

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

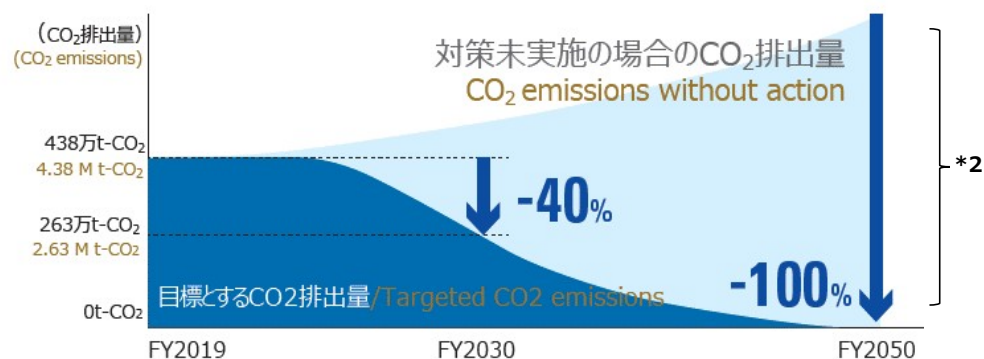
- 2030年度までに40%削減（2019年度比）^{*1}
40% reduction in Group's GHG emissions by FY2030 (Compared to FY2019)^{*1}

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^{*1}
Net Zero by FY2050^{*1}

