

Society

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
- 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)
- Employee Composition (As of April 1 of each fiscal year)
- Employee Composition by Age (As of April 1 of each fiscal year)
- Trends in Number and Percentage of Male and Female Regular Employees (As of April 1 of each fiscal year)
- Average Annual Salary Paid by the Company (As of April 1 of each fiscal year)
- FY2022 Mitsui Fudosan Group Diversity Indicators
- Trends in New and Departing of Regular Employees
- Employee Engagement

Diversity & Inclusion

- Quantitative Goals and achievement status
- Female Participation Model Companies in the Mitsui Fudosan Group
- Number of Employees Taking Childcare Leave, Etc.
- Return Rate of Employees Taking Childcare Leave
- Employees Taking Family Care Leave
- Return Rate of Employees Taking Family Care Leave
- Percentage of Employees with Disabilities

Human Resources Management

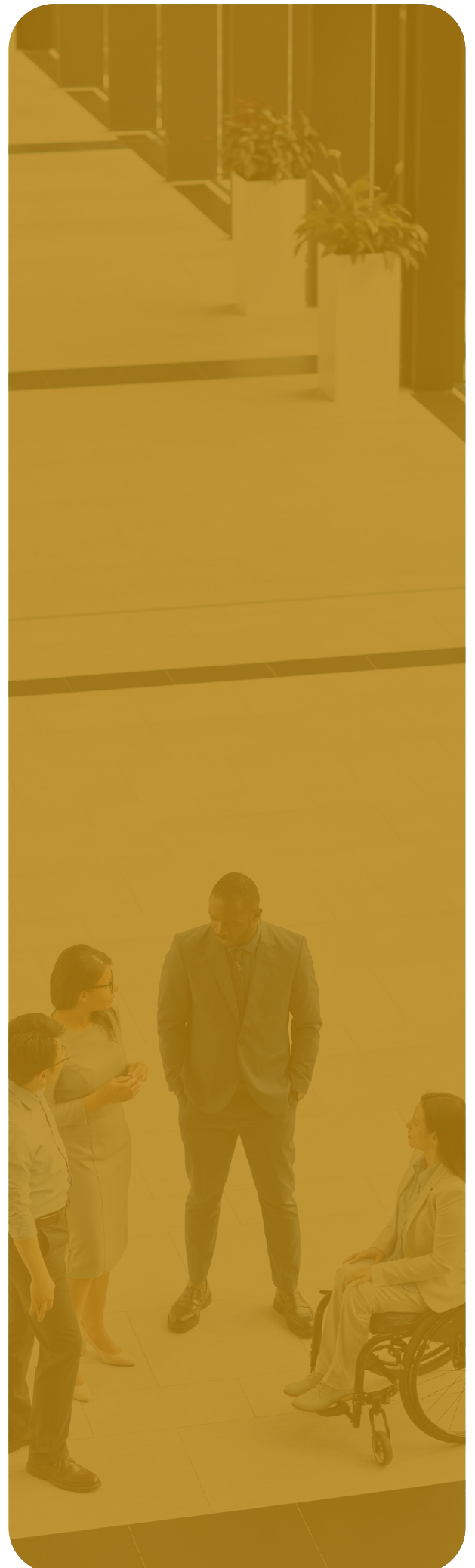
- Time Spent Developing Employee Abilities
- Environmental Education Activities
- Cumulative Total of Employees Who Have Taken and Passed the Eco Test

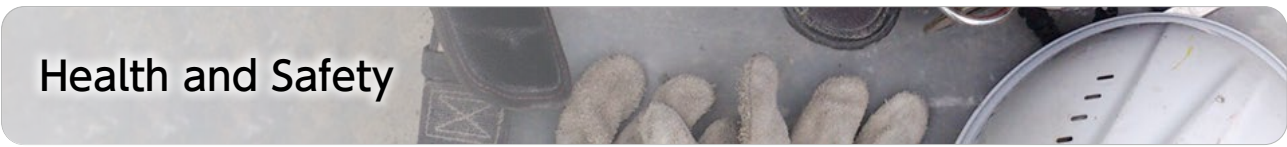
Human Rights

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

Community

- Record of Social Contribution Activities





Health and Safety

Policy

The Company regards the health and safety of its employees as an important management issue that is essential for diverse members of the workforce to realize their full potential, to continue to improve the Company's competitiveness and to achieve sustained growth. We are working actively to maintain and promote employee health while striving to establish a workplace environment where employees can work energetically in accordance with their respective lifestyles.

To assist us as we strive to consider the safety and health of stakeholders and everyone else connected to our business, we have been striving to improve working environments and health and safety awareness.

Health and Productivity Management Declaration

1. Our progressive spirit and attitude of flexibly tackling tough challenges forms the basis for our approach of supporting individual employees' efforts to create new value from the sidelines via health and productivity management, and we will tie that in to the Company's sustainable growth.
2. We will actively invest in our employees' physical and mental well-being, and promote the creation of workplaces where diverse personnel are excited to work.
3. Through urban development, we will work to maintain and promote health in the region and in wider society. Equally, we will use health and productivity to resolve the issues that society is facing, to contribute to a healthier, richer future.

Procurement Standards to Ensure the Health and Safety of Employees and Outside Suppliers

(excerpt from the Group's Sustainable Procurement Standards)

3. Respect for Human Rights Related to Labor

Companies shall respect the human rights of workers, in line with international human rights standards, including the core labor standards established by the International Labour Organization (ILO), while also complying with relevant laws and regulations.

3.1 Freedom of association and right to collective bargaining

In compliance with local laws and regulations, companies shall respect the rights of employees to organize and bargain collectively as a means of participating in labor-management negotiations on working environment and wage conditions.

3.2 Prohibition of forced labor

Companies shall not use forced labor obtained through coercion, bondage, inhumane prison labor, slavery, human trafficking, or other such means. In addition, companies shall not force employees to work against their will and shall protect the right of employees to leave or terminate their employment of their own accord.

3.3 Prohibition of child labor and consideration for young workers

Companies shall not allow children under the minimum working age to work. In addition, companies shall not allow young workers under the age of 18 to engage in hazardous work that may jeopardize their health and safety, such as night shifts and overtime work.

3.4 Prohibition of discrimination in employment

Companies shall not engage in any form of unfair discrimination, including unfair discriminatory treatments based on grounds such as race, nationality, ethnicity, skin color, age, gender, sexual orientation, gender identity, religion, beliefs, disability, marital status, pregnancy, political affiliation, or union membership, in any employment practice, including wages, promotion, compensation, and retirement.

3.5 Prohibition of abuse and harassment

Companies shall respect the human rights of workers and shall not subject workers to inhumane treatment, including psychological or physical abuse, coercion, harassment, or any other potentially inhumane acts.

3.6 Adequate wages and allowances

Companies shall comply with all applicable laws and regulations regarding compensation paid to employees (including minimum wages, overtime pay, and legally mandated allowances and deductions) and social security. Furthermore, companies shall strive to pay wages at a level that allows workers to support their basic needs (a living wage).

3.7 Appropriate working hours, holidays, and leave

Companies shall not allow workers to work in excess of the maximum working hours set by local laws and regulations, shall appropriately manage working hours and days off in consideration of internationally recognized standards, and shall grant annual paid leave in compliance with local laws and regulations.

4. Safe and Healthy Working Environment

In addition to complying with the relevant laws and regulations, companies shall also pay due attention to domestic and international guidelines on worker safety and health, and make efforts to provide a safe and healthy working environment that minimizes work-related injuries and physical and mental illness.

4.1 Management of employee health

Companies shall provide appropriate health management for all employees.

4.2 Occupational health and safety

Companies shall identify and assess risks to occupational safety and ensure safety through appropriate design, engineering and administrative controls.

Companies shall also identify and assess the risk of worker exposure to biological, chemical, and physical hazards in the workplace, and implement appropriate management.

4.3 Consideration for physically demanding work

Companies shall identify and evaluate physically demanding work and implement appropriate management to prevent occupational accidents and illnesses.

4.4 Safety measures for machinery and equipment

Companies shall evaluate the machinery and equipment used by workers in their work for safety risks and implement appropriate safeguarding measures.

4.5 Healthy, safe facilities

Companies shall ensure that the facilities provided for workers' lives (dormitories, cafeterias, toilets, rest areas, etc.) support adequate health and safety.

In addition, dormitories shall have appropriate emergency exits for emergencies.

4.6 Response in the event of occupational accidents or diseases

Companies shall record and report occupational accidents and diseases, and take appropriate measures and corrective actions.

4.7 Promotion of communication

Companies shall provide education and training on the appropriate health and safety information for the various occupational hazards that workers may be exposed to on the job, in the workers' native language or in a language and manners that workers can understand.

In addition, companies shall operate a system for workers to provide feedback on safety-related issues.

For details on the Group's Sustainable Procurement Standards, see Policy under Supply Chain Management.

⇒ [To the "Supply Chain Management" page](#)

https://www.mitsufudosan.co.jp/esg_csr/society/04.html

Management System

The Company is making progress with efforts relating to employee health and safety, which are overseen by the Director in Charge of Personnel.

We regularly report to management regarding employee health issues or matters such as working hours, create proposals for how to make improvements and, through discussions with health insurance associations, we check and analyze employees' health issues and periodically hold consultations concerning improvement measures.

We have established a specialized organization responsible for maintaining and promoting employee health: the Health Management Center. We are also working to achieve goals such as improving the rate at which employees undergo periodic health or stress checkups. Our other efforts include annual interviews between Personnel Department staff and all employees, and the setting up of a Health Consultation Service where employees can discuss health issues freely. In partnership with the Personnel Department, industrial physicians, public health nurses, and licensed psychologists, we are striving to improve the working environment and the physical and mental health of employees.

In meetings with our labor unions, we exchange and coordinate views based on a shared understanding that employee health and safety are important issues.

Board of Director Oversight

The Company has set health checkup, screening rate, and other goals to help maintain employee health, and we are steadily expanding efforts to improve results.

Goals and Progress

The Company has set health checkup, screening rate, and other goals to help maintain employee health, and we are steadily expanding efforts to improve results.

Major Initiatives

Based on our Procurement Standards to Ensure the Health and Safety of Employees and Outside Suppliers (the Group's Sustainable Procurement Standards), we are always working to improve working environments to ensure that both our employees and outside suppliers can work in safe environments conducive to good health.

Specifically, Group employees regularly patrol the frontlines of new-build projects across the country to perform due diligence on and monitor health and safety. By anticipating any dangers and offering appropriate guidance and corrective action, we are helping to prevent workplace accidents and make safe workplaces a reality.

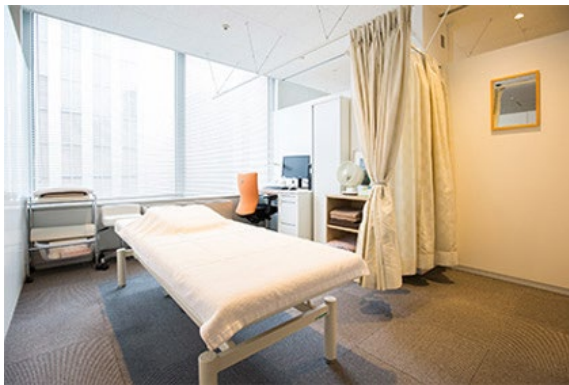
Any important issues picked up through these patrols are shared with Group employees and outside suppliers at in-house Safety Conference. Further, any work-related accidents involving our employees or outside suppliers are recorded as quantitative indicators. In the event of a work-related accident or a highly dangerous incident, we thoroughly investigate the cause, communicate the relevant information and offer guidance to prevent recurrence, and strive to ensure even higher levels of safety.

Stress Check

Through stress check tests by MS&AD InterRisk Research & Consulting, Inc., an outside specialist organization, the Company periodically monitors the mental health of employees, linking these results with efforts to realize improvements. In addition to carrying out yearly health checkups, we also offer thorough health screening for all employees over 35 and their spouses, gynecological exams for female employees and the spouses of male employees, and leave to undergo thorough health screening.

We are also working to ascertain employees' working situation, and physical and mental health status, through annual personal interviews between Personnel Department staff and all employees, as well as through stress checks, interviews with an industrial physician for overworked employees, and other programs.

To help employees recover from fatigue and maintain physical/psychological balance, we have established Refre, a facility where a massage specialist is always on duty and they can refresh themselves with a massage or a nap.



Refreshment Room



Refre reception desk

Health and Productivity Stock/Excellent Enterprise of Health and Productivity Management

In recognition of our efforts to maintain and promote the health of our employees, we were selected for inclusion as a 2023 Health and Productivity Stock—under a program run jointly by METI and the TSE—as a company with outstanding health and productivity management. The program selects enterprises deemed exceptional in terms of health and productivity management from among the listed companies on the TSE, with one enterprise generally selected per industry.

We were also chosen for inclusion in the 2023 Certified Health & Productivity Management Outstanding Organizations Recognition Program (as a White 500 enterprise in the large enterprise category), which is jointly organized by METI and Nippon Kenko Kaigi, for the seventh year in a row.



Seminars on Health and Safety Standards

The Company provides training every year on health and safety for new employees and newly appointed executive managers.

For details on the number of attending employees, see Social-related Data on the ESG Data page.

⇒ https://www.mitsuifudosan.co.jp/esg_csr/esg_data/society/

Response to Infectious Diseases and Other Global Health Issues

The COVID-19 pandemic has had a major effect on the lives of people around the world. There are also other infectious diseases that are currently global health problems, among them HIV/AIDS, tuberculosis, and malaria. Considering issues such as these, for workers who will be posted overseas, we provide guidance on inoculation and help them come back to Japan to have comprehensive medical check-ups. To ensure that living environments are sufficiently sanitary, we are offering workers and their families a great deal of support.



Labor Standards and Practices

Policy

In addition to respecting the fundamental human rights of its workers, the Group complies with the laws and regulations concerning workers' human rights in each country and region where it conducts business.

1. Policy Prohibiting Discrimination

We will eliminate all discrimination on the grounds of race, nationality, religion, gender, age, disability, or sexual orientation.

2. Policy Prohibiting Harassment

We will not tolerate any form of harassment, including sexual harassment or abuse of power.

3. Policy to Prevent Child Labor or Forced Labor

We will not permit child labor or forced labor. In our group business, child labor or forced labor has not occurred. To ensure that child labor and forced labor will not occur in the future, we ensure that each business location complies thoroughly with the laws and regulations of its host country and conduct regular monitoring. In case that such a violation is suspected, we have also established an internal consultation service that employees can report to.

4. Policy to Support Freedom of Association and the Right to Collective Bargaining

We respect freedom of association and the right to collective bargaining.

5. Policy Supporting Rights to a Minimum Wage and Living Expenses

The Group conducts labor management while abiding by the labor laws and regulations of each country. In terms of wages, we have adopted a basic policy of not only following rules on minimum wages in each country, but also paying wages that exceed those requirements.

6. Principles and Procedures for Community Investment

The Group carries out business activities that do not infringe on human rights, either inside or outside Japan, by ensuring respect for the human rights of all stakeholders, including local residents and children. Through neighborhood creation, we are striving to form communities and create opportunities for interaction between diverse human resources, ultimately leading to new markets and employment. In this way, we offer various forms of value to the communities where we conduct business. By participating in and providing funding to area management organizations, we have been working to improve the value of real estate by engaging with local communities and investing in them.

We also fully support and respect the fundamental rights of workers as per the ILO Declaration on Fundamental Principles and Rights at Work. The ILO Declaration describes the following fundamental principles and rights at work:

- Freedom of association and the effective recognition of the right to collective bargaining
- Elimination of all forms of forced or compulsory labor
- Effective abolition of child labor
- Elimination of discrimination in respect of employment and occupation

Further, we pursue methods to ensure that fundamental human rights are respected in countries and regions where internationally recognized fundamental human rights are not provided. We have also translated our basic labor management policies into English and distributed them to employees and local staff working at our overseas sites.

The Group has established the Mitsui Fudosan Group Human Rights Policy as detailed below and has been promoting human rights-related initiatives. In addition to this policy being publicly disclosed in our ESG Report, it can also be found via our internal portal. As well as raising awareness of the policy within the Group through training and other measures, we have established our Sustainable Procurement Standards based on this policy. We are also promoting human rights due diligence for the supply chain in accordance with the UN Guiding Principles on Business and Human Rights.

Internships and Employment of People with Disabilities

The Company puts on career events and provides internships for students as an opportunity to improve the quality of their career options. We make a public appeal to undergraduate and graduate students, and accept more than 400 students annually.

First Facilities Challenged Co., Ltd. is a special subsidiary of Mitsui Fudosan Facilities Co., Ltd., established in 2006 based on the Act on Employment Promotion etc. of Persons with Disabilities. The Company promotes employment of persons with disabilities and provides them with work experience opportunities. In addition, the Company aims to raise the employment rate of people with disabilities to 2.3% or higher, and has established a Challenged Center in its Personnel Department, composed of employees with intellectual disabilities as well as full-time advisors, that promotes employment for people with disabilities.

Expanding Employment for People with Mental Disabilities and Supporting Career Advancement

In February 2023, alongside Hakuholdo, we established SUPERYARD Co., Ltd. to expand employment for people with mental disabilities at companies and to support their career advancement after they have been employed. SUPERYARD will provide shared offices equipped with environments showing reasonable considerations for people with mental disabilities and utilize Mitsui Fudosan's knowledge of working styles and offices to accommodate sensory sensitivities and more. Then, using methods developed together with industrial physicians and specialists, SUPERYARD identifies duties that people with disabilities can perform. In addition, using the know-how cultivated in Hakuholdo's advertising business to pick out best aspects and inform people about them, it will provide a service that eliminates the concerns employing companies have by asking each person with a disability to perform duties that match their unique attributes.

