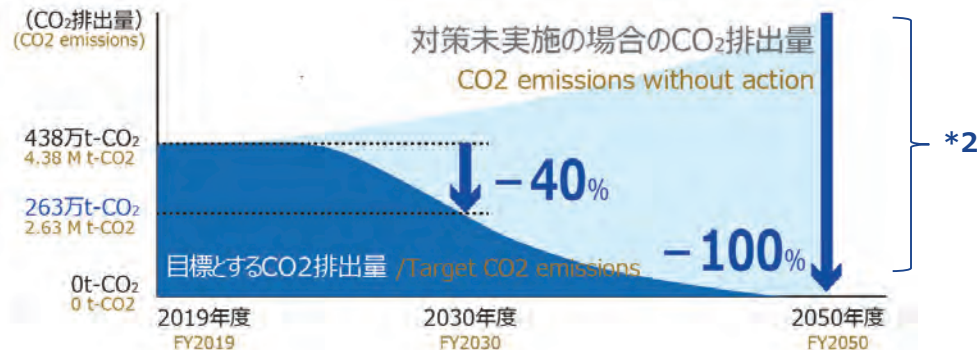


当社グループの温室効果ガス排出量削減目標

Mitsui Fudosan Group's Greenhouse Gas Emission Reduction Targets

- 2030年度までに40%削減（2019年度比）^{*1}
40% reduction in Group's GHG emissions by FY2030 (Compared to FY2019)
- 2050年度までにネットゼロ^{*1}
Net Zero by FY2050

^{*1} SCOPE1+SCOPE2は2030年度までに46.2%削減（2019年度比）
SCOPE 1 + SCOPE 2: 46.2% reduction by FY2030 (Compared to FY2019)



^{*2} 物件の環境性能向上

Improve environmental performance of properties

再エネ活用・電力グリーン化

Utilization of renewable energy and greening of electricity

メガソーラー拡大

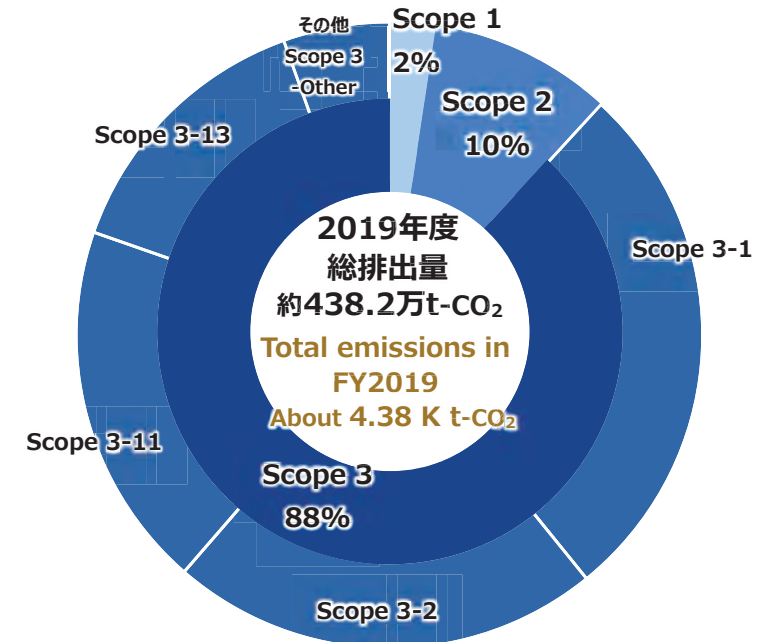
Expansion of mega-solar

建築時排出量削減、洋上風力・新技術など

Reduction of emissions during construction, offshore wind & new technologies, etc.

当社グループの温室効果ガス排出量率（SBT基準、Scope 1,2,3）

Greenhouse gas emission rate of the Mitsui Fudosan Group based on SBT standards (Scope 1,2,3)



^{*}集計範囲・方法の見直し等により数値が変動する可能性があります。

The amount of energy consumption is calculated in accordance with the Act on the Rational Use of Energy.

