

# SUSTAINABILITY REPORT

| 2024

# Through the creation of neighborhoods, we will build a Sustainable Society.

President and  
Chief Executive Officer

*Takashi Ueda*

The Mitsui Fudosan Group's history of neighborhood creation extends well beyond the mere construction of buildings. We take great pride in our longstanding track record of solving social issues through the creation of value. Skyscrapers, for example, led to the establishment of an office work style. Landfill projects met growing robust demand in Japan and the creation of mixed-use neighborhoods helped provide spaces for people to relax while stimulating increased vitality. Through our logistics facilities business, we support the growth of e-commerce and logistics efficiency, and are serving as the lifeblood of industry. We have also worked to enrich people's lives while enhancing the quality of life through our housing, retail facility, hotels and resorts, as well as Tokyo Dome and other sport and entertainment activities. In broad terms, we remain convinced that increasing corporate value through business growth and continuing to create social value will contribute to a sustainable society.

Mitsui Fudosan formulated a new Group Philosophy and the long-term vision "& INNOVATION" in April 2024. The spirit and DNA of the "&" mark that has been passed down from generation to generation throughout the Group embraces the aspiration "to generate new value with society through cooperation, coexistence and co-creation, as we forge ahead, innovating." It is a genuine expression of the Group's commitment to value creation. Moreover, we have identified & EARTH, & INNOVATION, and & PEOPLE as the MISSIONS that we wish to fulfill. Guided by this MISSION and aspiration, we have

set "contribute to industrial competitiveness," "coexist with the environment," "health and vitality," "safety and security," "diversity and inclusion," and "compliance and governance" as GROUP MATERIALITY priority issues.

## Contribute to industrial competitiveness

The prolonged period of deflation is symbolic of Japan's so-called "lost 30 years."

In breaking free from this persistent deflation, we believe significant weight will be placed on new added value triggering intense competition in its creation. In other words, we recognize the critical need to stimulate innovation in earnest, create overwhelming added value, and enhance industrial competitiveness.

I believe that the goal of the Mitsui Fudosan Group is to evolve into a "platformer," or so-called "industry developer" that transcends the traditional boundaries of a "real estate developer." To date, we have worked to help increase added value through open innovation that promotes further advances in technology and the growth of new businesses while supporting industry through the provision of "places" and "communities." With Nihonbashi as our backdrop, we have worked to provide places and communities for the life science and aerospace fields by establishing Life Science Innovation Network Japan, Inc. (LINK-J) as well as "cross U" as a co-creation platform. In attracting large numbers of





companies, including startups, and academia, positive steps have been taken to create an ecosystem that has nurtured new business seeds.

Looking ahead, it will become increasingly important to take the initiative in “generating demand” across any and all fields. With this in mind, it is vital that we accelerate the creation of new industries and demand by providing an open innovation platform and bringing together the wisdom of the corporate sector and society and their constituent people. Working in unison, the Mitsui Fudosan Group will join with stakeholders to promote coexistence and co-creation as well as mutual growth through the development of society.

### ■ Coexist with the environment

Under the “&” Logo Principles, we have worked diligently to create neighborhoods that ensure optimal balance and coexistence between “development” and “the environment.” As a part of the TOKYO MIDTOWN development, we have placed considerable importance on preserving the natural environment. To this end, we preserved and replanted around 140 trees from the former Defense Agency site, including camphor and cherry blossom trees. As a result, birds of six orders, 18 families, and 25 species, which are identified on the Red List of Important Wildlife Species for protection by the Tokyo Metropolitan Government, including the goshawk, great egret, kite, and shrike, have been confirmed. Together with the neighboring Hinokicho

Park, this area creates a vast green space that provides a place for people to relax while also serving as a space for disaster prevention. By properly managing green spaces, existing transplanted trees can grow without dying, creating greenery-filled neighborhood that gets better with age.

As far as climate change is concerned, a pressing global issue, we formulated the “Group Action Plan to Realize a Decarbonized Society” and set a target of reducing emissions by 40% compared with the FY2019 level by FY2030, and the goal of achieving net zero emissions by FY2050. GHG emissions generated during building construction account for a large portion of the Group’s total emissions. As such, it is vital that we cooperate with various suppliers, including construction and material companies, in order to realize a decarbonized society. Since the fall of 2023, our “Construction GHG Emissions Calculation Manual” was applied to all properties constructed by the Company. At the same time, construction companies are now required to calculate GHG emissions and submit reduction plans. Working in lockstep with the supply chain, the Group endeavor to reduce GHG emissions across the entire industry.

Efforts to coexist with the environment extend well beyond neighborhoods, encompassing the roughly 5,000 hectares of Group-owned forests in Hokkaido. Japan’s planted forests, which are artificially cultivated, are facing a variety of issues, including a “shift away from the forestry industry,” a lack of proper management, and the insufficient use of mature planted forests as timber. Our goal is to resolve these social

issues by practicing the “plant → cultivate → use” cycle thereby contributing to the creation of “never-ending forests.” As a part of efforts to use the lumber from Company-owned forests, construction commenced on a wooden building in Nihonbashi in January 2024. The proper management of forests also helps conserve biodiversity. A Group-owned forest in Rumoi, Hokkaido was certified as a “nature harmony site” by Japan’s Ministry of the Environment. This certification was granted in recognition of the Group’s contribution to the survival of rare plants and animals such as the Japanese crayfish, which are designated as vulnerable on the Ministry of the Environment’s Red List. Moving forward, we will endeavor to realize the Nature Positive concept on an ongoing basis.

### ■ Health and vitality

In the wake of the COVID-19 pandemic, we have witnessed the digitalization of a variety of services. While recognizing the usefulness of digital technologies and the advent of such trends as remote work, I also sense a reaffirmation of the importance of the real world. Here, I believe that a growing number of people will seek out higher added value in emotional experiences and real-world, sense-based experiences that cannot be obtained digitally. Against this backdrop, I suspect that people will not only seek the real value that only sports and entertainment can provide, but will also increasingly demand the value of experiences that meet diversifying needs through a combination of the real and digital.

In anticipation of this impending trend, we acquired TOKYO DOME CORPORATION through a takeover bid. Drawing on the that company’s expertise and know-how in stadium management, we also acquired the Chichibunomiya Rugby Stadium reconstruction business.

LaLa arena TOKYO-BAY opened in May 2024. While serving as home to the CHIBA JETS, a professional basketball team affiliated with the B.LEAGUE first division, the arena can be used for a variety of sporting events, including the adjacent MITSUI FUDOSAN ICE PARK FUNABASHI. Beyond the realm of sports, LaLa arena TOKYO-BAY is open to concerts and various other entertainment events.

Moreover, we combined the retail facilities and sports and entertainment businesses and established a single division. As a group, we are working to gain a competitive advantage and secure strengths not found in other companies while

further bolstering our ability to create added value by generating new synergies through the fusion of the two businesses.

In the context of realizing a society of wellbeing, we are contributing to the creation of neighborhoods through sports. We are providing place and communities where people in the city can experience sports and enjoy physical exercise. Initiatives include setting up a retail facility with such features as a bouldering wall, skating rink, and 200 m athletic track and sports park. We are also hosting basketball and various other events in which employees of tenant companies can participate. Through the &well health and productivity management support service for companies, we are endeavoring to create a vibrant society across the neighborhood as a whole.

## ■ Safety and security

Natural disasters have become increasingly frequent and severe in recent years. Against this backdrop, the impact imposed on not only earthquakes, but also typhoons, torrential rains, and other natural disasters continues to mount warranting the need to secure a higher level of preparedness. In addition to safety from a bricks and mortar perspective, there is a growing need to create resilient neighborhoods where people can live and work with peace of mind.

The Company has established a dedicated Disaster Countermeasure Headquarters at its head office as a disaster response system that responds quickly to disasters 24 hours a day, 365 days a year. Working shoulder-to-shoulder with local communities, we are promoting disaster prevention initiatives in the spirit of symbiosis and mutual aid. Initiatives include the execution of agreements with local governments and efforts to establish a system supporting local residents and people stranded with no way home during a disaster.

Through smart energy projects in Nihonbashi and other areas, we continue to provide a certain amount of electric power and heat from energy centers to buildings in the surrounding area in the event of wide-area power outages due to a disaster. In addition to the stable supply of energy from medium-pressure city gas pipelines with strong earthquake resistance, large-scale co-generation systems fueled by medium-pressure city gas and

multiple power sources that employ grid electricity contribute to companies' business continuity in the event of disasters and emergencies.

Over and above natural disasters, addressing the host of social issues, including infectious diseases is essential to people's safety and security. The Mitsui Fudosan Group has continued to work on countermeasures against such infectious diseases as COVID-19 including formulating the Mitsui Fudosan 9BOX Infection Control Measure Standards. Moving forward, we are dedicated to creating stress-free neighborhoods through the use of digital technology while contributing to the realization of a society in which everyone can live free from anxiety.

## ■ Diversity and inclusion

The need to help balance child and nursing care concerns with everyday work commitments is becoming increasingly important. This reflects a variety of factors, including the upswing in dual-income households as a growing number of women enter the workforce and the surge in the elderly population as a result of the low birthrate and longevity. Of equal importance is the need to ensure a society in which all people can play an active role, regardless of such attributes as gender, age, and disability based on respect for basic human rights. We, at the Mitsui Fudosan Group, strongly believe that "people" lie at the heart of efforts to create neighborhoods. As such, we are creating neighborhoods in which people can work, enjoy, and relax while living with vitality. In addition to the construction of barrier-free buildings as well as child- and nursing-care facilities, we will also provide soft services that employ digital technology to meet diverse needs.

In order to continue to meet the needs of customers as well as the requirements of society, we believe that it is vital that we embrace diversity. D&I lies at the core of the Group's strategy. It is critical that every facet of our organization, including the decision-making layer, is comprised of diverse human resources. Our goal is to become a corporate group in which human resources with diverse backgrounds and values can maximize their capabilities, share information through the exchange of opinions, stimulate a positive chemical reaction, and create new added value. To achieve this goal, we will engage in

Group-wide efforts to raise the level of human resources capabilities and secure new human resources and knowledge that will accelerate innovation. Supporting the activities of diverse human resources, we will also further develop the Group's One-Team organization that brings together the strengths of the Mitsui Fudosan Group.

Working toward this goal, we are working in unison to promote D&I, which we position as one of our key management strategies. In specific terms, we are advancing a variety of initiatives with diverse human resources very much in mind. Initiatives include supporting efforts to balance work with childcare, leave to care for others, and other related needs and putting in place an environment that is conducive to workplace and worktime flexibility. In supporting women play a more active role, an important D&I theme, we are promoting both an environment where people want to work for a long time as well as career development. In recognition of these endeavors, we acquired Platinum Kurumin certification and were selected for the third consecutive year as a Nadeshiko Brand. This recognition has helped enhance our reputation among society.

## ■ Compliance and governance

Compliance is the cornerstone of the Group's business operations. Engaging in fair and equitable business activities in accordance with corporate ethics is an absolute prerequisite for earning the trust of stakeholders. Based on the Mitsui Fudosan Group Compliance Policies, we have positioned compliance as a key issue in Group management.

As far as corporate governance is concerned, we have on numerous occasions taken steps to consider the structure of the Board of Directors required to bring & INNOVATION 2030 to fruition. In conjunction with these considerations, we increased the ratio of outside directors by adding one outside director with extensive knowledge of the finance and capital markets as well as insight into corporate management. Also recognizing the importance that diversity plays in the composition of the Board of Directors, we will continue to pay close attention to efforts aimed at improving the soundness, transparency, and efficiency of management.

# The Mitsui Fudosan Group's Philosophy and Aspirations

Guided by the meaning of “&,” “to generate new value through cooperation, coexistence and co-creation, we forge ahead, innovating,” the Mitsui Fudosan Group is working toward the “creation of social value” and the “creation of economic value” as two wheels of a cart. Creating social value leads to the creation of economic value, which in turn leads to the creation of even greater social value.



## What We Believe

What Mitsui Fudosan Group creates cannot be measured.  
For instance, moments when people  
with diverse views meet and mingle,  
inspiring visions for a better world. Or the moments when,  
in the course of an ordinary day,  
our hearts beat a little faster.  
We provide opportunities and communities  
for people to co-exist. Buildings and  
city centers take their shape from there.  
Since our founding, we have been pathfinders,  
inspired by our enterprising nature and human-centric ideas.  
Deploying our credo, *dream, vision, reality*,  
that we embrace to the fullest with unrivaled passion,  
we will remain the “&” that connects people, nature  
and industry, toward a bright future.

## Our Philosophy

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### GROUP DNA

- The spirit that has been  
passed down to us -

#### The meaning of “&”

To generate new value  
through cooperation,  
coexistence and co-creation,  
we forge ahead, innovating.

### GROUP MISSION

- The MISSION that we wish to fulfill -

#### & EARTH

With nature, sharing the future

#### & INNOVATION

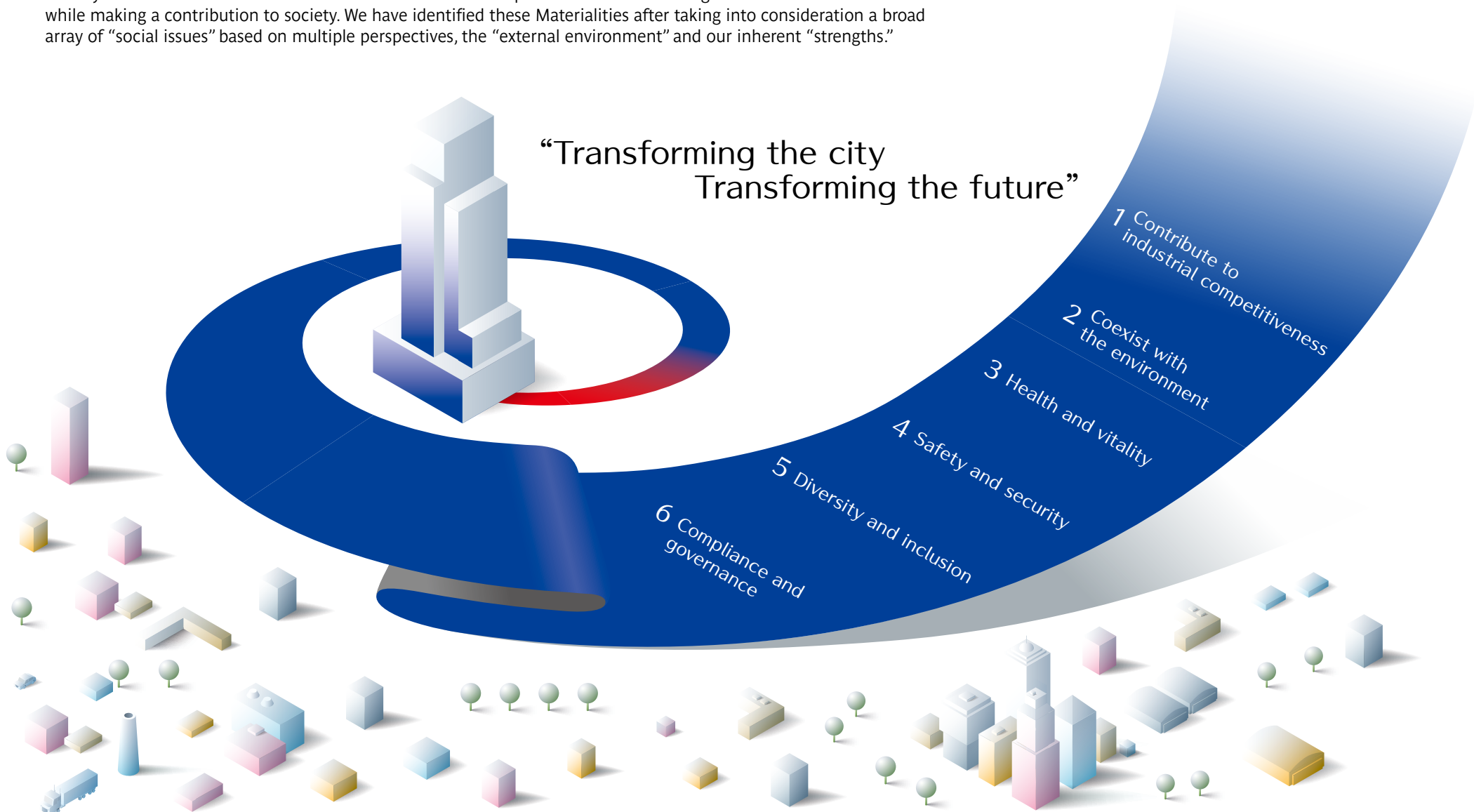
With creativity, sharing the brilliance

#### & PEOPLE

With people, sharing the inspiration

## 6 MATERIALITY -Priority Issues-

Priority issues that need to be addressed in order for the Group to achieve sustainable growth while making a contribution to society. We have identified these Materialities after taking into consideration a broad array of “social issues” based on multiple perspectives, the “external environment” and our inherent “strengths.”



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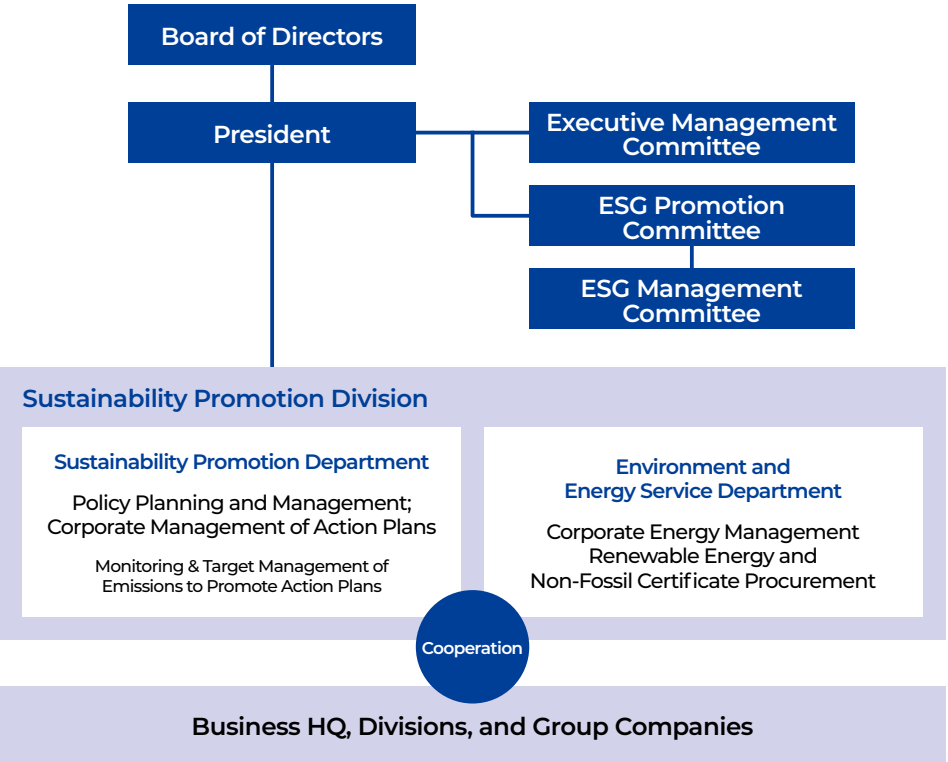


# Sustainability Promotion Framework

To promote measures aimed at addressing sustainability issues, Mitsui Fudosan established the ESG Promotion Committee (headed by the President and Chief Executive Officer) and under it the ESG Management Committee (headed by the Director of the Sustainability Promotion Division). The ESG Promotion Committee manages principles and policy formulation for sustainability issues. The Committee also coordinates the goals, targets, and planning of activities for each business division, and oversees and evaluates the progress of those activities. To promote these efforts, the ESG Management Committee sets fiscal year targets for each division and carries out tasks such as progress management. Meanwhile, with respect to such risks as climate change, the ESG Management Committee gathers information through a variety of channels relating to domestic and international

trends and requirements. Information sources include the Japanese government; regional public organizations; the Japan Federation of Economic Organizations (Keidanren); and real estate associations. The ESG Management Committee, which boasts highly specialized expertise, identifies risks, while the ESG Promotion Committee evaluates their impact. Where there is significant risk, the Strategy Planning Special Committee and Risk Management Special Committee consider the potential influence on the Company's business and possible responses through the Company's operations.

These initiatives are reported to the Board of Directors on a regular basis. Environmental goals and progress are monitored, and as needed, the Board considers whether action may be required.

