

# Human Resource Strategies

Message from a Managing Director

We are pursuing five priority measures aimed at achieving growth for both the Company and employees.

**Makoto Tokuda**

Managing Director  
Executive Managing Officers  
(In Charge of Personnel)



Based on the belief that human resources are the driving force behind the continued creation of new value as a real estate developer, we have positioned our human resource strategies as important infrastructure to support the various initiatives set forth in our long-term vision, VISION 2025.

Since our founding, we at Mitsui Fudosan have demonstrated a spirit of enterprise and willingness to flexibly and tenaciously take on challenges that we have inherited and nurtured as our DNA and have been offering varied and innovative solutions and services for business and living. Our approach to human capital is to prepare an environment for action to enable the improvement of employees' professional knowledge and capabilities and enhancement of their ability to create added value and to bring together diverse values in a spirit of mutual respect while being a driving force as a team. Based on this approach, we are working on Diversity and Inclusion (D&I), Human Resource Development and the Improvement of Skills, Diverse Work Styles, Health and Productivity Management, and the Improvement of Employee Engagement as priority measures.

Starting with D&I, we believe it is important for us to be inclusive of diversity in order to continue to grow and develop our business by agilely identifying the changing values of our customers in a changing business environment. We have established the D&I Promotion Declaration and are promoting women's activities as a particularly important theme Group-wide. We are also committed to promoting other diversity and inclusion initiatives, such as the hiring and training of global and DX personnel, and the employment of people with disabilities.

Turning to Human Resource Development and the Improvement of Skills, we strive to develop the skills of each individual through a combination of four human resource development opportunities: (1) OJT, (2) annual interviews between the Personnel Department and each employee, (3) job rotation, and (4) training programs. The aim is to develop a diverse

group of employees, who are able to make full use of their individual attributes, with both specialized and advanced business knowledge, and a broader perspective. In addition, we maintain extensive systems that include a leave system whereby employees can take time to study at graduate school and a side-job system.

As for Diverse Work Styles, we maintain remote work and super flextime work systems with no core hours for all employees that allows them to independently choose where and when they work in order to prepare an environment for action. In addition, the Company is working to support employees in balancing work with childcare and nursing care, maintaining a 100% return-to-work rate after maternity leave for 23 consecutive years.

As for Health and Productivity Management, we have established the Health and Productivity Management Declaration and are working to maintain and improve the health of our employees based on the belief that physical and mental health is a prerequisite for employee performance. In recognition of these efforts, the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange selected Mitsui Fudosan as 2023 Health & Productivity Stock Constituent an exceptional enterprise with respect to its health and productivity management practices.

Lastly, Mitsui Fudosan undertakes measures towards the Improvement of Employee Engagement with the aim of fostering in individual employees a high degree of motivation while performing their duties. Engagement surveys indicate that more than 90% of employees are proud to work for the Company.

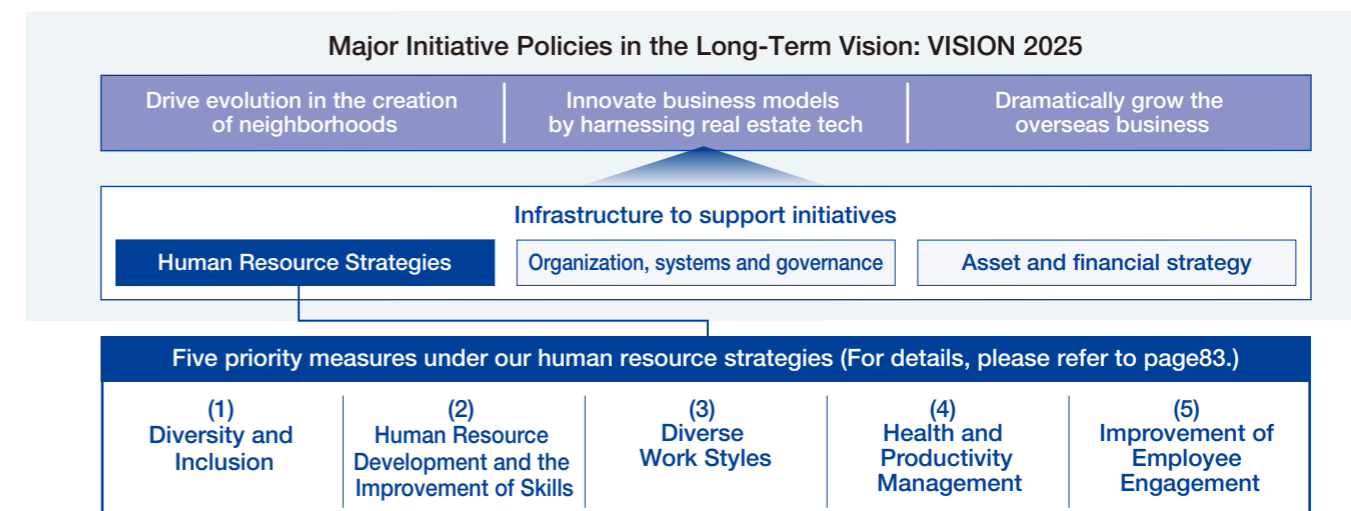
Consequently, we continue to treat each employee as an individual and create a stage for them to thrive in order to create new value and contribute to society as an unbeatable team, in which all employees with diverse values recognize and enhance each other. These initiatives are intended to enable the Company and employees to grow together.