サプライチェーンによる排出 /Supply chain emissions

上流 /Upstream	自社 /In our company	下流 /Downstream
Scope 3 3-1 建築時等排出 (販売用不動産) 3-1 Emissions during construction, etc. (Rental Property for sale)	Scope 1 直接排出 (自社で使用した化石燃料) Direct emissions (Fossil fuels used by the company)	Scope 3 3-11 売却資産の将来排出 (テナント、物件購入者の建物使用) 3-11 Future emissions from assets for sale (Use of the building by tenants and property purchasers)
3-2 建築時等排出 (固定資産) 3-2 Emissions during construction, etc. (Fixed assets)	Scope 2 間接排出 (自社で使用した電気等) Indirect emissions (Electricity used by the company, etc.)	3-13 運用時排出 (テナント、物件購入者の建物使用) 3-13 Emission during operations (Use of the building by tenants and property purchasers)

SBT基準による温室効果ガス排出量の詳細は、当社WEBサイト「ESG Report」を参照
https://www.mitsui-fudosan.co.jp/corporate/esg_csr/environment/05.html#p07

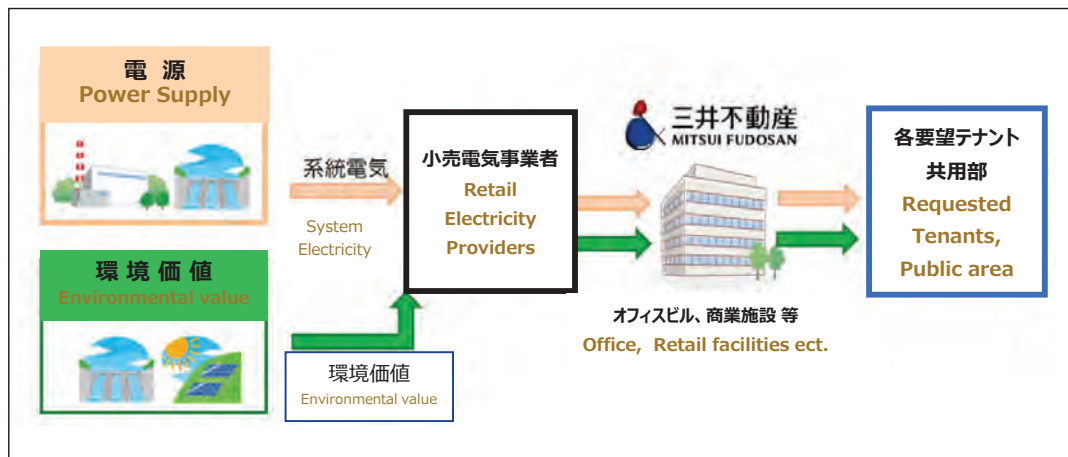
For details of greenhouse gas emissions based on SBT standards, please refer to the ESG Report on our website
https://www.mitsui-fudosan.co.jp/english/corporate/esg_csr/environment/05.html#p07

「グリーン電力化」のさらなる拡大

Further expansion of "green electrification"

- 対象エリア：三大都市圏（首都圏、中京圏、近畿圏）に拡大
Target areas : Expansion to **three metropolitan areas** (Tokyo, Chukyo, and Kinki)
- グリーン電力化対象施設：約**180**施設
Green Power Target Facilities : About **180** facilities
- 累計供給計画量（2030年度時点）：約**9.6**億kWh
Planned cumulative supply (As of FY2030) : About **960** million kWh
- 共用部分のグリーン化に加え、**入居テナントの要望により対応可能な「グリーン電力の提供サービス」を実施。導入予定企業は約100社へ**
In addition to the greening of common areas, "Green Power Supply Service" is available upon request of tenants. **About 100 companies are planning to introduce this service**

グリーン電力化の仕組み（イメージ） Green Power Conversion System (image)



