



## Investment in the city

MORI HILLS REIT INVESTMENT CORPORATION

# ESG REPORT 2021

Asset Management Company

Mori Building Investment Management Co., Ltd.

# MORI HILLS REIT INVESTMENT CORPORATION

# ESG REPORT 2021

## Contents

## 2 About US

- 3 Basic Policy
- 4 Company Data

## 5 Message from the Management

## 6 Policy and Strategy

- 6 Investment Policy
- 8 Management Policy

## 9 Sustainability Management

- 9 Approach and System
- 10 Important ESG Issues (Materiality)
- 12 KPIs/Targets

## 13 E : Environment Initiatives

- 13 Environment Management System (EMS)
- 14 Green Building Certification and External Assessment
- 16 Climate Change
- 24 Resource Recycling (Water and Waste)
- 26 Increasing Greenery and Biodiversity

## 27 S : Social Initiatives

- 27 Stakeholder Engagement
- 28 Initiatives with Employees
- 33 Initiatives with Tenants and Local Communities
- 36 Actual Results of Urban Redevelopment Projects
- 39 Selection and Management Policies of the PM Company
- 42 Initiatives with Investors

## 43 G : Governance Initiatives

- 43 Corporate Governance
- 47 Compliance and Corporate Ethics
- 49 Risk Management

## 50 Data

- 50 GRI Standards Comparison Table

## Editorial Policy

This report describes all efforts of MHR and its asset manager Mori Building Investment Management Co., Ltd. (MIM) to contribute to realizing a sustainable society and to maximize unitholder value over the medium to long term. The contents of this report have been approved by MHR's executive director and the chairperson of MIM's Sustainability Committee, and have been reported to and confirmed by MHR's board of directors and MIM's board of directors.

## Reporting Period

April 2020 – March 2021 (includes some recent activities after this period)

## Scope

Mori Hills REIT Investment Corporation  
Mori Building Investment Management Co., Ltd.

## Reference Guidelines

- GRI (Global Reporting Initiative) "Sustainability Reporting Standards"  
\*This report has been prepared in accordance with the Core option of the GRI Standards.
- Ministry of the Environment's "Environmental Reporting Guidelines (2018)"
- ISO26000 "Guidance on Social Responsibility"
- Task Force on Climate-Related Financial Disclosures (TCFD) "Final Report: Recommendations of the Task Force on Climate-Related Financial Disclosures"

## Issued

October 2021 (last: November 2020, next: October 2022)

## Contact

Department: Financial Department TEL: +81-3-6234-3234  
Mori Building Investment Management Co., Ltd.

## Disclaimer

This report contains forward-looking statements. These statements are based on judgments made in accordance with information available at the time each document was prepared, and are not guarantees of future performance.

# Basic Policy

## Investment in the city

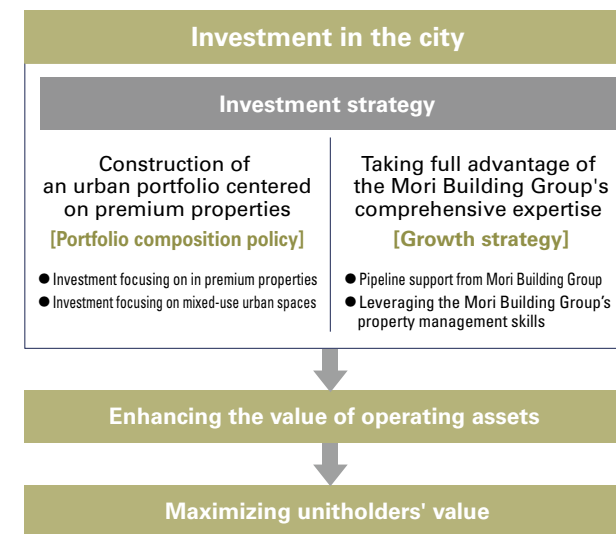
MHR aims to further enhance the profitability and asset value of its portfolio through growth created by making targeted investment in the “City,” while paying close attention to the competitiveness of the “City” concentrating on central Tokyo, and on the portfolio’s ability to create value.

“City” in MHR’s definition is not merely a geographic location with an aggregation of buildings, but a “space” with multiple uses, such as for work, residence, recreation, rest and study that integrates various economic and cultural activities of the people that gather there. MHR believes that the provision of all urban elements will result in people, products and information concentrating and merging to generate new business models and lifestyles.

