46,584	**–7,017**
43,907	21,636	28,464	49,267	21,852	67,474	**60,532**
32,712	–7,361	–10,557	–16,403	3,101	97,641	**95,062**
366,577	389,180	390,183	352,456	349,257	388,490	**460,109**
322,157	346,997	363,053	319,609	327,726	364,589	**421,262**
1,294,498	1,312,433	1,328,303	1,326,996	1,285,230	1,279,976	**1,301,567**
719,197	715,293	741,027	782,822	756,537	706,479	**626,950**
998.98	1,061.37	1,066.01	963.40	954.58	1,066.07	**1,283.47**
20.0	21.0	21.0	10.0	10.0	21.0	**30.0**
81.36	90.11	55.08	–109.60	33.36	112.11	**225.28**
9.8	9.9	7.7	–6.3	1.7	6.7	**12.4**
4.2	4.2	3.2	–1.9	0.5	2.1	**4.0**
9.4	9.7	5.6	–11.6	3.7	11.6	**20.3**
7.4	7.2	8.2	29.7	13.6	9.5	**6.5**
27.8	29.1	29.1	26.4	27.0	30.3	**35.3**
2.2	2.1	2.0	2.4	2.3	1.9	**1.5**
13.3	12.3	14.0	5.0	10.0	13.8	**16.7**
26.5	29.8	43.1	–	61.1	15.3	**9.2**
2.2	2.5	2.2	3.1	2.1	1.6	**1.6**
24.6	23.3	38.1	–	30.0	18.7	**13.2**
2.3	2.3	2.1	–	1.0	2.1	**2.6**
368,497,717	368,497,717	368,497,717	368,497,717	368,497,717	368,497,717	**368,497,717**
13,914	13,938	14,019	13,960	13,272	12,629	**11,661**
3,726	3,792	3,847	3,760	3,758	3,712	**3,682**

*7 Interest coverage ratio = Operating cash flows / Interest paid
*8 DOE = Annual dividend payout / Shareholders' equity (average of the start and end of the fiscal year)

Note: Odakyu adopted Partial Amendments to Accounting Standard for Tax Effect Accounting, etc. (ASBJ Statement No. 28, February 16, 2018) in fiscal 2018 and restated the figures for fiscal 2017 accordingly.
Note: While standards such as the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29) have been applied since fiscal 2021, we have not restated figures for fiscal 2020.

Communication with Stakeholders / Stock Price and Ratings Information

Communication with Stakeholders

Our basic policy for IR activities is to actively communicate with all of our stakeholders, including shareholders and investors, and fairly and promptly disclose our corporate information, such as business results and the status of our businesses.

Regarding information disclosure, the Company carries out appropriate disclosure of material information as required by the Financial Instruments and Exchange Law and the Tokyo Stock Exchange. In addition to this Integrated Report, we are also committed to proactively sharing both financial and non-financial information and the sustainable growth stories of local communities and the Odakyu Group to help others make investment decisions through our website and other disclosure tools and channels.

In addition, we are committed to building long-term relationships of trust with our customers through information disclosure and dialogue, and we regularly share the opinions and requests of our stakeholders with management so they can be utilized in the management of the Group to enhance corporate value.

Information posted on the website

Non-financial information

Environment of the Odakyu Group Ⓐ

Website ▶ https://www.odakyu.jp/sustainability/ (in Japanese Only)

Corporate Governance Report Ⓑ

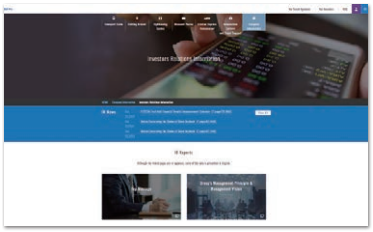
Website ▶ https://www.odakyu.jp/ir/integratedreport/o5oaa10000020qh9-img/CGE.pdf

Safety Report Ⓒ

Website ▶ https://www.odakyu.jp/sustainability/safety/safety_report/ (in Japanese Only)

Factbook Ⓓ

Website ▶ https://www.odakyu.jp/ir/factbook/



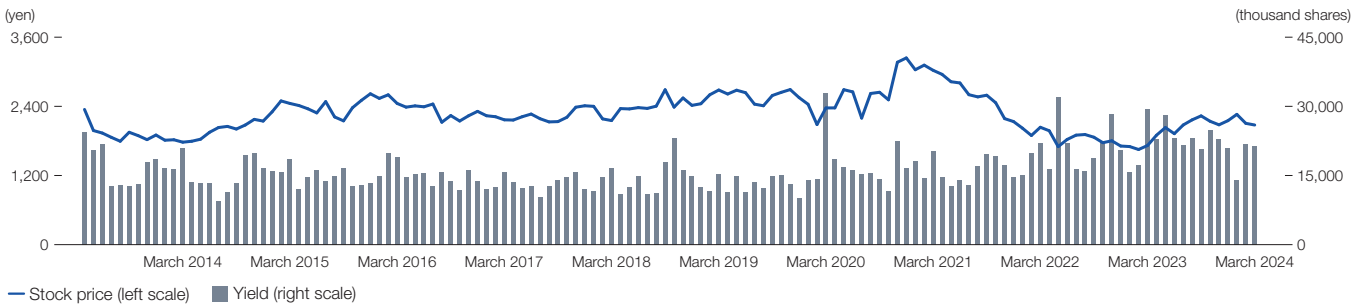
Financial information

IR Information Ⓔ

Website ▶ https://www.odakyu.jp/english/about/ir/

- Documents related to financial results (financial statements, briefing materials)
- TSE timely disclosure documents
- Monthly operating results • Factbook • Securities reports

Stock Price and Yield*



*The stock price and yield reflect values after adjustment for a reverse stock split implemented on October 1, 2016.