日本橋・豊洲エリアで電力供給を展開する

「スマートエネルギープロジェクト」での電力グリーン化*1

Supplying Electricity in the Nihonbashi and Toyosu Areas

Greening of power in the "Smart Energy Project" **1

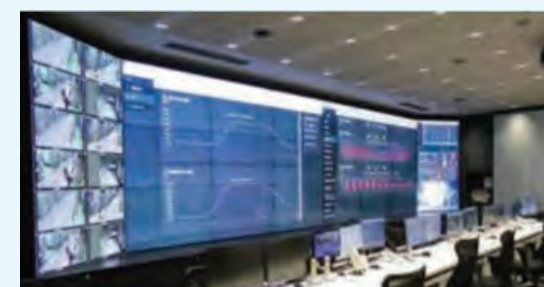
- 当社が展開する特定送配電事業*2・小売電気事業*3において、既存ビルを含めた周辺地域への供給電力をグリーン化（国内初）
Mitsui Fudosan's specified power transmission and distribution business*2 and retail electricity business*3 will green the electricity supplied to the surrounding areas, including existing buildings (First in Japan)
- 提供開始：2022年1月 /Start period : Jan. 2022
 - *1 当社と電源開発株式会社が「FIT 非化石証書へのトラッキング付与に係る個別合意に関する契約」を締結し、再生エネルギー電源由来の環境価値のトラッキング情報を長期安定的に提供を受けることを合意したことにより実現
 - *2 自らで送配電用の電気工作物を維持・運用し、特定の供給地点において託送供給を行う事業
 - *3 一般の需要に応じて電気を供給する事業
- *1 Mitsui Fudosan and Electric Power Development Co., Ltd. signed an "Agreement on Individual Tracking of FIT Non-Fossil Certificates" and agreed to receive long-term, stable tracking information on the environmental value derived from renewable energy sources
- *2 Business to maintain and operate electric facilities for transmission and distribution by itself and to provide a consigned supply of electricity at a specific service point
- *3 Business of supplying electricity to meet general demand

■日本橋スマートエネルギープロジェクト/Nihonbashi Smart Energy Project

供給エリア/Supply area



中央監視室/Central Control Room



保有森林による二酸化炭素の吸収

Absorption of CO₂ by Company-Owned Forest

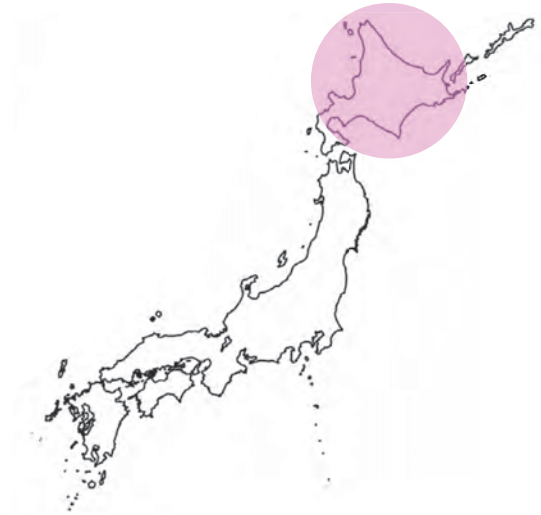
北海道の道北地方を中心に
31市町村にまたがる
約5,000haの森林を保有・管理
Spans 31 municipalities, mainly in the
Northern region of Hokkaido
We own and manage
about 5,000 ha of forest land

森の面積

Forest area

約5,000ha

About 5,000 ha



三井不動産グループの森が
吸収・固定した二酸化炭素量
Amount of CO₂ absorbed and
sequestered by the Mitsui Fudosan
Group's forest land

約17,251 t-CO₂/年

About 17,251 t-CO₂/year



北海道の保有林
Company-owned forest in Hokkaido

木造オフィス等への取り組み

Initiatives for Wooden Office Buildings, etc.

- 木造オフィスビルの建設、建設時のCO₂約**20%削減**（2025年竣工予定）
Reduce construction-related CO₂ emissions by about 20%
(Scheduled for completion in 2025)
- 三井ホームの木造マンションブランド「MOCXION（モクシオン）」
第1号物件が竣工（2021年11月）
Completion of the first property under Mitsui Home's wooden
condominium brand "MOCXION" (November 2021)
- 北海道の森林資源を、当社の木造マンションや木造オフィスビルの内装材など
で、積極的に活用
Mitsui Fudosan Group proactively utilizing lumber from its
Hokkaido forests for interiors in wood structure condominiums
and offices



木造オフィスビル計画（東京都中央区）
Wooden office building plan (Chuo-ku, Tokyo)

*グループ保有林の年間CO₂吸収・固定量は、北海道の計算式を採用し、2020年度森林調査簿の森林成長量データを基に計算したものです。
集計期間・範囲・方法が変更される可能性があります。

*The annual amount of CO₂ absorption and fixation by the Group's forests is calculated using Hokkaido's formula
and based on forest growth data from the FY2020 Forest Survey Registry.
Values may change depending on revisions to the scope and methods of calculation, etc.

