

# Example 1 —Neighborhood Creation That Brings About Sustainable Value— Urban Development Originating in Parks

Through the development of parks, Mitsui Fudosan provides places where encounters among people, things, experiences, and culture, along with exchanges of diverse sensibilities, create communities that give rise to new value.

## Stakeholders' Diverse Needs

### Local residents

- Safe, secure, and convenient living
- Enhanced environment for child-rearing

### Workers

- Out-of-the-ordinary experiences
- Access to cutting-edge trends
- New shopping experiences

### Tenant companies

- Increased visitors and sales
- Collaboration with reliable partners

### Government bodies (administrators)

- Utilization of private-sector know-how
- Reduction of maintenance costs

## External Environment Recognition

- Low birthrates and increase in dual-career households
- Diversification of lifestyles
- Diversification and fragmentation in perceptions of value
- Increase in awareness of sustainability

## Fusion of Social Value with Economic Value



### Our Strengths

- Engaged in every asset class**
  - Office tenants: approx. 3,000 companies
  - Retail tenants: approx. 2,400 companies
  - Hotels operated by the Company: approx. 13,000 rooms
- Expansive value chain**  
(development, store/corporate leasing, retail/hotel operation)
- Development capabilities necessary for creating neighborhoods**

### The Potential of Parks

- Spaces where diverse people and generations relax**
- Sources of urban enrichment and comfort**
- Over 110,000 parks nationwide (128,000 ha\*)**

\*Source: Urban park database, Ministry of Land, Infrastructure, Transport and Tourism

## Our Park-Integrated Development Projects

Opened in 2007

**TOKYO MIDTOWN** (Minato Ward, Tokyo)



Opened in 2018

**TOKYO MIDTOWN HIBIYA** (Chiyoda Ward, Tokyo)



Opened in 2020

**RAYARD MIYASHITA PARK** (Shibuya Ward, Tokyo)



**RAYARD Hisaya-odori Park** (Nagoya City, Aichi)



Future

**Uchisaiwai-cho 1-Chome District** (Chiyoda Ward, Tokyo)



**Tokyo Dome** (Bunkyo Ward, Tokyo)



# Example 2 –Neighborhood Creation That Meets Diverse Stakeholders’ Needs— Providing Value at TOKYO MIDTOWN YAESU

At TOKYO MIDTOWN YAESU, we seek to create new value through people, information, and things coming together to interact, under neighborhood creation that meets the wide-ranging needs of visitors and other stakeholders.

## Stakeholders’ Diverse Needs

### Visitors

- New shopping experiences
- Access to cutting-edge trends

### Workers

- Office buildings that make people look forward to work
- Balancing of employment with childcare
- Work close to the train station

### Hotel guests

- Convenient transportation to business centers
- Out-of-the-ordinary experiences on special days

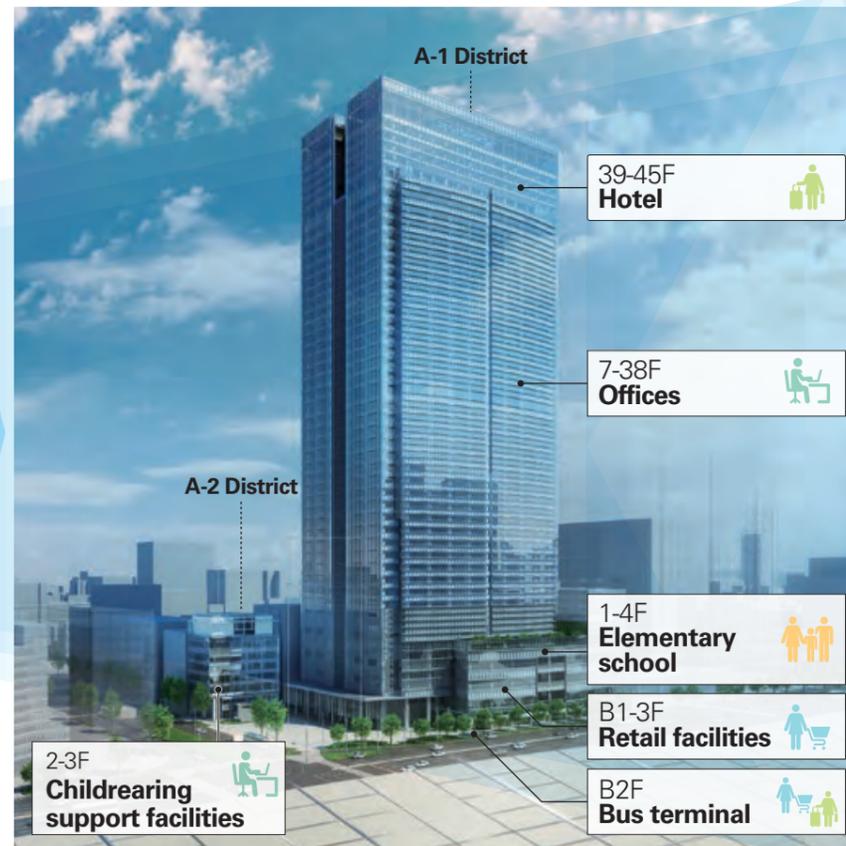
### Local residents

- Safe, secure, and convenient living
- Deepening of regional networks

### Tenant companies

- Easy access to business networks
- Acquisition of outstanding human resources
- Achievement of carbon neutrality

## Mixed-Use Neighborhood Creation That Takes Advantage of Location and Our Strengths



## Provision of Value to Stakeholders and Creation of New Value

### Visitors

Conveniently, exuberantly  
**Play**

### Workers

Securely, conveniently, happily  
**Work**

### Hotel guests

Securely, conveniently, satisfyingly  
**Reside**

### Local residents

Securely, conveniently  
**Live**

### Tenant companies

Conveniently, efficiently, continuously  
**Act**

Creation of new value through people, information, and things coming together to interact

## External Environment Recognition

- Low birthrates and increase in dual-career households
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- Increase in awareness of sustainability

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### Expansive value chain

(development, store/corporate leasing, retail/hotel operation)

Development capabilities necessary for creating neighborhoods

## The Potential of Location

### Station-front location of large terminal

Availability of extensive public transportation, including Shinkansen, JR lines, subway lines, and buses

A company cluster rivaling Marunouchi and Nihonbashi

## TOPICS Example of Provision of Value to Tenant Companies

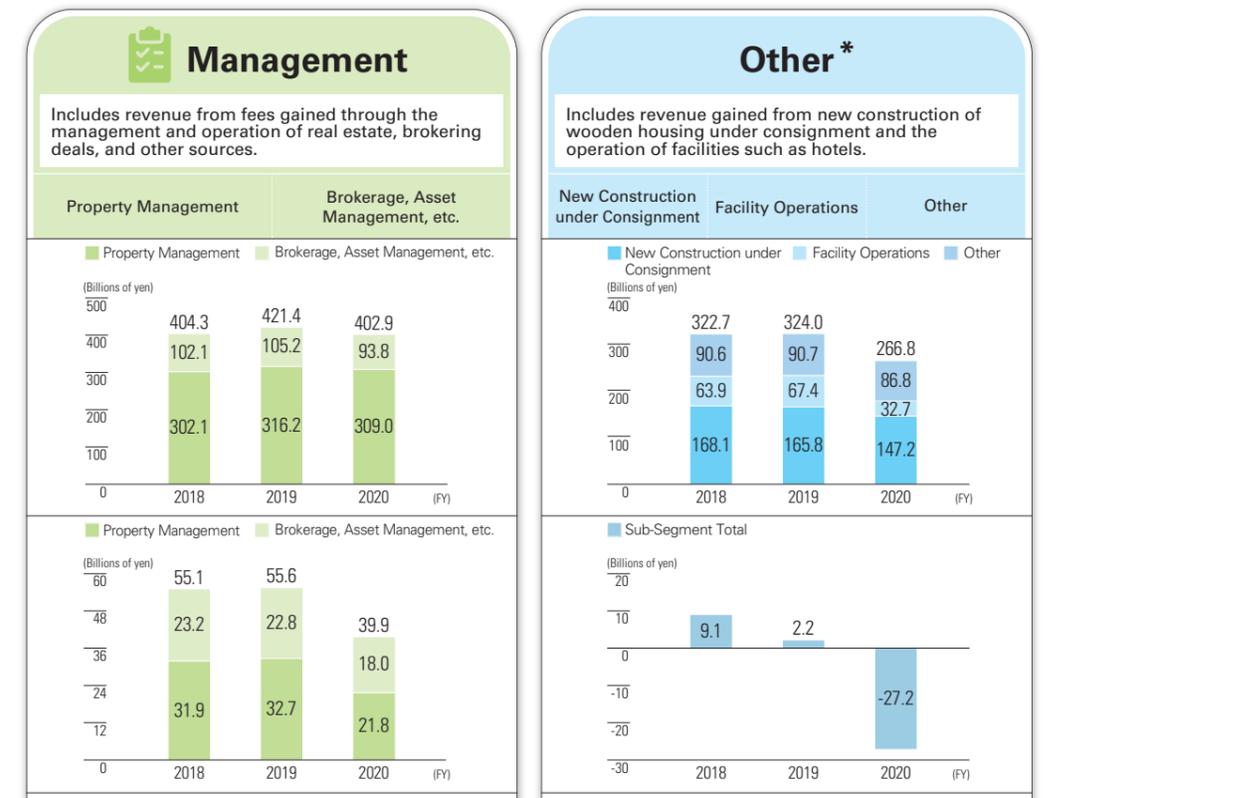
### Becoming a partner in achieving carbon neutrality – Provision of green electricity to tenant companies –



# At a Glance

The Mitsui Fudosan Group's main business activities are implemented through its Leasing business, Property Sales business, and Management business. In line with this structure, we have adopted the four accounting segments of Leasing, Property Sales, Management, and Other. Furthermore, revenues and profits generated by individual projects are classified into these segments and may be allocated to a single segment or multiple segments.

## FY2020 Actual



## Main Segment for Recording Revenue for Each Asset Class

\*Note: The categories shown here are to give an idea of the segments for recording revenues and profits and details may differ.

Main Asset Classes	Leasing			Property Sales			Management			Other*		Page	
	Office	Retail	Other	To Individuals (Domestic)	To Individuals (Overseas)	To Investors	Property Management	Brokerage (To Corporations)	Brokerage (To Individuals)	Asset Management	New Construction under Consignment		Facility Operations
Office Buildings	✓					✓	✓	✓	✓	✓			p.53
Retail Facilities		✓				✓	✓		✓				p.57
Logistics Facilities			✓			✓	✓		✓				p.59
Condominiums				✓	✓	✓	✓	✓	✓	✓			p.61
Detached Housing				✓					✓		✓		p.61
Hotels & Resorts												✓	p.65

# Office

## Market Environment

### Risks

- Changes in office demand due to the spread of telework, etc.
- Increase in office supply in 2023 and 2025

### Opportunities

- Heightened mindset toward productivity improvement among companies and workers
- Diversification of times, places, etc. for working associated with changes in working styles
- Expansion of corporate initiatives to achieve carbon neutrality

## Competitive Advantages

- Medium- to long-term relationships with **approx. 3,000 tenant companies**
- WORK STYLING members: **approx. 210,000**  
Number of office locations: **approx. 140** (nationwide)
- Expertise in Mixed-use neighborhood creation that mobilizes an extensive value chain engaged in every asset class
- Diverse intangible services that contribute to solving tenants' management issues
- Highly competitive property portfolio (locations, product performance, etc.)
- Achievement of integrated safety and security that spans development to operational administration under Group management, and disaster-resistant neighborhood creation

## Business Strategy

- Creation of new value for improving productivity through the provision of assets and intangible services that meet the needs of diverse working styles (places, times, etc. of work)
- Promotion of carbon neutrality through the improvement of environmental performance in office buildings, and the provision of office building services that contribute to tenants' decarbonization strategies\*

\*Supply of green power to tenants, etc.

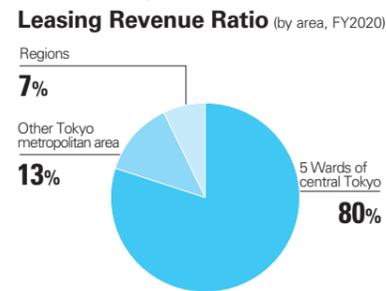
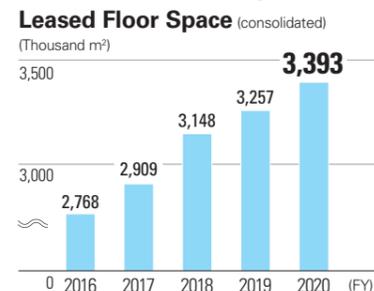
## An Excellent Portfolio

Leasing Revenue (consolidated)  
**Approx. ¥369.2 billion**  
(FY2020)

Leased Floor Space (consolidated)  
**Approx. 3,393 thousand m<sup>2</sup>**  
(As of March 31, 2021)

Leased Floor Space Ratio  
(Tokyo metropolitan area, non-consolidated)  
**Approx. 89%** (As of March 31, 2021)

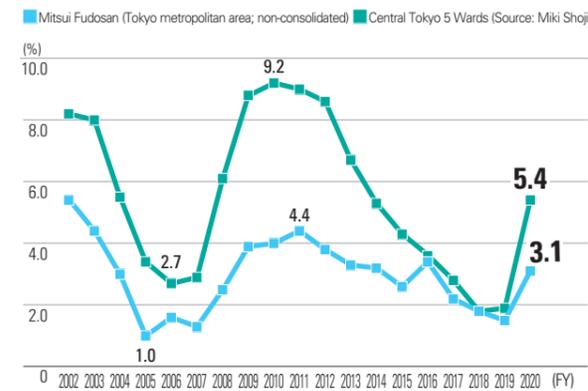
### Steady Expansion of Leasing Revenue and Leased Floor Space Mainly in Central Tokyo



## Office Vacancy Rates Remain Below Market Levels

### Office Vacancy Rate

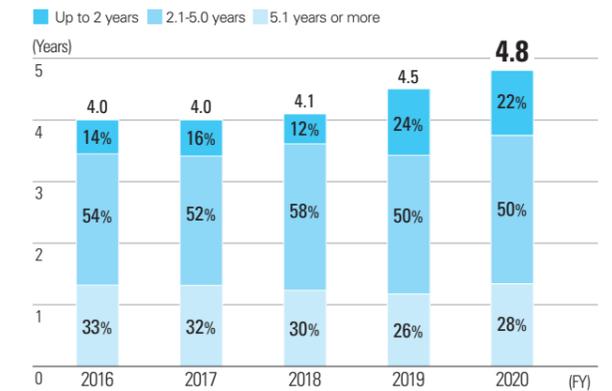
(vacancy rates as of March 31 of the relevant fiscal year)



## Office Building Lease Contract Durations are Steadily Increasing

### Office Building Lease Contract by Duration

(non-consolidated)



