

Outcomes

We will raise the satisfaction of all stakeholders by creating value through our business activities.

Shareholders and investors

Providers of capital that supports the Group's business, stakeholders who participate in management through mechanisms including voting rights, and others



Related Capital

Financial capital



Outcome Examples

- Enhancement of long-term corporate value
- Transparent disclosure
- Enhanced shareholder returns
- Greater capital efficiency
- Improved profitability
- Appropriate cash allocation

Customers

Building tenants, home buyers, users of various services, and others



Related Capital

Business capital, social and relationship capital



Outcome Examples

- Enhanced quality of life
- Provision of safe, secure and comfortable neighborhoods
- Provision of new spaces that accommodate diverse needs
- Delivery of emotionally enriching experiences—excitement, pleasure, and healing—to meet the growing shift toward consumption of services

Local communities

Local communities where properties are located, residents and property rights holders, governments, NGOs, NPOs, educational institutions, and others



Related Capital

Social and relationship capital, natural capital



Outcome Examples

- Support for the revitalization of local communities
- Development of mutually supportive communities
- Preservation of traditional culture and rich natural environments in local communities
- Promotion of tourism that fosters cultural vitality
- Creation of spaces that serve as innovation hubs
- Creation of jobs

Become a good company in the eyes of stakeholders

We aim to help **resolve social issues** and **grow as a company** at a higher level, by maximizing the **value of place** and **value of experience**.

Employees (including officers)

All employees and other personnel working across the Group



Related Capital

Intellectual capital, human capital



Outcome Examples

- Workforce diversity
- Enhanced job satisfaction and working conditions
- Stronger motivation and sense of purpose
- Skill acquisition (Access to growth opportunities)
- Implementation of health management and promotion of well-being
- A workplace culture that provides a high level of psychological safety
- Systematic accumulation of know-how in redevelopment

Schools and research institutes

Universities, graduate schools, research institutes, and other academic institutions in Japan and overseas



Related Capital

Social and relationship capital, human capital



Outcome Examples

- Innovation generated by industry-government-academia collaboration
- A virtuous cycle of advanced technology development and economic growth
- Development of startups
- Creation of innovation ecosystems

Suppliers

Businesses involved in property planning, development, management, service provision, and others



Related Capital

Social and relationship capital



Outcome Examples

- Enhanced business sustainability through transparent, stable transactions
- Mutual growth with partners
- Establishment of sound partnerships based on trust