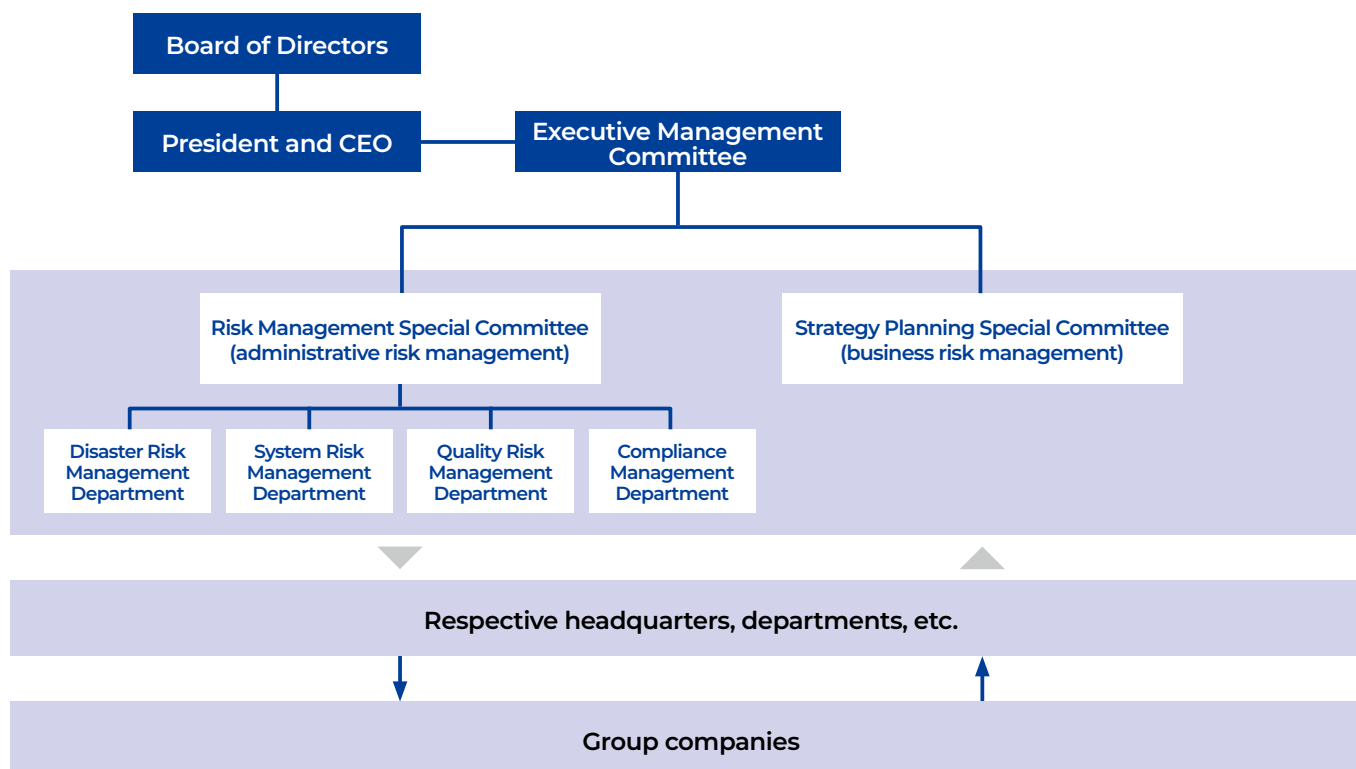


# Risk Management

## Risk Management System

The Executive Management Committee supervises overall risk management for the Group, and the President and Chief Executive Officer, who chairs the Executive Management Committee, supervises risk management. Under their supervision, the Strategy Planning Special Committee and the Risk Management Special Committee manage business risk and administrative risk, respectively, and these risk management systems are supervised by the Board of Directors.

The Risk Management Special Committee meets in principle once a month to identify and delineate risk issues and evaluate and propose preventive and response measures. Where required, the committee shares information and/or communicates in other ways with the Mitsui Fudosan Group.



## Major Risks

**Business Risk:** Business risk is primarily risk associated with advancing business and earning profits.

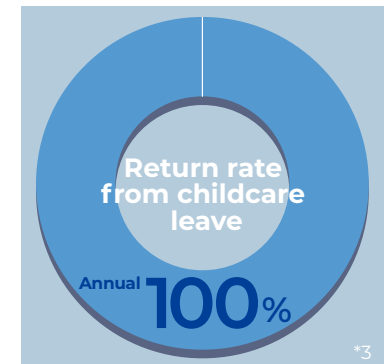
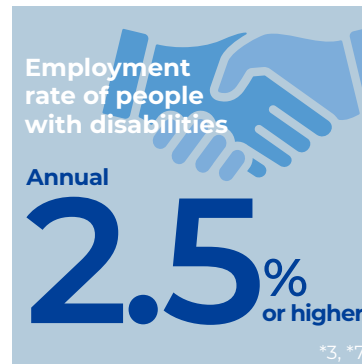
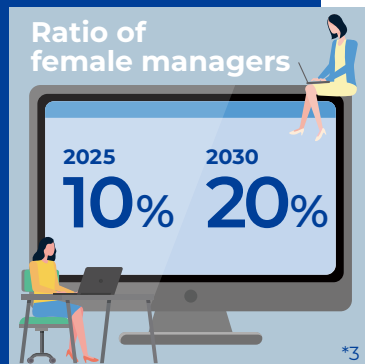
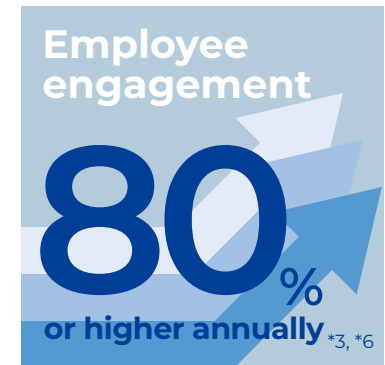
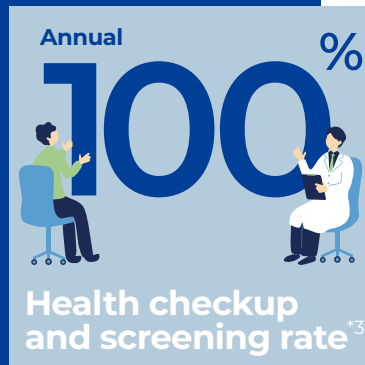
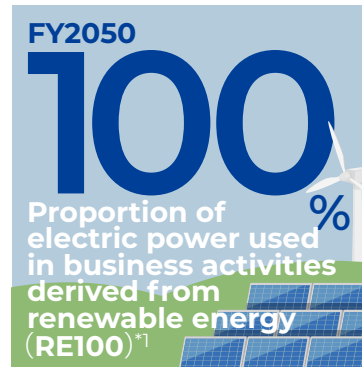
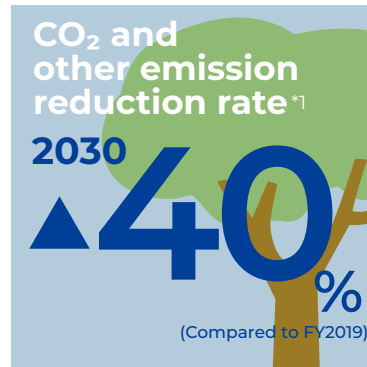
Name of risk	Overview	Action
Risk due to change in the business environment	<ul style="list-style-type: none"> <li>Changes in business environment in general (exchange rate fluctuations, rising interest rates, declining birthrate and aging population, etc.)</li> <li>Changes in customer needs (lifestyle changes following the spread of the coronavirus infection, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen coordination between Group companies</li> <li>Develop products that anticipate customer needs</li> <li>Further strengthen neighborhood creation</li> <li>Provide new business infrastructure to customers</li> <li>Promote DX</li> <li>Develop a location strategy that takes into account population and supply trends</li> <li>Build a strategic asset portfolio including overseas assets, etc.</li> </ul>
Risk associated with market interest rates	<ul style="list-style-type: none"> <li>Rising fund procurement costs associated with rising interest rates</li> <li>Deterioration in the Company's performance associated with rising interest rates (falling housing sales prices, rising investor yield expectations)</li> </ul>	<ul style="list-style-type: none"> <li>Procure the necessary funding with a focus on long-term, fixed-rate interest loans that are comparatively resistant to rising market interest rates</li> <li>Pay close attention to fluctuations in housing loan interest rates and capitalization rates resulting from interest rate trends</li> <li>Mitigate the risk of rising interest rates by appropriately controlling balance sheets</li> </ul>
Risk associated with exchange rate fluctuations	<ul style="list-style-type: none"> <li>Cost fluctuations through import prices</li> <li>Impact of the inclusion of the PL/BS statements of overseas business</li> <li>Decrease in rent revenues due to the impact of tenant companies' performance</li> </ul>	<ul style="list-style-type: none"> <li>Control various costs by paying close attention to cost fluctuations, including changes in exchange rates, and by taking appropriate action</li> <li>Leasing business: Reduce decreases in revenue, etc., by maintaining product competitiveness and by strengthening efforts to attract tenants</li> <li>Overseas business: Reduce exchange rate fluctuation risk by procuring funds backed by local currencies and through portfolio decentralization</li> </ul>
Risk associated with climate change	<ul style="list-style-type: none"> <li>Large-scale climate change</li> <li>Changes in needs that take climate change risks into account</li> </ul>	<ul style="list-style-type: none"> <li>Position action on climate change as a key management issue</li> <li>Formulate the Group Action Plan to Realize a Decarbonized Society, and strengthen forecasting and action on climate change</li> </ul>
Geopolitical risk	<ul style="list-style-type: none"> <li>Impact of countries/areas concerned</li> <li>Impact of supply chain disruptions, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Appropriately decentralize the portfolio by area and product</li> <li>Make investment decisions and promote business in consideration of risk on an individual project basis</li> </ul>
Risk associated with the spread of infectious diseases	<ul style="list-style-type: none"> <li>Business restrictions due to the spread of the coronavirus infection</li> <li>Decrease/change in customer needs due to the spread of the coronavirus infection</li> </ul>	<ul style="list-style-type: none"> <li>Formulate Mitsui Fudosan 9BOX Infection Control Measure Standards for the purpose of mitigating and preventing damages from infectious diseases</li> <li>Maintain and strengthen competitiveness through measures that consider the impact of infectious diseases</li> <li>Take a well-balanced approach to business activities in a way that also prioritizes the protection of human life in the event new infectious diseases emerge</li> </ul>
Risk from competition in the real estate industry	<ul style="list-style-type: none"> <li>Competition with other companies in each business</li> <li>Disruptive innovation</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen coordination between Group companies</li> <li>Develop products that anticipate customer needs</li> <li>Further strengthen neighborhood creation</li> <li>Provide new business infrastructure to customers</li> <li>Promote DX</li> <li>Enhance the value of existing facilities</li> <li>Use the Group's capabilities to seize business opportunities, etc.</li> </ul>
Risk associated with rental income	<ul style="list-style-type: none"> <li>Decrease in rental income due to tenant cancellations/ rent reductions, contract cancellations, tenant bankruptcies, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen coordination between Group companies</li> <li>Develop products that anticipate customer needs</li> <li>Further strengthen neighborhood creation</li> <li>Provide new business infrastructure to customers</li> <li>Promote DX</li> <li>Enhance the value of existing facilities</li> <li>Strengthen and promote tenant leasing</li> </ul>
Risk of changes in asset values	<ul style="list-style-type: none"> <li>Falling asset values due to declining demand for housing/rising investor yield expectations</li> </ul>	<ul style="list-style-type: none"> <li>Build a risk-resistant business platform by optimizing balance sheets and portfolios</li> <li>Mitigate the risk of asset value fluctuation by ascertaining changes in market-based asset values and by strengthening market competitiveness</li> </ul>
Cost fluctuations risk	<ul style="list-style-type: none"> <li>Price fluctuations in costs for construction, energy, labor, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Control various costs by ascertaining market cost fluctuations and by taking appropriate action on an individual project basis</li> </ul>

Fund procurement risk	<ul style="list-style-type: none"> <li>● Increase in funding costs due to changes in the lending attitudes of financial institutions, etc.</li> <li>• Rise in market interest rates</li> <li>• Financial market turmoil</li> <li>• Downgrading of the Company's credit rating, etc.</li> </ul>	<ul style="list-style-type: none"> <li>● Maintain financial soundness through D/E ratio management</li> <li>● Secure stable funding through capital procurement that ensures sufficient liquidity</li> </ul>
Real estate development risk	<ul style="list-style-type: none"> <li>● Cost increases and schedule delays due to a variety of circumstances during development (weather, disasters, buried objects, soil contamination, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>● Promote projects and engage in construction management based on investment decisions that consider risk</li> <li>● Build a governance framework that can rapidly and appropriately take action in preparation for problems that impact business</li> </ul>
Risk associated with overseas business	<ul style="list-style-type: none"> <li>● Business environments in overseas countries (inflation, exchange rates, civil wars/conflicts, impact of geopolitical risks on countries/areas concerned, etc.)</li> <li>● Financial status, etc. of local partner companies</li> </ul>	<ul style="list-style-type: none"> <li>● Collect the necessary information for overseas business expansion</li> <li>● Select local partner companies that are well-versed in local matters</li> <li>● Formulate the Global Governance Guidelines as a standard governance policy for overseas businesses</li> <li>● Implement appropriate risk management through a three-tiered approach consisting of overseas subsidiaries, the Head Office's International Division, and Head Office staff</li> </ul>
Risk related to property portfolio location	<ul style="list-style-type: none"> <li>● Occurrences of natural disasters, man-made disasters or acts of terrorism (earthquakes, typhoons, missiles, etc.) that cause damage to areas where our assets are concentrated</li> </ul>	<ul style="list-style-type: none"> <li>● Decentralize portfolio areas</li> <li>● Enhance building durability</li> <li>● Introduce damage assessment systems</li> <li>● Commission emergency generators that can operate for 72 hours</li> <li>● Promote BCP measures for the special power business, etc.</li> </ul>
Risk associated with changes to laws, regulations, and government policy	<ul style="list-style-type: none"> <li>● Changes to business structure and fund procurement methods in response to changes in laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>● Take appropriate action upon collecting and analyzing information regarding trends in domestic and overseas legal and regulatory environments, and after sharing this information with each organization as necessary</li> </ul>
Risk associated with securing diverse human resources	<ul style="list-style-type: none"> <li>● Insufficient human resource development and recruitment to respond to changes in the business environment and changing needs</li> </ul>	<ul style="list-style-type: none"> <li>● Position the promotion of diversity and inclusion as a key management issue</li> <li>● Formulate the Diversity and Inclusion Declaration, and Initiative Policy</li> </ul>

#### Administrative Risk: Operational risk associated with administrative duties

Name of risk	Overview	Action
Disaster risk	<ul style="list-style-type: none"> <li>● Natural disasters (earthquakes, wind and flood damage, etc.)</li> <li>● Man-made disasters (war, acts of terrorism, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>● Formulate a business continuity plan (BCP) for each disaster type</li> <li>● Prepare a framework that minimizes the impact of disasters</li> <li>● Regularly conduct disaster response training assuming large-scale earthquakes</li> <li>● Prepare a 24-hour, year-round system based on a day and night shift system</li> <li>● Implement measures to design disaster-resistant facilities</li> </ul>
System risk	<ul style="list-style-type: none"> <li>● Systems failures and data leaks due to cyberattacks, etc. <ul style="list-style-type: none"> <li>i IT systems</li> <li>ii Control systems</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Conduct systematic security diagnoses and inspections of information and control systems</li> <li>● Improve the environment for handling cyberattacks and information leaks</li> <li>● Establish Information Management Rules and Confidential Information Handling Rules, and conduct regular educational and awareness raising activities regarding personal information</li> </ul>
Compliance risk	<ul style="list-style-type: none"> <li>● Violations of laws, company rules, social norms, etc. <ul style="list-style-type: none"> <li>i Violations of laws and regulations in business execution</li> <li>ii Violations of laws and regulations for employee personal gain</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Formulate the Mitsui Fudosan Group Compliance Policies and other internal regulations, and thoroughly inform employees of these through regular training</li> <li>● Formulate an operations flow for legal compliance, and implement regular voluntary inspections</li> </ul>
Quality risk	<ul style="list-style-type: none"> <li>● Caused by product/service/operation quality <ul style="list-style-type: none"> <li>i Properties/real estate</li> <li>ii Management and operation business</li> <li>iii Other business</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Real estate development business: Establish proprietary Group quality standards, ensure compliance among construction companies, verify construction progress, and implement quality inspections</li> <li>● Operational quality for leased and managed facilities: Formulate and apply manuals according to operational details</li> <li>● Insure against damages</li> </ul>

# Major Non-Financial KPIs



<sup>\*1</sup> Scope: The entire Group.

<sup>\*2</sup> Limited to rental properties, including office buildings, retail facilities, logistics facilities, as well as hotel and resort facilities.

<sup>\*3</sup> Scope: Mitsui Fudosan (non-consolidated).

<sup>\*4</sup> Calculated by dividing the total amount of training expenses in the relevant fiscal year by the total number of permanent employees.

<sup>\*5</sup> Calculated by dividing the total number of training hours in the relevant fiscal year by the total number of permanent employees.

<sup>\*6</sup> The proportion who responded to the statement "I am proud to work for this company" with a 4 or 5 out of a five-point scale of agreement.

<sup>\*7</sup> Work toward exceeding the legal employment rate (2.5% as of April 2024, increasing to 2.7% from July 2026).

# 1

## Contribute to industrial competitiveness



MITSUI LINK-Lab SHINKIBA 2

# Contribute to industrial competitiveness

Contribute to the creation of both added value for society and new industries by helping bring together the wisdom of companies, society, and the people who live there.



## Risks and Opportunities

In general, the growing severity of social issues is arguably a risk that exerts pressure on the earnings of existing businesses. Conversely, paying close attention to efforts aimed at addressing these issues opens up business opportunities in new areas. Based on this understanding, minimizing risk while maximizing new opportunities are the keys to sustainable growth.

## Social Issues and Wants

Japan today faces the challenge of declining inter-city competitiveness across the global community, a shrinking workforce, and a stagnant economy. To overcome these challenges and help realize a better society going forward, sustainable growth of the Japanese economy, further enhancement of the people's lifestyle infrastructure, and the promotion of open innovation are essential prerequisites.

## Resources

Takatoshi Mitsui, the founder of Mitsui Echigoya, is remembered for his "customer-oriented" and "enterprising spirit." Passing down these attributes, this spirit remains the principal building block of the Group's DNA. The Group's strengths lie in its management resources, including an extensive customer base, active community, superior open innovation platform, and outstanding planning capabilities, accumulated over many years of business.

## Strategies

The Mitsui Fudosan Group is committed to promoting mixed-use neighborhood creation that integrates tangible (real estate) and intangible (services) while developing and evolving its role as a platformer. In addition to further expanding our business domains, such as the Mitsui Lab & Office and data center businesses, we will explore business domains, capture business opportunities, and invest in fields that exhibit growth potential.

## Create Social Value and Economic Value

In addition to providing abundant value through the creation of innovative neighborhoods where people can work, live, enjoy, and visit, we will contribute significantly to global innovation and industrial development.



## Multifaceted Support for Open Innovation in the Mitsui Lab & Office Business

In Japan, we launched a new asset class – Mitsui Lab & Office – in May 2019. This is part of our efforts to “develop places” that support innovation in life sciences and to “build communities” in collaboration with Life Science Innovation Network Japan, Inc. We will support the creation of innovation in the life science domain through various means. This includes realizing an ecosystem that transcends industry boundaries to promote research and development through the “development of places,” “building of communities,” and “provision of capital.” There are now five Mitsui Lab & Office locations in Japan (MITSUI LINK-Lab KASAI, MITSUI LINK-Lab SHINKIBA 1, MITSUI LINK-Lab SHINKIBA 2, MITSUI LINK-Lab KASHIWANOHA 1, and MITSUI LINK-Lab NAKANOSHIMA) with plans to open MITSUI LINK-Lab SHINKIBA 3 (tentative name) in autumn this year.

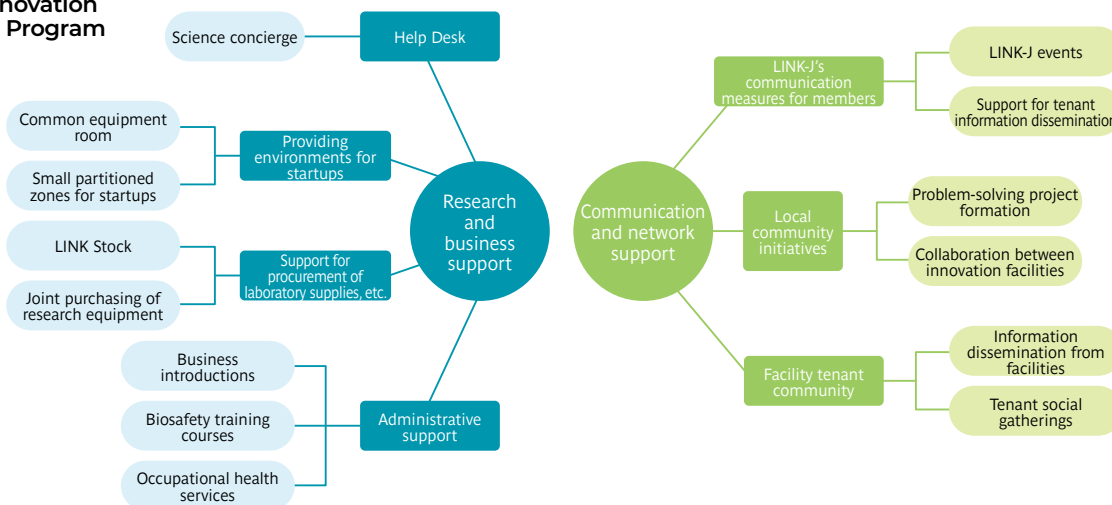
Mitsui Lab & Office has initiated steps to develop the “Open Innovation Support Program” from May 2023 to promote open innovation among its tenants. This program is an initiative that seeks to provide a wide range of solutions to the various issues faced by tenants, with a focus on (1) Support for research and business; and (2) Support for communication and networks.

In the first stage of the program, focusing on (1) Support for research and business, MITSUI LINK-Lab LINK-Stock, a

“convenience store for researchers” that sells consumables and supplies for research use as well as reagents one item at a time, was set up within MITSUI LINK-Lab SHINKIBA 2. MITSUI LINK-Lab LINK-Stock also provides services that address the diverse needs of researchers, including services that facilitate the rental of high-priced research equipment by the hour, repair services in the event of equipment malfunction or failure, and experiment equipment cleaning as well as experiment sample delivery services. In addition, steps have been taken to provide common equipment rooms for shared use for Mitsui LINK-Lab tenants as a part of efforts to put in place an environment that enables the shared use of expensive general-purpose equipment such as cell analyzers and real-time PCR.

At the same time, in a bid to address the inability of startups, key players in the innovation creation ecosystem, to devote sufficient resources to back-office operations outside of their core businesses, a significant corporate management challenge, we launched two new services in May 2024. By taking advantage of the economies of scale achieved through the concentration of businesses in MITSUI-LINK Labs, we are providing support services that enable the purchase of research equipment at prices that are less expensive than the market through joint purchases as well as labor management services through which we introduce

### Open Innovation Support Program



occupational physicians certified by the Japan Medical Association and support tenants through special health checkups and the measurement of the working environment, and putting in place an environment in which startup companies can focus on their core businesses.

Focusing on (2) Support for communication and networks and in collaboration with LINK-J, we are working to build an ecosystem of collaboration of such key players as startups, universities, hospitals, and major pharmaceutical companies. As of February 2024, LINK-J had 810 members and had conducted 1,142 interaction and cooperation events in 2023. Moving forward, we will continue our efforts to promote innovation and collaboration that transcends industry boundaries through industry-government-academia partnerships.

