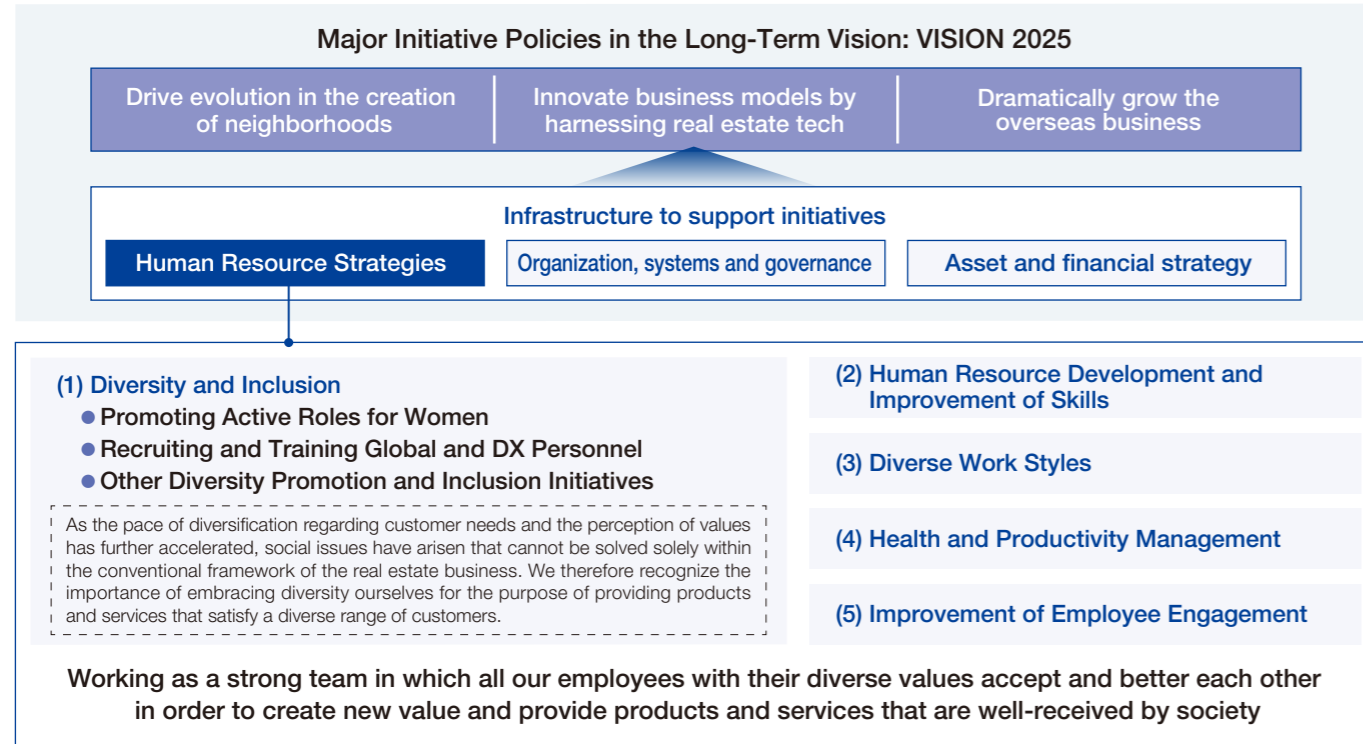


Main Social Initiatives

Human Resource Strategies

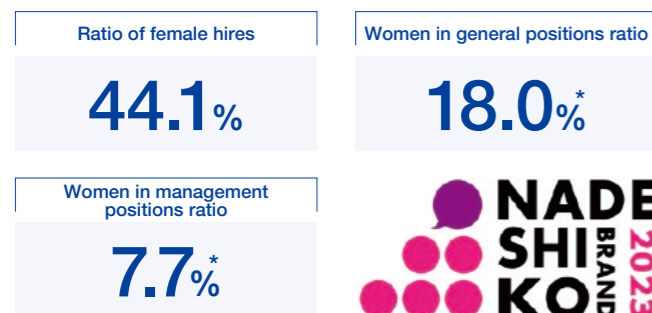
For details regarding the main initiatives being carried out, please refer to ESG Report 2023. https://www.mitsui-fudosan.co.jp/english/esg_csr/report/



Values without a noted time are as of FY2022.