## Future Development Pipeline

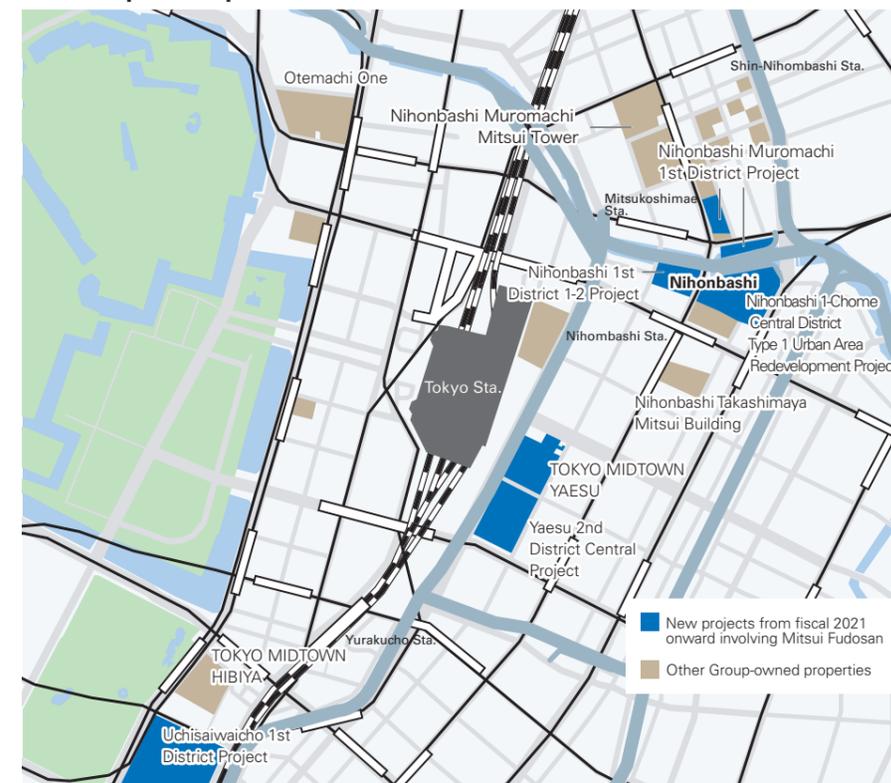
Domestic projects **8 properties** includes **7 redevelopment projects around Tokyo Station**

Overseas projects **8 properties** includes **5 in the USA** and **2 in the UK**

(Based on information disclosed by the Company as of November 5, 2021.)

See our investor presentations for details. <https://www.mitsui-fudosan.co.jp/english/corporate/ir/presentation/pdf/investorpresentation2111e.pdf>

### Redevelopment Pipeline in the Yaesu and Nihonbashi Areas



TOKYO MIDTOWN YAESU (Completion scheduled for August 2022)



Nihonbashi 1-Chome Central District (Completion scheduled for FY2025)

## Providing the New Value Needed Under the "New Normal"

### Diversification of Customers' (Companies' and Workers') Needs



### Our Group's Office Building Strategy

While remote work has made great inroads, the importance of face-to-face communication has also come under renewed appreciation. Our Group is combining a variety of assets and intangible services matched to the needs of diverse places and times for work and working styles, to provide new value aimed at the productivity improvements sought under the "new normal."



### Key Initiatives to Support the Strategy

<p><b>Intangible services</b></p> <p>Members' facility for our customers* <i>mot.</i> Mitsui Office for Tomorrow</p>	<p>Members' website for our customers <b>&amp;Life-Biz</b> by ミニオフィス</p>	<p>Health management support service <b>&amp;well</b></p>
<p><b>Expansion of working style options</b></p> <p>Provision of multi-site shared offices <b>WORK STYLING</b></p>	<p><b>Community building</b></p> <p>Aggregation, exchange, training/cooperation for companies and organizations <b>LINK-J</b> Life Science Innovation Network Japan</p>	
<p><b>BCP</b></p> <p>Nihonbashi/Toyosu Smart Energy Projects</p>	<p><b>Environmental considerations</b></p> <p>Provision of green power to tenants</p>	

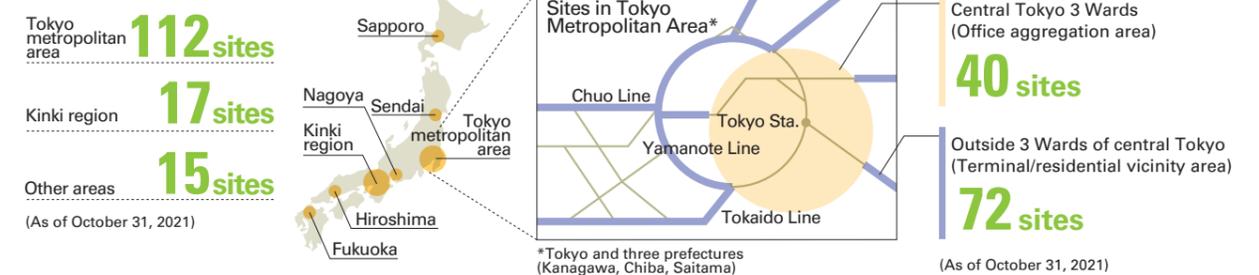
\*Lounge, gym, cafe, conference rooms, etc.

## TOPICS

### Achieving Diverse Working Styles Through WORK STYLING, Multi-Site Shared Offices for Corporate Clients



### Distribution and Breakdown of Sites



## TOPICS

### Creation of Life Sciences Innovation Through Mitsui Lab & Office

We aim to create innovation by contributing to the resolution of issues in the R&D environment through our Rental Lab & Office, which integrates the full-scale wet labs and offices necessary for the creation of innovation in the life sciences field.

<p><b>Rental Lab and Office Business Near the City Center and Business Seeds</b></p> <p>Solving issues in securing human resource and in personnel exchanges at locations near city centers and near business seeds</p> <p><b>MITSUI LINK-Lab</b> Life Science Innovation Network-Laboratory</p> <ul style="list-style-type: none"> <li><b>City center vicinity-type</b> Mitsui Link Lab SHINKIBA 1 <b>8 minutes by train to Tokyo Station</b></li> <li><b>City center vicinity-type</b> Mitsui Link Lab KASAI <b>15 minutes by train to Tokyo Station</b></li> <li><b>Business seeds vicinity-type</b> Mitsui Link Lab KASHIWA-NO-HA 1 (Adjacent to The National Cancer Center Hospital East) <b>34 minutes by train to Tokyo Station</b></li> </ul>	<p><b>Creation of Open Innovation</b></p> <p>Diverse players from different industries gather to create open innovation</p> <p>Promotion of communication through collaboration with LINK-J</p> <p>Shared communication lounge</p>
	<p><b>Full-Fledged Research Environment</b></p> <p>BSL-2*-compatible wet lab specifications *Biosafety level 2</p> <p>R&amp;D support organizations</p>

# Retail

## Market Environment

### Risks

- Imposition of business restrictions due to new epidemics
- Decline in visitors due to population decline and the emergence of new competing facilities

### Opportunities

- Reaffirmation of the experiential value of real facilities following the COVID-19 pandemic
- Expansion of consumer activity unrestricted by location and time as EC spreads

## Competitive Advantages

- Retail tenants: **approx. 2,400**  
Tenant stores: **approx. 8,700**
- Mitsui Shopping Park point card members: **approx. 12.5 million**
- Approximately 40 years of expertise in retail facility planning, development, tenant sales, and operations
- Brand power and customer appeal through leading domestic brands including LaLaport and MITSUI OUTLET PARK
- Synergies with the logistics business, which meshes closely with retail facilities

## Business Strategy

- Strengthening the value of real facilities and enhancing the value of facilities visits by offering compelling content that attracts visitors
- Enhancement of member customers' frequency of use and purchase unit price through the promotion of One to One marketing
- Capture of wide-ranging purchasing demand by promoting an omni-channel through the operation of our own &small EC site and collaboration with real retailers
- Promotion of our unique tripartite model combining real facilities, EC sites, and logistics to provide consumers with a wide range of purchasing options and to improve the efficiency of tenants' inventory management

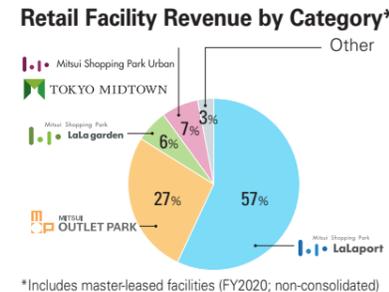
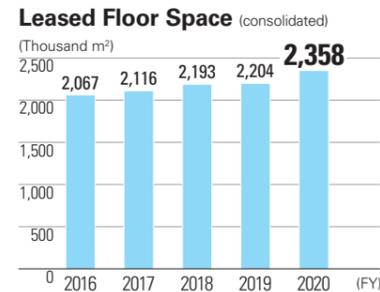
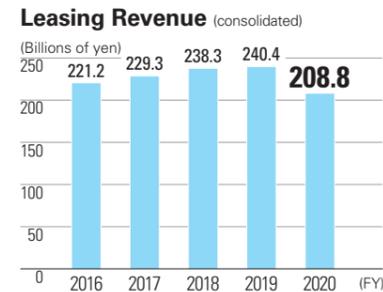
## An Excellent Portfolio

Retail Facility Revenue (consolidated)  
**Approx. ¥1.3 trillion**  
(FY2019)

Rental Revenue (consolidated)  
**Approx. ¥208.8 billion**  
(FY2020)

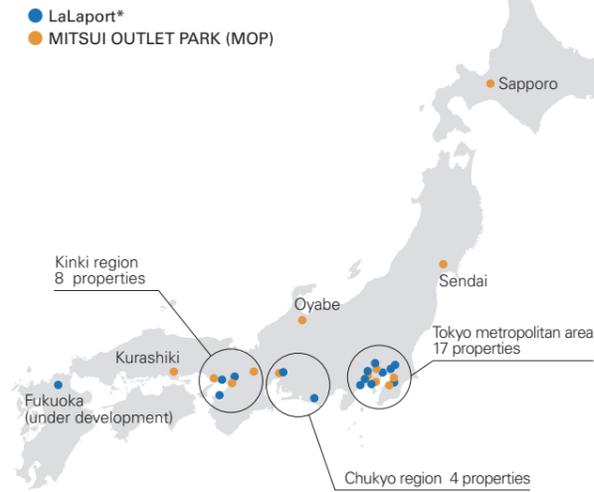
Leased Floor Space (consolidated)  
**Approx. 2,358 thousand m<sup>2</sup>**  
(As of March 31, 2021)

### Steady Increase in Leased Floor Space and Temporary Decline in Revenue from Operations Under the COVID-19 Pandemic



## Carefully Selected Store Openings in Tokyo Metropolitan Area and Other Major Metropolitan Areas in Japan

### Distribution of Store Openings (LaLaport, MITSUI OUTLET PARK)



### Number of Stores by Area (LaLaport, MITSUI OUTLET PARK)

(Numbers in parentheses indicate included properties under development)

	Total	LaLaport	MOP
<b>Total</b>	<b>34 (3)</b>	<b>21 (3)</b>	<b>13</b>
Tokyo metropolitan area	17	12	5
Kinki region	8 (2)	5 (2)	3
Chukyo region	4	3	1
Other	5 (1)	1 (1)	4



LaLaport FUKUOKA

## Future Development Pipeline (including properties opening in FY2021)

- Domestic projects **4 properties** Includes 2 in Kinki region, 1 in Kyushu region
- Overseas projects **10 properties** Includes 6 in Taiwan, 2 in China, and 2 in Malaysia

(Based on information disclosed by the Company as of November 5, 2021.)  
See our investor presentations for details. <https://www.mitsui-fudosan.co.jp/english/corporate/ir/presentation/pdf/investorpresentation2111e.pdf>

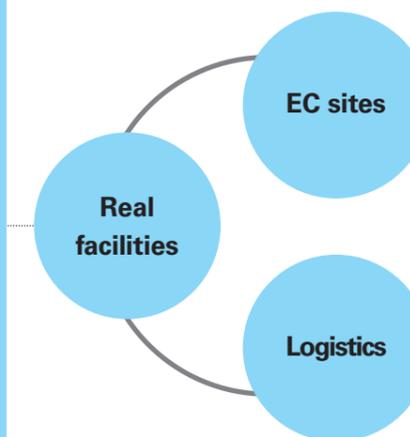
## Promotion Through Our Tripartite Model of Real Facilities, EC Sites, and Logistics

Providing a wide range of purchasing options to consumers while improving the efficiency of tenants' inventory management

### Experiential Value Made Possible by Real Facilities Improvement of Customer Appeal

Retail facility revenue: **Approx. ¥1.3 trillion** (FY2019)  
Mitsui Shopping Park point card members: **Approx. 12.5 million** (As of December 2021)  
Retail tenants: **Approx. 2,400** (As of March 31, 2021)  
Total tenant stores: **Approx. 8,700** (As of March 31, 2021)

### Promotion Through Tripartite Model



### Elimination of Time and Place Restrictions on Purchasing and Sales Activities

Mitsui Shopping Park & m a l l  
Approx. **4.2 million** members  
Total number of stores: **Approx. 400** (As of September 30, 2021)

### Centralized Management of Real Facilities and EC Inventory

MFLP Mitsui Fudosan Logistics Park  
**47** logistics sites  
Total floor space: **Approx. 4.0 million m<sup>2</sup>** (As of September 30, 2021)

# Logistics

## Market Environment

### Risks

- Intensification of competition for land acquisition due to entry of new players
- Overheating of leasing competition due to high-volume supply of new properties

### Opportunities

- Expansion of logistics facilities demand due to EC market growth and reworking of supply chains by cargo owners
- Further acceleration of ICT utilization against a backdrop of labor shortages

## Competitive Advantages

- Track record of advanced logistics facility development extending to **47 properties** in Japan and overseas
- Close tenant relationships that enable provision of CRE solutions and direct sales to cargo owners
- (Office tenants: **approx. 3,000 companies**; Retail tenants: **approx. 2,400 companies**; etc.)
- Diverse collaboration and business methods including joint ventures with originators
- MFLP quality which realizes industry top class customer satisfaction
- Ability to propose logistics solutions that leverage ICT and other technology

## Business Strategy

- Achievement of business planning, leasing, etc. through provision of logistics consulting\*1 and other solutions to customers
- Promotion of differentiation from competitors by enhancing storage and operational efficiency of facilities through mechanization and digitalization
- Creation of new value utilizing our logistics facilities development know-how\*2

\*1 Mitsui Fudosan established MF Logisolutions Co., Ltd. in August 2018.  
\*2 Accommodation of diverse customer needs including data centers and urban delivery bases

## An Excellent Portfolio

Cumulative Totals Including Properties Previously Developed by the Company (as of September 30, 2021)

Total facilities under development or operation in Japan and overseas

**47**  
Of these, properties owned and operated by the Company: **15** properties

Total floor space

**Approx. 4.0 million m<sup>2</sup>**  
Of this, floor space owned and operated by the Company: approx. **1.5** million m<sup>2</sup>