MHR recognizes its Sponsor, the Mori Building Group, (Mori Building Co., Ltd. being its core company), as being uniquely positioned to realize investments in the “City.” By optimally utilizing the comprehensive strengths of the Mori Building Group, which has completed successive large-scale redevelopments in central Tokyo, MHR aims to acquire scarce, premium properties and to enhance the asset value of its portfolio.

MHR has entitled select projects with the “Hills” designation – such as “Roppongi Hills,” “ARK Hills,” “Omotesando Hills” and “Toranomon Hills,” which are creative, large-scale redevelopments assembled, constructed, and managed over a long period of time by the Mori Building Group. “Hills” represents a brand for large-scale projects that have created compact cities, combining office and residential spaces and that embody the Mori Building Group’s ideas for urban development with “safety and security,” “environment and greenery” and “culture and art” as keywords.

MHR aims to achieve steady growth of its portfolio and to maximize unitholders’ value by making selective investments that mainly target areas and properties that are believed to lead the lifestyle and work style of the 21st century as exemplified by the “Hills” brand, in other words, through “investment in the city.”



# Company Data

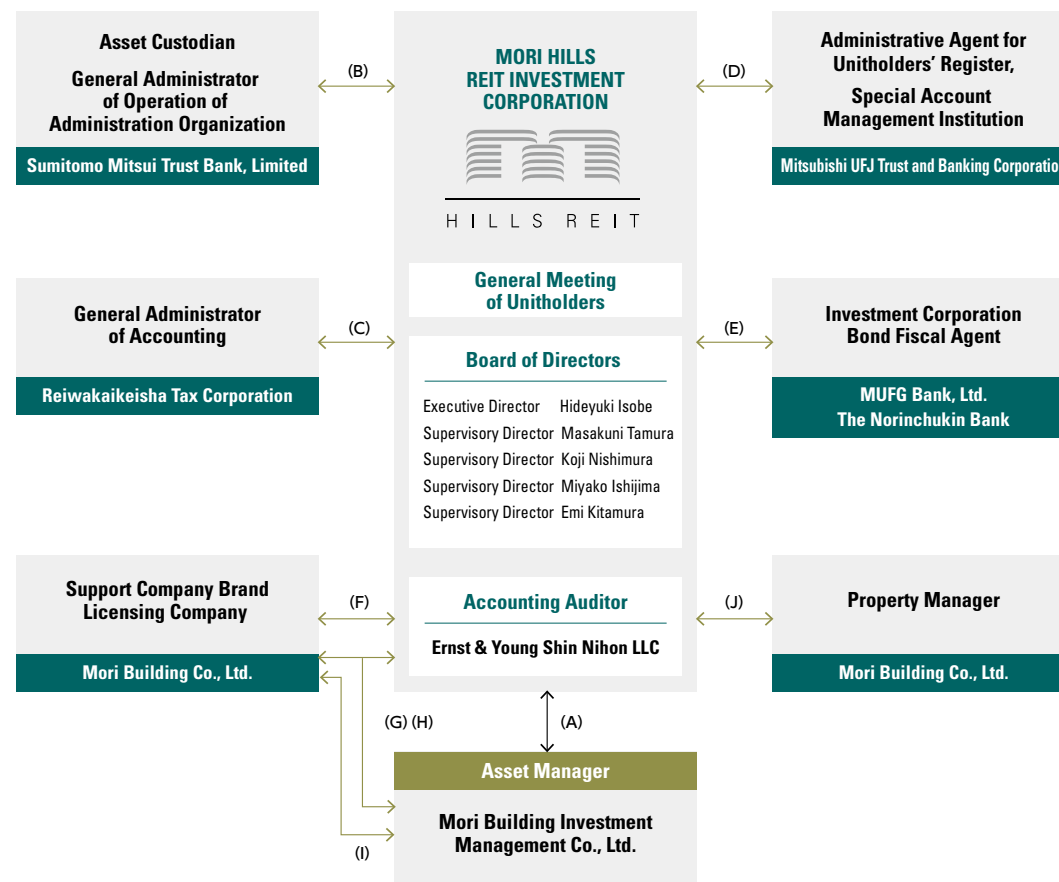
## Company data

<b>Name</b>	Mori Hills REIT Investment Corporation
<b>Representative</b>	Hideyuki Isobe, Executive Director
<b>Address</b>	12-32 Akasaka 1-chome, Minato-ku, Tokyo
<b>Contact</b>	Mori Building Investment Management Co., Ltd. Tel:+81-(0)3-6234-3234
<b>Fiscal period</b>	Six months ending in January and July of each year
<b>Dates of record</b>	End of January and end of July of each year