(1) Diversity and Inclusion ▶ P.85

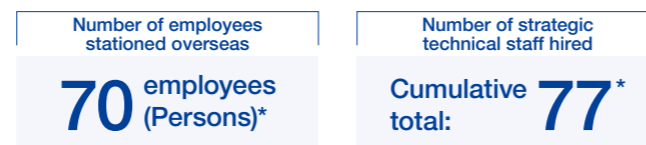
Women's Empowerment



Practical examples

- An Environment Where People Want to Work for a Long Time**
 - Unconscious bias training for all employees
 - Supporting childcare and leave to care for others, etc.
- Raising Motivation and Supporting Career Development**
 - Group joint training (Get Connected and Grow Project)
 - Diversity and inclusion training for organization heads
 - Mentor system for female managers
 - Development plan formulation for management positions and female manager candidates

Recruiting and Training Global and DX Personnel



Practical examples

- Dramatically Growing the Overseas Business**
 - Active recruitment of foreign nationals and new Japanese graduates or mid-career employees with global experience
 - Stints working overseas through job rotations
 - Mandatory one-month language training for younger employees
 - Specific language training for mid-level employees
 - One-year overseas internship program

Innovate Business Models by Harnessing Real Estate Tech

- Active recruitment of DX personnel
- DxU, digital transformation (DX) training for all of the Company's employees



* As of April 1, 2023

Other diversity promotion and inclusion initiatives

Practical examples

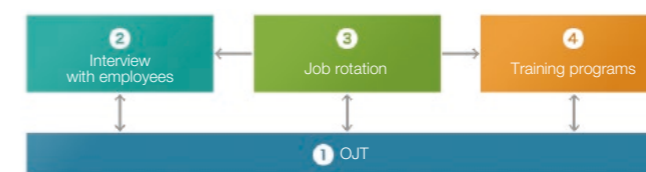
- Active recruitment of mid-career individuals from other industries
- System related to changing official duties
- System to allow contract employees to become regular employees
- System for re-employment
- Expanded employment of people with disabilities
- System for treating relationships as marriages regardless of gender if the Company acknowledges the relationship

(2) Human Resource Development and Improvement of Skills ▶ P.89

Practical examples

- Personal statement system related to wishes to change department, etc.
- Leave system whereby employees can take time to study at graduate school
- Graduate school tuition fee subsidy system
- Business proposal system
- Side-job system

Four opportunities for personnel development



Training time per employee	Training expenses per employee
28.2 hours	131,000 yen

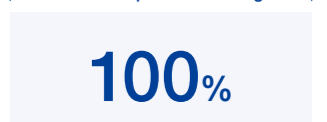
(4) Health and Productivity Management ▶ P.90

Practical examples

- Use of the &well health management support app (visualization of health conditions and health activity circumstances)
- Health events such as the Team Step Count Challenge
- Expense subsidies (smoking cessation, preventive dentistry, etc.)



Health checkup and screening rate

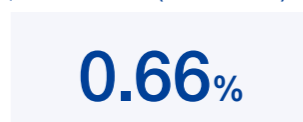


(5) Improvement of Employee Engagement ▶ P.91

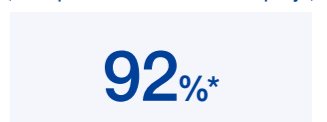
Practical examples

- Established various systems and environments to ascertain employees' circumstances and wishes through annual personal interviews conducted with all employees by Personnel Department staff

Turnover rate (Full-time staff)

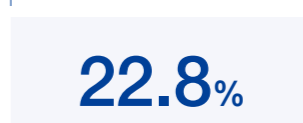


I am proud to work for this company



* 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.

Percentage of mid-career hires among regular employees



Employment rate of people with disabilities* (Legally mandated: 2.30%)



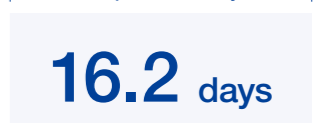
* As of June 1, 2023

(3) Diverse Workstyles ▶ P.90

Practical examples

- Flexible work locations and times**
 - Remote work system for all employees
 - Super flex-time work system with no core time
 - WORK STYLING multisite satellite offices operated by Mitsui Fudosan available for use by all employees (approx. 140 sites)

Number of paid leave days taken

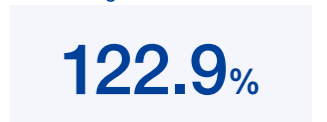


Support

Return rate from childcare leave



Percentage of male employees taking childcare leave*



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

Diversity and Inclusion

Diversity and Inclusion Declaration

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

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

Policy

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

Promotion Framework

Under our management's commitment, the managing director in charge of personnel bears ultimate responsibility for ensuring diversity and inclusion-related initiatives are advanced, centralized in the Personnel Department's D&I Promotion Department, with knowledge input from inside and outside the Group.

