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## Formulated Diversity and Inclusion Promotion Declaration and Initiatives Policy

### Mitsui Fudosan Targets 2030 Ratio of Female Managers Over Three Times Higher than 2021

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Tokyo, Japan, November 29, 2021 - Mitsui Fudosan Co., Ltd., a leading global real estate company headquartered in Tokyo, has positioned diversity and inclusion promotion as an important management strategy in the belief that the asset of human resources is the driving force behind continuing to create new value as a real estate developer. The Company hereby announces that it has recently formulated a declaration to promote diversity and inclusion and a policy for initiatives, positioned the promotion of women's active participation as an important theme and set quantitative targets as well as a qualitative action plan. The Group will implement various measures and move forward in a unified manner.

#### Key Points of this Release

1. The Group has set quantitative targets and a qualitative action plan and will advance these in a unified manner to promote women's active participation, which is positioned as an important theme of diversity and inclusion Mitsui Fudosan targets a 20% ratio of female managers, which is over three times higher than 2021
2. Formulation of Mitsui Fudosan Group declaration to promote diversity and inclusion and policy for initiatives
3. Selected for the MSCI Japan Empowering Women Index (WIN) for four consecutive years

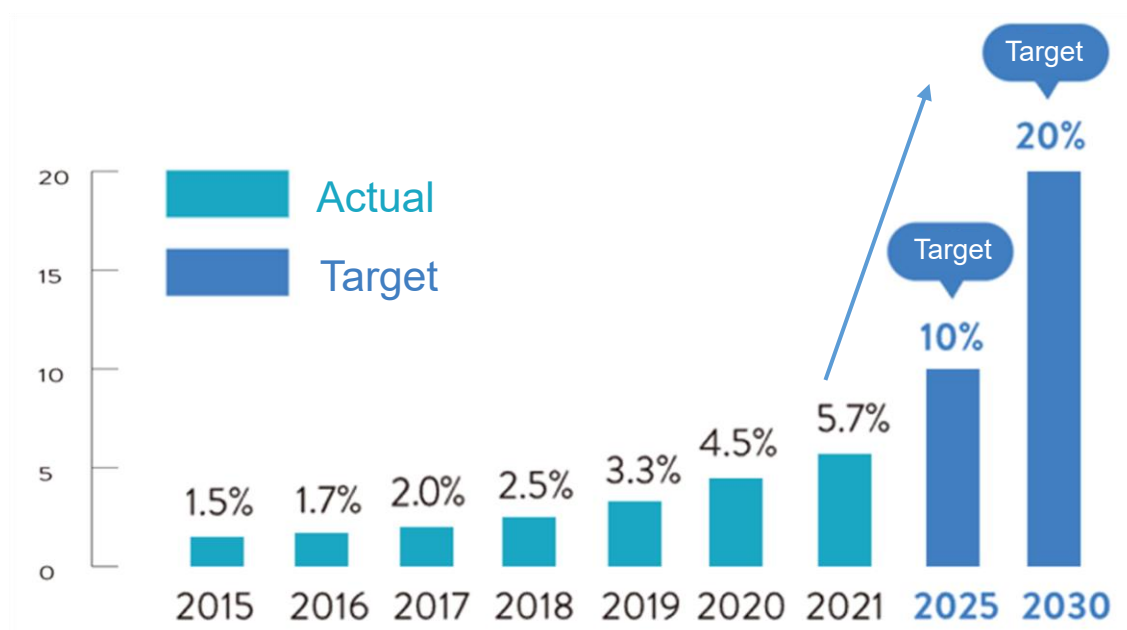
#### ■ Quantitative Goals for Women's Active Participation

Each Group company has set indicators, including those for the ratio of female managers, and is managing its progress. We have also designated companies that serve as models for promoting women's active participation (SUNLIFE CREATION Co., Ltd., Mitsui Fudosan Retail Management Co., Ltd. and Mitsui Fudosan Hotel Management Co., Ltd.) and share good practices to accelerate initiatives throughout the entire Group.

