

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

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

①~⑩ : KPIs for Mitsui Fudosan (unconsolidated)

⑪~⑱ : KPIs for the entire Mitsui Fudosan Group

Targets shaded green are those that have been met in FY2022

Unconsolidated KPIs			Progress				Main results in FY2022
Evaluation indicator	Period	Numerical target	FY2020	FY2021	FY2022	Change from FY2021	
① Employee engagement (D&I)*1	Annual	80% or more	–	–	92%	–	Added as a KPI for FY2023 onward
② Training time per employee (D&I)*2	Annual	Same level as previous year's results	–	–	28.2 hours	–	Added as a KPI for FY2023 onward
③ Training expenses per employee (D&I)*3	Annual	Same level as previous year's results	–	–	131,000 yen	–	Added as a KPI for FY2023 onward
④ Women in management positions ratio (D&I)*4	By 2025 By 2030	: 10% : 20%	5.7%	6.8%	7.7%	+0.9%	Active recruitment of mid-career personnel and internal promotion to management positions contributed to improvements · Selected for the second year in a row as a Nadeshiko Brand by the Ministry of Economy, Trade and Industry as a company that ably promotes active roles for women
⑤ Ratio of female hires (D&I)	Annual	40%	–	40.5%	44.1%	+3.6%	Added as a KPI for FY2021 onward
⑥ Return rate from childcare leave (D&I)	Annual	100%	100%	100%	100%	0.0%	100% for 23 consecutive years
⑦ Percentage of male employees taking childcare leave, etc. (D&I)*5	Annual	100%	–	–	122.9%	–	Added as a KPI for FY2022 onward
⑧ Number of paid leave days taken (D&I)	Annual	14days annually	13.8days	15.0days	16.2days	+1.2 day	Increased due to the setting and publicizing of recommended leave days, and recommendation communication to relevant individuals or their immediate superiors 2023 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)
⑨ Employment rate of people with disabilities (legal employment rate *6) (D&I)	Annual	2.3% or more	2.07%	2.14%	2.52%	+0.38%	Active recruitment of people with disabilities contributed to improvements
⑩ Health checkup and screening rate	Annual	100%	99.5%	100%	100%	0.0%	

Group KPIs			Progress					Change from FY2021	Main results in FY2022
Evaluation indicator	Period	Numerical target	FY2019	FY2020	FY2021	FY2022			
⑪	CO ₂ and other emission reduction rate (1,000 t-CO ₂)	By FY2030 By FY2050	: 40% decrease compared to FY2019 : Virtually zero	4,383	4,690	4,199	5,503	+1,304 (+31.1%)	Compared to FY2019: 1,120 increase (+25.6%) Increased due to an increase in completed/sold properties, etc.
⑫	Energy-derived CO ₂ emission reduction rate by Tokyo Metropolitan Government's Specified Global Warming Prevention Business Establishments*7	By FY2024	Rate exceeding that mandated under the ordinance (Plan 3: 27% reduction)	28.4% decrease	38.4% decrease	37.3% decrease	35.8% decrease	+1.5%	Achieved
⑬	Proportion of electric power used in business activities derived from renewable energy (RE100)	By FY2050	100%	0.1%	0.1%	3.0%	11.3%	+8.3%	Improved through active use of renewable energy
⑭	Energy consumption per base unit (kℓ /m ² per year)	Annual	1% reduction annually	0.041	0.035	0.039	0.039	0.0%	Due to increased activity by people as the effects of the pandemic lessen
⑮	Clean/industrial water use per base unit (m ³ /m ² per year)	Annual	Less than the previous fiscal year	0.851	0.708	0.671	0.855	+27.4%	Due to increased activity by people as the effects of the pandemic lessen and the increase in the number of buildings that the indicators cover *For FY2019 and FY2020, which buildings are covered by these indicators is based on the Act on the Rational Use of Energy; for FY2021 onward, the number of buildings covered has increased to include those covered by Science-Based Targets (SBTs)
⑯	General waste emissions per base unit (t/m ² per year)	Annual		0.0055	0.0044	0.0055	0.0059	+7.3%	
⑰	Industrial waste emissions per base unit (t/m ² per year)	Annual		0.0016	0.0010	0.0011	0.0016	+45.5%	
⑱	Waste recycling ratio (at Mitsui Fudosan Co., Ltd. headquarters)	By FY2030	90%	80.3%	75.3%	72.4%	69.1%	3.3% decrease	Paper waste (which can be recycled) is decreasing as we move to paperless operations; the amount of waste that cannot be recycled, meanwhile, has plateaued. Moreover, the total amount of waste is decreasing.

• Selected for the CDP Climate A List, the highest ranking, for the second year in a row, and as a Supplier Engagement Leader



*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

*2 Calculated by dividing the total number of training hours in FY2022 by the total number of permanent employees

*3 Calculated by dividing the total amount of training expenses in FY2022 by the total number of permanent employees

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

*5 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%.

*6 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

*7 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