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

Priority Measures

| Promoting Active Roles for Women

•An Environment Where People Want to Work for a Long Time

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

Through efforts by members of the Personnel Department, such as discussions and individual interviews with all

employees, we will grasp the circumstances that employees face and their hopes, and develop an environment and various systems, including those that support childcare and caring for others, accordingly. Through improving the environment and actively hiring women (with a female recruitment ratio target of at least 40%), female employees are playing active roles in many departments as corporate officers, company staff, and business line staff in Japan and overseas. As of April 2023, we had a 7.7% ratio of women in management positions and a 23.4% ratio of women in sub-section manager or equivalent positions. We are working to increase the ratio of women in management positions to 10% by 2025 and 20% by 2030.

In recognition of our various initiatives, we were selected for the second consecutive year as a Nadeshiko Brand, a program in which Japan's Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE) jointly select companies that excel in the promotion of women's participation. Similarly, we were selected for the sixth consecutive year as a constituent stock in the MSCI Japan Empowering Women Index, an index composed of companies that excel in gender diversity practices.



Selected as a Nadeshiko Brand



Eruboshi Certification

2023 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

THE INCLUSION OF Mitsui Fudosan Co., Ltd. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Mitsui Fudosan Co., Ltd. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

Selected for inclusion in the MSCI Japan Empowering Women Index (WIN)

•Raising Motivation and Supporting Career Development

By conducting diversity and inclusion training, and other measures for organization heads, we are promoting female participation and advancing changes in awareness throughout the organization. We also offer female managers career development support via a mentor system and other initiatives, such as career development planning for female employees in management positions and female manager candidates. In addition, we work to enhance the motivation of female employees and support their career development through exchanges of opinions as part of D&I working groups composed of members openly recruited from within the Company, lectures and seminars by women in active roles, and exchange events within the Company.

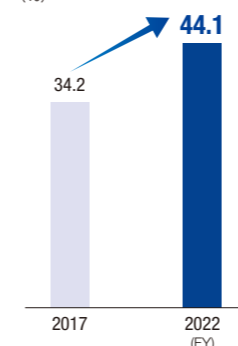
•Promoting Active Roles for Women in the Group

With the Mitsui Fudosan Personnel Department serving as secretariate, the Company established the Group Women's Participation Promotion Subcommittee to promote active roles for women as a unified group. Furthermore, we are promoting initiatives with the Group working in concert, including sharing policies and confirming progress at meetings at which Group

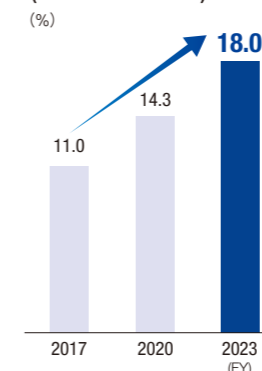
company presidents are present, periodically convening the Diversity and Inclusion Promotion Council together with the departments in charge of D&I at each Group company, and implementing universal Group initiatives.

We have also set and manage the progress of targets for each Group company regarding indicators such as the ratio of women in management positions.

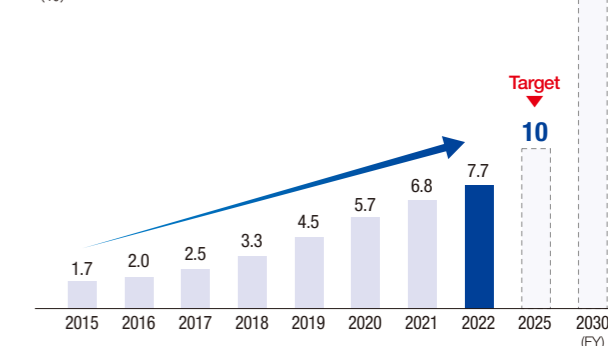
Ratio of Female Hires (new graduates + mid-career hires) (non-consolidated) (%)



Women in General Positions Ratio (non-consolidated)* (%)



Women in Management Positions Ratio (non-consolidated)* (%)



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



Diversity and inclusion training for organization heads



Exchanging opinions as part of working groups composed of members openly recruited from within the Company

Mitsui Fudosan Group Get Connected and Grow Project

From fiscal 2022, we have been running the Mitsui Fudosan Group Get Connected and Grow Project, which holds group joint training and networking events. In addition to gaining confidence in their skills and abilities, by holding joint events within the Group, creating networks and role models among female employees across companies.

