

ESG Data



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■ Climate Change

Activity Indices and Goals, and Progress in Achieving Them

The Group's indices and goals with respect to climate change as well as progress toward achieving them are as follows.

Item	Objectives (KPI)	Fiscal 2020 Level of Progress	FY2019	FY2020	FY2021	Change from previous fiscal year
CO ₂ emission reduction rate <Compared to FY2019> * ₁	2030 2050	: 40% decrease : Virtually zero	4,383	4,690	4,199	▲ 10.5%
Energy-derived CO ₂ emissions by large offices designated to undertake measures with regards to global warming by a Tokyo Metropolitan Government ordinance.* ₂	FY2024	Reduction rate exceeding Tokyo Metropolitan Government ordinance target (Plan 3: 27%)	28.40%	38.40%	37.30%	▲ 1.1%
Proportion of electric power used in business activities derived from renewable energy	FY2050	100%	0.10%	0.10%	2.80%	2.70%
Energy consumption per base unit.* ₃	Every year	Annual 1% reduction	0.041	0.035	0.039	12.10%

*1 Unit is thousand tCO₂

*2 Plan 1: 8% decrease (FY2010-2014), Plan 2: 17% decrease (FY2015-2019), Plan 3: 27% decrease (FY2020-2024). Achievement is determined by the average of the five-year period.

*3 Unit is crude oil equivalent kℓ /m²/year

Office Buildings in Tokyo Certified as Excellent Designated GHG Offices by the Tokyo Metropolitan Government

Item	FY2018	FY2019	FY2020	FY2021
Top level offices	6 office complexes (6buildings)	6 office complexes (6buildings)	6 office complexes (6buildings)	5 office complexes (5buildings)
Semi top level offices	8 office complexes (11buildings)	8 office complexes (11buildings)	5 office complexes (7buildings)	5 office complexes (7buildings)

List of Company Solar Power Stations

Facility name	Location	Date operations started	Planned generation capacity
Mitsui Fudosan Oita Solar Power Plant	Oita, Oita Prefecture	1 December 2013	Approx. 21 MW (including 4 MW expansion)
Mitsui Fudosan Sanyo-Onoda Solar Power Plant	Sanyo-Onoda, Yamaguchi Prefecture	1 December 2013	Approx. 13 MW
Mitsui Fudosan Tomakomai Solar Power Plant	Tomakomai, Hokkaido	1 April 2014	Approx. 24 MW
Mitsui Fudosan Hachinohe Solar Power Plant	Hachinohe, Aomori Prefecture	1 October 2014	Approx. 8 MW
Mitsui Fudosan Omuta Solar Power Plant	Omuta, Fukuoka Prefecture	1 December 2014	Approx. 6 MW
			Total: Approx. 72 MW

Trends in the Amount of Energy Consumption

	FY2018	FY2019	FY2020	FY2021
Energy Consumption (MWh)	1,454,755	1,488,256	1,433,237	3,653,327

Note:

1. For the fiscal year 2018 to 2020, facilities for which disclosure is required under the Act on the Rational Use of Energy are included. However, some facilities are excluded.
2. For the fiscal year 2021, facilities of Mitsui Fudosan and consolidated subsidiaries that either own buildings or have 100 or more employees are included.

Scope of Data Calculation for Energy Consumption

	2018	2019	2020	2021
No. of target facilities (facilities)	157	210	277	789
Total floor area (m ²)	6,400,710	6,770,958	7,628,160	18,027,066

Note:

1. For the fiscal year 2018 to 2020, facilities for which disclosure is required under the Act on the Rational Use of Energy are included. However, some facilities are excluded.
2. For the fiscal year 2021, facilities of Mitsui Fudosan and consolidated subsidiaries that either own buildings or have 100 or more employees are included.

The Group's emissions for Scope 1, Scope 2, and Scope 3 are as follows.

*For Mitsui Fudosan and consolidated subsidiaries that either own buildings or have 100 or more employees.