### Related Group DATA\*

**810**  
LINK-J<sup>1)</sup>  
Number of members

**1,142** times  
Number of events per year<sup>2)</sup>

Estimated  
**200,000**  
Annual event participation<sup>4)</sup>

**12** buildings  
(Nihonbashi area)  
Number of life science buildings

**185** organizations  
Number of the life science-related Company tenants<sup>3)</sup>

\* Data without a month or date is as of March 2024.  
\*1 As of February 2024  
\*2 As of December 2023  
\*3 As of April 2024  
\*4 As of December 2022

# Expanding an Aerospace Business Hub in Nihonbashi with JAXA as the Core Tenant

The Mitsui Fudosan Group has been promoting the Nihonbashi Revitalization Plan bringing together public and private sector participants and the local community since the second half of the 1990s and has been working on the aerospace business as a strategic category for new industry creation, which is a priority initiative. In partnership with the Japan Aerospace Exploration Agency (JAXA) and other volunteers from industry, government, and academia, cross U was established as a co-creation platform for the aerospace business.

A collaboration agreement has been concluded between cross U and JAXA, under which cross U operates two aerospace hubs in the Nihonbashi area to provide aerospace business players with places and a community.

The Space Business Innovation Department was established to accelerate initiatives aimed at new industry creation and innovation through neighborhood creation in the aerospace domain. In January 2025, steps will be taken to expand X-NIHONBASHI TOWER (Cross Nihonbashi Tower) on the 7th floor of Nihonbashi Mitsui Tower together with cross U.

JAXA, the core tenant of the new floor to be expanded, will manage the Space Strategic Fund\*1, which will provide funding support to a maximum total of ¥1 trillion over 10 years to various parties, including private

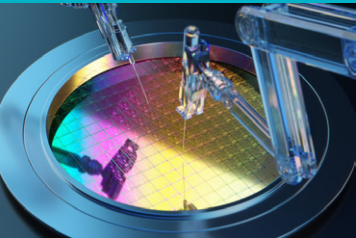
businesses, universities, and national research institutes that are working to strengthen commercialization support, frontier exploration, and cutting-edge/basic technology development.

In addition, plans are in place to establish a lounge space to promote collaboration and co-creation between players with a role in the provision of funds, including the Space Strategic Fund\*1, aerospace-related VCs and CVCs, and private businesses. Through these neighborhood creation activities, we will further accelerate new industry creation and innovation in the aerospace business field.

\*1 Space Strategic Fund(Excerpt from Cabinet Office materials)  
As the international space race intensifies, with many countries strongly promoting space exploration, there has been rapid technological progress bringing about innovative change in the aerospace field. In light of this trend, there is an urgent need to innovate and raise the level of Japan's technological capabilities in the aerospace sector. The Space Strategic Fund (total amount in the order of ¥1 trillion earmarked over 10 years) was established within JAXA will support the development, technology demonstration, and commercialization of cutting-edge technology in the aerospace field over multiple years by various entities, including private companies and universities.

## Related Group DATA

**245**  
cross U  
Number of members



# Solving Social Issues and Creating New Industries by Promoting the Tohoku University Science Park Concept

In partnership with Tohoku University, Mitsui Fudosan launched the Tohoku University Science Park Concept in earnest from April 2024.

Drawing on the resources of Tohoku University, including its human resources, facilities, and systems, the Science Park Concept is designed to solve social issues and create new industries by implementing cutting-edge technologies across society at large through industry-academia collaboration and generating innovation.

To bring the Science Park Concept to fruition, we will work with Tohoku University to give shape to and manage a community that promotes co-creation through synergies among multiple academic fields.

Through the activities of this community, we will contribute to solving social issues and creating new industries by implementing cutting-edge technologies in society through industry-academia collaboration and creating places for co-creation by stimulating innovation in academic fields where Tohoku University has strengths, including the semiconductor/quantum, green/aerospace, life science, and materials science fields.

## Related Group DATA

**12**  
Number of industry-academia  
collaboration institutions\*2

\*2 As of April 2024

## Supporting Innovation through Public-Private-Academic Collaboration in the Kashiwanoha Area

In the area surrounding Kashiwanoha-campus Station, work is underway to create an advanced neighborhood through public-private-academic collaboration based on the Kashiwanoha International Campus Initiative. The Mitsui Fudosan Group is promoting the creation of a neighborhood in this area, referred to as Kashiwanoha Smart City, with a focus on resolving issues based on three themes, “environmental harmony”, “long and healthy lives”, and “new industry creation”. This initiative provides the whole of Kashiwanoha city as a platform for demonstration projects. In 2019, steps were also taken to launch Innovation Field Kashiwanoha to accelerate the creation of new industries. Moreover, various companies and organizations have already conducted demonstration projects.

The annual Asia Entrepreneurship Awards (AEA) forms part of the Group’s efforts to create new industries in Kashiwanoha Smart City. Our goal is to build an innovation creation ecosystem by inviting young entrepreneurs with enormous potential from across Asia and working with major companies as well as supporters of startups.

AEA also functions as a conduit through which to promote collaboration between Japanese companies and startups. For example, Yanekara Inc., a recipient of the AEA2023

Kashiwanoha Award, is conducting demonstration trials for an electric vehicle car-sharing service at Kashiwanoha Smart City in collaboration with the Group.

Yanekara is a University of Tokyo startup that engages in the development of products for the remote control of EV charging and discharging. These demonstration trials are geared toward the introduction of an EV-sharing smart charging service and verification of the efficient use of electricity as well as economic viability in the wholesale electricity and supply-demand adjustment markets in light of the future widespread use of EVs in society. The data obtained will be used to expand and upgrade EV charging facilities in the future and to verify business feasibility with a view to entering the Vehicle-to-Grid (V2G) market.

Moreover, these joint demonstration trials are part of the FUTURE SPECIAL ZONE PROJECT, which works to co-create businesses in the next-generation neighborhood creation field with diverse partners. Through this initiative, we will work to promote the introduction of IoT-based energy management technologies that will contribute to the provision of supply-demand adjustment capabilities while stabilizing the power grid, as well as contribute to the decarbonization of Japanese society through the creation of neighborhoods utilizing our assets.

The Mitsui Fudosan Group has organized the University of Tokyo, Kashiwa City, other relevant organizations, and the Kashiwa ITS Promotion Council and is conducting Japan’s first “public road test of in-transit power supply” within

Kashiwanoha Smart City under the “initiative for developing in-transit power supply technology for electric vehicles.”

After establishing the first private-sector lane embedded with power transmission coils for charging vehicles travelling along KOIL MOBILITY FIELD, an outdoor robot development and testing site, one of the largest in greater Tokyo in the Kashiwanoha area, we conducted field verification tests. In addition, we are currently conducting Japan’s first demonstration test of technology for in-transit power supply to an electric vehicle on streets near the West Exit of Kashiwanoha-campus Station to verify the technology and confirm public acceptance.

CO<sub>2</sub> emissions from vehicles climbed to 15.1% of Japan’s total CO<sub>2</sub> emissions in fiscal year 2021 (1,064.00 million tons) and, in Europe, more strict regulations limiting CO<sub>2</sub> emissions related to vehicles are expected going forward. In light of these trends, automakers around the world are promoting the development and spread of vehicle electrification, but there are concerns about batteries being in short supply in the near future. Should the demonstration test in this instance help achieve the ideal infrastructure and neighborhood creation, successful steps will be taken to secure zero net power battery consumption and to allow continuous travel using only a small battery. Ultimately, this will help curb the ongoing onset of global warming by realizing a low-carbon transportation system.

In this fashion, we are promoting a variety of initiatives in our pursuit of a sustainable society while collaborating with startups, academic institutions, and government organizations at Kashiwanoha Smart City.

## Established an R&D Base in Kashiwanoha Smart City

Together with SMC Corporation, a leading manufacturer of pneumatic equipment that contributes to automation and labor savings in all industries, we will open an R&D base that will serve as SMC's flagship research center in Kashiwanoha Smart City in autumn of 2025.

SMC will establish an environment that heightens creativity and productivity based on the concept of a "smart wellness office" which enables employees to work comfortably in good health. In addition, customers and research staff from all over the world will gather here to engage in exchanges involving cutting-edge technology, make improvements to R&D capabilities, and create new innovation.

Starting with the creation of this base, going forward SMC and the Mitsui Fudosan Group will consider collaborative programs in order to contribute to new industry creation in neighborhoods through open innovation with academia, startups, and major corporations underway in Kashiwanoha.

## Mitsui Fudosan Logistics Park Hit ¥1 Trillion in Total Cumulative Investment in fiscal year 2023; Contributing to the Solution of Issues in the Logistics Industry through the Use of DX

The Group decided to develop six new "Mitsui Fudosan Logistics Park" properties in Japan in 2023, bringing the cumulative total investment to ¥1 trillion.

We are working to help resolve issues in the logistics industry, including chronic labor shortages through the use of DX. As a part of these endeavors, we established the Innovation Department in 2023. Moreover, we are looking to provide comprehensive support for customers by proposing optimal solutions and developing logistics strategies to address the challenges they face through the launch of the logistics consulting platform MFLP& LOGI Solution.

In addition to promoting digital transformation (DX) measures that utilize cutting-edge technology as well as measures to improve

employee satisfaction (ES), Mitsui Fudosan has opened a logistics center specializing in e-commerce that automates the vast majority of warehouse operations by utilizing its expertise in providing omni-channel services at its own retail facilities and e-commerce sites in its business. Looking ahead, plans are in place to propose this center for joint use by other EC businesses. Mitsui Fudosan will further promote initiatives to solve issues in the logistics industry, including labor shortages, by leveraging its track record of developing and operating numerous logistics facilities to meet the needs of the industry and its network of partner and shipping companies.



## Community Lab Opens in Nihonbashi, Tokyo as a Gathering Place for People and Goods

+NARU NIHONBASHI by MITSUI FUDOSAN, a community lab that engages curiosity and stimulates exploration and activity, has opened in Nihonbashi, Tokyo. In addition to providing a lounge and event space for people residing, working, and visiting Nihonbashi to engage in their interests, work, and other activities, this Lab will serve multiple functions in developing and visualizing user communities.

+NARU NIHONBASHI by MITSUI FUDOSAN aims to become a “place” where each and every person who spends time in Nihonbashi can encounter new people and goods while enjoying wellbeing and quality of life.

## The [ ] Store, a Next-Generation Store That Hosts E-Commerce Brands on a Weekly Basis

The Mitsui Fudosan Group and core e-commerce system provider SUPER STUDIO Inc. operates The [ ] STORE, a next-generation store that hosts e-commerce brands on a weekly basis, at the MIYASHITA PARK commercial facility RAYARD MIYASHITA PARK.

Combining both real and digital attributes, this is the first ever offline store to offer OMO solutions to support the business growth of e-commerce brands.

In addition to helping EC brands solve such issues as the lack of human resources and expertise when examining the opening of an offline store, and obtaining offline store customer data, the [ ] STORE also provides customers with the joy of fully experiencing popular e-commerce brands.

## Fixed-Rate Plans for Shared Office Space Startup Companies; Business Collaboration with JR East Group

The shared office work styling initiative developed by the Group includes multisite satellite offices aimed at meeting the hybrid needs of large corporations. In addition to rental offices that address the headquarters needs of growing companies, we also began providing fixed-rate plans that can be registered for various entities, including startups.

Fixed-rate plans cater to a variety of needs, including the headquarters registration requirements of startup companies. Without the need to maintain exclusive space, this initiative facilitates registration and the use of open space and is designed to meet the needs of seed and early-stage startup companies that want to accelerate their business by using a high-grade building as a base. Fixed-rate plans are available at nine flagship locations, including three in TOKYO MIDTOWN (Roppongi, Hibiya, YAESU).

Recognizing the importance of new ways to engage in work that are not restricted by location or time, we launched a business collaboration encompassing the largest number of locations in the industry in the shared office domain with JR East Japan’s STATIONWORK under the work styling initiative.

Through mutual collaboration between STATION WORK and its approximately 400 locations centered on railway stations and Work Styling with its roughly 100 locations primarily in shared offices, members of both services can avail themselves of more than 500 shared office locations. In this vein, members can flexibly choose the work style that best suits their needs at the time.

The Mitsui Fudosan Group is committed to providing a wide range of services that are finely attuned to the increasingly diverse nature of workplace and work style needs. We will continue to support the development of workers and companies by proposing new ways to work and new workplace formats.

## Project to Support the Growth of Young Artists

The TOKYO MIDTOWN AWARD, a competition that has helped uncover young designers and artists since 2008, will collaborate with the art project Sono Aida as a new form of support for award winners.

The Mitsui Fudosan Group, Tokyo Midtown Management Co., Ltd., and Nihonbashi Muromachi Area Management General Incorporated Association sponsor the Sono Aida #TOKYO MIDTOWN AWARD. This project is a growth support program that allows artists to experience for themselves how they have grown by working for a certain period of time in a prestigious location in the city center.

Under the project, portions of buildings in Nihonbashi are set aside for a variety of purposes, including the production and exhibition of artworks as well as cultural exchange. In addition to supporting the growth of six artists as of July 2024, efforts are being made to take up the challenge of fusing society and art and to create new vibrancy in Nihonbashi.

Furthermore, energies will be directed toward putting in place a new art space format, not only for people involved in art, but also people from all walks of life, including businesspersons and visitors, by hosting schools and events with Sono Aida.

## Joint Research on Perovskite Solar Cells for Housing Use

Group company, Mitsui Fudosan Residential Co., Ltd., took an equity interest in Caelux Corporation, a startup developing unique “perovskite solar cells” distinguished by their low cost and high power generation efficiency.

Perovskite solar cells are next-generation solar cells using compounds with a crystal structure called a Perovskite structure.

Caelux Corporation is engaged in the development of proprietary technologies that help improve the power generation efficiency of silicon photovoltaic modules at a lower cost that are gaining increased traction across the world.

In addition, the Mitsui Fudosan Group and EneCoat Technologies Co., Ltd. are engaged in joint research on Perovskite solar cells for housing use.

EneCoat Technologies is a startup company from Kyoto University involved in development of Perovskite solar cells. This research will accelerate the practical use of Perovskite solar cells and will be conducted as an industry-academia collaboration with Professor Atsushi Wakamiya of the Wakamiya Lab, Kyoto University.

As they are highly efficient, thin and lightweight, the cells can be used in various home and living spaces, easily generating power that can be utilized for electricity.

Through the installation of Perovskite solar cells in well-designed lighting and furniture in the common areas as well as in the interiors of condominiums, steps are being taken to store solar power during the day with plans to use it at night.

## Platform for Creating Food Innovation Based on a Hard and Soft Approach

The &mog by Mitsui Fudosan platform creates food innovation, enlisting the hard elements of neighborhoods in the Nihonbashi- Yaesu area operated by Mitsui Fudosan in combination with soft solutions in collaboration with more than 20 partners such as local restaurants and trading companies.

In addition to enabling the use of facilities operated by the Group, this platform provides a place and community through collaboration with partners. The “&mog” platform embodies a distinctive one-stop approach to facilitating food business development, involving solutions across five business development phases extending from business concept design to urban implementation. Looking ahead, we will expand our support scheme through various means, including establishing an R&D support facility, featuring commercial kitchens and specialized equipment necessary for food development.

Through a co-creation approach undertaken with cooperating partners, we will endeavor to enhance the appeal of the Nihonbashi neighborhood and showcase Japan’s food industry and culinary culture to the world.

## Platform to Support EC Brand Growth from Both the Real and Digital Perspectives

Expanding the Online Merges with Offline (OMO) solution provided by the Mitsui Fudosan Group and SUPER STUDIO, Inc. to the retail and logistics fields, operations of a platform to support growth and the provision of services from both the real and digital perspective that extend from the opening of stores to logistics while targeting e-commerce brands are underway.

In the retail field, we provide OMO-type pop-up stores in such large-scale retail facilities as Mitsui Shopping Park LaLaport. In the logistics field, we provide sharing-type automated warehousing logistics services at Mitsui Fudosan Logistics Park Funabashi III. Moreover, EC brands can employ services based on a series of data by coordinating all e-commerce, real store, and logistics with data.

Through the fusion of the real and digital worlds, we are working to provide customers with even greater convenience and an improved purchasing experience, as well as flexible and easy-to-use logistics services, to support the growth of e-commerce brands and contribute to the further expansion of the e-commerce market.

## Mitsui Fudosan Launching Initiative to Address Fashion Industry Issues

Mitsui Fudosan opened KISARAZU CONCEPT STORE on a trial initiative basis to create a new clothing cycle as a step toward solving fashion industry issues. Along with spotlighting irregular items, dead stock lying dormant in warehouses, and other products that have not reached customers through the retail distribution channel so far, introducing new materials and new forms of creation such as upcycling, and otherwise provoking thought about the future of the fashion industry, Mitsui Fudosan's goal is to create a place where customers can enjoy a whole new kind of shopping experience.



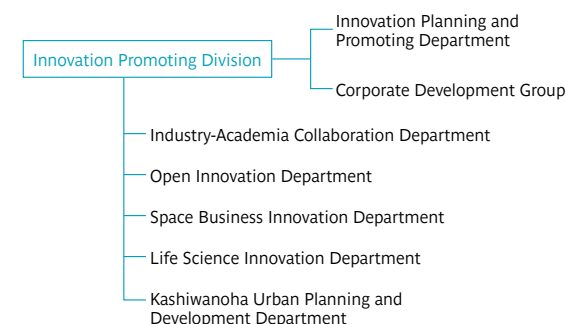
## Mitsui Fudosan-led Consortium Chosen as the Prospective Operator for the Tsukiji District Development Project by the Tokyo Metropolitan Government

A consortium comprising 11 partner companies, led by the Mitsui Fudosan Group, was selected as the prospective operator for the Tsukiji District Development Project by the Tokyo Metropolitan Government. The goal is to create an appealing, advanced, environmentally symbiotic neighborhood that is not only held in the highest esteem, but also enhances the international competitiveness of Tokyo, is cherished by locals, and attracts people from around the world. Plans also call for the promotion of innovation across a variety of fields, including life sciences that contribute to industrial competitiveness, while inciting excitement through sports and entertainment and showcasing the appeal of food rooted in Japan's world-class Tsukiji history.



## Establishment of the Innovation Promoting Division

Mitsui Fudosan established a new division for Group-wide growth through innovation. This new division will accelerate efforts to explore new business domains (Life science field, Aerospace-related field, Create new industries identified as mainstay areas) and to capture business opportunities.



### Related Group DATA

Approx. **80**

Investments in startups

Approx. **1,100**

Number of meetings between startups and business units

Over **150**

Number of demonstration experiments and official adoption with startups

# 2



Mitsui Fudosan Group-Owned Forests (Biei-cho, Hokkaido)

**Coexist with  
the environment**

## Coexist with the environment

Coexist with the broad natural environment through various means, including addressing climate change, in an effort to pass on a sustainable global environment to future generations.

### Social Issues and Wants

We have reached the stage at which a number of issues that need to be resolved in terms of environmental protection have become apparent. These include global warming, forest crises such as unused artificial forests and reforestation at a standstill, and the loss of lush green landscapes. In this context, there are demands for initiatives that coexist with the natural environment in the creation of neighborhoods, such as paying close attention to the benefits of green spaces and waterscapes and the expectation that domestic timber will be used.

### Risks and Opportunities

The loss of natural capital due to environmental destruction not only reduces the quality of people's lives but also leads to a decline in property values due to disasters or environmental incompatibility, and may also cause a decline in the value of the city itself. In addition, it cannot be denied that the strengthening of government regulations geared toward environmental protection may increase the costs of the real estate business. In contrast, new business opportunities that will help resolve these issues, such as in the energy and timber utilization businesses, are becoming more widespread. By utilizing green spaces and water features, there are also opportunities to increase the value of a city while protecting the environment.

### Resources

Through our many years of wide-ranging business experience, our Group has been accumulating know-how in the creation of neighborhoods that realizes coexistence with the natural environment. We own roughly 5,000 hectares of forest in 31 cities, towns, and villages, mainly in northern Hokkaido. Making effective use of these resources, we will aim for sustainable neighborhood creation and business development.

### Strategies

Having formulated our Group Action Plan to Realize a Decarbonized Society, all organizations are working together as one on its promotion. Increasing green spaces in urban development and creating environments that make use of waterscapes, we promote the creation of neighborhoods in harmony with the natural environment. In utilizing Group-owned forests, we will promote the creation of never-ending forests through a cycle of planting, cultivation, and use, thereby putting into practice the sustainable use of natural capital.

### Create Social Value and Economic Value

We provide rich social value through symbiotic neighborhood creation that maximizes the benefits of landscaping and green spaces while preserving the role of forests through the use of Group-owned forests and realizing sustainable forest management. We will implement initiatives to realize a decarbonized society in a wide range of business areas as we aim for a society in which people and the environment coexist. Coexistence with the environment will increase the value of cities and contribute to our sustainable business growth.



## Promoting initiatives based on the Group Action Plan to Realize a Decarbonized Society

Based on the Group Action Plan to Realize a Decarbonized Society, which was formulated in 2021, the Group is advancing initiatives toward carbon neutrality. Actively engaging in the development of renewable energy sources and the use of green power, mega solar development has reached a total of 16 locations, generating 70 million kWh/year. The use of green power in the Company's common ownership areas has exceeded 100 million kWh, and we have provided green power to a total of 107 tenant companies. As a measure to address the GHG emissions generated during construction, which account for the majority of the Group's GHG emissions, we have also made it mandatory to calculate emissions using the Construction GHG Emissions Calculation Manual and to submit reduction plans. With the cooperation of construction companies, we will take steps to appropriately manage and reduce GHG emissions during construction.

Going forward, we will continue our decarbonization efforts, for example by supplying green electricity generated by mega-solar development to Group-owned properties.

### Related Group DATA

**70** million kWh/year

Amount of renewable electricity generated

**12.7%**

Proportion of electric power used in business activities derived from renewable energy (RE100)\*

\* Scope: The entire Group

Cumulative total:

**107**

Number of tenants using green electricity

## Investment in three new domestic and overseas VC funds specializing in decarbonization

In accordance with our Group Action Plan to Realize a Decarbonized Society, we have made new strategic LP investments—as the sole initiative by a Japanese real estate developer—in three funds that comprise domestic and international venture capital (VC) firms with strengths in the decarbonization field.