- Gaining confidence in skills and abilities
- Building networks and information exchanges among female employees across companies
- Embodiment of role models and exchange
- Actively disseminate and share the implementation status



Message from a managing officer at a seminar-style training



Discussion during a seminar-style training

- 1 Seminar for young female employees (Fostering career awareness, etc.)
- 2 Seminar for female manager candidates (One-step-higher viewpoint and understanding roles)
- 3 Female manager forums (Attaining the point of view of management positions, networking between female managers)
- 4 Seminar for managers (Management skills, etc.)
- 5 Roundtable discussion by theme (Embodiment of role models and exchange)
- 6 One-time training (Coaching skills, etc.)
- 7 e-learning (Diversity management, etc.)

Recruiting and Training Global and DX Personnel

To innovate the real estate business in the way we outline in our Group's long-term vision, two of the main aspects of our initiative policy in VISION 2025 are to innovate business models by harnessing real estate tech and dramatically grow the overseas business. Our focus now is on recruiting and training global and digital transformation (DX) personnel who can support those goals.

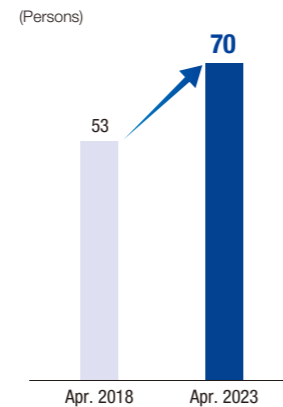
In an effort to expand the overseas business into a core driver of Group operating income by deploying the Group's strengths and business models developed in the domestic business on a global basis, we have been actively recruiting foreign nationals and Japanese new graduates or mid-career employees with global experience. Further, we are striving to create global-oriented staff through measures such as mandating a one-month language learning program for younger employees, conducting specific language training for mid-level employees, introducing a one-year overseas internship program, and having stints working overseas through job rotation.

We are also aware that digital transformation (DX) has had a major impact on conventional business, and to raise its real, applicable value, we are accelerating efforts to apply digital and real estate technologies. To do this, we are actively hunting down mid-career individuals possessing IT skills who will be an immediate asset to our information and communications technology (ICT). We are also applying their capabilities to each of our business domains to spur

innovation. In recognition of this DX promotion structure, our DX project execution capabilities, and other DX activities, we were selected as a Digital Transformation Stock 2022 by Japan's Ministry of Economy, Trade and Industry, the Tokyo Stock Exchange, and the Information-technology Promotion Agency, Japan.

In our existing businesses, we are conducting various types of training under the belief that all employees need to further promote DX.

Number of Employees Stationed Overseas
(Persons)



Number of Strategic Technical Staff Hired

As of April 2023
Cumulative
total: 77



Other Diversity Promotion and Inclusion Initiatives

The Company is advancing initiatives intended to realize a corporate culture in which personnel with diverse values accept each other and actively engage with a high level of productivity, regardless of their race, nationality, religion, sex, age, presence or not of disability, gender identity, sexual orientation, or other characteristics.

VISION 2025, there is a wide range of knowledge sets that we will need to bring together. As such, we are proactively recruiting mid-career human resources who have no experience in our industry or who were previously working in different fields. We have put in place various training and mentoring systems that enable greater activity for diverse personnel with varied career histories and standpoints to demonstrate individuality based on their respective experiences and abilities.

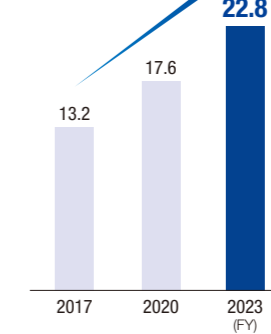
In addition, we have established a system related to changing official duties, as well as a system to allow contract employees to become regular employees, through which we encourage employees to further their careers within the Company. In addition, we have also introduced the Return Entry System for re-employing employees who have resigned for unavoidable reasons, such as the relocation of a spouse, childcare, or nursing care. As a means of enabling employees to choose from among a diverse range of workstyles and careers, we are creating an organization and systems that allow employees to fully demonstrate their abilities.

As far as the hiring of people with disabilities is concerned, we are continually working to employ these individuals based

on such perspectives as corporate social responsibility and diversity, and have therefore established the Challenged Center in the Company's Personnel Department composed of employees with intellectual disabilities as well as full-time advisors. Moreover, during February 2023, in collaboration with Hakuodo Incorporated we established SUPERYARD Co., Ltd., to expand employment at companies for people with mental disabilities and to support their career advancement after they have been employed.