^{*1} SCOPE1+SCOPE2は2030年度までに46.2%削減（2019年度比）

^{*1} SCOPE1+SCOPE2: 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

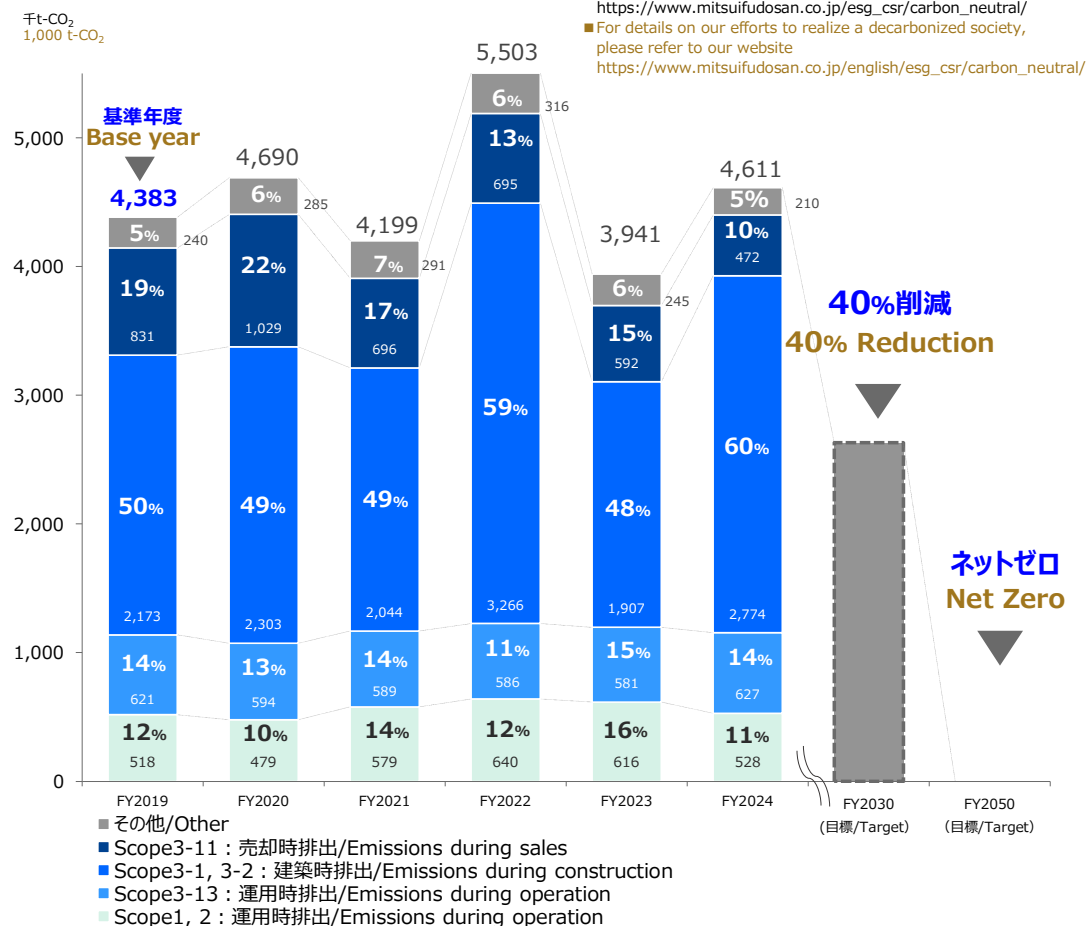
Expansion of mega-solar

✓ 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.

温室効果ガス排出量 進捗状況

Greenhouse Gas Emissions Progress



■ 3年平均/3-year average

FY2019 - FY2021	FY2022 - FY2024	増減率/Change Rate
約/Approx. 4,424,000 t-CO ₂	約/Approx. 4,685,000 t-CO ₂	5.9%

■ 2019年度比/Compared to FY 2019

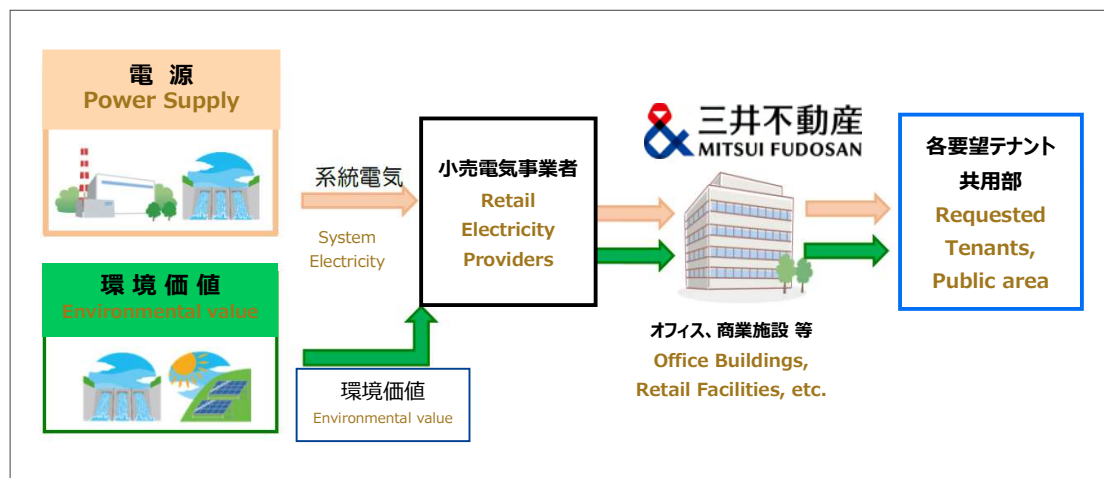
FY2019	FY2024	増減率/Change Rate
約/Approx. 4,383,000 t-CO ₂	約/Approx. 4,611,000 t-CO ₂	5.2%

「グリーン電力化」2025年度よりさらなる拡大

Further Expansion of "Green Electrification" from FY2025

- 対象エリア：全国に拡大
Target areas : Expansion to **nationwide**
- グリーン電力化対象施設：約**250**施設
Green Power Target Facilities : Approx. **250** 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**。2025年度より商業テナントへの導入も始まり、契約済テナント区画数は**339**
In addition to greening the common areas, a "Green Power Supply Service" has been **implemented to meet the needs of tenant requests**. Starting from the FY2025, implementation for Retail tenants will also begin, with **339** tenant spaces already contracted.

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



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 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-CO₂/年*
Amount of CO₂ absorbed and stored by forests owned by the Mitsui Fudosan Group : Approx. **21,315** t-CO₂/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
- 当社グループが保有する森林資源を木造物件「&forest」へ積極的に活用
Active use of forest resources owned by the Mitsui Fudosan Group in our wooden properties, "&forest."



