

# ESG Data

Environment-related Data

Social-related Data

Governance-related Data



# Environment-related 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)		FY2019	FY2020	FY2021	FY2022	Change from previous fiscal year
CO <sub>2</sub> and other emission reduction rate (1000 t-CO <sub>2</sub> ) <Compared to FY2019>	2030 2050	: 40% decrease : Virtually zero	4,383	4,690	4,199	5,503	1,304 increase (+31.1%) <Compared to FY2019> 1,120 increase (+25.6%)
Energy-derived CO <sub>2</sub> emission reduction rate by Tokyo Metropolitan Government's Specified Global Warming Prevention Business Establishments *1	FY2024	Reduction rate exceeding Tokyo Metropolitan Government ordinance target (Plan 3: 27%)	28.40%	38.40%	37.30%	35.80%	1.5% increase
Proportion of electric power used in business activities derived from renewable energy (RE100)	FY2050	100%	0.10%	0.10%	2.96%	11.3%	+ 8.3%
Energy consumption per base unit (kℓ /m <sup>2</sup> /year)	Every year	Annual 1% reduction	0.041	0.035	0.039	0.039	0.0%

\*1 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.

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

Item	FY2019	FY2020	FY2021	FY2022
Top level offices	6 office complexes (6 buildings)	6 office complexes (6 buildings)	5 office complexes (5 buildings)	6 office complexes (6 buildings)
Semi top level offices	8 office complexes (11 buildings)	5 office complexes (7 buildings)	5 office complexes (7 buildings)	4 office complexes (6 buildings)

### 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

	FY2019	FY2020	FY2021	FY2022
<b>Energy Consumption (MWh)</b>	1,488,256	1,433,237	3,653,327	3,935,352

Notes:

1. For the fiscal year 2019 to 2020, facilities for which disclosure is required under the Act on Rationalizing Energy Use are included. However, some facilities are excluded.
2. For the fiscal year 2021 onward, facilities owned or hired by Mitsui Fudosan and consolidated subsidiaries that own buildings or have 100 or more employees, as well as a company with high CO2 emissions (Mitsui Fudosan TG Smart Energy Co., Ltd.) are included.
3. Energy consumption is calculated by multiplying purchased energy by a calorific value coefficient. The coefficient used is the unit calorific value set in the Act on Rationalizing Energy Use.

### Boundary for Energy Consumption

	FY2019	FY2020	FY2021	FY2022
<b>No. of target facilities (facilities)</b>	210	277	789	791
<b>Total floor area (m<sup>2</sup>)</b>	6,770,958	7,628,160	18,027,066	19,235,824

Notes::

1. For the fiscal year 2019 to 2020, facilities for which disclosure is required under the Act on Rationalizing Energy Use are included. However, some facilities are excluded.
2. For the fiscal year 2021 onward, facilities owned or hired by Mitsui Fudosan and consolidated subsidiaries that own buildings or have 100 or more employees, as well as a company with high CO2 emissions (Mitsui Fudosan TG Smart Energy Co., Ltd.) are included.
3. Energy consumption is calculated by multiplying purchased energy by a calorific value coefficient. The coefficient used is the unit calorific value set in the Act on Rationalizing Energy Use.

## Greenhouse Gas Emissions (Scopes 1, 2 & 3)

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



\* Facilities owned or hired by Mitsui Fudosan and consolidated subsidiaries that own buildings or have 100 or more employees, as well as a company with high CO2 emissions (Mitsui Fudosan TG Smart Energy Co., Ltd.) are included

Scope	FY2019	FY2020	FY2021	FY2022
	1000t-CO <sub>2</sub>	1000t-CO <sub>2</sub>	1000t-CO <sub>2</sub>	1000t-CO <sub>2</sub>
Scope1 Direct emissions	104	115	140	183
Scope2 Indirect emissions	413	363	438	457
Subtotal (Scopes 1 & 2):	518	479	579	640
Scope3-1 Purchased Goods and Services	1,199	1,788	1,209	1,658
Scope3-2 Capital goods	974	515	835	1,608
Scope3-3 Fuel- and energy-related activities(not included in scope 1 or scope 2)	98	92	125	128
Scope3-4 Upstream transportation and distribution	–	–	–	–
Scope3-5 Waste generated in operations	126	170	146	166
Scope3-6 Business travel	3	3	3	3
Scope3-7 Employee commuting	5	5	6	6
Scope3-8 Upstream leased assets	–	–	–	–
Scope3-9 Downstream transportation and distribution	–	–	–	–
Scope3-10 Processing of sold products	–	–	–	–
Scope3-11 Use of sold products	831	1,029	696	695
Scope3-12 End-of-life treatment of sold products	10	16	13	13
Scope3-13 Downstream leased assets	621	594	589	586
Scope3-14 Franchise	–	–	–	–
Scope3-15 Investments	–	–	–	–
Subtotal (Scope 3):	3,865	4,211	3,621	4,863
Total (Scopes 1, 2 & 3):	4,383	4,690	4,199	5,503