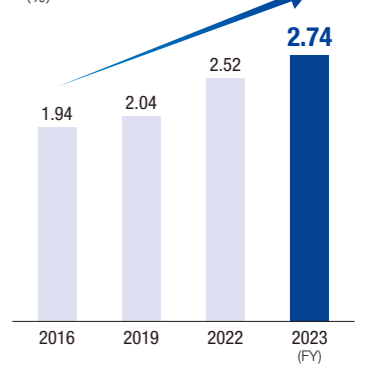
From the perspective of diversity of sexual orientation, we have established internal regulations to enable employees with same-sex partners to apply for and use various Company programs that cover spouses, family members, etc.

Percentage of Mid-Career Hires among Regular Employees
(%)



Note: As of April 1

Employment Rate of People with Disabilities
(%)



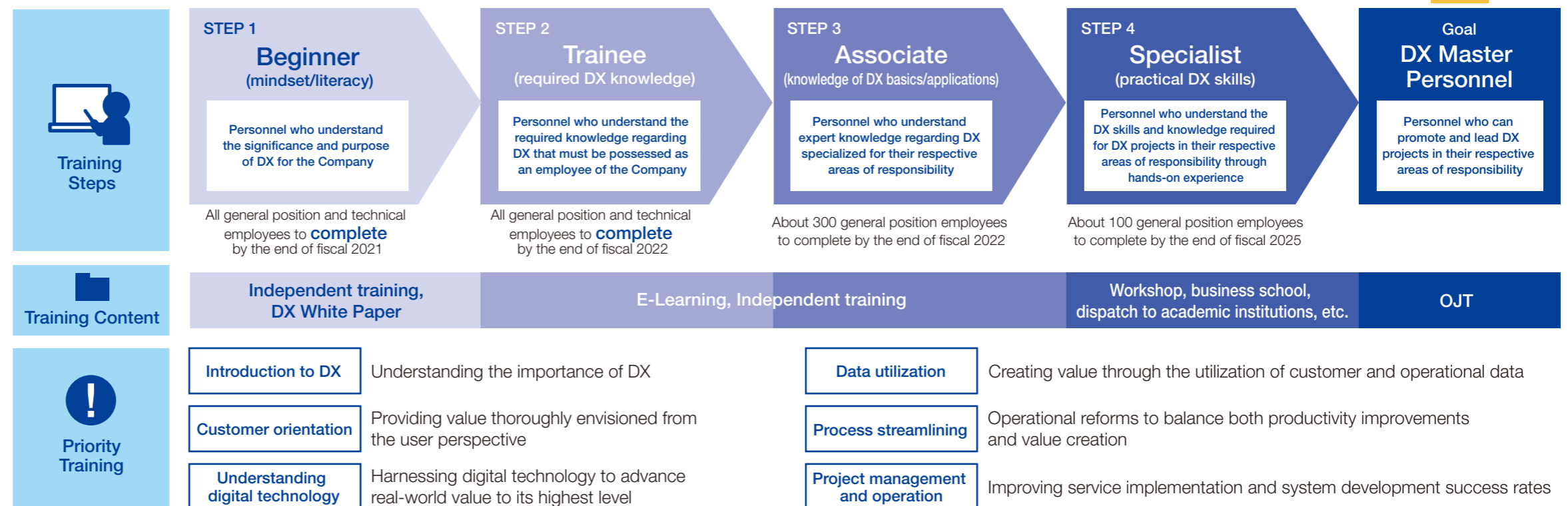
Notes: 1. As of June 1
2. Legally mandated rate: 2.30%

Mitsui Fudosan Co., Ltd. DX Training for All Employees DxU

Mitsui Fudosan has established DxU, the new DX training program, targeting all employees. The training has been organized into six priority areas, designed to impart not only digital knowledge, but to offer a multifaceted improvement in skills. We have also prepared a road map for each employee tailored to their individual skill levels. In an effort to raise the base level of DX knowledge and skills on a Group-wide basis, for all employees we conduct STEP 1 to foster mindset literacy and STEP 2 to provide the required knowledge for DX. In aims of developing personnel with the excellent planning and digital tool implementation skills seen as the two drivers of successful DX, we conduct STEP 3 to provide a more applied level of knowledge and STEP 4 to help employees understand DX skills and knowledge as part of actual duties through hands-on experience.