- 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CO₂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' CO₂ absorption and biodiversity, and is currently operated by the FORESTOCK Association.

三井不動産グループの木造建築ブランド「&forest」

Mitsui Fudosan Group's wooden construction brand, "&forest"

●日本橋で建設中の国内最大・最高層の木造賃貸オフィスビル「日本橋本町三井ビルディング &forest」

The "Nihonbashi Honcho Mitsui Building &forest," Japan's largest and tallest wooden rental office building currently under construction in Nihonbashi

・現存する木造高層建築物として国内最大・最高層

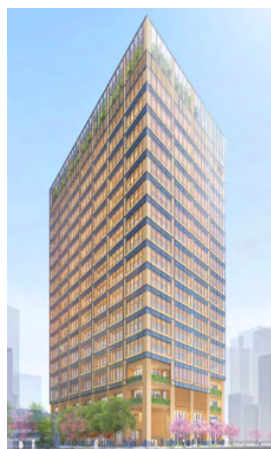
To be the largest and tallest amongst existing wooden high-rise building in Japan

・構造材に使用する木材量は国内最大規模1,100 m³ 超えの見込み

The amount of lumber used for structural materials is expected to exceed 1,100 m³, one of the largest in Japan

・建築時のCO2 排出量：約30%削減効果を想定

CO2 emissions during construction: Assumed reduction of approx. 30%



〈日本橋本町三井ビルディング &forest 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18 階・約84m

延床面積：約28,000 m²

用途：事務所、研究所、店舗

竣工時期：2027年1月予定

〈Outline of the Nihonbashi Honcho Mitsui building &forest〉

Location：3, Nihonbashihoncho, Chuo-ku, Tokyo

Building scale：18 floors above ground, Approx. 84m

Total floor area：Approx. 28,000m²

Uses：Office, laboratory, Retail

Completion date：Jan. 2027 (scheduled)



〈（仮称）日本橋本町一丁目5 番街区 計画概要〉

所在地：東京都中央区日本橋本町一丁目5 番地

建築規模：地上11 階/地下1階・約56m

延床面積：約18,000 m²

用途：事務所、店舗等

竣工時期：2028年2月予定

〈Outline of the Nihonbashi Honcho 1-chome 5 project (Tentative name) 〉

Location：5, Nihonbashihoncho, Chuo-ku, Tokyo

Building scale：11 floors above ground, 1 floor below ground, Approx. 56m

Total floor area：Approx. 18,000m²

Uses：Office, Retail, etc.

Completion date：Feb.2028 (scheduled)

●神奈川県海老名市にて建設中の複数テナント型物流用途を含む施設「MFIP 海老名 &forest」

The "MFIP Ebina &forest," a multi-tenant facility including logistics purposes, currently under construction in Ebina City, Kanagawa Prefecture.

・複数テナント型の物流(マルチ型倉庫)用途を含む施設として国内で初めて

建物構造の一部に木造を採用

It will be the first multi-tenant facility with logistics functions (multi-tenant warehouse) in Japan to employ a partially wooden structure.

・共用部のうち木造とした一部は、鉄骨造で建築した場合と比較して、建築時 CO₂排出量

約 40%の削減効果を想定

Some of the shared spaces will have a wooden structure, which is expected to reduce CO2 emissions during construction by about 40% compared to steel frame construction.



〈MFIP海老名 &forest 計画概要〉

所在地：神奈川県海老名市中央5丁目2番

規模構造：地上4階建て・鉄骨造一部木造

敷地面積：約19,822 m²

延床面積：約40,219 m²

用途：事務所、倉庫

竣工時期：2026年6月末

〈Outline of MFIP Ebina &forest〉

Location：5-2, Chuo, Ebina-shi, Kanagawa

Scale and structure：4 aboveground floors,

Partially wooden steel construction

Total floor area：Approx. 40,219m²

Uses：Office and warehouses

Completion date：End of June, 2026 (scheduled)

累計1兆円超の資金調達をサステナブルファイナンスで実施 Sustainable Financing Totals over ¥1,000 billion

ポジティブ・インパクト・ファイナンス（PIF）

Positive Impact Finance

- 環境・社会・経済にインパクトを及ぼす企業活動について中長期的な目標・KPIを策定し、金融機関から評価を受けて実行される借入
Borrowings to be implemented after evaluation by financial institutions based on medium- to long-term goals and KPIs for corporate activities that have an impact on the environment, society, and the economy.
- 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
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.