Our Efforts Relating to Equality of Opportunity to Work and to Harassment

The Company has established a Code of Employee Conduct with regard to human rights, and we fulfill our social responsibility regarding human rights problems actively and voluntarily. As an organization for promoting correct understanding and recognition of human rights problems among all employees, we have established the Fair Employment Screening and Human Rights Awareness Raising Committee. The primary role of the committee is education and guidance, formulating and implementing training plans, investigative research, and supervision, communication, and coordination of issues relating to human rights problems.

Specifically, we are implementing educational activities continuously for all workers and those in management position to promote awareness of sexual harassment, abuse of power, other types of harassment, and discrimination. For new managers, we are carrying out management training, and deepening the understanding of harassment they need as managers. We have also established harassment consultation services inside and outside the company that are available by telephone 24 hours a day. Moreover, each Group company organizes a Fair Employment Screening and Human Rights Awareness Raising Liaison Conference to raise awareness of human rights issues across the Group, and we are actively hiring people with disabilities, local people overseas, and non-Japanese in Japan. In addition, we are continuously working to improve understanding and awareness regarding human rights through initiatives such as holding human rights awareness training for all Company employees.

Our Efforts for Labor Issues

Support for a Living Wage

We conduct labor management while abiding by the labor laws and regulations of each country. In terms of wages, we have adopted a basic policy of not only following rules on minimum wages in each country, but also paying wages that exceed those requirements.

System Enabling Dialogue between Labor and Management

The Company works to ensure unity between labor and management by maintaining a framework for dialogue between employee representatives and Company management in which they meet several times a year to discuss the appropriateness of work environments and work conditions. We also exchange views and coordinate based on the shared understanding that employee health and safety is an important issue.

Preventing Child Labor and Forced Labor

The Group has never used child or forced labor. Also, to guarantee that none is used in the future, we ensure that each business location thoroughly complies with the laws and regulations of its host country, and conduct regular monitoring. In the unlikely event that such a violation is suspected to have occurred, we have also established a whistle-blower contact point that employees can report to.

Reducing Excessive Working Hours and Overtime

The Company has formulated a clear policy to reduce excessive working hours and overtime, and in line with the policy is working on the following initiatives. We also ensure thorough compliance with local laws and regulations concerning working hours and overtime.

In order to reduce excessive working hours, we have signed an Article 36 Agreement following discussions between labor and management. Industrial physicians conduct interviews and provide guidance for workers who exceed overtime standards. In these and other ways, labor and management are working as one to deal with the elimination of excessive working hours.

- Monitoring working hours and conducting interviews with employees
- Notifying both employees and their direct supervisors when they are in danger of overwork
- Utilizing a computer-usage time control system

LGBTQ

For those who identify as LGBTQ, the Company is making the following efforts.


- We have established internal regulations that cover spouses, family members, etc., allowing employees to apply for and use various company programs by following set procedures to have their relationship recognized in the same way as marriage, regardless of their spouse's gender.
- We have stated clearly in the Mitsui Fudosan Group Compliance Policies that discrimination on the grounds of sexual orientation is prohibited and inform all employees of this.
- Our harassment consultation services provide consultation on harassment relating to LGBTQ.
- We have formulated a set of Universal Design Guidelines which conform to relevant ordinances, etc.



Diversity & Inclusion

Diversity & Inclusion Declaration and Initiative Policy

Diversity & Inclusion Declaration

The  logo adopted by the Group as a management philosophy represents the principles of coexisting in harmony with society, linking diverse values, and achieving a sustainable society.

As a real estate developer, the driver of our efforts to continuously provide new value is a major asset of ours—our people. Therefore, we have positioned the promotion of diversity and inclusion as one of our most vital management strategies, and the Group is coming together as one to create an organization in which personnel with diverse values, capabilities, and lifestyles can demonstrate each to the best of their abilities.

Diversity & Inclusion Initiative Policy

Our passionate, capable employees have a diverse range of skills, experiences, and values; as such, we are working to ensure an environment where they can demonstrate their individual abilities to the upmost, and recognize one another as individuals, evaluated fairly regardless of their race, nationality, religion, gender, age, presence or not of disability, gender identity, sexual orientation, or other characteristics. To this end, we are promoting workstyle reforms and enhancing our human resources system so as to raise organizational productivity and our employees' work-life balances. We have made promoting female participation a key theme, and set ourselves groupwide quantitative goals and qualitative action plans, and we will formulate various measures to promote this as a united Group.

Diversity & Inclusion Promotion Framework

Under our Management's Commitment, the Director in Charge of Personnel bears ultimate responsibility for ensuring diversity- and inclusion-related initiatives are pushed forward with the Personnel Department's D&I Promotion Office at their heart, with knowledge input from inside and outside the Group.

Diversity and inclusion is a major theme in ESG activities. Reports of our activities, policies for each fiscal year, and other matters are discussed by the Board of Directors. Furthermore, we are promoting this topic as a united Group, and share policies at meetings at which group company presidents are present, as well as periodically convening the Diversity & Inclusion Promotion Council.

Promoting Active Roles for Women

We have set ourselves groupwide quantitative goals and qualitative action plans, and we will formulate various measures to promote female participation as a united Group.

Our efforts will be focused on the following two points:

We will create an environment where people want to work long-term, where everyone can respect each other's values and lifestyles, including whether they care for children or others, regardless of gender

By promoting female participation, we will change awareness within the organization and raise those female employees' motivation and support their career development

To achieve these, we have formulated the following eight measures, and the Group will work as one to put them into practice.

1. We will create an environment where people want to work long-term, where everyone can respect each other's values and lifestyles, including whether they care for children or others, regardless of gender
 - (1) Changing awareness throughout the organization and among managers (unconscious bias training, etc.)
 - (2) Supporting childcare and leave to care for others (system enhancement, training, paternity leave promotion, etc.)
 - (3) Developing a return entry system
 - (4) Forming flexible workstyles that cater to individual positions and fields
2. By promoting female participation, we will change awareness within the organization and raise those female employees' motivation and support their career development
 - (5) Changing awareness throughout the organization and among managers (diversity and inclusion training, etc.)
 - (6) Developing mentor/sponsor systems for female employees
 - (7) Forming a working group to promote female participation
 - (8) Holding in-house events to encourage interaction

As well as the measures detailed above, we will launch a Network and Grow Project as a joint group program for training and networking, and further accelerate groupwide initiatives.

An Environment Where People Want to Work Long-Term

To develop an environment where diverse personnel, whether male or female, can play an active role, we are working to change awareness throughout the organization and among our managers. To do this, we are implementing unconscious bias training and other measures for all our employees.

Through efforts by members of the Personnel Department, such as discussions and individual interviews with all employees, we will grasp the circumstances that employees face and their hopes, and develop an environment and various systems, including those that support childcare and caring for others, accordingly.

Raising motivation and supporting career development

By conducting diversity and inclusion training, and other measures, for organization heads, we will promote female participation and change awareness throughout the organization as we offer female managers career development support via a mentor system and other initiatives. Moreover, the D&I working group we set up provides proposals and exchanges, cross-meetings that allow young females in general positions to interact, and seminars by women in active roles, and is raising female employees' motivation and supporting their career development.



Diversity and inclusion training for organization heads (Mitsui Fudosan, with opening speeches by management)



Information exchange put on by the Diversity Management Promotion Project Team for employees on childcare leave (Mitsui Fudosan Retail Management)



Lecture and seminar (speakers included our former director and advisor on our female participation, Masako Egawa, and her introducer)

As a listed company that excels in the promotion of women's participation, we were jointly selected by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE) for the "Nadeshiko Brand" for the second year in a row.

The "Nadeshiko Brand" program aims to promote investment in and accelerate the efforts of listed companies that excel in "promoting women's participation" by showcasing them as attractive issues for investors who place importance on "improving corporate value over the medium to long term".

The Company was selected in recognition of our various initiatives, as well as our strategies and related systems that incorporate diverse value systems into our urban development, the root of our value creation.

Selected as a constituent brand for the MSCI Japan Empowering Women (WIN) Select Index for six consecutive years

2023 CONSTITUENT MSCI Japan Empowering Women (WIN) Select Index

For more details, please follow the link below.

⇒ <https://www.mitsuifudosan.co.jp/corporate/hrm/women/>




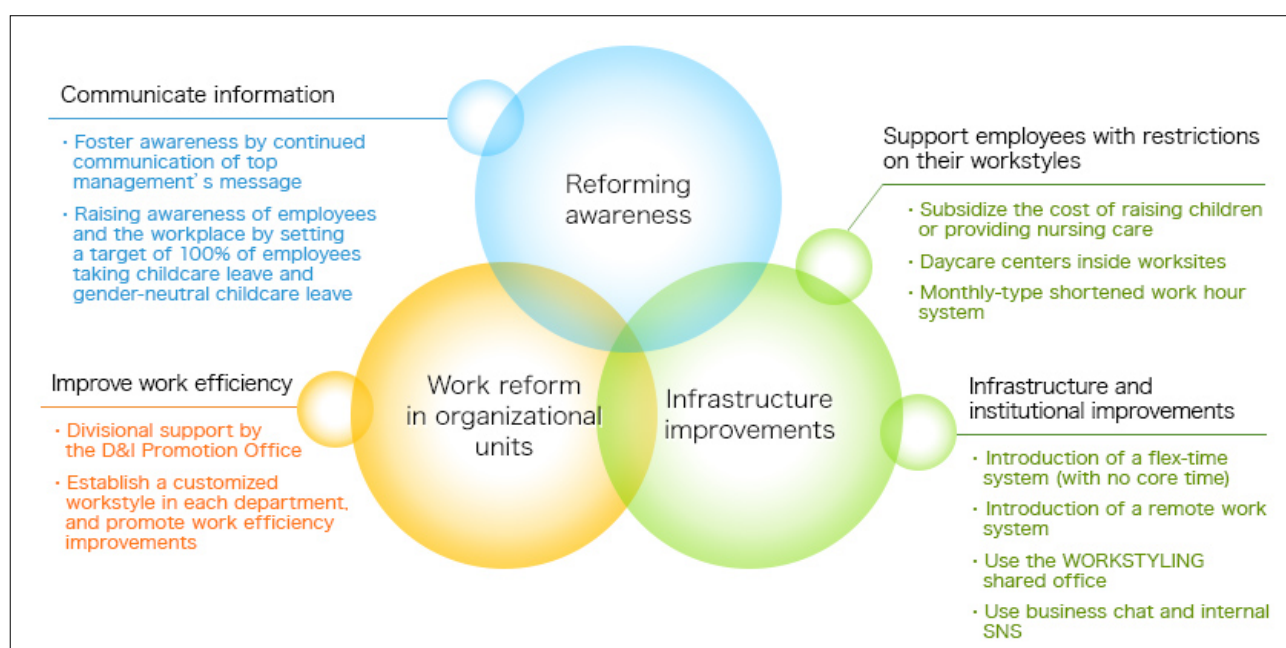
Eruboshi
Certification



Diverse Workstyles

Initiative Policy to Introduce Diverse Workstyles

The  logo adopted by the Group as a management philosophy represents the principles of coexisting in harmony with society, linking diverse values, and achieving a sustainable society. The Company takes workstyle reform as a key initiative, and is building an organization that allows personnel with diverse values, skills, and lifestyles to fully realize their individual capabilities. This will enable us to respond to dramatically changing social needs and create new value. In addition, Mitsui Fudosan is improving work efficiency in all business divisions, thereby reducing employee working hours, and promoting an optimal balance between life and work. We believe appropriate work-life balance ensures a more fulfilling private life for employees, and is very effective for encouraging self-improvement and balancing work with child or family care. As a result, a workplace environment is established enabling diverse employees to fully realize their individual abilities, and this helps us create superior value and achieve sustained growth for our Group.



Major Initiatives

Our Efforts to Support Work-Life Balance

Reforming Awareness

- Foster awareness by sharing it continually through messages from top management
- Utilize internal publicity magazines and online newsletters to educate and share expertise
- Set leave uptake targets (14 days each year) and recommend days for employees to take leave
- Implement health and safety training for organizational heads
- Include efficiency as a factor in employee performance evaluations

Infrastructure Improvements

- Remote work system (no time limits, can work in shared office or at home) for all employees
- Utilize the WORKSTYLING shared offices provided by the Company
- Utilize a computer-usage time control system
- Superflex-time system with no core time
- Multiple WORKSTYLING satellite offices (approx. 150 sites) made available to all employees
- Return Entry System (system for re-employment after resignation)
- Refreshment Leave (5-10 days, and commemorative prizes in recognition of a certain number of years worked)
- Cafeteria Plan (a benefit program that can be used by selecting from a variety of options such as self-development or leisure/travel)
- Family Day (a Company event with family participation to help deepen ties between employees and their families)



Family Day

Work Reform in Organizational Units

- D&I Promotion Office supports each department's initiatives
- Each department establishes customized workstyles and promotes work efficiency improvements
- IT utilization to support enhancements to productivity

Our Efforts to Support Childcare

- In-office nurseries
Employees, both male and female, can use in-office nurseries to support diverse workstyles. They can also use them as a spot to drop off kids temporarily
- Subsidy system for babysitting, after-school childcare, and housework help expenses
Employee can receive help toward part of expenses needed for babysitting, childcare, after-school activities, and housework services
- Childcare leave
Childcare leave that can be used for up to three years, longer than the legally mandated period
- Childcare leave at birth (male employees)
- Childcare leave system (for both male and female employees)
- Spouse maternity leave
- Flex-time system for reduced working hours during childcare
- Childbirth and childcare interview system and training when returning to work after taking childcare leave
Individuals returning to work have an interview with their boss and the Personnel Department. Such individuals, and their bosses, also undergo training as part of their return to work

Kurumin Certification

To support work balance for employees involved in childcare, we go beyond legally mandated programs, and provide programs such as in-office nurseries, childcare leave longer than the legally mandated period, and subsidies for the costs of raising children. In these and other ways, we are working to put in place an environment where it is easier to work, and employees can more fully realize their capabilities with peace of mind.



Our Efforts to Support Family Care

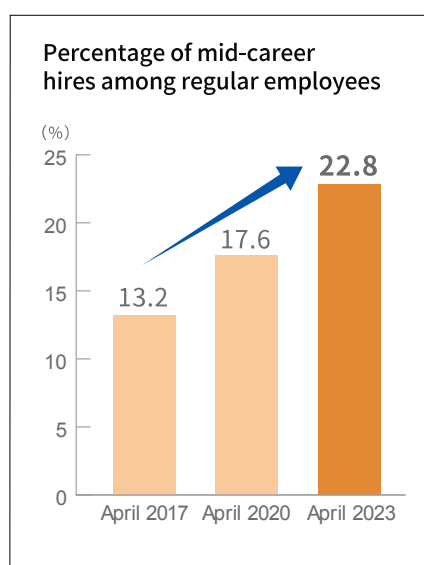
To support work-life balance of employees engaged in family care, we are developing an environment that includes a remote work system and a system for subsidizing the costs of family care. In addition, our Care Design Department, which supports lifestyles in later life, collaborates with the Personnel Department to hold Care Seminars for employees and their families, and offer care consulting courtesy of a qualified specialist in family care. Employees can also take care leave of up to a year in parts, which is longer than the statutory requirement.

Recruiting Personnel from Diverse Backgrounds

To innovate the real estate business in the way we outline in our Group long-term vision, VISION 2025, there are a wide range of knowledge sets that we will need to bring together. As such, we are proactively recruiting mid-career human resources who have no experience in our industry or who were previously working in different fields.

We have put in place various training and mentoring systems that enable greater activity for diverse personnel with varied career histories and standpoint to demonstrate individuality based on their respective experiences and abilities.

Our aim is for these diverse personnel to work together and collaborate autonomously to produce new value and innovation.

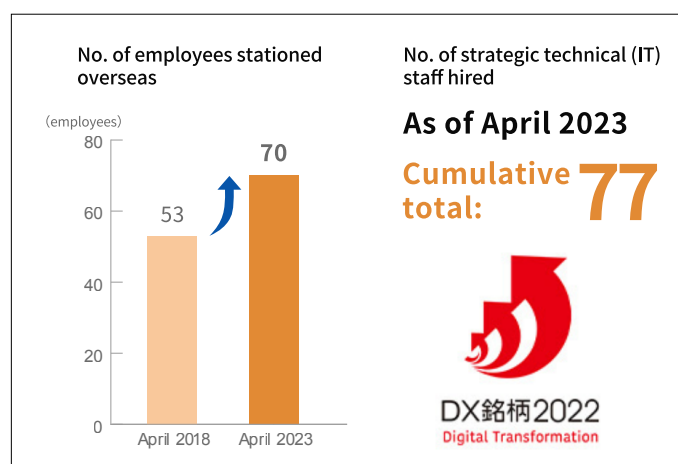


Recruiting and Training Global and IT Personnel

Two of the main aspects of our initiative policy in VISION 2025 are to innovate business models by harnessing real estate tech and dramatically grow the overseas business. Our focus now is on recruiting and training global and IT personnel that can support those goals.

As globalization continues, we aim to have overseas profit constitute 30% of our consolidated operating income in or around the year 2025. To that end, we have been actively recruiting foreign nationals and Japanese new graduates or mid-career employees with global experience. Further, we are striving to create global-oriented staff through measures such as mandating month-long language learning for younger employees, conducting specific language training for mid-level employees, introducing a one-year overseas internship program, and stints working overseas through job rotations. We are also aware that digital transformation (DX) has had a major impact on conventional business, and to raise its real, applicable value, we are accelerating efforts to apply digital and real estate technologies. To do this, we are actively hunting down highly specialized mid-career individuals that will be an immediate asset to our ICT. We are also applying their capabilities to each of our business domains to spur innovation. In our existing businesses, we are conducting various types of training under the belief that all employees are needed to promote even further DX.

We were also selected as a DX Stock 2022 by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange.