Employees who have completed each step are certified as DX Masters who can promote and lead DX projects in their respective areas of responsibility and are awarded a corporate commendation.

Training Road Map



Human Resource Development and Improvement of Skills

Individual employees hone their professional knowledge and abilities, and increase their ability to create added value. We transform team performance through the integration of diverse values and skills. Our basic approach to human resource management is to treat each employee as an individual and create a stage on which they can hone their professional knowledge and abilities. Mitsui Fudosan aims 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 order to achieve this goal, we have adopted a basic policy on personnel development that broadens the capabilities of each individual by combining four opportunities: 1) OJT, 2) annual interviews between the Personnel Department and each employee, 3) job rotation, and 4) training programs.

In addition, to support career visions based on employees' diverse values, we are putting in place a number of systems, including a personal statement system related to changing official duties or when someone wishes to change departments, and a system to allow contract employees to become regular employees. Going further, along with deepening the understanding of our businesses, we have established a side-job system that helps employees build experience in business domains separate from our existing businesses through a business proposal system. This side-job system also aims to help create innovation and make a social contribution. We have also established the Return Entry re-employment system, a leave system whereby employees can take time to study at graduate school, and a graduate school tuition fee subsidy system. In these ways, we will promote the fostering of issue-resolution capabilities and the ability to create added value in this very changeable business environment.



Basic policy on personnel development that broadens the capabilities of each individual by combining four opportunities

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

2 Annual interviews between the Personnel Department and each employee
To provide support aligned with individual employees' visions for career development and skill development, we offer many opportunities for face-to-face discussions with the Personnel Department and department heads.

Annual interviews with the Personnel Department aid in grasping employee issues, an environment for development, and individual concerns, as well as serve the role of making fair evaluations through an understanding of the working circumstances of individual employees and those around them.

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

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

Training time per employee **28.2** hours

Training expenses per employee **131,000** yen

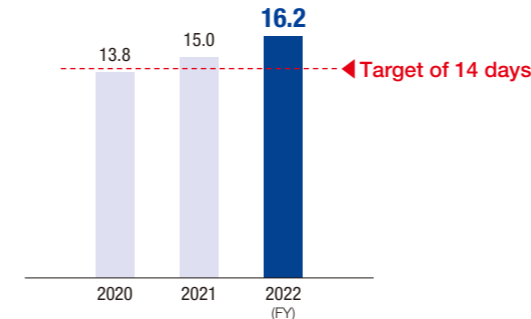
Diverse Work Styles

To respond to the dramatically changing needs of society and create new value, under the concept of workstyle reform, the Company believes in the importance of building organizations where human resources with diverse talents, lifestyles, and perceptions of value can maximize their respective abilities. For this reason, we are working to change mindsets and build infrastructure in a way that allows for flexibility in working locations and times. We also are striving to optimize a work-life balance by improving work efficiency, optimizing the allocation

Flexible work locations and times

Reforming awareness	<ul style="list-style-type: none"> Foster awareness with continued communication of top management's message Utilize internal public relations magazines and e-mail newsletters to conduct educational activities and share expertise Establish yearly targets for use of annual paid leave (14 days per year) and promote use of leave Conduct training on health and safety for organizational heads Evaluate efficiency as a factor involved in personnel evaluation
Work reform in organizational units	<ul style="list-style-type: none"> Support departments' initiatives through the D&I Promotion Department Establish a customized workstyle in each department, and promote work efficiency improvements Support productivity improvements through the use of DX
Infrastructure improvements	<ul style="list-style-type: none"> Utilize the WORK STYLING Shared Office Introduce a work-at-home system for all employees Enable recording of PC usage hours and deploy a usage control system Establish a super flextime work system with no core time

Number of Paid Leave Days Taken
(Days)



Health and Productivity Management

We view the health and safety of all employees as an important issue for management in strengthening the Company's competitiveness and achieving sustainable growth. Along with enacting a Health and Productivity Management Declaration and clarifying related policies, under this belief we have taken action to maintain and improve employees' health to create environments where employees can work energetically in ways suited to their individual lifestyles.

Specifically, we conduct consultations for employees by personnel staff, and provide health checkup expense subsidies for employees and their spouses. As a solution that contributes to the advancement of health management at companies, we conduct health promotion events, seminars, and step count challenges, as well as distribute articles via a mobile app, as part of the &well service offered by the Company. Moreover, we established a

of work, and reducing employees' working hours in all departments.