\*Scope 1 and Scope 2 are calculated using emission factors in line with the Act on Promotion of Global Warming Countermeasures and other methods, based on the amount of energy used (whether actual figures or estimates) in the relevant fiscal year. Until fiscal year 2021, for the electrical emission factors, a basic emission factors was used, but for fiscal year 2022 onward, calculations have been made more precise, such as through the use of a post-adjustment emission factors. Some figures for fiscal year 2020 and before 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 in the relevant fiscal year and services provided part of real estate for sale that was sold in that 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, which details Ministry of the Environment emission factors 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 emission factors determined by the Ministry of the Environment.

\*Scope3-2 is calculated by multiplying the amount of increase in Property, plant and equipment excluding land and construction in progress by an emission factors determined by the Ministry of the Environment.

\*Scope 3-3 is calculated by multiplying the amount of energy totaled in Scope 1 and Scope 2 by an emission factors 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 emission factors 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 emission factors 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 Mitsui Fudosan and an emission factors determined by the Ministry of the Environment.

\*Scope 3-11 is calculated by multiplying the area, etc., real estate sold in the relevant fiscal year by the annual emissions unit value and the remaining service life.

\*Scope 3-12 is calculated by multiplying the area of real estate sold in the relevant fiscal year by an emission factors determined by the Ministry of the Environment.

\*Scope 3-13 is calculated using emission factors 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 3-6 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 Mitsui Fudosan and an emissions coefficient determined by the Ministry of the Environment.

\*Scope 3-11 is calculated by multiplying the area, etc., real estate sold in the relevant fiscal year by the annual emissions unit value and the remaining service life.

\*Scope 3-12 is calculated by multiplying the area of 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.

**Trends in Three-year Averages for Greenhouse Gas Emissions Ratio**

Item	Standard for comparison	Results	
		FY2019-2021	FY2020-2022
Three-year average	FY2018-2020	6% decrease	2% increase

**External Certifications**

	FY2021	FY2022
DBJ GREEN BUILDING Certification	4	38
CASBEE	8	20
LEED	14	15
BREEAM	3	3
Green Building	2	2

## Water Usage

### Trends in Water Usage

Water intake

(thousand m<sup>3</sup>)

	FY2019	FY2020 *1,2	FY2021	FY2022
Clean water	5,619	4,070	9,483	11,433
Industrial water	107	85	236	243
Purchased reclaimed water	–	63	251	288
Well water	–	922	1,292	1,594
Hot spring water	–	78	204	229
Pond water	–	57	37	75
Rainwater	–	74	250	252
Spring water	–	17	96	96
Total water intake	5,726	5,365	11,849	14,210
Water intake per base unit (m <sup>3</sup> /m <sup>2</sup> )	0.851	0.708	0.671	0.855

Water recycling rate

	FY2019	FY2020	FY2021	FY2022
Water recycling rate (%) *3	15.1	9.2	9.5	7.5

Wastewater

(thousand m<sup>3</sup>)

	FY2019	FY2020	FY2021	FY2022
Sewage water *4	5,539	4,441	10,181	12,205
Seawater	–	270	264	341

\*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 2019, percentages show the proportion of grey water in total water intake (1,016 thousand m<sup>3</sup>). From the fiscal year 2020, the percentage shows the proportion of water (FY2020: 495 thousand m<sup>3</sup>; FY 2021: 1,121 thousand m<sup>3</sup>; FY2022: 1,059 m<sup>3</sup>) 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.

### Boundary for Water Usage

	FY2019	FY2020	FY2021	FY2022
No. of target facilities (facilities)	146	187	477	497
Total floor area (m <sup>2</sup> )	6,723,556	7,574,935	17,667,267	16,617,847

Notes:

- For the fiscal year 2019 to 2020, facilities for which disclosure is required under the Act on Rationalizing Energy Use are included. However, some facilities are excluded.
- For the fiscal year 2021 onward, facilities owned or hired by Mitsui Fudosan and consolidated subsidiaries that own buildings or have 100 or more employees, as well as a company with high CO<sub>2</sub> emissions (Mitsui Fudosan TG Smart Energy Co., Ltd.) are included.