Scope	2018FY	2019FY	2020FY	2021FY
	1000t-CO ₂	1000t-CO ₂	1000t-CO ₂	1000t-CO ₂
Scope1	90	104	115	140
Scope2	395	413	363	438
Subtotal (Scope1,2)	485	518	479	579
Scope3-1 Products and services purchased	1,152	1,199	1,788	1,209
Scope3-2 Capital goods	1,290	974	515	835
Scope3-3 Fuel- and energy-related activities that are not included in Scope 1 and 2	85	98	92	125
Scope3-4 Transportation and delivery (upstream)	-	-	-	-
Scope3-5 Waste generated by businesses	194	126	170	146
Scope3-6 Business trips	2	3	3	3
Scope3-7 Employers' commuting	4	5	5	6
Scope3-8 Lease assets (upstream)	-	-	-	-
Scope3-9 Transportation and delivery (downstream)	-	-	-	-
Scope3-10 Processing of products sold	-	-	-	-
Scope3-11 Use of products sold	1,165	831	1,029	696
Scope3-12 Disposal of products sold	10	10	16	13
Scope3-13 Lease assets (downstream)	688	621	594	589
Scope3-14 Franchise	-	-	-	-
Scope3-15 Investments	-	-	-	-
Subtotal (Scope 3):	4,591	3,865	4,211	3,621
Total (Scopes 1, 2 & 3):	5,076	4,383	4,690	4,199

*Scope 1 and Scope 2 are calculated using emissions coefficients and other methods in line with the Act on Promotion of Global Warming Countermeasures, based on the amount of energy used (whether actual figures or estimates) in the relevant fiscal year. Some figures are estimates calculated by considering a base unit (of floor area) for each business division.

*Scope 3-1 is calculated from the sales cost price part and services provided part of real estate for sale that was sold in the relevant fiscal year. The sales cost price part of real estate for sale that was sold in the relevant fiscal year (excl. land) is calculated by multiplying figures given in the emissions unit value database (ver. 3.2), which details Ministry of the Environment emissions coefficients used to estimate an organization's greenhouse gas or other emissions through its supply chain.

The services provided part during the relevant fiscal year is calculated by multiplying accounts that exceeded 1% of the total monetary amount covered in Scope 3-1 by an emissions coefficient determined by the Ministry of the Environment.

*Scope 3-2 is calculated by multiplying the amount of increase in Property, plant and equipment excluding land and construction in progress by an emissions coefficient determined by the Ministry of the Environment.

*Scope 3-3 is calculated by multiplying the amount of energy used in Scope 1 and Scope 2 by an emissions coefficient determined by the Ministry of the Environment.

*Scope 3-5 is calculated by multiplying emissions produced by general and industrial waste (estimated figures are partly included) by an emissions coefficient determined by the Ministry of the Environment.

*Scope 3-6 is calculated by multiplying the number of employees of the Mitsui Fudosan Group by an emissions coefficient determined by the Ministry of the Environment.

*Scope 3-7 is calculated by multiplying the number of employees of the Mitsui Fudosan Group by the number of working days for the Group and an emissions coefficient determined by the Ministry of the Environment.

*Scope 3-11 is calculated by multiplying real estate sold in the relevant fiscal year by the annual emissions unit value and a legally established service life.

*Scope 3-12 is calculated by multiplying real estate sold in the relevant fiscal year by an emissions coefficient determined by the Ministry of the Environment.

*Scope 3-13 is calculated using emissions coefficients and other methods in line with the Act on Promotion of Global Warming Countermeasures, based on the amount of energy used (whether actual figures or estimates) in the relevant fiscal year. Some figures are estimates calculated by considering a base unit (of floor area) for each business division.

External Certifications

	FY2021
DBJ GREEN BUILDING Certification	4
CASBEE	8
LEED	14
BREEAM	3
Green Building	2

Water Usage

Trends in Water Usage

Water intake

(thousand m³)

	FY2018	2019 ^{*1}	FY2020 ^{*1,2}	FY2021
Clean water	5,318	5,619	4,070	9,483
Industrial water	89	107	85	236
Purchased reclaimed water	-	-	63	251
Well water	-	-	922	1,292
Hot spring water	-	-	78	204
Pond water	-	-	57	37
Rainwater	-	-	74	250
Spring water	-	-	17	96
Total water intake	5,407	5,726	5,365	11,849
Water intake per base unit (m ³ /m ²)	0.848	0.851	0.708	0.671

water recycling rate

	FY2018	FY2019	FY2020	FY2021
Water recycling rate (%) ^{*3}	10.2	15.1	9.2	9.5

wastewater

(thousand m³)

	FY2018	FY2019	FY2020	FY2021
Sewage water ^{*4}	5,595	5,539	4,441	10,181
Seawater	-	-	270	264

*1 Since fiscal year 2020, we have improved the accuracy of reporting data received from each facility relating to usage of purchased clean and industrial water.

