Corporate Value

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 **Board of Directors President and Chief Executive Officer** Deliberate and report Supervise Sustainability Committee Set targets > Execute and promote > **PDCA** cycle Monitor and evaluate Review actions Chair: President and Chief Executive Officer Members: Representative directors, senior and managing executive officers, general manager of the Corporate Communications Department, general manager of the Personnel Department, general manager of the Corporate Planning Department, general manager of the Sustainability Management Department, general manager of the General Affairs Department, general manager of the Accounting Department, general manager of the Building Engineering Department, and other persons designated by the committee chair Secretariat: Sustainability Promotion Department Assistant Secretariat: Corporate Planning Department Observer: Audit & Supervisory Board member (full-time) **Sustainability Promotion Committee Human Rights Subcommittee** Activities include sharing matters decided on by the Activities include acting on decisions made by the Sustainability Committee, conducting preliminary Sustainability Committee regarding human rights and discussions on matters under consideration, and reporting reporting on the status of initiatives. on the progress of sustainability initiatives. Secretariat: Sustainability Management Department and Secretariat: Personnel Department and Corporate Planning Department Corporate Planning Department Corporate departments, business divisions, and Group companies

Main Meetings: Number and Matters Discussed (FY2024)

Organization	Number of Meetings	Matters Discussed
Sustainability Committee 2 (managed through the		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	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		
	Contributing to a safe and secure society	Creating value of place and value of experience	3 DODDINGUES 6 CLEANINGS 7 APPROVAGE NO CLEANINGS
	Community building and revitalization		<i>-</i> ₩ ♦ ▼ ※
	Wellbeing		8 DECENTIONS AND 9 AND PROCESSES OF THE MANAGEMENT BY AND AND PROCESSES OF THE AND
	Addressing the diverse needs of customers and society		
	Value co-creation and innovation		12 designation and recognition
	Social implementation of technology		
	Revitalizing and utilizing real estate stock		17 remeases
	Promoting a decarbonized society	Coexistence with the earth and the	<u> </u>
	Promoting a recycling-oriented society	environment	
/alue Creation Platform	Improve employee growth and job satisfaction	Malan and Para Adapt	3 contents A contribute A contribute 5 contribute 6 contribute 7 contribute 7 contribute 8 contribute 8 contribute 8 contribute 9 con
	Diversity and Inclusion	- Value-creating talent	
	Advancement of governance	Dealization of quateinobility management	8 DECENTIVES AND THE SECOND TO SECOND THE SE
	Strengthen risk management framework	Realization of sustainability management	