Employment of Seniors

The mandatory retirement age of the Company is 65 years. We are working actively to provide employment and settings where older workers can continue to demonstrate their wealth of knowledge and experience.

Employment of People with Disabilities

⇒ Please see the Labor Standards and Practices page
https://www.mitsuifudosan.co.jp/esg_csr/society/02.html

Employee Engagement Enhancement

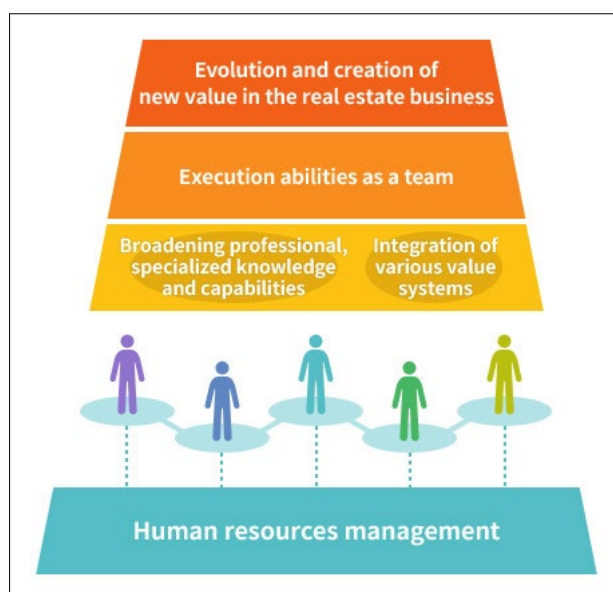
In addition to the individual interviews that Personnel Department staff conduct each year with all other employees, each employee also takes part in an engagement survey to judge the degree to which their values and intentions align with the organization. The fact that more than 90% of employees responded that they were proud to work for Mitsui Fudosan, felt a desire to contribute to organizational and work goals, and felt able to act independently, is probably one of the reasons our turnover rate is so low.

Human Resources Management

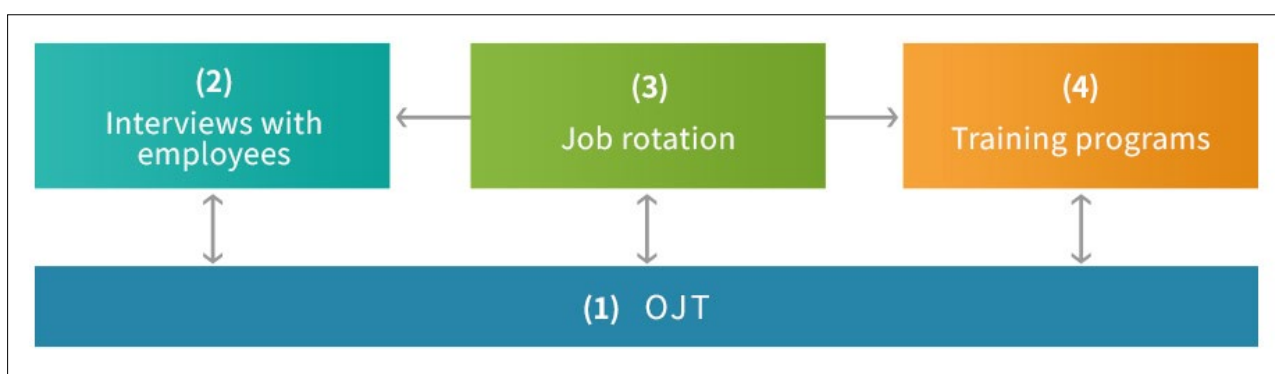
Policy

Under its Group Statement, the Company aims to bring affluence and comfort to urban living. Moreover, since its founding, the Company has inherited and nurtured a progressive spirit together with a free and open corporate culture, and used these as a driver for providing diverse, innovative solutions and services in connection with business and living. We see our people as an asset and the most important drivers in creating new value as a real estate developer. Our basic approach to human resource management is to treat each employee as an individual and create a stage on which they can hone their professional knowledge and abilities, increase their ability to create added-value, and transform team performance through the integration of diverse values and skills.

The Company aims to be a business and lifestyle solutions partner. To do so, Mitsui Fudosan is targeting the development of a diverse group of employees, who are able to make full use of their individual attributes, with both specialized and advanced business knowledge, and a broader perspective. To achieve this goal, we have adopted a basic policy on personnel development that broadens the capabilities of each individual by combining four opportunities for personnel development in accordance with the person's career.



Management System



(1) OJT

We provide on-the-job training through work on-site as the basis for personnel development. Through specific jobs in the workplace and communication between employees, we develop the capabilities necessary for job performance in a planned, continuous fashion.

(2) Yearly interviews between employees and the Personnel Department

As part of our system, we provide employees with numerous opportunities to consult/discuss their career and capability development with the Personnel Department or their department manager so we can offer support that suits each employee's vision for their future. That includes an interview once a year with the Personnel Department that not only aims to ascertain information on their problems, development environment, and worries, but by grasping the individual's work situation and that of those around the individual, the interviews also act as a fair means of evaluation.

(3) Job rotation

We develop professionals with a wide range of specialties. We conduct job rotation every few years. Our aim is to develop employees and an organization which can adapt to an ever-changing environment, and this is achieved by further deepening the experience and knowledge of each employee through work experience in multiple areas, while bolstering expertise through focus on work the employee is in charge of.

(4) Training programs

Between level-based training and training that can be selected to cater to individual employees' personal roles, skills, or capabilities, and other measures, we have more than 100 diverse programs underway. So that everyone can voluntarily work to improve their own abilities, we are preparing application-based training that incorporates interaction between employees from different industries.

Examples of Training/Education for Employees' Personal Development

Training programs that involve the sharing of management awareness and corporate culture	MEET21 Training, Cross Expert Training, Diversity and Inclusion training, Career Entry Onboarding Training
Broadening/growth of capabilities and perspectives	Long-term Temporary Assignment Training Outside the Company, Cross Expert Training, MEET21 Training, Company-wide DX Training, IT Passport Examination Support
Improving work execution capability and specialization	Registered real estate broker training and various types of e-Learning and other distance learning courses
Broadening basic abilities as global personnel	Overseas trainee programs (English-speaking countries, Chinese-speaking countries), overseas management training, global training for young and midlevel employees
Fostering the mindset needed as a working adult	Sustainability training (which covers compliance, human rights awareness, harassment, the SDGs, etc.)
Deepening understanding as a member of an organization	New employee training, new employee development instructor training, follow-up training in 1st and 2nd years after joining the company, and training for newly appointed executives

In addition to the above, to support career visions based on employees' diverse values, we are putting in place a number of systems, including a personal statement system related to changing official duties or wishes to change department, and a system to allow contract employees to become regular employees.

Going further, to deepen understanding of our businesses, one of our initiatives aimed at expanding experience in business domains separate from our existing businesses, we are looking to establish systems that include a business proposal system, a side-job system to help create innovation and make a social contribution, a leave system whereby employees can take time to study at graduate school, and a graduate school tuition fee subsidy system. In these ways, we will promote the fostering of issue-resolution capabilities and the ability to create added-value in this very changeable business environment.

Development of Global Personnel

Rapid growth in our overseas business is a key element of our management strategy, and the market in Japan is becoming more and more globalized. We are therefore working to enhance overseas assignment training and language programs to develop human resources who can act on the global stage.



Training/Education

- Assignment for International Language Training (Global Training for Young and Mid-Level Employees): To build language skills, the ability to cope with different cultures, and international connections, we assign young employees (as a rule, all employees) and mid-level employees to overseas training for periods of 2-8 weeks.
- Trainee System: We have an international trainee system for internships and language training in Europe, the USA, and Asia, for periods of 6 months to one year. Different employees are assigned to this program every year.
- Compliance Training: Compliance training covering issues such as preventing corruption is held regularly at international locations for employees of local subsidiaries and local staff.



Overseas Language Training



Trainee System

Environmental Training and Education

As a part of its environmental efforts, the Company trains and educates its employees about the environment while also providing eco tours (tours of environmentally advanced facilities, etc.) and other activities to increase their interest in the environment.

Environmental Training and Education

Each year, the Company conducts afforestation training for employees at forests owned by the Group in Hokkaido. We also continue to carry out forest conservation work in collaboration with the staff of the Tokyo Metropolitan Government Bureau of Waterworks at Mitsui Fudosan &EARTH FOREST TOKYO, a forest for water resource conservation in Tokyo. Group companies are also carrying out their own environmental training and education. Mitsui Fudosan Facilities Co., Ltd. provides environmental training for new employees and offer existing employees environmental training via e-Learning, as well as eco tours and other training. Mitsui Fudosan Residential Lease Co., Ltd. and Tokyo Midtown Management Co., Ltd. provide environmental education. The Save the Snow: Be Active project—which was launched by The Winter Industry Revitalization Agency and the Japanese Olympic Committee (JOC) Athletes' Committee in March 2022—has announced its support for the goals of our 2023 tree-planting training activities, and eight Olympians, including members of the JOC Athletes' Committee, took part in the tree-planting. On the day, they joined Mitsui Fudosan employees in planting around 500 larch trees.



Afforestation training (Mitsui Fudosan)



Eco Tour (Mitsui Fudosan Facilities Co., Ltd.)

Eco Test

The Group encourages its employees to take the Certification Test for Environmental Specialists (Eco Test) administered by the Tokyo Chamber of Commerce and Industry. Mitsui Fudosan Facilities Co., Ltd. and Tokyo Midtown Management Co., Ltd. have made the Eco Test a required certification.

In addition, Mitsui Fudosan Co., Ltd., Mitsui Fudosan Facilities Co., Ltd. and Mitsui Fudosan Residential Lease Co., Ltd. are identified as companies that promote the Eco Test on the Eco Test information site of the Tokyo Chamber of Commerce and Industry.



Human Rights

Policy

The Group respects basic human rights and complies with the laws and regulations concerning worker's rights in each country where we conduct business. We also support and respect the basic rights for workers set out in the ILO Declaration on Fundamental Principles and Rights at Work. The Group complies with applicable laws and regulations in each country and region where we conduct business.

1. Policy Prohibiting Discrimination

We will eliminate all discrimination on the grounds of race, nationality, religion, gender, age, disability, or sexual orientation.

2. Policy Prohibiting Harassment

We will not tolerate any form of harassment, including sexual harassment or abuse of power.

3. Policy to Prevent Child Labor or Forced Labor

We will not permit child labor or forced labor. The Group has never used child or forced labor. To ensure that none is used in the future, we ensure that each business location complies thoroughly with the laws and regulations of its host country and conduct regular monitoring. In the unlikely event that such a violation is suspected to have occurred, we have also established a whistle-blower contact point that employees can report to.

4. Policy to Support Freedom of Association and the Right to Collective Bargaining

We respect freedom of association and the right to collective bargaining.

5. Policy Supporting Rights to a Minimum Wage and Living Wage

The Group conducts labor management while abiding by the labor laws and regulations of each country. In terms of wages, we have adopted a basic policy of not only following rules on minimum wages in each country, but also paying wages that exceed those requirements.


6. Principles and Procedures for Community Investment


The Group carries out business activities that do not infringe on human rights, either inside or outside Japan, by ensuring respect for the human rights of all stakeholders, including local residents and children. Through neighborhood creation, we are striving to form communities and create opportunities for interaction between diverse human resources, ultimately leading to new markets and employment. In this way, we offer various forms of value to the communities where we conduct business. By participating in and funding area management organizations, we invest in local communities, and work to increase the value of real estate.

Furthermore, we pursue methods to ensure that basic human rights are respected in countries and regions that do not adhere to internationally-recognized basic human rights.

The Group has established the Mitsui Fudosan Group Human Rights Policy as detailed below, and is promoting human rights-related initiatives. In addition to this policy being publicly disclosed in our ESG Report, it can also be found via our internal portal and as well as raising awareness within the Group through training and other measures, we have established our Sustainable Procurement Standards based on this policy. We are also promoting human rights due diligence for the supply chain in accordance with the UN's Guiding Principles on Business and Human Rights.

Mitsui Fudosan Group Human Rights Policy

Seeking to coexist in harmony with society, link diverse values, and help build a sustainable society, as symbolized by its "  " corporate logo, the Mitsui Fudosan Group strives to help build a society of abundance for both people and the planet.

In order to live up to the philosophy symbolized by our "  " corporate logo, we believe that it is of the utmost importance to ensure that our business always gives due consideration to human rights, so we have established the Mitsui Fudosan Group Human Rights Policy (hereinafter this Policy).

This Policy is based on the Guiding Principles for Business and Human Rights advocated by the United Nations.

1. Respect for international human rights standards

The Mitsui Fudosan Group supports and respects international human rights norms including the Universal Declaration of Human Rights, the International Covenants on Human Rights, and the core labor standards established by the International Labour Organization (ILO) in the ILO Declaration on Fundamental Principles and Rights at Work, which are: freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced or compulsory labor; the effective abolition of child labor; and the elimination of discrimination in respect of employment and occupation.

2. Position of this policy

This policy details initiatives based on the conviction that we must be thorough about ensuring that our business always gives due consideration to human rights in order to achieve the philosophy symbolized by our " " corporate logo-coexistence in harmony with society, linking of diverse values, and helping build a sustainable society.

3. Scope

This policy applies to all of the Mitsui Fudosan Group's officers and employees (all employees directly employed, including temporary employees, part-time workers, etc.). In addition, we ask our business partners to take human rights into consideration in their corporate activities based on this policy and the Mitsui Fudosan Group Sustainable Procurement Standards.

4. Education and training

The Mitsui Fudosan Group provides appropriate education and training to ensure that this policy is taken into account and effectively executed in all its business activities.

5. Human rights due diligence

The Mitsui Fudosan Group assesses in advance any negative impacts on human rights that could affect the various people with a relationship to its business activities (stakeholders) and takes both preventive and improvement initiatives.

In addition, we appraise the performance and effectiveness of these initiatives and disclose relevant information.

6. Corrections and remedies

If it becomes clear that the Mitsui Fudosan Group has had a negative impact on human rights due to its business activities, or that it has been complicit in such impact, it works to correct and remedy the situation using appropriate internal procedures.

In addition, the Mitsui Fudosan Group maintains a system for reporting and consulting about any acts that have a negative impact on human rights.

7. Dialogue with stakeholders

The Mitsui Fudosan Group continues to improve its human rights initiatives based on this policy, by engaging in dialogue with various stakeholders.

8. Salient issues related to human rights initiatives

Salient issues related to human rights initiatives are listed in an appendix to this policy. As these salient issues may change in response to evolving business and social conditions, we revise them as needed.

Established December, 2020

Masanobu Komoda

President & Chief Executive Officer

Mitsui Fudosan Co., Ltd.

Appendix

Salient issues related to human rights initiatives

Prohibition of discrimination, harassment, or other unfair treatment in the workplace

We prohibit discrimination and unfair treatment on grounds not related to business performance, including race, nationality, origin, religion, beliefs, gender, age, disability, sexual orientation, gender identity, educational background, marital status, and employment type. We also do not allow any harassment in the workplace, such as sexual harassment or power harassment.

Ensuring a safe and healthy working environment

In addition to complying with laws and regulations related to working hours and occupational health and safety, we create a working environment in which all employees can work enthusiastically without feeling health or safety concerns when working.

Consideration for safety, security, and health in urban development

We conduct thorough quality control to ensure that the safety and health of our clients and the other people who use our facilities and services are not impaired. We also consider the safety and health of the people near the areas where we conduct business.

Consideration of minorities and prohibition of unfair discrimination toward them in business activities

In our business activities, we provide facilities and services that take minorities (social minorities; e.g., people with disabilities or foreigners, etc.) into consideration. In addition, we prohibit unfair discrimination or the promotion of discrimination when providing facilities and services.

Sufficient communication with clients and other stakeholders in business activities

In conducting our business activities, we strive to ensure that information provision and communication are sufficient to gain the understanding of our clients and other stakeholders.

Framework

Under the Executive Management Committee, which supervises overall risk management for the Group, the Strategy Planning Special Committee and the Risk Management Special Committee manage business risk and administrative risk respectively.

The Managing Director acts as the person in charge of legal affairs and compliance, the Chief Risk Officer, the Chief Legal Affairs Officer, and the Chief Officer for Compliance, and he or she belongs to the Board of Directors and Risk Management Special Committee, is assigned oversight responsibility, and periodically reports on risk management, including for human rights risks, to the Board of Directors.

At present, alongside expanding human rights due diligence, we are investigating how to put in place mechanisms to deal with complaints, including through cooperation with our internal consultation service.

Establishment of an Internal Consultation Service

The Company has established internal contact points for consultation. These can be used by regular employees, and anyone engaged in work for our company based on an individual labor contract (contract employee), temporary transfer agreement, worker dispatch contract, part-time contract, or other agreement. Two contact points, internal and external, have been established, and workers can consult with either. The external contact point is provided at a law office, and it accepts consultations from a neutral standpoint,*1 notifies the Company of the consultation content, and encourages a response.

Topics for consultation include: wrongful conduct violating laws, regulations, internal rules, general social norms, or corporate ethics, sexual harassment, abuse of power, other forms of harassment, employment problems, and issues with the workplace environment.*2 The privacy of those who engage in consultation is protected, and there is never any retaliatory action or disadvantageous treatment due to such consultations in terms of personnel decisions. Consultations can be conducted under a real name, or anonymously.*3

*1: Representatives of the law office cannot provide legal opinions as lawyers, or take a stance protecting the consulting person.

*2: Simple expressions of opinion, dissatisfaction with personnel decisions, defamation of others, and similar issues cannot be the subject of consultation.

*3: To achieve early discovery and response to compliance problems-the original purpose of the system-the consulting employee's standpoint and other information are confirmed even in the case of an anonymous consultation.