*2 Since fiscal year 2020, we have reviewed water usage categories and added some usage categories to the overall totals.

*3 Water recycling rate: For the fiscal year 2018 and 2019, percentages show the proportion of grey water in total water intake (FY2018: 615 thousand m³, FY 2019: 1,016 thousand m³). From the fiscal year 2020, the percentage shows the proportion of water (FY2020: 495 thousand m³, FY 2021: 1,121 thousand m³) reused after being put in grey water containers after its initial use.

*4 Amount of wastewater transported to a water treatment plant via underground sewers. Wastewater put into the sea, the ground, underground, or elsewhere is not included in this total.

Scope of Data Calculation for Water Usage

	FY2018	FY2019	FY2020	FY2021
No. of target facilities (facilities)	139	146	187	477
Total floor area (m ²)	6,379,120	6,723,556	7,574,935	17,667,267

Note:

1. For the fiscal year 2018 to 2020, facilities for which disclosure is required under the Act on the Rational Use of Energy are included. However, some facilities are excluded.
2. For the fiscal year 2021, facilities of Mitsui Fudosan and consolidated subsidiaries that either own buildings or have 100 or more employees are included.

Environmental Pollution and Resources

Recycled Food Waste (FY2021)

Category		Office buildings (69)	Retail facilities (28)
Food waste	Waste volume	2,419.9 tons/year	4,263.1 tons/year
	Recycled volume	1,621.5 tons/year	4,189.9 tons/year
	Recycling ratio	67.0%	98.29%
Recycling applications		Feedstock, power generation	Fertilizer, feedstock, gasification, incineration power generation, carbonization

Tile Carpeting Recycling

(Unit: m²)

Item	FY2018	FY2019	FY2020	FY2021
Volume of used tile carpeting collected	14,294	93,759	119,466	172,153
Volume of environmentally friendly tile carpeting supplied	42,637	224,614	106,501	124,838
Cumulative volume supplied since fiscal 2002	Approx. 1,130,000	Approx. 1,350,000	Approx. 1,460,000	Approx. 1,580,000

Wastepaper Recycling

		FY2018		FY2019		FY2020		FY2021	
Volume of wastepaper collected	Office buildings in Tokyo	68 Buildings	approx. 7,983tons	85 Buildings	approx. 6,833tons	93 Buildings	approx. 4,773tons	83 Buildings	approx. 2,396tons
	LaLaport TOKYO-BAY	approx. 3,387tons		approx. 3,179tons		approx. 37tons		approx. 28tons	
Recycled paper purchased (Group's purchase volume) Recycled office paper * ₁		approx. 196tons		approx. 172tons		approx. 112tons		approx. 111tons	
Recycled paper order ratio (in the Company's offices)* ₂		0		93.0%		86.7%		93.8%	

*1 Recycled office paper is a recycled paper independently made from used paper of the Mitsui Fudosan Group.

*2 Percentage of recycled paper used in FY2019, FY2020

Used Fluorescent Bulb and Battery Recycling

		FY2018	FY2019	FY2020	FY2021
Number of buildings covered for collections	Fluorescent Bulbs	53	51	94	93
	Batteries	52	40	81	75
Collection volume	Fluorescent Bulbs	33.1	31	22	18
	Batteries	10.1	11.6	8	9

Hazardous Waste (Specially Controlled Waste) Emissions

	FY2018	FY2019	FY2020	FY2021
Hazardous waste (specially controlled waste) emissions	0	0	0	0

Trends in the Amount of Disposed Non-Hazardous Waste (General Waste and Industrial Waste)

	FY2018	FY2019	FY2020	FY2021
General waste (t)	37,320	36,546	30,217	95,433
Per base unit (t/m ²)	0.0060	0.0055	0.0044	0.0055
Industrial waste (t)	9,951	10,642	7,863	16,942
Per base unit (t/m ²)	0.0016	0.0016	0.0010	0.0011
Total (t)	47,271	47,188	38,080	112,375

Note: The amount of disposed industrial waste is in accordance with the Waste Management and Public Cleansing Act.