The three funds set up by VCs specializing in decarbonization are: Breakthrough Energy (U.S.), which invests in technologies that have the potential to reduce greenhouse gas emissions by at least 0.5 gigatonnes per year; Just Climate (UK), which specializes in the social implementation of solutions that will contribute to solving climate change; and ONE Innovators (Japan), which was formed with the aim of supporting the innovations that will be implemented in society by around 2035 through the power of technology.

Through a total of six investments, including those that had been made previously, the funds aim to ascertain global trends in decarbonization-related technological and business innovation in Japan, the United States, and Europe while discovering and co-creating decarbonization-related startups.



## Investment in a start-up aiming to realize fusion energy

Promoting its Group Action Plan to Realize a Decarbonized Society, the Mitsui Fudosan Group is aiming to achieve net zero greenhouse gas emissions by fiscal year 2050.

As part of its decarbonization strategy, Mitsui Fudosan invested in Kyoto Fusioneering, which conducts research and development for fusion energy-related equipment and systems, sells related equipment to research institutes and organizations, and provides development consulting. Kyoto Fusioneering Ltd. (Kyoto Fusioneering) is also a plant engineering company engaged in the research and development of the equipment and systems required for fusion energy plants.

Through this investment and its participation in the Japan Fusion Energy Council (commonly known as J-Fusion), Mitsui Fudosan seeks to contribute to the future social implementation of fusion energy and realize a decarbonized society.

## PPA solar power generation facilities completed at Hiroshima and Kumamoto airports

Having signed power purchase agreement (PPA) contracts with Hiroshima International Airport Co., Ltd. and Kyushu Kumamoto International Airport Co., Ltd. and completed construction of carport-type solar power generation facilities in the parking lots of both airports, we began supplying electricity to their terminal buildings.

One of the pillars of the airports' efforts to achieve carbon neutrality, under this business scheme they will provide the space to install the renewable energy equipment. As the PPA operator, the Group will develop, own, generate, and maintain the equipment to supply solar power to the airports.

### Overview of the Business Scheme

#### PPA operator (Mitsui Fudosan)

Develop, own, generate, and maintain renewable energy equipment (solar panels)



PPA contract execution  
(power purchase agreement)

Supply of solar power

#### Airport companies

Provide space for the installation of renewable energy equipment



## Sustainable Living Program ("Sus-Katsu Program") app automatically awards points for reducing CO<sub>2</sub> in the home

By means of the "Sus-Katsu Program", which enables users to enjoy engaging in sustainable CO<sub>2</sub> reduction initiatives while enriching their daily lives, we started to offer app services. Installation of the "Sus-Katsu Program" app will automatically visualize CO<sub>2</sub> reductions in the home, and points are automatically awarded in the app depending on the CO<sub>2</sub> reductions. Accumulated points can be exchanged for various types of rewards or used to apply for prizes depending on the number of points.

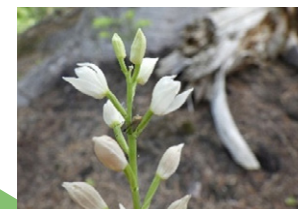
The plan is to gradually expand this service to cover properties in the Tokyo metropolitan area and then to 240,000 previously developed condominiums. In addition to the benefits currently offered, such as world tours of popular sports, special experiences, tickets, and stays at the Tokyo Dome Hotel, we will provide even more attractive experiences by adding more participating partners in the years to come.



## Group forest in Rumoi, Hokkaido, certified as Nature Harmony Site

Part of the Group's-owned forests, the Yudoromap Forests (163.73 ha) in Rumoi, Hokkaido, have been certified by the Ministry of the Environment as a Nature Harmony Site, an area recognized by the government as working to protect biodiversity through private-sector initiatives.

While the Group appropriately manages its artificial forests, the Yudoromap Forests help to maintain biodiversity through natural forests, riparian trees and ponds. The forests are contributing to the survival of rare plants and animals designated as vulnerable on the Ministry of the Environment's Red List, such as the Japanese crayfish and *Cephalanthera longifolia*.



*Cephalanthera longifolia*



Japanese crayfish

## Cycle of planting, cultivating and using toward “never-ending forest” creation

The Mitsui Fudosan Group owns and manages approximately 5,000 hectares of forest in Hokkaido. Through the cycle of planting saplings, cultivating them appropriately, and using the trees harvested from these forests, we are working to create sustainable forests that will last into the future.

Each year, we plant 90,000 to 100,000 saplings in Group-owned forests. We have also conducted afforestation training activities every year since 2008. In addition, we have continued to conduct tree-planting training activities since 2008. By planting saplings one at a time, employees experience being a part of creating a “never-ending forest” and a creator of the future environment.

Regular maintenance is essential in order to sustain a healthy forest. Various efforts are being made to conserve the Mitsui Fudosan Group’s planted forests. These efforts include clearing underbrush and thinning trees.

Timber that has been systematically harvested at the right time or thinned for forest maintenance is actively used by Group companies as construction materials or to build office furniture and toys. In this manner, we are vigorously promoting the use of domestic lumber.



### Related Group DATA

Approx. **5,000** ha **21,315** t-CO<sub>2</sub>/year  
Total forest conservation area Amount of CO<sub>2</sub> absorbed at forests<sup>\*1</sup>

<sup>\*1</sup> As of January 2023



## Construction of the largest and tallest wooden rental office building in Japan commenced in Nihonbashi, Tokyo

We are building the largest and tallest wooden rental office building in Japan, with 18 floors above ground, a height of approx. 84 m, and a total floor area of approx. 28,000 m<sup>2</sup>, in Nihonbashi, Tokyo. In volume, plans are in place to use more than 1,100 m<sup>3</sup> of domestic lumber. In this manner, we will continue to practice the “plant → cultivate → use” forest utilization cycle and contribute to the creation of “never-ending forests.” Compared with a typical steel-framed office building of a similar scale, it is expected that the CO<sub>2</sub> emissions in the building’s structure during construction will be reduced by approximately 30%<sup>\*2</sup>.

Based on the concept of “creating a forest in Nihonbashi,” this is an initiative that takes on the challenges of creating new value that is unique to wooden office buildings. Our goal is to create a building where people can feel the tranquility and warmth of wood with all five senses, and office where workers will want to go. As a next-generation, environmentally friendly office building, we intend to implement a host of advanced initiatives. These initiatives include demonstration experiments of film-type perovskite solar cells, the upcycling of



Hydroponic growing system using organic fertilizers (image) Source: NewSpace Co., Ltd.



Rooftop system for planting sweet potatoes around external air conditioning units (image) Source: Sumitomo Corporation

construction waste, and the introduction of a state-of-the-art hydroponic growing system using organic fertilizers, as well as deployment of a system for planting sweet potatoes around external air conditioning units<sup>\*3</sup>, which is expected to save energy in heating and cooling equipment.

Over and above all this, we will also develop a green space of approximately 480 m<sup>2</sup> as a new green hub in Nihonbashi, creating a lush pedestrian space where office workers, visitors, and surrounding residents will be able to feel closer to nature. In selecting tree species, we will consider harmony with the local landscape and promote the creation of an environment that shows consideration for biodiversity and allows butterflies and other creatures to easily inhabit the city.

Meanwhile, the property has acquired ZEB Ready certification and Ikimono Symbiotic Coexistence Enterprise® certification (ABINC Certification)

<sup>\*2</sup> Includes the amount of carbon dioxide fixed by wood use based on the Forestry Agency’s guideline relating to the indication method for the carbon storage of wood used in buildings, and the amount of CO<sub>2</sub> absorbed by trees planted after the felling of trees required for manufacturing based on the Forestry Agency calculation method for carbon dioxide absorption by forests.

<sup>\*3</sup> Technology developed jointly by Nikken Sekkei Ltd. and Sumitomo Corporation. Patent obtained in 2016.

### Related Group DATA

**18.8%**  
Ratio of planned increase in green space in Tokyo’s five central wards at the time of development

## Developing environmentally friendly logistics facilities

Construction was completed on MFLP YATOMIKISOSAKI, the Group's third logistics facility. Excellently located in Mie Prefecture, this facility will serve as a relay transportation base and one solution to the so-called 2024 logistics problem.

MFLP YATOMIKISOSAKI is the largest logistics facility in the Chukyo area in the Group's portfolio and is equipped with a state-of-the-art warehouse. Looking to ensure significant improvements in specifications, this facility is expected to substantially simplify workplace operations. In addition to a host of BCP countermeasures, including a double-ramp system and 72-hour emergency power generation, MFLP YATOMIKISOSAKI boasts a Sky Lounge and Sky Balcony in support of a variety of work styles.

In constructing the facility, considerable emphasis was placed on incorporating environmentally friendly measures in a bid to help realize a decarbonized society. These measures included installing solar panels on approximately 30% of the rooftop enabling the supply of power to common areas. In recognition of these endeavors, MFLP YATOMIKISOSAKI received the 4-Star DBJ Green Building rating, which is awarded to real estate that is conscious of the environment and society, and acquired Nearly ZEB certification.



## Four-story, all-wood, carbon-free rental condominium Park Axis Kitasenzoku MOCXION completed

Toward the realization of a decarbonized society, the Mitsui Fudosan Group completed construction of Park Axis Kitasenzoku MOCXION, a four-story, all-wood, carbon-free rental condominium.

Utilizing wood harvested from Group-owned forests on this property's wall surfaces contributes to the self-sufficient supply of construction materials, sustainable forest management, and local economies. The property realizes residences in harmony with the environment that reduce CO<sub>2</sub> emissions during occupancy to effectively zero\*<sup>1</sup>, with power supplied through a collective renewable energy service and all-electric appliances.

As a result of the various environment-friendly measures being implemented, the property was the first rental condominium in Japan to obtain LEED (international environmental certification program) – BD+C NC (new construction) Gold Rank Pre-Certification.

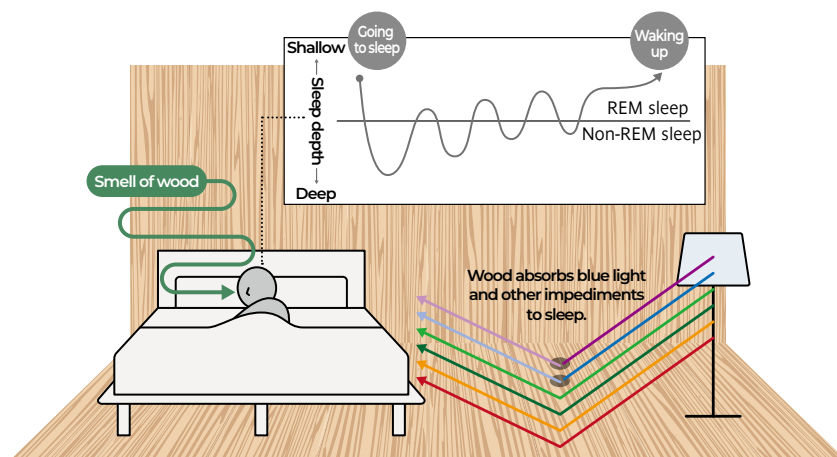
\*<sup>1</sup> With power supplied through a collective renewable energy service, all of the electricity consumed within the facility is essentially derived from renewable energy sources. Moreover, CO<sub>2</sub> emission from the facility during occupancy are virtually zero owing to the installation of an all-electric Eco-Cute hot water supply system.

### Related Group DATA

**100%**  
New building external  
environment certification  
acquisition rate\*<sup>2</sup>

**109**  
Number of external  
environment  
certifications acquired

\*<sup>2</sup> Limited to rental properties, including office buildings, retail facilities, logistics facilities, as well as hotel and resort facilities.



## Empirical Research Scientifically Proving That “Wooden Spaces Are Good for the Human Body”

At the Mitsui Fudosan UTokyo Laboratory, an industry-academia co-creation partnership, we are working to create innovation in collaboration with The University of Tokyo, which is advancing research in the field of cutting-edge science and technology.

As part of that collaboration, we are conducting empirical research to scientifically prove what kinds of positive effects wooden spaces have on the human body.

There has been a recent surge in interest in wood-built structures due to the biophilia hypothesis, which claims that “humans innately seek connections with nature and other forms of life such as fauna and flora.” However, many facts about the effects of wood-enclosed spaces on people still remain unknown.

Therefore, through this research, we will scientifically investigate how the power of wood-incorporating spaces might contribute to solving major issues such as a decline in sleep quality, which is one factor that raises the risk of lifestyle diseases, and dementia, the number of sufferers from which is expected to rise further as people live longer.

As far as the relationship between wood and sleep is concerned, based on the hypothesis that the light environment of spaces that incorporate wood could contribute to more restful sleep, we are focusing on the “smell” of wood and wood’s “effect on modifying the light environment.” At the same time, we are carrying out experiments to measure subjects’ sleep and conducting physiological evaluations of them in real wood-based spaces.

In the relationship between trees and dementia taking inspiration from the sense of smell, which has a neural pathway that directly stimulates the brain, we are conducting neurophysiological and behavioral science studies to determine whether the parts of the brain that cause dementia can be stimulated by surrounding a person with the smell of wood, thereby delaying the onset of dementia.

Through this research, we will discover new value in wood and provide scientific support for the benefits of incorporating wood into spaces where people live. By doing so, we will encourage the use of wood in ways that will lead to even better future lifestyles.

## Mitsui Fudosan establishes sustainability-linked finance framework

To promote the Group Action Plan to Realize a Decarbonized Society formulated in November 2021 from a financing perspective, the Group established the Green Finance Framework, and the Sustainability-Linked Loan Framework, also utilized the Positive Impact Finance by which Mitsui Fudosan has engaged in raising funds through sustainable financing. Recently, Mitsui Fudosan formulated a new Sustainability-Linked Finance Framework in an effort to further promote sustainable finance by expanding methods for raising sustainable financing. In FY2023, Mitsui Fudosan raised funds through a variety of sustainable finance methods, including the issuance of a total of ¥230 billion in green bonds, as well as green loans, sustainability-linked loans and positive impact financing, among others. As of the end of March 2024, Mitsui Fudosan has raised a total of over ¥1 trillion in sustainable financing, a first for a domestic real estate company.

### Related Group DATA

**¥1,065.4 billion**

**Sustainable finance  
procurement amount**

## Health and vitality

3



LaLa arena TOKYO-BAY

# 3

## Health and Vitality

Contribute to a vibrant society by delivering inspiring experiences that enable each individual to live a healthy and fulfilling life.



### Social Issues and Wants

As society ages, extending healthy life expectancy has become an important issue. In addition to proactive efforts in preventive medicine and health maintenance, there are growing expectations for society to promote wellbeing that includes being psychologically fulfilled. Moreover, regardless of generation, people are shifting their focus from material satisfaction to being psychologically fulfilled, and values such as empathy and emotional experiences are becoming more important.

### Risks and Opportunities

New digital services are replacing actual services, and disruptions are occurring in various areas. On the other hand, we can maximize real value and promote measures that help improve people's wellbeing in both a tangible and intangible manner by combining the digital and real worlds. In so doing, we will create more opportunities to improve the value of neighborhoods.

### Resources

Together with numerous partners, the Group has built a diverse network along with the "places" and "communities" that form the foundation of that network. We have also accumulated a vast amount of customer contacts and extensive planning know-how through our wide range of businesses. We will work to create new value while making maximum use of these resources.

### Strategies

Combining the real and digital worlds, we provide experiences that meet the diversifying needs of each customer. In addition, we will work to create neighborhoods that maximizes the value of real experiences by utilizing the power of sports and entertainment. Along with this, we will improve the wellbeing of the entire community and create an environment where each resident can lead a life full of vitality by promoting the creation of neighborhoods that incorporate the DX perspective and by supporting corporate health management through &well and other programs.

### Create Social Value and Economic Value

Through the creation of attractive neighborhoods and promotion of wellbeing, we will create "exciting experiences" and a society where people's hearts are filled with vitality and they can lead healthy lives both physically and mentally. As a result of this, we aim to grow through a business model of ownership, development, and management by creating a portfolio of high value-added assets and developing businesses with a competitive edge.





## Completes LaLa arena TOKYO-BAY, a large multipurpose arena with seating capacity for 10,000 people

The Group promotes the creation of neighborhoods that utilizes the power of sports and entertainment, while MIXI Inc. aims to realize abundant communication through sports. Working together, they have realized the completion of LaLa arena TOKYO-BAY, a large multipurpose arena.

The arena has a seating capacity for 10,000 people and will be used by the CHIBA JETS, a professional basketball team affiliated with the B.LEAGUE first division, as their home arena from the 2024-25 season. The arena can also be used for various events such as music concerts, sporting events, and corporate exhibitions.

For more than 40 years, the Group has been working to create mixed-use type neighborhoods in the Minami-Funabashi area through Mitsui Shopping Park LaLaport TOKYO-BAY and other commercial facilities, indoor skating rink, residences, and logistics facilities. With the development of this arena, we will leverage the power of sports and entertainment to provide an environment where people can enjoy extraordinary exciting experiences through various events, as well as enjoy shopping and dining before and after the events throughout the day.

## Holds the 25th Mitsui Fudosan Sports Academy Basketball Academy

The Company held the Basketball Academy for elementary school students at the Fanta XROSS STADIUM, a stadium court located at the center of Mitsui Shopping Park LaLaport Sakai in Sakai City, Osaka Prefecture.

The Mitsui Fudosan Sports Academy is involved in activities aimed at revitalizing neighborhood communities by connecting numerous people starting with neighborhood children through opportunities to directly interact with athletes. We invited former Japanese national female 3x3 basketball team member Minami Ijyu as a special instructor to give a lesson on the appeal of basketball tailored to each participant's ability.



## Signed major partner agreement with JFA to support the Japanese national soccer team as a Real Estate Development Partner

Since 2016, we have been involved in a variety of real estate development projects that incorporate sports elements under the slogan "BE THE CHANGE." Formulated in April 2024, the Group's long-term vision & INNOVATION 2030 aims to create exciting experiences through sports in order to expand into new asset classes under Mitsui Fudosan's business strategy.

In addition to preparing "places" such as Miyashita Park, which is equipped with a bouldering wall and skating rink, we are promoting the creation of "communities" by hosting events led by the Mitsui Fudosan Sports Academy, where children can take single-day lessons from athletes, as described in the previous section. We are accelerating these initiatives.

As part of this initiative, we have signed a JFA Major Partner Agreement with the Japan Football Association (JFA). In conjunction with the conclusion of this agreement, Mitsui Fudosan will support JFA's efforts including strengthening the national soccer team, player development, coach training, refereeing, and grassroots activities. This also involves supporting Japanese national soccer teams by holding public viewings and soccer events using Mitsui Fudosan Group facilities as well as through the opening of "blue-ing!", the JFA soccer culture creation center in Tokyo Dome City, a Group facility.





## Launches TBS and Pickleball Joint Project

Together with TBS Holdings, Inc., Mitsui Fudosan has launched a joint project to promote in Japan pickleball, an emerging sport originating in the United States.

Pickleball is a racquet sport that combines elements of tennis, badminton, and table tennis and can be enjoyed by men and women of all ages. On a badminton-sized court, players use a board-shaped racket called a paddle to hit a lightweight plastic ball with holes in it.

Pickleball has rapidly gained popularity in the 2020s and was picked as the fastest-growing sport by industry associations in the United States. This sport has generated a large economic boost, and the number of players is estimated to be approximately 9 million as of 2022.

As the first phase of the joint project, we held Pickleball Park events in Akasaka, Roppongi and Nihonbashi that were very well attended, and even those trying out pickleball for the first time seemed to enjoy themselves. In Nihonbashi, we set up pickleball courts at two venues, COREDO Muromachi Terrace's Roofed Outdoor Plaza and Fukutoku Garden, where hands-on sessions, inter-corporate games, and other events were held for men and women of all ages to enjoy.

## Carrying Out a Large-Scale Renovation of Tokyo Dome City

Following renovation of the Tokyo Dome ballpark, Tokyo Dome City is carrying out a variety of large-scale renovation projects. We opened IMM THEATER, a new theater constructed in partnership with YOSHIMOTO KOGYO HOLDINGS CO., LTD.

In the winter of 2024, landscape renewals are scheduled to be completed in order to create an attractive space that fosters a sense of neighborhood unity under the theme of “heart-moving and memorable neighborhood creation,” including a new large-scale vision spanning the entire Tokyo Dome City area.

## Opens Second Showrooming Store LaLaport CLOSET in Mitsui Shopping Park LaLaport Ebina

We are undertaking various digital transformation (DX) initiatives to provide a new form of shopping in the post-COVID-19 era. The second LaLaport CLOSET store has opened at Mitsui Shopping Park LaLaport Ebina in Ebina City, Kanagawa Prefecture as a place that integrates the Mitsui Shopping Park's official online shopping site Mitsui Shopping Park &mall and the core aspect of this project with the actual facility.

LaLaport CLOSET is a showrooming store featuring the most popular fashion shops on &mall. Not only can customers easily try out products from multiple stores at one stop, but they can also easily purchase desired products at &mall by simply scanning the QR code, allowing shoppers to go shopping without any extra baggage.

Under the concept of “when you understand, fashion changes,” we offer new diagnostic services such as 3D bone structure diagnosis using 3D body scanners and personal color diagnosis by a color diagnostician, allowing customers to discover the self they never knew existed.



## Overhaul of Specialty Mitsui Shopping Park App

The Mitsui Shopping Park App has undergone a major renewal, transforming it into a support tool to make shopping and dining at Mitsui Shopping Park more fun, more economical, and smoother.

The new Mitsui Shopping Park App features an interface that integrates content and maps. The app consistently displays a digital map of the facility in the background and shows information about the attractive content of retail outlets selected by location. This interface offers new discoveries and experiences not only for those customers who have a store they want to visit, but also for those who do not.

Based on location information, displayed contents and priorities automatically switch between when the user is at the facility and before and after the visit. The value of the experience provided by the new app is not limited to the shopping experience within the facility. Instead, the aim of the app is to respond to the content that customers want to know about and see at that moment, from the consideration stage before visiting the facility to thinking about purchases after leaving.



## Opens pavilion to Experience the View of a 50-floor High-rise Tower

The Group opened the new HARUMI FLAG Pavilion, an exhibition facility where visitors can experience views from the HARUMI FLAG SKY DUO, a 50-floor high-rise seismically isolated tower, jointly with 10 sellers of residential properties in the HARUMI FLAG residential housing district.