## Asset Manager Overview

<b>Corporate name</b>	Mori Building Investment Management Co., Ltd.
<b>Address</b>	12-32 Akasaka 1-chome, Minato-ku, Tokyo 107-6011
<b>Established</b>	March 1984
<b>Paid-in capital</b>	200 million yen
<b>Shareholder</b>	Mori Building Co., Ltd. (100%)
<b>Business licenses</b>	Registered Residential Property Transaction Manager, Governor of Tokyo (4) Real Estate License no. 81587 Discretionary Transaction Agent, Minister of Land, Infrastructure and Transportation License no.41 Registered as a financial instruments business, Kanto Local Finance Bureau registration no. 408
<b>Directors</b>	President & CEO Hideyuki Isobe Director Kojiro Segawa Director (External) Toshio Takano
<b>Auditors</b>	Auditor Atsushi Suginobu
<b>Telephone</b>	+81-(0)3-6234-3200
<b>Fax</b>	+81-(0)3-6234-3201

## Structure of Investment Corporation



- |   |                                    |
|---|------------------------------------|
| (A) Asset Manager Agreement   | (E) Fiscal Agency Agreement        |
| (B) Asset Custodian Agreement / General Administrator of Operation of Administration Organization Agreement | (F) Brand License Agreement        |
| (C) General Administrator of Accounting Agreement   | (G) Support Agreement              |
| (D) Investment Unit Administration Agency Agreement / Special Account Management Agreement                  | (H) Informal Information Agreement |
|   | (I) Advisory Agreement             |
|   | (J) Property Management Agreement  |

## Message from the Management

### Under the Basic Policy of “Investment in the city,” MHR contributes to the creation and development of cities and solving of social issues.

#### Social Role and Responsibility of Mori Hills REIT Investment Corporation

Mori Hills REIT Investment Corporation (MHR) and Mori Building Investment Management Co., Ltd. (MIM), the asset manager, aim to contribute to the creation and development of cities by providing investment opportunities in high-quality urban assets to investors while maximizing unitholder value through investment focused on the competitiveness and ability to create value of the “City,” as stated in the Basic Policy and Company Mission of MHR and MIM.

Society today is faced with various challenges, and companies are expected to contribute to solving these issues as they conduct business activities. We believe that working on these issues will in fact lead to increasing our competitiveness.

MHR and MIM aim to contribute to the realization of a sustainable society and maximization of unitholder value in the medium to long term by focusing on ESG (Environmental, Social and Governance) initiatives and investing in high-quality urban assets while striving to improve various social issues.

Promotion of sustainability-related operations requires initiatives that involve the whole supply chain. We will pursue joint initiatives with various stakeholders while sharing values with them.

#### Identification of Materiality

In order to realize the Basic Policy and the Company Mission, it is indispensable to take actions after sufficiently understanding social change and demand. As such, MHR has identified materiality after a series of discussions on important issues to be addressed by referring to the Sustainable Development Goals (SDGs), the shared rules for and the goals to be achieved by the international community in the twenty-first century, and such.

Social issues including climate change not only cause problems in people’s daily life but also have a significant impact on MHR’s business activities. The impact of ESG initiatives by a company on the valuation and value of the company has grown every year.

As companies are expected to execute initiatives for

the development of a sustainable society leveraging their business characteristics and strengths, MHR focuses its efforts on investing in real estate with excellent measures for BCP and climate change to make further improvements in day-to-day management operations. In addition, the funds invested by MHR for property acquisition are utilized by sellers such as Mori Building and other developers to carry out new high-quality development. Such creates a positive cycle by allowing further urban development and eventually solving social issues. These activities also lead to improvement in environmental issues and the creation of new industries in addition to enhancement of security and safety of tenants and the community. We believe that further promotion of such initiatives will result in the growth of MHR as well as contribute to society and our clients.

#### Most Recent Efforts

Turning to our recent ESG efforts, for the environment (“E”), MIM endorsed the TCFD’s recommendations in May 2020, began creating frameworks and analyzing scenarios, deepened its scenario-based analyses in 2021 and published an overview of its results. We continue to work to reduce greenhouse gas emissions in order to achieve the government’s goal of carbon neutrality by 2050, always considering potential new efforts and target-setting.