サステナビリティ・リンク・ローン（SLL）

Sustainability Linked Loan

- 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.
- 2024年5月にサステナビリティ・リンク・債券フレームワークを統合したサステナビリティ・リンク・ファイナンス・フレームワークを策定
Sustainability Linked Finance Framework integrated with Sustainability Linked Bond Framework in May 2024.

グリーンボンド（GB）・グリーンローン（GL）

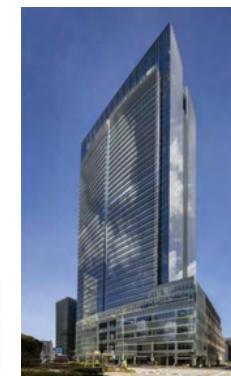
Green Bond & Green Loan

- 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・借入
Bonds to be issued for investment in green projects.

【グリーンボンド(GB・ローン(GL))充当済み物件事例】

Example of Green Bond (GB/Loan (GL)) allocated property

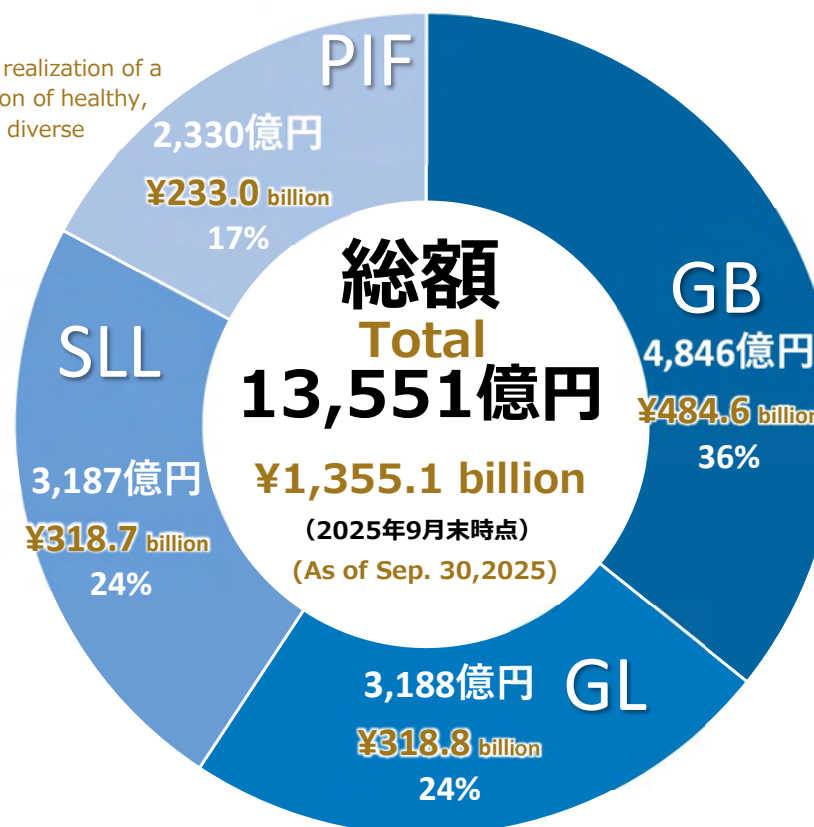
・東京ミッドタウン八重洲
八重洲セントラルタワー
Tokyo Midtown Yaesu
Yaesu Central Tower



・50ハドソンヤード
50 Hudson Yards



・LaLa arena TOKYO-BAY
LaLa arena TOKYO-BAY



社員エンゲージメント 当社で働くことを誇りに思う社員の割合

Improvement of employee engagement

目標 / Target

80%

3年連続 / 3 consecutive years

(FY2022~2024)

92%

男性育児休業等取得率

Percentage of male employees taking childcare leave

目標 / Target

100%

3年連続 / 3 consecutive years

(FY2022~2024)