## Environmental Pollution and Resources

### Recycled Food Waste (FY2022)

Category		Office buildings (69)	Retail facilities (28)
Food waste	Waste volume	2,943.8 tons/year	4,861.40 tons/year
	Recycled volume	1,419.9 tons/year	4,768.52 tons/year
	Recycling ratio	48.23%	98.29%
Recycling applications		Feedstock, power generation	Fertilizer, feedstock, gasification, incineration power generation, carbonization

### Tile Carpeting Recycling

(Unit : m<sup>2</sup>)

Item	FY2019	FY2020	FY2021	FY2022
Volume of used tile carpeting collected	93,759	119,466	172,153	115,955
Volume of environmentally friendly tile carpeting supplied	224,614	106,501	124,838	87,799
Cumulative volume supplied since fiscal 2002	Approx. 1,350,000	Approx. 1,460,000	Approx. 1,580,000	Approx. 1,670,000

### Wastepaper Recycling

		FY2019		FY2020		FY2021		FY2022	
Volume of wastepaper collected	Office buildings in Tokyo	85	Approx. 6,833 tons	93	Approx. 4,773 tons	83	Approx. 2,396 tons	82	Approx. 4,947 tons
	LaLaport TOKYO-BAY		Approx. 3,179 tons		Approx. 37 tons		Approx. 28 tons		Approx. 25.84 tons
Recycled paper purchased (Group' s purchase volume) Recycled office paper*1			Approx. 172 tons		Approx. 112 tons		Approx. 111 tons		Approx. 112 tons
Recycled paper order ratio (in the Company' s offices)*2			93.0%		86.7%		93.8%		94.9%

\*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, FY202

### Used Fluorescent Bulb and Battery Recycling

		FY2019	FY2020	FY2021	FY2022
Number of buildings covered for collections	Fluorescent bulbs	51	94	93	84
	Batteries	40	81	75	76
Collection volume (t)	Fluorescent bulbs	31	22	18	12.5
	Batteries	11.6	8	9	9.6

### Hazardous Waste (Specially Controlled Waste) Emissions

	FY2019	FY2020	FY2021	FY2022
Hazardous Waste (Specially Controlled Waste) Emissions	0	0	0	0

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

	FY2019	FY2020	FY2021	FY2022
General waste (t)	36,546	30,217	95,433	105,987
Per base unit (t/m <sup>2</sup> )	0.0055	0.0044	0.0055	0.0059
Industrial waste (t)	10,642	7,863	16,942	21,382
Per base unit (t/m <sup>2</sup> )	0.0016	0.0010	0.0011	0.0016
Total (t)	47,188	38,080	112,375	127,369

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

### Boundary for Waste Emissions

	FY2019	FY2020	FY2021		FY2022	
			General waste	Industrial waste	General waste	Industrial waste
No. of target facilities (facilities)	132	166	380	334	399	347
Total floor area (m <sup>2</sup> )	6,665,965	7,576,226	17,205,772	15,441,872	18,008,087	13,478,173

Notes:

1. For the fiscal year 2019 to 2020, facilities for which disclosure is required under the Act on Rationalizing Energy Use are included. However, some facilities are excluded.
2. For the fiscal year 2021 onward, facilities owned or hired by Mitsui Fudosan and consolidated subsidiaries that own buildings or have 100 or more employees, as well as a company with high CO<sub>2</sub> emissions (Mitsui Fudosan TG Smart Energy Co., Ltd.) are included.
3. Waste emissions include estimates. For the fiscal year 2022, data calculations and calculation methods have been made more precise.

### Waste Recycling Ratio (Headquarters)

Period	Numerical target	FY2019	FY2020	FY2021	FY2022
FY2030	90%	80.30%	75.30%	72.40%	69.40%

### Annual Cost for Fines and Penalties Relating to the Environmental Pollution

	FY2019	FY2020	FY2021	FY2022
Annual Cost for Fines and Penalties Relating to the Environmental Pollution	0	0	0	0

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

	FY2019	FY2020	FY2021	FY2022
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

Number of sites covered by recognized environmental management systems such as ISO 14001

	FY2019	FY2020	FY2021	FY2022
Number of Offices	0	0	0	0

# Society-related Data

## Health and Safety

- Health Checkup and Screening Rate
- No. of Employees Attending Seminars on Health and Safety Standards
- Lost Time Incidents
- Number of Work-related Employee Fatalities
- Number of office buildings with OHSAS 18001 or ISO 45001 certification

## Labor Standards and Practices

- Group Employment Situation (Number of Employees by Business Segment)
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- Employee Composition by Age (As of April 1 of each fiscal year)
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- Average Annual Salary Paid by the Company (As of April 1 of each fiscal year)
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## Diversity & Inclusion