Scope of Data Calculation for Waste Emissions

	FY2018FY	FY2019	FY2020	FY2021	
				General waste	Industrial waste
No. of target facilities (facilities)	121	132	166	380	334
Total floor area (m ²)	6,247,209	6,665,965	7,576,226	17,205,772	15,441,872

Note:

1. For the fiscal year 2018 to 2020, facilities for which disclosure is required under the Act on the Rational Use of Energy are included. However, some facilities are excluded.
2. For the fiscal year 2021, facilities of Mitsui Fudosan and consolidated subsidiaries that either own buildings or have 100 or more employees are included.

Waste Recycling Ratio (Headquarters)

Period	Numerical target	FY2019	FY2020	FY2021
FY2030	90%	80.30%	75.30%	72.40%

Annual cost for fines and penalties relating to the environment

	FY2018	FY2019	FY2020	FY2021
Annual cost for fines and penalties relating to the environment	0	0	0	0

Violation of Laws, Regulations, and Ordinances Relating to Environmental Pollution

	FY2018	FY2019	FY2020	FY2021
Violation of Laws, Regulations, and Ordinances Relating to Air and Water Pollution	0	0	0	0
Violation of Laws, Regulations, and Ordinances Relating to Soil Pollution	0	0	0	0
Violation of Laws, Regulations, and Ordinances Relating to CFCs and Asbestos	0	0	0	0
Violation of Laws, Regulations, and Ordinances Relating to Waste Disposal	0	0	0	0



Social -related Data

Refer to the ESG data at the end of this report for the following social-related data.

Health and Safety

- Health Checkup and Screening Rate
- No. of Employees Attending Seminars on Health and Safety Standards
- Number of Office Buildings with OHSAS 18001 Certification
- Average Annual Salary Paid by the Company

Labor Standards and Practices

- Group Employment Situation (Number of Employees by Business Segment)
- Employment Situation at Mitsui Fudosan (Employee Composition/ Employee Composition by Age/ Trends in Number and Percentage of Male and Female Regular Employees/ Trends in New and Departing of Regular Employees)

Diversity & Inclusion

- Quantitative Goals and Achievement Status
- Number of Paid Leave Days Taken
- Number of Employees Taking Childcare Leave and Childrearing-Father Training Leave (men's childcare leave)
- Return Rate of Employees Taking Childcare Leave
- Employees Taking Family Care Leave
- Return Rate of Employees Taking Family Care Leave
- Employment of People with Disabilities

Human Resources Management

- Time Spent Developing Employee Abilities
- Environmental Education Activities
- Cumulative Total of Employees Who Have Taken and Passed the Eco Test

Community

- Record of Social Contribution Activities

■ Health and Safety

Health Checkup and Screening Rate

	FY2018	FY2019	FY2020	FY2021
Health checkup and screening rate	99.5%	99.8%	99.5%	100%

Note: The health checkup and screening rate is the percentage of all steady-basis employees undergoing health checkups or health screening. The total of all steady-basis employees consists of regular and part-time steady-basis employees as of the end of the fiscal year, excluding those necessarily prevented from undergoing screening (due to international postings, childcare leave, health conditions, etc.).