100%以上

Over 100%

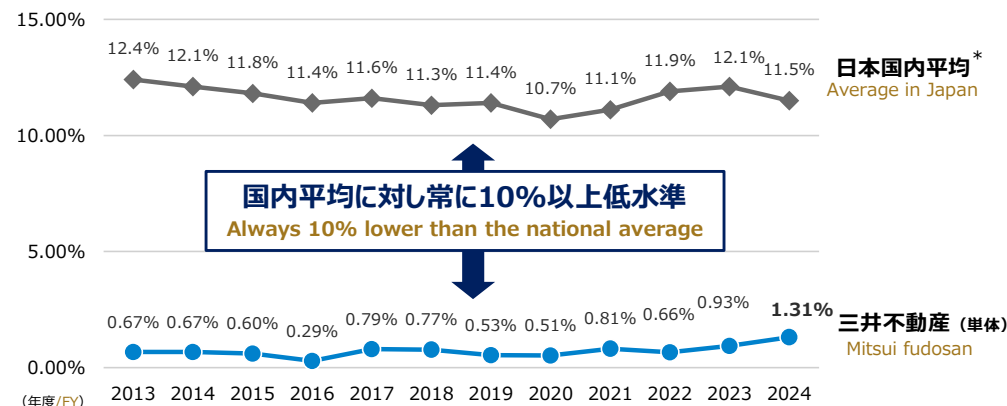
配偶者が出産した年度と、育児休業等を取得した年度が異なる男性社員がいる場合、100%を超えることがあります。

Where there are male employees who take childcare leave, etc. in a different fiscal year from that of their child's birth, this rate might exceed 100%.

フルタイム従業員の自己都合離職率（単体）

Full time staff voluntary turnover rate (non-consolidated)

■ 1%程度の低水準で推移 / Remained at a low level of about 1%.



*出典：厚生労働省「令和6年雇用動向調査結果の概況」離職率（一般）

Source: Ministry of Health, Labour and Welfare, Summary of Results of the 2024 Survey of Employment Trends, Turnover rate (general).

その他の重点施策と進捗状況（単体）

Full time staff voluntary turnover rate (non-consolidated)

重点施策 Priority measures	KPIs（単体/Non-consolidated）			進捗状況/Progress （2023年度/FY2023）	進捗状況/Progress （2024年度/FY2024）
	指標/Indicators	達成時期/Period	目標 /Target		
ダイバーシティ&インクルージョン Diversity and Inclusion	女性管理職比率 Women in management positions ratio	2025年 / 2025	10%	9.2% 2024年4月1日付 As of Apr. 1, 2024	10.2% 2025年4月1日付 As of Apr. 1, 2025
	女性採用比率 Ratio of female hires	毎年/Annual	40%	48.6%	41.2%
	障がい者雇用率 Employment rate of people with	毎年/Annual	2.5% 以上/or above	2.74%	2.74%
	1人当たり研修時間 Training time per employee	毎年/Annual	前年実績水準 / Last year's level	28.4時間/hours	32.2時間/hours
人材育成・スキル向上 Human Resource Development and the Improvement of Skills	1人当たり研修投資額 Training expenses per employee	毎年/Annual	前年実績水準 / Last year's level	¥132,000	¥134,000
	育児休業取得者の復帰率 Return rate from childcare leave	毎年/Annual	100%	100%	100%
多様な働き方 Diverse Work Styles	有給休暇取得日数 Number of paid leave days taken	毎年/Annual	年間14日 / 14 days annually	16.2日/days	15.7日/days
	健康診断/人間ドック受診率 Health checkup and screening rate	毎年/Annual	100%	100%	100%

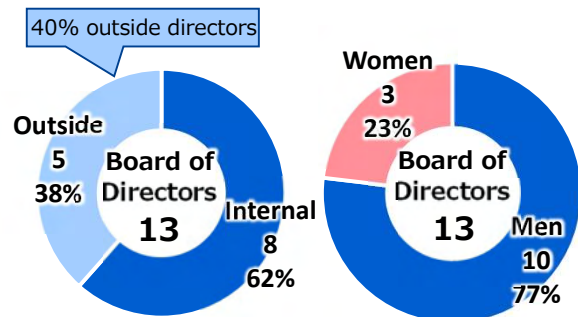
Institutional Design and Composition of Board of Directors