It is our belief that an appropriate work-life balance carries great benefits including enhancement of employees' private lives, self-improvement, and achievement of childcare or nursing care, alongside work. We further view this balance as forming workplace environments where diverse employees maximize their individual abilities, leading to the creation of higher value and sustainable growth for the Group.

Balancing childcare and leave to care for others

Childcare	<ul style="list-style-type: none"> In-office nurseries Supports a diverse range of workstyles for employees by making in-office nurseries available. Can be used by any employee of the Company regardless of gender. Temporary childcare and other one-time usage options are also available. Subsidy system for babysitter, day care/after-school childcare, and housekeeping service expenses Partially subsidizes the costs involved in hiring babysitters, day care/after-school childcare, and housekeeping services Childcare leave Available for up to three years of use, longer than the legally mandated period Childbirth and childcare interview system and training programs for those returning to work from maternity/childcare leave Conducts interviews between the employee, the manager, and the Personnel Department when returning to work. Also conducts training programs for the employee and manager when returning to work from maternity/childcare leave
Nursing care	<ul style="list-style-type: none"> Nursing care consulting system Provides consulting for employees involved in nursing care Subsidizing the cost of providing nursing care Partially subsidizes expenses for nursing care services Family care leave Acquisition of this leave can be split for up to a total of one year, longer than legally mandated periods
Other	<ul style="list-style-type: none"> Fertility treatment system Partially subsidizes expenses involved in fertility treatments

Return rate from childcare leave **100%** for 23 consecutive years

Percentage of male employees taking childcare leave* **122.9%**

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

Health and Productivity Management Declaration

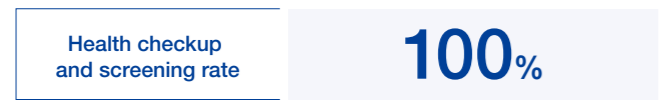
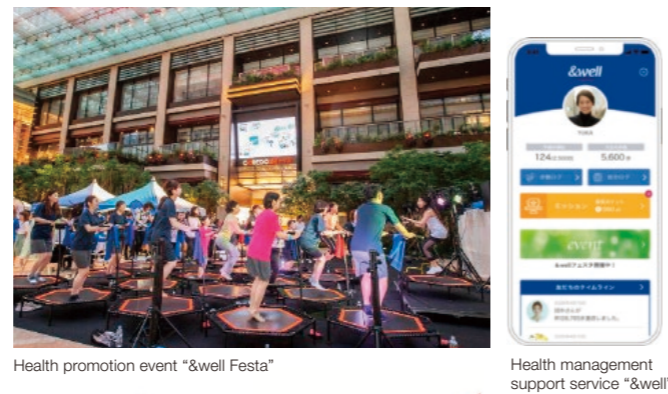
- Our progressive spirit and attitude of flexibly tackling tough challenges forms the basis for our approach of supporting individual employees' efforts to create new value from the sidelines via health and productivity management, and we will tie that into the Company's sustainable growth.
- We will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

Values without a noted time are as of FY2022.

Health Management Center under the charge of the managing director in charge of personnel affairs as an organization dedicated to actively promoting initiatives that include planning and verifying the effects of measures to address health issues in consultation with the health insurance association.

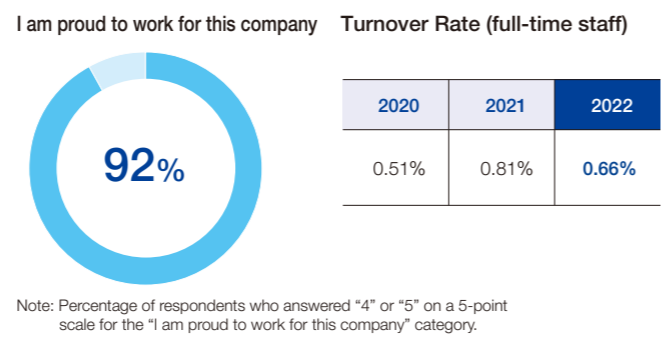
In recognition of these initiatives, we were selected as a 2023 Health & Productivity Stock Constituent, a program in which Japan's Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE) jointly select companies that excel in health and productivity management practices. Among the listed companies on the TSE, enterprises deemed exceptional in terms of health and productivity management are selected as Health & Productivity Stock Constituents, with one enterprise generally selected per industry.

For seven consecutive years, we have also been certified under the Certified Health & Productivity Management Outstanding Organizations Recognition Program (White 500, Large Enterprise Category), jointly administered by Japan's Ministry of Economy, Trade, and Industry and Nippon Kenko Kaigi.