Major Initiatives (Human rights due diligence)

When formulating our Human Rights Policy, in order to narrow down major issues related to human rights, we designated and evaluated human rights risks. In each business segment, we select issues related to our activities or business dealings that would infringe human rights of any of the stakeholders. We refine issues down to major human rights issues (human rights risks) specific to our Group, based on their severity according to the UN Guiding Principles and the likelihood of their occurrence. We also determined four levels of priority for initiatives informed by the scope of the relevant organization and the ease*1 with which we could minimize human rights risks. In the future, too, we will assess risks related to human rights issues (human rights risks) on an on-going basis, and review their priority levels, among other methods of continuous risk management.

*1: Considering, among other factors, the importance of dealings with the Mitsui Fudosan Group to the companies we work with from the standpoint of business transactions. For instance, for business partners whose main business is contract work for the Group, it would be relatively easy for us to affect the human rights measures being undertaken for employees of the business partner.

Human rights impact evaluation

Human Rights Due Diligence

In 2020, we started human rights due diligence in accordance with the UN Guiding Principles on Business and Human Rights. As a supplement to the Human Rights Policy, we designated major issues related to human rights.

For more detailed information about the Salient issues related to human rights initiatives, please refer to the following link.

⇒ https://www.mitsuifudosan.co.jp/esg_csr/society/03.html

We are continuously evaluating their impact on human rights, and putting in place initiatives to prevent or minimize their impact, and will continue monitoring.

Human rights impact evaluation

Human rights impact evaluation is carried out for new and existing groupwide business (predominantly in Japan) in the manner detailed below. This evaluation also covers human rights issues that relate to labor problems or health and safety. When evaluating impact, we also took advice from Akiko Sato, an attorney who is a deputy secretary general at Human Rights Now, an international human rights NGO. We will ensure that in the future, too, we will continue to have such opportunities to gather feedback periodically.



To select major human rights impacts, we investigated the impact of issues related to our activities or business dealings that would infringe human rights of any of our stakeholders in each business segment (from a total of 202 issues). In line with their severity according to the UN Guiding Principles, and other factors, we narrowed the list down to a total of 42 important human rights issues (human rights impacts) unique to our business.

Sample of impact on stakeholders and human rights

		Business segment				
		Rental	Built-for-sale	Management	Agency	Contracting, etc.
Stakeholders	Group employees	Total for all segments (regular/non-regular)				
	Supplier employees	Total for all segments (regular/non-regular)				
	Tenants' employees, etc.	○	—	○	—	—
	Buyers, orderers, etc.	—	○ (incl. investors)	○	○	○
	Building users, visitors, etc.	○	—	○	—	—
	Local residents, businesses, etc.	○	○	○	—	○

Refining by severity and probability

Probability		Low (less than once a decade)	Medium (more than once a decade, less than once every three years)	High (once or more every three years)
Severity: High	Direct		We selected issues in this area as important human rights issues (human rights impacts)	
	Indirect			
Severity: Medium	Direct			
	Indirect			
Severity: Low	Direct			
	Indirect			

Supply chain engagement

After we identified significant impacts regarding human rights risks that the Group's business poses to communities, we conduct supply chain questionnaire surveys and on-site inspections to properly grasp the impact on suppliers of important issues that relate to human rights and to investigate measures to prevent or minimize this impact.

FY2021: Regarding construction sites that are considered to have the most significant impact on human rights risks, we conducted a questionnaire on overall ESG initiatives, including those related to human rights, with six construction companies, and undertook construction site inspections at two. From next year onward, in order to strive to reduce human rights risks, we continue to implement engagement with stakeholders by expanding the number of target companies and worksites.

FY2022: We conducted a questionnaire with six building operation and management contractors, and undertook on-site inspections at two companies' operation sites. We also conducted a questionnaire with around 200 tenant companies at our commercial facilities.

(See "Supply Chain Management" for more details)

⇒ https://www.mitsufudosan.co.jp/english/esg_csr/society/04.html

Stakeholder engagement to designate issues that impact on human rights

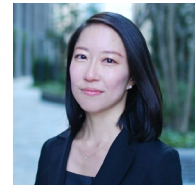
(Conducted on October 26, 2020, and August 2, 2021)

To designate issues that impact on human rights, we engaged with Akiko Sato, an attorney who acts as a deputy secretary general at Human Rights Now, an international human rights NGO. Her feedback is given below. We have reflected Ms. Sato's opinions as much as possible in the formulation of our Human Rights Policy, amendments to our Sustainable Procurement Standards, and in the implementation of our human rights due diligence. In the future, we hope to have Ms. Sato give feedback on how best to promote initiatives on the theme of business and human rights.

Expectations for the Mitsui Fudosan Group's initiatives for business and human rights

Attorney at Kotonoha Law. Deputy Secretary General at Human Rights Now, an international human rights NGO, and Business and Human Rights Liaison Officer, United Nations Development Program (UNDP).

Currently, Ms. Sato works to enhance awareness and understanding of business and human rights by providing advice on topics such as human rights policy and human rights due diligence; coordinating stakeholder engagement; and proposing policy to the government.



Akiko Sato

Feedback:

- The Group needs to reconsider existing tasks from the framework of human rights, and embed human rights perspectives into decision-making as part of daily work.
- With respect to information disclosure for human rights due diligence, when relaying information on the priority ranking process externally, the Group should make it clear that its investigations are based on the perspective of rights holders, and explain that to external stakeholders in line with ideas contained within the UN Guiding Principles.
- Many companies comply with human-rights-related laws and regulations, or enact initiatives to that end, but the Group must investigate whether merely complying with domestic law is sufficient in addressing the theme of business and human rights. Actually, many measures show some of Japan's laws including the law on eliminating discrimination against persons with disabilities are not up to international human rights standards. In the future, I would like the Group to recognize the gap between those international standards and Japanese domestic law, and respond to those international standards in line with the UN Guiding Principles.
- For issues related to supply chain initiatives where it is unclear where to start, one consideration should be first whether the issue has surfaced in the current situation in Japan or overseas, and whether it is a topic of international debate. For example, real estate companies should also focus on and evaluate the use of illegally harvested materials used at construction sites to make frames for concrete, something that is pointed out and debated by NGOs looking to eradicate the practice.
- The Black Lives Matter movement and other questions of racial discrimination are debated as international human rights issues, and so from an international perspective I think the Group would do well to publicize its own commitment to the cause. Japanese companies tend to do poorly in this regard. In light of corporate social responsibility, this may be evaluated by the international community as a lack of commitment to human rights and social issues.
- The level of demand to respond to human rights problems internationally can be considered from the perspective of the UN Guiding Principles on Business and Human Rights and its concept of eliminating adverse impacts. I feel it is also vital that the Group also focus on whatever positive impact their initiatives can make.
- Japanese businesses, when promoting diversity and inclusion, present the positive side-increased participation-but must also be earnest in efforts to tackle the root of the issue as a human rights risk, i.e., by banning discrimination. This will allow them to clarify policy and gain the understanding of stakeholders.
- Japanese companies don't feel comfortable to announce it when their initiatives don't make progress, but even making it clear that the company is aware of problems even if they are unable to effectively deal with it is itself important. If this kind of information is not disclosed externally, the transparency and accountability for stakeholders must be considered lacking. In such cases, there is a risk that a business may be shut out of the capital market.

Relief Mechanism Initiatives

We are also working to establish a redress mechanism for supply chain workers as part of our consideration of remedying "negative impacts" as stipulated in the UN Guiding Principles on Business and Human Rights.

JP-MIRAI (Platform for Responsible Recruitment of Foreign Workers) to handle foreign worker relief

In April 2022, we joined JP-MIRAI (Platform for Responsible Recruitment of Foreign Workers)* which addresses relief for foreign workers.

* JP-MIRAI is a voluntary organization established in January 2020, which brings together a diverse group of stakeholders including private companies, local governments, NPOs, experts, and lawyers to work together toward a "Japan of choice" by solving issues related to foreign workers in Japan. As of May 2022, there are 443 participating members. Private companies and JICA (Japan International Cooperation Agency) serve as the joint secretariat. Main activities include: 1) providing information and listening to the voices of foreign workers, 2) consultation services and relief mechanisms, 3) multi-stakeholder study groups and workshops, 4) collaborative projects (efforts to secure human resources, emergency support), and 5) dissemination to the domestic and international community.

(For details, see: <https://jp-mirai.org/jp/>)



Participation in Foreign Workers Consultation and Relief Pilot Project

As part of our initiatives to establish a relief mechanism, we are participating in the "Foreign Worker Consultation and Relief Pilot Project" launched by JP-MIRAI in May 2022. This project is the first of its kind in Japan to package an integrated mechanism from provision of information to foreign workers, a multilingual consultation service, and independent and neutral dispute resolution, as well as feedback of human rights risks to companies. The following are some of the benefits of the program for foreign workers of participating companies and related companies in the supply chain: (1) information through a portal site for foreign workers, (2) a low-hurdle consultation service in nine languages, (3) support for problems that are difficult for foreign workers to solve on their own, and (4) use of an out-of-court Alternative Dispute Resolution (ADR) mechanism in the event of a dispute. This is a project to analyze issues faced by foreign workers based on data collected in the provision of services. Our company is working to strengthen its supply chain management and human rights due diligence by utilizing the human rights violation risk information regarding foreign workers provided by JP-MIRAI. We will begin using the system for foreign technical intern trainees from our main group companies, and plan to expand the scope of use of the system in the future through discussions with each supply chain company.

Other Initiatives

Our Efforts for Children's Rights


The Group supports the abolition of child labor inside and outside Japan, and respects the rights of children, namely: (1) The Right to Live, (2) The Right to Be Protected, (3) The Right to Be Nurtured, (4) The Right to Participate. We believe that ensuring healthy development of the children who will be the next generation-through neighborhood creation and operation of facilities-is essential for an affluent future, and based on that idea, we are making various efforts to support the human rights of children in our business activities and projects.

Business Activities and Projects Relating to Children's Rights

Business activities/projects	Summary
KidZania	KidZania is a social education oriented theme park for children, and here we support the growth and independence of children by encouraging them to have fun while experiencing work, and learn about the structure of society.
Mirai Kodomo Gakko	Mirai Kodomo Gakko (future children's school) is a platform for providing the city's original experiential learning content through regional collaboration at the Kashiwa-no-ha Campus (Kashiwa City, Chiba Prefecture) for children from infants to high school students. With the support of Kashiwa City, the Kashiwa City Board of Education, the Kashiwa Campus of the University of Tokyo, and Chiba University, a diverse range of people, including teachers from elementary schools and universities in the area, students, artists, residents, and workers, will serve as instructors, a variety of curriculums is implemented, providing a place for community-wide learning that transcends the traditional framework of "schools".

Personnel training

Companywide compliance training (e-learning) twice a year, in addition to human rights training that uses videos once year, includes internal training (explanations of our Human Rights Policy, etc.) related to our Human Rights Policy and our Sustainable Procurement Standards.



Community

Policy

The Group strives to coexist and collaborate with local communities and build new communities in accordance with the distinctive characteristics of each area and other factors based on our philosophy of coexisting in harmony with society, linking diverse values, and achieving a sustainable society. Furthermore, we have put in place a Policy for Social Contribution Initiatives to ensure that each Group company and department follows a common and uniform direction. Based on this policy, each and every member of the Group looks to contribute to society in four core areas: the global environment, local communities, culture and education, and international exchange. In neighborhood creation that recognizes the maturity that comes with age-in which we are involved through our business-we will work in harmony with local communities to tie it in to create even greater social value.

The Mitsui Fudosan Group's Policy for Social Contribution Initiatives (Formulated March 27, 2013)

In line with our Group Statement that focuses on efforts to bring affluence and comfort to urban living, we actively contribute to society by revitalizing and creating urban areas while engaging in various activities from a global perspective, to provide affluence and comfort with the aim of achieving the sustained development of society and the economy.

1. We are primarily involved in four areas: the global environment, local communities, culture and education, and international exchange.
2. We strive to achieve harmony with local communities.
3. We proactively make use of our own resources, including properties, networks, and personnel.

Management System

The ESG Management Committee under the ESG Promotion Committee, which is headed by the President and Chief Executive Officer, was established to promote social contributions throughout the Group. The ESG Management Committee formulates the principles and policies that define the social contribution activities of the Group. It also keeps up to date the social contribution targets, objectives and plans of each division and Group company while monitoring and evaluating progress toward targets and plans. The Social Contribution Activity Policy was created in March 2013 to serve as common ground for various activities to realize abundance and affluence in society from a global perspective.

Record of Social Contribution Activities

The Company actively supports a wide range of social contribution activities. Specifically, these include activities for culture and education, local communities, international exchange, and the global environment. We also promote a multitude of employee-led initiatives that support community creation.

Main areas of engagement, support and cooperation (excerpt)

Culture, Education, and Sports	Mitsui Memorial Museum
	Sumida River Fireworks Festival
	Shiki Theatre Company-Kokoro Theater Project(Japanese Only)
	Promoting, Restoring and Preserving the Beauty of Japan's Art-Tsumugu Project
	Support for TEAM JAPAN as Real Estate Development Partner(Japanese Only)
	Support for Sport (Japanese Women's National Basketball Team, Japan Sport Climbing Representative, Japanese Wheelchair Rugby Team, Kawasaki Frontale, Kashiwa Reysol, etc.)(Japanese Only)
	International Multi-Sport Festival-Corporate Games(Japanese Only)
	Center for iPS Cell Research and Application
Local Support	Mitsui Memorial Hospital
	Sakura Fes Nihonbashi(Japanese Only)
	ECO EDO Nihonbashi
	Nihonbashi Sustainable Weeks 2022
	Theater Festival-Hibiya Festival(Japanese Only)
	Disaster Reconstruction Efforts
International Exchange	&EARTH Clothing Support Project-Bring a Smile to the World with Your Clothes(Japanese Only)
	&EARTH x SOLTILO FAMILIA SOCCER SCHOOL Soccer Support Project(Japanese Only)
	Public-Private Cooperative Study Abroad Promotion Campaign-Tobitate! (Leap for Tomorrow) Study Abroad Initiative(Japanese Only)
	JES-Mitsui Fudosan Scholarship established
Global Environment	&EARTH DAY (Environmental Education Event)(Japanese Only)
	&EARTH Classroom (Environmental Education at schools and other facilities)(Japanese Only)
	Let's Learn! Let's Play! Cool Choice Plaza (Environmental Education Event)(Japanese Only)

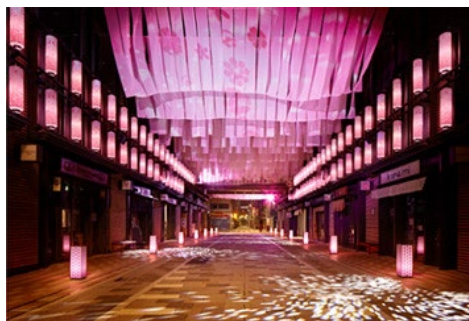
Regional Revitalization and Community Creation

The Company plans and hosts a diverse range of events that promote community creation and regional revitalization. We also carry out activities that help to strengthen family ties, as well as hold various events that educate communities on future society and environmental issues.

Our Efforts in the Nihonbashi Area

Sakura Fes Nihonbashi

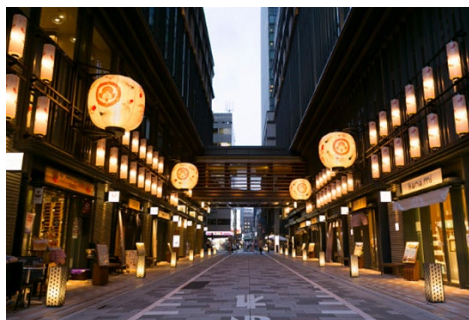
Every year across March and April, Mitsui Fudosan holds the Sakura Fes Nihonbashi in the Nihonbashi area. The event is highly regarded for its economic ripple effects, its ability to increase customers and non-residents to the region, its effectiveness in disseminating information overseas, and the techniques and creativity that will influence events held in the future.



Sakura Fes Nihonbashi

ECO EDO Nihonbashi

Every year between July and September, Mitsui Fudosan holds ECO EDO Nihonbashi, an event showcasing traditional ideas for staying cool, cultivated in Nihonbashi during the Edo period, but arranged in a modern style. The focal point is strolling through town rather than staying in one place, so visitors can experience the classic Japanese summer while maintaining social distance.



ECO EDO Nihonbashi 2017, giant goldfish lanterns, scene on Naka Dori Street

Our Efforts in the Kashiwa-no-ha Area

Minna no Machizukuri Studio is a project that started in Kashiwanoha in December 2020. It was born as a platform for co-creation by companies, governments, and academic institutions centered on the residents who are the users of the town, to promote Kashiwa-no-ha Smart City, a town that creates a "future image of the world". We operate with several experimental methods to create new services, products, and projects from the perspective of consumers.

Our Efforts at Tokyo Midtown

In Tokyo Midtown (Minato-ku, Tokyo), we participate as volunteers in events organized by the Azabu District General Branch Office of the Minato Ward Office, Tokyo Metropolitan Government. These events are held as part of the Minna De Ecotto Project for fostering concern for nature and living things among children in the area.

Our Efforts at Commercial Facilities

In cooperation with local government, companies, NPOs, and other organizations, the Group holds an experiential learning event for children called "Let's Learn! Let's Play! Cool Choice Plaza" at its commercial facilities, where participants can learn about energy and environmental issues.



Let's Learn! Let's Play! Cool Choice Plaza

Supporting Community Creation through Sport

Real Estate Development Partner

We have been involved in a variety of real estate development projects that incorporate sports elements under the slogan, "BE THE CHANGE: Cities Start World Changes".