■ Institutional Design: The company has a Board of Auditors

■ Board of Directors

Composition
of Board of Directors

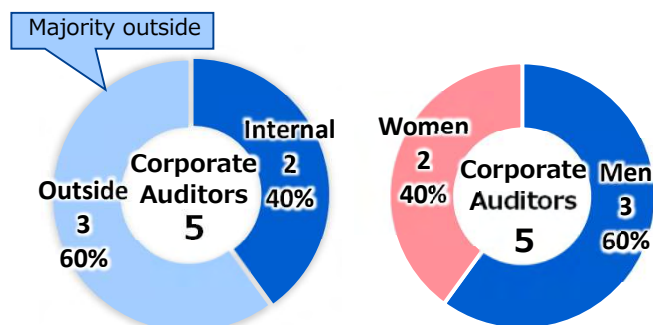
Gender Ratio:
Board of Directors



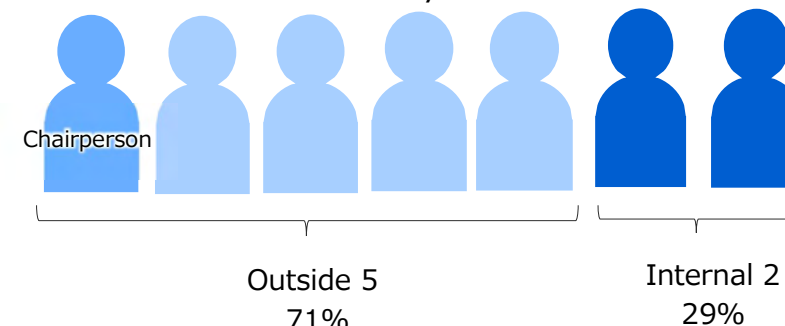
■ Board of Corporate Auditors

Composition of Board
of Corporate Auditors

Gender Ratio: 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

			Management related skills			Core competence	Expert skills			
Name	Role	Attendance at Board of Directors Meetings (FY2024)	Corporate Management	Treasury, accounting and finance	Risk Management	Urban development (real estate development, etc.)	Global	Technology and innovation	Human resources strategy	Sustainability
Masanobu Komoda	Chairman of the Board	13/13	●	●	●	●	●		●	●
Takashi Ueda	President and Chief Executive Officer	13/13	●	●	●	●	●	●	●	●
Takashi Yamamoto	Managing Director and Executive Vice President	13/13	●		●	●	●			
Shingo Suzuki	Managing Director	13/13				●		●		●
Makoto Tokuda	Managing Director	13/13		●	●	●			●	
Yutaka Saito	Managing Director	10/10				●		●	●	
Nobuhiko Mochimaru	Managing Director	10/10		●		●		●		●
Akiko Kaitou	Managing Director	Newly ^{*2}		●		●			●	●
Tsunehiro Nakayama	Outside Director	13/13	●	●	●		●			
Eriko Kawai	Outside Director	13/13		●			●		●	●
Mami Indo	Outside Director	13/13	●	●	●					
Takashi Hibino	Outside Director	10/10	●	●	●		●			
Yo Honma	Outside Director	Newly ^{*2}	●		●			●		●

*1 The above list does not represent all the expertise and experience each person has.