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- Return Rate of Employees Taking Childcare Leave
- Employees Taking Family Care Leave
- Return Rate of Employees Taking Family Care Leave
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## Human Resources Management

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

## Human Rights

- Number of Cases of Humans Rights Risk Handled by the Risk Management Special Committee

## Community

- Record of Social Contribution Activities

## Health and Safety

### Health Checkup and Screening Rate

	FY2019	FY2020	FY2021	FY2022
<b>Health Checkup and Screening Rate</b>	99.8%	99.5%	100%	100%

Notes

1. Unconsolidated
2. 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

	FY2019	FY2020	FY2021	FY2022
<b>No. of New employees</b>	63	63	62	59
<b>No. of Newly appointed executive managers</b>	22	27	30	33

Note: Unconsolidated

### Lost Time Incidents

	FY2019	FY2020	FY2021	FY2022
<b>Absentee rate *1</b>	0.42%	0.39%	0.26%	0.41%
<b>Injury occurrence rate (frequency rate) *2</b>	0%	0%	0%	0%
<b>Rate of lost time incident (severity rate) *3</b>	0%	0%	0%	0%

Notes: Unconsolidated

\*1 Absentee rate = Total absent days / (Number of employees x Annual working days)

\*2 Injury occurrence rate (frequency rate) = Work-related fatalities and injuries / Total actual working hours x 1,000,000

\*3 Rate of lost time incident (severity rate) = Total working days lost / Total actual working hours x 1,000

### Number of Work-related Employee Fatalities

	FY2019	FY2020	FY2021	FY2022
<b>Regular employees</b>	0	0	0	0
<b>Contract employees</b>	0	0	0	0

Note: Unconsolidated

### Number of office buildings with OHSAS 18001 or ISO 45001 certification

	FY2019	FY2020	FY2021	FY2022
<b>Number of office buildings with OHSAS 18001 or ISO 45001 certification</b>	0	0	0	0

Note: Unconsolidated

## ■ Labor Standards and Practices

### Group Employment Situation (Number of Employees by Business Segment)

Business segment	FY2019		FY2020		FY2021		FY2022	
	Number of employees	Percentage	Number of employees	Percentage	Number of employees	Percentage	Number of employees	Percentage
Rental	1,188	5.7%	1,418	5.9%	1,556	6.4%	1,624	6.6%
Built-for-sale	1,296	6.2%	1,344	5.6%	1,394	5.7%	1,419	5.7%
Management	11,328	54.3%	11,689	48.7%	11,920	48.8%	12,007	48.6%
Other	6,654	31.9%	9,108	38.0%	9,033	37.0%	9,128	37.0%
Administration*	398	1.9%	433	1.8%	505	2.1%	528	2.1%
<b>Total</b>	<b>20,864</b>	<b>100.0%</b>	<b>23,992</b>	<b>100.0%</b>	<b>24,408</b>	<b>100.0%</b>	<b>24,706</b>	<b>100.0%</b>

\*Employees belonging to administration departments who cannot be classified under a specific segment

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

		FY2019	FY2020	FY2021	FY2022	FY2023
Male	Regular employees	734	793	838	873	918
	Irregular employee	215	246	253	242	231
	Subtotal	949	1,039	1,091	1,115	1,149
Female	Regular employees	294	342	384	432	475
	Irregular employee	334	347	362	380	390
	Subtotal	628	689	746	812	865
<b>Total</b>		<b>1,577</b>	<b>1,728</b>	<b>1,837</b>	<b>1,927</b>	<b>2,014</b>

Note: Unconsolidated (excluding assigned employees)

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

		FY2019	FY2020	FY2021	FY2022	FY2023
10s	Male	0	1	2	3	1
	Female	0	0	2	2	3
20s	Male	147	159	229	214	230
	Female	156	169	202	227	242
30s	Male	233	258	289	330	341
	Female	272	280	299	324	331
40s	Male	220	201	200	190	204
	Female	136	146	142	147	167
50s	Male	272	292	287	291	280
	Female	61	68	89	95	101
60s	Male	77	93	84	86	92
	Female	2	11	12	15	20
70s	Male	0	0	0	1	1
	Female	0	0	0	0	0

Note: Unconsolidated (excluding assigned employees)