Cumulative total investment

**Over ¥610.0 billion**

Major development areas

**Tokyo metropolitan area 32** properties

Customer Satisfaction Survey Covering the Main 3PL

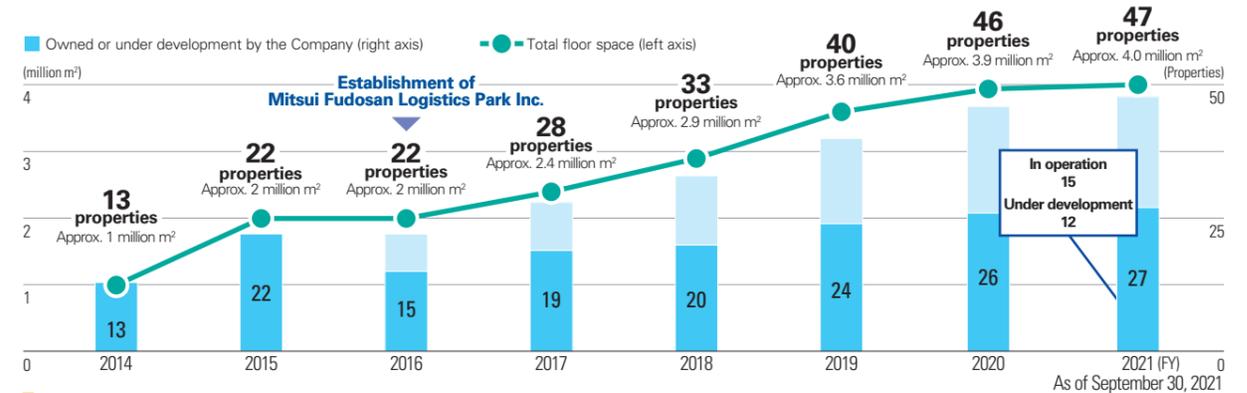
Brand power

**No.1** **LOGI-BIZ**

\*Based on latest data from by Logi-Biz, a monthly industry magazine

## Stable Business Expansion

Number of Facilities Under Development/Operation and Total Floor Space at the End of Fiscal Years



## Future Development Pipeline

Projects **12 properties** Includes **9 properties in Tokyo metropolitan area, 1 property overseas**

(Based on information disclosed by the Company as of November 5, 2021.)  
See our investor presentations for details. <https://www.mitsui-fudosan.co.jp/english/corporate/ir/presentation/pdf/investorpresentation2111e.pdf>

## TOPICS

### MFLP Funabashi, a Neighborhood Creation-Oriented Logistics Facility That Achieves Harmony with the Community and the Environment

We have positioned a multi-use base development centered on a logistics facility, coexisting harmoniously with the local community and aiming to enliven the surrounding area, as "neighborhood creation-type logistics facilities," with a total floor space of approximately 700,000 m<sup>2</sup> developed so far.



Within these sites, we have developed nursery care facilities available for use by local residents, MITSUI FUDOSAN ICE PARK FUNABASHI (a skating rink), &PARK (a park), and more. We create prosperity for the neighborhoods overall through actions such as collaborative events with nearby Mitsui Shopping Park LaLaport TOKYO-BAY.

#### Facilities Inside MFLP Funabashi



#### Facilities Connected to Our Group near MFLP Funabashi



# Housing (Homes and Living)

## Market Environment

### Risks

- Decline in housing-related demand due to rising interest rates and worsening business sentiment
- Contraction of domestic housing-related market due to population decline

### Opportunities

- Heightened awareness concerning housing associated with diversification of customers' lifestyles
- Increased use of online business negotiations and electronic contracts by customers

## Competitive Advantages

- Condominium unit sales: **approx. 230,000**
- Mitsui Housing Loop members: **approx. 280,000**
- Brand power as No. 1** in brokered deals for **35 consecutive years**
- A lineup of varied products and services related to housing (Leasing/sales, new/used, condominiums/detached houses, management/operation/brokerage, etc.)
- Planning and development capabilities for realizing a product lineup of city center, large-scale, and redevelopment

## Business Strategy

- Enhancing the ability to capture business opportunities through strengthening of cooperation among Group companies and mutual customer referrals, etc.
- Provision of proposals and solutions for optimal "Homes and Living" for every life stage of diverse customers
- Deepening and expansion of loyal customers through the one-stop provision of diverse products and services

## Group Collective Capabilities That Offer One-Stop Accommodation of Varied "Homes and Living" Needs



## Property Sales (Property Sales Segment)

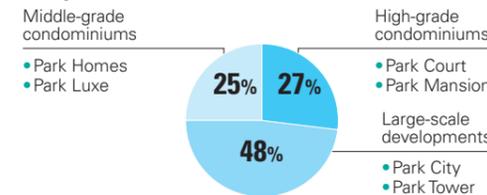
### Representative Products and Brands



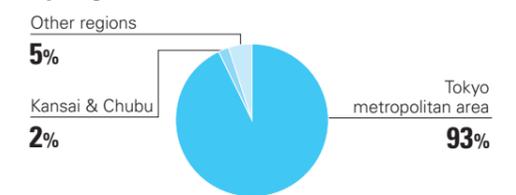
### Condominiums (to individuals)

Maintenance of high profit margins and contract rates through a product lineup centered on central Tokyo, large-scale projects, and redevelopment

#### Sales by Brand (FY2020)



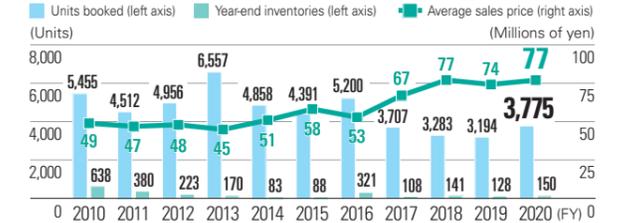
#### Sales by Region (FY2020)



### Property Sales Operating Income and OP Margin



### Condominiums Units Booked, Year-End Inventories, and Average Sales Price



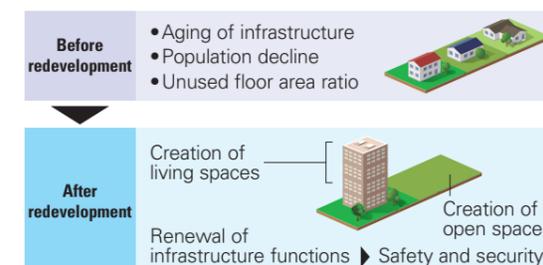
## Future Development Pipeline

Large-Scale Projects **15 properties** Land Bank (Condominiums) **Approx. 26,000 units**

(Based on information disclosed by the Company as of November 5, 2021.) See our investor presentations for details. <https://www.mitsui-fudosan.co.jp/english/corporate/ir/presentation/pdf/investorpresentation2111e.pdf>

## TOPICS Value Created by Large-Scale Redevelopment Projects in Urban Centers

Using redevelopment techniques for high-level utilization of low-utilization land and development of blocks creates new living spaces in urban centers, as well as new value that greatly enhances the appeal of neighborhoods, by creating prosperity, safety, security, and open spaces for people to relax.



### Example of creation of value through large-scale redevelopment



Park Tower GranSky (Shinagawa Ward, Tokyo; completed in 2010)

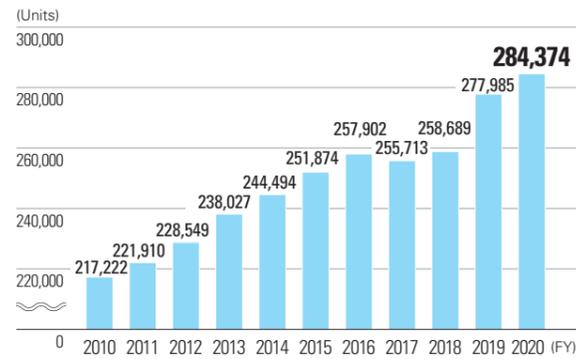
### Property Management (Management Segment)

Condominium Units Under Management:

**Approx. 280,000**

We leverage the Group's collective capabilities, as well as expertise cultivated through a track record spanning many years, to provide condominium management services.

#### Number of Condominium Units Under Management

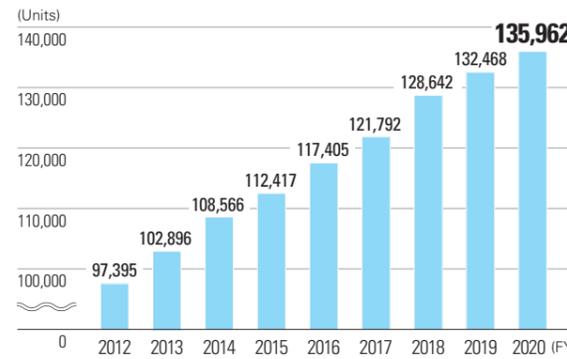


Number of Rental Housing Units for Lease Under Management:

**Approx. 140,000 units**

We provide rental condominium operation and brokerage-related services that benefit both property owners and tenants.

#### Rental Housing Units for Lease Under Management



### Brokerage (Management Segment)

Number of Deals Brokered

**Approx. 38,000**

**No.1 for 35\* consecutive years**

We are realizing safe and reliable deals that meet the needs of diverse customers in areas such as real estate sales, purchases, rental, and usage.

\*From FY1986 to FY2020



#### Brokerage Market (FY2020)

Rank	Company	Fee/Revenue (Billions of yen)	Transactions (Units)	Transaction volume (Billions of yen)	Number of stores
1	Mitsui Fudosan Realty Co., Ltd.	76.7	38,507	1,563.8	286
2	Company A	62.3	35,122	1,241.0	269
3	Company B	57.8	25,635	1,226.4	193
4	Company C	34.7	9,322	893.4	94
5	Company D	17.4	7,202	412.4	72

Source: "Fudousan Keizai Tsushin (The Real Estate Business Daily)" May 26, 2021, Real Estate Economic Institute Co., Ltd.

### Car Park and Car Sharing Businesses That Support Enriching Lifestyles

Vehicles Under Management

**Approx. 270,000**

Since it was launched in 1994, Mitsui Car Park Leasing has developed a business operating car parks all over Japan. It has contributed to dynamic neighborhood creation by providing car park management support services that enable land to be used effectively.



Members

**Approx. 240,000**

We are expanding the car sharing business, centered on Mitsui Repark locations in the Tokyo metropolitan and Kansai areas. Careco features a full line-up of vehicles, including minivans and Mercedes Benzes.



### New Construction Under Consignment (Other Segment)

Using the 2x4 construction method, which excels in earthquake resistance, thermal insulation, and other areas of basic performance, Mitsui Home has delivered over 245,000 new buildings in 47 years, primarily made-to-order homes. In addition to homes, it is also actively taking on construction consignments for large-scale facilities and overseas projects.

Buildings Delivered

**Over 245,000**

(Cumulative total over the past 47 years)



Large-Scale Facilities Delivered

**Over 5,000**



### Other (Other Segment)

We offer space design, renovation, and renewal services for homes, offices, hotels, and more. Utilizing the design capabilities that are our strength, we provide wide-ranging support to all customers in every area, both individuals and corporations.



### TOPICS

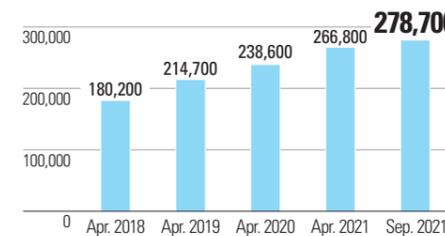
#### Mitsui Housing Loop — Providing One-Stop Solutions for Homes and Living

Members

**Customer base of approximately 280,000 people\***

\*As of September 30, 2021 (266,805 as of April 30, 2021)

#### Number of Mitsui Housing Loop Members



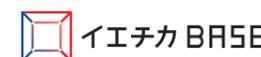
#### Providing Comfortable and Economical Services for People Living in Mitsui Homes



### TOPICS

#### Launch of Ichika BASE to Address Diversification of Lifestyles

As the need for workspaces has rapidly grown under the diversification of lifestyles, we have begun offering Ichika BASE, a "third place" offering workspaces and community spaces for individuals.





# Dramatically Growing the Overseas Business

## Market Environment

### European and North American Market

#### Risks

- Changes in office and housing needs associated with remote work and other changes in working styles
- Changes in social awareness of sustainability and tightening of regulations concerning properties
- Risk of interest rate and tax hikes due to shift from monetary easing policy

#### Opportunities

- Preference for high-quality properties in favorable locations due to changes in the need for real venues
- Increase in demand for office properties with superior environmental performance
- Increase in demand for "Laboratory and Office" buildings associated with the growth of the life sciences industry

### Asian Market

#### Risks

- Changes in the need for real retail facilities associated with growth in E-commerce
- Geopolitical risks caused by US-China tensions
- Risk of prolonged economic stagnation due to COVID-19

#### Opportunities

- Expansion of demand for consumption of experiences, etc. unique to real retail facilities
- Firm personal demand due to economic growth, growth of the middle class and personal consumption, the advance of urbanization, etc.

## Competitive Advantages

Engaged in every asset class, an expansive value chain, and development capabilities necessary for creating neighborhoods



### A History of Over 30 Years in Each Region

**Mitsui Fudosan America, Inc.**  
(Mitsui Fudosan (USA) established in 1973)

Over **40** years

**Mitsui Fudosan (U.K.) Ltd.**  
(Established in 1990)

Over **30** years

**Mitsui Fudosan (Asia) Pte. Ltd.**  
(TID Pte. Ltd. established through joint venture in 1972)

Over **40** years

### Recruitment That Is Conscious of the Local Business Community



**John Westerfield**  
CEO of Mitsui Fudosan America, Inc.

<b>1985</b>	Graduated from Harvard Business School
<b>1985-2008</b>	Worked at Morgan Stanley, most notably as Managing Director in charge of real estate finance
<b>2012</b>	Senior Advisor to MFA's BOD at Mitsui Fudosan America, Inc.
<b>2015</b>	CEO of Mitsui Fudosan America, Inc.

## Business Strategy

- Achievement of dramatic growth by combining partner strategies with Group strengths nurtured through domestic business, and by capturing outstanding business opportunities
- Maintenance and strengthening of competitiveness by discerning changes in the market environment and reworking product planning as needed to support area and product strategies, sustainability, etc.
- Business development matched to market characteristics, focused on "Laboratory and Office" buildings, and rental housing in Europe and North America, retail facilities and condominiums in Asia, etc.

### Overseas Partnership Strategy

Advancing business in each region with approximately 50 partner companies

Major Partner Companies

<b>USA</b>	Related, Oxford Properties Tishman Speyer, Hines
<b>UK</b>	Stanhope
<b>Singapore</b>	Hong Leong Group
<b>Thailand</b>	Ananda
<b>China</b>	Greentown Group

### Area Strategy

#### Europe and North America

Develop with a focus on office and rental housing business in a mature, highly transparent and liquid real estate market.