*2 Newly appointed as a director on 27 June 2025

Name	Independent Officer	Reasons for the appointment
Tsunehiro Nakayama	○	Having been active as a corporate executive for many years, this individual possesses a wealth of experience and broad insight. As a current director of the Company, they provide suggestions and advice regarding finance and risk management from an objective and expert perspective. We expect them to continue fulfilling their appropriate role in strengthening the supervisory function and ensuring transparency of the Board of Directors, and therefore propose their continued appointment as Director.
Eriko Kawai	○	Having been active overseas for many years, this individual possesses a wealth of experience and broad insight gained through roles as a management consultant, at international organizations, and at universities. As a current director of our company, they provide suggestions and advice on diversity, ESG, and sustainability from an objective and expert perspective. We expect them to continue fulfilling their appropriate role in strengthening the supervisory function and ensuring the transparency of the Board of Directors, and therefore propose their continued appointment as Director.
Mami Indo	○	Having worked as an analyst and consultant at securities companies and think tanks, this individual possesses a wealth of experience and broad insight. As a current director of our company, they provide suggestions and advice on internal control, risk management, and finance from an objective and expert perspective. We expect them to continue fulfilling their appropriate role in strengthening the supervisory function and ensuring the transparency of the Board of Directors, and therefore propose their continued appointment as Director.
Takashi Hibino	○	Having been active as a corporate executive for many years, this individual possesses a wealth of experience and broad insight. As a current director of our company, they provide suggestions and advice on finance and risk management from an objective and expert perspective. We expect them to continue fulfilling their appropriate role in further strengthening the supervisory function and ensuring the transparency of the Board of Directors, and therefore propose their continued appointment as Director.
Yo Honma	○	Having been active for many years as a corporate executive in the information and communications field, this individual possesses a wealth of experience and broad insight. In addition to providing suggestions and advice on IT and digital technology from an objective and expert perspective, we expect them to fulfill an appropriate role in strengthening the supervisory function and ensuring the transparency of the Board of Directors, and therefore propose their appointment as Director.

The Officer Compensation system will be revised for directors and corporate auditors to encourage their contribution to the realization of the Group's Long-term Vision, “& INNOVATION 2030.” (From FY2025)

Key Points of the Revision

- Strengthen the linkage of performance-based compensation with the KPIs of the Group's long-term vision.
- To further enhance the operability of the stock compensation system, **introduce Restricted Stock Units (RSU)** and set limits for RS and RSU within the maximum limit currently approved for Restricted Stock (RS).
*RSUs are calculated as one unit per share, and monetary compensation will be provided based on the number of RSUs held at the time of retirement.

Basic Policy on the Officer Compensation system

Strong motivation for short, medium, and long-term corporate value enhancement in a bid to realize of the Group's long-term vision	The sharing of further value with shareholders	A competitive levels of recruitment and the retention of human resources	An objective and transparent compensation system
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Method of resolution regarding directors' compensation (unchanged)

: Matters related to directors' compensation are referred to the Compensation Advisory Committee, chaired by an outside director, and decided by the Board of Directors.

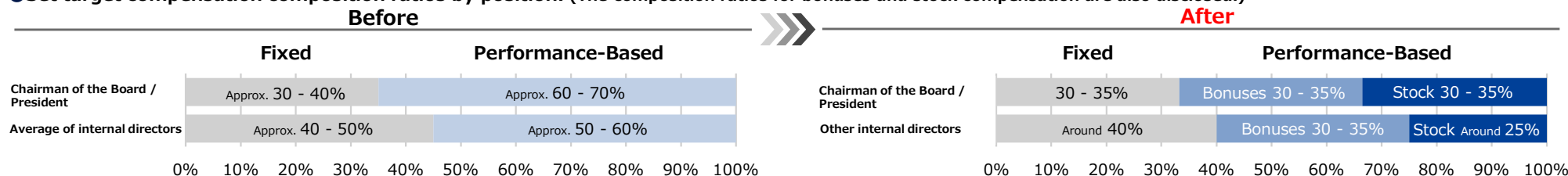
Key Revisions (Target: Internal Directors)

For details, please refer to our news release dated March 27, 2025 : <https://www.mitsuifudosan.co.jp/english/corporate/news/2025/0327/download/20250327.pdf>

- In the compensation system, **RSU have been added to the payment method for “stock compensation,”** which previously consisted only of RS.
In conjunction with this, upper limits for RS and RSU are set within the range of the number of shares and monetary compensation claims approved as RS.

Types of Compensation	Fixed	Performance-Based		
	Basic Compensation	Bonuses	Stock Compensation	
Payment Method	Monetary	Monetary	Stocks (Restricted Stock)	Monetary (Restricted Stock Units)

- Set target compensation composition ratios by position. (The composition ratios for bonuses and stock compensation are also disclosed.)