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

		FY2019		FY2020		FY2021		FY2022		FY2023	
		No. of Employees	%	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%	1,096	82.0%
	Female	120	10.1%	156	12.5%	183	14.3%	216	16.5%	240	18.0%
	Subtotal	1,187	100.0%	1,250	100.0%	1,281	100.0%	1,310	100.0%	1,336	100.0%
Technical positions	Male	36	90.0%	54	91.5%	68	91.9%	82	93.2%	99	93.4%
	Female	4	10.0%	5	8.5%	6	8.1%	6	6.8%	7	6.6%
	Subtotal	40	100.0%	59	100.0%	74	100.0%	88	100.0%	106	100.0%
Operational positions	Male	0	0.0%	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%	240	100.0%
	Subtotal	194	100.0%	203	100.0%	212	100.0%	222	100.0%	240	100.0%

Note: Unconsolidated (including assigned employees)

Average Annual Salary Paid by the Company (As of April 1 of each fiscal year)

	FY2019	FY2020	FY2021	FY2022
Company average salary (Million yen)	1,273	1,274	1,274	1,269

Note: Unconsolidated

Reporting companies and consolidated subsidiaries	Ratio of female workers in management positions (April 2023) (Note 1)	Rate of male employees taking childcare leave (Notes 2 and 3)	Male and female employee pay gap (Note 4)		
			All employees	Of which, permanent, full-time employees	Of which part-time or seasonal employees
Mitsui Fudosan Co., Ltd.	7.7%	122.9%	48.6%	60.1%	49.9%
Accommodation First Co., Ltd.	46.7%	–	70.4%	81.3%	45.8%
Ise-Shima Resort Management Co., Ltd.	16.0%	0.0%	78.6%	65.0%	78.0%
Sunlife Creation Co., Ltd.	62.5%	–	37.9%	88.8%	45.9%
MF Living Support Co., Ltd.	0.0%	–	81.8%	102.3%	115.6%
Daiichi Engei Co., Ltd.	24.5%	100.0%	65.3%	77.1%	64.6%
Tokyo Dome Corporation	11.7%	84.6%	44.7%	55.5%	94.4%
Tokyo Dome Sports Co., Ltd.	45.5%	14.3%	81.0%	93.4%	101.6%
Tokyo Dome Facilities Co., Ltd.	10.0%	100.0%	89.4%	88.7%	79.0%
Tokyo Dome Hotel Corporation	0.0%	0.0%	50.4%	66.1%	69.0%
Tokyo Dome Resort Operations Corp.	0.0%	50.0%	66.0%	67.2%	83.1%
First Facilities Chiba Co., Ltd.	13.3%	–	39.0%	79.8%	55.2%
Mitsui Designtec Co., Ltd.	11.5%	55.0%	62.6%	63.7%	55.6%
Mitsui Fudosan Retail Management Co., Ltd.	17.6%	280.0%	58.6%	72.9%	33.0%
Mitsui Fudosan Building Management Co., Ltd.	4.6%	64.7%	47.9%	67.4%	41.8%
Mitsui Fudosan Facilities Co., Ltd.	2.0%	41.2%	53.9%	70.1%	72.3%
Mitsui Fudosan Facilities West Co., Ltd.	0.0%	50.0%	40.3%	67.5%	66.2%
Mitsui Fudosan Hotel Management Co., Ltd.	17.7%	50.0%	68.8%	76.7%	73.9%
Mitsui Fudosan Realty Co., Ltd.	2.3%	9.0%	52.1%	55.1%	23.2%
Mitsui Fudosan Realty Sapporo Co., Ltd.	0.0%	0.0%	55.1%	55.0%	55.3%
Mitsui Fudosan Realty Chugoku Co., Ltd.	4.0%	33.3%	54.3%	61.2%	8.9%
Mitsui Fudosan Resort Management Co., Ltd.	37.3%	38.5%	74.0%	73.0%	90.0%
Mitsui Fudosan Residential Co., Ltd.	3.6%	110.0%	59.5%	59.2%	65.0%
Mitsui Fudosan Residential Service Co., Ltd.	1.5%	57.9%	75.0%	77.5%	80.8%
Mitsui Fudosan Residential Service Kansai Co., Ltd.	9.3%	100.0%	72.8%	81.5%	100.8%
Mitsui Fudosan Residential Service Chugoku Co., Ltd.	0.0%	–	91.9%	66.3%	98.2%
Mitsui Fudosan Residential Lease Co., Ltd.	3.6%	60.9%	54.4%	56.0%	75.2%
Mitsui Home Co., Ltd.	2.9%	56.1%	44.7%	56.2%	35.7%
Mitsui Home Estate Co., Ltd.	4.8%	33.3%	63.1%	64.1%	73.1%
Mitsui Home Components Co., Ltd.	1.0% (Note 5)	–	60.4%	58.1%	45.5%
Mitsui Home Hokushinetsu Co., Ltd.	3.6%	100.0%	48.1%	62.6%	23.2%
LaLaport Agency Co., Ltd.	16.7%	250.0%	49.3%	74.3%	112.8%

