

### 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

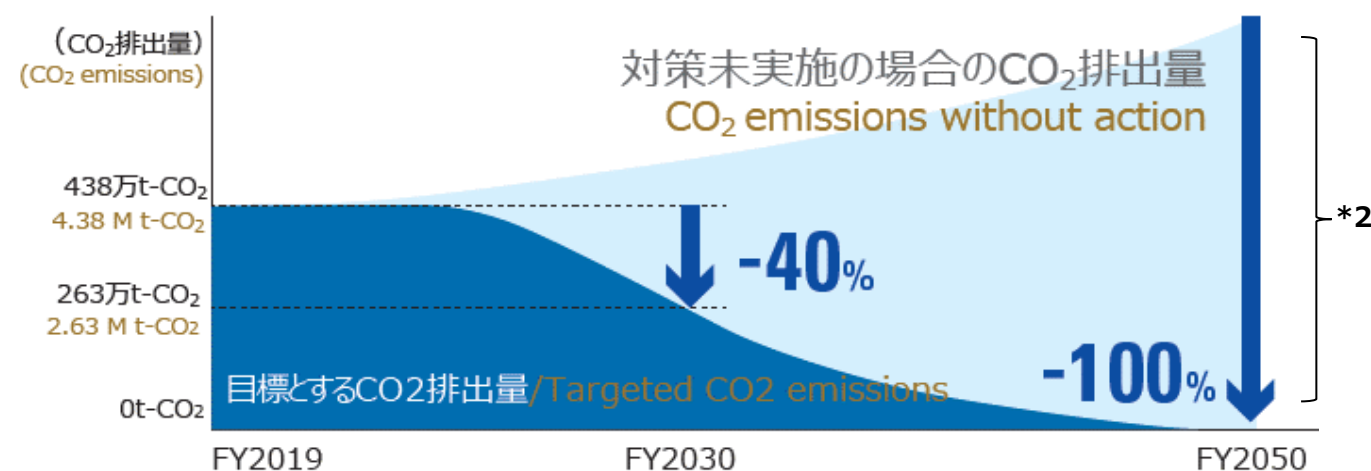
- 2030年度までに40%削減（2019年度比）<sup>\*1</sup>  
40% reduction in Group's GHG emissions by FY2030 (Compared to FY2019)<sup>\*1</sup>

SBTイニシアティブより「1.5℃目標」認定取得済  
Acquired SBT Initiative Certification for "1.5℃ target"

- 2050年度までにネットゼロ<sup>\*1</sup>  
Net Zero by FY2050<sup>\*1</sup>

<sup>\*1</sup> SCOPE1+SCOPE2は2030年度までに46.2%削減（2019年度比）

<sup>\*1</sup> SCOPE 1 + SCOPE 2: 46.2% reduction by FY2030 (Compared to FY2019)



