


ESG-related Objectives (KPI) of the Group and Progress in Achieving Them

The following is a summary of ESG-related targets and progress.

① - ⑥ : KPIs for Mitsui Fudosan (unconsolidated)

⑦ - ⑭ : KPIs for the entire Mitsui Fudosan Group

Unconsolidated KPIs			Progress status				Change from previous fiscal year	Main results for FY2021	
Evaluation indicator	Period	Numerical target	FY2019	FY2020	FY2021				
① Women in management positions ratio (D&I)* ¹	By 2025 By 2030	: 10% : 20%	4.5%	5.7%	6.8%	1.1%	Making steady progress toward target	<p>- Selected for the first time as a Nadeshiko Brand by the Ministry of Economy, Trade and Industry as a company that ably promotes active roles for women * (the only company in the real estate industry to be awarded)</p>  <p>Selected for inclusion in the MSCI Japan Empowering Women (WIN) Select Index for the fifth consecutive year 2021 CONSTITUENT MSCI日本株女性活躍指数 (WIN)</p>	
② Ratio of hires of women (D&I)	Annual	40%	-	-	40.5%	-	Target met		
③ Return rate from childcare leave (D&I)	Annual	100%	100%	100%	100%	-	Target met		
④ Number of paid leave days availed (D&I) Annual	Annual	14 days annually	14.9 days	13.8 days	15.0 days	1.2 days	Target met		
⑤ Employment rate of people with disabilities (legally mandated rate* ²)	Annual	2.3% or more	2.07%	2.03%	2.50%	0.47%	Goal achieved.		
⑥ Health checkup and screening rate	Annual	100%	99.8%	99.5%	100%	0.5%	Goal achieved.		

Group-wide KPIs			Progress status				Change from previous fiscal year	Main results for FY2021
Evaluation indicator	Period	Numerical target	FY2019	FY2020	FY2021			
⑦	CO ₂ and other emissions reductions (compared to FY2019) ⁻³	By FY2030 By FY2050	: 40% decrease : Virtually zero	4,383	4,690	4,199	10.5% decrease	More details can be found in the section 2. Progress Toward Greenhouse Gas Emission Reductions
⑧	CO ₂ emissions reduction rate (energy-derived CO ₂ emissions by large offices designated to undertake measures with regards to global warming by a Tokyo Metropolitan Government ordinance) ⁻⁴	By FY2024	Rate exceeding that mandated under the ordinance (Plan 3: 27%)	28.4%	38.4%	37.3%	1.1% decrease	Target met
⑨	Proportion of electric power used in business activities derived from renewable energy	By FY2050	100%	0.1%	0.1%	2.8%	2.7% increase	Improved through procurement of non-fossil fuel certificates
⑩	Energy consumption per base unit ⁻⁵	Annual	1% reduction annually	0.041	0.035	0.039	12.1% increase	⁻⁹
⑪	Clean/industrial water use per base unit ⁻⁶	Annual	Less than the previous fiscal year	0.851	0.708	0.671	5.2% decrease	Target met
⑫	General waste emissions per base unit ⁻⁷	Annual		0.006	0.004	0.006	26.1% increase	Making progress toward target
⑬	Industrial waste emissions per base unit ⁻⁷	Annual		0.0016	0.0010	0.0011	5.7% increase	⁻⁹
⑭	Waste recycling ratio (at Mitsui Fudosan Co., Ltd. headquarters)	By FY2030	90%	80.3%	75.3%	72.4%	2.9% decrease	Due to the pandemic, total waste decreased and as such the recycling rate also decreased

- Highest rating in CDP2021 Selected for the CDP2021 Climate A List and Supplier Engagement Leader



*1 Figures for each fiscal year are those for the beginning of the fiscal year starting April 1 of the following year

*2 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

*3 The unit of measurement is 1,000 t-CO₂

*4 Plan 1 (FY2010-2014): 8% reduction; Plan 2 (FY2015-2019): 17% reduction; Plan 3 (FY2020-2024): 27% reduction. Progress is measured using a five-year average

*5 The unit of measurement is kℓ of oil equivalent/m² per year

*6 The unit of measurement is m³/m² per year

*7 The unit of measurement is t/m² per year

*8 Targets shaded green are those that have been met in FY2021

*9 Due to the pandemic, this metric increased slightly compared to the previous fiscal year, although it was still down on pre-pandemic 2019 levels