米ドル建てグリーンボンドを発行（国内不動産業界初）

Issued U.S. dollar-denominated green bonds

(First in the Japanese real estate industry)

- 発行時期：2022年1月
Issue date：January 2022
- 発行額：3億米ドル
Issue amount：US\$300 million
- 発行年限：10年
Issue Term of issue：10 years
- 資金使途：「50ハドソンヤード」（米国、オフィス）の開発資金のリファイナンス
Use of Proceeds：Refinancing of equity investment for "50 Hudson Yards" (U.S., office)
- 信用格付：A3 (Moody's)、A (S&P)
Ratings：A3 (Moody's), A (S&P)
- 第三者評価機関：サステナリティクス社
Second Party Opinion Provider：Sustainalytics



■ 50 ハドソンヤード

所在地：50 Hudson Yards New York, NY
建物規模：地上58階地下3階建
敷地面積：約69,000sf（約6,400㎡）
延床面積：約2,842,000sf（約264,000㎡）
用途：オフィス・店舗
竣工：2022年
環境性能：最新鋭性能を具備
「LEED GOLD認証」取得予定

■ 50 Hudson Yards

Location: 50 Hudson Yards New York, NY
Building scale: 58 floors above ground and 3 floors below ground
Site area: about 69,000sf (About 6,400㎡)
Total floor area: about 2,842,000sf (About 264,000㎡)
Use: Office, Retail
Completion: 2022
Environmental performance: leading edge environmental performance, with LEED GOLD certification planned

サステナビリティ・リンク・ローン（SLL）の実行

Execution of Sustainability Linked Loan (SLL)

- 2030年度の温室効果ガス排出量削減の目標達成により金利優遇があるSLLを金融機関と締結
Conclude SLLs with financial institutions that offer preferential interest rates based on achievement of greenhouse gas emission reduction targets for FY2030
- 削減目標：Scope1+Scope2における温室効果ガス排出総量を46.2%削減（2019年度比）
Reduction target: Reduce total greenhouse gas emissions in Scope 1 + Scope 2 by 46.2% (Compared to FY2019)
- 2021年度実績 実行件数：12件、総額：690億円
FY2021 Achievements Number of executions: 12, Total amount: 69.0 billion yen

（参考）過去のグリーンボンド発行

(Reference) Green Bonds Issued in the Past

- 発行時期：2019年9月
- 発行額：500億円
- 発行年限：5年
- 資金使途：「日本橋室町三井タワー」（東京都）の保留床取得資金のリファイナンス
- 信用格付：AA-（R&I）、AA（日本格付研究所）
- 第三者評価機関：（株）格付投資情報センター
- Issue date: September 2019
- Issue amount: 50 billion yen
- Issue term: 5 years
- Use of Proceeds: Refinancing of the acquisition of the reserved floor of "Nihonbashi Muromachi Mitsui Tower" (Tokyo)
- Rating: AA- (R&I), AA (Japan Credit Rating Agency, Ltd.)
- Second Party Opinion Provider: Rating and Investment Information, Inc.