<sup>\*2</sup> ✓ 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

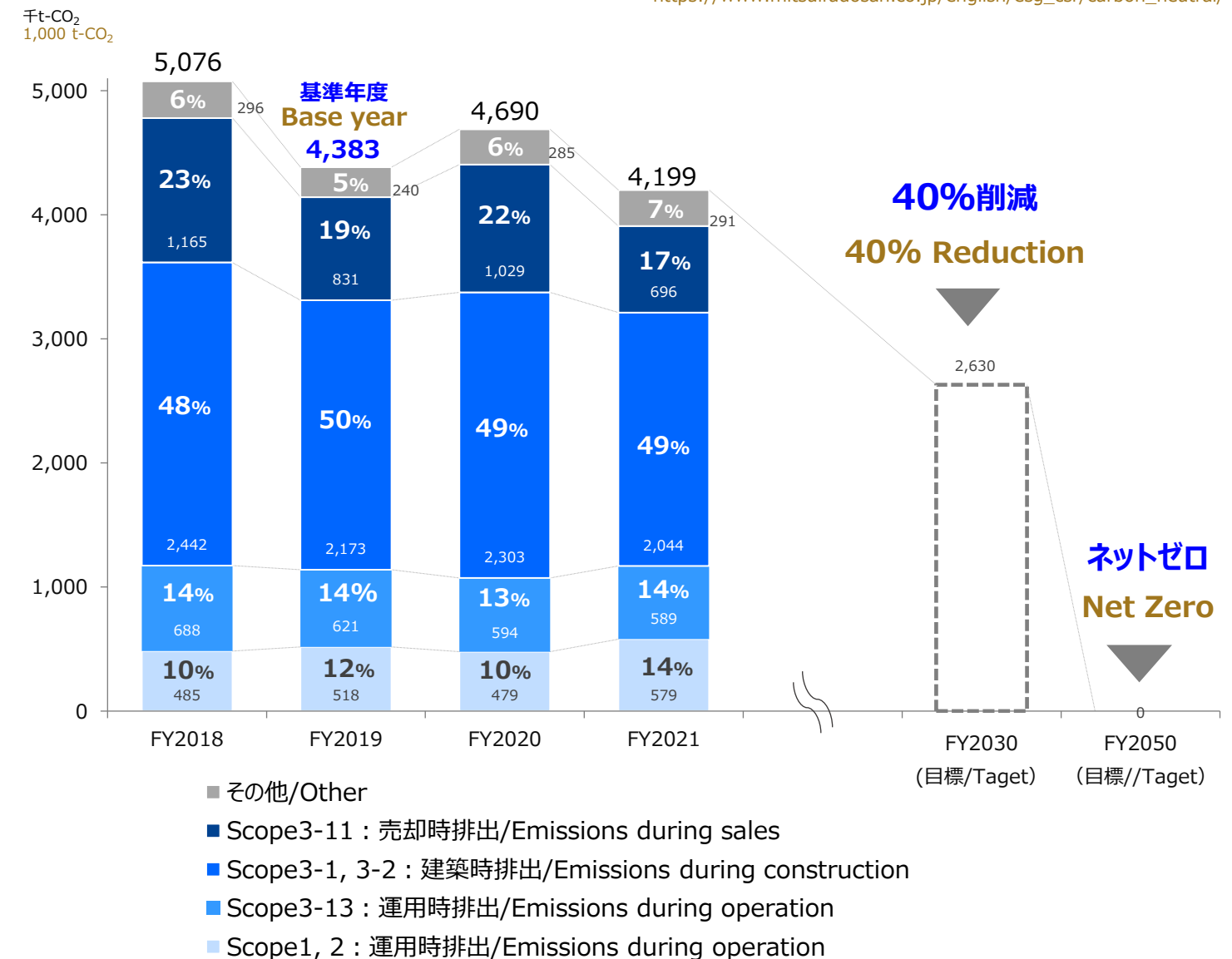
Expansion of mega-solar

✓ 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.

### 2021年度 進捗状況

### Progress in FY2021



#### ■ 3年平均/3 year average

FY2018-FY2020	FY2019-FY2021	削減率/Reduction rate
4,716,000 t-CO <sub>2</sub>	4,424,000 t-CO <sub>2</sub>	-6%

#### ■ 2019年度比/compared with FY2019

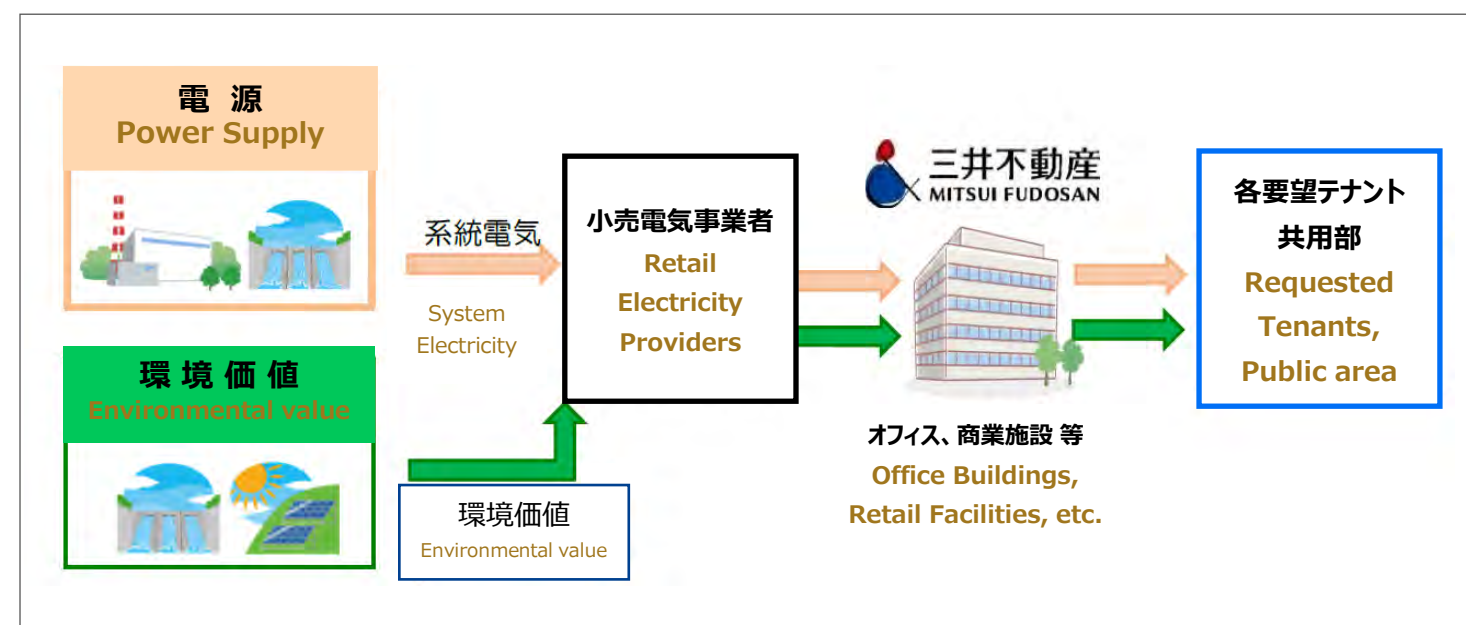
FY2019	FY2021	削減率/Reduction rate
4,383,000 t-CO <sub>2</sub>	4,199,000 t-CO <sub>2</sub>	-4%

