

## Sustainability Strategy

## Positioning of ESG in the Mitsui Fudosan Group



### Infrastructure That Supports the Strategy

Human Resources

DX

ESG

For more details

[https://www.mitsui-fudosan.co.jp/english/esg\\_csr/](https://www.mitsui-fudosan.co.jp/english/esg_csr/)


Under the Group long-term vision & INNOVATION 2030 with a view toward fiscal 2030, the Mitsui Fudosan Group is committed to creating added value for society in a sustainable manner by creating both social and economic value.

Under this vision, we view the promotion of sustainability management as our natural responsibility in order to help build a sustainable society on a global scale and to achieve sustainable growth as a company. Among these initiatives, we have positioned the Environment, Society, and Governance (ESG), along with Human Resources and DX, as an important infrastructure that supports the business and financial

strategies of & INNOVATION 2030. Accordingly, we are proactively implementing various initiatives to further strengthen this infrastructure.

Specifically, we are pursuing a wide array of initiatives that include addressing climate change, adopting renewable energy sources, engaging in co-creation with local communities, promoting supply chain management, and strengthening our corporate governance system. Through these activities, we will incorporate ESG perspectives into our management decisions and business operations with the aim of simultaneously solving social issues and enhancing corporate value.

## Sustainability promotion framework

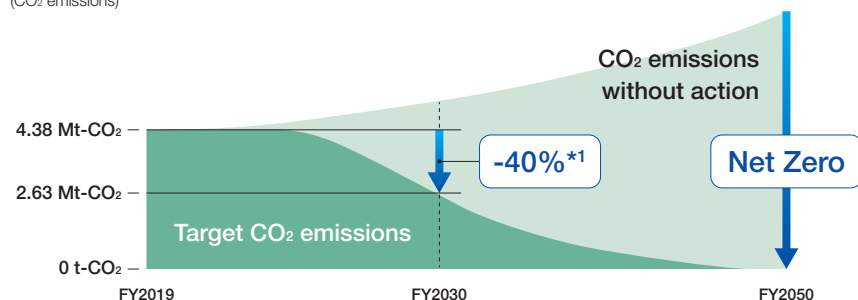


The Group has established the ESG Promotion Committee (chaired by the President & CEO; within Mitsui Fudosan Co., Ltd., non-consolidated) and the ESG Promotion Subcommittee (a subordinate organization chaired by the General Manager of the Sustainability Promoting Division) in order to facilitate the Mitsui Fudosan Group's efforts to address sustainability issues. The ESG Promotion Committee is responsible for developing philosophies and policies on sustainability issues, coordinating department activity targets and plans, and supervising and evaluating progress. To promote these initiatives, the ESG Promotion Subcommittee sets annual targets for each department and oversees their progress. To address climate change and other risks, we gather information on domestic and international trends and requirements from a variety of channels, including national and local governments, the Japan Business Federation, and the Real Estate Companies Association of Japan. Based on this, we identify risks through the highly specialized ESG Promotion Subcommittee and assess their impact at the ESG Promotion Committee. In addition, the Strategy Planning Special Committee and the Risk Management Special Committee discuss how significant risks impact business activities and how to resolve these issues through core operations. These initiatives are regularly reported to the Board of Directors, which monitors targets and progress, as well as reviews them as needed on a case-by-case basis.

## Sustainability Strategy

# Responding to Climate Change

## Greenhouse gas emission reduction targets

(CO<sub>2</sub> emissions)

## FY2024 results

3-year average\*<sup>2</sup> **-0.7%**  
(Comparison between fiscal 2022–fiscal 2024  
and fiscal 2018–fiscal 2020)

Acquired SBT Initiative Certification  
for “1.5°C target”

P.110

- Participation in initiatives concerning response to climate change



## For more details

Please also refer to “Responding to Climate Change” **PR.109–110**

\*1 Scope 1 + Scope 2: 46.2% reduction by fiscal 2030 (vs. fiscal 2019)

\*2 The majority of our Group's greenhouse gas emissions (total of Scope 1, 2, and 3) are from the emissions at the time of construction (Scope 3-1, 3-2), which are recorded at the time of completion of buildings for lease and at the time of sale of buildings for sale, as well as emissions from future operations until the demolition of buildings for sale (Scope 3-11). These emissions vary greatly depending on the increase or decrease in the number of properties completed or sold in each fiscal year, so it is not possible to verify the reduction effect only by the emissions in a single fiscal year. Therefore, our Group has decided to verify the progress of emission reductions by comparing the average emissions over a three-year period, not just a single year.