Improvement of Employee Engagement

In addition to conducting annual personal interviews between Personnel Department staff and all employees, we distribute engagement surveys to all employees for the purpose of measuring the coherency between the values and orientations of our employees and the organization as it currently stands. We believe that the fact that more than 90% of our employees are proud of working for the Company, possess the desire to independently contribute to their organization and work, and are able to engage in work of their own initiative is also a reason for the low turnover rate.



For details regarding the main initiatives being carried out, please refer to our website. https://www.mitsui-fudosan.co.jp/english/esg_csr/society/03.html

Human Rights Initiatives

Policy

The Mitsui Fudosan Group respects basic human rights and complies with laws and regulations concerning workers' rights in each country where it conducts business.

Basic Approach to Human Rights

The Mitsui Fudosan Group complies with laws and regulations of each country and region in which it conducts 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 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.

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

For details regarding the main initiatives being carried out, please refer to our website. https://www.mitsui-fudosan.co.jp/english/esg_csr/society/04.html

The Mitsui Fudosan Group's Sustainable Procurement Standards

As a corporate group that supports the foundations of life such as offices and housing, the Group recognizes the need to fulfill its social responsibilities at a higher level. To this end, we believe that the entire supply chain should work together to promote sustainable procurement that contributes to the resolution of ESG issues. The Group has formulated the Sustainable Procurement Standards outlining the basic guidelines, and we published these standards on our website in December 2018 and have notified our main business partners. In February 2022, we revised these standards to

prepare for human rights due diligence, and include basic guidelines on items to be complied with or actively promoted by both the Mitsui Fudosan Group and its business partners related to ordering.

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. We address the promotion of sustainable procurement throughout the supply chain to realize a sustainable society.

1. Compliance with Laws and Regulations, etc.	Companies doing business with the Mitsui Fudosan Group shall not only comply with the applicable laws and regulations in their home countries and the countries and regions where they conduct business, but shall also respect internationally recognized standards of conduct.
2. Respect for Human Rights in Business Activities	In order to ensure the implementation of business activities with consideration for human rights, companies shall identify in advance the potential adverse impact of their business activities on the human rights of various people, including foreign populations and indigenous peoples, and take preventive measures and/or remediation measures, making reference to international human rights norms such as the Universal Declaration of Human Rights.
3. Respect for Human Rights Related to Labor	Companies shall respect the human rights of workers, in line with international human rights standards, including the core labor standards established by the International Labour Organization (ILO), while also complying with relevant laws and regulations.
4. Safe and Healthy Working Environment	In addition to complying with the relevant laws and regulations, companies shall also pay due attention to domestic and international guidelines on worker safety and health, and make efforts to provide a safe and healthy working environment that minimizes work-related injuries and physical and mental illness.
5. Establishment of Business Ethics	Companies shall conduct business activities based on high ethical standards in addition to compliance with the law.
6. Ensuring Quality	Companies shall ensure and strive to enhance the safety and quality of the products and services they provide.
7. Consideration for the Environment	Companies shall proactively address global environmental issues such as resource depletion, climate change, and environmental pollution, while also considering local environmental issues to ensure the health and safety of the people in the communities involved.
8. Information Security	Companies shall prevent leaks of confidential information and personal information and work to strengthen information security.
9. Crisis Management and Business Continuity Plan	Companies shall take appropriate measures to ensure the safety of their employees and other stakeholders, and to resume business activities as soon as possible, in the event of a natural disaster or accident.

Supply Chain and Engagement

We conduct questionnaires and on-site surveys across the supply chain each year in order to identify any human rights risks that have a significant impact among those posed by the Group's business on the community, to properly grasp the impact on suppliers, and to investigate measures to prevent or minimize the impact. We will continue to expand the scope of companies and worksites subject to this effort, promote engagement on an ongoing basis, and strive to reduce human rights risks.

Fiscal 2021

In regard to construction sites believed to have the highest degree of impact, we conducted a questionnaire regarding the overall ESG initiatives, including human rights, of six construction companies, and conducted an on-site survey at the construction sites of two companies. Alongside an

external surveying company, we visited each worksite for one day and interviewed construction company staff, in particular confirming the specific initiatives mentioned in their answers to the questionnaire. We discovered no major problems, including any human rights or compliance infractions.

Fiscal 2022

We carried out a questionnaire with six building operation and management contractors and conducted on-site inspections at two companies' operation sites.

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