For more detailed information about our human resources initiatives, please refer to the following link. (In Japanese only)  
<https://www.hrm.mitsui-fudosan.co.jp/>

For more detailed information about the promotion of active roles for women, please refer to the following link.  
[https://www.women.mitsui-fudosan.co.jp/index\\_en.html](https://www.women.mitsui-fudosan.co.jp/index_en.html)

## Positioning of Human Resources in the Mitsui Fudosan Group

We have positioned human resources as the driving force behind the continued creation of new value as a real estate developer. Accordingly, we are promoting human resource strategies as the infrastructure to support the various initiatives in our long-term vision, VISION 2025.



## Priority Measure KPIs & Progress (Mitsui Fudosan non-consolidated)

Priority measures	Non-consolidated KPIs			Progress status			Remarks
	Indicators	Period	Numerical target	FY2020	FY2021	FY2022	
(1) Diversity and Inclusion	Women in management positions ratio*1	2025 2030	10% 20%	5.7%	6.8%	7.7%	Selected as a Nadeshiko Brand by the Ministry of Economy, Trade and Industry as a company that ably promotes active roles for women (second consecutive year) 
	Ratio of female hires	Annual	40%	Target setting from FY2021	40.5%	44.1%	
	Employment rate of people with disabilities*2	Annual	2.3% or above	2.07%	2.14%	2.52%	
(2) Human Resource Development and the Improvement of Skills	Training time per employee*3	Annual	Last year's level	Target setting from FY2023	28.2 hours		
	Training expenses per employee*4	Annual	Last year's level	Target setting from FY2023	¥131,000		
(3) Diverse Work Styles	Return rate from childcare leave	Annual	100%	100%	100%	100%	
	Percentage of male employees taking childcare leave*5	Annual	100%	Target setting from FY2022	122.9%		
	Number of paid leave days taken	Annual	14 days annually	13.8 days	15.0 days	16.2 days	
(4) Health and Productivity Management	Health checkup and screening rate	Annual	100%	99.5%	100%	100%	Selected for the first time as a 2023 Health & Productivity Stock Constituent an exceptional enterprise with respect to its health and productivity management practices 
(5) Improvement of Employee Engagement	Employee engagement*7	Annual	80%	Target setting from FY2023	92%		

\*1 Figures for each fiscal year are those for the beginning of the fiscal year starting April 1 of the following year \*2 Figures for each fiscal year are those for June 1 of the relevant fiscal year  
\*3 Calculated by dividing the total amount of training hours by the total number of permanent employees \*4 Calculated by dividing the total amount of training expenses by the total number of permanent employees  
\*5 The denominator is the number of male employees whose partner gave birth in the relevant fiscal year, and the numerator is the number of male employees who used the leave system either as childcare leave at the time of their child's birth or childcare leave in the relevant fiscal year.  
\*6 Where there are male employees who take childcare leave, etc. in a different fiscal year from that of their child's birth, this rate might exceed 100%.  
\*7 The proportion who responded to the statement "I am proud to work for this company" with a 4 or 5 out of a five-point scale of agreement.