## Progress of the Group Action Plan to Realize a Decarbonized Society

Action plans		Major progress in fiscal 2024
<b>Action Plan 1</b>	<ul style="list-style-type: none"> <li>■ New properties: Realize ZEB/ZEH-level environmental performance for all properties</li> <li>■ Existing properties: Create on-site renewable energy for the renovation of properties to improve the energy efficiency of properties</li> </ul>	<ul style="list-style-type: none"> <li>■ New buildings: In principle, all new buildings constructed after the “Decarbonization Action Plan” achieved ZEB/ZEH-level environmental performance</li> <li>■ Existing properties: Implemented renovation for improved energy-saving performance as needed</li> </ul>
<b>Action Plan 2</b>	<ul style="list-style-type: none"> <li>■ By fiscal 2022, achieve greening of electricity consumption in common areas of properties owned and areas used by the Group in 25 properties in the Tokyo metropolitan area</li> <li>■ By fiscal 2030, achieve greening of electricity consumption in common areas of properties and areas used by the Group</li> </ul>	<ul style="list-style-type: none"> <li>■ Achieved the greening of electricity consumption in common areas of properties and areas used by the Group in 25 buildings in the Tokyo metropolitan area</li> <li>■ Achieved greening of electricity consumption in common areas of properties and areas used by the Group amounting to a total of 100 million kWh</li> </ul>
<b>Action Plan 3</b>	<ul style="list-style-type: none"> <li>■ Provide a Green Menu to tenants and buyers</li> </ul>	<ul style="list-style-type: none"> <li>■ Concluded an agreement for introducing green energy: A total of 146 cases</li> </ul>
<b>Action Plan 4</b>	<ul style="list-style-type: none"> <li>■ Develop mega-solar with a total output of approximately 175,000 kW by fiscal 2030</li> </ul>	<ul style="list-style-type: none"> <li>■ Expanded to a total of 42 sites, amounting to 131,000 kW</li> </ul>
<b>Action Plan 5</b>	<ul style="list-style-type: none"> <li>■ Develop tools to accurately grasp CO<sub>2</sub> emissions during construction</li> <li>■ Require submission of a reduction plan by construction companies, etc.</li> </ul>	<ul style="list-style-type: none"> <li>■ Construction companies are required to calculate CO<sub>2</sub> emissions during construction and submit reduction plans using the Company's GHG Emissions Calculation Manual as of October 2023</li> </ul>
<b>Action Plan (Other)</b>	<ul style="list-style-type: none"> <li>■ Acquire external certifications</li> <li>■ Introduce an Internal Carbon Pricing (ICP) System</li> <li>■ Establish a system for promoting action plans</li> </ul>	<ul style="list-style-type: none"> <li>■ Obtained the rank of “5 Stars” for the GRESB Development Benchmark in the GRESB Real Estate Assessment and the rank of “4 Stars” for the GRESB Standing Investment Benchmark</li> <li>■ All newly constructed properties acquired external certifications</li> </ul>

## Sustainability Strategy

Declaration of Coexistence with the Environment  
in Neighborhood Creation

## &amp; EARTH for Nature

Guided by the “&” Logo Principles, the Mitsui Fudosan Group is committed to creating social value by solving social issues. With this in mind, we have continued to create neighborhoods while taking to heart the principle of “Getting Better with Age.”

As far as coexistence with the environment is concerned, we have undertaken a variety of initiatives under the principle of “& EARTH With nature, sharing the future.” Moreover, achieving a better environment has become an important social issue for realizing a well-being-focused society in recent years.

In a bid to communicate broadly to society our vision for achieving coexistence with the environment when working to create neighborhoods, we formulated “& EARTH for Nature,” the Mitsui Fudosan Group's declaration of coexistence with the environment in neighborhood creation.

In working to fulfill this “& EARTH for Nature” declaration, we are endeavoring to expand our network of prosperous environments not only in Nihonbashi but also throughout Tokyo and across Japan. At the same time, we hope to pass on this vision to future generations. We view nature, people, and communities in “Holistic” terms and as such are working to create a prosperous “Holistic Environment” in which the appeal of nature, people, and communities can circulate and grow even more vibrant over time.