#### Asia

Develop with a focus on condominium sales and retail facility business that takes into account growth in the Chinese and Asian markets driven by rising consumer spending and advancing urbanization.

## Overseas Sites and Business Development Areas

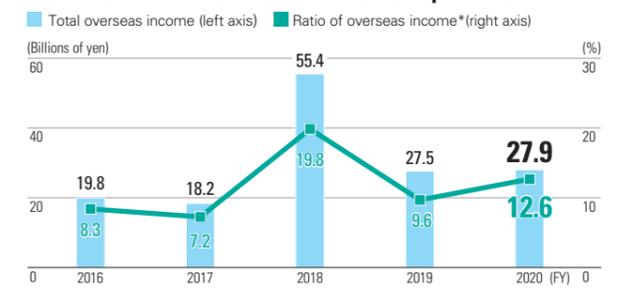


## Overseas Portfolio

### Breakdown of Group Assets by Area



### Overseas Income as Part of Total Group Income



\*Total overseas income[a] ÷ (consolidated operating income + pro forma operating income of overseas affiliates[b]) × 100  
 [a] Total of overseas operating income and pro forma operating income of overseas affiliates.  
 [b] Total of overseas equity method affiliated companies operating income or amount equivalent to operating income multiplied by Mitsui Fudosan's equity interest, and profit/loss on sales of stocks of overseas equity method subsidiaries and affiliates (for purpose of real estate sales). The amount equivalent to operating income is the amount of profit calculated from net income on a simplified basis after taking into consideration the tax burden.

## Future Development Pipeline (Office Buildings, Retail Facilities)

**Europe and North America**  
Projects

**7 properties** includes **5** in the USA and **2** in the UK

**Asia**  
Projects

**10 properties** includes **6** in Taiwan and **2** in Southeast Asia

(Based on information disclosed by the Company as of November 5, 2021.)  
 See our investor presentations for details.  
<https://www.mitsui-fudosan.co.jp/english/corporate/ir/presentation/pdf/investorpresentation2111e.pdf>

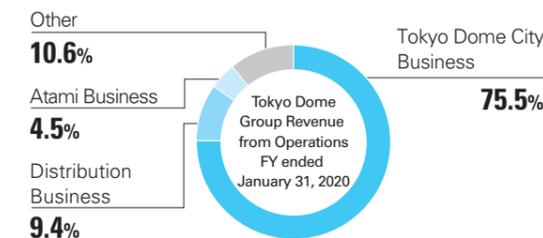
## CLOSE UP Entry into the Stadium and Arena Businesses

### Business Activities of the Tokyo Dome Group



This Group is composed of the Tokyo Dome City Business, which is centered on facility leasing for sports, music, and other events at Tokyo Dome and operation of the LaQua complex retail facility and Tokyo Dome Hotel, as well as the Distribution Business that has developed approximately 40 cosmetics shops nationwide and the Atami Business that operates resort hotels.

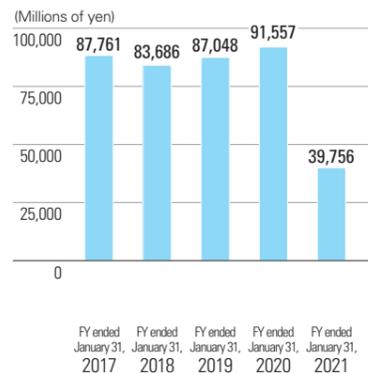
#### Sales Ratio by Business



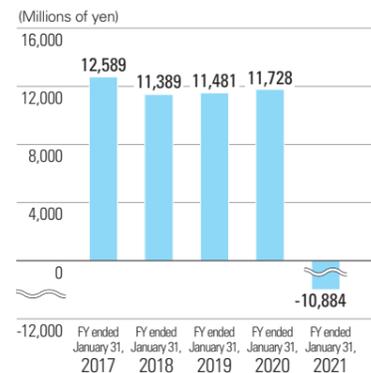
#### Reference: Tokyo Dome Group Past Performance

(fiscal year ended January 31, 2017-fiscal year ended January 31, 2021) \*No longer listed as of April 25, 2021.

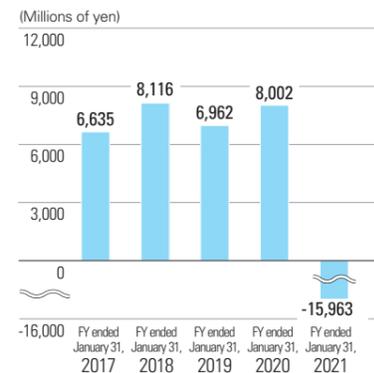
##### Revenue from Operations



##### Operating Income



##### Profit Attributable to Owners of Parent



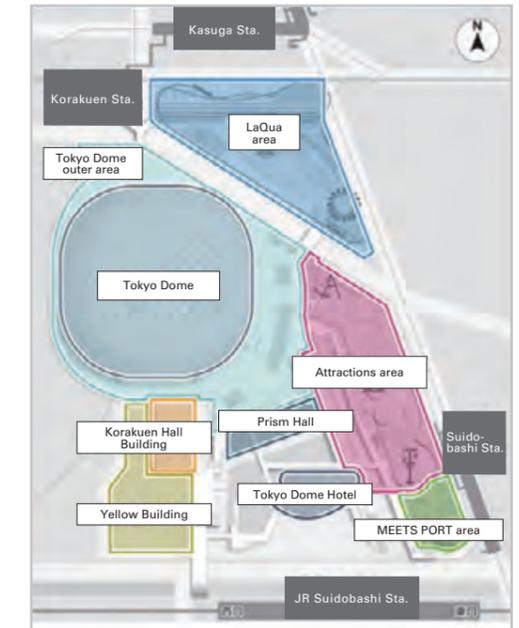
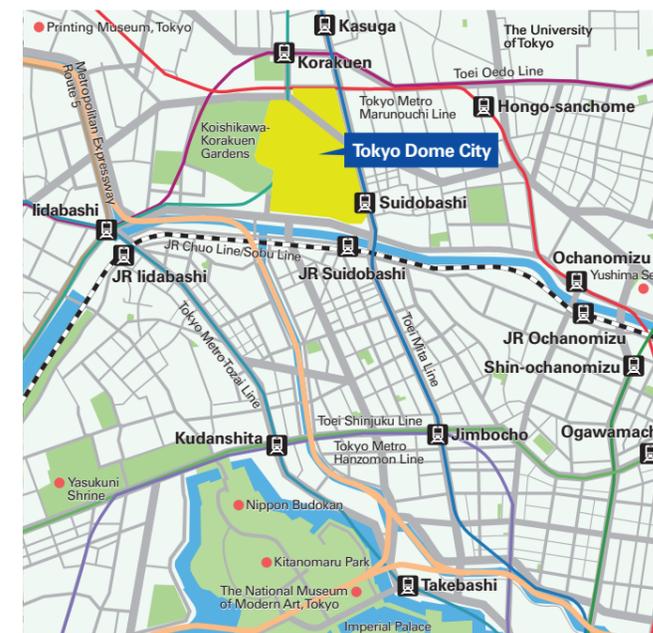
### Strengths of Tokyo Dome City

City Center Convenient to Transportation × Collection of Varied Facilities with Customer Appeal



### Power of Location

### A Spacious Site in the City Center with Convenient Transportation



In central Tokyo  
A spacious site covering

Approx. **13** hectares

Adjacent to 3 stations on 4 lines, for convenience to transportation  
Tokyo Station Haneda Airport Narita Airport

Approx. **6** minutes Approx. **45** minutes Approx. **50** minutes

### Power of Facility

### Plentiful Facilities That Meet the Needs of Diverse Visitors

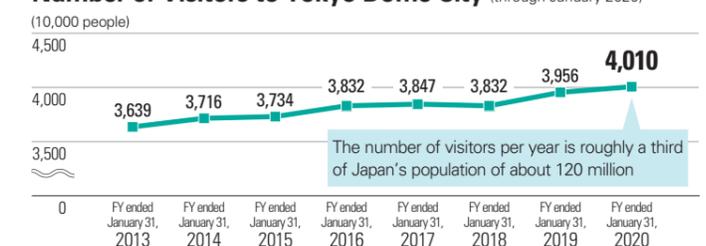
<b>Tokyo Dome</b> All-weather stadium with 46,000-person capacity	<b>LaQua</b> Retail facilities, amusement park, spa	<b>Tokyo Dome Hotel</b> Large-scale city hotel

### Power of Event

### Attraction of Customers Through Varied Events in the City Center



#### Number of Visitors to Tokyo Dome City (through January 2020)



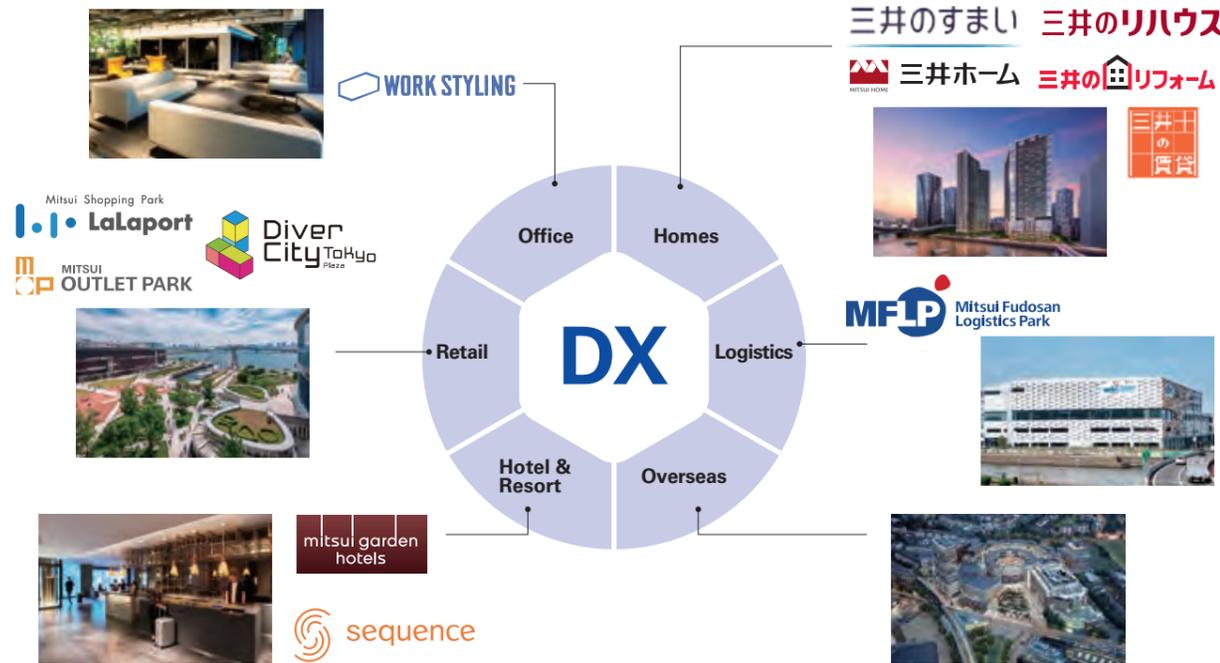
**CLOSE UP DX Initiatives**

**Promotion of DX Across All Businesses**

Digital transformation (DX) is picking up speed under the COVID-19 pandemic, affecting the ways people work and live.

Mitsui Fudosan's VISION 2025, Group long-term

vision calls for harnessing technology to innovate the real estate business. Under this idea, we are promoting business transformation through DX in all of our businesses.



**DX: Example 1 Office**

**Supporting the Creation of New Workplaces for Customers**

At our WORK STYLING shared offices for corporate clients that address diversifying workstyles, users can enter and leave offices using a two-dimensional code-based non-contact system. Single-person rooms are equipped with sound masking to enhance the sound environment and privacy.

We are also expanding services that harness ICT, including online support from concierges at the single-person-room facility WORK STYLING SOLO.



Development of a LINE mini-app for easily reserving conference rooms and single-person rooms from the WORK STYLING website



WORK STYLING SOLO satellite office, specialized for single-person rooms



Online concierge

Two-dimensional code-based entry/exit management

**DX: Example 2 Logistics**

**Logistics Solutions Utilizing ICT**

Even as flourishing electronic commerce (EC) boosts demand in the logistics industry, worsening labor shortages have made automation and efficiency improvement vital issues. Mitsui Fudosan has opened the MFLP ICT LABO 2.0, logistics ICT experience showroom, within the MFLP Funabashi &GATE logistics facility. This location exhibits the industry's first\* "Full Automation Logistics Model" that automates logistics business flows from receipt to shipment, and proposes solutions for logistics automation and labor saving in warehouses.

\*The first initiative by which a developer that develops and operates logistics facilities has set up an experience showroom specialized in ICT.

**Features of the MFLP ICT LABO 2.0 Logistics ICT Experience Showroom**

- Exhibit the first-in-industry, human intervention-free "Full Automation Logistics Model"
- Present Japan's first standing exhibit of approximately 30 types of cutting-edge, logistics ICT-related equipment, including transfer robots

**ICT LABO20**



MFLP ICT LABO 2.0, logistics ICT experience showroom



Unmanned forklift system

Rack mobile robot performing picking work

**DX: Example 3 Hotel and Resort**

**sequence, a Next-Generation Hotel Utilizing the Latest ICT**

Amid a growing need for avoidance of touch and face-to-face contact, Mitsui Fudosan's sequence hotel brand enables facial recognition-based check-in and check-out.

After pre-registering via app, guests can check in on their own by facial recognition, without personal

interaction. Entry into rooms and hotel facilities, and access to the guests-only self-service cloak room, can all be handled through facial recognition.

This is Japan's first facility where guests can do everything from check-in to unlocking doors using facial recognition alone.



Reception



Facial recognition-based check-in

Guest room



Facial recognition when entering guest room

Exterior view of sequence MIYASHITA PARK

# Main Environment Initiatives

For details regarding the main initiatives being carried out, please refer to ESG Report 2021. [https://www.mitsui-fudosan.co.jp/english/corporate/esg\\_csrf/](https://www.mitsui-fudosan.co.jp/english/corporate/esg_csrf/)

## Responding to Climate Change

### Climate Change Engagement Policy

The Mitsui Fudosan Group recognizes that responding to climate change is a key management issue. We create buildings and neighborhoods with low energy consumption and reduced emissions of greenhouse gases, and we aim to build a low carbon society by taking steps together with our business partners, tenant companies and stores, and customers, to address global warming, such as conservation of energy.

### Selected for Inclusion in the CDP Climate Change A List (Highest Evaluation)

We have been selected for inclusion by CDP, a non-profit organization engaged in international environmental surveys and information disclosure, in the CDP 2021 Climate Change A List of top-ranking companies in the climate change category. Through this, we have been recognized as a globally leading company in climate change activities.

Specifically, we were recognized for our actions to reduce CO<sub>2</sub> emissions, reduce climate change risk, and advance the progress of a low-carbon economy, on the basis of data reported in the CDP's 2021 Climate Change Questionnaire. CDP's evaluation in fiscal 2021 covered approximately 12,000 companies worldwide, of which 200 (including 55 Japanese companies) were selected for inclusion in the Climate Change A List.