### 「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 : Approx. **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) : Approx. **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. Approx. 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・八重洲・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, Yaesu 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 : January 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

### 主な電力供給物件 Main Electricity Supply Properties



日本橋室町三井タワー  
Nihonbashi Muromachi Mitsui Tower



東京ミッドタウン八重洲  
TOKYO MIDTOWN YAESU



豊洲ベイサイドクロスタワー  
TOYOSU BAYSIDE CROSS TOWER



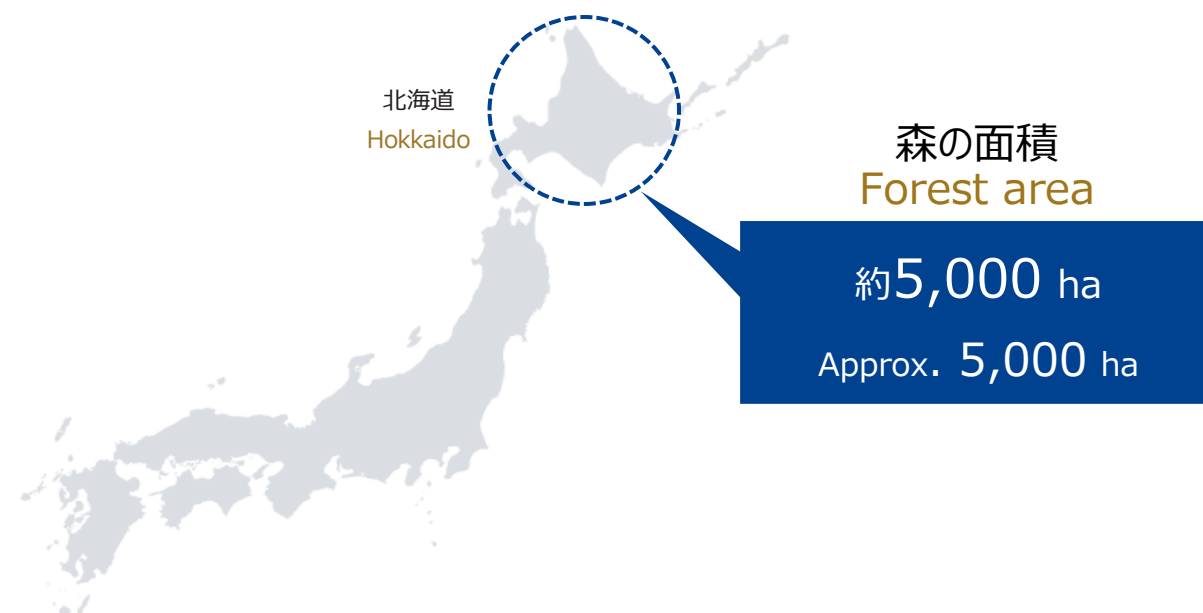
### 保有森林による二酸化炭素の吸収

#### Absorption of CO<sub>2</sub> by Company-Owned Forest

- 北海道の道北地方を中心に 約**5,000**ha の森林を保有・管理  
Owns and manages approx. **5,000** ha of forests,  
mainly in the northern region of Hokkaido
- 当社グループの森が吸収・固定した二酸化炭素量：約**21,315**t-CO<sub>2</sub>/年\*  
Amount of CO<sub>2</sub> absorbed and stored by forests owned  
by the Mitsui Fudosan Group : Approx. **21,315** t-CO<sub>2</sub>/year\*

\*フォレストック協会による2023年1月1日付の認定数字

\*Figures certified by FORESTOCK Association as of Jan. 1, 2023



- フォレストック認定を取得（2023年1月1日付）  
Acquired FORESTOCK certification ( As of Jan. 1, 2023)



フォレストック認定は、2009 年に日本林業経営者協会が創設した認定制度。森林のCO<sub>2</sub> 吸収量や生物多様性などを第三者機関が多面的に調査、評価の上認定するもので、現在は一般社団法人フォレストック協会が運営している認定制度です。  
FORESTOCK Certification is a certification system created in 2009 by the Forest Management Association of Japan. The certification system involves a third-party organization conducting multifaceted studies and assessments on matters such as forests' CO<sub>2</sub> absorption and biodiversity, and is currently operated by the FORESTOCK Association.