As to our efforts on social (“S”) initiatives, while placing importance on the “International Bill of Human Rights” and “Declaration on Fundamental Principles and Rights at Work” of the International Labour Organization (ILO), as well as the “Guiding Principles on Business and Human Rights” of the United Nations, we have implemented various initiatives emphasizing human rights and diversity for our employees and also made efforts to further improve the workplace environment by conducting employee satisfaction surveys using third-party organizations. Because high-quality performance of employees is the source of business activities, we regard talent development and other such initiatives as crucial. Furthermore, despite being faced with the COVID-19 pandemic, a global crisis, we will press ahead with business activities responding to changes in lifestyles and behaviors anticipated in the future by accurately grasping situations while striving to manage

and operate owned properties with an aim to continue economic activities albeit prioritizing the safety of tenants and local residents at the same time.

With regard to governance (“G”) initiatives, in order to contribute to the realization of a sustainable society and maximize unitholder value over the medium to long term, we believe it is absolutely imperative to remain a company that is trusted by society. We have worked on building fair and effective corporate governance and made efforts to enhance internal control through thorough compliance and risk management. In April 2021, MHR increased its number of directors to five and its ratio of women to 40% and continues to build a diversity-oriented structure.

We have also increased our ESG-related KPIs and targets and will continue to work consistently to achieve them while actively having dialogues with stakeholders in an aim to utilize a diversity of opinions in our management and business activities.

#### For Sustainable Growth and Development

Recognizing that efforts on solving social issues through business activities will enhance corporate value, we intend to press ahead with initiatives by emphasizing dialogue with stakeholders and sharing values with them.

We will promote and further a variety of ESG initiatives and, with an eye on trends in development of international ESG disclosure standards, step up our own information disclosure.

I would like to ask for your continued support.

**Hideyuki Isobe**  
Executive Director,  
Mori Hills REIT  
Investment Corporation



# Investment Policy

## Portfolio Composition Strategy

### Investment Focusing on Premium Properties

MHR seeks to maintain the exceptional level of quality of its portfolio while aggressively expanding. To that end, MHR has established a high standard for “Premium Properties” which are to comprise at least 50% of the portfolio.

Premium properties = Located mainly in the central five wards of Tokyo (especially Minato-ku) + Large scale + High-grade specifications

Focus on premium properties		
<b>Premium Properties</b> <b>50% or more</b>	Office buildings	Residential properties
		Retail facilities
<b>Office building focus</b>	<b>Tokyo's five central wards focus</b>	<b>Earthquake-resistance focus</b>
Office building <b>50% or more</b>	Tokyo's five central wards and their vicinity <b>50% or more</b> (Tokyo metropolitan area: 80% or more)	Investment focused on properties' earthquake resistance, the safety of the area, disaster countermeasures, etc.

\* Ratios are based on the acquisition price. \* Tokyo area : Tokyo, Kanagawa, Chiba, Saitama

#### Premium Properties

Principal Use	Location	Scale
Office buildings	Tokyo's five central wards and their vicinity	Gross floor area of 10,000 m <sup>2</sup> or more per building Standard leasable floor area of 1,000 m <sup>2</sup> or more
Residential properties	Tokyo's five central wards (primarily in the “three-A” areas) and their vicinity	Gross floor area of 2,000 m <sup>2</sup> or more per building
Retail facilities	Department stores, downtown shopping centers, large specialty stores & retail complexes, etc.	
	Flourishing areas in Tokyo's five central wards and their vicinity	Gross floor area of 10,000 m <sup>2</sup> or more per building
	Street front luxury brand shops, etc.	
	Exclusive, well-known destinations such as the Ginza area and the Aoyama and Omotesando area	Gross floor area of 1,000 m <sup>2</sup> or more per building