We are proud of the Japanese athletic team "TEAM JAPAN" for bringing dreams and inspiration to the people of Tokyo 2020 and Beijing 2022 Olympic and Paralympic Winter Games, and for connecting the bonds between the people of Japan. We will continue to support "TEAM JAPAN" in their challenge for the Paris 2024 Olympic and Paralympic Games through urban development. We will actively support local community building through the power of sports and the enjoyment of events.

&EARTH x SOLTILO FAMILIA SOCCER SCHOOL

This event is hosted in collaboration with the SOLTILO FAMILIA SOCCER SCHOOL—a project designed by professional soccer player Keisuke Honda—and has been held at LaLaport FUJIMI (Fujimi City, Saitama), Urban Dock LaLaport TOYOSU (Koto-ku, Tokyo), LaLaport EXPOCITY (Suita City, Osaka), and other Group commercial facilities since 2017. During the event, soccer gear no longer in use is collected and donated to children overseas through the NPO Japan Relief Clothing Center. Through their activities, the staff of SOLTILO also contribute to local communities by providing soccer instruction to children inside and outside Japan.



Pre-event



Soccer training held in Cambodia

Social Contribution through Volunteer Activities

&EARTH Clothing Support Project-Bring a Smile to the World with Your Clothes

The Company and Mitsui Fudosan Retail Management Co., Ltd. hold the &EARTH Clothing Support Project-Bring a Smile to the World with Your Clothes project at commercial facilities run by the Mitsui Fudosan Group. Unneeded clothing is collected, and then donated to refugees and disaster victims in countries all over the world through the NPO Japan Relief Clothing Center.

Together with its customers in each region, the Group seeks to alleviate disparities and poverty and realize a more affluent society, and as such has held the &EARTH Clothing Support Project since 2008. The project was held in 20 commercial facilities in October and November of 2022. A total of 2,471 individuals donated 11,440 kg of clothing, raising 133,579 yen in the process.

For further details, see (Japanese version only)

⇒ <https://and-earth.mitsuifudosan.co.jp/clothes/>



Volunteers

Implementation of Pro Bono Program

Every year the Personnel Department conducts the Pro Bono Program for around 10 company employees. The program facilitates cross-sector learning where participants learn about workplaces other than their own through group work with individuals outside the real estate industry. This program expects participants to engage voluntarily with the activities which contribute to society, using their skills and expertise.

These employees were engaged with the activities in nine companies from a broad range of industries-such as tech, food, childcare, health, tourism, and traditional arts-from both rural Japan and overseas.

Held Happy Smile Festival

We regularly hold events organized by the NPO Group Happy Smile to sell products handmade by people with disabilities from various welfare facilities, with proceeds returned to the creators as wages. The Company and Mitsui Fudosan Building Management Co., Ltd. provide a venue gratis and participate as volunteers. Volunteers from tenant companies also participate, and everyone involved with the building works as a team to make a social contribution.



Happy Smile Festival venue

Participation as Volunteers in Kokoro Theater

In full support of its mission, Group employees participate as volunteers in the Kokoro Theater Project, an initiative organized by the Butai Geijutsu Center and the Shiki Theatre Company, held to enable children to enjoy the emotionally moving experience of theater.



A scene from the musical

Participation in Cleaning the Famous Nihonbashi Bridge

Every year in July, Company employees and their families voluntarily take part in activities to clean the famous Nihonbashi bridge.

The Meikyo Nihonbashi Preservation Council is an organization that aims to restore the view of Nihonbashi, whose beauty was lost when it was covered by the Shuto Expressway, and pass the bridge on in good condition to future generations. In accordance with this purpose, this event is a summer tradition in the Nihonbashi area that has continued since 1959, with the participation of local residents and company employees.



Bridge cleaning



Participating employees

Communicating with Local Communities Following the Great East Japan Earthquake

Watsu Nihonbashi: A Center for Exchange with Earthquake Affected Regions

Watsu Nihonbashi (Chuo-ku, Tokyo) was opened in March 2015 as a result of encounters with the people of Minamisanriku Town following the Great East Japan Earthquake. The center plays a role as an intermediary linking Tohoku and Nihonbashi, and includes the Watsu Dining & Bar featuring ingredients from Minamisanriku and other parts of Tohoku, and the Watsu Room interaction space for online exchange with junior high school students from the local area, events and workshops relating to reconstruction, and other programs.



Junior high school students from Minamisanriku Town visiting Watsu Nihonbashi

Sustainability Training

CSR training has been conducted continuously since 2013 to improve awareness of disaster preparedness through experience of the situation in earthquake affected regions, and create opportunities for voluntary efforts and contribution to social issues. Employees visit Minamisanriku Town and regions within Fukushima Prefecture, both areas affected by the Great East Japan Earthquake.



Training in Minamisanriku Town
(on the former site of the disaster management government building)



Supply Chain Management

Policy

As a corporate group supporting offices, housing, and other infrastructure necessary for daily life, we recognize that it is our duty to fulfill our social responsibilities at an even higher level. To accomplish this, we believe efforts should be made throughout the entire supply chain to promote sustainable procurement and thereby help resolve ESG issues. We have formulated Sustainable Procurement Standards summarizing basic guidelines in this area. We published these standards on our website in December 2018, and have notified our main business partners. In February 2022, as part of our human rights due diligence, we amended and added to the standards incorporating basic guidelines on the following items that should be complied with or actively promoted by both the Group and its suppliers: (1) Compliance with Laws and Regulations; (2) Respect for Human Rights in Business Activities; (3) Respect for Human Rights Related to Labor; (4) Safe and Healthy Working Environment; (5) Establishment of Business Ethics; (6) Ensuring Quality; (7) Consideration for the Environment; (8) Information Security; and (9) Crisis Management and Business Continuity Plan. To ensure sustainable procurement, we have included corrective measures and cooperation with monitoring and applying pressure to suppliers and contractors, by providing suppliers with cooperation requests alongside the standards. We have also produced separate manuals that go into more details on the standards so as to raise awareness internally and within the Group, as well as at suppliers, and since October 2022 we have once again been notifying partners. The idea is to share these standards within the Group, build and operate an ordering and contract process in line with the nature of our business, and apply the same approach to our business partners. To realize a sustainable society, we are working to promote sustainable procurement throughout our supply chain.

Mitsui Fudosan Group Sustainable Procurement Standards

Established: December 5, 2018

Revised: February 4, 2022

1. Compliance with Laws and Regulations

Companies doing business with the Mitsui Fudosan Group (hereinafter, “companies”) shall not only comply with the applicable laws and regulations in their home countries and the countries and regions where they conduct business, but shall also respect internationally recognized standards of conduct.

2. Respect for Human Rights in Business Activities

In order to ensure the implementation of business activities with consideration for human rights, companies shall identify in advance the potential adverse impact of their business activities on the human rights of various people, including foreign populations and indigenous peoples, and take preventive measures and/or remediation measures, making reference to international human rights norms such as the Universal Declaration of Human Rights.

2.1 Prohibition of unjust discrimination and human rights violations in business activities

Companies shall not engage in acts of unjust discrimination or be complicit in it in their business activities. In addition, companies shall ensure that their business activities do not cause nor are complicit in human rights violations.

2.2 Respect for the rights of socially vulnerable and minority groups

In the provision of products and services, companies shall ensure that the basic needs of socially vulnerable and minority groups are met.

2.3 Universal design

In the provision of products and services, companies shall strive to offer universal design and services that are considerate of diverse situations, in order to ensure the convenience and comfort of all people.

3. Respect for Human Rights Related to Labor

Companies shall respect the human rights of workers, in line with international human rights standards, including the core labor standards established by the International Labour Organization (ILO), while also complying with relevant laws and regulations.

3.1 Freedom of association and right to collective bargaining

In compliance with local laws and regulations, companies shall respect the rights of employees to organize and bargain collectively as a means of participating in labor-management negotiations on working environment and wage conditions.

3.2 Prohibition of forced labor

Companies shall not use forced labor obtained through coercion, bondage, inhumane prison labor, slavery, human trafficking, or other such means. In addition, companies shall not force employees to work against their will and shall protect the right of employees to leave or terminate their employment of their own accord.

3.3 Prohibition of child labor and consideration for young workers

Companies shall not allow children under the minimum working age to work. In addition, companies shall not allow young workers under the age of 18 to engage in hazardous work that may jeopardize their health and safety, such as night shifts and overtime work.

3.4 Prohibition of discrimination in employment

Companies shall not engage in any form of unfair discrimination, including unfair discriminatory treatments based on grounds such as race, nationality, ethnicity, skin color, age, gender, sexual orientation, gender identity, religion, beliefs, disability, marital status, pregnancy, political affiliation, or union membership, in any employment practice, including wages, promotion, compensation, and retirement.

3.5 Prohibition of abuse and harassment

Companies shall respect the human rights of workers and shall not subject workers to inhumane treatment, including psychological or physical abuse, coercion, harassment, or any other potentially inhumane acts.

3.6 Adequate wages and allowances

Companies shall comply with all applicable laws and regulations regarding compensation paid to employees (including minimum wages, overtime pay, and legally mandated allowances and deductions) and social security. Furthermore, companies shall strive to pay wages at a level that allows workers to support their basic needs (a living wage).

3.7 Appropriate working hours, holidays, and leave

Companies shall not allow workers to work in excess of the maximum working hours set by local laws and regulations, shall appropriately manage working hours and days off in consideration of internationally recognized standards, and shall grant annual paid leave in compliance with local laws and regulations.

4. Safe and Healthy Working Environment

In addition to complying with the relevant laws and regulations, companies shall also pay due attention to domestic and international guidelines on worker safety and health, and make efforts to provide a safe and healthy working environment that minimizes work-related injuries and physical and mental illness.

4.1 Management of employee health

Companies shall provide appropriate health management for all employees.

4.2 Occupational health and safety

Companies shall identify and assess risks to occupational safety and ensure safety through appropriate design, engineering and administrative controls.

Companies shall also identify and assess the risk of worker exposure to biological, chemical, and physical hazards in the workplace, and implement appropriate management.

4.3 Consideration for physically demanding work

Companies shall identify and evaluate physically demanding work and implement appropriate management to prevent occupational accidents and illnesses.

4.4 Safety measures for machinery and equipment

Companies shall evaluate the machinery and equipment used by workers in their work for safety risks and implement appropriate safeguarding measures.

4.5 Healthy, safe facilities

Companies shall ensure that the facilities provided for workers' lives (dormitories, cafeterias, toilets, rest areas, etc.) support adequate health and safety.

In addition, dormitories shall have appropriate emergency exits for emergencies.

4.6 Response in the event of occupational accidents or diseases

Companies shall record and report occupational accidents and diseases, and take appropriate measures and corrective actions.

4.7 Promotion of communication

Companies shall provide education and training on the appropriate health and safety information for the various occupational hazards that workers may be exposed to on the job, in the workers' native language or in a language and manners that workers can understand.

In addition, companies shall operate a system for workers to provide feedback on safety-related issues.

5. Establishment of Business Ethics

Companies shall conduct business activities based on high ethical standards in addition to compliance with the law.

5.1 Prevention of bribery and other forms of corruption

Companies shall not engage in bribery, corruption, extortion, or embezzlement of any kind. In addition, companies shall not offer or condone promises, offers or permits as a means of obtaining bribes or other illicit or inappropriate benefits.

5.2 Avoiding interactions with organized criminal groups

Companies shall avoid all interaction with organized criminal groups and other "antisocial forces" that threaten the order and safety of civil society.

5.3 Promotion of fair business activities

Companies shall promote fair business activities and refrain from acts that impede fair and free competition and acts of unfair competition.

5.4 Prohibition of abuse of dominant position

Companies shall not use their dominant position to unilaterally determine transactions in their own favor or to the detriment of their business partners.

5.5 Protection of intellectual property rights

Companies shall respect intellectual property rights, and the transfer of technology and know-how shall be done in a way that protects intellectual property. Companies shall also protect the intellectual property of third parties, such as customers and business partners.

5.6 Appropriate disclosure of information

Companies shall appropriately disclose their financial and non-financial information in accordance with applicable laws and regulations as well as social norms and guidelines of industry associations. Falsification of records or disclosure of false information shall not be tolerated.

5.7 Establishment of grievance mechanism and protection of whistleblowers

Companies shall operate a grievance mechanism to investigate and respond to problems and allow employees and other whistleblowers to report them. Companies shall also protect the confidentiality of information and the anonymity of whistleblowers, and shall not retaliate in any way against whistleblowers.

5.8 Responsible procurement of raw materials

For raw materials used in business activities, companies shall avoid those produced by unlawful means (including illegally logged timber and conflict minerals) and strive to utilize those produced with consideration for the environment and society, such as recycled timber and certified timber.

6. Ensuring Quality

Companies shall ensure and strive to enhance the safety and quality of the products and services they provide.

6.1 Consideration for security, safety, and health in urban development

In designing, manufacturing, and selling products, companies shall fulfill their responsibilities as suppliers by ensuring sufficient product safety, such as by meeting the safety standards stipulated by the laws and regulations of each country.

In addition, when providing services, companies shall strive to engage in business activities with consideration for the safety and health of the people who use the services and other related parties.

6.2 Quality management and quality assurance

Companies shall comply with all applicable laws and regulations, their own quality standards, and customer requirements regarding the quality of products and services. In addition, companies shall have a system in place to receive and appropriately handle customer complaints and grievances.

6.3 Provision of accurate information on products and services

Companies shall provide accurate and non-misleading information about products and services to customers and consumers. They shall not provide false or falsified information.

7. Consideration for the Environment

Companies shall proactively address global environmental issues such as resource depletion, climate change, and environmental pollution, while also considering local environmental issues to ensure the health and safety of the people in the communities involved.

7.1 Addressing climate change

Companies shall work continuously to reduce their energy consumption and greenhouse gas emissions by striving to improve energy efficiency and introduce renewable energy.

7.2 Efficient use of resources and waste management and reduction

Companies shall comply with laws and regulations and engage in appropriate waste management. They shall also pursue reduction, reuse, and recycling in order to ensure resources are efficiently used and minimize the generation of waste.

7.3 Prevention of pollution and management of chemical substances

Companies shall comply with relevant laws and regulations and implement appropriate measures to reduce the release of hazardous substances into the air, water, soil, etc.

In addition, companies shall manage hazardous chemical substances in order to ensure that they are identified, labeled, handled safely, transported, stored, used, recycled or reused, and disposed of in compliance with laws and regulations.

7.4 Reduction of water usage

Companies shall comply with laws and regulations, monitor the sources, uses, and discharge of the water used, and conserve water.

7.5 Conservation of biodiversity

In order to conserve the natural environment and ecosystems where diverse organisms live, companies shall work to reduce negative impacts of their business activities on them.

7.6 Provision of environmentally-friendly products and services

Companies shall be proactive in providing environmentally-friendly products and services. They shall also comply with all laws and regulations and customer requirements regarding chemical substances contained in products.

8. Information Security

Companies shall prevent leaks of confidential information and personal information and work to strengthen information security.

8.1 Information security and cyber security

Companies shall not only appropriately manage and protect their own confidential information but also the confidential information received from customers and third parties. In addition, they shall take defensive measures against cyber-attacks and other threats to prevent damage to themselves and others.

8.2 Protection of personal information

Companies shall comply with all relevant laws and regulations and appropriately manage and protect the personal information of all business partners, customers, employees, and others.

9. Crisis Management and Business Continuity Plan

Companies shall take appropriate measures to ensure the safety of their employees and other stakeholders, and to resume business activities as soon as possible, in the event of a natural disaster or accident.

9.1 Crisis management

In order to minimize the damage to workers and assets caused by natural disasters, accidents, and other emergencies, as well as indirect damage to related parties and the public resulting from such damage, Companies shall establish action procedures for emergency measures, install the necessary equipment, and provide education and training to enable employees to take such action in the event of a disaster.

9.2 Business continuity plan (BCP)

Companies shall identify and assess risk factors that could impede business continuity, and formulate a business continuity plan (BCP) that includes a close examination of the impact on business, the necessary medium- and long-term measures, and the status of initiatives.

Click the link below to see the Japanese version of the Mitsui Fudosan Group Sustainable Procurement Standards.

⇒ https://www.mitsuifudosan.co.jp/esg_csr/society/04.html

Click the link below to see the manuals for the Mitsui Fudosan Group Sustainable Procurement Standards.

⇒ https://www.mitsuifudosan.co.jp/corporate/esg_csr/pdf/2022/sustainable_procurement_standards_manual_jpn.pdf
(Japanese version)

⇒ https://www.mitsuifudosan.co.jp/english/corporate/esg_csr/pdf/2022/sustainable_procurement_standards_manual_eng.pdf
(English version)

Major Initiatives

Promoting sustainable procurement

The ESG Management Committee under the ESG Promotion Committee, which is headed by the President and Chief Executive Officer, was established to tackle human rights issues throughout the Group. The ESG Management Committee formulates the principles and policies that define the human rights-related issues of the Group. It also works to promote human rights due diligence based on the Sustainable Procurement Standards and evaluates the results and investigates our response, among other roles. It also promotes a variety of activities that share vital commonalities with the Mitsui Fudosan Human Rights Policy, which was formulated in December 2020, from a global perspective.

Internal training

Groupwide compliance training is carried out twice a year (via e-learning), which includes internal training (explanations of the Human Rights Policy, etc.) on the Human Rights Policy and Sustainable Procurement Standards. In addition, in FY2022, we will conduct training to thoroughly familiarize employees with the latest trends, focusing on "business and human rights," as well as the Group's initiatives, such as revisions to the "Sustainable Procurement Standards."

Supplier training

In 2020 and 2022, we distributed the Group's Sustainable Procurement Standards to around 800 suppliers and held training seminars for them to understand its content. In 2022, we also distributed an instruction manual for our procurement standards in order for these suppliers to understand the Standards better. Meanwhile, since 2021, we have conducted ESG due diligence annually for our suppliers. We have analyzed the results of questionnaire surveys and on-site inspections and conducted training sessions to provide feedback to our suppliers.