女性活躍推進の定量目標

Quantitative Targets of Women Empowerment Promotion

● 女性管理職比率（三井不動産単体）

Target ratio of female managers (Mitsui Fudosan non-consolidated)

10% by 2025 **20% by 2030**

● 女性採用比率

Ratio of hires of women **40%**

■ 「MSCI日本株女性活躍指数(WIN)」の構成銘柄に5年連続で選定

Selected as a constituent brand of MSCI Japan Empowering Women Index (WIN) for the 5th continuous year

2022 CONSTITUENT MSCI日本株
女性活躍指数 (WIN)

2022 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

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■ 女性活躍促進に優れた企業「なでしこ銘柄」に初選定

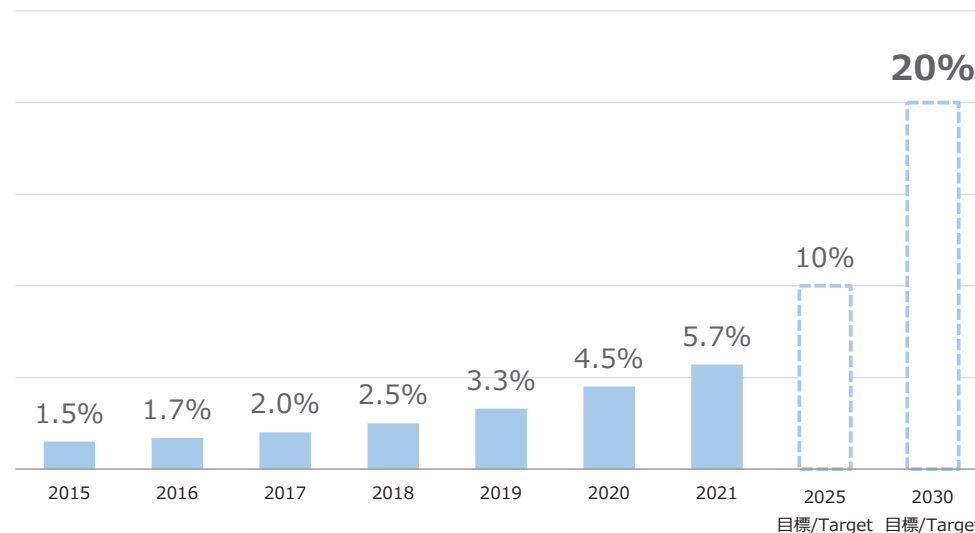
Selected as an FY2021 "Nadeshiko Brand" for the First Time for Its Outstanding Efforts in Encouraging Women's Success



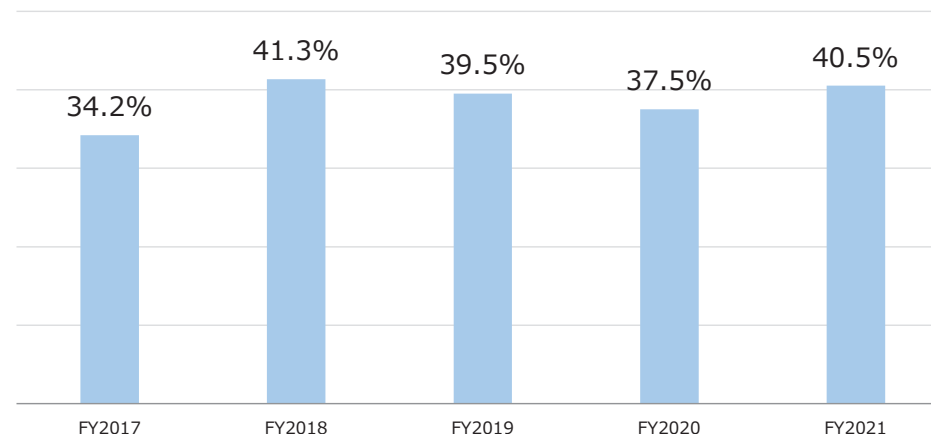
女性活躍促進に優れた上場企業として、経済産業省と東京証券取引所から、管理職の行動・意識改革や推進体制の構築を含む取り組みが評価され、選定されました。
As a listed company that excels in promoting women's activities, the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE) selected us in recognition of our efforts, which include reforming the behavior and awareness of managers and building a promotion system.