The pavilion features a large screen theater that allows visitors to experience exceptional views that can be enjoyed from the HARUMI FLAG SKY DUO, which is located at the very tip of the Tokyo Bay area, offering "front row seats" to Tokyo. Visitors can see the advent of the HARUMI FLAG neighborhood, an unparalleled urban development, through a scale model theater that enlists projection mapping.

## Carefully Selected Gourmet Ordering Platform That Enables Enjoyment of Tastes of Famous Restaurants at Home

mitaseru is a gourmet ordering platform that delivers dishes from famous restaurants carefully selected by the Group anytime, anywhere. Unlike standard items, these take-out meals have been created that have the same recipe, taste, and quality as the dishes actually served in these restaurants, and expert chefs prepare them by hand and sell them quick-frozen.

mitaseru handles everything from the manufacture of products on behalf of customers to sales in order to provide solutions for labor shortages in the food and beverage industry and help develop this industry further.

For customers, the platform offers value in the form of convenience, allowing them to easily purchase items without being bound by time or place, even those served at restaurants that are difficult to make reservations at or those listed in the Michelin Guide. The platform also reduces the burden of work at home such as buying ingredients, cooking, and cleaning up, allowing customers to serve freshly cooked food in just a few simple steps.



## New, Effective Uses of Under-Utilized Real Estate in Urban Areas using Mobile Units

The Group opened four facilities (Okachimachi, Yokohama Tennocho, Shimo-Kitazawa, and Shin-Yurigaoka) under the HUBHUB Project, that enables new effective use of under-utilized real estate in urban areas utilizing mobile units, with the project being phased in starting in July 2023.

In addition to eliminating the hollowing out of urban neighborhoods, HUBHUB will contribute to the wellbeing of customers by providing saunas, BBQs, and other items that are difficult to keep at home, and by creating a hub that will enrich and enhance people's lives.



## Show Homes Using Mixed Reality to Enable Stereoscopic Views of Furniture and Housing Fixtures

We have launched Japan's first show homes utilizing mixed reality (MR) as a new house-hunting tool. We have thus far used virtual reality (VR) to present show homes on three wall- and floor-mounted LED screens up to 23 feet (approx. 7 meters) wide at Mitsui-No-Sumai Ikebukuro Salon, a sales base that combines the physical and virtual worlds. At the Salon, this tool offers customers a new house-hunting tool by integrating digital furniture rendered in 3D using cutting-edge MR technology. It aims to offer customers a new house-hunting tool that enables them to get a more concrete picture of life in a new space.



VR show room in the Salon (2D)



3D furniture projected on a VR model room using MR

## Held Hibiya Music Festival 2023 a Smash Hit

Hibiya Park and Tokyo Midtown Hibiya hosted the "Hibiya music festival 2023 of the 100th anniversary of celebration," for which we provided the venue and sponsorship. The Hibiya Music Festival was a smash hit, and we wish to bring back valuable music experiences to the younger generation who have been deprived of the opportunity to experience live music and festivals during the pandemic. In keeping with this idea, many young people visited Tokyo Midtown Hibiya, making the Hibiya area livelier and more bustling than usual on that weekend.

## Considering the Health of Working Women, Promoting Mutual Understanding in Offices with Diverse Personnel, and Supporting the Health of Individuals

Mitsui's Office is working to provide sanitary products in the toilets on the office floors of Tokyo Midtown Yaesu taking into consideration the health of working women and to provide an office environment that is easy for everyone to work in.

We also hold events and seminars to support the health of each individual. At the Health Forum on Facing Your Body focusing on health issues specific to women, former athlete Reiko Shiota and others were invited to learn together about menstruation-related disorders faced by working women. At the seminar How to Cope with Breast Cancer: Family and Workplace Understanding and Compassion, Miho Suzuki, co-representative director of the certified NPO Maggie's Tokyo and formerly a reporter and anchor for Nippon Television, talked about how she felt while battling the disease and the support and encouragement she received from colleagues and superiors that helped her to balance her work and cancer treatment. Going forward, we will continue to promote mutual understanding in offices with diverse personnel and support the health of working women.

Mitsui Fudosan has been certified in the Large Enterprise Category under the Certified Health & Productivity Management Outstanding Organizations Recognition Program (White 500) administered by METI and the NIPPON KENKO KAIGI (a public-private health promotion organization) for the eighth consecutive year.

Mitsui Fudosan believes that the health and safety of each employee is an important management issue for continuing to strengthen its competitiveness and achieve sustainable growth. Based on this belief, we are actively working to maintain and improve the health of our employees, aiming to provide work environments in which employees can work energetically in accordance with their individual lifestyles.

Specifically, HR staff conduct individual interviews with all employees and subsidize the cost of physical examinations for the spouses of employees. In addition, &well FESTA is a large-scale wellness festival using Mitsui Fudosan's &well service that contributes to the promotion of corporate health management. &well FESTA attracted approximately 1,500 visitors who discussed with other participants health issues that included team-based diet plans and took part in other fun activities.

We will continue to help solve social issues by promoting initiatives that maintain and improve the health of our employees while spreading and expanding health management to our external business partners.

## The "&well" service for facilitating health and productivity management



## Certified as a 2024 Health & Productivity Management Outstanding Organization (White 500) for the Eighth Consecutive Year

### Related Group DATA

Approx.  
**39,000** people  
&well members

<b>16.2 days</b> Number of paid leave days taken <sup>*1</sup>	<b>100 %</b> Health checkup and screening rate <sup>*1</sup>	<b>88.9 %</b> Stress check consultation rate <sup>*1</sup>
<b>69.3 %</b> Rate of persons maintaining an appropriate body weight <sup>*1</sup>	<b>75 %</b> Rate of patients receiving a full medical examination <sup>*1</sup>	<b>73</b> Health risk composite index <sup>*1,2</sup>
<b>32.3 %</b> Rate of those who exercise <sup>*1,3</sup>	<b>11.8 %</b> Rate of smokers <sup>*1</sup>	<b>71.3 %</b> Rate of adequate sleep and rest <sup>*1</sup>
<b>0.93 %</b> Permanent employee turnover rate <sup>*1,4</sup>	<b>8 hours</b> Average overtime per worker per month Hours <sup>*1</sup>	<b>0.56 %</b> Absenteeism rate <sup>*1,5</sup>

<sup>\*1</sup> Scope: Mitsui Fudosan (non-consolidated).

<sup>\*2</sup> Stress check surveys (national average 100)

<sup>\*3</sup> Rate of those who exercise at least 30 minutes a day at least twice a week

<sup>\*4</sup> Excludes mandatory retirement

<sup>\*5</sup> Absenteeism rate = total number of days absent / (number of employees x number of operating days per year)

# 4

## Safety and security



Mitsui Offices Crisis Management Center

# 4

## Safety and security

Work to realize a safe and secure society from both tangible and intangible perspectives.



### Risk and Opportunities

Disasters have the potential to reduce the value of every real asset. In addition, as many people realized during COVID-19, pandemics risk causing severe damage to value within neighborhoods, which serve as gathering places for people. Enhancing disaster prevention and sanitation functions not only minimizes these risks, but also provides an opportunity to improve the sense of security within neighborhoods and the overall value of urban areas.

### Social Issues and Wants

As the global environment changes, the threat of natural disasters such as typhoons and earthquakes is increasing. In addition, the threat of infectious diseases persists, as symbolized by the COVID-19 outbreak. Efforts to further safeguard against these threats are becoming increasingly important, while expectations are rising for a society where people can live with peace of mind.

### Strategies

We will enhance the disaster prevention functions of buildings and neighborhoods by using cutting-edge technology, as well as establish a disaster response system that operates 24 hours a day, 365 days a year. At the same time, we will engage in neighborhood-wide disaster prevention initiatives and continuously evolve disaster countermeasures to create safe and secure local communities for everyone living there.

### Create Social Value and Economic Value

We will create neighborhoods where people can live with peace of mind. We provide a secure environment for all residents by raising disaster awareness throughout local communities and fostering a sense of trust within communities. Moreover, we will create a robust asset portfolio and secure steady earnings by strengthening disaster prevention and sanitation management functions.



## Community disaster prevention event to rethink the future of disaster preparedness

Marking the 100th Anniversary of the Great Kanto Earthquake, we held the “Tokyo Midtown Yaesu Disaster Preparedness Festival 2023,” a Community Disaster Preparedness Event. About 1,500 local residents participated in this event, including students from Chuo Municipal Joto Elementary School. The following month, many local residents participated in another community disaster preparedness event in Nihonbashi.

Drills conducted in Nihonbashi used buildings scheduled for demolition. A total of 600 people, including those from the Tokyo Fire Department, Nihonbashi Fire Brigade, Chuo Police Station, Mitsui Fudosan Facilities, and Nihonbashi 1-chome Office, participated in the drills based on the Agreement on Practical Training Fire, Self-Defense Fire, and Other Services concluded between the Group and the Tokyo Fire Department. These earthquake drills have helped improve local disaster preparedness by providing practical experience such as door-breaking drills and extinguishing fires using indoor fire hydrants, none of which could be conducted in operational buildings.

The Crisis Management Center, which serves as Mitsui Fudosan’s command post in the event of an emergency, was permanently established in 2005. The Center operates day and night shifts to enable a disaster response 24 hours a day, 365 days a year. The Center has been opened to the public, providing an opportunity for more members of the community to think about the importance of preparedness in normal times by giving them the chance to experience for themselves the Group’s preparedness measures.

Going forward, Mitsui Fudosan is working to improve the Group’s and community disaster preparedness capabilities through various disaster-related hands-on experience, drills, and events.



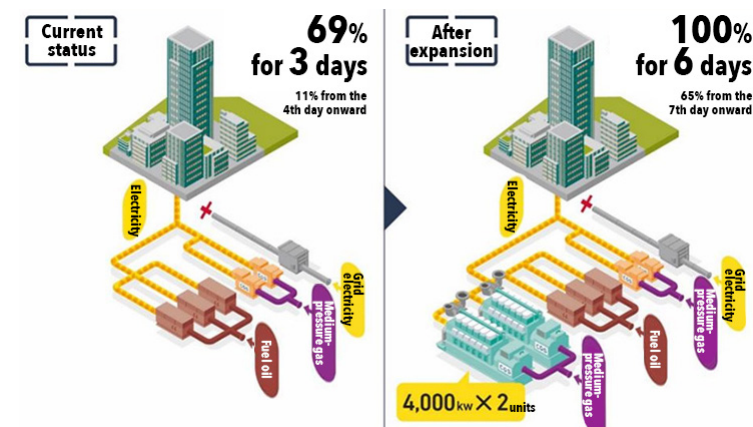
## Stable Supply of Electricity and Heat to the Nihonbashi 1-chome Area

Mitsui Fudosan and TEPCO Energy Partner aims to improve added value in the Nihonbashi 1-chome area, building an independent distributed energy center that supplies energy to the entire area, including newly redeveloped and existing buildings.

The center provides ongoing energy supply during wide-area power outages by adopting a large-scale CGS utilizing city gas as an independent distributed power source that improves disaster preparedness for the entire district. This system has the potential to reduce CO<sub>2</sub> emissions by approximately 25% through the use of waste heat from CGS power generation for district heating and cooling, combined with energy management implementing AI that is capable of quick and highly efficient operation planning.

## Signed a disaster prevention agreement with Zama City, contributing to the community as a disaster preparedness center

The Group and Shibaura Machine Co., Ltd. will establish a community disaster preparedness center at MFLP Zama, under development on a portion of the site of Shibaura Machine's Sagami Plant in Zama City, Kanagawa Prefecture. Steps have been taken to execute a disaster prevention agreement with Zama City. In addition to serving as a base in the event of a disaster, the goal is for the center to become a familiar disaster prevention base for local residents and the fire department by opening the building as a place for disaster prevention drills.

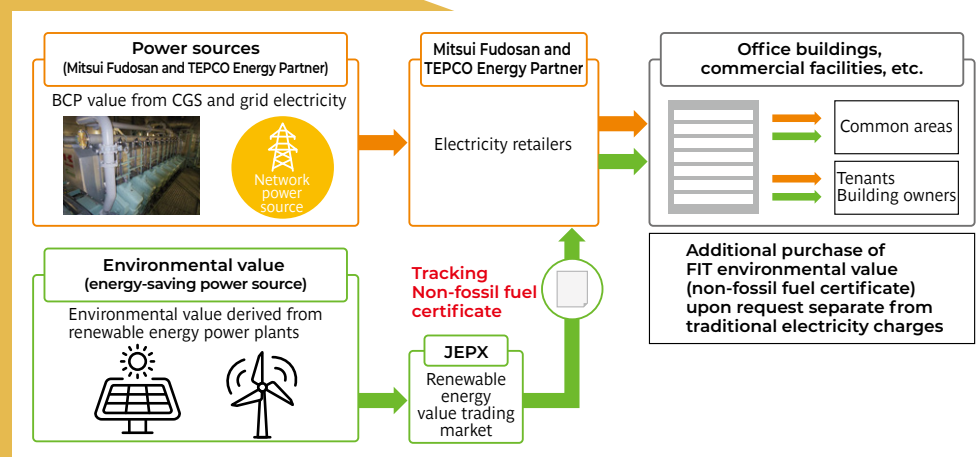


## Measures to Enhance Disaster Preparedness at Tokyo Midtown

In order to improve neighborhood disaster preparedness, construction has begun to expand emergency power generators (4,000 kW x 2 units) using medium-pressure gas that will provide a continuous and stable supply even during power outages at Tokyo Midtown (Roppongi), a large-scale urban complex.

Currently, Tokyo Midtown can maintain 69% of its normal peak-hour power generation for three days during power outages with its existing emergency generators. This construction work will enable the building to maintain 100% of its normal peak-hour power generation for six days, providing the same level of electricity to the common and exclusive tenant areas (lighting, air conditioning, electric outlets) as during normal times.

Through this initiative, we will upgrade Tokyo Midtown to become one of the most disaster-resistant areas in Tokyo and further promote urban development that is "getting better with age."



# 5

## Diversity and inclusion



Japan National Team  
Training Camp Organized  
by the Japan Wheelchair  
Rugby Federation (JWRF)  
as Our Leading Neighbor-  
hood Creation Partner

## Diversity and inclusion

Promote initiatives to realize a society in which all people can maximize their abilities and play an active role.



### Risks and Opportunities

Today's world of increasingly diverse value sets encompasses the risk of making it more difficult to offer detailed responses to customer needs. Overcoming this challenge, however, will give rise to opportunities for enhancing the value of business. In terms of neighborhood creation, initiatives that nurture environments in which diverse groups of people can gather will cultivate the foundation for new ideas and innovation, ultimately enhancing the attractiveness of the region.

### Social Issues and Wants

As anticipation grows for a society that accepts diversity, creating systems that can flexibly address the challenges faced by each individual, whether it be child rearing or nursing care, has become an urgent issue. This anticipation has therefore led to the demand to establish environments in which all people, regardless of their background, have access to equal opportunities and can use their individual strengths to play an active role.

### Resources

In light of the recent demand to approach business from diverse viewpoints, the varied networks we have built throughout our broad expanse of business domains will serve as a critical management resource. Moreover, we will continue to expand business in ways that go beyond the bounds of existing frameworks by fully leveraging these resources in aspirations of a society that shines with colorful individuality.

### Strategies

We will provide arenas for diverse groups of people to play an active role by promoting neighborhood creation that leaves no one behind. Moreover, we will work to raise the level of human resource capabilities as the source of value creation. Along with accelerating innovation through the acquisition of new human resources and knowledge, we will establish an environment that supports the participation of diverse human resources, and further develop the Group's One-Team organization in a way that brings together the strengths of the entire Group.

### Create Social Value and Economic Value

We will realize a society in which all people can maximize their capabilities and play an active role. We will also build a society in which diverse groups of people can coexist and respect each other. Through initiatives focused on human resources as the source of value creation, we will go beyond the boundaries of the traditional real estate developer and generate added value as an industry developer.



## Promoting Neighborhood Creation that Leverages the Power of Sports

Under the slogan "BE THE CHANGE," since 2016 the Group has engaged in various neighborhood creation efforts that incorporate the element of sports, including MIYASHITA PARK with its bouldering wall and skating rink, and Mitsui Shopping Park LaLaport FUKUOKA with its 200 m athletic track and sports park.

The BE THE CHANGE logo, which expresses the idea that each individual will essentially serve as change, was designed under the motif of wind as a changer of the world. The logo's elements are displayed in the two corporate colors, and present the image of a bird riding the wind as it takes flight. This slogan was raised from the belief that if people change, the world will change.

In this respect, we support the Japan National Wheelchair Rugby Team, our leading neighborhood creation partner as part of the Japan Wheelchair Rugby Federation (JWRF). In 2022, we endorsed the Wheelchair Rugby Japan National Championships and the Mitsui Fudosan 2022 Wheelchair Rugby SHIBUYA CUP, both organized by the JWRF, and in 2023 we endorsed the Mitsui Fudosan 2023 World Wheelchair Rugby Asia-Oceania Championship as the title sponsor.

We will continue to support the activities of the Japan National Wheelchair Rugby Team, and plan to engage in various initiatives for this purpose. Through the connections that arise from our sponsorship of sports, we will promote neighborhood creation that leverages the power of sports in aims of driving more positive change in people, regions, and society.



## New Company for Expanding Employment for People with Mental Disabilities and Supporting Career Advancement

As a collaborative effort between Mitsui Fudosan and Hakuodo Inc., SUPERYARD Co., Ltd., serves to expand private sector employment opportunities for people with mental disabilities, and to support their career advancement once they are employed.

Specifically, SUPERYARD provides employment support to people with mental disabilities in a way that allows them to engage in their work with peace of mind at shared offices outfitted with facilities and full-time support staff that make it easy for them to work. Companies giving reasonable consideration to people with disabilities and asking them to perform appropriate duties will lead to people with disabilities continuing to work, and as a result build trust within the companies employing them, enabling the people to aim for career advancement by developing their capabilities and expanding their duties.

## Permanently Installing VUEVO Display to Facilitate Seamless Communication with Hearing Impaired Persons and Foreign Language Speakers

The Group and Pixie Dust Technologies, Inc., a university-launched technology company, permanently installed VUEVO Display in Nihonbashi Mitsui Tower, Tokyo Midtown Yaesu, and Nihonbashi Muromachi Mitsui Tower. We also plan to gradually introduce the technology to commercial facilities and hotels. Utilizing an independently developed wireless microphone application, VUEVO Display is a service that uses a transparent screen to present highly accurate real-time subtitles and translations in nearly 100 languages.

The system thereby supports precise two-way communication between facility users and staff, and contributes to the provision of accessible information services for hearing impaired persons and foreign language speakers.

In order to promote D&I and realize an inclusive society, we are actively considering ways to expand use of this system as part of future facility operations with the intent of creating neighborhoods that people want to visit, and where everyone can feel safe and comfortable, regardless of whether they have a disability or speak a different language.



## Temporary Daycare Centers with Rest Areas for Mothers and Fathers Intended to Create Family-friendly Neighborhoods

As nuclear families become more common, urban areas have become home to an increasing number of households with small children that are unable to receive support from family, and where solitary child rearing has become an issue for the falling birthrate in Japan. Despite the mental and physical burden this situation places on parents, many still feel resistant to placing their infants in the care of others, and to being away from their children, so do not use temporary childcare for respite.

In order to solve this challenge, the Mitsui Fudosan Group and ShareTomorrow Co., Ltd., launched YASMO, a temporary childcare service centered in areas where the Group has developed residences and commercial facilities. Next to the Fureao daycare rooms in which daycare staff care for children, YASMO includes three types of rest areas called Nemuro, Komoro, and Hoguso for mothers and fathers. By allowing parents to rest their minds and bodies with a sense of security near their children, the daycare centers are unique in that they offer an environment in which parents can spend time by themselves.

YASMO provides services tailored to the needs of the times and people in a way that includes both tangible and intangible elements, thereby contributing to the creation of neighborhoods that keep pace with changes in the lifestyles of their residents, and in which residents will want to continue living.

## Supporting the Promotion of D&I by Mitsui Office Tenants

Under the slogan "COLORFUL WORK," Mitsui offices provide support for realizing diverse work styles that enable everyone to work in a way that leverages their unique capabilities.

Specifically, Mitsui offices have co-organized seminars with multiple tenants under the themes of LGBTQ, organized seminars for balancing child rearing and work under the theme of childcare leave for men, and held nursing care seminars led by the Group's CARE DESIGN Department. In this way, the Group engages in initiatives that help our tenants in their efforts to promote D&I, including offering information suited to changes in life stages and support for mutual understanding in offices where diverse groups of employees' work.

### Related Group DATA<sup>1</sup>

<b>92 %</b> Employee engagement <sup>*2</sup>	<b>9.2 %</b> Women in management positions ratio <sup>*3</sup>	<b>48.6 %</b> Ratio of female hires
<b>19.7 %</b> Women in general positions ratio <sup>*4</sup>	<b>Cumulative 90</b> Number of strategic technical staff hired <sup>*4</sup>	<b>2.74 %</b> Employment rate of people with disabilities <sup>*5</sup>
<b>116.6 %</b> Percentage of male employees taking childcare leave <sup>*6</sup>	<b>96.2 %</b> Percentage of female employees taking childcare leave <sup>*7</sup>	<b>100 %</b> Return rate from childcare leave
<b>1 person</b> Number of employees taking family care leave		

<sup>\*1</sup> Scope: Mitsui Fudosan (non-consolidated).

<sup>\*2</sup> The proportion who responded to the statement "I am proud to work for this company" with a 4 or 5 out of a five-point scale of agreement.

<sup>\*3</sup> Percentage of career-track employees as of April 2024.

<sup>\*4</sup> As of April 2024.

<sup>\*5</sup> As of June 2023.

<sup>\*6</sup> The denominator is the number of male employees whose partner gave birth in the relevant fiscal year, and the numerator is the number of male employees who used the leave system either as childcare leave at the time of their child's birth or childcare leave in the relevant fiscal year. Where there are male employees who take childcare leave, etc. in a different fiscal year from that of their child's birth, this rate might exceed 100%.