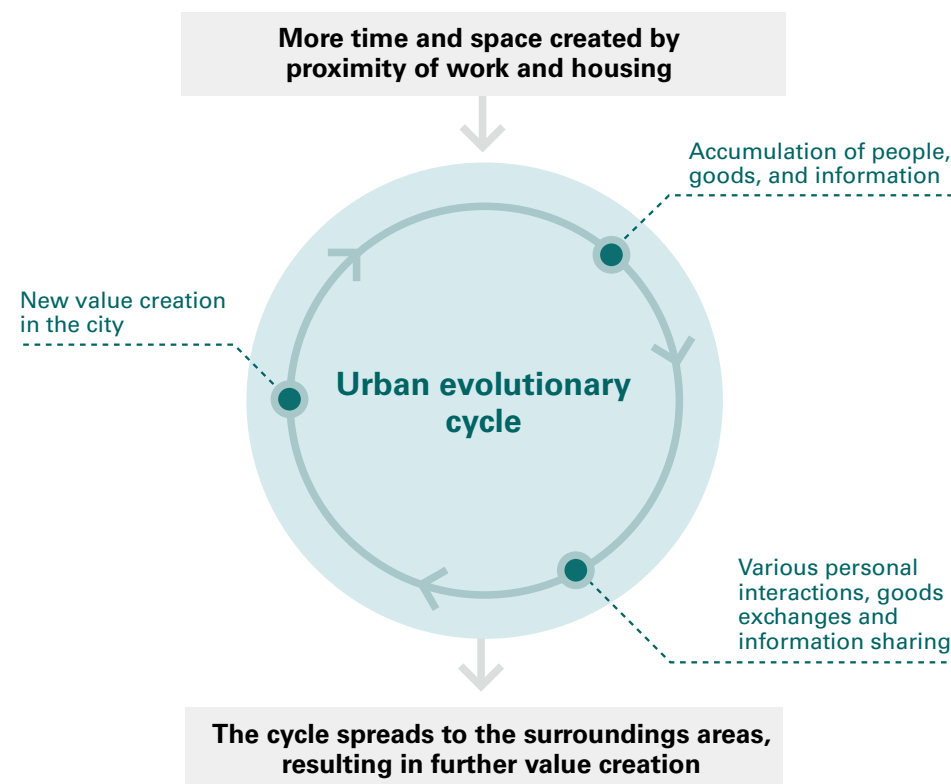
Furthermore, for properties with type of use other than those mentioned above, whether such properties are considered premium properties will be decided after considering their unique characteristics and use. However, land with leasehold will be considered premium properties when the location and buildings on land with leasehold satisfies the conditions for premium properties.

\* Tokyo's five central wards: Minato, Chiyoda, Chuo, Shinjuku and Shibuya ward

\* Three-A area: Akasaka and Roppongi area, Aoyama and Harajuku area and Azabu and Hiroo area

### Investment Focusing on Mixed-use Urban Spaces

MHR believes combining all of work, residence, recreation, rest and study in one area enhances customer satisfaction and asset value. MHR's investments focus on developments and properties in a mixed-use environment. Based on knowledge-based and information-based society, MHR believes the accumulation of people, goods and information in one area with a mixed use function would lead to further value creation and various synergies.