Supplier questionnaires

As a result of appraisals into human rights risks, we selected six major suppliers from the construction industry—which has a great deal of overlap with and influence from ESG topics—and carried out a supplier questionnaire in line with our Sustainability Procurement Policy to promote and raise awareness of the following important themes. We will continue to carry out these questionnaires, and will expand them to include other business partners.

Questionnaire topics

- Compliance with Laws and Regulations
- Respect for Human Rights Related to Labor
- Establishment of Business Ethics
- Consideration for the Environment
- Crisis Management and Business Continuity Plan
- Respect for Human Rights in Business Activities
- Safe and Healthy Working Environment
- Ensuring Quality
- Information Security

The results of the questionnaire revealed that some efforts in the areas of Respect for Human Rights in Business Activities, Respect for Human Rights Related to Labor, Establishment of Business Ethics, Ensuring Quality, and Consideration for the Environment were lacking. Taking these results into account, in the future we will promote a further levelling up of ESG initiatives—including for human rights—aimed at suppliers.

Supplier on-site surveys (worksite monitoring)

For two of the six construction companies who answered the supplier questionnaire, we carried out an on-site survey that involved monitoring a worksite in operation. Alongside an external surveying company, we visited each worksite for one day and interviewed construction company staff, in particular confirming the specific initiatives mentioned in their answers to the questionnaire. We discovered no major problems, including any human rights or compliance infractions.

Results of the supplier questionnaire and on-site survey and response to issues

- While there were no major problems identified in either the questionnaire or the survey, the following areas do require improvement.

Overview of risk evaluation, taking into account the results of the questionnaire and on-site survey

Risk evaluation for each area (based on questionnaire and survey results)		Areas with issues	
Priority level ↑ Major Minor	2.2 Respect for the rights of socially vulnerable and minority groups 4.2 Occupational health and safety 4.3 Consideration for physically demanding work 4.4 Safety measures for machinery and equipment 4.5 Healthy, safe facilities 4.6 Response in the event of occupational accidents or diseases 5.1 Prevention of bribery and other forms of corruption 5.7 Establishment of grievance mechanism and protection of whistleblowers 6.2 Quality management and quality assurance 6.3 Provision of accurate information on products and services 7.1 Addressing climate change 7.2 Efficient use of resources and waste management and reduction 7.3 Prevention of pollution and management of chemical substances 7.6 Provision of environmentally-friendly products and services 8.1 Information security and cyber security 8.2 Protection of personal information 9.1 Crisis management 9.2 Business Continuity Plan (BCP)	4.7 Promotion of communication 5.3 Promotion of fair business activities	3.2 Prohibition of forced labor 4.1 Management of employee health 5.8 Responsible procurement of raw materials 6.1 Consideration for security, safety, and health in urban development 7.5 Conservation of biodiversity
	2.1 Prohibition of unjust discrimination and human rights violations in business activities 3.1 Freedom of association and right to collective bargaining 3.3 Prohibition of child labor and consideration for young workers 3.4 Prohibition of discrimination in employment 3.5 Prohibition of abuse and harassment 3.6 Adequate wages and allowances 3.7 Appropriate working hours, holidays, and leave 5.2 Avoiding interactions with organized criminal groups 5.4 Prohibition of abuse of dominant position 5.6 Appropriate disclosure of information	5.5 Protection of intellectual property rights	2.3 Universal design 7.4 Reduction of water usage

Average score

100% (no problems at any of the six companies)

90%+
(problems at one company)

Less than 90%
(problems at two or more companies)

Results of the questionnaire (overview)

- ▶ Six general contractor companies were asked about their initiatives related to the areas identified in the Sustainable Procurement Standards (explanatory notes)
- ▶ All six companies were implementing initiatives in the areas of Compliance with Laws and Regulations, Information Security, Crisis Management and Business Continuity Plan
- ▶ All six companies had essentially no issues in the area of Safe and Healthy Working Environment
- ▶ However, in the areas detailed below, there were instances where initiatives were not being implemented and where improvement is needed
 - Respect for Human Rights in Business Activities
 - Respect for Human Rights Related to Labor
 - Establishment of Business Ethics
 - Ensuring Quality
 - Consideration for the Environment

- With regard to those initiatives found to be lacking, we will discuss improvement measures and work to make improvements with construction companies.
- In fiscal 2022, we carried out a questionnaire with six building operation and management contractors and conducted on-site inspections at two companies' operation sites.

Tenant engagement

We conducted a questionnaire survey for about 200 tenants at commercial facilities operated by our group. In addition to introducing our group's initiatives such as sustainable procurement standards and engagement with suppliers on ESG issues, we actively encourage our supply chain to address ESG issues by sharing tenants' initiatives.

Engagement with employees and tenants

We regularly engage in dialogue with our employees and tenants of Group facilities regarding our initiatives to address social issues.

We provide our group employees with training seminars to further understanding of our Sustainable Procurement Standards, Human Rights Policy, and ESG due diligence. We also conduct employee satisfaction surveys to gain feedback from our employees on a broad range of topics including what it means to work for the company, their motivation, and their opinions on wages, safety, and health.

We have conducted a questionnaire survey of the tenants of our Group's commercial facilities. Through the survey, in addition to disseminating our Sustainable Procurement Standards, we interviewed tenant companies about their initiatives.



Providing Value through Customer Satisfaction and Creation of Neighborhoods

Policy of Enhancing Customer Satisfaction

As part of our Environmental Initiatives Policy, we have set cooperation (collaborating and cooperating with various stakeholders) as one of our key activities. In collaboration and cooperation with customers, business partners, local communities, and the authorities, we will ensure we respect human rights in our business activities.

We are also a participating party in the Declaration of Partnership Building project, established by the Japanese Cabinet Office and other entities. The project aims to help large corporations and small and medium-sized enterprises form sustainable relationships that will help both to grow. By participating, companies declare that they will promote co-prosperity throughout entire supply chains and form new partnerships that go beyond the current scale, groups and borders, etc., as well as complying with positive trading practices with main operators and subcontractors.

We recognize that our employees and the employees of tenants of our facilities are also important partners, and we will work on efforts such as utilizing proactive dialogue to help each individual stay healthy and safe, and to provide them with opportunities to develop their abilities.

Declaration of Partnership Building


In order to form a new partnership that will help us cooperate, and aiming for mutual prosperity, with the business partners that form our supply chain and companies that help us create value, we declare our intent to focus our energies on the following:

1. Promoting co-prosperity throughout the entire supply chain and forming new partnerships that go beyond the current scale, groups and borders, etc.

Through our direct business partners, we have put pressure on partners further down the supply chain (moving them from Tier N to Tier N+1 business partners) to work on improving added value throughout the chain. Also, through existing business partnerships and cross-company collaboration, etc., we are aiming to develop a framework that brings prosperity for both us and our partners. We have also supported our partners by offering advice on introducing teleworking or formulating business continuity plans (BCPs) from the perspective of responding to disasters or reforming the way people work.

Individual initiatives:

a. Cooperation between companies

Based on the ideal of coexisting in harmony with society symbolized by our  logo, we will promote our business hand in hand with our business partners. Equally, we are working with those same partners to create new industries through open innovation.

b. Environmental efforts

In addition to formulating a Group action plan to realize a decarbonized society, the whole supply chain is working together to implement five initiatives: (1) improving the environmental friendliness of new construction projects and existing properties; (2) using environmentally friendly electricity in shared areas and areas that our businesses use in buildings; (3) providing environmentally friendly options to business tenants and buyers; (4) securing a stable supply of renewable energy; and (5) reducing CO₂ emissions produced during construction.

2. Complying with promotion standards

For positive trading practices with new main operators and subcontractors, we comply with promotion standards based on the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises and are actively working to combat trading and business practices that interfere with our efforts to build partnerships with our business partners.

(1) Pricing methods

We do not make demands for unreasonably low cost prices. When determining costs associated with business dealings, where subcontractors wish to discuss prices, we debate the matter appropriately, with due consideration to how the subcontractor can achieve a suitable level of profit, with regard to the effect of rising labor costs and similar. The main operator specifies and issues contract terms and conditions, including decisions on prices, in writing and other formats.

(2) Bills and other payment criteria

We pay subcontractors' fees in cash.

(3) Intellectual property and expertise

During our dealings, we do not ask partners to disclose their expertise or transfer intellectual property rights without monetary compensation where inappropriate.

(4) Negative effects of changes to working styles

To allow business partners to also adapt to new working styles, we do not make inappropriate demands for unreasonably short deadlines or suddenly change specifications, which would result in a greater burden on the partner. In the event of a disaster, we would not force a subcontractor to take the entire burden of dealings, and where possible will consider how to resume our partnership when work can begin again.

3. Other

Based on the ideals of coexisting in harmony with society, linking diverse values, and achieving a sustainable society, the Mitsui Fudosan Group is working to build societies that enrich people's lives and our planet. We pursue ESG management and conduct business with awareness of our responsibilities with respect to the Environment, Society, and Governance. Reflecting our commitment to further accelerate the Group's ESG management, we can contribute in a significant way to the Japanese government's Society 5.0 vision and to the attainment of the UN's SDGs. In November 2021, we formulated policies for the Group regarding how to help bring about a decarbonized society and how to promote diversity and inclusion. In the future, we will continue to work to address social challenges through neighborhood creation.

February 28, 2022
Mitsui Fudosan Co., Ltd.
Masanobu Komoda
President and CEO

For more details on the Declaration of Partnership Building, refer to the site below (Japanese only)

⇒ <https://www.biz-partnership.jp/index.html>

Our Efforts to Improve Customer Satisfaction (CS)

The Group emphasizes communication with customers, and we address customer feedback and requests with great seriousness. By working to resolve and address various consumer issues, we will promote neighborhood creation from the customer's perspective, and improve the quality of services provided to customers.

Major Initiatives

Listening to Customers

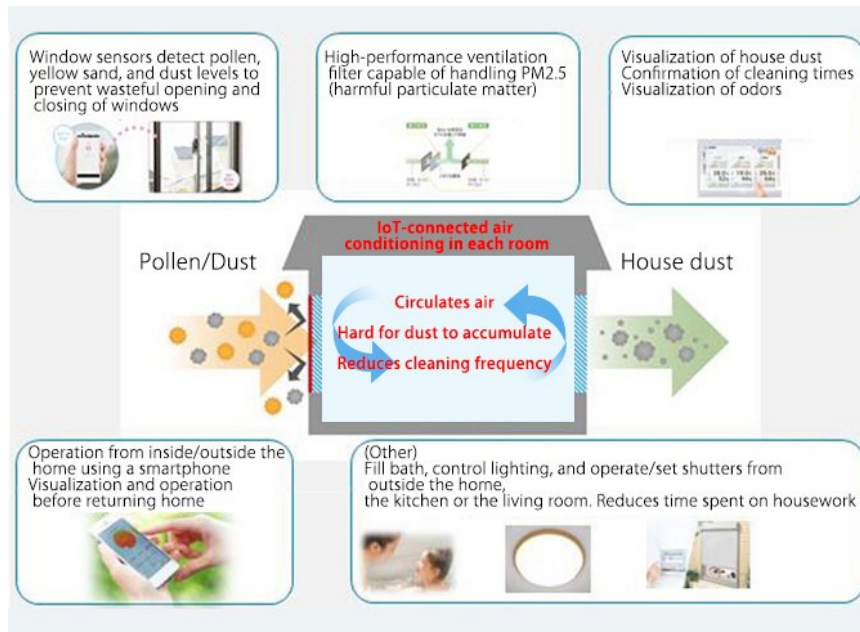
The Group undertakes a variety of activities as a part of efforts to listen to customers' comments. CS surveys are conducted encompassing a wide area including office building tenant companies and residents of condominiums and detached housing as well as hotel guests. The feedback gained through these surveys is extremely helpful in improving the Group's initiatives. We carefully monitor customer feedback received through boxes placed for this purpose at some of our retail properties. These opinions and comments are used to improve operations in facilities and other areas, including store planning and design.

Stakeholders	Examples of improvements
Customers/ Tenant companies of Office Buildings	<ul style="list-style-type: none"> · Crime prevention, smoking area separation · Improvements to common-use areas · Improvements to elevator operating programs · Improvements to restroom facilities · Meetings to observe elevator rescue drills · Tours to observe building facilities
Customers/ Tenant companies of Retail Facilities	<ul style="list-style-type: none"> · Installation of additional coin lockers and larger coin lockers · Refurbishments/enlargements made to kids' spaces · Installation of air purifiers in baby rooms · Installation of microwave ovens · Installation of curtains in diaper changing rooms · Replacement of flooring materials and wallpaper in nursing rooms · Refurbishments to women's restrooms · Increase in number of stroller pick-up locations (increase number of strollers) · Increase in stroller drop-off locations · Increase in cart drop-off locations, improvements to parking lot signs · Installation of additional benches and signs within each property, improvements to smoking room doors · Changes to rules on pets (reassess areas where pets are allowed)
Customers/ Tenant companies of Logistics Facilities	<ul style="list-style-type: none"> · Improvements to smoking areas in common areas, increase in vehicle/ bicycle parking areas · Enhancement of shared amenities (setting up of Christmas trees, Kadoomatsu Japanese New Year's decorations, message cards, etc.)

Barrier-Free and Universal Design

For all aspects of life, whether it be work, home life, recreation, or relaxation, the Group promotes the creation of urban environments and buildings that are easy for everyone to use, regardless of their cultural background, language, nationality, age, gender, or disability. Moreover, in our office buildings and other development projects, we examine ease of access using public transport, and evaluate accessibility for people with disabilities. We ensure our measures are within the scope stipulated by laws and regulations, and in some cases make additional efforts.

Mitsui Home Co., Ltd.'s endeavor to make temperature and humidity equipment barrier-free was selected as a fiscal 2017 Leading Project for Sustainable Homes by the Ministry of Land, Infrastructure, Transport and Tourism. Seeking to make home life more healthy, secure, and convenient, the system combines duct-type air conditioning systems and IoT technology to suppress indoor dust and thereby reduce cleaning frequency. The project also enables users to do such things as remotely fill their bathtubs. In this way, the burden of housework and time spent are lessened.



Mama with LaLaport

The Mama with LaLaport campaign aims to ensure that parents and expectant parents have more fun and more peace of mind by making the shopping centers better oriented to mothers and fathers. As well as design features such as baby rooms and places where kids can play, we are also proactively working on initiatives such as events where parents can meet other parents and workshops both parents and children can enjoy. In 2022, these efforts were recognized by the Japan Mothers Association's Mothers Selection Awards.

Examples of major initiatives:

- Facilities inside LaLaport shopping centers to benefit those bringing up children, including nursing rooms, baby changing stations, kids' spaces, raised floor seating, and wide, open spaces indoors and out.
- Installation of mamaro™ completely private baby care rooms
- Introduction of the OiTr service, which stocks and provides sanitary towels for free
- Holding of baby care stations manned by midwives



All-Japan Customer Service Role-Playing Contest

Mitsui Fudosan Retail Management Co., Ltd. holds an annual national customer service role-playing contest for representatives who qualify through preliminary competitions at nationwide commercial facilities. The aim is to improve the value of visits by enhancing the quality of customer service.



Contest participants

11th All-Out CS Contest

In 2019, Mitsui Fudosan Hotel Management Co., Ltd. held its 11th All-Out CS (Customer Satisfaction) Contest. A total of 20 participants took to the stage and demonstrated the customer service skills they have refined through their daily work in the form of roleplay, and reaffirmed the pleasure and importance of greeting the customer with a smile.



Contest participants

CASBEE-WO Certification

Nihonbashi Muromachi Mitsui Tower (Chuo-ku, Tokyo), Tokyo Midtown Hibiya (Chiyoda-ku, Tokyo), and the Nihonbashi Takashimaya Mitsui Building (Chuo-ku, Tokyo) were awarded the S rank, the highest rank in the CASBEE-WO (Wellness Office) certification system in May 2020, March 2021 and January 2022, respectively. The Nihonbashi Takashimaya Mitsui Building received a score of 96.6, the highest score among all rental office buildings certified to date (as of the end of January 2022). All of the properties have registered for self-assessment under CASBEE-Building, and have been certified as "CASBEE Smart Wellness Office Certified"* based on their high overall environmental performance evaluation.

* A system administered by the Institute for Building Environment and Energy Conservation (IBEC) to certify office initiatives in both tangible and intangible aspects. The system evaluates not only factors with a direct influence on worker health and comfort, but also those contributing to enhanced intellectual productivity as well as features relating to safety and reliability.

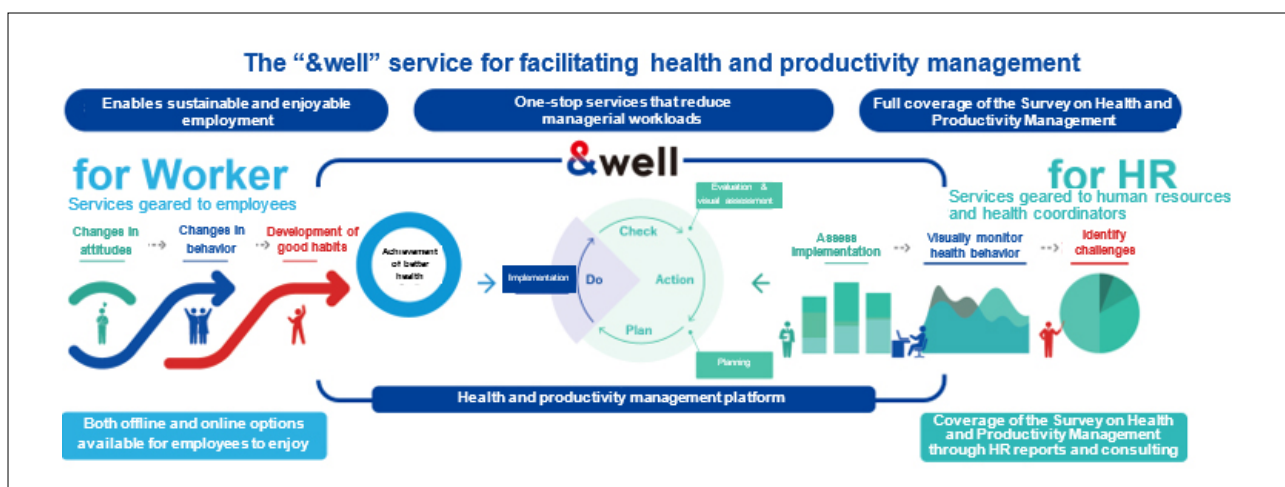
&well

Since 2019, under the supervision of Kenko-keiei, a non-profit organization, we have been offering the health management support solution service "&well" to support members of management, those involved in personnel affairs, and other employees.