### 国内最大・最高層の木造賃貸オフィスビル計画\*を推進中

#### The largest and tallest wooden office building project in Japan\* (In progress)

- 現存する木造高層建築物として**国内最大・最高層**  
To be the **largest** and **tallest** amongst existing wooden high-rise building in Japan
- 構造材に使用する木材量は**国内最大規模1,000** m<sup>3</sup> 超えの見込み  
The amount of lumber used for structural materials is expected to exceed **1,000** m<sup>3</sup>, **one of the largest in Japan**
- 当社グループが保有する森林資源を積極的に活用  
Active use of forest resources owned by the Mitsui Fudosan Group
- 建築時のCO<sub>2</sub> 排出量：約**20%**削減効果を想定  
CO<sub>2</sub> emissions during construction: Assumed reduction of approx. **20%**

\*2020年9月29日リリース時点

\*As of release on Sep. 29, 2020



#### 〈計画概要〉

所在地：東京都中央区  
日本橋本町一丁目3番地  
建築規模：地上17 階・約70m  
延床面積：約26,000 m<sup>2</sup>  
用途：事務所、店舗、駐車場 等  
竣工時期：2025年予定

#### 〈Outline of the project〉

Location : 3, Nihonbashihoncho, Chuo-ku, Tokyo  
Building scale : 17 floors above ground, Approx. 70m  
Total floor area : Approx. 26,000m<sup>2</sup>  
Uses : Offices, Retail facilities, Car park, etc.  
Completion date : 2025 (scheduled)

2022年度 国内の円貨調達額約3,200億円のうち96%、総額3,090億円をサステナブルファイナンスで実施 \*ノンリコースローン、短期借入金を除く

96% of the approx. 320 billion yen of domestic procurement in FY2022, or a total of 309 billion yen, is carried out through sustainable finance.

\*Excl. non-recourse and short-term borrowings

調達手段/Means of Funding	FY2022		概要/Funding Overview
	件/Number of funding	総額/Total	
グリーンボンド (GB) Green Bond(GB)	1	800億円 ¥80.0 billion	<ul style="list-style-type: none"> <li>・グリーンプロジェクトへの投資資金を資金使途として発行する社債 Bonds to be issued for investment in green projects</li> <li>・「東京ミッドタウン八重洲」への投資資金として、業界過去最大の800億円のグリーンボンドを発行 Issued ¥80 billion Green Bonds, the largest ever in the industry, to fund investment in "TOKYO MIDTOWN YAESU"</li> </ul>
グリーンローン (GL) Green Loan(GL)	23	1,405億円 ¥104.5 billion	<ul style="list-style-type: none"> <li>・グリーンプロジェクトへの投資資金を資金使途とした借入 Borrowing to finance investment in green projects</li> <li>・資金使途（2022年度分）：「東京ミッドタウン八重洲」・「東京ミッドタウン日比谷」への投資資金（リファイナンス含む） Use of proceeds (for FY2022) : Investment capital to fund "TOKYO MIDTOWN YAESU" or "TOKYO MIDTOWN HIBIYA" (Including refinancing)</li> </ul>
サステナビリティ・リンク・ローン (SLL) Sustainability Linked Loan (SLL)	7	695億円 ¥69.5 billion	<ul style="list-style-type: none"> <li>・サステナビリティ目標の達成により金利優遇を得られる借入 Borrowings with preferential interest rates based on achievement of sustainability goals</li> <li>・取組目標（SPTs） : 2030年度の温室効果ガス排出量削減の目標: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）</li> <li>・Targets (SPTs) : Reduce total greenhouse gas emissions in Scope 1+Scope 2 by 46.2% (compared to FY 2019) in FY 2030.</li> </ul>
ポジティブ・インパクト・ファイナンス (PIF) Positive Impact Finance (PIF)	1	190億円 ¥19.0 billion	<ul style="list-style-type: none"> <li>・金融機関が企業活動の環境・社会・経済へ及ぼすインパクトを分析・評価し、その支援を目的として行う融資（当社としては借入） Loans provided by financial institutions to support corporate activities evaluated as having an impact on the environment, society, and economy. (For our part, borrowings)</li> <li>・評価テーマ : 環境負荷の低減とエネルギーの創出、街づくりを通じた「超スマート社会」の実現、健やか・安全・安心な暮らしの実現、多様な人材が活躍できる社会の実現</li> <li>・Evaluation themes : Reduction of environmental burden and energy generation; realization of a "super-smart society" through urban development; realization of healthy, safe, and secure lifestyles; realization of a society in which diverse human resources can play an active role</li> </ul>