No. of Employees Attending Seminars on Health and Safety Standards

	FY2018	FY2019	FY2020	FY2021
No. of new employees	42	63	63	62
No. of newly appointed executive managers	18	22	27	30

Number of Office Buildings with OHSAS 18001 Certification

	FY2018	FY2019	FY2020	FY2021
Number of office buildings with OHSAS 18001 certification	0	0	0	0

Average Annual Salary Paid by the Company

	FY2018	FY2019	FY2020	FY2021
Company average salary (Million yen)	12.63	12.73	12.74	12.74

■ Labor Standards and Practices

Group Employment Situation (Number of Employees by Business Segment)(As of March 31 of each fiscal year)

Business segment	FY2018		FY2019		FY2020		FY2021	
	Number of employees	Percentage	Number of employees	Percentage	Number of employees	Percentage	Number of employees	Percentage
Rental	1,153	6.0%	1,188	5.7%	1,418	5.9%	1,556	6.4%
Built-for-sale	1,273	6.7%	1,296	6.2%	1,344	5.6%	1,394	5.7%
Management	10,365	54.3%	11,328	54.3%	11,689	48.7%	11,920	48.8%
Other	5,937	31.1%	6,654	31.9%	9,108	38.0%	9,033	37.0%
Administration*	353	1.9%	398	1.9%	433	1.8%	505	2.1%
Total	19,081	100.0%	20,864	100.0%	23,992	100.0%	24,408	100.0%

* As of March 31, Employees belonging to administration departments who cannot be classified under a specific segment

Employment Situation at Mitsui Fudosan

Employee Composition (As of April 1 of each fiscal year)

		FY2019	FY2020	FY2021	FY2022
Male	Regular employees	734	793	838	873
	Irregular employees	215	246	253	242
	Total	949	1,039	1,091	1,115
Female	Regular employees	294	342	384	432
	Irregular employees	334	347	362	380
	Total	628	689	746	812
Total		1,577	1,728	1,837	1,927

* Excluding dispatched employees

Employee Composition by Age (As of April 1 of each fiscal year)

		FY2019	FY2020	FY2021	FY2022
10s	Male	-	1	2	3
	Female	-	0	2	2
20s	Male	147	159	229	214
	Female	156	169	202	227
30s	Male	233	258	289	330
	Female	272	280	299	324
40s	Male	220	201	200	190
	Female	136	146	142	147
50s	Male	272	292	287	291
	Female	61	68	89	95
60s	Male	77	93	84	86
	Female	2	11	12	15
70s	Male	-	-	-	1
	Female	-	-	-	0

* Excluding dispatched employees

Trends in Number and Percentage of Male and Female Regular Employees (As of April 1 of each fiscal year)

		FY2019		FY2020		FY2021		FY2022	
		No. of Employees	%	No. of Employees	%	No. of Employees	%	No. of Employees	%
General positions	Male	1,067	89.9%	1,094	87.5%	1,098	85.7%	1,094	83.5%
	Female	120	10.1%	156	12.5%	183	14.3%	216	16.5%
	Total	1,187	100.0%	1,250	100.0%	1,281	100.0%	1,310	100.0%
Technical positions	Male	36	90.0%	54	91.5%	68	91.9%	82	93.2%
	Female	4	10.0%	5	8.5%	6	8.1%	6	6.8%
	Total	40	100.0%	59	100.0%	74	100.0%	88	100.0%
Operational positions	Male	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Female	194	100.0%	203	100.0%	212	100.0%	222	100.0%
	Total	194	100.0%	203	100.0%	212	100.0%	222	100.0%

* Including dispatched employees

Trends in New and Departing of Regular Employees

	FY2019	FY2020	FY2021
Number of new employees	51	63	62
Number of midcareer hires	35	49	49
Number of departing regular employees (Voluntary)	8	8	13
Full time staff voluntary turnover ratas	0.53%	0.51%	0.81%

Diversity & Inclusion

Quantitative Goals and Achievement Status

		Quantitative Goals	FY2019	FY2020	FY2021
Sunlife Creation	Women in management positions ratio*	-	-	71%	69%
	Ratio of hires of women	-	-	82%	69%
	Return rate from childcare leave	100%	-	-	75%
	Rate of paid leave taken	70%	-	-	71%
Mitsui Fudosan Retail Management	Women in management positions ratio*	FY2025 20%	-	-	17%
		FY2030 25%	-	-	
	Ratio of hires of women	-	-	58%	60%
	Return rate from childcare leave	100%	-	-	94%
	Rate of paid leave taken	80%	-	-	82%
Mitsui Fudosan Hotel Management	Women in management positions ratio*	FY2025 15%	-	-	14%
		FY2030 20%	-	-	
	Ratio of hires of women	-	-	60%	72%
	Return rate from childcare leave	100%	-	-	77%
	Rate of paid leave taken	70%	-	-	77%