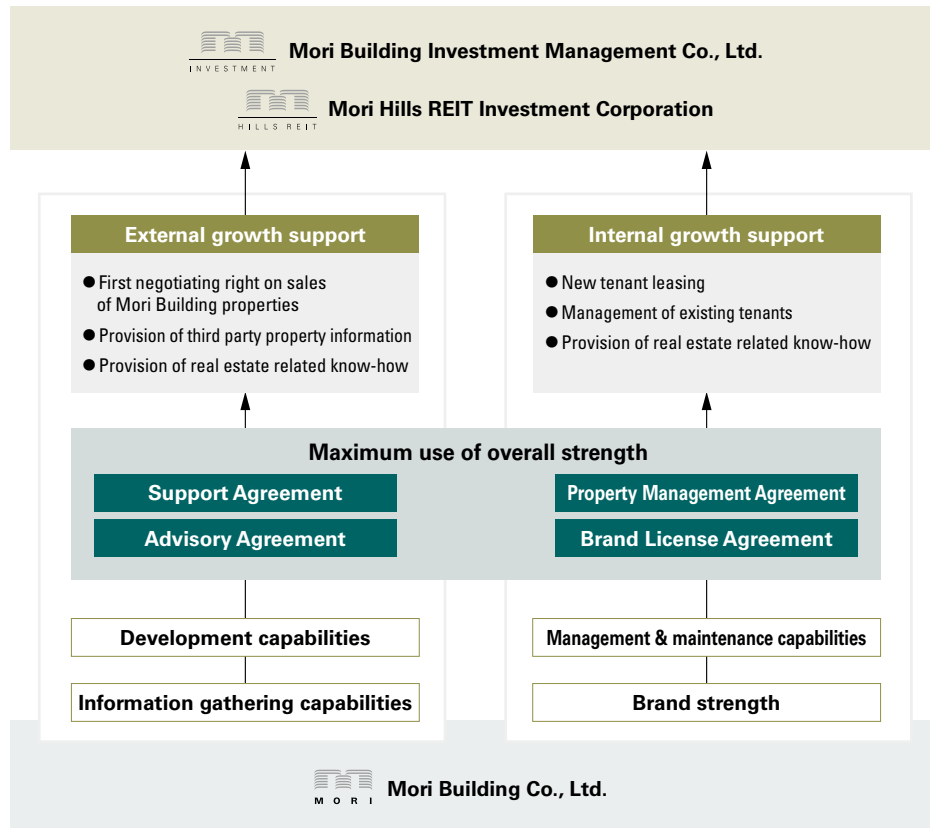


## Investment Policy

### Growth Strategy

#### Taking Advantage of the Mori Building Group's Comprehensive Expertise

Mori Hills REIT's core of the growth strategy is the proactive and maximum utilization of the real estate related know-how that the Mori Building Group has cultivated through property development, large-scale redevelopment, and property management operations.



#### Support Agreement

MHR and MIM have signed a support agreement with Mori Building Co., Ltd.

- First negotiating right on sales of Mori Building properties
- Provision of third party property information
- Other necessary support such as staffing

#### Advisory Agreement

MIM has signed an advisory agreement with Mori Building Co., Ltd.

- Provision of research-related functions
- Provision of advisory and auxiliary functions concerning property acquisition and asset management

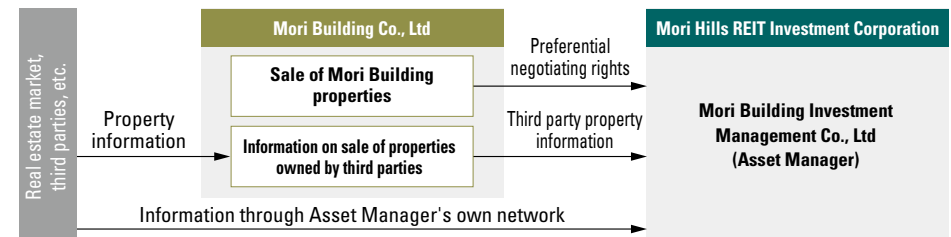
#### Property Management Agreement

Leverage Mori Building Co., Ltd.'s PM capabilities

#### Brand License Agreement

Leverage Mori Building Co., Ltd.'s brand power and support functions

#### External growth strategy



# Management Policy

## Operation and Property Management Policy

In order to secure stable income from the portfolio in the medium to long term as well as maintain and grow asset value, MHR shall enhance satisfaction for the tenants of the real estate relating to the operating assets and obtain their trust in the medium to long term, and conduct its asset management operations in a rational, efficient and deliberate manner.

## Leasing Management

### Understanding of the market and the setting of appropriate terms

MHR shall maintain an understanding of the market relevant to the real estate relating to the operating assets by thoroughly analyzing the current conditions and future trends of supply and demand by geographic area and property use, with a particular focus on the characteristics, tenant needs and tenant trends at competing properties. In addition, MHR shall set the most appropriate rent and other terms after thoroughly understanding the characteristics of the real estate relating to the operating assets, including location, convenience of access to public transportation, customer mix and property age, as well as relative competitiveness in the market.

### Attracting new tenants

Taking into consideration the “Understanding of the market and the setting of appropriate terms” set forth above, MHR shall consider the approach for attracting new tenants, and shall conduct appropriate marketing accordingly. Appropriate proposals shall be made to address potential new tenants’ various needs, including adjusting the schedules of moving in, ascertaining the required facilities, adding new equipment and conducting interior renovations. In addition, rent levels shall be determined based on an overall determination of the potential tenant’s creditworthiness, the ratio of the rent revenue to the overall portfolio and type of lease agreement (length of term and whether the term is fixed or not).