### 女性活躍推進の定量目標

#### Quantitative Targets of Women's Activity 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 female hires **40%**

#### ■ 「MSCI日本株女性活躍指数(WIN)」の構成銘柄に6年連続で選定

Selected as a constituent brand of MSCI Japan Empowering Women Index (WIN) for the 6th continuous year

2023 CONSTITUENT MSCI日本株  
女性活躍指数 (WIN)

2023 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

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#### ■ 女性活躍推進に優れた企業として2年連続「なでしこ銘柄」に選定

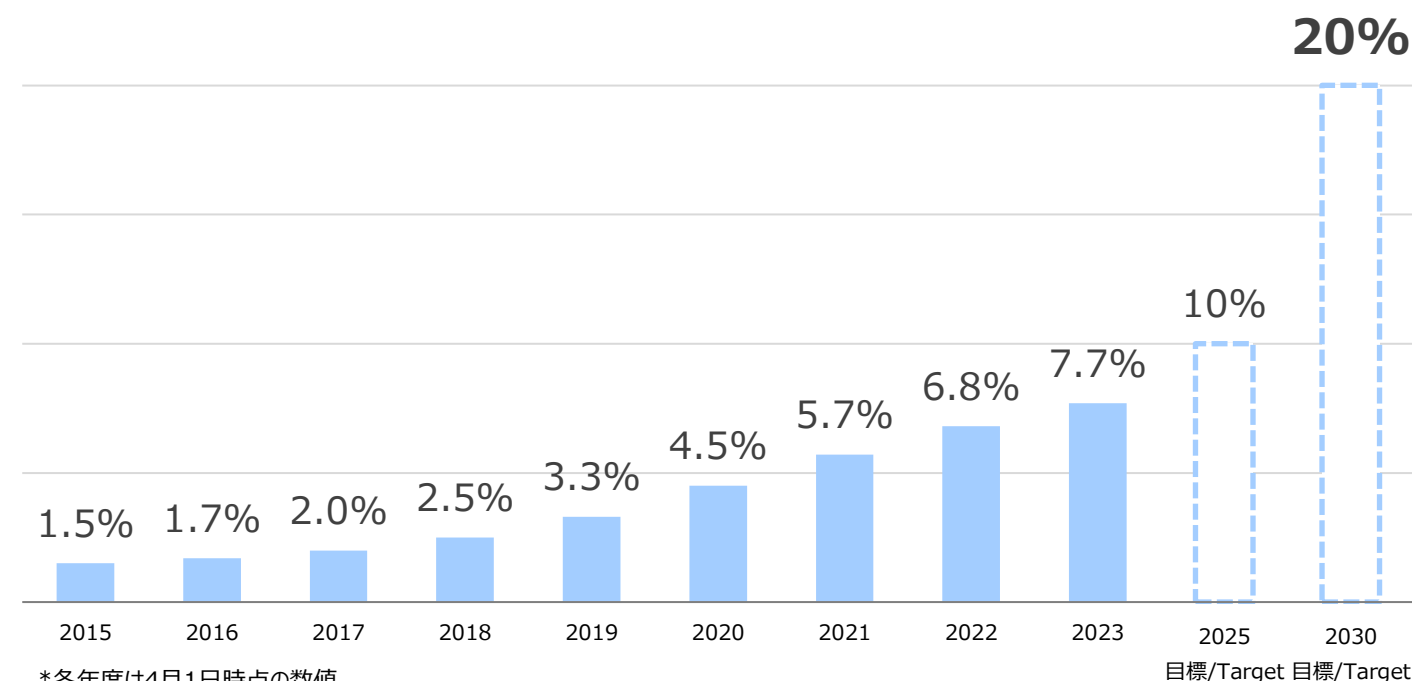
Mitsui Fudosan Selected as a “Nadeshiko Brand” for the Second Consecutive Year for Its Outstanding Efforts in Encouraging Women’s Success



「なでしこ銘柄」は2022年度から大幅にリニューアルされ、企業の女性活躍の取組の多寡を評価するだけでなく、経営戦略と結びついた女性活躍推進体制・施策となっているかを重視して評価されるようになりました。当社の価値創造の根幹である“街づくり”に多様な価値観を取り込むための戦略と結びついた体制や各種取り組みが評価されました。

The “Nadeshiko Brand” was overhauled in FY2022. It now goes beyond evaluating the quantity of companies’ efforts to promote active roles for women to also emphasize whether their systems and measures for encouraging women’s success in the workplace are linked to management strategies. Mitsui Fudosan was selected as a “Nadeshiko Brand” for FY2022 in recognition of its systems linked to its strategy of incorporating diverse perspectives in neighborhood creation, which is the foundation for its value creation, as well as its wide-ranging initiatives.