* The women in management positions ratio is for April 1 of the following year

Number of Paid Leave Days Taken

(Units: Days)

	Fiscal	FY2018	FY2019	FY2020	FY2021
Paid leave days taken	14 days a year	14.1	14.9	13.8	15.0

For regular and contract employees (those registered for the full year)

Number of Employees Taking Childcare Leave and Childrearing-Father Training Leave (men's childcare leave)

(Unit: People)

	FY019	FY2020	FY2021
Men	25(61.0%)	28(70.0%)	38(79.2%)
Women	10(100.0%)	13(100.0%)	20(95.2%)

Return Rate of Employees Taking Childcare Leave

	Fiscal	FY2019	FY2020	FY2021
Regular employees	100.0%	100.0%	100.0%	100.0%

Note: Excludes those departing due to use of the return entry system (system for re-employment of those who have resigned due to transfer of a spouse)

Employees Taking Family Care Leave

(Unit: People)

	FY2019	FY2020	FY2021
Men	-	-	-
Women	-	-	-

Return Rate of Employees Taking Family Care Leave

	FY2019	FY2020	FY2021
Return rate	-	-	-

For regular and contract employees (those registered for the full year)

Employment of People with Disabilities

	Numerical target	FY2019	FY2020	FY2021
Employment rate of people with disabilities	2.3% or more	2.07%	2.03%	2.50%

* The legally mandated rate rose from 2.2% to 2.3% in March 2021. Figures for each fiscal year are those for the beginning of the fiscal year starting April 1 of the following year.

Human Resources Management

Time Spent Developing Employee Abilities

(Unit: Time)

	FY2018	FY2019	FY2020	FY2021
Total time for capability development training	24,036	29,772	31,425	36,378
Training time per employee	16.9	20.0	19.8	21.8

Environmental Education Activities

Type of Training		Number of Participants			
		FY2018	FY2019	FY2020	FY2021
Mitsui Fudosan Co., Ltd.	SDGs training (online)	13	18	1,601	1,386
	Sustainability foundational course training	-	-	447	-
	Afforestation training for forests in Hokkaido (online)	24	20	115	-
Mitsui Fudosan Facilities Co., Ltd.	Environmental training in new employee training	-	186	20	84
	Environmental training through e-learning	-	1,535	1,529	1,529
	Eco Tours (Tour of waste treatment facility)	-	26	-	-
Tokyo Midtown Management Co., Ltd.	Bird watching event for employees and tenant staff	-	16	-	50
Mitsui Fudosan Residential Service Co., Ltd.	Environmental training through e-learning	-	-	-	2,876

Cumulative Total of Employees Who Have Taken and Passed the Eco Test (As of the end of March 2021)

Company name	Positioning of Eco Test	Total number of employees who have passed the test	Pass ratio
Mitsui Fudosan Co., Ltd.	Qualifications for recommendation	411	Approx. 19.8% of all employees
Mitsui Fudosan Facilities Co., Ltd.	Required	1,564	Approx. 92.2% of fulltime and fixed-term employees, excluding junior employees
Mitsui Fudosan Building Management Co., Ltd.	Qualifications for recommendation	261	Approx. 13.9% of all employees
Mitsui Fudosan Engineering Co., Ltd.	Qualifications for recommendation	32	Approx. 27.5% of all employees, excluding dispatched employees
Mitsui Fudosan Residential Lease Co., Ltd.	Qualifications for recommendation	96	Approx. 12.2% of all employees
Tokyo Midtown Management Co., Ltd.	Required	82	Approx. 75.9% of all employees
Mitsui Fudosan Residential Service Co., Ltd.	Qualifications for recommendation	51	1.7% of all employees

Community

Record of Social Contribution Activities

	FY2018	FY2019	FY2020	FY2021
Expenditures on social contribution activities (million yen)	6,082	6,735	5,544	8,719
Percentage of ordinary income (%)	-	2.61	3.28	3.88



Governance -related Data

Refer to the ESG Data at the end of this report for the following governance-related data.