Credit Rating Information

Japan Credit Rating Agency, Ltd.	[Long term] AA– (Stable)	[Short term] J-1+	Rating and Investment Information, Inc.	[Long term] A+ (Stable)	[Short term] a-1

Inclusion in ESG indices

FTSE Blossom Japan Sector Relative Index	MSCI Japan Equity ESG Select Leaders Index	S&P/JPX Carbon Efficient Index	Morningstar Gender Diversity Tilt Index (excluding REITs)

Corporate Information

Corporate Profile (as of March 31, 2024)

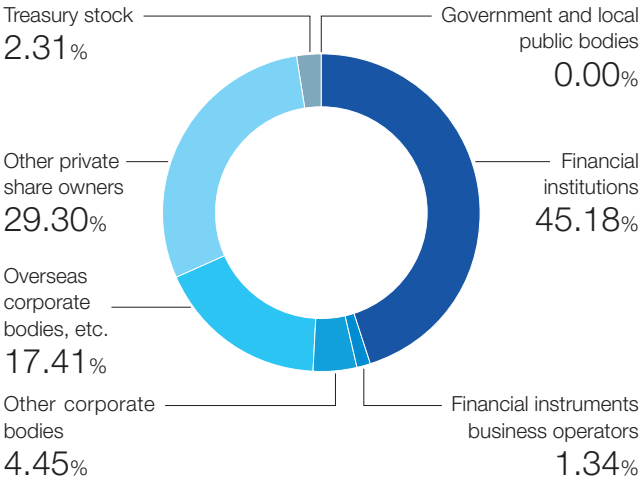
Company Name	Odakyu Electric Railway Co., Ltd.
Established	June 1, 1948 (Predecessor Odawara Express Railway Co., Ltd., established on May 1, 1923)
Head Office	2-7-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo 163-0713
Capital	60.359 billion yen
Representative	Shigeru Suzuki President & CEO (Representative Director), President and Executive Officer
Description of business	Railway business, real estate business, other businesses
Total number of issued shares	368,497,717 shares
Number of shareholders	61,144
Number of employees	3,682

■ Status of Principal Shareholders (Top 10)

Name	Number of shares held (thousand shares)	Percentage of shares held in terms of total shares issued* (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	52,020	14.45
The Dai-ichi Life Insurance Company, Limited	17,232	4.79
Nippon Life Insurance Company	16,763	4.66
Custody Bank of Japan, Ltd. (Trust Account)	15,696	4.36
The Master Trust Bank of Japan, Ltd. (Retirement Benefit Trust Account/Mitsubishi Electric Corporation Account)	12,908	3.59
Meiji Yasuda Life Insurance Company	6,909	1.92
STATE STREET BANK WEST CLIENT-TREATY 505234	6,714	1.87
SUMITOMO LIFE INSURANCE COMPANY	5,500	1.53
Custody Bank of Japan, Ltd. (Sumitomo Mitsui Trust Bank, Limited Retirement Benefit Trust Account)	4,562	1.27
Kanagawa Chuo Kotsu Co., Ltd.	4,493	1.25

* Excludes treasury stock.

■ Status of Share Ownership



29 Consolidated Subsidiaries and 1 Affiliated Company (as of July 1, 2024)

■ Transportation

[Tourism (Transportation)]
Odakyu Hakone Co., Ltd.

[Railways]
Enoshima Electric Railway Company, Limited

[Buses]
Hakone Tozan Bus Co., Ltd.
Odakyu Bus Co., Ltd.
Tachikawa Bus Co., Ltd.
Tokai Jidosha Co., Ltd.
Enoden Bus Co., Ltd.
Tokai Bus Co., Ltd.
Odakyu Highway Bus Co., Ltd.

[Taxis]
Odakyu Koutsu Co., Ltd.

[Railway maintenance]
Odakyu Engineering Co., Ltd.

■ Real Estate

[Real estate sales]
Odakyu Real Estate Co., Ltd.
Odakyu Housing Co., Ltd.

[Real estate leasing]
Odakyu SC Development Co., Ltd.

[Building management & maintenance]
Odakyu Building Service Co., Ltd.

■ Life Services

[Department stores]
Odakyu Department Store Company Limited

[Stores and retail]
Odakyu Shoji Co., Ltd.

[Hotels]
ODAKYU Resorts Co., Ltd.
Odakyu Hotels Southern Tower Co., Ltd.

[Restaurants]
Odakyu Restaurant System Co., Ltd.
GIRAUD RESTAURANT SYSTEM CO., LTD.

[Travel]
Odakyu Travel Co., Ltd.

[Golf]
ODAKYU SPORTS SERVICE Co., Ltd.

[Information and media]
Odakyu Agency Inc.

[Staffing services]
HUMANIC Co., Ltd.

[Accounting outsourcing]
Odakyu Financial Center Co., Ltd.

[Insurance]
ODAKYU INSURANCE SERVICE CO., LTD.

[Food manufacturing]
Odakyu Food Co., Ltd.

[Food & beverage sales]
Hakone Pleasant Service Co.,Ltd.

■ Affiliated company

Kanagawa Chuo Kotsu Co., Ltd.

Forward-Looking Statements

The plans, strategies, and other forward-looking statements in this report that are not based on historical fact reflect the assumptions and beliefs of management based on currently available information. However, it should be noted that there is a possibility for actual results to differ significantly owing to such factors as changing social and economic conditions.

ODAKYU Electric Railway Co., Ltd.

2-7-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo
163-0713
https://www.odakyu.jp/english/index_after/