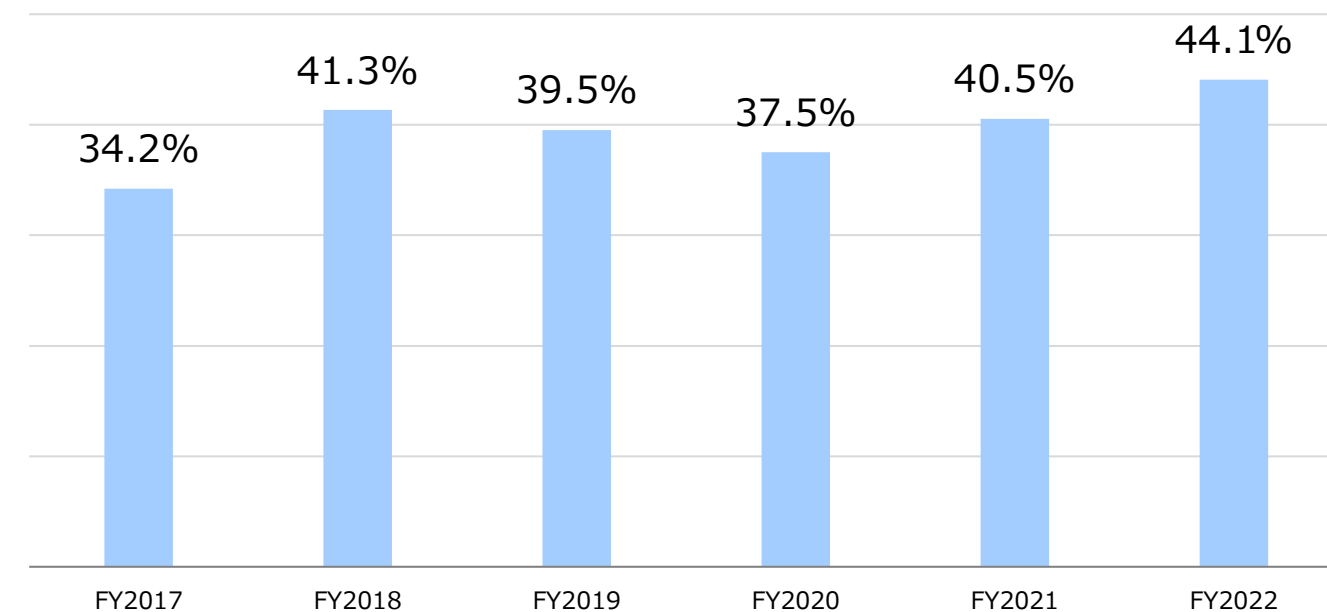
#### 女性管理職比率（単体） Women in Management Position Ratio (Non-consolidated)



\*各年度は4月1日時点の数値

\*For each fiscal year, data as of April 1.