This declaration embraces the Mitsui Fudosan Group's universal values and basic approach, which it has continued to practice while promoting further growth through future projects. Looking ahead, we will contribute to society by creating a diverse spectrum of neighborhoods.

## Positioning of “&amp; EARTH for Nature”

## GROUP MISSION

&amp; EARTH With nature, sharing the future

## GROUP MATERIALITY

## Coexistence with the environment



## Declaration of Coexistence with the Environment in Neighborhood Creation

## &amp; EARTH for Nature

Through neighborhood creation, we aim to expand our network of sustainable and prosperous “**Holistic Environments**” not only in Nihonbashi but also throughout Tokyo and across Japan, and pass it on to future generations.

## Our Concept of a “Holistic Environment”

We see the environment as a “Holistic Environment,” blending nature, people, and communities into a cohesive whole. We strive to create sustainable and prosperous “**Holistic Environments**” where the unique appeal of each element of nature, people, and communities circulates and grows even more vibrant over time.





## Sustainability Strategy ... Declaration of Coexistence with the Environment in Neighborhood Creation &amp; EARTH for Nature

## Key Issues to Address



## Preserve and nurture greenery

**Policy** By preserving greenery that carries the land's memories and history, and creating new greenery, we will create an environment where everyone can conduct activities alongside green spaces.

## &lt;Case study&gt;

## Jingu Gaien District Urban Redevelopment Project



Preserve the four rows of ginkgo trees, and increase the number of trees\* from 1,904 to 2,304  
 \* Trees over 3.0 m in height  
 (Conceptual image of the completed project as of April 2023)



## Harness the allure of water

**Policy** We will revitalize the waterfront that carries the land's memories and history, while creating a water-rich environment that provides a place for people to relax.

## &lt;Case study&gt;

## Nihonbashi



Revitalize Nihonbashi, which was once a key hub for both water and land transportation, as a base for "Waterfront City Tokyo," centered on waterway transportation. (Create an expansive space with a close affinity with water and develop a waterway transportation network.)



## Enrich the ecosystem

**Policy** By considering the connection with the surrounding environment and the preservation of the ecosystem, we will create an environment where wildlife and people can coexist for generations to come.

## &lt;Case study&gt;

## Group-owned forests



Through proper management of Group-owned forests, enrich not only the forest ecosystems but also the ecosystems of the rivers and seas connected to them.



## Connect the aspirations of the community

**Policy** By valuing our coexistence with the surrounding communities, we will create an environment that preserves and passes down its nature, culture, and history to future generations.

## &lt;Case study&gt;

## Fukutoku Shrine and Fukutoku Garden



Rebuilt the main hall of Fukutoku Shrine and developed Fukutoku Garden, featuring a plaza at the center of its over 1,000 m<sup>2</sup> (10,764 ft<sup>2</sup>) site. Also serves as a temporary shelter for those unable to return home during disasters (Photo provided by Fukutoku Shrine)



## Promote the circulation of natural resources

**Policy** We will appropriately promote the circulation of natural resources, including through the creation of "never-ending forests," and advance neighborhood creation that connects to the future.

## &lt;Case study&gt;

## Nihonbashi Honcho Mitsui Building &amp; forest



Utilize timber from Group-owned forests for structural and interior materials used in development.



## Supervision

Professor  
Yukari Takamura

Institute for Future Initiatives,  
The University of Tokyo

Graduated from the Faculty of Law, Kyoto University. Completed coursework in the doctoral program at the Graduate School of Law, Hitotsubashi University, without obtaining a degree. Held positions including Professor of Ryukoku University, Professor at the Graduate School of Nagoya University, and Professor at the Integrated Research System for Sustainability Science (IR3S), the University of Tokyo. Since April 2019, she has served as Professor at the Institute for Future Initiatives, the University of Tokyo.