## Notes:

1. Calculated based on the regulations in the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64, 2015).
2. Calculated based on the number of male employees whose partner gave birth in the relevant fiscal year, and the number of male employees who used the leave system to take time off work during that fiscal year at the time of their child's birth, as childcare leave, or other time off for the purpose of spending time with their child.
3. Where there are male employees who take childcare leave, etc. in a different fiscal year from that of their child's birth, this rate may exceed 100%.
4. Pay is determined irrespective of gender, and is the same for the same role or qualifications. We have an equal salary system in place, but a pay gap has arisen due to the difference in personnel in terms of roles and employment types between male and female employees.
5. On April 1, 2023, due to a merger whereby Mitsui Home Co., Ltd. continued and Mitsui Home Components Co., Ltd. was disbanded, these figures are for March 31, 2023.



### Trends in New and Departing of Regular Employees

	FY2019	FY2020	FY2021	FY2022
Number of new employees	51	63	62	59
Number of midcareer hires	35	49	49	59
Number of departing regular employees (Voluntary)	8	8	13	11
Full time staff voluntary turnover rates	0.53%	0.51%	0.81%	0.66%

Note: Unconsolidated (including assigned employees)

### Employee Engagement

	Numerical target	FY2020	FY2021	FY2022
Employee engagement*1	80%	–	–	92%

Note: Unconsolidated

\*1 The proportion who responded to the statement "I am proud to work for this company" with a 4 or 5 out of a five-point scale of agreement

## Diversity & Inclusion

### Quantitative Goals and Achievement Status

		Quantitative goals	FY2019	FY2020	FY2021	FY2022
Mitsui Fudosan (unconsolidated)	Women in management positions ratio *1	10% by FY2025	4.5%	5.7%	6.8%	7.7%
		20% by FY2030				
	Ratio of female hires	40%	–	–	40.5%	44.1%
	Return rate from childcare leave	100%	100%	100%	100%	100%
	Number of paid leave days taken	14 days a year	14.9	13.8	15.0	16.2
Mitsui Fudosan Group *2	Women in management positions ratio *1	–	–	–	5.3%	6.7%
	Ratio of women (regular employees)	–	–	–	36.5%	37.4%

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

\*2 Group companies included in data calculations are: Mitsui Fudosan, Mitsui Fudosan Residential, Mitsui Fudosan Residential Service, Mitsui Fudosan Residential Lease, Mitsui Fudosan Realty, Mitsui Home, Mitsui Designtec, Mitsui Fudosan Facilities, Mitsui Fudosan Building Management, Mitsui Fudosan Retail Management, Mitsui Fudosan Hotel Management, Tokyo Midtown Management, Tokyo Dome, and Sunlife Creation

### Female Participation Model Companies in the Mitsui Fudosan Group

#### Sunlife Creation Co., Ltd.

KPI			Result
Evaluation indicator	Period	Numerical target	FY2022
Women in management positions ratio *1	–	–	62.5%
Ratio of female hires	–	–	91.7%
Return rate from childcare leave	Annual	100%	100%
Paid leave uptake rate	Annual	Uptake of 70%	79.1%

## Mitsui Fudosan Retail Management Co., Ltd.

KPI			Result
Evaluation indicator	Period	Numerical target	FY2022
Women in management positions ratio *1	FY2025 FY2030	: 20% : 25%	17.6%
Ratio of female hires	–	–	46.5%
Return rate from childcare leave	Annual	100%	100%
Paid leave uptake rate	Annual	Uptake of 80%	83.5%

## Mitsui Fudosan Hotel Management Co., Ltd.

KPI			Result
Evaluation indicator	Period	Numerical target	FY2022
Women in management positions ratio *1	2025 年 2030 年	: 15% : 20%	17.7%
Ratio of female hires	–	–	81.6%
Return rate from childcare leave	Annual	100%	92.3%
Paid leave uptake rate	Annual	Uptake of 70%	77.0%

\*1 Figures for April 1, 2023

### Number of Employees Taking Childcare Leave, Etc.

(Unit: People)

	FY2019	FY2020	FY2021	FY2022
Men	25 (61.0%)	28 (70.0%)	38 (79.2%)	59 (122.9%)
Women	10 (100.0%)	13 (100.0%)	20 (95.2%)	22 (100.0%)

Note: Unconsolidated. Calculated based on the number of male employees whose partner gave birth in the relevant fiscal year, and the number of male employees who used the leave system to take time off work during that fiscal year at the time of their child's birth, as childcare leave, or other time off for the purpose of spending time with their child. Where there are male employees who take childcare leave, etc. in a different fiscal year from that of their child's birth, this rate may exceed 100%.