#### 女性採用比率（新卒+中途）（単体） Ratio of female hires (New Graduates +Careers) (Non-consolidated)

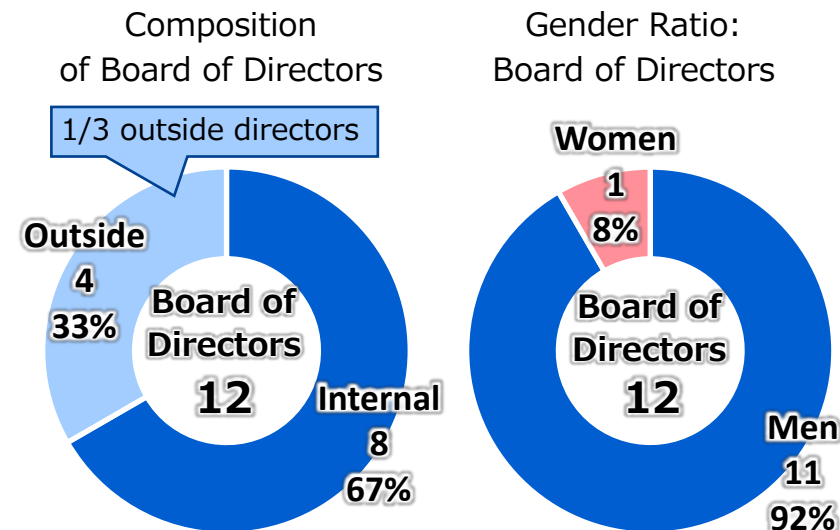




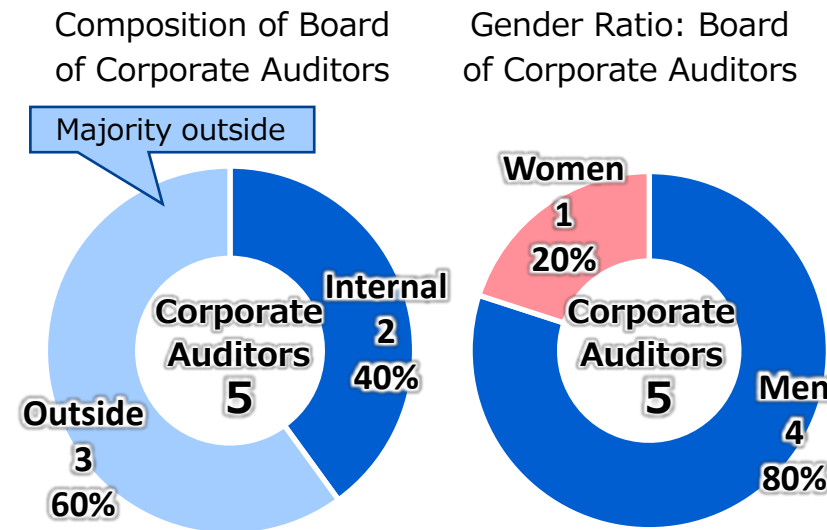
### Institutional Design and Composition of Board of Directors

■ Institutional Design: The company has a Board of Auditors

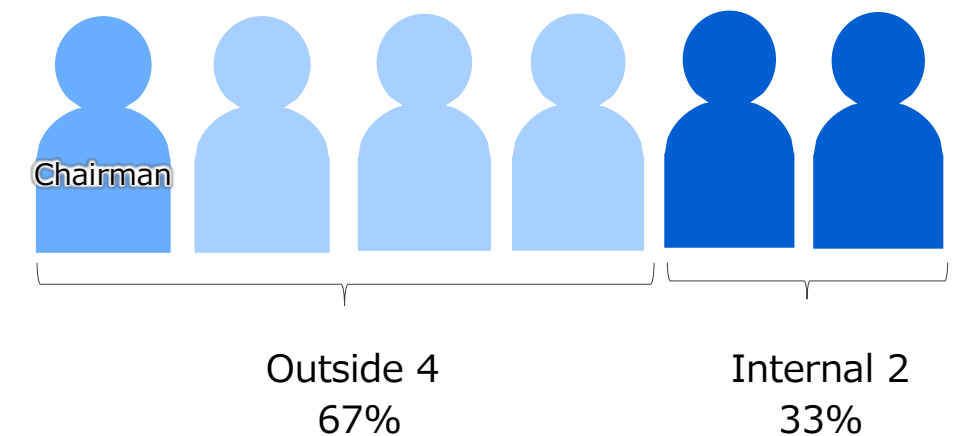
■ Board of Directors



■ Board of Corporate Auditors



■ Compensation Advisory Committee and Nomination Advisory Committee



### Skill Matrix, etc. of Directors\*1 and Reasons for the appointment of Outside Directors

Name	Role	Attendance at Board of Directors Meetings (FY2021)	Specialist expertise/experience						
			Corporate Management	Finance and Accounting	Compliance and Risk Management	Global	Technology Innovation	ESG	Creation of Neighborhoods (Real Estate Development, etc.)
Hiomichi Iwasa	Chairman of the Board	12/12	●	●	●		●	●	●
Masanobu Komoda	President and Chief Executive Officer	12/12	●	●	●	●	●	●	●
Kiyotaka Fujibayashi	Managing Director and Executive Vice President	12/12	●		●			●	●
Yasuo Onozawa	Managing Director and Executive Vice President	12/12			●			●	●
Takashi Yamamoto	Board of Directors	12/12	●		●	●			●
Takashi Ueda	Board of Directors	12/12		●			●		●
Takayuki Miki	Board of Directors	Newly*2		●			●		●
Wataru Hamamoto	Board of Directors	12/12		●			●	●	●
Masafumi Nogimori	Outside Director	12/12	●		●	●	●	●	
Tsunehiro Nakayama	Outside Director	12/12	●	●	●	●		●	
Shinichiro Ito	Outside Director	11/12	●		●	●	●	●	
Eriko Kawai	Outside Director	10/12		●	●	●	●	●	

\*1 The list is not an exhaustive list of the candidates' expertise and experience.

\*2 Newly appointed as a director on June 29, 2022

Name	Independent Officer	Reasons for the appointment
Masafumi Nogimori	○	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	○	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.
Shinichiro Ito	○	As the Company's outside director, Shinichiro Ito has played an appropriate role aimed at reinforcing the supervision functions of the Board of Directors and ensuring transparency. He is expected to make further contributions going forward, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed as an outside director and independent officer.
Eriko Kawai	○	As the Company's outside director, Eriko Kawai has played an appropriate role aimed at reinforcing the supervision functions of the Board of Directors and ensuring transparency. She is expected to make further contributions going forward, and because there is no possibility of conflicts of interest with general shareholders, she has been appointed as an outside director and independent officer.