女性管理職比率（三井不動産単体）

Ratio of Women in Management (Mitsui Fudosan non-consolidated)



女性採用比率（新卒+中途）（三井不動産単体） Ratio of hires of women (New Graduates + Careers) (Mitsui Fudosan non-consolidated)



取締役会の実効性発揮

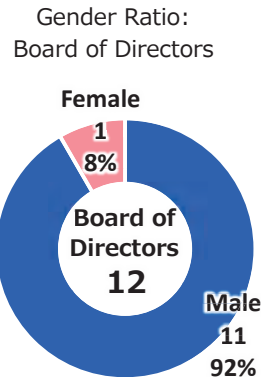
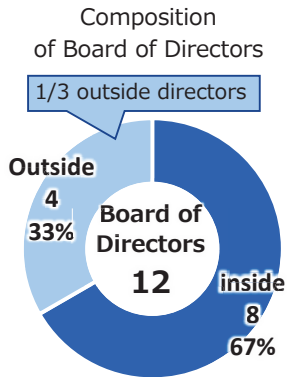
Achieving the Potential of the Board of Directors

4 サステナビリティへの取り組み Sustainability Initiatives

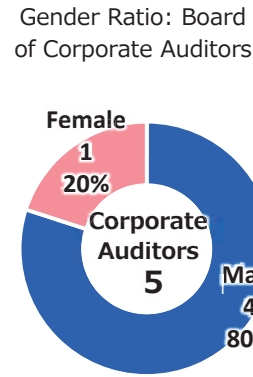
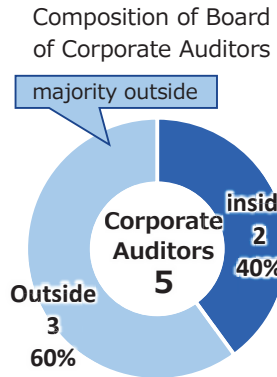
Institutional Design and Composition of Board of Directors

■ Institutional Design: The company has a Board of Auditors

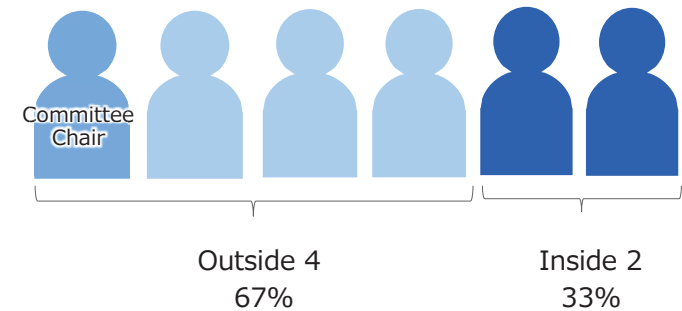
■ Board of Directors



■ Board of Corporate Auditors



■ Compensation Advisory Committee and Nomination Advisory Committee



Skill Matrix, etc. of Directors and Reasons for Selection of Outside Directors

Name	Role	Attendance at Board of Directors Meetings (FY2020)	Specialist expertise/experience						
			Corporate Management	Finance and Accounting	Compliance and Risk Management	Global	Technology Innovation	ESG	Creation of Neighborhoods (Real Estate Development, etc.)
Hironichi Iwasa	Chairman of the Board and Chief Executive Officer	12/12	●	●	●		●	●	●
Masanobu Komoda	President and Chief Executive Officer	12/12	●	●	●	●	●	●	●
Yoshikazu Kitahara	Managing Director and Executive Vice President	12/12			●		●		●
Kiyotaka Fujibayashi	Board of Directors	12/12	●		●			●	●
Yasuo Onozawa	Board of Directors	12/12			●			●	●
Takashi Yamamoto	Board of Directors	12/12	●		●	●			●
Takashi Ueda	Board of Directors	12/12		●			●		●
Wataru Hamamoto	Board of Directors	12/12		●			●	●	●
Masafumi Nogimori	Outside Director	11/12	●		●	●	●	●	
Tsunehiro Nakayama	Outside Director	12/12	●	●	●	●		●	
Shinichiroh Itoh	Outside Director	11/12	●		●	●	●	●	
Eriko Kawai	Outside Director	Newly*1		●	●	●	●	●	

Note : The above list is not an exhaustive list of the candidates' expertise and experience.

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

Name	Independent Officer	Reason for Selection
Masafumi Nogimori Managing 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.
Tsunehiro Nakayama Managing 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.
Shinichiroh Itoh Managing Director	○	As the Company's outside director, Shinichiroh Itoh 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.
Eriko Kawai Managing 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.