### Return Rate of Employees Taking Childcare Leave

	Goal	FY2019	FY2020	FY2021	FY2022
Regular employees	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Unconsolidated. 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	FY2022
Men	0	0	0	0
Women	0	0	0	1

Note: Unconsolidated

### Return Rate of Employees Taking Family Care Leave

	FY2019	FY2020	FY2021	FY2022
Return rate	0	0	0	0

Note: Unconsolidated. For regular and contract employees (those registered for the full year)

### Percentage of Employees with Disabilities

	Quantitative goals	FY2019	FY2020	FY2021	FY2022	FY2023
Mitsui Fudosan (unconsolidated) *1	2.30% or more	2.04%	2.07%	2.14%	2.52%	2.74%
Group *2	2.30%	–	–	2.42%	2.76%	–

\*1 The legal employment rate rose from 2.2% to 2.3% in March 2021. Figures for each fiscal year are those for June 1 of the relevant fiscal year

\*2 Group companies included in data calculations are: Mitsui Fudosan, Mitsui Fudosan Residential, Mitsui Fudosan Residential Service, Mitsui Fudosan Residential Lease, Mitsui Fudosan Realty, Mitsui Home, Mitsui Designtec, Mitsui Fudosan Facilities, Mitsui Fudosan Building Management, Mitsui Fudosan Retail Management, Mitsui Fudosan Hotel Management, Tokyo Midtown Management, Tokyo Dome, and Sunlife Creation

## Human Resources Management

### Time Spent Developing Employee Abilities

	Numerical target	FY2019	FY2020	FY2021	FY2022
Total time for capability development training (hours)	–	29,772	31,425	36,378	49,900
Training time per employee (hours)*1	Previous year results	20.0	19.8	21.8	28.2
Training expenses per employee (thousand yen)*2	Previous year results	–	–	–	131.0

Note: Unconsolidated

\*1 Calculated by dividing the total number of training hours by the total number of permanent employees

\*2 Calculated by dividing the total amount of training expenses by the total number of permanent employees

### Environmental Education Activities

Type of Training		Number of Participants			
		FY2019	FY2020	FY2021	FY2022
Mitsui Fudosan Co., Ltd.	SDGs training (e-learning online)	18	1,601	1,386	1,404
	Sustainability foundational course training	–	447	–	–
	Afforestation training for forests in Hokkaido (FY2020 online)	20	115	–	28
Mitsui Fudosan Facilities Co., Ltd.	Environmental training in new employee training	186	20	84	184
	Environmental training through e-learning	1,535	1,529	1,529	1,718
	Eco Tours (Tour of waste treatment facility)	26	–	–	–
	Environmental training through video streaming (4 times a year)	–	–	–	Approx. 500
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	2,822
Mitsui Home Co., Ltd.	SDGs e-learning	–	–	–	4,910
	Sustainability training	–	–	–	2,382
	Training on promoting domestically produced materials	–	–	–	1,966

### Cumulative Total of Employees Who Have Taken and Passed the Eco Test

Company name	Positioning of Eco Test	Total number of employees who have passed the test	Pass ratio
Mitsui Fudosan Co., Ltd.	Qualifications for recommendation	398	17.9% of all employees
Mitsui Fudosan Facilities Co., Ltd.	Required	1,582	89.9% of full-time and fixed-term employees, excluding junior employees
Mitsui Fudosan Building Management Co., Ltd.	Qualifications for recommendation	251	13.3% of all employees
Mitsui Fudosan Engineering Co., Ltd.	Qualifications for recommendation	31	Approx. 27% of all employees, excluding dispatched employees
Mitsui Fudosan Residential Lease Co., Ltd.	Qualifications for recommendation	94	11.3% of all employees
Tokyo Midtown Management Co., Ltd.	Required	80	70.2% of all employees
Mitsui Fudosan Residential Service Co., Ltd.	Qualifications for recommendation	52	1.7% of all employees
Mitsui Home Co., Ltd.	Qualifications for recommendation	28	1.2% of all employees

## Human Rights

### Number of Cases of Humans Rights Risk Handled by the Risk Management Special Committee

	FY2019	FY2020	FY2021	FY2022
Number of cases of human rights risk	0	0	0	0

## Community

### Record of Social Contribution Activities

	FY2019	FY2020	FY2021	FY2022
Expenditures on social contribution activities (million yen)	6,735	5,544	8,719	3,566
Percentage of ordinary income (%)	2.61	3.28	3.88	1.34