#### About CDP

Founded in 2000 in the UK, CDP is a non-profit organization that seeks information disclosure and the promotion of initiatives by companies and local government to tackle climate change, water resource conservation, forest conservation, and other environmental issues. The organization collects, analyzes, and evaluates information on the environmental activities of major companies around the globe, and every year selects companies that excel in climate change initiatives and information disclosure for inclusion in the Climate Change A List.

CDP's annual environmental information disclosure and process for its evaluation are widely recognized as global standards for corporate environmental information disclosure. In fiscal 2021, over 13,000 companies, representing over 64% of global market capitalization, responded to the survey.

### Climate-Related Financial Disclosure in Accordance with TCFD

#### TCFD and Mitsui Fudosan's Position

Our Group endorses the agenda of the Task Force on Climate-Related Financial Disclosures (TCFD), which encourages corporations and others to disclose information relating to climate-related risks and opportunities. To mitigate risk through our business activities, including risk of damage from abnormal weather patterns linked to climate change; preserve environments where people and other living creatures can flourish; and establish a sustainable decarbonized society, we are taking the TCFD recommendations as a point of departure to disclose our analysis and response to climate change related business risks and opportunities, and other related information.



#### Scenario Analysis

Our analysis is based on the 2°C and 4°C Scenarios outlined in the Fifth Assessment Report issued by the United Nations Intergovernmental Panel on Climate Change (see chart below). As the time axis for analysis, we considered the typical life cycle of real estate assets, and calculated the impact of climate change by approximately the year 2050. In our scenario analysis, we used our Housing, Office, and Retail businesses as the object of analysis, since these three categories represent the principal focus of the commercial activities of our Group, and are also likely to be major recipients of climate change impact.

#### Analysis Result 1. Principal Risks and Opportunities

Based on external information, we identified climate change-related risks and opportunities, and gathered future projections for each risk and opportunity. With reference to the TCFD final report as well as other reports and sources relating to climate change, we considered risks and opportunities accompanying the transition to a decarbonized society (measures/regulations, industries/markets, technology) as well as physical risks and opportunities caused by climate change (chronic, acute), and identified significant risks and opportunities that may have an impact on our Group's three core businesses between now and 2050. Under the 2°C Scenario, our Housing Business could be affected by an increase in carbon taxes, which would push raw materials prices and transport costs higher and ZEH and energy conservation renovations would

become more widespread, but under the 4°C Scenario, an increase in the number of extremely hot days would have a variety of impacts, including reduced labor productivity, and the result could be higher new construction costs. Under the 2°C Scenario, our Office Business is also projected to see an increase in procurement costs. Costs may also rise due to higher GHG emissions taxes and expanded ZEB construction. At the same time, in terms of business opportunities, we would expect increased lease income from properties with superior environmental performance.

Under the 4°C Scenario, office air conditioning costs and damage from high tides and flooding are a potential concern. Finally, in our Retail Business, the 2°C Scenario indicates higher costs of the same type as in the other business areas. Lower lighting and heating costs can be expected, thanks to more efficient and renewable energy use by AI-equipped air conditioning and other systems, but under the 4°C Scenario, retail facilities situated near the ocean may experience increased risk of damage from high tides and flooding.

### Significant Risks and Opportunities That May Affect the Three Core Businesses of the Mitsui Fudosan Group by 2050

Classification	Principal risks and opportunities	Projected future state
Transition	Measure Major carbon tax increase	In addition to taxes on GHG emissions by the Group, we expect higher costs for raw materials (steel, cement, etc.) which are significant on a base unit basis, as well as for transport and air conditioning. At the same time, low-carbon structures and other properties with superior environmental performance will be better-positioned to compete.
	Energy conservation measures	Energy standards for new and renovated structures will be tightened, requiring additional capital investment. Furthermore, decarbonized energy sources and ZEH will become mandatory, more ZEB properties will be built, and more residential structures will be energy-efficient.
	Market Customer conduct change	Products with superior environmental performance will be in greater demand and be more competitive.
	Technology Propagation of technology for renewable energy and energy conservation	The propagation of energy conservation technology will lead to more renovations to enhance energy conservation.
Chronic	Average temperature increase	On-site operations will be hindered on extremely hot days, leading to higher operational costs and construction delays. In addition, increased use of air conditioning will push up facilities management costs, but these will be offset to some degree by enhanced air conditioning efficiency.
Physical	Rising sea levels	Certain coastal structures will be damaged by typhoon-generated tidal surges accompanying sea level rise.
	Acute Intensification of abnormal weather patterns	Frequent heavy precipitation and flooding within the confines of levees can result in suspension of on-site operations and construction delays. In addition, customer safety may be threatened, and facilities assets may be damaged.

#### Analysis Result 2. Estimate of Business Impact

We reviewed available quantitative data and the significance of risks and opportunities. For selected principal risks and opportunities, we estimated the financial impact on our Group's business in the year 2050. Under the 2°C Scenario, we projected a comparatively large negative impact on costs associated with higher carbon taxes, and the cost of meeting tightened energy conservation standards. At the same time, we estimated that these

impacts would be fully offset by opportunities to construct more buildings with superior environmental performance, an area where our Group maintains a competitive advantage, and by reductions in heating and lighting costs made possible by advanced energy conservation technology. Under the 4°C Scenario, we projected only limited actual losses from high tides and flooding, and overall, relative to the 2°C Scenario we estimated there would be fewer factors with a major financial impact.

### Estimates of Financial Impacts on the Businesses of the Mitsui Fudosan Group in 2050

Type	Principal risks and opportunities	Factors with possible business impact	Results of financial impact estimate	
			4°C Scenario	2°C Scenario
Risk	Transition Major carbon tax increase	Tax applicable to company emissions	Minor	Moderate
		Major increase in raw materials costs	Minor	Moderate
	Energy conservation measures	Increase in energy conservation renovation costs due to strengthened energy conservation requirements for buildings	Moderate	Large
		Increase in ZEH construction costs	Minor	Moderate
	Physical Average temperature increase	Revenue reduction from construction delays due to greater number of extremely hot days	Moderate	Moderate
Increase in air conditioning load		Moderate	Moderate	
Opportunity	Transition Rising sea levels/intensification of abnormal weather patterns	Flood damage due to high tides and heavy precipitation accompanying sea level rise	Moderate	Minor
		Major carbon tax increase	Cost control through introduction of low-carbon materials	Minor
	Energy conservation measures	Share expansion as a result of ZEH becoming requirement	Minor	Moderate
		Creation and sales of carbon credits as a result of ZEH construction	Minor	Minor
	Customer conduct change	Shift to buildings with superior environmental performance	Minor	Moderate
		Propagation of technology for renewable energy and energy conservation	Expansion of energy conservation renovation business	Moderate
	Physical Average temperature increase	Reduced air conditioning costs through AI	Moderate	Moderate
Reduced lighting and heating costs due to increased energy conservation performance		Moderate	Moderate	
Results derived from analysis			Moderate	Moderate

### Affiliation with RE100

The Group is a member of RE100, a global initiative committed to utilizing 100% renewable energy.

We are also proud to be fighting climate change as a recognized member of the JCLP (Japan Climate Leaders' Partnership), a local partner of RE100.

For more detailed information about RE100, please refer to the following link.  
<https://www.there100.org/re100-members>



### Acquired SBT Initiative Certification for Greenhouse Gas (GHG) Emission Reduction Targets

Greenhouse gas (GHG) emission reduction targets for the whole Group have been set in line with science-based findings from 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>



## Water

### Policy

We develop buildings and create neighborhoods that help preserve the water environment through measures like effective utilization of water and replenishment of subterranean aquifers. We also preserve water resources

through water conservation and effective use of water resources together with our business partners, tenants and stores, and customers.

## Environmental Pollution and Resources

### Policy

We prevent environmental pollution by observing laws, regulations, and ordinances relating to air pollution, water pollution, soil contamination, and hazardous materials, and we also work hard to curb emissions of pollutants and contaminants that are not subject to regulation by laws, regulations, and ordinances. In addition, we take hazardous materials into consideration when acquiring

land as well as in the building design stage. We also ensure appropriate management and disposal, and thereby prevent impacts due to hazardous materials on the environment or building users. Furthermore, when advancing construction, we strive to procure materials that lessen global environment load and reduce the amount of waste produced.

## Biodiversity Conservation

### Policy

When carrying out a new development project, the Mitsui Fudosan Group confirms the presence of trees, forests, and other elements of the natural environment that should be preserved on development sites, and we preserve, transplant, or conserve trees, forests and other natural

features when needed. In developing regions with many natural areas, we assess environmental impact on plants, animals, and ecosystems based on laws, regulations, and ordinances relating to environmental impact assessments and protection of the natural environment.

## Main Social Initiatives

For details regarding the main initiatives being carried out, please refer to ESG Report 2021.  
[https://www.mitsufudosan.co.jp/english/corporate/esg\\_csrf/](https://www.mitsufudosan.co.jp/english/corporate/esg_csrf/)

### Human Rights Initiatives

#### Policy

The Mitsui Fudosan Group respects basic human rights and complies with the laws and regulations concerning worker's rights in each country where we conduct business.

Principles and Rights at Work and the UN's Guiding Principles on Business and Human Rights. Furthermore, we pursue methods to ensure that basic human rights are respected in countries and regions that do not adhere to internationally-recognized basic human rights.

#### Basic Approach to Human Rights

The Mitsui Fudosan Group complies with the laws and regulations of each country and region in which we conduct business activities.

- (1) We will eliminate all discrimination on the grounds of race, nationality, religion, sex, age, disability, or sexual orientation.
- (2) We will not tolerate any form of harassment, including sexual harassment or abuse of power.
- (3) We will not permit child labor or forced labor.
- (4) We respect freedom of association and the right to collective bargaining.

We also support and respect the basic rights for workers set out in the ILO Declaration on Fundamental

#### Initiatives for Raising Human Rights Awareness

Mitsui Fudosan has established a Code of Employee Conduct with regard to human rights. We are also building a Group-wide framework for respecting human rights by establishing the internal Fair Employment Screening and Human Rights Awareness Raising Promotion Committee and organizing Fair Employment Screening and Human Rights Awareness Raising Liaison Conferences with each Group company. Additionally, we are continuously working to improve understanding and awareness regarding human rights through initiatives such as holding human rights awareness training for all Mitsui Fudosan employees.

### Supply Chain Management

In consideration of our social responsibility to provide solutions and services for business and lifestyles, as well as the expectations of society and stakeholders, the Group has formulated Sustainable Procurement Standards in order to expand ESG initiatives across our supply chains and contribute to realizing a sustainable society. We published these standards on our website in December 2018 and

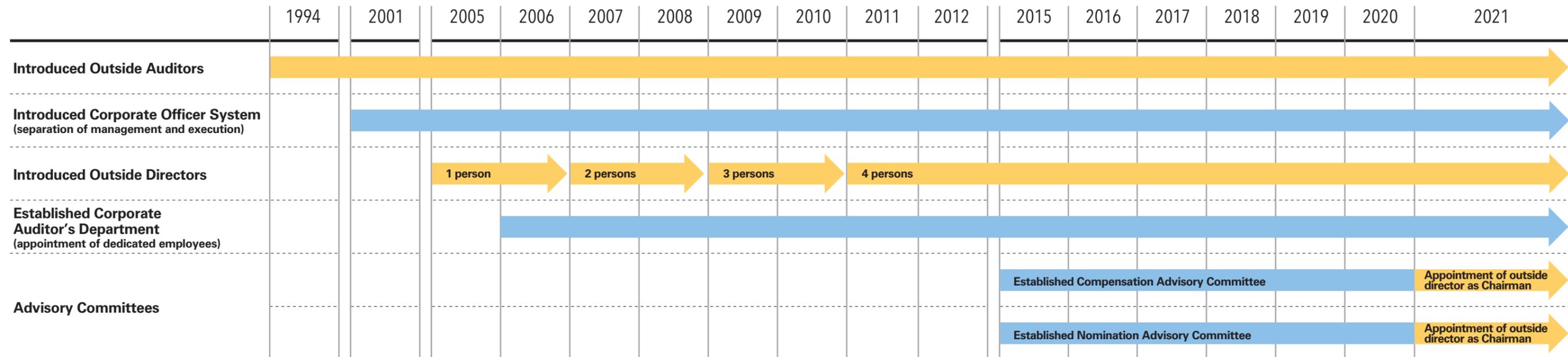
have notified our main business partners. The standards include items to be complied with or actively promoted by both the Mitsui Fudosan Group and its business partners. We share these standards within the Group to build and operate an ordering and contract process in line with the nature of our business, and also notify and request the understanding of our business partners.