<sup>\*7</sup> Female acquisition rate definition: Instances of childcare leave taken out of the number of childbirths (including planned).

# 6 Compliance and governance

## Basic Policy

Based on the Mitsui Fudosan Group Compliance Policies, the Mitsui Fudosan Group has positioned compliance as a key issue in Group management and works to comply with laws, regulations, and social norms, and implement fair and highly transparent corporate activities in accordance with corporate ethics.

## Compliance Structure

Mitsui Fudosan has made the officer in charge of general administration the person responsible overall for compliance. In this role, the officer receives reports from the Compliance Management Department and others, and particularly important matters are reported to or submitted for discussion by the Board of Directors or the Executive Management Committee. Said officer is also responsible for formulating a compliance-related action plan each fiscal year, including the enactment, revision, or abolition of Company rules; the implementation of training regarding laws, regulations, or Company rules; and the surveying and reporting of the situation regarding compliance with laws, regulations, or Company rules. Said officer is also responsible for implementing compliance activities based on this plan. Group companies are also required to formulate and implement risk management plans, and this is reported to and confirmed by the Company at the end of the fiscal year.

## Internal Consultation Service

Mitsui Fudosan has established two points of contact providing consultation for employees of the Company, an internal contact and an external law firm. These contacts can provide consultation on issues regarding compliance with laws and regulations, as well as matters pertaining to the work environment.

## Compliance Training

Mitsui Fudosan provides compliance training to new employees and various directors and management-level employees of the Company, including newly appointed executive managers and officers, with the aim of improving compliance awareness. It also implements e-learning for all employees.

### Main Training and Awareness-Raising Initiatives (Mitsui Fudosan Group)

	Initiative	Target	Content
Training	New employee training	New employees, contract/dispatch employees, and career employees	Overall compliance
	Company-wide training (e-learning)	All employees	Overall compliance (Topics based on social trends, etc.)
	Newly appointed executive manager training	Newly appointed executive managers	Overall compliance
	Officer training	Officers/Group officers, etc.	Select themes and lecturers each fiscal year based on social trends
	Overseas onsite training	Employees assigned to overseas subsidiaries, etc.	General details on global governance guidelines, etc.
Awareness-raising activities	Mitsui Fudosan Group Compliance Policies	All employees	Display on the in-house portal site and employee handbook
	Compliance poster	All employees	Display on in-house bulletin boards, etc.
	Compliance news	All employees	Distribute information on items that require particular attention in the course of business in light of social trends (6 times/year)

# Preventing Improper Conduct

## In Interactions between the Company and Society and the Economy

### ▶ Eliminating Interactions with Organized Crime

Mitsui Fudosan strictly forbids any kind of connection to organized crime and, as a company, takes a firm stance in dealing with such groups. Each division of the Company also investigates and confirms that a transaction partner is not involved in organized crime before the transaction begins. Should the unlikely situation occur that forces the Company to face unwarranted demands or violent behavior from such organizations, it will contact the relevant police department and take any other action necessary, including legal measures.

### ▶ Ensuring Fair Transactions and Competition

Mitsui Fudosan will comply with all relevant laws, such as the Antimonopoly Act, and will avoid any conduct that could result in unfair transactions or unjust competition. We will engage with business connections sincerely as an equal partner and handle the procurement of goods and services based on fair standards.

### ▶ Preventing Corruption

(1) Prohibiting Bribery and Handling of Gifts and Entertainment Mitsui Fudosan has prohibited the illicit provision of benefits to public officials and other individuals in similar positions. Also, in dealings with business connections and affiliates, etc., a rule has been established preventing the giving or receiving of excessive gifts, entertainment, and the like. Also, the Company has established a structure and rules to be followed to prevent bribery and has formulated and is implementing Regulations for Preventing Bribery with the aim of preventing such conduct before it occurs.

(2) Donations to Politicians and Political Organizations Mitsui Fudosan does not provide donations for political activities to any parties other than official political parties and political fundraising organizations. Furthermore, support for activities by political organizations is conducted appropriately in accordance with the Political Funds Control Law, laws and regulations connected to the Public Offices Election Law, and other relevant laws and regulations.

## In Interactions between the Company and Its Employees

### ▶ Respecting Human Rights

Mitsui Fudosan does not discriminate due to sex, age, birthplace, nationality, race, ethnicity, creed, religion, disability, or any other grounds. The Company respects human rights and strives to maintain fair workplaces.

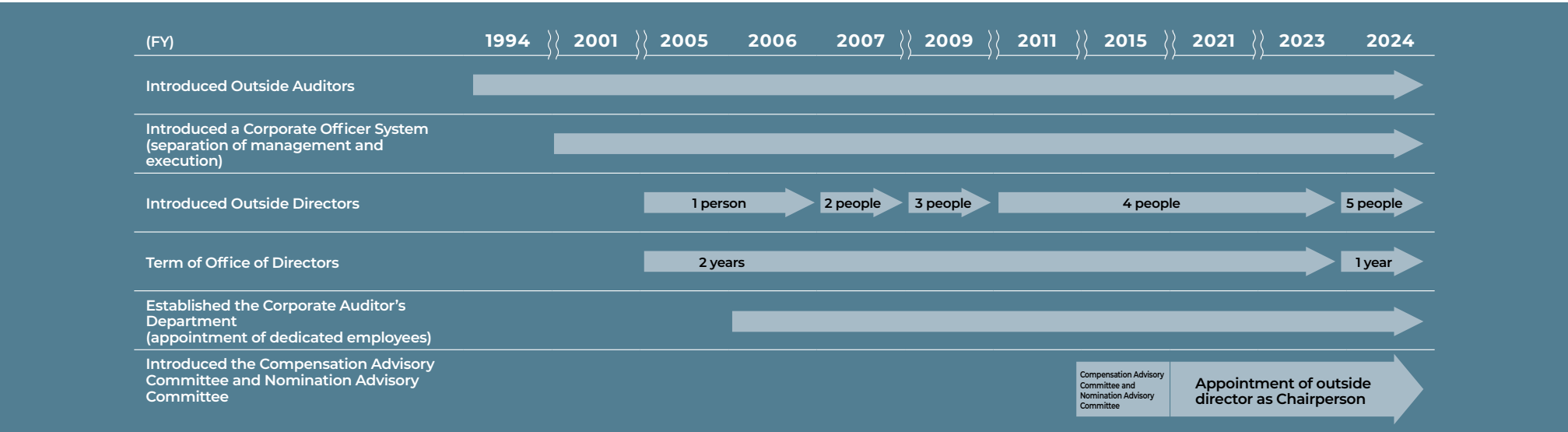
### ▶ Managing Company Information Appropriately

Mitsui Fudosan recognizes the importance of managing documents and information and strives to implement appropriate management based on its Information Management Rules, Document Rules, Information System Management Rules, and the like.

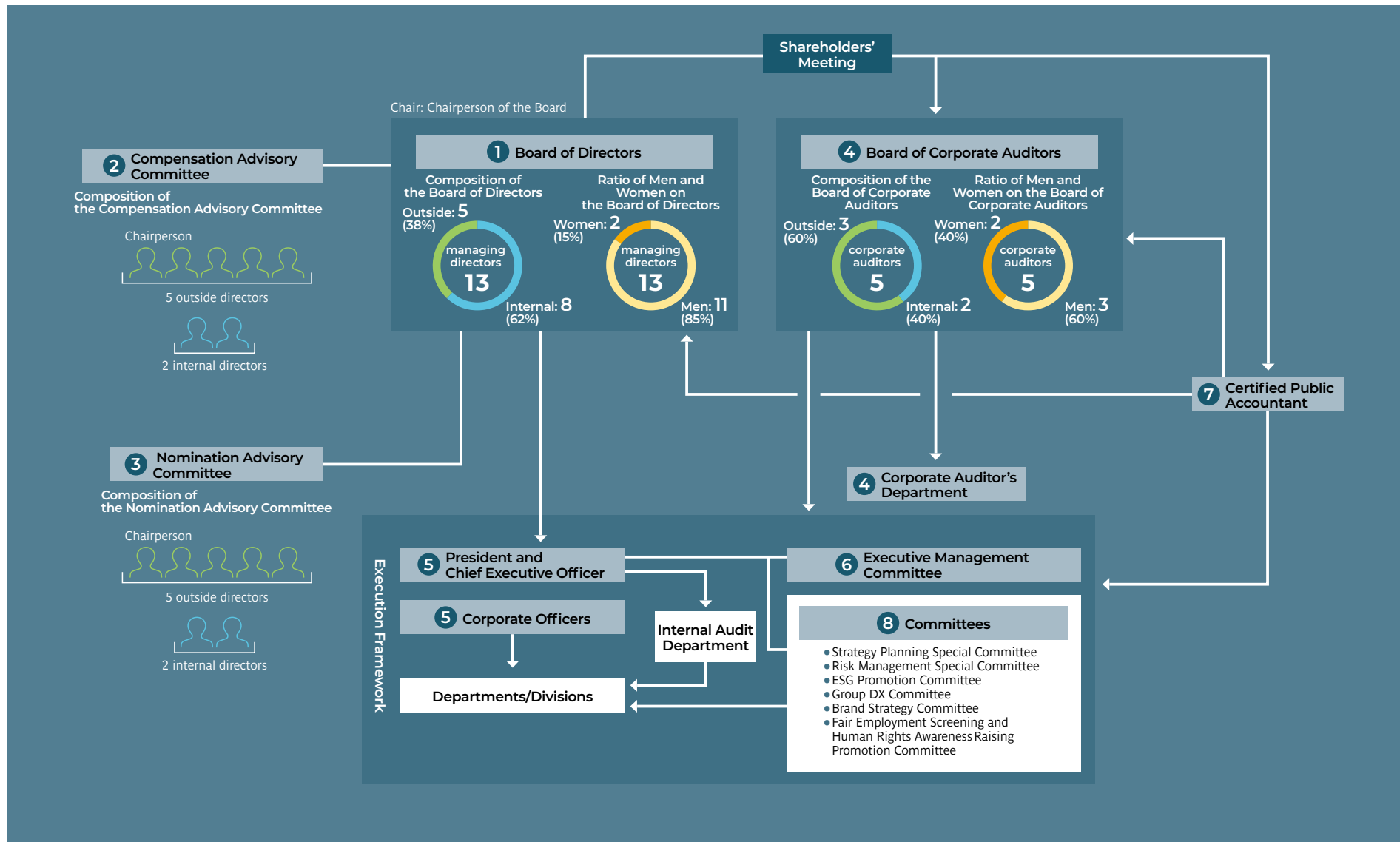
### ▶ Other

- (1) Decision-making according to rules
- (2) Prohibition of sexual and power harassment
- (3) Separation of public and private

# Initiatives for Enhancing Corporate Governance



# Corporate Governance Structure



1 Contribute to industrial competitiveness

2 Coexist with the environment

3 Health and vitality

4 Safety and security

5 Diversity and inclusion

6 Compliance and governance

Appendix Data

# Organizations in the Corporate Governance Structure

## 1. Board of Directors

The Board of Directors, headed by Chairperson Masanobu Komoda and comprising 13 members, including eight internal directors (Masanobu Komoda, Takashi Ueda, Takashi Yamamoto, Shingo Suzuki, Makoto Tokuda, Hisashi Osawa, Yutaka Saito, and Nobuhiko Mochimaru) and five outside directors (Tsunehiro Nakayama, Shinichiro Ito, Eriko Kawai, Mami Indo, and Takashi Hibino), decides on issues material to Mitsui Fudosan and monitors the execution of business by managing directors. The corporate auditors also attend meetings of the Board of Directors and provide opinions as necessary.

## 2. Compensation Advisory Committee

The Compensation Advisory Committee, headed by independent outside director Shinichiro Ito as Chairperson and comprising seven members, including five independent outside directors (Tsunehiro Nakayama, Shinichiro Ito, Eriko Kawai, Mami Indo, and Takashi Hibino), President and Chief Executive Officer Takashi Ueda, and one internal director (Makoto Tokuda), advises on matters pertaining to the compensation of managing directors when the Board of Directors makes resolutions on such matters. Two meetings were held in fiscal year 2023 with all committee members in attendance.

### Specific Advisory Matters

- Changes in the amount of basic compensation paid to directors
- Partial revisions to the basic policy on directors' compensation
- Recent trends in and the direction of executive compensation considerations going forward
- Directors' basic compensation, bonuses, and restricted stock compensation paid

## 3. Nomination Advisory Committee

The Nomination Advisory Committee, headed by independent outside director Shinichiro Ito as Chairperson and comprising seven members, including five independent outside directors (Tsunehiro Nakayama, Shinichiro Ito, Eriko Kawai, Mami Indo, and Takashi Hibino), President and Chief Executive Officer Takashi

Ueda, and one internal director (Makoto Tokuda), advises on matters pertaining to the nomination of managing directors and corporate auditors, as well as the appointment and dismissal of managers when the Board of Directors makes resolutions on such matters. Two meetings were held in fiscal year 2023 with all committee members in attendance.

### Specific Advisory Matters

- Certain changes in representative managing directors and selection of the President and Chief Executive Officer
- Partial revisions to the corporate regulations concerning the appointment of advisors and officers
- Certain changes in representative managing directors
- Division of duties of the executive directors
- Preliminary selection of representative managing director, executive director, director and corporate auditor candidates
- Appointment of executive corporate officers and corporate officers and the delegation of responsibilities
- Appointment of Group senior officers and Group corporate officers

## 4. Board of Corporate Auditors

The Board of Corporate Auditors comprising five corporate auditors, including two internal auditors (Wataru Hamamoto and Yoshihiro Hirokawa) and three outside auditors (Minoru Nakazato, Mayo Mita, and Michiko Chiba), formulates auditing policies and determines assignments. It also receives reports and discusses material items on audits conducted according to these policies and assignments. Note that the Corporate Auditor's Department has been established specifically to assist the corporate auditors with their work, and each corporate auditor has been assigned two dedicated employees.

## 5. Corporate Officers

Mitsui Fudosan has introduced a corporate officer system with the aim of creating a business execution framework that best suits its operating environment and activities. By promoting the separation and reinforcement of the management and executive functions, a role that was previously undertaken by managing

directors, the system enhances management soundness and efficiency. In addition, seeking to further reinforce the management of the Mitsui Fudosan Group, we have expanded the range of managers across the Group and introduced a Group corporate officer system, under which executives at Group companies have been given a status and mission similar to those of the corporate officers.

## 6. Executive Management Committee

The Executive Management Committee, consisting of executive corporate officers, has been formed to deliberate and report on important matters related to business execution, and supervises internal control and risk management. Full-time corporate auditors also attend meetings to stay informed of important decision-making processes and the status of business execution, and provide opinions as necessary.

## 7. Certified Public Accountant

Mitsui Fudosan has concluded an auditing contract with KPMG AZSA LLC as its certified public accountant, which conducts audits. There is no shared interest between the auditor and the Company, nor between employees conducting operations for the auditor and the Company.

## 8. Committees

Mitsui Fudosan has established committees headed by the President and Chief Executive Officer. The Risk Management Special Committee is an organization that manages work risks, while the Strategy Planning Special Committee is an organization that manages business risks. Through these, we identify and assess risk issues and draft countermeasures. In addition to these, the ESG Promotion Committee manages the Company's initiatives involving sustainability. Moreover, the Group DX Committee, Brand Strategy Committee, and Fair Employment Screening and Human Rights Awareness Raising Promotion Committee have been established as advisory bodies to the President and Chief Executive Officer.

# Enhancement of the Effectiveness of the Board of Directors

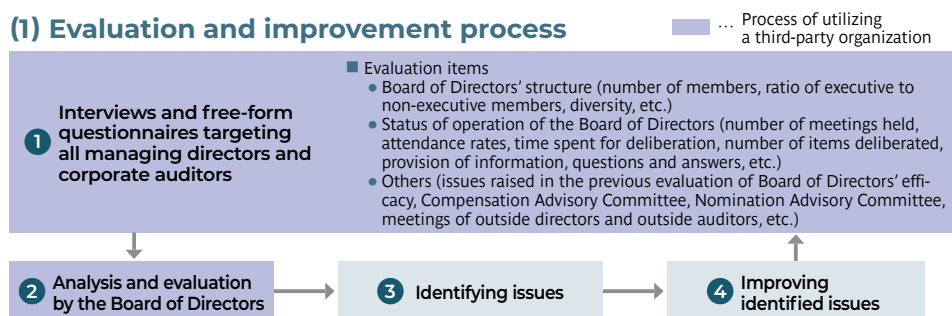
## Evaluation of Board of Director Effectiveness

Aiming to further enhance the functions of the Board of Directors, the Company analyzes and evaluates the efficacy of the Board of Directors every year to identify issues and respond to such issues. As a means of analysis and evaluation, the Company uses a third-party organization for preparation and analysis of questionnaires. The evaluation and improvement process for the effectiveness of the Board of Directors is as described in (1) below.

In the evaluation of the effectiveness of the Board of Directors in fiscal year 2023 (current year), each evaluation item was generally highly evaluated, as shown in (2) below, and it was confirmed that the Board of Directors' efficacy was properly maintained.

In the future, we will continue to identify issues and formulate action policies as described in (3) below.

### (1) Evaluation and improvement process



### (2) Issues identified and actions taken in FY2022 (previous year)

Issues	Details of Improvements
<b>Report on the Status of Communication with Investors</b>	The status of communication with investors will continue to be reported at Board of Directors' meetings in a timely and appropriate manner, as there was an opinion in this efficacy evaluation that this initiative was appreciated.
<b>Deepening the discussions at Board meetings</b>	The discussion at the execution side was further shared during the explanation of each agenda item and the criteria for the agenda for the Board of Directors were changed so that the discussion time can be used more effectively for the discussion of more important topics.
<b>Discussion on brand and PR strategies</b>	Opportunities were set up at the Board of Directors to report on PR strategies, brand strategies, etc., and discussions at the Board of Directors were fed back to the execution side for action, etc.

### (3) Issues identified and actions taken in FY2023 (current year)

Generally, a high evaluation was given to each evaluation item. The improvement initiatives listed above are being implemented based on the findings of the previous evaluation of Board of Directors' efficacy and it was confirmed that the Board of Directors' efficacy was properly maintained.

Issues	Initiative Policy
<b>Monitoring of the Group's Long-Term Vision</b>	The Board of Directors continuously monitors the progress of future plans and other aspects of both financial and business strategies from the perspective of achieving the goals of the Group's Long-Term Vision.
<b>Discussion on priority areas of business strategies and infrastructure to support the strategies</b>	In making progress on the Group's Long-Term Vision, discussions on necessary topics are held through Board of Directors and external officer meetings, etc., and the results are fed back to the execution side.

## Initiatives Aimed at Holding Meaningful Discussions

To aid managing directors and corporate auditors in ably fulfilling their roles, the Company conducts orientations upon appointing new officers, performs regular executive training, and otherwise provides information necessary for the performance of duties.

In addition to creating opportunities for exchanges of opinions between outside officers and top management, assigning staff to support the Board of Directors and the Board of Corporate Auditors, and distributing materials and providing briefings to outside directors in advance of Board of Directors meetings, the Company bears expenses required by managing directors and corporate auditors in carrying out their roles.

### Practical example

<b>Outside Officer Meetings (conducted five times in FY2023)</b>	We hold Outside Officer Meetings as appropriate to enable exchanges of opinions with corporate auditors, outside directors, and internal directors, including the President and Chief Executive Officer. These meetings address our business strategy and specific businesses.
<b>Project tour (conducted four times in FY2023)</b>	Site tours are held as necessary to deepen to provide outside directors and officers with a deeper understanding of our projects. (Fiscal year 2023: Area around Minami-Funabashi, Mita Garden Hills, etc.)

## Board of Directors Decisions and Reports

The following matters are resolved by or reported to the Mitsui Fudosan Board of Directors as stipulated by laws and regulations, the Company's Articles of Incorporation, and Company rules such as those regarding the Board of Directors. Agenda items to be deliberated by the Board of Directors are, in principle, deliberated in advance by the Executive Management Committee, which is composed of executive corporate officers. Full-time corporate auditors also attend Executive Management Committee meetings to stay informed on important decision-making processes and the status of business execution, and provide opinions as necessary.

- |   |  |
|---|--|
| <p>(1) Matters related to shareholders' meetings</p> <p>(2) Matters related to managing directors</p> <ul style="list-style-type: none"> <li>● Preliminary selection of director candidates</li> <li>● The appointment and dismissal of the managing director and executive vice president</li> <li>● The appointment and dismissal of executive directors</li> <li>● Compensation and bonuses for managing directors</li> <li>● Other important matters</li> </ul> <p>(3) Matters related to the Company's structure</p> <p>(4) Important matters related to compliance, etc.</p> <ul style="list-style-type: none"> <li>● Formulating a risk management plan for the fiscal year</li> <li>● Reporting on the results of risk management-related activities implemented during the fiscal year</li> <li>● Formulating an audit plan for the fiscal year</li> <li>● Reporting on audit activities implemented during the fiscal year</li> <li>● Evaluating internal controls concerning financial reporting during the fiscal year and formulating audit-related policy (J-SOX activities)</li> </ul> | <p>(5) Important matters related to personnel</p> <ul style="list-style-type: none"> <li>● The appointment and dismissal of corporate officers and executive corporate officers</li> <li>● The appointment and dismissal of key employees</li> <li>● Compensation and bonuses for corporate officers, etc.</li> </ul> <p>(6) Important matters related to finance and assets</p> <p>(7) Other matters that are especially important in regard to managing the Company or executing duties</p> <ul style="list-style-type: none"> <li>● Fiscal year plan</li> <li>● ESG plan</li> <li>● Report on risk management</li> <li>● Verification of stock holdings regarding strategic shareholdings</li> <li>● Other important matters</li> </ul> |
|---|--|

## Expertise and Experience of Each Director and Corporate Auditor

In April 2024, the Group formulated its long-term vision “& INNOVATION 2030.” Based on this policy, we have identified the following skills that the Board of Directors as a whole should possess to realize the Group’s “ideal state”: “Corporate management,” “Treasury, accounting and finance,” “Risk management,” “Urban development (real estate development, etc.),” “Global,” “Technology and innovation,” “Human resources strategy,” and “Sustainability.”

### Skills that the entire Board of Directors should include

The skills that the entire Board of Directors should include are broadly divided into the following three categories.