## Sustainability Strategy ... Declaration of Coexistence with the Environment in Neighborhood Creation &amp; EARTH for Nature

## Examples of the Mitsui Fudosan Group's contributions to the environment through the creation of neighborhoods

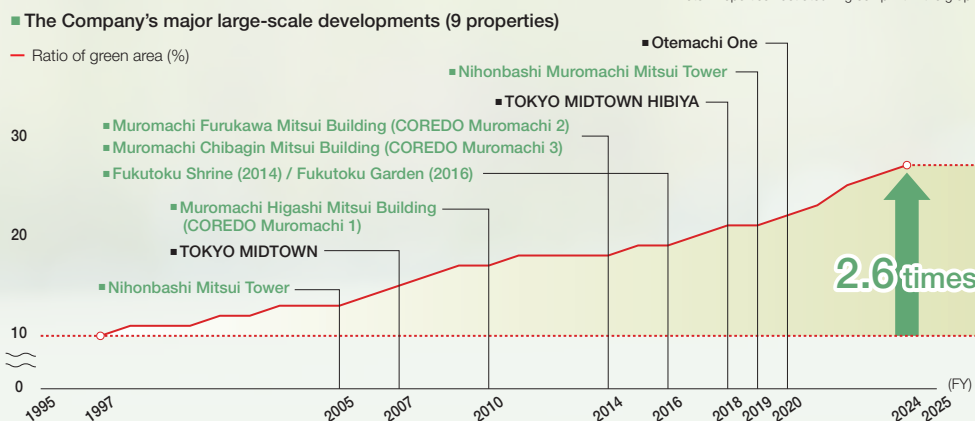
Note: This analysis was conducted by Think Nature Inc. by combining biodiversity big data and AI technology

## Amount of greenery

### Increasing the amount of greenery through the creation of neighborhoods

The amount of greenery compared with the amount prior to development has increased 2.6 times with respect to nine of the Company's major large-scale development properties. Of this total, green spaces have increased 4.4 times with respect to 6 properties in the Nihonbashi area.\*

Note: Properties illustrated in green print in the graph.



TOKYO MIDTOWN (before development)



TOKYO MIDTOWN (after development)

Note: The green area of each property is determined using aerial photography, satellite images, and AI technology. Follow-up evaluations of changes in the amount of greenery before and after development were conducted.

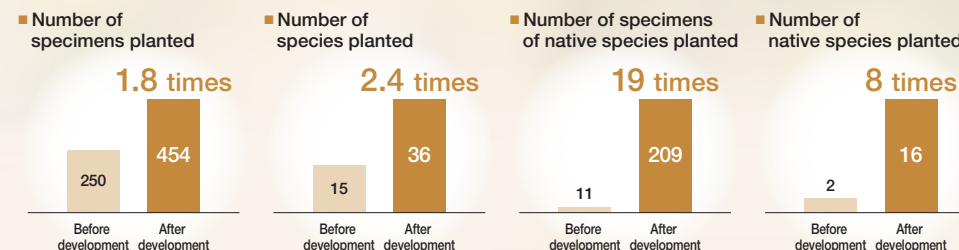
## Quality of greenery

### Improving the quality of greenery and supporting biodiversity

As a result of development, the number of native species planted\*<sup>1</sup> increased 8-fold, and the quality of greenery improved. This led to a 1.8-fold increase in the number of bird species attracted to the site and a 1.4-fold increase in the number of butterfly species\*<sup>2</sup>.

\*<sup>1</sup> Refers to tree species estimated to be naturally distributed within a 5 km radius of the site.\*<sup>2</sup> The change in biodiversity was analyzed and the effects of improved green space quality were evaluated using data on the distribution of native species originally living in the area and data on plant use by birds and butterflies. The number of specimens and species planted before development was estimated based on historical records of street tree plantings.

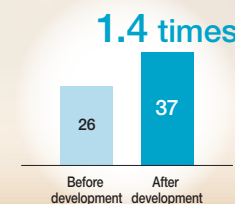
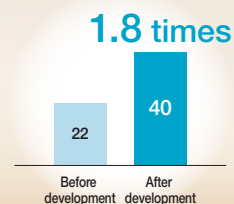
As a result of development, the number of specimens and species planted increased. Notably, the number of native species planted increased significantly.



With an increasing number of native tree species, the number of bird and butterfly species attracted to the site increased.