#### Mitsui Fudosan Group Sustainable Procurement Standards

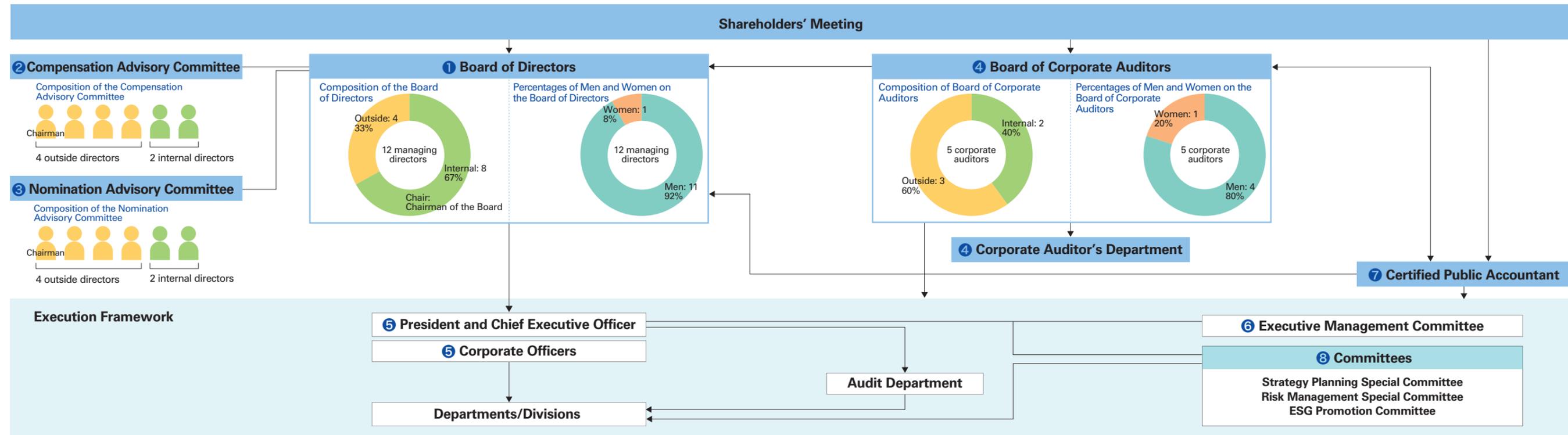
1. Compliance with Laws and Regulations, etc.	<ul style="list-style-type: none"> <li>Comply with laws and regulations of the countries in which business is undertaken, international treaties and social norms</li> </ul>
2. Respect for Human Rights Related to Labor	<ul style="list-style-type: none"> <li>Respect for basic human rights, freedom of association and collective bargaining rights</li> <li>Pay at least minimum wage and ensure health and safety</li> <li>Do not engage in child labor or forced labor</li> <li>Reduce excessive overtime work and prevent overwork</li> <li>Ban discrimination and ensure equal opportunity for workers</li> <li>Comply with countries' laws and regulations and standards in relation to the aforementioned items when conducting business</li> </ul>
3. Secure Corporate Ethics	<ul style="list-style-type: none"> <li>Engage in fair and just trade</li> <li>Disclose corporate information in a timely manner</li> <li>Avoid business with anti-social forces</li> <li>Prevent corruption and do not engage in bribery</li> <li>Build an internal reporting system</li> <li>Show consideration for the protection of those making internal reports</li> </ul>
4. Ensuring Quality	<ul style="list-style-type: none"> <li>Strive to ensure achievement and improvement of necessary levels of quality</li> </ul>
5. Consideration for the Environment	<ul style="list-style-type: none"> <li>Strive to reduce resource use including energy, CO<sub>2</sub> emissions and water use, etc.</li> <li>Manage and reduce in an appropriate manner contaminated substances and generation of waste materials</li> <li>Show consideration for biodiversity</li> <li>Preserve the environment, including the aforementioned items</li> </ul>
6. Information Security	<ul style="list-style-type: none"> <li>Handle appropriately and protect confidential information and personal information</li> </ul>
7. Risk Management	<ul style="list-style-type: none"> <li>Build a risk management framework for accidents and disasters</li> </ul>

# Corporate Governance

## Initiatives for Corporate Governance



## Corporate Governance Structure



**Organizations in the Corporate Governance Structure**

**1 Board of Directors**

The Board of Directors, headed by Chairman Hiromichi Iwasa and comprising twelve members, including eight internal directors (Hiromichi Iwasa, Masanobu Komoda, Yoshikazu Kitahara, Kiyotaka Fujibayashi, Yasuo Onozawa, Takashi Yamamoto, Takashi Ueda, and Wataru Hamamoto) and four outside directors (Masafumi Nogimori, Tsunehiro Nakayama, Shinichiro Ito, and Eriko Kawai), decides on issues material to Mitsui Fudosan and monitors the execution of business by managing directors. In addition, under Article 373 (1) of the Companies Act, we have designated a special managing director who may pass judgment on the urgent acquisition of assets via bidding, etc., when so empowered by the Board of Directors under Article 362 (4) of the Companies Act. 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 Masafumi Nogimori as Chairman and comprising six members, including four independent outside directors (Masafumi Nogimori, Tsunehiro Nakayama, Shinichiro Ito, and Eriko Kawai), President and Chief Executive Officer Masanobu Komoda, and one internal director (Yasuo Onozawa), advises on matters pertaining to the compensation of managing directors.

**3 Nomination Advisory Committee**

The Nomination Advisory Committee, headed by independent outside director Masafumi Nogimori as Chairman and comprising six members, including four independent outside directors (Masafumi Nogimori, Tsunehiro Nakayama, Shinichiro Ito, and Eriko Kawai), President and Chief Executive Officer Masanobu Komoda, and one internal director (Yasuo Onozawa), advises on matters pertaining to the nomination of managing directors and corporate auditors, as well as the appointment and dismissal of managers.

**4 Board of Corporate Auditors**

The Board of Corporate Auditors, headed by senior corporate auditor Masatoshi Sato, comprises two internal auditors (Masatoshi Sato and Hiroyuki Ishigami) and three outside auditors (Yoshitaka Kato, Yasushi Manago, and Yukimi Ozeki), for a total of five auditors, and 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 there are 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. Fulltime 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.

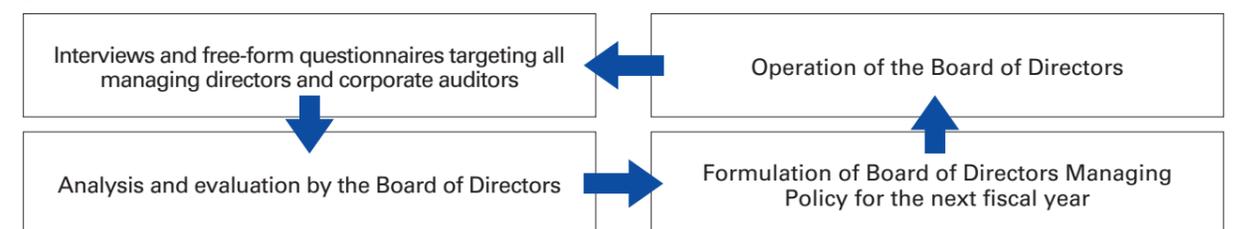
**Enhancement of the Effectiveness of the Board of Directors**

**Evaluation of Board of Director Effectiveness**

Each year, the Company analyzes and evaluates the efficacy of the Board of Directors, aiming to further enhance its functions. In fiscal 2020, we conducted interviews and free-form questionnaires concerning the effectiveness of the Board of Directors, targeting all managing directors and corporate auditors. We analyzed and evaluated the results at a Board of Directors meeting on May 21, 2021.

<p>(1) Evaluation items</p> <ul style="list-style-type: none"> <li>Board of Directors structure (number of members, ratio of executive to non-executive members, diversity, etc.)</li> <li>Status of operation of the Board of Directors (number of meetings held, attendance rates, time spent for deliberation, number of items deliberated, provision of information, questions and answers, etc.)</li> <li>Other (issues raised in the previous evaluation of Board of Directors' efficacy; Compensation Advisory Committee; Nomination Advisory Committee; meetings of outside directors and outside corporate auditors; etc.)</li> </ul> <p>(2) Evaluation results</p> <p>The improvement initiatives listed below are being implemented and it was confirmed that the Board of Directors efficacy was properly maintained to achieve sustained increases in the Group's corporate value.</p> <ul style="list-style-type: none"> <li>Deliberation/reporting on each project and discussions on management strategy, etc., have been further enhanced by decreasing the number of deliberations on individual projects through revisions, etc., of criteria for deliberation by the Board of Directors. Furthermore, management policies related to ESG/SDGs are now discussed at the Board of Directors.</li> </ul>	<ul style="list-style-type: none"> <li>The supervisory function was further enhanced through periodic reporting to the Board of Directors on the risk management system, and on trends and countermeasures for risk-associated projects.</li> <li>A meeting of outside directors was held to discuss themes such as our response to COVID-19 and future strategies.</li> </ul> <p>(3) Issues and future response</p> <p>Recognizing the following areas for further improvement, we will utilize the findings of the evaluation to further improve the functions of the Board of Directors.</p> <ul style="list-style-type: none"> <li>For necessary agenda items, give consideration to sharing of discussion content on the executive side in order to deepen discussions at the Board of Directors.</li> <li>Continue to discuss themes such as SDGs and material issues of the Company.</li> </ul>
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**Evaluation Process**



**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.

**Internal Director Compliance Training (conducted 1 time in FY2020)**

To strengthen corporate governance, we provide compliance training for internal directors.

**Outside Officer Meetings (conducted 2 times in FY2020)**

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.

### Managing Directors' Expertise, Experience, and Attendance at Board of Directors Meetings

To ensure balance and diversity for the Board of Directors as a whole and to enable multifaceted and useful discussions in meetings, we take the capabilities and experience of managing directors into account in the selection of human resources, and maintain an appropriate scale for the Board of Directors that allows it to function effectively and efficiently.

	Chairman of the Board and Chief Executive Officer (Representative)	Attendance at Board of Directors Meetings (FY2020)	Areas of expertise and experience						
			Corporate management	Treasury, accounting and finance	Compliance and risk management	Global	Technology and innovation	ESG	Urban development (real estate development, etc.)
Hikomichi Iwasa	Chairman of the Board and Chief Executive Officer (Representative)	12/12	●	●	●		●	●	●
Masanobu Komoda	President and Chief Executive Officer (Representative)	12/12	●	●	●		●	●	●
Yoshikazu Kitahara	Managing Director (Representative)	12/12			●		●		●
Kiyotaka Fujibayashi	Managing Director	12/12	●		●			●	●
Yasuo Onozawa	Managing Director	12/12			●			●	●
Takashi Yamamoto	Managing Director	12/12	●		●	●			●
Takashi Ueda	Managing Director	12/12		●				●	●
Wataru Hamamoto	Managing Director	12/12		●				●	●
Masafumi Nogimori	Outside Director	11/12	●		●	●	●	●	●
Tsunehiro Nakayama	Outside Director	12/12	●	●	●	●		●	●
Shinichiro Ito	Outside Director	11/12	●		●	●	●	●	●
Eriko Kawai	Outside Director	Newly appointed		●	●	●	●	●	●

### Board of Director 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.

(1)Matters related to shareholders' meetings	(4)Important matters related to compliance, etc. <ul style="list-style-type: none"> <li>Formulating a compliance promotion plan for the fiscal year</li> <li>Reporting on the results of compliance promotion 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>	(5)Important matters related to personnel <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>
(2)Matters related to managing directors <ul style="list-style-type: none"> <li>Preliminary selection of director candidates</li> <li>The appointment and dismissal of representative managing directors</li> <li>The appointment and dismissal of executive directors</li> <li>Compensation and bonuses for managing directors</li> <li>Other important matters</li> </ul>	(6)Important matters related to finance and assets	(7)Other matters that are especially important in regard to managing the Company or executing duties
(3)Matters related to the Company's structure		

## Executive Compensation

### Breakdown of Compensation

Managing directors' compensation consists of basic compensation, bonuses paid as short-term incentives that comprehensively take into consideration such things as business results achieved in each fiscal year which must be approved by resolution at the Ordinary General Shareholders' Meeting, and restricted stock compensation paid as medium- to long-term incentives for the purpose of sustainably increasing the corporate value of the Group and further sharing shareholder value with shareholders. Compensation paid to outside directors and corporate auditors is solely basic compensation. The amount of compensation for managing directors is determined by the Board of Directors following consultation with the Compensation Advisory Committee. Corporate auditors' compensation is determined based on discussions among corporate auditors.

### Breakdown of Managing Directors' Compensation

Restricted Stock Compensation (Medium- to Long-Term Incentives)	Performance-based (approx. 45-50%)
Bonuses (Short-Term Incentives)	
Basic Compensation	Non-performance-based (approx. 50-55%)

### Performance-Based Compensation Indicators

Comprehensive consideration is given to factors such as:

- Performance for the current term
- Status of ESG-related initiatives
- Redistribution of profits among shareholders based on our returns policies
- Progress of our Group's long-term management policies
- Economic climate •Business environment

### Executive Compensation Structures

Title	Basic Compensation	Short-Term Incentives		Medium- to Long-Term Incentives	
		Bonus	Restricted Stock Compensation		
Internal directors	○	○	○		
Internal corporate auditors	○	-	-		
Outside directors and corporate auditors	○	-	-		

### Compensation by Title, Amount of Compensation by Type and Number of Applicable Executives (FY2020)

Title	Total Compensation (Millions of Yen)	Amount of Compensation by Type (Millions of Yen)				Number of Applicable Executives
		Basic Compensation	Bonus	Stock Options	Restricted Stock Compensation	
Managing directors (of these, outside directors)	1,145 (61)	650 (61)	398 (-)	20 (-)	76 (-)	13 (4)
Corporate auditors (of these, outside corporate auditors)	141 (34)	141 (34)	-	-	-	6 (3)
Total (of these, outside directors and corporate auditors)	1,287 (96)	792 (96)	398 (-)	20 (-)	76 (-)	19 (7)

### Compensation of Executives Exceeding ¥100 million (FY2020)

Name	Title	Company	Amount of Compensation by Type (Millions of Yen)				Total Compensation (Millions of Yen)
			Basic Compensation	Bonus	Stock Options	Restricted Stock Compensation	
Hikomichi Iwasa	Chairman of the Board and Chief Executive Officer (Representative)	Mitsui Fudosan Co., Ltd.	120	84	4	15	223
Masanobu Komoda	President and Chief Executive Officer (Representative)	Mitsui Fudosan Co., Ltd.	120	84	4	15	223
Yoshikazu Kitahara	Managing Director (Representative)	Mitsui Fudosan Co., Ltd.	75	47	2	9	135
Kiyotaka Fujibayashi	Managing Director	Mitsui Fudosan Co., Ltd.	38	47	2	9	132
Yasuo Onozawa	President and Chief Executive Officer (Representative)	Mitsui Fudosan Residential Co., Ltd.	34	-	-	-	127
Takashi Yamamoto	Managing Director	Mitsui Fudosan Co., Ltd.	68	47	2	9	127
	Managing Director	Mitsui Fudosan Co., Ltd.	63	35	2	7	108

### Restricted Stock Compensation System

At the 108th Ordinary General Shareholders' Meeting held on June 26, 2020, it was decided that a restricted stock compensation will replace 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 a further sharing of value with shareholders. Stock acquisition rights which 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.

<b>Purpose of Introduction:</b> Providing incentives for eligible directors* to achieve continuous improvement of the Company's corporate value, and to encourage a further sharing of value with the shareholders.
<b>Maximum amount :</b> Up to ¥600 million/200,000 shares per year
<b>Restriction period:</b> 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.
<b>Other:</b> 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, 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.