<b>Management related skills:</b>	Fundamental skills for managing the Company
<b>Core competence:</b>	Skills related to urban development, which is the source of the Company’s competitive advantage
<b>Expert skills:</b>	Expert skills in other individual fields that officers are expected to demonstrate

Skills		Reason for selection of each item
Management related skills:	Corporate management	Having experience in management of companies, etc., is an important skill for supervising the management of the Group, which has diverse business fields.
	Treasury, accounting and finance	Applying appropriate controls on stable and continuous profit growth and efficiency improvement from a finance and accounting perspective is an important skill for achieving management targets.
	Risk management	Appropriately establishing risk management systems is an important skill for ensuring the continuity of business activities and realizing stable profit growth.
Core competence:	Urban development (real estate development, etc.)	Urban development is at the heart of the Company’s businesses and is the source of its competitive advantage. Decoupling (achieving high profitability regardless of the external environment through differentiation and market creation) is an important skill for realizing stable profit growth of the Company
Expert skills:	Global	The Company considers its overseas business to be one of its core businesses, and realizing stable profit growth in the overseas business is an important skill for achieving the Company’s management targets.
	Technology and innovation	Utilizing knowledge of various technologies such as ICT, etc. and appropriately conducting management to realize the establishment of business models combining the real-world and digital and the creation of new industries are important skills for the Company’s business strategies.
	Human resources strategy	The Company considers human resources to be the source of value creation. Acquiring and supporting diverse human resources to accelerate innovation and further developing the Group’s One-Team organization are important skills for realizing management targets.
	Sustainability	The Company is promoting sustainability management to actively contribute to a sustainable society. Appropriately managing initiatives to realize a decarbonized society, etc. is an important skill required of the Company’s managing directors.

### Skills matrix for managing directors and corporate auditors

Name / Position	Management related skills			Core competence Urban development (real estate development, etc.)	Expert skills			
	Corporate management	Treasury, accounting and finance	Risk management		Global	Technology and innovation	Human resources strategy	Sustainability
<b>Masanobu Komoda</b> Chairman of the Board	●	●	●	●	●		●	●
<b>Takashi Ueda</b> President and Chief Executive Officer	●	●	●	●	●	●		●
<b>Takashi Yamamoto</b> Managing Director and Executive Vice President	●		●	●	●			
<b>Shingo Suzuki</b> Managing Director				●		●		●
<b>Makoto Tokuda</b> Managing Director		●	●	●			●	
<b>Hisashi Osawa</b> Managing Director		●		●	●			
<b>Yutaka Saito</b> Managing Director				●			●	
<b>Nobuhiko Mochimaru</b> Managing Director		●		●		●		●
<b>Tsunehiro Nakayama</b> Outside Director	●	●	●		●			
<b>Shinichiro Ito</b> Outside Director	●		●			●	●	
<b>Eriko Kawai</b> Outside Director		●			●		●	●
<b>Mami Indo</b> Outside Director	●	●	●					
<b>Takashi Hibino</b> Outside Director	●	●	●		●			
<b>Wataru Hamamoto</b> Senior Corporate Auditor		●		●		●		●
<b>Yoshihiro Hirokawa</b> Senior Corporate Auditor			●	●			●	●
<b>Minoru Nakazato</b> Outside Auditor		●	●		●			
<b>Mayo Mita</b> Outside Auditor		●	●		●			
<b>Michiko Chiba</b> Outside Auditor		●	●					

Note: ● represents an item in which the candidate is expected to demonstrate particular strengths based on their performance and experience inside and outside the Company. It does not represent all expertise and experience.

1  
Contribute to  
industrial  
competitiveness

2  
Coexist with  
the environment

3  
Health and vitality

4  
Safety and security

5  
Diversity and  
inclusion

6  
Compliance and  
governance

Appendix Data

# Executive Compensation

## Breakdown of Compensation

Managing directors' compensation consists of basic compensation, bonuses as a short-term incentive approved by a resolution at the General Shareholders' Meeting after a comprehensive examination of performance, etc., for each fiscal year, and restricted stock compensation as a medium- to long-term incentive with the purpose of achieving continuous improvement of the Group's corporate value and encouraging a further sharing of value with shareholders. Compensation paid to outside directors is solely basic compensation. In addition, compensation paid to corporate auditors is solely basic compensation.

## Breakdown of Managing Directors' Compensation

Restricted Stock Compensation (Medium- to Long-Term Incentives)	Performance-based: About 50-60%* (about 60-70% for the President)
Bonuses (Short-Term Incentives)	
Basic Compensation	Non-performance-based: About 40-50%* (about 30-40% for the President)

\* Data for all internal directors.

## Performance-Based Compensation Indicators

In order to increase the linkages between managing directors' compensation, performance, and shareholder value, indicators for bonuses and restricted stock compensation, and to strengthen directors' incentives toward increasing corporate value and achieving management targets, the following factors are taken comprehensively into consideration.

- Performance for the fiscal year under review (operating income and profit attributable to owners of parent)
- Status of ESG initiatives
- Return of profits to shareholders in accordance with the Company's shareholder return policy (actual results of dividends and repurchases of own shares)
- Progress of the Group's long-term vision, etc.

## Executive Compensation Structure

Title	Basic compensation	Short-term incentives	Medium- to long-term incentives
		Bonus	Restricted stock compensation
Managing Directors (excluding outside directors)	○ Up to ¥90 million per month (including ¥10 million per month for outside directors)	○	○ Up to ¥2 billion and 900,000 shares per year
Outside Directors		-	-
Corporate Auditors	○ Up to ¥20 million per month	-	-

## Restricted Stock Compensation System

The Group has introduced a restricted stock compensation system in lieu of stock options as compensation for managing directors, excluding outside directors with the aim of providing an incentive to achieve continuous improvement of the Company's corporate value and to encourage the further sharing of value with shareholders (resolved at the 108th Ordinary General Shareholders' Meeting held on June 26, 2020). Meanwhile, stock acquisition rights that have already been granted as stock options but have not yet been exercised will continue to exist. However, no new stock options will be granted.

Purpose of introduction	Providing incentives for eligible directors* to achieve continuous improvement of the Company's corporate value, and to encourage the further sharing of value with the shareholders.
Maximum amount	Up to ¥2 billion/900,000 shares per year
Restriction period	For the duration of the period until the point immediately after the eligible director loses his or her position as the Company's managing director.
Other	In addition to the eligible directors, the Company also has introduced the system to managing officers and Group officers who do not concurrently serve as managing directors of the Company.

\* Eligible directors: Directors excluding outside directors

# Appointment of Managing Directors/Corporate Auditors and Corporate Officers

## Appointment of Managing Directors and Corporate Auditors

Based on the Group's management philosophy and management strategy, the Company performs comprehensive evaluations of character, capabilities, insights, gender, and other factors to appoint persons considered suitable as managing directors and corporate auditors.

## Introduction of the Corporate Officer System

Mitsui Fudosan has introduced a corporate officer system with the aim of creating a business execution framework that best suits its operating environment and activities. By promoting the separation and reinforcement of the management and executive functions, a role that was previously undertaken by managing directors, the system enhances management soundness and efficiency.

In addition, seeking to further reinforce the management of the Mitsui Fudosan Group, we have expanded the range of managers across the Group and introduced a Group corporate officer system, under which executives at Group companies have been given a status and mission similar to those of the corporate officers.

## Independence of Outside Directors and Outside Corporate Auditors

Mitsui Fudosan appoints its outside directors with the expectation that they will contribute their extensive experience and broad knowledge to the Company's management, and that they will play an appropriate role in strengthening the audit function of the Board of Directors and ensuring transparency. The Company also appoints its outside auditors with the expectation that they will bring an objective stance to auditing the directors in the performance of their duties, based on their expert knowledge and extensive experience. Note that, in line with Tokyo Stock Exchange requirements for judging the independence of independent officers, the Company uses the following standards for judging said independence: whether there is a risk of conflict of interest with any of the Company's general shareholders; whether any special interests exist with the Company; and whether in working to enhance the soundness and transparency of the Company's management, the individual is capable of making objective, fair and impartial judgments.

## Attendance at Board of Directors Meetings and Board of Corporate Auditors Meetings

Name / Position		Independent officer	FY2023 attendance at Board of Directors Meetings and Board of Corporate Auditors Meetings	
Chairman of the Board	Masanobu Komoda		Board of Directors Meetings: 12/12	
President and Chief Executive Officer	Takashi Ueda		Board of Directors Meetings: 12/12	
Managing Director and Executive Vice President	Takashi Yamamoto		Board of Directors Meetings: 12/12	
Managing Director	Shingo Suzuki		Board of Directors Meetings: 10/10	
Managing Director	Makoto Tokuda		Board of Directors Meetings: 10/10	
Managing Director	Hisashi Osawa		Board of Directors Meetings: 10/10	
Managing Director	Yutaka Saito <sup>*1</sup>		-	
Managing Director	Nobuhiko Mochimaru <sup>*1</sup>		-	
Outside Director	Tsunehiro Nakayama	○	Board of Directors Meetings: 12/12	
Outside Director	Shinichiro Ito	○	Board of Directors Meetings: 12/12	
Outside Director	Eriko Kawai	○	Board of Directors Meetings: 12/12	
Outside Director	Mami Indo	○	Board of Directors Meetings: 10/10	
Outside Director	Takashi Hibino <sup>*1</sup>	○	-	
Senior Corporate Auditor	Wataru Hamamoto		Board of Directors Meetings: 9/10	Board of Corporate Auditors Meetings: 9/10
Senior Corporate Auditor	Yoshihiro Hirokawa <sup>*2</sup>		-	
Outside Auditor	Minoru Nakazato	○	Board of Directors Meetings: 10/10	Board of Corporate Auditors Meetings: 10/10
Outside Auditor	Mayo Mita	○	Board of Directors Meetings: 9/10	Board of Corporate Auditors Meetings: 8/10
Outside Auditor	Michiko Chiba <sup>*1</sup>	○	-	

<sup>\*1</sup> Newly appointed on June 27, 2024.

<sup>\*2</sup> Newly appointed on June 27, 2024.  
Attended 10/10 meetings of the Board of Directors as a Director in FY2023.

# Declarations to Society and Participation in International Initiatives

## Participation in the United Nations Global Compact

The Group supports and signed the UN Global Compact (UNGC), which comprises 10 principles relating to human rights, labor, environment, and anti-corruption. Further, based on Group management's commitment, we have participated in its local network in Japan called the Global Compact Network Japan (GCNJ) and have been conducting our business in consideration of its 10 principles.

In 2001, we established a Group Environmental Policy, and we have helped curb global warming by creating buildings and neighborhoods which conserve energy and have low greenhouse gas emissions, and we have also made efforts in areas such as prevention of environmental pollution, reduction of waste, and conservation of water and biodiversity. As a corporate group supporting office buildings, housing, and other infrastructure necessary for daily life, we will fulfill our social responsibility at an even higher level by making even greater efforts in the future in areas such as environmental conservation.

For details on the UN Global Compact, please see the following:  
<https://www.unglobalcompact.org/>

## Affiliation with RE100

The Group is a member of RE100, a global initiative committed to utilizing 100% renewable energy. We have been fighting against climate change as a recognized member of the Japan Climate Leaders' Partnership (JCLP), a coalition of Japanese business associations that aims to make society more sustainable and is a local partner of RE100. Through our participation in JCLP, we will collaborate with other companies that are aiming to bring about a decarbonized society and make policy proposals, etc., to the government.



For more detailed information about RE100, please refer to the following link.  
<http://there100.org/companies>

## Supporting the Task Force on Climate-related Financial Disclosures (TCFD)

The Group agrees with the disclosure of the associated risks and opportunities regarding climate change proposed by the Task Force on Climate-related Financial Disclosures (TCFD). Furthermore, we are also active as a member of the TCFD Consortium, a collective of Japanese companies supporting the TCFD.



For more detailed information about the TCFD, please refer to the following link.  
<https://www.fsb-tcfd.org/tcfd-supporters/>

## Acquired SBT initiative certification for greenhouse gas (GHG) emission reduction targets

Greenhouse gas (GHG) emission reduction targets for the whole group have been set to "1.5°C" based on the international Science Based Targets (SBT) initiative.



For more detailed information about the SBT initiative, please refer to the following link.  
<https://sciencebasedtargets.org/companies-taking-action>

## Signing up to the Principles for Responsible Investment

Nippon Building Fund Management Ltd. is in agreement with, and a signatory to, the Principles for Responsible Investment (PRI). The PRI advocate the incorporation of ESG issues into the investment decision-making process, and by including these perspectives, the goal is to improve the performance of long-term investments and further fulfill responsibilities as a trustee.

# External Evaluation

## Major Inclusion in ESG indices As of August, 2024



FTSE4Good



FTSE Blossom  
Japan Index



FTSE Blossom  
Japan Sector  
Relative Index



2024 CONSTITUENT MSCI NIKONKABU  
ESG SELECT LEADERS INDEX

2024 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)



## Major evaluations and certifications on sustainability As of August, 2024



GRESB  
★★★★★ 2023



GRESB  
REAL ESTATE  
sector leader 2023



GRESB  
Public Disclosure 2023



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1  
Contribute to  
Industrial  
competitiveness

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Coexist with  
the environment

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Health and vitality

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Compliance and  
governance

Appendix Data

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

The following is a summary of ESG-related targets and progress.  
Targets shaded purple are those that have been met in FY2023

Materiality	KPI			Progress						Main results in FY2023
	Evaluation indicator	Period	Numerical target	FY2019	FY2020	FY2021	FY2022	FY2023	Change from FY2022	
Contribute to industrial competitiveness	Strengthening industrial competitiveness 'Initiatives that contribute to the creation of added value for society by supporting people's lifestyles and diverse corporate activities.'	Annual disclosure of initiatives		—	—	—	—	—	—	—
	Challenging towards expanding new fields 'Initiatives that contribute to the creation of new industries by enhancing the industrial creation platform.'									
Coexist with the environment *1	Progress of the Group Action Plan to realize a Decarbonized Society	Annual disclosure of initiatives		—	—	—	—	—	—	—
	Increase in green space, forest utilization 'Initiatives to increase urban greenery through development and to regenerate Japan's forests.'									
	CO <sub>2</sub> and other emission reduction rate (1,000 t-CO <sub>2</sub> )	By FY2030 By FY2050	: 40% decrease compared to FY2019 : Virtually zero	4,383	4,690	4,199	5,503	3,941	1,562 decrease (28.4% decrease)	Compared to FY2019: 442 decrease (10.1% decrease)
	Proportion of electric power used in business activities derived from renewable energy (RE100)	By FY2050	100%	0.1%	0.1%	3.0%	8.1%	12.7%	+4.6%	Steady progress through on-site power generation and use of non-fossil certificates
	New building external environment certification acquisition rate*3	Annual	100%	—	—	—	—	100%	—	—
	Energy consumption per base unit (kJ/m <sup>2</sup> per year) *4	Annual	1% reduction annually	(0.041)	(0.035)	(0.039)	(0.039)	(0.038) 0.034	1.1% decrease	—
	Clean/industrial water use per base unit (m <sup>3</sup> /m <sup>2</sup> per year)	Annual		0.851	0.708	0.671	0.855	0.871	+1.9%	—
	General waste emissions per base unit (t/m <sup>2</sup> per year)	Annual	Less than the previous fiscal year	0.0055	0.0044	0.0055	0.0059	0.0059	0.0%	
	Industrial waste emissions per base unit (t/m <sup>2</sup> per year)	Annual		0.0016	0.0010	0.0011	0.0016	0.0016	0.0%	
	Waste recycling ratio (at Mitsui Fudosan Co., Ltd. headquarters)	By FY2030	90%	80.3%	75.3%	72.4%	69.4%	78.2%	+8.8%	—

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



Materiality	KPI			Progress						Main results in FY2023
	Evaluation indicator	Period	Numerical target	FY2019	FY2020	FY2021	FY2022	FY2023	Change from FY2022	
Health and vitality *2	Improving experiential value 'Initiatives towards creating neighborhood that people are inspired to visit by delivering an emotional experience.'	Annual disclosure of initiatives		—	—	—	—	—	—	—
	Realizing a Well-Being Society 'Initiatives to realize a healthy and vibrant society for workers and visitors.'									
	Number of paid leave days taken	Annual	14 days annually	14.9days	13.8days	15.0days	16.2days	16.2days	0day	—
	Health checkup and screening rate	Annual	100%	99.8%	99.5%	100%	100%	100%	0.0%	—
Safety and security	Safety and security 'Initiatives to realize a safe and secure society from both tangible and intangible perspectives.'	Annual disclosure of initiatives		—	—	—	—	—	—	—
	Implementation of disaster preparedness training, including tenant companies	Biannual implementation		—	—	—	—	Biannual implementation	—	—
Diversity and inclusion *2	Realizing an inclusive society 'Initiatives to realize a society in which all people can maximize their abilities and play an active role.'	Annual disclosure of initiatives		—	—	—	—	—	—	—
	Employee engagement *5	Annual	80% or more	—	—	—	92%	92%	0.0%	—
	Training time per employee *6	Annual	Same level as previous year's results	—	—	—	28.2hours	28.4hours	+0.2hours	—
	Training expenses per employee *7	Annual	Same level as previous year's results	—	—	—	131,000 yen	132,000 yen	+1,000 yen	—
	Women in management positions ratio *8	By 2025	: 10%	4.5%	5.7%	6.8%	7.7%	9.2%	+1.5%	Active recruitment of mid-career personnel and internal promotion to management positions contributed to improvements
		By 2030	: 20%							
	Ratio of female hires	Annual	40%	—	—	40.5%	44.1%	48.6%	+4.5%	—
	Employment rate of people with disabilities (legal employment rate)*9	Annual	2.5% or more	2.04%	2.07%	2.14%	2.52%	2.74%	+0.22%	Active recruitment of people with disabilities contributed to improvements
	Percentage of male employees taking childcare leave, etc *10	Annual	100%	—	—	—	122.9%	116.6%	6.3% decrease	Continuously reach over 100%
	Return rate from childcare leave	Annual	100%	100%	100%	100%	100%	100%	0.0%	100% for 24 consecutive years
Compliance and governance *2	Compliance training attendance ratio	Annual	100%	—	—	—	—	99.5%	—	—
	Implementation and enhancement of Human Rights Due Diligence	Annual		—	—	—	—	Annual	—	—

\*1 The quantitative indicator (KPI) is for the Mitsui Fudosan on a consolidated basis.

\*2 The quantitative indicator (KPI) is for Mitsui Fudosan on a non-consolidated basis.

\*3 Limited to rental properties, including office buildings, retail facilities, logistics facilities, as well as hotel and resort facilities.

\*4 For Energy consumption per base unit, figures based on the pre-revision Energy Conservation Act are shown in parentheses, and figures based on the revised Energy Conservation Act are shown outside of parentheses.

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

\*6 Calculated by dividing the total number of training hours in the relevant fiscal year by the total number of permanent employees.

\*7 Calculated by dividing the total amount of training expenses in the relevant fiscal year by the total number of permanent employees.

\*8 Figures for each fiscal year are those for the beginning of the fiscal year starting April 1 of the following year.

\*9 Figures for each fiscal year are for June 1 of the relevant fiscal year.

\*10 Calculated based on the number of male employees whose partner gave birth in the relevant fiscal year, and the number of male employees who used the leave system to take time off work during that fiscal year at the time of their child's birth, as childcare leave, or other time off for the purpose of spending time with their child. Where there are male employees who take childcare leave, etc. in a different fiscal year from that of their child's birth, this rate may exceed 100%.



Selected for the third year in a row as a Nadeshiko Brand by the Ministry of Economy, Trade and Industry as a company that ably promotes active roles for women

Selected for inclusion in the MSCI Japan Empowering Women (WIN) Select Index for the seventh consecutive year

2024 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

# Appendix Data

## ESG related-Data

### Environment-related Data

#### Climate Change

##### Activity Indices and Goals, and Progress in Achieving Them

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

Item	Objectives (KPI)	FY2019	FY2020	FY2021	FY2022	FY2023	Change from previous fiscal year
CO <sub>2</sub> and other emission reduction rate (1000 t-CO <sub>2</sub> ) <Compared to FY2019>	2030 :40% decrease 2050 :Virtually zero	4,383	4,690	4,199	5,503	3,941	1,562 decrease <Compared to FY2019> 442 decrease (10.1% decrease)
Proportion of electric power used in business activities derived from renewable energy (RE100)	FY2050 100%	0.10%	0.10%	2.96%	8.05%	12.70%	4.65%
Energy consumption per base unit (kℓ/m <sup>2</sup> /year) *	Every year Annual 1% reduction	(0.041)	(0.035)	(0.039)	(0.039)	(0.038) 0.034	1.10% decrease

\* For Energy consumption per base unit, figures based on the pre-revision Energy Conservation Act are shown in parentheses, and figures based on the revised Energy Conservation Act are shown outside of parentheses.

