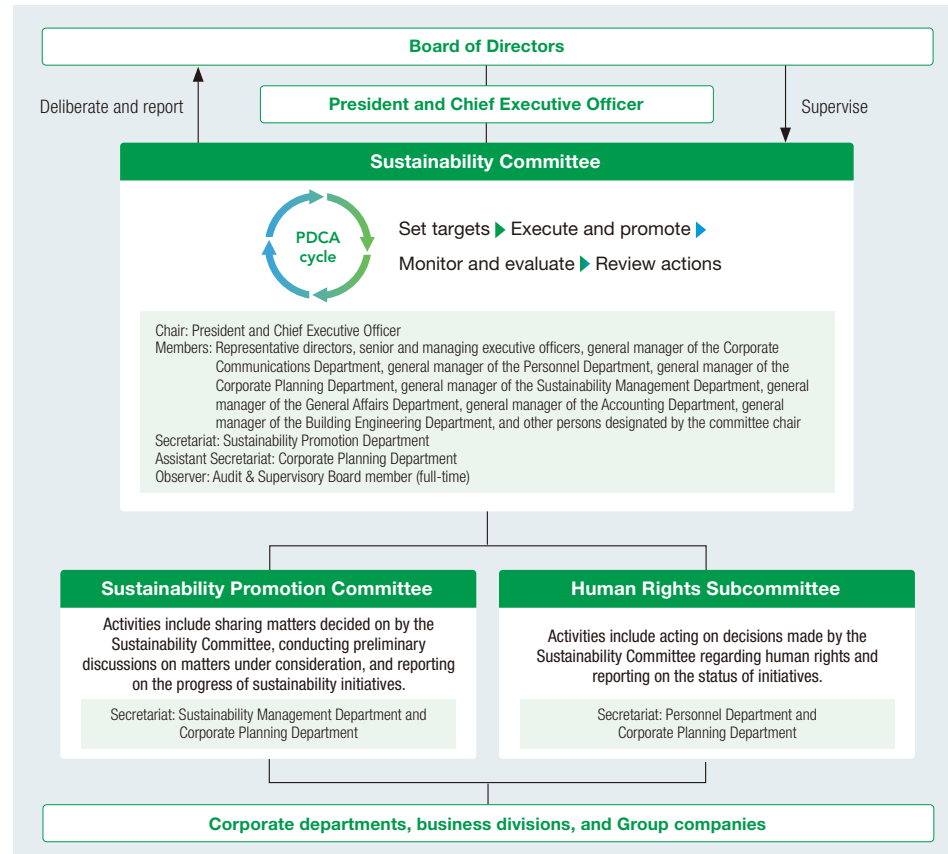


Material Issues

As we work toward realizing our long-term vision, we have identified 14 key issues (material issues) from the perspectives of social value creation and the platform needed to create such value, with a focus on generating shared value with society through our business. By working to solve critical issues through our business and maximizing the positive impact we have on society while minimizing negative impact, we will contribute to the realization of a sustainable society as well as to our growth as a company.

Sustainability Promotion Framework

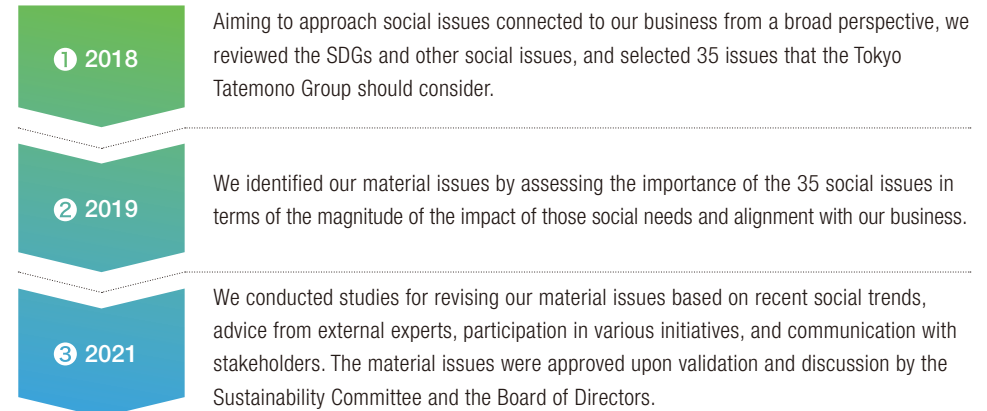
Sustainability Promotion Framework [▶ P. 33](#)





Main Meetings: Number and Matters Discussed (FY2024)

Organization	Number of Meetings	Matters Discussed
Sustainability Committee	2	<ul style="list-style-type: none"> Progress on material issue-based environmental and social KPIs and targets (managed through the PDCA cycle) Status of supply chain management initiatives (managed through the PDCA cycle)
Risk Management Committee	1	<ul style="list-style-type: none"> Formulation of countermeasures for priority risks

Process for Identifying Material Issues



Material Issues

	Issue	Value Shared with Society	Contribution to Meeting the SDGs
Social Value Creation	Strengthening Tokyo's competitiveness as an international city	Creating value of place and value of experience	
	Contributing to a safe and secure society		
	Community building and revitalization		
	Wellbeing		
	Addressing the diverse needs of customers and society		
	Value co-creation and innovation		
	Social implementation of technology		
	Revitalizing and utilizing real estate stock		
	Promoting a decarbonized society	Coexistence with the earth and the environment	
Promoting a recycling-oriented society			
Value Creation Platform	Improve employee growth and job satisfaction	Value-creating talent	
	Diversity and Inclusion		
	Advancement of governance	Realization of sustainability management	
	Strengthen risk management framework		