Compliance

- Number of Compliance Violations Handled by the Risk Management Special Committee
- Tax Payments by Country/Region

Corruption Prevention

- Corruption-related Fines, Surcharges, and Arbitrations

Corporate Governance

- Number of Directors and Auditors
- Reason for Selection as Outside Directors and Corporate Auditors
- Compensation by Title, Amount of Compensation by Type and Number of Applicable Executives
- Compensation of Executives Exceeding ¥100 Million

■ Compliance

Number of Compliance Violations Handled by the Risk Management Special Committee

	FY2018	FY2019	FY2020	FY2021
Cases handled by Risk Management Special Committee	12	14	7	15
Number of cases involving human rights risks	0	0	0	0

Tax Payments by Country/Region (As of March 31 of each fiscal year)

Tax payments of the Group by country/region are as follows:

Country	FY2019	FY2020
Japan	32,647	36,581
UK	768	569
US	932	-
Singapore	56	369
Malaysia	193	187
Luxembourg	860	53
China	43	49
Thailand	551	6
Taiwan	189	1
Others	148	-
Total	36,387	37,815

■ Corruption Prevention

Corruption-related Fines, Surcharges, and Arbitrations

(Unit: Yen)

	FY2018	FY2019	FY2020	FY2021
Corruption-related Fines, Surcharges, and Arbitrations	0	0	0	0

■ Corporate Governance

Number of Directors and Auditors

	Number of Directors and Auditors(as of June 30, 2022)
Directors	12
Independent outside directors	4
Female directors	1
Auditors	5
Independent outside auditors	3
Female auditors	1