##### List of Company Solar Power Stations

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

##### Trends in the Amount of Energy Consumption

	FY2019	FY2020	FY2021	FY2022	FY2023
Energy Consumption (MWh)	1,488,256	1,433,237	3,653,327	3,935,352	4,135,836

Note:

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

## Boundary for Energy Consumption

	FY2019	FY2020	FY2021	FY2022	FY2023
No. of target facilities (facilities)	210	277	789	791	793
Total floor area (m <sup>2</sup> )	6,770,958	7,628,160	18,027,066	19,235,824	20,621,980

Note:

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

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

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

\*Facilities owned or hired by Mitsui Fudosan and consolidated subsidiaries that own buildings or have 100 or more employees, as well as a company with high CO<sub>2</sub> emissions (Mitsui Fudosan TG Smart Energy Co., Ltd.) are included

Scope		FY2019 1000t-CO <sub>2</sub>	FY2020 1000t-CO <sub>2</sub>	FY2021 1000t-CO <sub>2</sub>	FY2022 1000t-CO <sub>2</sub>	FY2023 1000t-CO <sub>2</sub>
Scope1	Direct emissions	104	115	140	183	186
Scope2	Indirect emissions	413	363	438	457	430
Subtotal (Scopes 1 & 2):		518	479	579	640	616
Scope3-1	Purchased Goods and Services	1,199	1,788	1,209	1,658	1,554
Scope3-2	Capital goods	974	515	835	1,608	353
Scope3-3	Fuel- and energy-related activities (not included in scope 1 or scope 2)	98	92	125	128	142
Scope3-4	Upstream transportation and distribution	—	—	—	—	—
Scope3-5	Waste generated in operations	126	170	146	166	85
Scope3-6	Business travel	3	3	3	3	3
Scope3-7	Employee commuting	5	5	6	6	6
Scope3-8	Upstream leased assets	—	—	—	—	—
Scope3-9	Downstream transportation and distribution	—	—	—	—	—
Scope3-10	Processing of sold products	—	—	—	—	—
Scope3-11	Use of sold products	831	1,029	696	695	592
Scope3-12	End-of-life treatment of sold products	10	16	13	13	8
Scope3-13	Downstream leased assets	621	594	589	586	581
Scope3-14	Franchise	—	—	—	—	—
Scope3-15	Investments	—	—	—	—	—
Subtotal (Scope 3):		3,865	4,211	3,621	4,863	3,325
Total (Scopes 1, 2 & 3):		4,383	4,690	4,199	5,503	3,941

Note:

- Scope 1 and Scope 2 are calculated using emission factors in line with the Act on Promotion of Global Warming Countermeasures and other methods, based on the amount of energy used (whether actual figures or estimates) in the relevant fiscal year. Until fiscal year 2021, for the electrical emission factors, a basic emission factors was used, but for fiscal year 2022 onward, calculations have been made more precise, such as through the use of a post-adjustment emission factors. Some figures for fiscal year 2020 and before are estimates calculated by considering a base unit (of floor area) for each business division.
- Scope 3-1 is calculated from the sales cost price part in the relevant fiscal year and services provided part of real estate for sale that was sold in that fiscal year. The sales cost price part of real estate for sale that was sold in the relevant fiscal year (excl. land) is calculated by multiplying figures given in the emissions unit value database, which details Ministry of the Environment emission factors used to estimate an organization's greenhouse gas or other emissions through its supply chain. The services provided part during the relevant fiscal year is calculated by multiplying accounts that exceeded 1% of the total monetary amount covered in Scope 3-1 by an emission factors determined by the Ministry of the Environment.
- Scope 3-2 is calculated by multiplying the amount of increase in Property, plant and equipment excluding land and construction in progress by an emission factors determined by the Ministry of the Environment.
- Scope 3-3 is calculated by multiplying the amount of energy totaled in Scope 1 and Scope 2 by an emission factors determined by the Ministry of the Environment.
- Scope 3-5 is calculated by multiplying emissions produced by general and industrial waste (estimated figures are partly included) by an emission factors determined by the Ministry of the Environment. The significant decrease compared to last year is due to the fact that the emission factor for general waste has decreased as a result of updating IDEA, the source of the emission factor, from Ver. 2.3 to Ver. 3.3.
- Scope 3-6 is calculated by multiplying the number of employees of the Mitsui Fudosan Group by an emission factors determined by the Ministry of the Environment.
- Scope 3-7 is calculated by multiplying the number of employees of the Mitsui Fudosan Group by the number of working days for Mitsui Fudosan and an emission factors determined by the Ministry of the Environment.
- Scope 3-11 is calculated by multiplying the area, etc., real estate sold in the relevant fiscal year by the annual emissions unit value and the remaining service life.
- Scope 3-12 is calculated by multiplying the area of real estate sold in the relevant fiscal year by an emission factors determined by the Ministry of the Environment.
- Scope 3-13 is calculated using emission factors and other methods in line with the Act on Promotion of Global Warming Countermeasures, based on the amount of energy used (whether actual figures or estimates) in the relevant fiscal year. Some figures are estimates calculated by considering a base unit (of floor area) for each business division.

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

Item	Standard for comparison	Results		
		FY2019–2021	FY2020–2022	FY2021–2023
Three-year average	FY2018–2020	6.2% decrease	1.7% increase	3.6% decrease

## External Certifications

	FY2021	FY2022	FY2023
DBJ GREEN BUILDING Certification	4	38	55
CASBEE	8	20	25
LEED	14	15	21
BREEAM	3	3	5
Green Building	2	2	3

## Water Usage

Trends in Water Usage

### Water intake

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

	FY2019	FY2020 <sup>*1,2</sup>	FY2021	FY2022	FY2023
Clean water	5,619	4,070	9,483	11,433	12,443
Industrial water	107	85	236	243	228
Purchased reclaimed water	—	63	251	288	417
Well water	—	922	1,292	1,594	1,632
Hot spring water	—	78	204	229	223
Pond water	—	57	37	75	43
Rainwater	—	74	250	252	260
Spring water	—	17	96	96	102
Total water intake	5,726	5,365	11,849	14,210	15,347
Water intake per base unit (m <sup>3</sup> /m <sup>2</sup> )	0.851	0.708	0.671	0.855	0.871

### Water recycling rate

	FY2019	FY2020	FY2021	FY2022	FY2023
Water recycling rate (%) <sup>*3</sup>	15.1	9.2	9.5	7.5	7.3

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

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

<sup>\*3</sup> Water recycling rate: For the fiscal year 2019, percentages show the proportion of grey water in total water intake (1,016 thousand m<sup>3</sup>). From the fiscal year 2020, the percentage shows the proportion of water (FY2020: 495 thousand m<sup>3</sup>; FY 2021: 1,121 thousand m<sup>3</sup>; FY2022: 1,059 thousand m<sup>3</sup>; FY2023: 1,216 thousand m<sup>3</sup>) reused after being put in grey water containers after its initial use.

## Wastewater

(thousand m³)

	FY2019	FY2020	FY2021	FY2022	FY2023
Sewage water *	5,539	4,441	10,181	12,205	13,392
Seawater	—	270	264	341	322
Total wastewater	5,539	4,711	10,445	12,546	13,714

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

## Boundary for Water Usage

	FY2019	FY2020	FY2021	FY2022	FY2023
No. of target facilities (facilities)	146	187	477	497	501
Total floor area (m²)	6,723,556	7,574,935	17,667,267	16,617,847	17,613,946

Note:

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

## Environmental Pollution and Resources

### Hazardous Waste (Specially Controlled Waste) Emissions

	FY2019	FY2020	FY2021	FY2022	FY2023
Hazardous Waste (Specially Controlled Waste) Emissions (t)	0	0	0	0	0

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

	FY2019	FY2020	FY2021	FY2022	FY2023
General waste (t)	36,546	30,217	95,433	105,987	115,576
Per base unit (t/m²)	0.0055	0.0044	0.0055	0.0059	0.0059
Industrial waste (t)	10,642	7,863	16,942	21,382	22,410
Per base unit (t/m²)	0.0016	0.0010	0.0011	0.0016	0.0016
Total (t)	47,188	38,080	112,375	127,369	137,986

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

## Boundary for Waste Emissions

	FY2019	FY2020	FY2021		FY2022		FY2023	
			General waste	Industrial waste	General waste	Industrial waste	General waste	Industrial waste
No. of target facilities (facilities)	132	166	380	334	399	347	398	349
Total floor area (m <sup>2</sup> )	6,665,965	7,576,226	17,205,772	15,441,872	18,008,087	13,478,173	19,679,505	14,207,935

Note:

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

## Waste Recycling Ratio (Headquarters)

Period	Numerical target	FY2019	FY2020	FY2021	FY2022	FY2023
FY2030	90%	80.30%	75.30%	72.40%	69.40%	78.20%

# Social-related Data

## Human Resources Management

### Employee Engagement

	Numerical target	FY2020	FY2021	FY2022	FY2023
Employee engagement*	80%	—	—	92%	92%

Note: Mitsui Fudosan

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

## Labor Standards and Practices

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

Business segment	FY2019		FY2020		FY2021		FY2022		FY2023	
	Number of employees	Percentage	Number of employees	Percentage	Number of employees	Percentage	Number of employees	Percentage	Number of employees	Percentage
Rental	1,188	5.70%	1,418	5.90%	1,556	6.40%	1,624	6.60%	1,669	6.52%
Built-for-sale	1,296	6.20%	1,344	5.60%	1,394	5.70%	1,419	5.70%	1,388	5.42%
Management	11,328	54.30%	11,689	48.70%	11,920	48.80%	12,007	48.60%	12,261	47.91%
Facility Operations	—	—	—	—	—	—	—	—	4,669	18.24%
Other	6,654	31.90%	9,108	38.00%	9,033	37.00%	9,128	37.00%	5,029	19.65%
Administration*	398	1.90%	433	1.80%	505	2.10%	528	2.10%	577	2.25%
Total	20,864	100.00%	23,992	100.00%	24,408	100.00%	24,706	100.00%	25,593	100.00%

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

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

		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Male	Regular employees	734	793	838	873	918	946
	Irregular employees	215	246	253	242	231	237
	Subtotal	949	1,039	1,091	1,115	1,149	1,183
Female	Regular employees	294	342	384	432	475	518
	Irregular employees	334	347	362	380	390	419
	Subtotal	628	689	746	812	865	937
Total		1,577	1,728	1,837	1,927	2,014	2,120

Note: Mitsui Fudosan (excluding seconded employees)

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

		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
10s	Male	0	1	2	3	1	2
	Female	0	0	2	2	3	3
20s	Male	147	159	229	214	230	234
	Female	156	169	202	227	242	254
30s	Male	233	258	289	330	341	364
	Female	272	280	299	324	331	361
40s	Male	220	201	200	190	204	202
	Female	136	146	142	147	167	187
50s	Male	272	292	287	291	280	289
	Female	61	68	89	95	101	104
60s	Male	77	93	84	86	92	90
	Female	2	11	12	15	20	27
70s	Male	0	0	0	1	1	1
	Female	0	0	0	0	0	0

Note: Mitsui Fudosan (excluding seconded employees)

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

		FY2019		FY2020		FY2021		FY2022		FY2023		FY2024	
		No. of Employees	%	No. of Employees	%	No. of Employees	%	No. of Employees	%	No. of Employees	%	No. of Employees	%
General positions	Male	1,067	89.9%	1,094	87.5%	1,098	85.7%	1,094	83.5%	1,096	82.0%	1,093	80.3%
	Female	120	10.1%	156	12.5%	183	14.3%	216	16.5%	240	18.0%	268	19.7%
	Subtotal	1,187	100.0%	1,250	100.0%	1,281	100.0%	1,310	100.0%	1,336	100.0%	1,361	100.0%
Engineering/ Accounting po- sitions	Male	36	90.0%	54	91.5%	68	91.9%	82	93.2%	99	93.4%	112	92.6%
	Female	4	10.0%	5	8.5%	6	8.1%	6	6.8%	7	6.6%	9	7.4%
	Subtotal	40	100.0%	59	100.0%	74	100.0%	88	100.0%	106	100.0%	121	100.0%
Administrative positions	Male	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Female	194	100.0%	203	100.0%	212	100.0%	222	100.0%	240	100.0%	252	100.0%
	Subtotal	194	100.0%	203	100.0%	212	100.0%	222	100.0%	240	100.0%	252	100.0%

Note: Mitsui Fudosan (excluding seconded employees)

## Average Annual Salary Paid by the Company

	FY2019	FY2020	FY2021	FY2022	FY2023
Company average salary (Million yen)	12.73	12.74	12.74	12.69	12.89

Note: Mitsui Fudosan (excluding seconded employees)

1  
Contribute to  
Industrial  
competitiveness

2  
Coexist with  
the environment

3  
Health and vitality

4  
Safety and security

5  
Diversity and  
inclusion

6  
Compliance and  
governance

Appendix Data

## FY2023 Mitsui Fudosan Group Diversity Indicators

Reporting companies and consolidated subsidiaries	Ratio of female workers in management positions (April 2024)*1	Rate of male employees taking childcare leave *2,3	Male and female employee pay gap *4		
			All employees	Of which, permanent, full-time employees	Of which part-time or seasonal employees
Mitsui Fudosan Co., Ltd.	9.2%	116.6%	48.7%	60.5%	47.2%
Accommodation First Co., Ltd.	50.0%	100.0%	70.0%	85.5%	43.5%
Ise-Shima Resort Management Co., Ltd.	13.6%	0.0%	58.6%	76.8%	61.5%
Sunlife Creation Co., Ltd.	63.2%	100.0%	37.0%	87.4%	44.5%
Daichi Engei Co., Ltd.	26.1%	—	65.7%	79.3%	58.0%
Tokyo Dome Corporation	9.3%	114.3%	45.6%	57.3%	91.9%
Tokyo Dome Sports Co., Ltd.	45.5%	23.1%	81.1%	86.4%	103.4%
Tokyo Dome Facilities Co., Ltd.	11.1%	100.0%	42.2%	72.1%	45.2%
Tokyo Dome Hotel Corporation	2.8%	50.0%	50.9%	65.2%	71.2%
Tokyo Dome Resort Operations Corp.	0.0%	75.0%	68.3%	68.5%	83.8%
First Facilities Chiba Co., Ltd.	15.4%	—	38.8%	80.7%	56.4%
Mitsui Designtec Co., Ltd.	13.8%	100.0%	68.0%	68.1%	72.0%
Mitsui Fudosan Retail Management Co., Ltd.	19.9%	350.0%	61.0%	75.2%	33.7%
Mitsui Fudosan Building Management Co., Ltd.	4.9%	76.9%	47.7%	65.2%	47.8%
Mitsui Fudosan Facilities Co., Ltd.	2.7%	50.0%	52.7%	70.3%	70.7%
Mitsui Fudosan Facilities West Co., Ltd.	0.0%	57.1%	42.4%	70.1%	76.7%
Mitsui Fudosan Hotel Management Co., Ltd.	18.1%	58.3%	74.6%	80.7%	97.2%
Mitsui Fudosan Realty Co., Ltd.	2.4%	65.0%	55.1%	55.9%	38.7%
Mitsui Fudosan Realty Chugoku Co., Ltd.	0.0%	50.0%	59.4%	59.5%	32.7%
Mitsui Fudosan Realty Kyushu Co., Ltd.	0.0%	100.0%	51.0%	58.7%	15.9%
Mitsui Fudosan Resort Management Co., Ltd.	38.0%	42.1%	78.1%	81.2%	97.2%
Mitsui Fudosan Residential Co., Ltd.	4.2%	104.5%	58.1%	58.5%	60.8%
Mitsui Fudosan Residential Service Co., Ltd.	2.1%	43.3%	76.2%	74.3%	81.5%
Mitsui Fudosan Residential Service Kansai Co., Ltd.	9.5%	33.3%	96.9%	66.1%	79.9%
Mitsui Fudosan Residential Service Chugoku Co., Ltd.	0.0%	—	88.7%	62.4%	101.0%
Mitsui Fudosan Residential Lease Co., Ltd.	3.4%	87.5%	55.4%	56.8%	76.6%
Mitsui Home Co., Ltd.	3.3%	97.3%	47.9%	57.5%	37.9%
Mitsui Home Estate Co., Ltd.	4.8%	58.3%	63.0%	67.8%	38.1%
Mitsui Home Hokushinetsu Co., Ltd.	3.6%	50.0%	49.5%	65.2%	23.0%
LaLaport Agency Co., Ltd.	11.8%	100.0%	50.2%	69.5%	294.1%
Tokyo Midtown Management Co., Ltd.	34.8%	100.0%	78.9%	85.6%	73.2%

\*1 Calculated based on the regulations in the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64, 2015).

\*2 Calculated based on the number of male employees whose partner gave birth in the relevant fiscal year, and the number of male employees who used the leave system to take time off work during that fiscal year at the time of their child's birth, as childcare leave, or other time off for the purpose of spending time with their child.

\*3 Where there are male employees who take childcare leave, etc. in a different fiscal year from that of their child's birth, this rate may exceed 100%.

\*4 Pay is determined irrespective of gender, and is the same for the same role or qualifications. We have an equal salary system in place, but a pay gap has arisen due to the difference in personnel in terms of roles and employment types between male and female employees.

1  
Contribute to  
industrial  
competitiveness

2  
Coexist with  
the environment

3  
Health and vitality

4  
Safety and security

5  
Diversity and  
inclusion

6  
Compliance and  
governance

Appendix Data

## Trends in New and Departing of Regular Employees

	FY2019	FY2020	FY2021	FY2022	FY2023
Number of new employees	51	63	62	59	60
Number of midcareer hires	35	49	49	59	49
Number of departing regular employees (Voluntary)	8	8	13	11	16
Full time staff voluntary turnover rates	0.53%	0.51%	0.81%	0.66%	0.93%

Note: Mitsui Fudosan

## Diversity & Inclusion

### Quantitative Goals and Achievement Status

		Quantitative goals	FY2019	FY2020	FY2021	FY2022	FY2023
Mitsui Fudosan (unconsolidated)	Women in management positions ratio *1	10% by FY2025 20% by FY2030	4.5%	5.7%	6.8%	7.7%	9.2%
	Ratio of female hires	40%	—	—	40.5%	44.1%	48.6%
	Return rate from childcare leave	100%	100%	100%	100%	100%	100%
	Number of paid leave days taken	14 days a year	14.9	13.8	15	16.2	16.2
Mitsui Fudosan Group *2	Women in management positions ratio *1	—	—	—	5.3%	6.7%	—
	Ratio of women (regular employees)	—	—	—	36.5%	37.4%	—

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

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

## Female Participation Model Companies in the Mitsui Fudosan Group

### Sunlife Creation Co., Ltd.

KPI			Result
Evaluation indicator	Period	Numerical target	FY2023
Women in management positions ratio *	—	—	63.2%
Ratio of female hires	—	—	84.6%
Return rate from childcare leave	Annual	100%	100%
Paid leave uptake rate	Annual	Uptake of 70%	81.0%

### Mitsui Fudosan Retail Management Co., Ltd.

KPI			Result
Evaluation indicator	Period	Numerical target	FY2023
Women in management positions ratio *	FY2025	:20%	19.9%
	FY2030	:25%	
Ratio of female hires	—	—	62.1%
Return rate from childcare leave	Annual	100%	97.4%
Paid leave uptake rate	Annual	Uptake of 80%	85.4%

### Mitsui Fudosan Hotel Management Co., Ltd.

KPI			Result
Evaluation indicator	Period	Numerical target	FY2023
Women in management positions ratio *	FY2025	:15%	18.1%
	FY2030	:20%	
Ratio of female hires	—	—	76.8%
Return rate from childcare leave	Annual	100%	100%
Paid leave uptake rate	Annual	Uptake of 70%	88.5%

Note: Having many group companies both in Japan and overseas, Mitsui Fudosan discloses information on Mitsui Fudosan (Unconsolidated) and Female Participation Model Companies.  
 \* Figures for April 1, 2024

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

(Unit: People)

	FY2019	FY2020	FY2021	FY2022	FY2023
Male	25 (61.0%)	28 (70.0%)	38 (79.2%)	59 (122.9%)	63 (116.6%)
Female	10 (100.0%)	13 (100.0%)	20 (95.2%)	22 (100.0%)	25 (96.2%)

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

### Return Rate of Employees Taking Childcare Leave

	Goal	FY2019	FY2020	FY2021	FY2022	FY2023
Regular employees	100%	100%	100%	100%	100%	100%

Note: Mitsui Fudosan (Unconsolidated).

### Employees Taking Family Care Leave

(Unit: People)

	FY2019	FY2020	FY2021	FY2022	FY2023
Male	0	0	0	0	0
Female	0	0	0	1	1

Note: Mitsui Fudosan

### Return Rate of Employees Taking Family Care Leave

	FY2019	FY2020	FY2021	FY2022	FY2023
Return rate	—	—	—	—	—

Note: Mitsui Fudosan

### Percentage of Employees with Disabilities

	Quantitative goals	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Mitsui Fudosan (unconsolidated) *1	2.50% or more	2.04%	2.07%	2.14%	2.52%	2.74%	2.74%
Group *2	2.30%	—	—	2.42%	2.76%	—	—

\*1 Figures for each fiscal year are those for June 1 of the relevant fiscal year

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

## Human Resource Development and Improvement of Skills

### Time Spent Developing Employee Abilities

	Numerical target	FY2019	FY2020	FY2021	FY2022	FY2023
Total time for capability development training (hours)	—	29,772	31,425	36,378	49,900	52,486
Training time per employee (hours) *1	Previous year results	20	19.8	21.8	28.2	28.4
Training expenses per employee (thousand yen) *2	Previous year results	—	—	—	131	132

Note: Mitsui Fudosan

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

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

## Health and Safety

### Health Checkup and Screening Rate

	FY2019	FY2020	FY2021	FY2022	FY2023
Health Checkup and Screening Rate	99.8%	99.5%	100%	100%	100%

Notes:

1. Mitsui Fudosan

2. The health checkup and screening rate is the percentage of all steady-basis employees undergoing health checkups or health screening.

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

### No. of Employees Attending Seminars on Health and Safety Standards

	FY2019	FY2020	FY2021	FY2022	FY2023
No. of New employees	63	63	62	59	60
No. of Newly appointed executive managers	22	27	30	33	20

Note: Mitsui Fudosan

### Lost Time Incidents

	FY2019	FY2020	FY2021	FY2022	FY2023
Absentee rate *1	0.42%	0.39%	0.26%	0.41%	0.56%
Injury occurrence rate (frequency rate) *2	0%	0%	0%	0%	0%
Rate of lost time incident (severity rate) *3	0%	0%	0%	0%	0%

Notes: Mitsui Fudosan

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

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

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

## Number of Work-related Employee Fatalities

	FY2019	FY2020	FY2021	FY2022	FY2023
Regular employees	0	0	0	0	0
Contract employees	0	0	0	0	0

Note: Mitsui Fudosan

## Human Rights

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

	FY2019	FY2020	FY2021	FY2022	FY2023
Number of cases of human rights risk	0	0	0	0	0

### Record of Social Contribution Activities

	FY2019	FY2020	FY2021	FY2022	FY2023
Expenditures on social contribution activities (million yen) *1	6,735	5,544	8,719	3,566	3,756
Percentage of ordinary income (%) *2	2.61	3.28	3.88	1.34	1.40

\*1 Mitsui Fudosan

\*2 Denominator: Mitsui Fudosan Group ordinary income

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Month of Issue: October 2024  
Issuing company: Mitsui Fudosan Co., Ltd.