■ Number of bird species attracted to the site

■ Number of butterfly species attracted to the site





## Sustainability Strategy ... Declaration of Coexistence with the Environment in Neighborhood Creation &amp; EARTH for Nature

## Discussion between an Expert and an Outside Director

Connecting Prosperous  
“Holistic Environments”  
to the Future

— What “&amp; Earth for Nature” Hopes to Achieve

Mitsui Fudosan announced details of its declaration of coexistence with the environment in neighborhood creation, “& EARTH for Nature,” in April 2025. Here, we provide excerpts from a dialogue between Professor Yukari Takamura of the University of Tokyo's Institute for Future Initiatives, who helped oversee preparation of the declaration and the Company's outside director, Eriko Kawai.

**Eriko Kawai**

Outside Director

**Professor  
Yukari Takamura**Institute for Future Initiatives,  
The University of TokyoSocial conditions surrounding  
“coexistence with the environment”

**Takamura** I sense that society's interest in how companies are addressing such sustainability issues as climate change and efforts to protect the natural environment from a medium- to long-term perspective is growing on a daily basis. Responding especially to concerns regarding climate change from the capital markets, the disclosure of information based on the recommendations put forward by the Task Force on Climate-related Financial Disclosures (TCFD) has progressed. Furthermore, interest in corporate initiatives that target nature, including ecosystems and biodiversity, has increased rapidly over the past two to three years. Against this backdrop, Mitsui Fudosan began disclosing information in accordance with the guidelines issued by the Taskforce on Nature-related Financial Disclosures (TNFD) from fiscal 2025. In fact, Japan leads the world in disclosing information in accordance with

the TNFD guidelines, which reflects the high level of interest among Japanese companies. While depending on the industry, I believe that there is already widespread recognition among companies that nature, on which companies depend for raw materials and other resources, business activities that impact nature, and conservation endeavors all effect business operations, asset values, and corporate management as a whole.

The significance of establishing  
& EARTH for Nature

**Kawai** Some time ago, I worked in Nihonbashi. Back then, it was a gray, lifeless city with little greenery. Thanks to Mitsui Fudosan's neighborhood creation endeavors, Nihonbashi today is filled with greenery, creating an extremely pleasant environment. In addition to creating economic value, the Group's neighborhood creation initiatives are generating social value while contributing to the

environment. Having said this, I still feel that this has not been adequately conveyed to the broader society.

**Takamura** To a certain extent, human activities inevitably impact nature and the environment. This is especially true of the real estate industry, where the mission to create comfortable living and working spaces while undertaking measures that help enrich nature is a critical challenge that significantly effects corporate value.

**Kawai** I believe that Mitsui Fudosan has conveyed to those who view real estate development as destructive to the environment that the Company's neighborhood creation endeavors also focus on environmental conservation. Mitsui Fudosan's public declaration of coexistence with the environment in neighborhood creation outlines how the Company has and will continue to coexist with the environment while clarifying the Company's corporate stance. Looking ahead, steps will be taken to monitor whether the Board of Directors is adhering to the declaration as well as the progress of ESG initiatives, with each linked to executive compensation as KPIs.

## Sustainability Strategy ... Declaration of Coexistence with the Environment in Neighborhood Creation &amp; EARTH for Nature ... Discussion between an Expert and an Outside Director

I hope that this declaration will serve as a catalyst to change any negative perception of real estate development.

**Takamura** It is vital that Mitsui Fudosan clearly explains and conveys details of its initiatives to society. The significance of utilizing quantitative data as well as specific examples to communicate how the Company is addressing its impact on nature, enriching the environment, and creating new value in an easy-to-understand manner to a broad spectrum of interested parties cannot be overstated.



## Features of & EARTH for Nature

**Takamura** Mitsui Fudosan has outlined its thoughts on the environment in its declaration. The Company is working to maintain and enhance the sustainability of nature, improve local communities, and push forward initiatives over the long term for the benefit of future generations. Despite the many challenges that this entails, I applaud the Company for clarifying its commitment and resolve through its declaration.

**Kawai** In addition, Mitsui Fudosan has identified five specific issues that it is seeking to address on a priority basis. Looking at efforts to “harness the allure of water,” as one example, the Company has listed a number of initiatives. As outlined in the Appendix, the green space

the Group has created, maintained, and managed to date is estimated to be approximately 6,300 ha (approximately 15,568 acres), roughly the same size as the area inside the loop of the Yamanote Line.