### Reasons for Appointment of Managing Directors and Corporate Auditors

	Independent Officer	Reasons for the Appointment	Fiscal 2020 Attendance at Board of Directors Meetings and Board of Corporate Auditors Meetings
Hironichi Iwasa Chairman of the Board (Representative)		Hironichi Iwasa served as President and Chief Executive Officer from June 1998 to June 2011, during which time he gained a wealth of experience and insight related to the Group's general business operations as an executive. Since June 2011, he has led the Group's management, deciding upon important matters of management and supervising business execution, among other duties. As a result, he plays an appropriate role in contributing to enhancement of the Company's corporate value. The Company re-selected Mr. Iwasa as a managing director as he is expected to make further contributions to enhancement of the Group's corporate value going forward.	Board of Director Meetings: 12/12
Masanobu Komoda President and Chief Executive Officer (Representative)		Masanobu Komoda has served as President and Chief Executive Officer since June 2011, during which time he has gained a wealth of experience and insight related to the Group's general business operations as an executive. He leads the Group's management, deciding upon important matters of management and supervising business execution, among other duties. As a result, he plays an appropriate role in contributing to enhancement of the Company's corporate value. The Company re-selected Mr. Komoda as a managing director as he is expected to make further contributions to enhancement of the Group's corporate value going forward.	Board of Director Meetings: 12/12
Yoshikazu Kitahara Managing Director (Representative)		Since joining the Company, Yoshikazu Kitahara has amassed abundant experience in various fields. Presently, as the Company's managing director, Yoshikazu Kitahara is responsible for capturing business opportunities for the Group at Solution Partner Division and industrial-government-academia collaboration, as well as the retail properties, hotels and resorts business, logistics facility business, and large-scale mixed-use development projects. In this capacity, he decides upon important matters of management and supervises business execution, among other duties, playing an appropriate role in contributing to the enhancement of the Company's corporate value. The Company re-selected Mr. Kitahara as a managing director as he is expected to make further contributions to enhancement of the Group's corporate value going forward.	Board of Director Meetings: 12/12
Kiyotaka Fujibayashi Managing Director		Since joining the Company, Kiyotaka Fujibayashi has amassed abundant experience in various fields. In addition, he served as President and Representative Director, Mitsui Fudosan Residential Co., Ltd. from April 2012 to March 2021, gaining a wealth of experience and insight as top management. Presently, as the Company's managing director, he is responsible for the Group's housing business. In this capacity, he decides upon important matters of management and supervises business execution, among other duties, playing an appropriate role in contributing to the enhancement of the Company's corporate value. The Company re-selected Mr. Fujibayashi as a managing director as he is expected to make further contributions going forward.	Board of Director Meetings: 12/12
Yasuo Onozawa Managing Director		Since joining the Company, Yasuo Onozawa has amassed abundant experience in various fields. Presently, as the Company's managing director, he is responsible for general administration, secretarial duties, public relations, human resources and affiliated businesses, etc. In this capacity, he decides upon important matters of management and supervises business execution, among other duties, playing an appropriate role in contributing to the enhancement of the Company's corporate value. The Company re-selected Mr. Onozawa as a managing director as he is expected to make further contributions going forward.	Board of Director Meetings: 12/12
Takashi Yamamoto Managing Director		Since joining the Company, Takashi Yamamoto has amassed abundant experience in various fields. Presently, as the Company's managing director, he is responsible for the overseas business. In this capacity, he decides upon important matters of management and supervises business execution, among other duties, playing an appropriate role in contributing to the enhancement of the Company's corporate value. The Company re-selected Mr. Yamamoto as a managing director as he is expected to make further contributions going forward.	Board of Director Meetings: 12/12

	Independent Officer	Reasons for the Appointment	Fiscal 2020 Attendance at Board of Directors Meetings and Board of Corporate Auditors Meetings
Takashi Ueda Managing Director		Since joining the Company, Takashi Ueda has amassed abundant experience in various fields. Presently, as the Company's managing director, he is responsible for the building business, new business development, and large-scale mixed-use development projects, among others. In this capacity, he decides upon important matters of management and supervises business execution, among other duties, playing an appropriate role in contributing to the enhancement of the Company's corporate value. The Company re-selected Mr. Ueda as a managing director as he is expected to make further contributions going forward.	Board of Director Meetings: 12/12
Wataru Hamamoto Managing Director		Since joining the Company, Wataru Hamamoto has amassed abundant experience in various fields. Presently, as the Company's managing director, he is responsible for accounting, corporate planning, and promotion of digital transformation (DX), among others. In this capacity, he decides upon important matters of management and supervises business execution, among other duties, playing an appropriate role in contributing to the enhancement of the Company's corporate value. The Company re-selected Mr. Hamamoto as a managing director as he is expected to make further contributions going forward.	Board of Director Meetings: 12/12
Masafumi Nogimori Outside Director	○	As the Company's outside director, Masafumi Nogimori has played an appropriate role aimed at reinforcing the supervision functions of the Board of Directors and ensuring transparency. He is expected to make further contributions going forward, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed as an outside director and independent officer.	Board of Director Meetings: 11/12
Tsunehiro Nakayama Outside Director	○	As the Company's outside director, Tsunehiro Nakayama has played an appropriate role aimed at reinforcing the supervision functions of the Board of Directors and ensuring transparency. He is expected to make further contributions going forward, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed as an outside director and independent officer.	Board of Director Meetings: 12/12
Shinichiro Ito Outside Director	○	As the Company's outside director, Shinichiro Ito has played an appropriate role aimed at reinforcing the supervision functions of the Board of Directors and ensuring transparency. He is expected to make further contributions going forward, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed as an outside director and independent officer.	Board of Director Meetings: 11/12
Eriko Kawai Outside Director**	○	Eriko Kawai has served for many years overseas where she amassed a wealth of experience and broad insight as a management consultant and working for international organizations and universities. The Company has appointed her as an outside director and an independent officer because it expects she will provide various opinions to the Company's management aimed at reinforcing the supervision functions of the Board of Directors and ensuring transparency and because there is no possibility of conflicts of interest with general shareholders.	—
Masatoshi Sato Senior Corporate Auditor		Since joining the Company, Masatoshi Sato has amassed abundant experience in various fields. As a director of the Company, he has overseen wide-ranging work including accounting, general affairs, and IT innovation, and possesses abundant experience gained through these duties. Based on this, the Company has determined that he is able to appropriately audit the execution of duties by managing directors, and has appointed him as a corporate auditor.	Board of Director Meetings: 12/12 Board of Corporate Auditor Meetings: 12/12
Hiroyuki Ishigami Senior Corporate Auditor		Since joining the Company, Hiroyuki Ishigami has amassed abundant experience in various fields. As a director of the Company, he has overseen wide-ranging work involving the retail facilities, hotels/resorts, and logistics businesses, and possesses abundant experience gained through these duties. Based on this, the Company has determined that he is able to appropriately audit the execution of duties by managing directors, and has appointed him as a corporate auditor.	Board of Director Meetings: 12/12 Board of Corporate Auditor Meetings: 10/12**
Yoshitaka Kato Outside Auditor	○	As a current outside corporate auditor of the Company, Yoshitaka Kato has demonstrated sufficient ability to audit the managing directors' execution of their duties. The Company has reappointed him as a corporate auditor and independent officer in the expectation that he will make further contributions in this role, in addition to the fact that there are no concerns regarding conflict of interest with general shareholders.	Board of Director Meetings: 11/12 Board of Corporate Auditor Meetings: 11/12
Yasushi Manago Outside Auditor	○	As a current outside corporate auditor of the Company, Yasushi Manago has demonstrated sufficient ability to audit the managing directors' execution of their duties. The Company has reappointed him as a corporate auditor and independent officer in the expectation that he will make further contributions in this role, in addition to the fact that there are no concerns regarding conflict of interest with general shareholders.	Board of Director Meetings: 11/12 Board of Corporate Auditor Meetings: 11/12
Yukimi Ozeki Outside Auditor	○	As a current outside corporate auditor of the Company, Yukimi Ozeki has demonstrated sufficient ability to audit the managing directors' execution of their duties. The Company has reappointed her as a corporate auditor and independent officer in the expectation that she will make further contributions in this role, in addition to the fact that there are no concerns regarding conflict of interest with general shareholders.	Board of Director Meetings: 12/12 Board of Corporate Auditor Meetings: 12/12

\*1 Newly appointed as an outside director on June 29, 2021

\*2 Appointed on June 26, 2020. 100% attendance rate at Board of Corporate Auditors meetings during period of appointment.

## Management Team

### Members of the Board (As of June 29, 2021)



**Hiromichi Iwasa**  
Chairman of the Board and Chief Executive Officer (Representative)

Shares in Company: 77 thousand shares

Apr. 1967 Joined Company  
Jun. 1995 Managing Director, General Manager of Project Planning Division, Project 1st Planning Dept., General Manager of Project Planning Division, Construction Dept.  
Apr. 1996 Executive Managing Director, Chief Operating Officer of Project Planning Division  
Jun. 1997 Senior Executive Managing Director (Representative), Chief Operating Officer of Project Planning Division  
Apr. 1998 Senior Executive Managing Director (Representative), Chief Operating Officer of Asset Management Division  
Jun. 1998 President (Representative)  
Apr. 2001 President and Chief Executive Officer (Representative)  
Jun. 2011 Chairman of the Board and Chief Executive Officer (Representative)  
Apr. 2019 Chairman of the Board (Representative) (current position)

Significant positions currently held, etc.

Outside Director, TV TOKYO Holdings Corporation



**Masanobu Komoda**  
President and Chief Executive Officer (Representative)

Shares in Company: 46 thousand shares

Apr. 1978 Joined Company  
Jun. 2009 Executive Managing Director, Executive Managing Officer, General Manager of Investment Dept.  
Jul. 2010 Senior Executive Managing Director, Senior Executive Managing Officer, General Manager of Investment Dept.  
Apr. 2011 Senior Executive Managing Director, Senior Executive Managing Officer (Representative) (current position)  
Jun. 2011 President and Chief Executive Officer (Representative) (current position)



**Yoshikazu Kitahara**  
Managing Director (Representative)

Shares in Company: 10 thousand shares

Apr. 1980 Joined Company  
Jun. 2011 Executive Managing Director, Executive Managing Officer, Chief Operating Officer of Office Building Division  
Apr. 2013 Managing Director, Senior Executive Managing Officer, Chief Operating Officer of Office Building Division  
Apr. 2016 Managing Director, Senior Executive Managing Officer  
Apr. 2017 Managing Director, Executive Vice President  
Jun. 2017 Managing Director (Representative), Executive Vice President (current position)



**Takashi Ueda**  
Managing Director

Shares in Company: 14 thousand shares

Apr. 1983 Joined Company  
Jun. 2020 Managing Director, Executive Managing Officer, Chief Operating Officer of Office Building Division  
Apr. 2021 Managing Director, Senior Executive Managing Officer (current position)



**Wataru Hamamoto**  
Managing Director

Shares in Company: 19 thousand shares

Apr. 1984 Joined Company  
Jun. 2019 Managing Director, Executive Managing Officer  
Apr. 2020 Managing Director, Executive Managing Officer, Chief Operating Officer of DX Division  
Apr. 2021 Managing Director, Senior Executive Managing Officer, Chief Operating Officer of DX Division (current position)



**Masafumi Nogimori**  
Managing Director (Independent Outside Director)

Shares in Company: 1 thousand shares

Apr. 1970 Joined Fujisawa Pharmaceutical Co., Ltd.  
Jun. 1997 Director, Fujisawa Pharmaceutical Co., Ltd. Corporate Executive, Fujisawa Pharmaceutical Co., Ltd.  
Jun. 2000 Corporate Executive, Fujisawa Pharmaceutical Co., Ltd.  
Jun. 2001 Managing Corporate Executive, Fujisawa Pharmaceutical Co., Ltd.  
Jun. 2003 Director and Managing Corporate Executive, Fujisawa Pharmaceutical Co., Ltd.  
Apr. 2005 Representative Director and Executive Vice President, Astellas Pharma Inc.  
Jun. 2006 Representative Director, President and Chief Executive Officer, Astellas Pharma Inc.  
Jun. 2011 Representative Director and Chairman, Astellas Pharma Inc.  
Jun. 2017 Managing Director (current position)

Significant positions currently held, etc.

Outside Director, Daicel Corporation  
External Director, Linal Co., Ltd.



**Kiyotaka Fujibayashi**  
Managing Director

Shares in Company: 12 thousand shares

Apr. 1981 Joined Company  
Apr. 2012 President and Representative Director, Mitsui Fudosan Residential Co., Ltd.  
Jun. 2013 Managing Director, Executive Managing Officer  
Apr. 2017 Managing Director, Senior Executive Managing Officer, Chief Operating Officer of Homes and Lifestyle Promotion Division  
Apr. 2020 Managing Director, Executive Vice President, Chief Operating Officer of Homes and Lifestyle Promotion Division (current position)  
Apr. 2021 Chairman of the Board, Mitsui Fudosan Residential Co., Ltd. (current position)



**Yasuo Onozawa**  
Managing Director

Shares in Company: 23 thousand shares

Apr. 1981 Joined Company  
Jun. 2016 Managing Director, Executive Managing Officer  
Apr. 2017 Managing Director, Senior Executive Managing Officer  
Apr. 2020 Managing Director, Executive Vice President (current position)

Significant positions currently held, etc.

Outside Director, Imperial Hotel, Ltd.



**Takashi Yamamoto**  
Managing Director

Shares in Company: 15 thousand shares

Mar. 1990 Joined Company  
Jun. 2017 Managing Director, Executive Managing Officer, Chief Operating Officer of International Division  
Apr. 2019 Managing Director, Senior Executive Managing Officer, Chief Operating Officer of International Division (current position)



**Tsunehiro Nakayama**  
Managing Director (Independent Outside Director)

Shares in Company: 0 shares

Apr. 1971 Joined the Industrial Bank of Japan, Ltd.  
Apr. 2004 Representative Director, Vice President of Mizuho Corporate Bank, Ltd.  
Apr. 2007 Advisor, Merrill Lynch Japan Securities Co., Ltd.  
May.2007 Representative Director, Chairman, Merrill Lynch Japan Securities Co., Ltd.  
Nov. 2008 Representative Director, Chairman, and President, Merrill Lynch Japan Securities Co., Ltd.  
Mar. 2009 Representative Director, Chairman, and President, Merrill Lynch Japan Securities Co., Ltd., and Representative in Japan, Bank of America Group  
Jul. 2010 Representative Director, Chairman, Merrill Lynch Japan Securities Co., Ltd.  
Jun. 2017 Director, Merrill Lynch Japan Securities Co., Ltd.  
Jul. 2017 Special Advisor, Merrill Lynch Japan Securities Co., Ltd.  
Jun. 2019 Managing Director (current position)

Significant positions currently held, etc.

Outside Director, Tokai Tokyo Financial Holdings, Inc.



**Shinichiro Ito**  
Managing Director (Independent Outside Director)

Shares in Company: 0 shares

Apr. 1974 Joined ALL NIPPON AIRWAYS CO., LTD.  
Jun. 2003 Member of the Board of Directors, Corporate Executive Officer, ALL NIPPON AIRWAYS CO., LTD.  
Apr. 2004 Executive Vice President (jomu torishimariyaku), Corporate Executive Officer, ALL NIPPON AIRWAYS CO., LTD.  
Apr. 2006 Executive Vice President (senmu torishimariyaku), Corporate Executive Officer, ALL NIPPON AIRWAYS CO., LTD.  
Apr. 2007 Senior Executive Vice President, Representative Director, ALL NIPPON AIRWAYS CO., LTD.  
Apr. 2009 President & Chief Executive Officer, Representative Director, ALL NIPPON AIRWAYS CO., LTD.  
Apr. 2013 President & Chief Executive Officer, Representative Director, ANA HOLDINGS INC., and Chairman of the Board, ALL NIPPON AIRWAYS CO., LTD.  
Apr. 2015 Chairman of the Board, Representative Director, ANA HOLDINGS INC.  
Apr. 2017 Chairman of the Board, ANA HOLDINGS INC. (current position)  
Jun. 2019 Managing Director (current position)

Significant positions currently held, etc.

Chairman of the Board, ANA HOLDINGS INC.