Reason for Selection as Outside Directors and Corporate Auditors

Name	Reason for Appointment	FY2021 Attendance at Board of Directors Meetings and Board of Corporate Auditors Meetings
Managing Director Masafumi Nogimori	Masafumi Nogimori has amassed a wealth of experience and broad insight having served for many years in top management positions. During meetings of the Board of Directors, he has provided many recommendations and findings regarding compliance, global business and other matters from an objective and professional viewpoint based on his broad insight concerning management. He has contributed greatly to invigorating discussions of the Board of Directors and improving its effectiveness. In addition, he plays an important role as the head of the Nomination Advisory Committee and Compensation Advisory Committee, contributing to transparency in the selection process for managing directors and corporate auditors and in the decision-making process for compensation of managing directors. As the Company's outside director, he has played an appropriate role aimed at reinforcing the supervision functions of the Board of Directors and ensuring transparency. He is expected to make further contributions going forward, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed as an outside director and independent officer.	12/12
Managing Director Tsunehiro Nakayama	Tsunehiro Nakayama has amassed a wealth of experience and broad insight having served for many years in top management positions. During meetings of the Board of Directors, he has provided many recommendations and findings regarding finance, risk management and other matters from an objective and specialist viewpoint based on his broad insight concerning management. He has contributed greatly to invigorating discussions of the Board of Directors and improving its effectiveness. In addition, as a member of the Nomination Advisory Committee and Compensation Advisory Committee, he has participated in discussions from an objective standpoint, contributing to ensuring transparency in the selection process for managing directors and corporate auditors and in the decision process for compensation of managing directors. As the Company's outside director, he has played an appropriate role aimed at reinforcing the supervision functions of the Board of Directors and ensuring transparency. He is expected to make further contributions going forward, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed as an outside director and independent officer.	12/12
Managing Director Shinichiro Ito	Shinichiro Ito has amassed a wealth of experience and broad insight having served for many years in top management positions. During meetings of the Board of Directors, he has provided many recommendations and findings regarding branding, innovation and other matters from an objective and specialist viewpoint based on his broad insight concerning management. He has contributed greatly to invigorating discussions of the Board of Directors and improving its effectiveness. In addition, as a member of the Nomination Advisory Committee and Compensation Advisory Committee, he has participated in discussions from an objective standpoint, contributing to ensuring transparency in the selection process for managing directors and corporate auditors and in the decision process for compensation of managing directors. As the Company's outside director, he has played an appropriate role aimed at reinforcing the supervision functions of the Board of Directors and ensuring transparency. He is expected to make further contributions going forward, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed as an outside director and independent officer.	11/12
Managing Director Eriko Kawai	Eriko Kawai has served for many years overseas where she amassed a wealth of experience and broad insight as a management consultant while working for international organizations and universities. During meetings of the Board of Directors, she has provided many recommendations and findings regarding the promotion of women's activities, ESGs, sustainability, and other matters from an objective and professional viewpoint based on her broad insight concerning management. She has contributed greatly to invigorating discussions by the Board of Directors and improving its effectiveness. In addition, as a member of the Nomination Advisory Committee and Compensation Advisory Committee, she has participated in discussions from an objective standpoint, contributing to ensuring transparency in the selection process for managing directors and in the decision process for compensation of managing directors. As the Company's outside director, she has played an appropriate role aimed at reinforcing the supervision functions of the Board of Directors and ensuring transparency. She is expected to make further contributions going forward, and because there is no possibility of conflicts of interest with general shareholders, she has been appointed as an outside director and independent officer.	10/10
Corporate Auditor Yoshitaka Kato	Yoshitaka Kato is currently fulfilling appropriate roles as an outside auditor of the Company towards sufficiently realizing his function of monitoring the execution of duties by the managing directors through the use of his professional knowledge and broad experience concerning accounting and tax and expressing his opinions on the agendas as necessary. Going forward, Yoshitaka Kato is expected to make further contributions, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed an outside auditor and independent officer.	Board of Director Meetings: 12/12 meetings Board of Corporate Auditors Meetings: 12/12 meetings
Corporate Auditor Yasushi Manago	Yasushi Manago is currently fulfilling appropriate roles as an outside auditor, sufficiently realizing his function of monitoring the execution of duties by the managing directors through the use of his professional knowledge and broad experience concerning finance and legislation and expressing his opinions on the agendas as necessary. Going forward, Yasushi Manago is expected to make further contributions, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed an outside auditor and independent officer.	Board of Director Meetings: 11/12 meetings Board of Corporate Auditors Meetings: 11/12 meetings
Corporate Auditor Yukimi Ozeki	Yukimi Ozeki is currently fulfilling appropriate roles as an outside auditor, sufficiently realizing her function of monitoring the execution of duties by the managing directors through the use of her professional knowledge and broad experience concerning the Companies Act and expressing her opinions on the agendas as necessary. Going forward, Yukimi Ozeki is expected to make further contributions, and because there is no possibility of conflicts of interest with general shareholders, she has been appointed an outside auditor and independent officer.	Board of Director Meetings: 11/12 meetings Board of Corporate Auditors Meetings: 11/12 meetings

Compensation by Title, Amount of Compensation by Type and Number of Applicable Executives (FY2021)

Title	Total Compensation (Millions of Yen)	Amount of Compensation by Type (Millions of Yen)			Number of Applicable Executives
		Basic Compensation	Bonus	Restricted stock compensation	
Internal directors	1,266	638	464	163	8
Internal corporate auditors	106	106	-	-	2
Outside directors and corporate auditors	122	122	-	-	8

Compensation of Executives Exceeding ¥100 Million (FY2021)

Name	Title	Amount of Compensation by Type (Millions of Yen)			Total Compensation (Millions of Yen)
		Basic Compensation	Bonus	Restricted stock compensation	
Hiromichi Iwasa	Chairman of the Board and Chief Executive Officer (Representative)	120	93	30	244
Masanobu Komoda	President and Chief Executive Officer (Representative)	120	93	30	244
Yoshikazu Kitahara	Managing Director (Representative)	75	52	19	147
Kiyotaka Fujibayashi	Managing Director	73	52	19	145
Yasuo Onozawa	Managing Director	68	52	19	140
Takashi Yamamoto	Managing Director	52	39	14	118
	President and Chief Executive Officer (Representative) of Mitsui Fudosan Residential Co., Ltd.	10	-	-	
Takashi Ueda	Managing Director	63	39	14	117
Wataru Hamamoto	Managing Director	63	39	14	117