**Takamura** As I mentioned when commenting on the formulation process, presenting data in a clear and concise manner is extremely important. In addition to the vast areas of forest owned by the Company, Mitsui Fudosan touched on the importance of utilizing and preserving its holdings in a sustainable manner. Here, I would like to see the Company adopt a more proactive approach toward the use of timber harvested from the forests it owns. In utilizing this timber in the construction of buildings and creation of neighborhoods, the Company is positioned to promote the storage of carbon thereby reducing emissions into the atmosphere. On a separate point, I have heard that there is a shortage of workers and funds in areas with forests, which in turn is impeding sustainability and conservation endeavors. I would therefore hope that the Company will expand its efforts to support the surrounding forests in tandem with the creation of neighborhoods.

Meanwhile, the value of nature varies from region to region. For TOKYO MIDTOWN, as one example, Mitsui Fudosan has visualized its contribution to biodiversity using data. The issue, however, is how to evaluate this contribution to the value of nature going forward. This not only includes the area and volume of green spaces, but also cultural and region-specific value. As in the case at hand, I believe it would also be useful to provide qualitative data on, for example, the observation of bird species listed on Japan's Ministry of the Environment's Red List.

## Expectations for the future

**Kawai** I am convinced that environmentally conscious real estate development will become a valuable option for the younger generation. For example, the time will come when people will pay closer attention to zero-emission condominiums when choosing a place to live. The fact that a location or property is environmentally friendly will of itself become a brand. In this sense, Mitsui Fudosan's declaration is an effective tool in the Company's branding endeavors.



**Takamura** I recently spoke with representatives of a global company that took up space in a Mitsui Fudosan building when relocating its office. Conscious of its responsibility as a global corporate entity to address concerns surrounding climate change, the decision was made to take up space in a resilient and environmentally friendly office building. With this in mind, I believe that it is extremely important to create a market where the absence of greenhouse gas emissions is clearly reflected in the value of real estate. Currently, the government is looking into the systems and measures required to calculate and reduce greenhouse gas emissions throughout the entire lifecycle of buildings. While there are no existing methods in place at this time, I am aware that Mitsui Fudosan is spearheading industry efforts in the climate change field. For example, the Company published the Manual for Calculating GHG Emissions Produced during Construction which has been used by the Real Estate Companies Association of Japan to develop a manual as well as for other purposes. Moving forward, I would hope that Mitsui Fudosan will also play a leading role in the natural environment conservation field.

**Kawai** That's right. I would hope that Mitsui Fudosan's Declaration of Coexistence with the Environment in Neighborhood Creation will filter through to the real estate industry and society as a whole, and serve as a tailwind to further accelerate this trend. In doing so, I am confident that this will help to enhance Japan's appeal as a nation.

**Takamura** It would be wonderful if the real estate industry and communities as a whole could evolve by considering the environment and adopting a vision for a better society from a medium- to long-term perspective. The next step then would be to help bring this vision to a reality.

## Sustainability Strategy

# 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.

### Initiatives for raising human rights awareness

Mitsui Fudosan is putting in place a system to ensure that human rights are respected throughout the entire Group. In addition, we are continuously working to improve understanding and awareness regarding human rights through initiatives such as holding human rights awareness training for all Mitsui Fudosan employees.

## Human rights due diligence

In 2020, we started human rights due diligence in accordance with the UN Guiding Principles on Business and Human Rights. As a supplement to the Human Rights Policy, we designated major issues related to human rights. We are continuously evaluating their impact on human rights, and putting in place initiatives to prevent or minimize their impact, and will continue monitoring.

### Human rights impact evaluation

We conducted evaluations of the human rights impact of new and existing businesses Group-wide (predominantly in Japan). These evaluations also cover human rights issues that relate to labor problems as well as health and safety. We have engaged with stakeholders to evaluate this impact. Specifically, we asked attorney Akiko Sato for her input, which has been reflected to the greatest extent possible. We will ensure in the future that we continue to create opportunities to gather feedback periodically.

