




[Tokyu Fudosan Holdings](#) > [Sustainability](#) > [Tokyu Fudosan Holdings Group's Sustainability](#) > [Identification of Materialities & Opportunities and Risks](#)

## Sustainability

Message from the President

Tokyu Fudosan Holdings Group's Sustainability

Sustainability Vision

Promotion Structure

Tokyu Fudosan Holdings Group Code of Conduct

Identification of Materialities & Opportunities and Risks

Tokyu Fudosan Holdings Group's ESG Management

# Identification of Materialities & Opportunities and Risks

To formulate the Long-term Management Plan, the Tokyu Fudosan Holdings Group determined social issues with a long-term importance to the Group, and identified materialities, taking into account inputs from the management and stakeholders including customers, local community, employees, clients and associates, and shareholders and investors. We are committed to solving social issues through our business activities in order to realize sustainable society and the Group's value creation.

## Identification Process

Step 1



**Determination, Integration and Consolidation of Social Issues**

Social issues were determined and aggregated into a list of 561 items by references to stakeholders' comments, the Group companies' views, international frameworks such as SDGs, ISO26000, GRI and SASB, SRI ratings such as FTSE and DJSI, analyst reports, trends in competitors' activities and issues recognized by Japanese government and economic organizations. The list was integrated and consolidated into 37 social issues by sorting out similar ones, taking into account relevance to the Group.

Create Value for Customers

Environmental Conservation Initiatives

Contributions to Local Communities

Employment and Labor Practice Initiatives

Management Structure

Integrated Reports / CSR Reports

For ESG Investors / (Index)

Elected for SRI Indices

## > Facts and Figures



## > Long-Term Vision

**GROUP VISION 2030** ▶

## Step 2 ▶ Recognition and Assessment of Stakeholder Expectations

We asked our 5 vital stakeholders, customers, employees, business associates /partners, stockholders/investors and local communities for their expectations to make sure they are sufficiently covered by the 37 issues whose importance were then evaluated.

## Step 3 ▶ Clarification of Impacts / Relevance to Management/Business, Selection of Management Issues

For the 37 social issues, we evaluated their risks/opportunities to the Group as a whole and to each Group company to assess their importance. The issues were also considered for their relevance to the long-term management policies to select corresponding management issues.

## Step 4 ▶ Identification of Management Issues, Risks and Opportunities

The management issues recognized and selected were discussed at the board meetings, reviewed by Group's management and outside board members before identified by the Board of Directors as especially material issues.

# Materialities and Our SDGs of the Tokyu Fudosan Holdings Group

Themes to work on (Materialities and Our SDGs)

**Create a variety of lifestyles.**

We will realize a vibrant life both physically and mentally by promoting the Lifestyle Creation 3.0 that combines home, work and leisure styles.

 Lifestyle

5  GENDER EQUALITY

8  DECENT WORK AND ECONOMIC GROWTH

10  REDUCED INEQUALITIES

12  RESPONSIBLE CONSUMPTION AND PRODUCTION

Main opportunities

- Diversification of work styles, lifestyles home styles and play styles
- Fusion of all manner of lifestyle scenes

Main risks

- Mismatch to consumer needs
- Degraded efficiency accompanying responding to segmentalized needs

## > The Group Sustainability



TOKYU FUDOSAN HOLDINGS GROUP

### Recovery Support Project

Great East Japan Earthquake

For smiling faces all over Japan



### Create well-being communities and lifestyles.



We will realize a society where everyone can feel happy by building a secure, safe and comfortable life infrastructure and creating mutual aid communities.



- Increasing importance of community creation
- Growing needs for disaster preparedness and disaster damage reduction
- Increasing awareness regarding mental and physical health issues

- Subordination in competition between cities
- Declining attractiveness of city due to community decline
- Decreasing value due to insufficient asset maintenance and management

### Create a sustainable environment.



As an environmentally advanced company, we will create a carbon-free society and a recycle-oriented society by addressing global issues such as climate change.



- Growing needs to respond to the decarbonized and recycling-oriented society
- Expanding procurement of funds from ESG investors

- Escalation of climate change and natural disasters
- Increasing costs due to environmental restrictions, etc.

### Create value in the digital era.



We will work on our business model transformation by utilizing digital technologies to create customer's new experience value.



- Increasing importance of utilizing customer contact points
- Improving the scalability of services provided

- Declining position of real experiences due to enhancement of virtual
- Appearance of disruptors to existing businesses

### Create an organizational climate under which diverse human capital is enlivened.



We will continue to create innovation by addressing an organizational climate that respects human rights and under which diverse

- Increasing opportunities to secure diverse human capital
- Emergence of innovation due to diversification

- Intensifying competition and increasing costs in the human capital market
- Declining reputation due to

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|--|--|---|
| <p>human capital can exercise their abilities.</p> <div>    </div>   |  | <p>the occurrence of human rights issues</p>  |
| <p><b>Create governance to accelerate growth.</b></p> <p>As a group trusted by all stakeholders, we will aim to enhance our corporate value sustainably by increasing management transparency and fairness.</p> <div>   </div> | <ul style="list-style-type: none"> <li>● Strengthening relationships with stakeholders by improving transparency</li> <li>● Expanding procurement of funds from ESG investors</li> </ul> | <ul style="list-style-type: none"> <li>● Increasing cost of fundraising</li> <li>● Decline in confidence due to legal violations</li> </ul> |

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Tokyu Fudosan Holdings

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