## 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 Compensation

- 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

- **【NEW】**業績連動報酬の割合を下記のとおり過半以上に増加（従前：約45～50%）

Increased the percentage of Performance-based compensation to more than the majority as follows (previously: approx. 45-50%)

\*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

譲渡制限付株式報酬（中長期インセンティブ） Restricted Stock Compensation (Medium- to long-term incentives)	業績連動 / Performance-based		従前/previous  約45～50%/Approx. 45-50% （全取締役/All Directors）
	社内取締役全体（平均） Overall internal directors (average)  約50～60% Approx. 50-60%	うち社長 Of these,CEO  約60～70% Approx. 60-70%	
取締役賞与（短期インセンティブ） Bonuses (Short-term incentives)			
基本報酬 Basic Compensation	業績連動以外 / Non-performance-based		従前/previous  約50～55%/Approx. 50-55% （全取締役/All Directors）
	社内取締役全体（平均） Overall internal directors (average)  約40～50% Approx. 40-50%	うち社長 Of these,CEO  約30～40% Approx. 30-40%	

- 業績連動報酬の指標 / Performance-Based Compensation 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

### The Definition and reduction policy of Strategic shareholdings

- We own stocks considered effective in management strategy from a medium- to long- term perspective to improve the Group's corporate value by comprehensively taking into account business strategy, the relationships with clients and other factors as Strategic shareholdings.
- We review our Strategic shareholdings on an ongoing basis with a view to reduce our holdings. We assess the rationale for owning the stocks based on a quantitative evaluation and our relationship with the issuer.

Sale results (Non-consolidated)				
	FY2019	FY2020	FY2021	FY2022
Number of stocks sold	13	3	4	3
Number of shares (Million shares)	3.57	5.06	3.65	3.10
Sales amount ( Billions of yen)	20.3	45.9	50.7	46.5

\*The above results include shares in Oriental Land Co Ltd, which were sold in February 2023 before the change of holding purpose to 'investment shares held for pure investment purposes'.

### The standard for "Investment stocks held for pure investment purposes" and the stock to be reclassified

- The reason for setting standard of "Investment stocks held for pure investment purposes"
  - In our business model, in addition to investing directly in real estate and benefiting from the increased value of real estate, we may also invest in businesses in the form of equity capital and benefit from the increase in value of the shares.
  - We had classified such equity capital as "Strategic shareholdings", but these investments are considered to be in our core business same as investments in real estate, so it is suitable to classify them differently from strategic shareholdings.
  - We have reorganaized the classification of investment stocks based on our actual business model, and set the standard for "Investment stocks held for pure investment purposes"

Classification	Investment stocks held for pure investment purposes	Investment stocks held for purposes other than pure investment purposes (Strategic shareholdings, No changed from before)
Standard	Stocks, as part of business investments, held for the purposes of benefiting from medium to long term increase in share value etc.	Stocks held for purposes other than those listed on the left *Stocks considered effective in management strategy from a medium- to long- term perspective to improve the our Group's corporate value by comprehensively taking into account business strategy, the relationships with clients and other factors, etc.

- Main stock to be reclassified as "Investment stocks held for pure investment purposes."

Stock name	Oriental Land Co., Ltd.
The reason for reclassified	1. Mitsui Fudosan was involved in the establishment of the Oriental Land Co., Ltd., in 1960. We invested in the form of equity capital for the purpose of developing urban resorts and implementing an entertainment business. 2. This investment was made as part of our core business, real estate investments 3. We hold these shares for the purpose of benefiting from the medium to long term increase in share value etc.



### 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

2023 CONSTITUENT MSCI ジャパン  
ESGセレクト・リーダーズ指数

2023 CONSTITUENT MSCI JAPAN  
ESG SELECT LEADERS INDEX

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2023 CONSTITUENT MSCI 日本株  
女性活躍指数 (WIN)

2023 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

##### ■ 女性活躍躍進/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.



「女性の職業生活における活躍の推進に関する法律（女性活躍推進法）」に基づく取り組みの実施状況が優良な企業として、厚生労働大臣から認定を受けています。  
Our company has been certified by the Minister of Health, Labor and Welfare as a company with excellent implementation of initiatives based on the Law Concerning the Promotion of Women's Advancement in Employment (Women's Activity Promotion Law).

##### ■ 多様な人材の活躍の推進/Promote the activities of diverse personnel



健康経営に特に優れた企業として、経済産業省と東京証券取引所から、「健康経営銘柄」に選定されています。また、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。  
Our company has been selected by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE) as one of the "Health Management Issues" as a company that particularly excels in health management. In addition, the Ministry of Economy, Trade and Industry and the Japan Health Council have certified the company as a "White 500 Corporation for 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 みんな」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.