### Sample of impact on stakeholders and human rights

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

For more details

[https://www.mitsuifudosan.co.jp/english/esg\\_csr/society/03.html](https://www.mitsuifudosan.co.jp/english/esg_csr/society/03.html)

### Refining by severity and probability

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

### Salient issues related to human rights initiatives

- Prohibition of discrimination, harassment, or other unfair treatment in the workplace
- Ensuring a safe and healthy working environment
- Consideration for safety, security, and health in urban development
- Consideration of minorities and prohibition of unfair discrimination toward them in business activities
- Sufficient communication with clients and other stakeholders in business activities

### Survey into the status of initiatives to address human rights issues in our business

As part of the Mitsui Fudosan Group's human rights due diligence, in fiscal 2022, we carried out a questionnaire survey into initiatives to respect human rights at four divisions and 10 Group companies (as well as interviews at a Group company). The questionnaire looked into 15 issues—those strongly relevant to the work of the divisions and Group companies taken from 42 human rights issues identified during the formulation of the Mitsui Fudosan Group Human Rights Policy—and surveyed internal systems to prevent human rights violations, ensure awareness of manuals and procedures, report on the status of training, etc.

Attorney at Kotonoha Law. Business and Human Rights Liaison Officer, United Nations Development Program (UNDP). Currently, Ms. Sato works to enhance awareness and understanding of business and human rights by providing advice on topics such as human rights policy and human rights due diligence; coordinating stakeholder engagement, and proposing policy to the government.

**Akiko Sato**



## Relief mechanism initiatives

\* Platform for Responsible Recruitment of Foreign Workers

<https://jp-mirai.org/jp/>

The Group is a member of the Platform for Responsible Recruitment of Foreign Workers (JP-MIRAI)\* and promotes initiatives that utilize human rights violation risk information regarding foreign workers.



## Sustainability Strategy

# Supply Chain Management

## 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 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.

### Sustainable Procurement Standards Item List

1. Compliance with Laws and Regulations, etc.
2. Respect for Human Rights in Business Activities
3. Respect for Human Rights Related to Labor
4. Safe and Healthy Working Environment
5. Establishment of Business Ethics
6. Ensuring Quality
7. Consideration for the Environment
8. Information Security
9. Crisis Management and Business Continuity Plan

## Surveys and dialogue with suppliers

As a result of appraisals into human rights risks, for existing suppliers, such as general contractors, that have a great deal of overlap with, and influence on, the Group's ESG issues, we carry out surveys and dialogue in line with our Sustainability Procurement Standards to promote and raise awareness of important themes.

### ▶ Survey subjects and periods

We conduct questionnaires and interviews with major contractors (detailed below) with whom we have continuous business dealings.

#### Survey subjects and periods

<b>FY2021</b>	5 major general contractors and 1 other company
<b>FY2022</b>	3 large security companies 3 large cleaning/equipment management companies
<b>FY2023</b>	22 medium-sized general contractors 84 small general contractors/builders
<b>FY2024</b>	7 advertising agencies

#### Survey content

- (1) Questionnaire survey
- (2) On-site inspection
- (3) On-site interviews at the head office

### ▶ Future issues

Through the survey, we discovered issues in the following areas at certain companies.

For more details

[https://www.mitsuifudosan.co.jp/english/esg\\_csr/society/04.html](https://www.mitsuifudosan.co.jp/english/esg_csr/society/04.html)

### General contractors & builders

- Measures to address working long hours and health issues that arise from that
- Accurate technical guidance for foreign technical intern trainees
- Thorough compliance with the Labor Standards Act
- Checks at materials suppliers to ensure there are no human rights or environmental problems and measures to ensure no illegally logged lumber in wood procurement
- Corruption prevention

### Security companies & cleaning/equipment management companies

- Measures to address working long hours and health issues that arise from that
- Measures to address occupational accidents such as tripping or falling
- Corruption prevention

### Advertising agencies

- Execution of human rights due diligence on business partners
- Identification of significant human rights risks (human rights issues)
- Development of training and consultation systems to address LGBTQ-related issues

### ▶ Engagement with suppliers that takes issues into account

Taking on board the results of the surveys, we conducted current status interviews with contractors whose initiatives are lacking in some way, and carried out dialogue and engagement to lead to future improvement. In the future, we plan to continue conducting monitoring and engaging in dialogue.

#### Suppliers we have engaged with to make improvements

<b>Implemented in March 2024</b>	Medium-sized general contractors: 2 Small general contractors/builders: 4
<b>Implemented in December 2024</b>	Advertising agencies: 7