This is an initiative that we will use to promote health management, not on our own, but in cooperation with affiliated companies and employees.



&Well Festa health promotion event at the Roofed Outdoor Plaza (July 2019)



With "for Worker," our aim is to provide services that make it fun for workers to spend time together and for that enjoyment to lead to continued employment. The initiative is centered on both in-person events and content-streaming via mobile app and provides workers with opportunities to consider their health and encourages them to change their behavior going forward. The "for HR" reporting and consultation service, meanwhile, offers support to help companies gain accreditation related to health management in a way that meets their varied individual needs, such as by providing analysis for health check results or analyzing smartphone app usage.

As a result of these initiatives, of the companies we support that were aiming to be selected under the Certified Health & Productivity Management Outstanding Organizations Recognition Program, approximately 30% were for the first time, and 50% or so achieved a better rating. Around 40% of companies were recognized as White 500 enterprises.

Tools for Communication with Our Customers

The Group offers a variety of communication tools to help build relationships with customers. In terms of content, these tools actively disseminate and exchange information primarily in areas such as housing, and support for improved customer safety, security and environmental awareness.

Company name	Communication tools
Mitsui Fudosan Residential Lease Co., Ltd.	Guide Book for Residential Life A guidebook for customers issued by Mitsui Fudosan Residential Lease summarizes the key points of life in rental housing. (Japanese version only) ⇒ http://mfhl.mitsui-chintai.co.jp/nyukyo/guide/
Mitsui Fudosan Residential Co., Ltd.	31sumai (Mitsui's residence) A comprehensive information website for housing operated by Mitsui Fudosan Residential. (Japanese version only) ⇒ https://www.31sumai.com/ Everyone's Home A communication forum where everyone talks about homes. (Japanese version only) ⇒ https://www.mfr.co.jp/kurashi/idea_top/
Mitsui Fudosan Group Co., Ltd.	Healthy Forests and the Secrets of Trees This family-oriented pamphlet showcases the Mitsui Fudosan Group's forest conservation activities. (Japanese version only) ⇒ https://www.mitsufudosan.co.jp/and_forest/ebook/
Mitsui Home Co., Ltd.	Environmental and Social Activities (Japanese version only) ⇒ http://www.mitsuihome.co.jp/company/kankyo/
Tokyo Midtown Management Co., Ltd.	Environmental Initiatives (Japanese version only) ⇒ https://www.tokyo-midtown.com/jp/about/csr/

Efforts to Improve Employee Satisfaction (ES)

We strive to improve the functionality of the facilities used by our employees and create a comfortable working environment based on the idea that employees working at facilities are valued partners and that providing a comfortable working environment to increase employee satisfaction (ES) leads to better service to customers and enhances customer satisfaction (CS).

Major Initiatives

The Mitsui Shopping Park Staff Circle is an initiative to create a comfortable working environment and an enriching community for store staff working at commercial facilities. This is achieved by introducing Hata Luck®, a store management application offered by Knowledge Merchant Works Co., Ltd.

We are also providing corporate-led childcare services at four childcare facilities attached to commercial facilities: Mitsui Outlet Park Kurashiki (Kurashiki City, Okayama), Mitsui Shopping Park LaLaport Nagoya Minato Acres (Minato-ku, Nagoya City), Mitsui Outlet Park Kisarazu (Kisarazu City, Chiba), and Mitsui Outlet Park Sendai Port (Miyagino-ku, Sendai City).

To improve the ES of employees working at commercial facilities, we are remodeling employee lounges. These cheerful, spacious lounges with a café atmosphere are decorated in a highly individualized style for each facility, and are restful spaces where employees can spend some relaxing time. Convenience has been enhanced by installing vending machines for food and convenience store products.



LaLaport TOYOSU



LAZONA Kawasaki plaza

Creating New Value and Markets through Neighborhood Creation

The Group seeks to create new value and markets through the creation of neighborhoods with outstanding function and quality, while in constant pursuit of cutting-edge approaches. As such, we summarize our basic stance toward neighborhood creation with the following three points. The first is to integrate diverse functions and features, which involves promoting mixed use (combining applications and functions) and integrating the tangible and intangible aspects of the Group's operations. The second is to create communities, which entails connecting people who reside or gather in, or visit a particular area within that region, and the third is to work beyond the simple creation of neighborhoods to address specific needs as neighborhoods mature with age year after year through town management. By establishing a virtuous cycle that comprises these three activity goals, we strive to create new value.

Major Initiatives

Our Efforts at TOKYO MIDTOWN HIBIYA

For further details, see

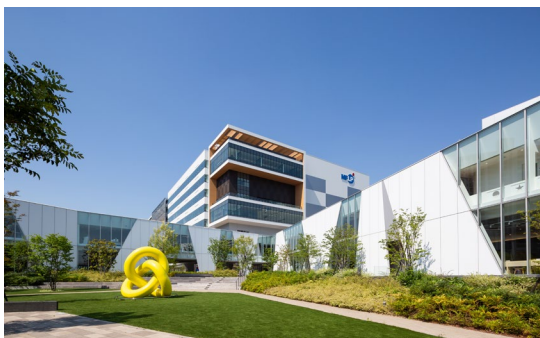
⇒ https://www.mitsuifudosan.co.jp/english/business/development/tokyo_midtown_hibiya/

Our Efforts at Mitsui Fudosan Logistics Park (MFLP)

Connecting Values Together with Customers and Creating New Values Together with Customers-based on this logistics business statement formulated in 2016, Mitsui Fudosan Logistics Parks (MFLP) are committed to creating value unbounded by existing categories. To that end, the Company is pursuing a wide range of measures. MFLP locations are advanced logistics facilities delivering not only enhanced efficiency, but also diverse benefits for the surrounding community. They create job opportunities at tenant enterprises, provide consulting support for recruiting and retaining personnel, create jobs for local construction firms, and generate economic activity for businesses located near the parks and their workforce.

As mixed-use facilities offering added value that suits conditions in surrounding communities, these logistics parks are implementing the following initiatives.

- Verification of specifications and inspection methods to prevent water leakage and formulation of measures to prevent recurrence
- Construction of non-contact ELV buttons is planned for Funabashi I and II to prevent infection and create facilities that accommodate new ways of working
- Provide workplaces for people with disabilities (art exhibits in restrooms, kitchen cars, and plant management in exterior areas)
- Planning of products that take women and LGBTQ into consideration (multipurpose restrooms, universal design, multilingual support, etc.)
- Touring, training, and hosting local elementary and junior high schools (In FY2021, MFLP Tachikawa-Tachihi started to host social studies tours)
- Holding community contribution events at MFLP Funabashi and Green Space (direct sales of vegetables directly delivered from Ota Market, and other events are being considered)



MFLP Funabashi III



Our Efforts in the Nihonbashi Area

For further details, see

⇒ <https://www.mitsuifudosan.co.jp/english/business/development/nihonbashi/>

Our Efforts to Eliminate Redeliveries

In response to the sharp increase in package delivery volume, which is becoming a social challenge, Mitsui Fudosan Residential Co., Ltd. and Fulltime System Co., Ltd. have formulated a project to improve efficiency of delivery lockers at condominiums. The measures are outlined below:

1. Expand the number of delivery lockers to meet current needs through redesign
2. Raise the turnover rate of packages being placed in and removed from lockers
3. Reduce the number of deliveries made to lockers
4. Offer a locker status check service

These four measures will be progressively introduced at selected Mitsui Fudosan Residential Co., Ltd. properties to enhance delivery locker efficiency, beginning with Park Tower Harumi (Chuo-ku, Tokyo), a large-scale residence completed in 2019.



Park Tower Harumi is introducing measures to enhance efficiency



Delivery lockers (concept)

Safe and Secure Neighborhood Creation

The Group aims to ensure safety and security by creating disaster-resilient neighborhoods, while working to raise awareness of disaster countermeasures through routine training, inspection, and education. We go beyond simply protecting the safety of employees, tenants, and customers, and strive to expand and improve measures for disaster preparedness in collaboration with local communities.

Disaster Countermeasures System

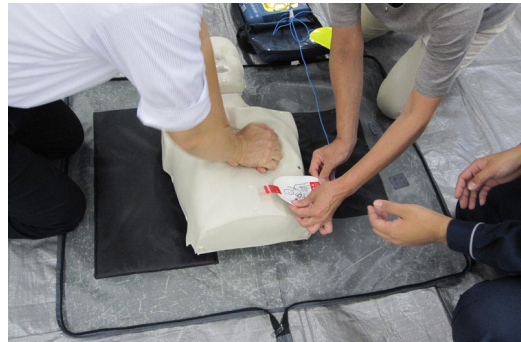
To ensure safety and security for the employees, tenant companies, and visitors to buildings and facilities managed by the Group, Mitsui Fudosan is promoting disaster countermeasure drills and lectures, and business continuity planning (BCP). To ensure the safety of our employees, tenants, and customers, we have formulated disaster countermeasure manuals and BCPs as part of our disaster countermeasures.

The Company maintains a dedicated Disaster Countermeasure Headquarters at the Nihonbashi Muromachi Mitsui Tower (Chuo-ku, Tokyo). Power is generated with gas from a medium-pressure line, which is highly reliable in disasters. This supplies the power required by the building's BCP, even in emergencies.

In the event of a major earthquake, we have in place measures to set up an emergency headquarters that reports directly to the president. To ensure that we are better prepared to respond to any disaster, employees in the disaster center take shifts and staff are on duty even on weekday nights and public holidays; this system means that an emergency headquarters can be established rapidly. Our disaster response system coordinates with Group companies to ascertain the safety of employees and the status of damage to properties. Employees train in lifesaving procedures using automated external defibrillators (AED). By ensuring that there are certified employees at each worksite, we are working to raise the resuscitation rate for cardiac arrest.



Disaster Countermeasure Headquarters



AED training

Disaster Preparedness and BCP

Smart Energy Project

We are working to solve various social issues such as energy, environmental issues, and disaster prevention through urban development.

The "Smart Energy Project" has been launched in 2019 starting in Nihonbashi. Through Mitsui Fudosan TG Smart Energy Co., Ltd., which was jointly established with Tokyo Gas Co., Ltd., an "energy center" centered on a large-scale cogeneration system fueled by city gas will be installed in a large-scale redevelopment building. This is an initiative to supply the generated electricity and air conditioning using the heat generated during the generation to the redevelopment and its surroundings.

In normal times, by effectively utilizing the heat generated during power generation, energy efficiency is improved, contributing to energy conservation and CO₂ reduction in the city. In the event of a disaster (wide-area power outage), power is generated using gas drawn from highly earthquake-resistant pipes, and the supply of electricity and heating and cooling to the area is continued, improving the BCP performance of the supply building. Contribute to improving the disaster resistance of the city.

Smart energy projects have started operations in Toyosu in 2020 and Yaesu in August 2022, and we aim to realize a sustainable society by reducing the environmental burden and ensuring the safety and security of the city.

Smart Energy Projects by Mitsui Fudosan TG Smart Energy Co., Ltd.

- Nihonbashi Smart Energy Project (supply started in April 2019)
- Toyosu Smart Energy Project (supply started in April 2020)
- Yaesu Smart Energy Project (supply started in September 2022)



Large gas cogeneration system

Disaster Countermeasures and BCP at Our Buildings

Since the Great East Japan Earthquake, tenant needs have increased for safety, security and business continuity planning (BCP). In response, Mitsui Fudosan is implementing disaster countermeasures and BCP measures in its existing and newly built buildings to improve preparedness during normal times and responsiveness during emergencies.

Main Initiatives at Mitsui Offices

- 1 Securing electric power to maintain key functions for 72 hours after infrastructure shut-down
 - (1) Emergency power generation equipment that can operate for 72 hours made standard in key buildings (also enabling exclusive power supply for specific areas)
 - (2) Ability to maintain and quickly restore key functions (elevators, toilets, and ventilation systems, etc.) strengthened
 - (3) The introduction of building damage evaluation systems expanded
- 2 Strengthening capacity to aid people unable to return home after a disaster
 - (1) Deployment of disaster stockpiles enhanced
 - ・ Provision of a set amount of food and water for people unable to return home
 - ・ Provision of one days' rations of food and water per employee to tenants free of charge
 - (2) Information dissemination enhanced (digital information signage installed)
 - (3) Development of a manual for receiving people unable to return home in a disaster at receiving buildings
 - (4) Conducting receiving drills for people unable to return home in a disaster
- 3 Establishing a permanent Crisis Management Center to act as a control center during disasters
 - (1) A permanent Crisis Management Center that enables unified information management during disasters has been established
 - (2) Fully equipped with multiple emergency communication devices, including new video communication systems with dedicated channels
 - (3) On-duty monitoring 24 hours a day, 365 days a year
 - (4) Conduct company-wide collaborative training 3 times/year
- 4 Disaster prevention initiatives for tenant companies
 - (1) Published "Disaster Preparedness Handbook" and "Guide to Preventing Office Fixtures from Falling or Overturning" to communicate the Company's disaster preparedness initiatives and the importance of measures for preventing falling and overturning of office fixtures
 - (2) Develop a website to disseminate disaster prevention information (31 Disaster Prevention Web)

Mitsui Fudosan General Disaster Countermeasure Training

The Group carries out disaster countermeasure training based on its disaster countermeasure manuals and business continuity plan (BCP). In coordination with Group companies and tenants, Company-wide disaster countermeasure training for a large-scale earthquake is carried out twice a year, mainly on September 1 (Disaster Prevention Day) and March 11.



Joint general disaster countermeasures drill for tenants of Shinjuku Mitsui Building (Shinjuku-ku, Tokyo)

Disaster Countermeasures and BCP at Our Retail Facilities

At retail facilities operated by the Group, we have enhanced practical measures-such as preparing disaster manuals compatible with all facilities and publicizing customers' guided evacuation procedures as part of our initial disaster responses-and we pursue disaster countermeasure initiatives at our facilities.

Earthquake Drill Disaster Countermeasure Training: Assembly on Foot

The Company and Mitsui Fudosan Retail Management Co., Ltd. carry out company-wide disaster countermeasure training and assembly on foot training to verify coordination between facilities in the event of a disaster.

Disaster Preparedness Program

At Tokyo Midtown Management Co., Ltd., all employees take part in practical simulation training at the Disaster Preparedness Training Center located in Tokyo Midtown (Minato-ku, Tokyo). Through the three-day, eight-hour program, the goal is to develop disaster countermeasure skills including combatting fires, administering first aid, and carrying out rescue operations.



Disaster preparedness lecture



Disaster preparedness training

Quizzes and Workshops to Promote Disaster Awareness Among Local Residents

In cooperation with local governments, fire departments, and other entities, the Company and Mitsui Fudosan Retail Management Co., Ltd. hold a series of disaster-related informational events, dubbed &EARTH Learn About Disaster Prevention! -BOSAI Stamp Rally, at retail facilities around the Tokyo metropolitan area, including LaLaports.



Survival kitchen

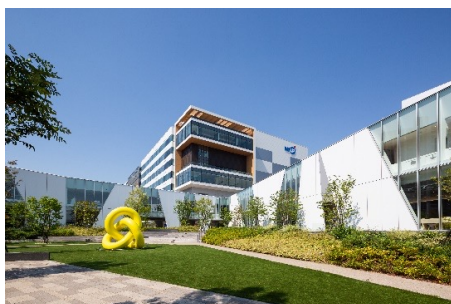


AED lecture

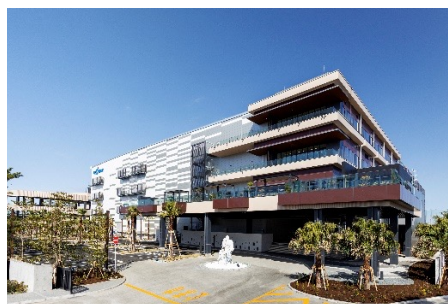
Disaster Countermeasures and BCP (MFLP, Logistics Facilities)

At Mitsui Fudosan Logistics Parks (MFLP), which are large-scale logistics facilities managed by the Company, we are engaged in the following efforts to bolster our BCP measures.

- Seismic Isolation Structure
Placing a layer of special rubber in a building's foundations insulates them from the ground and, in turn, minimizes damage to buildings during large earthquakes.
- Emergency Power Generators
We have installed emergency power generators as a backup electricity supply for lighting in common areas and office sections not only during blackouts but in cases of earthquakes and fires.
- Vending Machines During Disasters
We have installed vending machines set to provide free drinks during disasters.
- Disaster Stockpiles
We maintain disaster stockpiles at multi-tenant warehouses (sufficient for one to three days depending on the property).
- Remote Monitoring Using Surveillance Cameras
We have installed a surveillance camera system that enables disaster countermeasure headquarters to determine the situation on the ground.
- Examination of BCP assuming eruption of Mt. Fuji
- Conducting disaster drills twice a year and standardizing 72-hour power supply in the event of power outage in new buildings (common areas)



MFLP Funabashi III



MFLP Ichikawa Shiohama II

Medical Heliport through a Public-Private-Academic Partnership

As part of a cooperative agreement with Ayase City, we have installed an aluminium-deck heliport on the roof of MFLP Tomei Ayase, the first of its kind for a domestic logistics facility, and we are working with the city's fire department and Tokai University Hospital's emergency center. Normally, the heliport can be used for emergency medical care, but in the event of a disaster, it can be used as an emergency base of operations for support staff and supplies.