取締役報酬

Executive Compensation

- 基本報酬、取締役賞与、譲渡制限付株式報酬により構成*

*Composed of Basic Compensation, Bonuses to Directors and Restricted Stock Awards

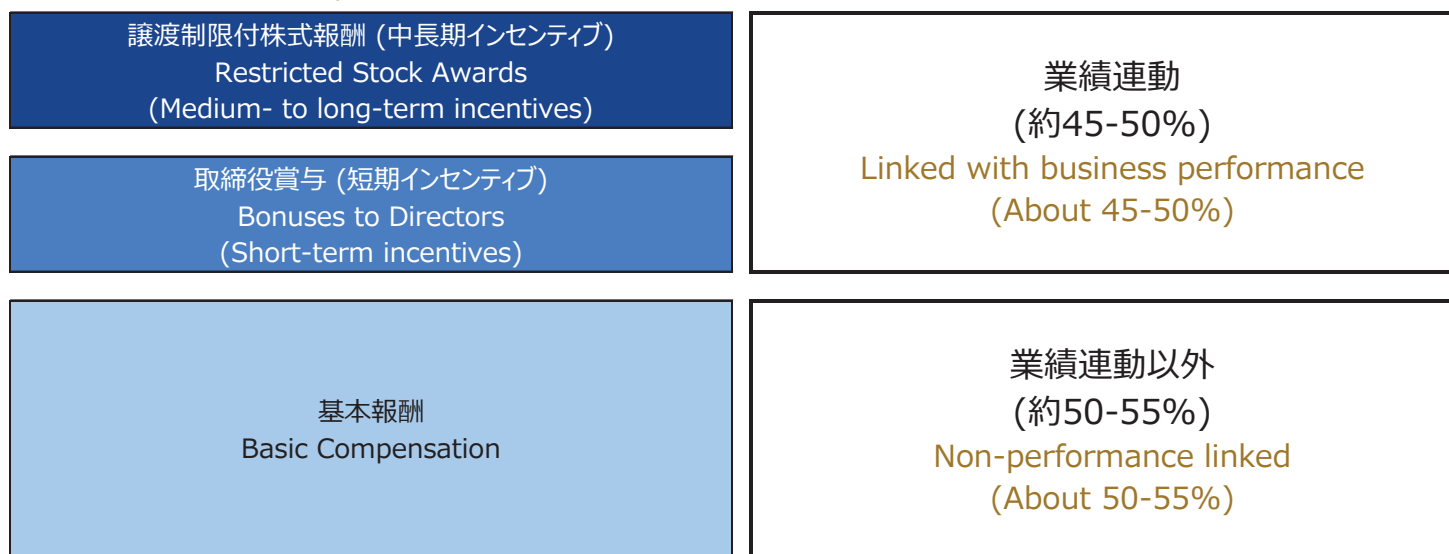
- 社外取締役を委員長とする報酬諮問委員会に諮問のうえ、取締役会にて決定

To be determined by the Board of Directors after consultation with the Compensation Advisory Committee chaired by an outside director

*社外取締役は基本報酬のみ

*Outside Directors receive only a base salary

取締役報酬の構成 /Composition of Directors' Remuneration



- 業績連動報酬の指標/Performance-linked remuneration indicators

当期の業績、ESGの取り組み、株主への利益還元、グループ長期経営方針の進捗、経済情勢、事業環境等を総合勘案

Takes into account factors such as business results for the fiscal year under review, ESG initiatives, shareholder returns, progress on the Group's Long-term Vision, economic conditions, and the business environment

政策保有株式の縮減方針

Policy on reduction of strategic shareholdings

保有状況を継続的に見直し、定量的な保有の合理性や取引先との関係を踏まえた保有意義を確認したうえで縮減

We review our strategic equity shareholdings on an ongoing basis with a view to reduce our holdings.

We assess the rationale for owning the shares based on a quantitative evaluation and our relationship with the issuer.