#### <Quantitative Targets (Mitsui Fudosan Standalone)>

	Ratio of female managers	Ratio of female recruits	Ratio of return from childcare leave	Acquisition of paid leave
Mitsui Fudosan (Standalone)	2025 10% 2030 20%	40%	100%	14 days

## Mitsui Fudosan Ratio of Female Managers



### <Quantitative Targets (Promotion of Women's Active Participation in Model Companies)>

	Ratio of female managers	Ratio of female recruits	Ratio of return from childcare leave	Acquisition of paid leave
SUNLIFE CREATION	— (Fiscal 2020 results 70.6%)	— (Fiscal 2020 results 82%)	100%	Acquisition rate 70%
Mitsui Fudosan Retail Management Co., Ltd.	Fiscal 2025 20% Fiscal 2030 25%	— (Fiscal 2020 results 58%)		Acquisition rate 80%
Mitsui Fudosan Hotel Management	Fiscal 2025 15% Fiscal 2030 20%	— (Fiscal 2020 results 60%)		Acquisition rate 70%


### ■ Qualitative Action Plan for Women's Active Participation

Women's active participation has been positioned as a particularly important issue for promoting diversity and inclusion. The Group is working in a unified manner with an emphasis on the following two axes and eight measures that have been formulated to achieve them.

- 1. Establish environments where people can continue to work for a long time, respecting each other's diverse lifestyles and values, including those regarding childcare and nursing care, regardless of gender**
  - (1) Reform awareness among superiors and organizations (unconscious bias training, etc.)
  - (2) Support work-life balance with childcare and nursing care (expand and enforce systems, conduct training, promote male participation in childcare, etc.)
  - (3) Return Entry System
  - (4) Flexible Work Formats According to Work Type and Working Area
- 2. Reform organizational awareness and support enhancement of women's motivation and career formation to promote their active participation**
  - (5) Reform Awareness Among Superiors and Organizations (Diversity and Inclusion Training, etc.)
  - (6) Mentor/Sponsor System for Female Employees
  - (7) Form a Working Group to Promote Women's Active Participation
  - (8) Company Events Promoting Interaction

## ■ Mitsui Fudosan Group Diversity and Inclusion Promotion Declaration and Initiatives Policy

### 《Diversity and Inclusion Promotion Declaration》

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

We have positioned diversity and inclusion promotion as an important management strategy in the belief that the asset of human resources is the driving force behind continuing to create new value as a real estate developer. The Group will advance in a unified manner and create organizations where human resources with diverse values, talents and lifestyles can display their abilities to the maximum extent.

### 《Diversity and Inclusion Initiative Policy》

We strive to support improved organizational productivity and employees’ work-life balance in such ways as promoting work style reform and enhancing the personnel system to create work environments where motivated and capable employees with diverse skills, experiences and values are fairly assessed regardless of matters such as race, nationality, religion, gender, age, disability, gender identity, or sexual orientation; where each employee accepts one another; and where individual abilities can be displayed to their maximum extent. The Group has positioned promoting the active participation of women, in particular, as an important theme and set quantitative targets as well as a qualitative action plan. The Group will implement various measures and move forward in a unified manner.

## ■ Selected for the MSCI Japan Empowering Women Index (WIN) for four consecutive years

Mitsui Fudosan has worked for the active participation of women up until now, too, and has been a constituent stock in the MSCI Japan Empowering Women Index for four consecutive years.

## ■ MSCI Japan Empowering Women Index (WIN)

MSCI Japan Empowering Women Index (WIN) is a share index developed by MSCI, Inc. of the U.S. with constituent stocks selected from companies that excel in gender diversity and have a long-term, sustainable growth outlook based on women’s employment and ratio in management, initiatives and other efforts for diversity and disclosure of information based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace. This index is used as an important investment criterion by institutional investors from around the world who keep close watch on companies’ ESG initiatives. The Government Pension Investment Fund (GPIF), which administers and manages Japan’s public pension funds, has also adopted the index as an investment criterion for operating ESG investments.

Mitsui Fudosan has been selected as a constituent stock on all four indexes that GPIF uses as investment criteria; the GPIF and MSCI Japan ESG Select Leaders Index, S&P/JPX Carbon Efficient Index and FTSE Blossom Japan Index.

<MSCI Japan Empowering Women Index (WIN) logo>

**2021** CONSTITUENT MSCI日本株  
女性活躍指数 (WIN)

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MSCI Japan Empowering Women Index (WIN)

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## ■ Mitsui Fudosan Group's Contribution to SDGs

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

The Mitsui Fudosan Group aims for a society that enriches both people and the planet under the principles of coexist in harmony with society, link diverse values and achieve a sustainable society, and advances business with an awareness of the environment (E), society (S) and governance (G), thus promoting ESG management. By further accelerating its ESG management, the Group will realize Society 5.0, which the Japanese government has been advocating, and contribute significantly to achieving the SDGs.

\* The initiatives covered in this press release are contributing to two of the UN's SDGs.

Goal 5 Gender Equality

Goal 8 Decent Work and Economic Growth