- In calculating the payment levels for "bonuses" and "stock compensation," **KPIs aligned with the Group's long-term vision are set**, and the calculation formulas are disclosed. (Previously, they were not disclosed.)

Bonuses

Amounts of paid by individual	=	Standard amount by officer position	×	Payment ratio based on KPI evaluation
(Business income payment ratio (0 - 150%) × 50% + Net profit payment ratio (0 - 150%) × 50%) × ESG initiative payment ratio (90 - 110%) × Individual evaluation results payment ratio (95 - 105%)				

Stock Compensation (RS : RSU = 75:25)

Number of allotted by individual	=	Standard amount by officer position	×	Payment ratio based on KPI evaluation
(EPS payment ratio (0 - 150%) × 50% + ROE payment ratio (0 - 150%) × 50%) × ESG initiative payment ratio (90 - 110%)				

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.
- Reduce current holdings by 50% over the three-year period to FY2026. Continue to actively reduce strategic shareholdings from FY2026 onward.

Sale results (Non-consolidated)

Strategic shareholdings
+Investment stocks held for pure investment purposes

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Number of stocks sold	13	3	4	3	7	21
Sales amount (Billions of yen)	20.3	45.9	50.7	46.5	59.8	77.1

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 reorganized 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 classified as "Investment stocks held for pure investment purposes."

Stock name	Oriental Land Co., Ltd.
The reason for classified	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.

- Sell at the right time

Reflecting our track record to date, we will continue to take a flexible and sustainable approach to selling over time, allocating proceeds to invest for future growth while also taking the share price into account.

ESG指数への主な組み入れ

Main inclusion in ESG Indexes

- GPIFが採用する6つのESG指数（日本株対象）全ての構成銘柄に選定
/Selected as a constituent of all six ESG indexes (covering Japanese equities) used by the GPIF
- 「MSCI日本株女性活躍指数(WIN)」の構成銘柄に6年連続で選定、「Morningstar日本株式ジェンダー・ダイバーシティ・ティルト指数（除くREIT）」最高位評価で格付け
/Selected as a constituent brand of MSCI Japan Empowering Women Index (WIN) for the 6th continuous year,
Selected as Morningstar Japan ex-REIT Gender Diversity Tilt Index and rated at the highest rating.

三井不動産を構成銘柄とするESG指数 / ESG index with Mitsui Fudosan as a constituent

GPIFが採用するESG指数（日本株対象） / ESG indexes (covering Japanese equities) used by the GPIF



FTSE Blossom
Japan



FTSE Blossom
Japan Sector
Relative Index



2025 CONSTITUENT MSCI日本株
ESGセレクト・リーダーズ指数

2025 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

2025 CONSTITUENT MSCI日本株
女性活躍指数 (WIN)

2025 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

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FTSE4Good



Japan ex-REIT Gender Diversity
Tilt Index

TOP CONSTITUENT 2025

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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

● 2025年 GRESBリアルエステイト評価 / 2025 GRESB Real Estate Assessments

「GRESBスタンディング・インベストメント・ベンチマーク」と「GRESBディベロップメント・ベンチマーク」の双方において5スターを取得。

GRESBリアルエステイト評価「ディベロップメント・ベンチマーク」において最高評価「5スター」を3年連続取得

Mitsui Fudosan earned 5 Stars in both the GRESB Standing Investment and Development Benchmarks, marking its third consecutive year achieving the top “5 Stars” rating in the Development Benchmark.



多様な人材・働き方に関する認定

Certification for Diverse Human Resources and Work Styles

● 女性活躍推進/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。

*グループ複数社が取得。当社単体は2段階目

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).

*Multiple group companies have acquired it. Our company has acquired it in the second phase.

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



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。
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、「プラチナくるみん」の認定を受けています。

*当社単体および三井不動産レジデンシャルにて取得

Our company has acquired "Platinum Kurumin" certification from the Minister of Health, Labour and Welfare as a company that supports childcare.

*Acquired by Mitsui Fudosan Co., Ltd. and Mitsui Fudosan Residential Co., Ltd.