

Medium- to Long-Term Growth Strategy Promoting Resilience and Compliance

Message from the Officer in Charge

Steadily promoting resilience and compliance to further strengthen our management foundation



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Addressing resilience and ensuring the continuation of corporate activities and urban functions

As an operating officer of Tokyu Fudosan Holdings since April 2024, I have been in charge of the Group's general administration and legal affairs.

The Noto Peninsula Earthquake that occurred on New Year's Day, 2024 caused extensive damage and impacted many people. My heart goes out to the victims and I offer my deepest condolences to those who lost their lives. Experienced an earthquake of this magnitude made me feel firsthand the increasing importance of the Group's duty to engage in risk management for urban functions.

Our Group has positioned and manages

risks considered to require Group-wide measures as Group priority risks. In fiscal 2023, as in fiscal 2022, we continued our efforts to strengthen our business continuity plan by designating crisis management response, centered on earthquake countermeasures, as a Group priority risk. Specifically, Tokyu Land Corporation conducted its first company-wide earthquake training. All employees participated in a series of drills, which ranged from assessing individual facility damage to reporting damage conditions to each business unit and consolidating information at a company-wide disaster response headquarters. A dedicated tool was developed to address the visualization of damage conditions, an issue identified during the drill, which will help to reduce miscommunications and reporting delays. In addition, from fiscal 2024, we are upgrading

the earthquake disaster drills conducted at each Group company in order to create a comprehensive, Group-wide training program and increase our disaster resilience. Further, Tokyu Land Corporation and Shibuya-ku signed a comprehensive cooperation agreement on disaster prevention in fiscal 2023 in a public-private joint effort to improve disaster preparedness in the Shibuya area. With a view to cooperating in the use of drones in times of disaster to quickly assess urban damage and effectively guide and disseminate information to people having difficulty returning home, we are working together to obtain pilot licenses and also demonstrate the use of drones at disaster prevention events hosted by Shibuya-ku for residents. We are committed to increasing the safety and security of the Shibuya area, an important base for our Group, and in turn making it an even more attractive location as well.



Disaster drill using a drone

Raising awareness of compliance and increasing employee autonomy

Meanwhile, in fiscal 2024, we established the proper management of confidential information as a Group priority risk and are strengthening our efforts in this area. Recent highly publicized incidents of confidential information being physically taken out of designated areas have made society at large aware of this issue, and the Group, with its increasingly diverse human capital, sees this as a matter that must be addressed as soon as possible. Accordingly, our Group is re-examining its internal rules and educating its employees.

In addition, we made a major revision to our Compliance Manual in April 2024. In this revision, we clarified the connection between the Group's management philosophy and compliance, and restructured the standards of conduct to be followed by each individual by clarifying the relationship between our long-term vision, our employees themselves, and compliance. Above all when being bold in business, it is important for employees to have an awareness of compliance, including not only legal compliance but also high ethical standards and social norms, which in turn enables them to act autonomously. Going forward, we will ensure that our Compliance Manual is put into practice as a guideline for employees' thinking and actions.

By properly managing and reducing risks together with improving compliance literacy throughout the Group, we will further strengthen our organization.