売却実績（三井不動産単体）

Sale results (Mitsui Fudosan Non-consolidated)

- 2019年度 : 203億円（13銘柄、357万株） /FY2019: ¥20.3 billion (13 stocks, 3.57 million shares)
- 2020年度 : 459億円（3銘柄、506万株） /FY2020: ¥45.9 billion (3 stocks, 5.06 million shares)
- 2021年度 : 507億円（4銘柄、365万株） /FY2021 : ¥50.7 billion (4 stocks, 3.65 million shares)

純投資目的以外の目的で保有する株式の状況（2022年3月末時点、三井不動産（単体））

Status of shares held for purposes other than pure investment (As of March 31, 2022, Mitsui Fudosan (Non-consolidated))

- 銘柄数 : 128（うち上場株式 57） 貸借対照表計上額 7,415億円（うち、上場株式 7,301億円）
Number of stocks owned: 128 (of which, 57 are shares of listed companies)
Amount recorded on balance sheet: ¥741.5 billion (of which, ¥730.1 billion is for shares of listed companies)
- 主要銘柄【株式会社オリエンタルランド】 /Main stock (Oriental Land Co., Ltd.)

持ち合いの有無 /Presence of strategic shareholding by the other company	無 /None
貸借対照表計上額 /Amount recorded on balance sheet	5,594億円 /¥559.4 billion
保有経緯・目的 Background and purpose of holding	<p>当社は1960年の同社設立に携わり、当時より同社株式を保有しております。</p> <p>当社グループが運営・管理する千葉県浦安市所在の三井ガーデンホテルプラナ東京ベイは、東京ディズニーリゾートのパートナーホテルであり、また、当社は同社が運営する東京ディズニーランド、東京ディズニーシーのオフィシャルスポンサーであることから、当社グループの事業活動の円滑な推進および事業機会創出において有用性があると考えております。</p> <p>The Company was involved in the establishment of Oriental Land Co., Ltd. in 1960 and has owned its shares ever since.</p> <p>Mitsui Garden Hotel PRANA Tokyo Bay, located in Urayasu City, Chiba Prefecture 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 Disney Sea, 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.</p>
売却実績 Sales results	<p>2019年度 : 129億円（96万株） 2020年度 : 456億円（300万株） 2021年度 : 484億円（300万株）</p> <p>FY2019 : ¥12.9 billion (0.96 million shares) FY2020 : ¥45.6 billion (3 million shares) FY2021 : ¥48.4 billion (3 million shares)</p>

ESGインデックスへの組み入れ /Inclusion in ESG Indexes



FTSE4Good



FTSE Blossom
Japan



FTSE Blossom
Japan Sector
Relative Index



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2022 CONSTITUENT MSCIジャパン
ESGセレクト・リーダーズ指数

2022 CONSTITUENT MSCI日本株
女性活躍指数 (WIN)

2022 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX

2022 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)



環境・気候変動を始めとした各種イニシアチブへの 加盟・賛同、評価取得

Joining and endorsing various initiatives, including
environmental and climate change initiatives, and
obtaining recognition



RE100



多様な人材・働き方に関する認定

Certification for Diverse Human Resources and Work Styles

女性活躍促進

Promote the activities of diverse
personnel



女性活躍促進に優れた上場企業として、経済産業省と東京証券取引所から、「なでしこ銘柄」に選定されています。

Our company has been selected by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange as one of the "Nadeshiko Brand" as a listed company that excels in the promotion of encouraging women's success in the workplace.

多様な人材の活躍の推進

Promote the activities of
diverse personnel



健康経営に優れた企業として、経済産業省と日本健康会議から、「健康経営優良法人ホワイト500」の認定を受けています。

In recognition of our health management-related initiatives, we have been selected by the Certified Health & Productivity Management Outstanding Organizations Recognition Program ("White 500") of the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi as a corporation that practices excellent health management.

育児支援

Childcare
Support Initiatives



厚生労働大臣から子育てサポート企業として、「くるみん」の認定を受けています。

*三井不動産レジデンシャルにて取得
Our company has acquired "Kurumin" certification from the Minister of Health, Labour and Welfare as a company that supports childcare.
*Acquired by Mitsui Fudosan Residential Co., Ltd.