Disaster Countermeasures and BCP (Hotels)

To help ensure business continuity in our hotels, we have ensured that all of the elevators we operate are seismically resistant. All hotels are equipped with emergency backup generators capable of operating for approximately 24 hours, and a surveillance system connected with headquarters to monitor conditions at each site.

Disaster Countermeasures Together with the Community and Society

In addition to bolstering disaster preparedness in its buildings and facilities, the Group is working to strengthen preparedness in surrounding communities and neighborhoods. We are engaged in a wide range of activities to raise awareness of disaster preparedness among residents and those working in the area.

The Community Comes Together to Participate in Nihonbashi Hands-on Disaster Preparedness Training

With help from Tokyo's Chuo City government, the Company and Nihonbashi Muromachi Area Management carry out disaster preparedness training in the Nihonbashi Area every March in conjunction with Fire Prevention Campaign Week in the spring.



Nihonbashi Hands-on Disaster Preparedness Training



Kumamoto Earthquakes Research Report Distributed to Related Government Ministries and Agencies as Well as Universities

Since the Great Hanshin Earthquake of 1995, Mitsui Home Co., Ltd. has carried out inspections of all of its residences exposed to shaking of intensity 7 or greater. After the Kumamoto earthquakes of 2016, we sent over 1,600 people to investigate 1,263 Mitsui Home residences in the affected area, and published the findings in a research report. Of the buildings investigated, none were completely destroyed, and only 10 were slightly damaged. This result demonstrates the outstanding seismic resistance of Mitsui Home Co., Ltd.'s 2x4 design and construction methods. We distributed the report, published in February 2017, to related government ministries and agencies as well as universities, to share this earthquake-related data.

Improving the Quality of Urban Development

The Group works diligently to ensure the quality management of its buildings as well as every other facet of its business operations, including products and services, as the foundation for providing safety, security, and comfort to its customers. We are convinced that the delivery of quality-based security, safety, and comfort is a prerequisite for realizing customer satisfaction (CS).

Each business draws up its own design guidelines, manuals, etc. on quality management and puts them into practice to ensure that quality is managed thoroughly. The guidelines, manuals, etc. are also reviewed and revised as needed to reflect customer feedback, problems that have taken place, etc. Reviews of safety-related matters are carried out from time to time as well as following a disaster.

Principal Guidelines, etc. of Each Business Area

Division	Guidelines, etc.
Office Buildings Business	<ul style="list-style-type: none"> Office Building Design Manual (including BCP design manuals) Provides direction for planning and design by organizing and combining know-how on product planning and operational management. Office Building Business Standard Operation Flowchart Office Building Sign Planning Guidelines Office Building Backyard Standards Various Construction Quality Management Forms CO₂ Reduction Measure Explanation Sheet
Retail Properties Business	<ul style="list-style-type: none"> Retail Properties Design Request Form Provides direction for planning and design by organizing and combining know-how on product planning and operational management. LaLaport Sign Planning Guidelines Tenant Interior Design Manual Design Criteria
Housing Business (High-rise Residences, Custom-Built Detached Residence)	<ul style="list-style-type: none"> Housing Design Guidelines, Specification Documents, Product Specifications, etc.
Hotel Business	<ul style="list-style-type: none"> Design Guidelines, Specification Documents Manual concerning the design and construction of Mitsui Garden Hotels.
Logistics Business	<ul style="list-style-type: none"> Logistics Facilities Design Request Form Mitsui Fudosan Logistics Parks Sign Planning Guidelines Mitsui Fudosan Logistics Parks Facility Design Guidelines

Performance Evaluations by Evaluation Bodies

With the exception of certain properties, Housing Performance Indication System evaluation reports are obtained at both the design and construction stages for built-for-sale condominiums from a third-party organization registered with Japan's Minister of Land, Infrastructure, Transport and Tourism as an objective evaluation of quality management. In addition, Mitsui Home Co., Ltd.'s custom-built detached residences are also constructed to perform to the high standards of the Housing Performance Indication System.

Basic Urban Development Design

The Group realizes outstanding function and quality in basic designs for neighborhood creation, while always pursuing innovation. Our aim is to create new value for the future of the people who live in these neighborhoods.

Our Efforts at Kashiwa-no-ha Smart City

The Group has positioned Kashiwa-no-ha Smart City (Kashiwa City, Chiba) as a cutting-edge model city to respond to a wide range of social challenges, including environmental challenges, a super-aging society, and economic stagnation. We are promoting the development of next-generation neighborhoods with participation from the public, private, and academic sectors.

Urban Design Center Kashiwa-no-ha (UDCK) Received Minister of Land, Infrastructure, Transport and Tourism Award

UDCK received the 6th Minister of Land, Infrastructure, Transport and Tourism Award for Urban Design Corporations (Urban Design Leader Support Category). Through public-private-academic collaboration, UDCK formulated project plans, coordinated designs, conducted post-project space management, and deployed organizations to implement these and relevant management methods to other regions. In this way, UDCK contributed to energizing projects as a whole by supporting leaders of neighborhood creation. The award recognized these contributions.



Urban Design and Management through Public-Private-Academic Collaboration Received the Ishikawa Award

The Urban Design Center Kashiwa-no-ha (UDCK) is a public-private-academic cooperative effort between Kashiwa City, Mitsui Fudosan, the University of Tokyo, and Chiba University. The center's urban design and management work was awarded the fiscal 2016 Ishikawa Award bestowed by the City Planning Institute of Japan.



Award recipients

Our Efforts at Mitsui Fudosan Residential

Mitsui Fudosan Residential Co., Ltd.'s built-for-sale condominiums-Park Homes Nakameguro (Meguro-ku, Tokyo), Park Homes Nakano Honcho The Residence (Nakano-ku, Tokyo), and one other property-received the Japan Institute of Design Promotion's Good Design award in FY2021. This was the 22nd consecutive year that Mitsui Fudosan Residential Co., Ltd. has received this award.

Our Efforts at Nihonbashi

The Nihonbashi Revitalization Plan for Preserving and Revitalizing Heritage while Creating the Future

Nihonbashi (Chuo-ku, Tokyo) has flourished as a center of commerce and culture since the Edo period. The Group's over three-hundred year history is closely associated with this area. To express our love and appreciation for Nihonbashi, we have begun the Nihonbashi Revitalization Plan with the concept of creating while retaining and reviving, to stimulate the area and make it even more attractive. We are collaborating with government, private enterprise, and local residents to create a new neighborhood that combines tradition and renewal.

Fukutoku Garden was established as a spacious plaza covering more than a thousand square meters among the buildings of Nihonbashi that are undergoing redevelopment. It is a restful spot which utilizes the nature of Japan to reproduce the history and tradition the area has fostered. The greenery surrounding the adjacent Fukutoku Shrine and its approach enables visitors to enjoy the beauty of the four seasons.



Fukutoku Garden

Creating Neighborhoods by Creating Roads in Nihonbashi

Nihonbashi in Tokyo flourished as the starting point of the five major highways leading to other parts of Japan. The Company is following a policy of Building Neighborhoods by Building Roads to avoid unplanned redevelopment in this area and ensure coexistence with the culture and tradition that is a product of Nihonbashi, with its historic buildings. As a first step, we are preserving the appearance of the area by unifying the height of the lower floors of buildings along Nihonbashi's iconic main street at 31 meters. Furthermore, by developing facilities and creating green spaces suited to the characteristics of the streets that have been loved in the area from the distant past, we are creating spaces for people to gather and enjoy themselves. Edo was known for its extensive network of canals, and by restoring some of this network as well, we are using the creation of roads as a point of departure to create the Nihonbashi of the future.



Nihonbashi, Chuo-dori (main street)

Hotel-related Initiatives

HOTEL THE MITSUI KYOTO (Nakagyo-ku, Kyoto), under the brand concept of "EMBRACING JAPAN'S BEAUTY," offers a space to stay blending traditional Japanese unique beauty found in traditional culture, architecture, craftsmanship, and food with contemporary design, harmonizing historical and progressive elements. The guestrooms are designed to resemble a traditional tea ceremony room, and has been created using natural materials and craftsmanship. In addition, the courtyard has a landscape design that respects the spirit of "Niwaya Ichijo".

The Mitsui Garden Hotel Kyoto Kawaramachi Jokyoji (Shimogyo-ku, Kyoto) will be a unique building complex in collaboration with a temple that preserves Kyoto's history and culture. Kyoto is dotted with numerous temples that are not only tourist attractions but also serve as spiritual places for the people living there. However, some temples have been forced to close due to aging buildings, lack of successors, and a decline in the number of priests. As one solution to these social issues, this project is a new model case of temple revitalization, in which a hotel and a temple development are integrated.



Entrance to HOTEL THE MITSUI KYOTO



Entrance of Mitsui Garden Hotel Kyoto Kawaramachi Jokyoji

"WOODY BEAR", an objet d'art created with the theme of carved wooden bears, a traditional craft of Hokkaido, is used for the interior design of the Mitsui Garden Hotel Sapporo West (Chuo-ku, Sapporo City). Based on the concept of creating new values that interpret tradition in an innovative way, everyday wooden furniture such as chairs and tables are dismantled and precisely layered to create new contours.



Mitsui Garden Hotel Sapporo West



WOODY BEAR

Housing-related Initiatives

Wooden condominium MOCXION

In July 2021, Mitsui Home Co., Ltd. launched "MOCXION," a new brand of wooden condominiums using "wood" which is a sustainable construction resource that is friendly to people and the environment, as a structural material. The first property, MOCXION INAGI (Inagi City, Tokyo), was recognized as a large-scale medium-rise wooden construction project that is highly popular, and was selected as the Ministry of Land, Infrastructure, Transport and Tourism's FY2020 Sustainable Building Leading Project (Leading Type of Wooden Construction). In addition, in 2021, MOCXION received the Good Design Award for its environmental friendliness.



Mute 45-50: Mitsui Home's High Sound-Insulating Floor System

Mitsui Home Co., Ltd.'s highly sound-insulating floor system Mute 45-50 received an award in the Designs Contributing to the Safety and Security of Children category at the 11th Kids Design Awards. The system boasts excellent floor sound insulation and shock absorbing performance-at the highest level in the housing industry-which allows families rearing children to live freely, without worrying about sounds being transmitted to lower floors. Due to its outstanding shock absorbing performance, Mute 45-50 can also be used outside homes in nurseries, kindergartens, and medical facilities to reduce impact on the body and improve safety in case of falls.



Housing complex incorporating Mute 45-50



City Redevelopment Projects

The Group aims to realize the principles of coexisting in harmony with society, linking diverse values, and achieving a sustainable society. Furthermore, our stance toward neighborhood creation encompasses the following three activity goals.

- Integration of diverse functions and features by promoting mixed use (combining applications and functions) and integrating the tangible and intangible aspects of the Group's operations.
- Creation of communities by connecting regions with the people who reside, gather in, or visit the area.
- Working beyond the simple creation of neighborhoods to address, through town management, specific needs as neighborhoods mature with age year after year.

In office buildings and all other developments, we take into account access to public transport. With locations near transport hubs, we offer convenience and safety, and also promote environmentally friendly use of public transportation at retail facilities, hotels, and other places where many people gather, to contribute to the reduction of CO₂ emissions. Moreover, in all development, we evaluate accessibility for people with disabilities, take measures within the scope stipulated by laws and regulations, and in some cases make additional efforts.

Main Redevelopment Projects

Tokyo Nihonbashi Area

In collaboration with the local community, the Group strives to energize the Nihonbashi area by strengthening its function as a life science hub, while making use of the history and culture passed down from the Edo period in neighborhood creation and events.

For further details, see

⇒ <https://www.mitsuifudosan.co.jp/english/business/development/nihonbashi/>

Kashiwa-no-ha Smart City

The Group has positioned Kashiwa-no-ha Smart City (Kashiwa City, Chiba) as a cutting-edge model city to respond to a wide range of social challenges, including environmental challenges, a super-aging society, and economic stagnation. We are promoting the development of next-generation neighborhoods with participation from the public, private, industrial, and academic sectors.

For further details, see

⇒ <https://www.mitsuifudosan.co.jp/english/business/development/kashiwanoha/>

TOKYO MIDTOWN HIBIYA

TOKYO MIDTOWN HIBIYA (Minato-ku, Tokyo), which opened on March 29, 2018, aims to create new future-oriented experiences and value while carrying on the history and tradition of Hibiya, which first developed as a setting for social interaction and relaxation in the Meiji era, and played a major role in the modernization of Japan.

For further details, see

⇒ https://www.mitsuifudosan.co.jp/english/business/development/tokyo_midtown_hibiya/

Create New Industries Through Open Innovation



Policy

In order to resolve social issues and create new value, the Group is working to promote innovation and create new industries by collaborating and cooperating with a variety of government bodies and companies inside and outside the Group.

Creating New Value and Markets

Innovation Hubs: Organizations and Structures to Promote Business Innovation

Against the backdrop of rapid changes in the business environment, companies face a need to transform their management and their business models through IT technology and digital transformation. Mitsui Fudosan is working to create new industries under a structure to create innovation within and outside the Group, through collaboration that leverages the strengths of five organizations: the Industry-Academia Collaboration Department (established in 2020), DX Division (established in 2020), Business Innovation Planning Department (established in 2020), Venture Co-creation Department (established in 2015), and Life Science Innovation Department (established in 2017).

In-House Hub Organizations That Support Innovation

DX Division

We strengthened the IT Innovation Division and are promoting digital transformation, including transformation of existing businesses, system enhancement, new business support, and better use of data, through the latest digital technology and support from digital experts.

Industry-Academia Collaboration Department

On the 4th floor of Tokyo Midtown Yaesu, which is being promoted as a member of the Yaesu 2-chome North District Urban Redevelopment Association in collaboration with the University of Tokyo, the UTokyo Yaesu Academic Commons, a satellite base in the city center opened in October 2022.

The University of Tokyo Yaesu Academic Commons will offer various programs for a wide range of students and human resource development programs for working adults, providing a new venue for educational research and information dissemination. In addition, the University of Tokyo and Mitsui Fudosan signed an industry-academia collaborative creation agreement, and at the Mitsui Fudosan University of Tokyo Lab, which launched in 2020, efforts are focused on practical research and human resource development using the knowledge of the University of Tokyo and the fields created by Mitsui Fudosan. The University of Tokyo Yaesu Academic Commons was born out of this initiative.

Business Innovation Planning Department

This department engages in new business development with a focus on the real estate tech domain. It also promotes the creation of new businesses through its MAG!C business proposal system, which solicits a wide range of business ideas from throughout the company.

Life Science Innovation Department

This department constructs ecosystems in the field of life science by building communities, developing opportunities, and providing funds to support the creation of innovation. The Life Science Innovation Business Division is also building LINK-J, a platform for bringing together humans and sharing information for professionals in the field of life science.



Venture Co-creation Department

This department engages in startup investment, promotion of collaboration, ecosystem restoration, and support for intrapreneur training in large companies, with the aim of creating new industries through open innovation. The Venture Co-creation Department is deploying 31VENTURES, which provides comprehensive backing for startup growth centered on community, support, and funding, by utilizing the Group's wide-ranging domestic and international business domains. We also launched BASE Q, a nexus for business creation, in TOKYO MIDTOWN HIBIYA. As a place where people seeking to create new value and address social challenges can gather to create new businesses, BASE Q offers a diverse range of facilities and events where advanced technologies and innovative ideas intersect.



Nihonbashi Urban Planning and Development Department

As one of our initiatives to create industries in the Nihonbashi area, we are forming an ecosystem for space-related fields, and have established the open platform Cross U to encourage participation in the industry for existing players but also companies from other industries. Based on a cooperative agreement with the Japan Aerospace Exploration Agency (JAXA), our activities aim to create space business opportunities and to promote a community with Cross U Steering Advisory Committee members and supporters. We also encourage cooperation between members and innovations. As a competitive base to house the space industry, we have opened the X-NIHONBASHI BASE facility to provide a venue for space business activities and are supporting the creation of industry opportunities.



A Framework for Using Digital to Promote the Creation of New Industries The MAG!C Business Proposal System

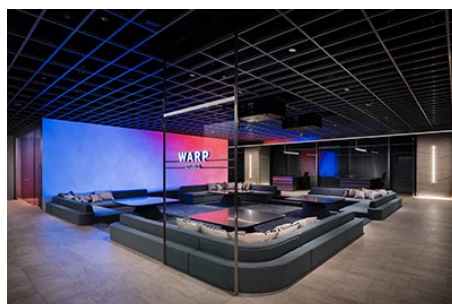
To activate Mitsui's spirit of entrepreneurship and its DNA of sparking innovation while promoting the creation of new businesses by drawing out the ideas of individual employees, we enhanced our business proposal system in terms of budget, personnel, and incentives to create MAG!C. This system launched in FY 2018.

Business Incubation Program

Under mentoring by multiple outside partners, this incubation program provides powerful support for the development and commercialization of business seeds that have passed the final screening of the MAG!C business proposal system.

WARP Studio Open Innovation Hub

In the Yaesu area of Chuo-ku, Tokyo, we established the WARP Studio open laboratory under the concept of accelerating creative ideas by getting away from the head office. The studio is used by several different project teams, including those of new business projects created under the MAG!C business proposal system and DX projects that combine Group companies and partner venture companies. Here we work to create an open and creative atmosphere and to accelerate innovation, allowing mixed internal and external teams to function effectively.



WARP Studio open innovation hub