# 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

	FY2019	FY2020	FY2021	FY2022
Number of Compliance Violations	29	32	64	48

### Tax Payments by Country/Region

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

Amount (million yen)

Country/region	FY2021
Japan	94,393
UK	2,150
US	1,587
Taiwan	285
Singapore	241
Luxembourg	227
China	47
Malaysia	41
Hong Kong	14
Thailand	4
Canada	-95
Total	98,894

Note: The above amount is based on the Country-by-Country Report submitted to the Japanese tax authorities and is not directly related to our consolidated financial statements.

## Corruption Prevention

### Corruption-related Fines, Surcharges, and Arbitrations

(Unit: Yen)

	FY2019	FY2020	FY2021	FY2022
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, 2023)
Directors	12
Independent outside directors	4
Female directors	2
Auditors	5
Independent outside auditors	3
Female auditors	2

## Reason for Selection as Outside Directors and Corporate Auditors

Name	Reason for Appointment	FY2022 Attendance at Board of Directors Meetings and Board of Corporate Auditors Meetings
<b>Managing Director</b> <b>Tsunehiro Nakayama</b>	<p>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 amassed 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.</p>	12/12
<b>Managing Director</b> <b>Shinichiro Ito</b>	<p>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 recommendations and findings regarding branding, global business expansion, and other matters from an objective and specialist viewpoint. 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.</p>	12/12
<b>Managing Director</b> <b>Eriko Kawai</b>	<p>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 recommendations and findings regarding the promotion of women's activities, ESGs, sustainability, and other matters from an objective and professional viewpoint. 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 corporate auditors 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.</p>	12/12
<b>Managing Director</b> <b>Mami Indo</b>	<p>Mami Indo has amassed experience as an analyst and consultant at a securities company and a think tank , and has also gained a wealth of experience and broad insight working in roles such as a commissioner at the Securities and Exchange Surveillance Commission and similar. She is expected to provide varied opinions on the Company's management to reinforce the supervision functions of the Board of Directors and ensuring transparency and because there is no possibility of conflicts of interest with general shareholders, she has been appointed an outside director and independent officer. In addition, as a member of the Nomination Advisory Committee and Compensation Advisory Committee, she will participate 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.</p>	-
<b>Corporate Auditor</b> <b>Yukimi Ozeki</b>	<p>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 concerning the Companies Act and wealth of experience at universities. 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.</p>	Board of Director Meetings: 12/12 meetings Board of Corporate Auditors Meetings: 12/12 meetings
<b>Corporate Auditor</b> <b>Minoru Nakazato</b>	<p>Minoru Nakazato has amassed specialist knowledge about tax affairs, legal affairs, and economics as well as a wealth of experience at universities. He is expected to use this to appropriately supervise the Board of Directors' execution of its duties, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed an outside auditor and independent officer.</p>	-
<b>Corporate Auditor</b> <b>Mayo Mita</b>	<p>Mayo Mita has amassed a wealth of experience in the corporate field as a securities analyst as well as a great deal of knowledge about objectively monitoring and analyzing companies. He is expected to use this to appropriately supervise the Board of Directors' execution of its duties, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed an outside auditor and independent officer.</p>	-

**Compensation by Title, Amount of Compensation by Type and Number of Applicable Executives (FY2022)**

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	1,432	626	559	246	9
Internal corporate auditors	106	106	0	0	2
Outside directors and corporate auditors	131	131	0	0	7

**Compensation of Executives Exceeding ¥100 Million (FY2022)**

Title	Total Compensation (Millions of Yen)	Amount of Compensation by Type (Millions of Yen)			Number of Applicable Executives
		Basic Compensation	Bonus	Restricted stock compensation	
Hikomichi Iwasa	Chairman of the Board and Chief Executive Officer (Representative)	120	116	43	281
Masanobu Komoda	President and Chief Executive Officer (Representative)	120	140	62	323
Kiyotaka Fujibayashi	Managing Director	79	60	27	166
Yasuo Onozawa	Managing Director	74	60	27	162
Takashi Yamamoto	Managing Director	52	45	21	129
	Managing Director of Mitsui Fudosan Residential Co., Ltd.	10	0	0	
Takashi Ueda	Managing Director	60	45	21	127
Takayuki Miki	Managing Director	47	45	17	109
Wataru Hamamoto	Managing Director	63	45	21	129

\*Titles correct as of the end of FY2022