**Eriko Kawai**  
Managing Director (Independent Outside Director)

Shares in Company: 0 shares

Oct. 1981 Joined Nomura Research Institute, Ltd.  
Sep. 1985 Joined McKinsey & Company's Paris Branch  
Oct. 1986 Joined Mercury Asset Management/SG Warburg plc  
Nov. 1995 Director and Chief Investment Officer (CIO) of Yamaichi Regent ABC Polska  
Jul. 1998 Senior Pension Funds Administrator of Bank for International Settlements (BIS)  
Oct. 2004 Senior Pension Funds Administrator of Organization for Economic Cooperation and Development (OECD)  
Mar. 2008 Representative of Kawai Global Intelligence  
Apr. 2012 Professor of Kyoto University  
Apr. 2021 Professor Emeritus of Kyoto University (current position)  
Jun. 2021 Managing Director (current position)

Significant positions currently held, etc.

Outside Director, Daiwa Securities Group Inc.  
Outside Director, CMIC Holdings Co., Ltd.  
Outside Audit & Supervisory Board Member, Yamaha Motor Co., Ltd.

\* Figures for shares held by managing directors and corporate auditors are as of March 31, 2021.

**Corporate Auditors** (As of June 29, 2021)



**Masatoshi Sato**  
Senior Corporate Auditor

Shares in Company: 14 thousand shares

Apr. 1990 Joined Company  
Jun. 2015 Managing Director, Executive Managing Officer  
Apr. 2019 Managing Director  
Jun. 2019 Senior Corporate Auditor (current position)



**Hiroyuki Ishigami**  
Senior Corporate Auditor

Shares in Company: 6 thousand shares

Apr. 1982 Joined Company  
Jun. 2017 Managing Director, Executive Managing Officer, Chief Operating Officer of Retail Properties Division  
Apr. 2019 Managing Director, Senior Executive Managing Officer, Chief Operating Officer of Retail Properties Division  
Apr. 2020 Managing Director  
Jun. 2020 Senior Corporate Auditor (current position)  
**Significant positions currently held, etc.**  
Outside Corporate Auditor, Imperial Hotel, Ltd.



**Yoshitaka Kato**  
Corporate Auditor  
(Independent Outside Auditor)

Shares in Company: 0 shares

Nov. 1974 Joined Tetsuzo Ota & Co.  
Sep. 1978 Registered as Certified Public Accountant  
Jun. 2006 Executive Director, Ernst & Young ShinNihon LLC  
Aug. 2008 CEO, Ernst & Young ShinNihon LLC  
Jun. 2015 Corporate Auditor (current position)  
**Significant positions currently held, etc.**  
Outside Corporate Auditor, Sumitomo Chemical Co., Ltd.  
Outside Audit & Supervisory Board Member, SUMITOMO CORPORATION



**Yasushi Manago**  
Corporate Auditor  
(Independent Outside Auditor)

Shares in Company: 0 shares

Apr. 1978 Joined Ministry of Finance  
Jul. 2009 Deputy Vice Minister, Ministry of Finance  
Jul. 2010 Director-General of the Budget Bureau, Ministry of Finance  
Aug. 2012 Administrative Vice Minister, Ministry of Finance  
Feb. 2014 Registered as Lawyer, Daiichi Tokyo BAR Association  
Feb. 2014 Of Counsel, Nishimura & Asahi LPC (current position)  
Jun. 2015 Corporate Auditor (current position)  
**Significant positions currently held, etc.**  
Outside Director, Nippon Television Holdings, Inc.



**Yukimi Ozeki**  
Corporate Auditor  
(Independent Outside Auditor)

Shares in Company: 0 shares

Apr. 1999 Full-time Lecturer, Nagasaki University Faculty of Economics  
Aug. 2000 Research Scholar, University of Michigan Law School  
Apr. 2004 Associate Professor, Komazawa University Faculty of Law  
Apr. 2010 Professor, Seikei University Law School  
Sep. 2015 Visiting Scholar, University of California, Berkeley, School of Law  
Jun. 2016 Corporate Auditor (current position)  
Apr. 2021 Professor, Chuo Law School, Chuo University (current position)  
**Significant positions currently held, etc.**  
Outside Director, Bourbon Corporation

**Corporate Officers** (As of October 1, 2021)

Masanobu Komoda	President and Chief Executive Officer
Yoshikazu Kitahara	Executive Vice President
Kiyotaka Fujibayashi	Executive Vice President
Yasuo Onozawa	Executive Vice President
Takashi Yamamoto	Senior Executive Managing Officer
Takashi Ueda	Senior Executive Managing Officer
Takayuki Miki	Senior Executive Managing Officer
Yasuki Kaibori	Senior Executive Managing Officer
Wataru Hamamoto	Senior Executive Managing Officer
Yoshihiro Hirokawa	Senior Executive Managing Officer
Akihiko Funaoka	Executive Managing Officer
Shingo Suzuki	Executive Managing Officer
Yutaka Kawamura	Executive Managing Officer
Retsu Togashi	Executive Managing Officer

Hiroki Saito	Managing Officer
Ikuo Mori	Managing Officer
Makoto Tokuda	Managing Officer
Motoyasu Kato	Managing Officer
Kazunori Yamashita	Managing Officer
Hisashi Osawa	Managing Officer
Takashi Furuta	Managing Officer
Yugo Ono	Managing Officer
Tatekazu Nakamura	Managing Officer
Chiharu Fujioka	Managing Officer
Atsumi Kanaya	Managing Officer
Yutaka Saito	Managing Officer
Nobuhiko Mochimaru	Managing Officer
Mizuho Wakabayashi	Managing Officer
Jiro Ueda	Managing Officer
Tetsuya Matsufuji	Managing Officer
Ken Aoki	Managing Officer
Mikiko Utsunomiya	Managing Officer
Hiroshi Murakami	Managing Officer

**Group Officers** (As of April 1, 2021)

Hideki Moriya	Group Senior Officer	[Mitsui Fudosan Residential Co., Ltd.]
Yasushi Endo	Group Senior Officer	[Mitsui Fudosan Realty Co., Ltd.]
Toru Kamura	Group Senior Officer	[Mitsui Fudosan Residential Co., Ltd.]
Shuji Tomikawa	Group Officer	[Mitsui Fudosan Investment Advisors, Inc.]
Yosuke Seko	Group Officer	[Mitsui Fudosan Residential Service Co., Ltd.]
Akira Ikeda	Group Officer	[Mitsui Home Co., Ltd.]
Osamu Obayashi	Group Officer	[Mitsui Fudosan Retail Management Co., Ltd.]
Takao Yamada	Group Officer	[Mitsui Fudosan Residential Co., Ltd.]
Mitsuhiro Kodama	Group Officer	[Mitsui Fudosan Residential Co., Ltd.]
Takao Sakiyama	Group Officer	[Mitsui Fudosan Residential Co., Ltd.]

\* Figures for shares held by directors and corporate auditors are as of March 31, 2021.

## 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 conflicts 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.

See p. 83 and p. 84 for information on reasons for appointment of outside directors and outside corporate auditors.

See the Corporate Governance Report for details.  
[https://www.mitsui-fudosan.co.jp/english/corporate/about\\_us/governance/download/governance\\_report.pdf](https://www.mitsui-fudosan.co.jp/english/corporate/about_us/governance/download/governance_report.pdf)

## Strategic Shareholdings

### Strategic Shareholding Policy

In overall consideration for business strategy and relationships with business partners, to improve the Group's corporate value, Mitsui Fudosan holds shares considered effective for management strategies as shares for purposes other than net investments (strategic shareholdings) from a medium- to long-term perspective.

Furthermore, Mitsui Fudosan continuously reviews shareholding status. Upon confirming the significance of shareholdings based on the quantitative rationality of holdings and relationships with business partners, we have decided to reduce our shareholdings.

### Sales Results Related to Strategic Shareholdings

Since establishing this reduction policy in December 2018, the Company has sold 16 stocks totaling 9,900,000 shares, amounting to ¥67.8 billion.

[Sales results]

- FY2019: ¥20.3 billion (3,570,000 shares, 13 stocks)
- FY2020: ¥45.9 billion (5,060,000 shares, 3 stocks)

### Verification by the Board of Directors

When verifying the rationality of shareholdings, we verify whether or not the benefit, risk, etc., associated with the shareholdings are commensurate with the capital cost. Furthermore, in addition to confirming the significance of shareholdings from the perspectives of transaction performance, stable funding, and creation of business opportunities, we also verify whether or not the holdings contribute to improving the medium- to long-term corporate value of the Group.

At a meeting held on May 14, 2021, the Board of Directors verified appropriateness with regard to the significance of strategic shareholdings based on the quantitative rationality of holding and relationships with business partners for each stock brand. As a result, for stocks for which the rationality of holding or significance of holding has decreased, we will examine selling by considering factors such as impact on the stock market.

### Standard for Exercising Voting Rights

In exercising voting rights, Mitsui Fudosan makes comprehensive decisions based on viewpoints including whether it will lead to improved shareholder returns or enhanced corporate value of the company invested in over the medium- to long-term. In addition, regarding important matters such as those indicated below, Mitsui Fudosan conducts individual examinations based on internal standards and appropriately determines the approval/disapproval of each matter. (Appropriation of surplus, appointment/dismissal of managing directors and corporate auditors, director compensation and retirement benefits, changes to the Articles of Incorporation, etc.)

### Strategic Shareholdings (As of March 31, 2021)

#### (1) Stock holdings

Number of stocks owned:	127 (of which, 58 are shares of listed companies)
Amount recorded on balance sheet:	¥639.9 billion (of which, ¥629.2 billion is for shares of listed companies)

#### (2) Main stock: Oriental Land Co., Ltd.

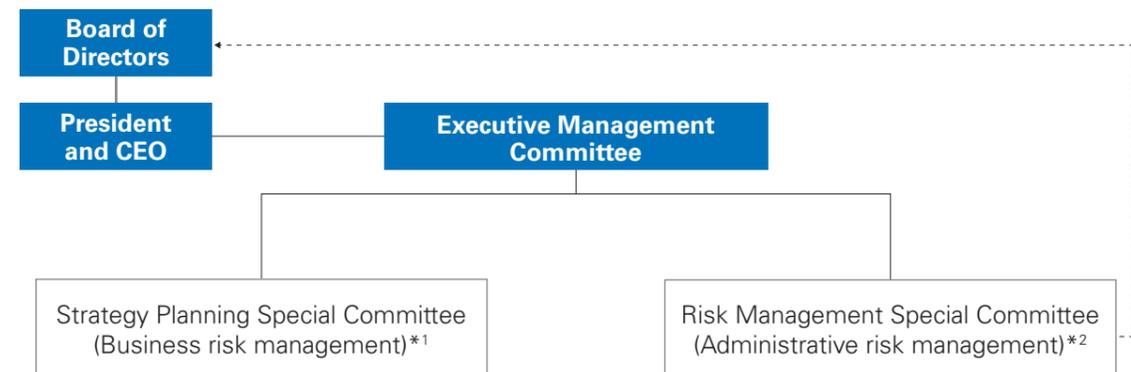
Presence of strategic shareholding by the other company:	None
Amount recorded on balance sheet:	¥460.4 billion
Background and purpose of holding:	The Company was involved in the establishment of Oriental Land Co., Ltd. in 1960 and has owned its shares ever since. Mitsui Garden Hotel PRANA Tokyo Bay, located in Urayasu City, Chiba and operated and managed by the Group, is a partner hotel of Tokyo Disney Resort, and the Company is an official sponsor of Tokyo Disneyland and Tokyo DisneySea, which is operated by Oriental Land Co., Ltd. Therefore, the Company believes this holding provides utility in terms of facilitating the promotion of the Group's business activities and creating business opportunities.
Sales results:	FY2019: 960,000 shares (¥12.9 billion) FY2020: 3,000,000 shares (¥45.6 billion)

## Risk Management

Under the Executive Management Committee, which supervises overall risk management for Mitsui Fudosan and the Mitsui Fudosan Group, the Strategy Planning Special Committee and the Risk Management Special Committee manage business risk\*<sup>1</sup> and administrative risk\*<sup>2</sup> respectively.

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

### Risk Management System



### Major Risks\*<sup>3</sup>

#### Mitsui Fudosan Group Business Risk

- (1) Risk of changes in the economic environment
- (2) Risk associated with market interest rates
- (3) Fund procurement risk
- (4) Risk from competition in the real estate industry
- (5) Real estate development risk
- (6) Risk associated with rental income
- (7) Risk associated with overseas business
- (8) Risk associated with external partners
- (9) Risk of changes in asset values
- (10) Risk of changes in operating cost
- (11) Risk associated with climate change
- (12) Risk of natural disasters, man-made disasters, etc.
- (13) Environmental risk
- (14) Risk associated with the spread of infectious diseases

#### Mitsui Fudosan Group Administrative Risk

- (1) Risk associated with compliance with laws and regulations
- (2) Risk associated with changes to laws, regulations, and government policy
- (3) Risk of legal action or conflict
- (4) Risk of conflicts of interest
- (5) Risk associated with internal controls and accounting
- (6) Risk concerning cyber security

\*1 Business risk: Business risk is primarily risk associated with advancing business and earning profits, including development risk, leasing risk, and market risk.  
 \*2 Administrative risk: Administrative risk is operational risk associated with administrative duties, including disaster risk, system risk, clerical risk, and compliance risk.  
 \*3 See our annual securities report for details. [https://www.mitsui-fudosan.co.jp/corporate/ir/library/fs/pdf/YUHO\\_2103.pdf](https://www.mitsui-fudosan.co.jp/corporate/ir/library/fs/pdf/YUHO_2103.pdf) (Only available in Japanese)

# Compliance

## 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 compliance promotion 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-based training for all directors and management-level employees.

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

	Initiative	Target	Content
Internal training	New employee training	New employees	(April) *Implemented every month for dispatch and contract employees
	New executive manager training	Newly appointed officers	Study sessions held on preventing bribery, organized crime, information security, preventing insider trading, etc. (March)
	Officer compliance training	Managing directors, executive officers, full-time corporate auditors, etc.	(September)
	Overseas compliance training	International Division, employees assigned to overseas subsidiaries	Explanation of compliance violation case studies including cases involving overseas companies, as well as sharing of the importance of preventing bribery, etc. (December)
	Training for local staff at overseas subsidiaries	Local staff at overseas subsidiaries	Training held on preventing bribery, protecting personal information, whistle-blowing systems, etc. (October, February)
	Companywide compliance training (e-learning)	All staff, including corporate officers	(June, November)
Awareness-raising activities	Internal bulletins	All directors and employees	Mitsui Fudosan Group Compliance Policies shared through internal bulletins and handbooks
	Compliance news	All employees	Information provided on topics and subjects that should be considered in regard to the execution of operations, such as "eliminating organized crime," and "a warning regarding ransomware." (April, July, October, February)

## 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 fund-raising 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.

## Other

- (1) Personal information protection
- (2) Consumer protection
- (3) Environmental conservation
- (4) Protection of and respect for intellectual property rights
- (5) Prohibition of insider trading

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