### Tenant relations

MHR shall use its best efforts to provide appropriate responses and proposals by understanding tenant concerns and level of satisfaction with respect to the environment, cleanliness, aesthetics, safety, security and disaster countermeasures, as well as any inclinations towards expanding, reducing or changing their rented space, through daily communication and questionnaire survey (biennial). MHR shall recognize that high tenant satisfaction leads to a higher valuation in the real estate market for the real estate relating to the operating assets, as well as to attracting new tenants, and this point shall be appropriately reflected in the “day-to-day facility operation management” and “large-scale repairs and renovations”. Regarding renewal or extension of lease agreements, MHR shall carefully consider the importance of this as a negotiation point to ensure stable earnings, and shall make appropriate proposals by understanding tenants’ disposition. In addition, when a tenant moves out, appropriate negotiations on terms shall be conducted with a view to future tenants and taking into consideration contract terms, and appropriate renovation shall be undertaken.

### Leasing schemes

Based on an overall consideration of the conditions of each real estate property relating to the operating assets, stability of rent revenue and efficiency of operational management, MHR shall make appropriate use of different leasing schemes such as direct leases with tenants, pass-through master lease agreements and fixed rent master lease agreements.

#### Direct Lease

Rather than adopting a master lease, the fiduciary trust or MHR directly leases to the end tenant.

#### Master Lease

The fiduciary trust or MHR leases to the master lessee, who in turn leases to the end tenant.

- **Pass Through Master Lease**  
In this type of master lease, the rent paid by the master lessee and the rent paid by the end tenant are always the same amount.
- **Fixed Master Lease**  
In this type of master lease, the master lessee pays a fixed amount regardless of the amount paid by the end tenant to the master lessee.

## Day-to-Day Management of Facility Operations

In addition to the facility management that is legally required of owners, MHR shall endeavor to conduct necessary facility management in order to increase tenant satisfaction, and to maintain and improve the physical, functional, and aesthetic quality of the real estate related to the operating assets. In addition, in order to strengthen the long-term platform for profitability of the real estate related to the operating assets and improve sustainability, MHR shall evaluate cost performance, ensure that operations and costs are appropriate, introduce the latest technology, and conduct rational and efficient operating management based on the asset management plan.

## Large-scale Repairs and Renovations

MHR shall do its best to avoid the deterioration of the physical, functional, and aesthetic quality of the real estate relating to the operating assets that results from aging. As appropriate, large-scale repairs and renovations shall be conducted to add new functions and designs in order to strengthen the competitiveness of the real estate relating to the operating assets. The necessary items and timing of such large-scale repairs and renovations shall be listed in advance per property, and shall be conducted rationally, efficiently, and deliberately according to the asset management plan and asset management funding plan, after consideration of factors such as their balance within the overall portfolio, as well as their priority, evening-out of costs, and impact on existing tenants, while also factoring in sustainability.





# Sustainability Management



## Sustainability

## Approach and System

### Policy and Approach

Mori Hills REIT Investment Corporation (MHR) and Mori Building Investment Management Co., Ltd. (MIM), the asset manager, aim to contribute to the creation and development of cities by providing investment opportunities in high-quality urban assets to investors while maximizing unitholder value through investment focused on the competitiveness and ability to create value of the “City,” as stated in the Basic Policy and Company Mission of MHR and MIM.

Society today is faced with various challenges, and companies are expected to contribute to solving these issues as they conduct business activities. We believe that working on these issues will in fact lead to increasing our competitiveness.

MHR and MIM aim to contribute to the realization of a sustainable society and maximization of unitholder value in the medium to long term by focusing on ESG (Environmental, Social and Governance) initiatives and investing in high-quality urban assets while striving to improve various social issues.

Promotion of sustainability-related operations requires initiatives that involve the whole supply chain. We will pursue joint initiatives with various stakeholders while sharing values with them.

Program which is established every fiscal year.

In principle, the Committee shall meet four times a year and shall formulate policies and the content of the Sustainability Promotion Program, monitor progress of programs, deliberate various suggestions from departments, etc. in light of social conditions and the operating status of MHR.

The President & CEO approves the policies and promotion programs, constantly monitors the thorough promotion of sustainability, and establishes and maintains a sustainability promotion structure as a responsible party in promoting sustainability.

Moreover, sustainability-related efforts shall be reported on periodically to the Board of Directors of both MHR and MIM.

Each Board oversees the status of initiatives for important issues related to ESG and the status of compliance and risk management.

### Initiatives throughout the Entire Supply Chain

Promotion of sustainability operations, whether environmental or social, requires initiatives that involve the whole supply chain. We believe that joint initiatives with various stakeholders with aligned values are necessary.

By actively stimulating interactive communication with stakeholders such as tenants, local residents, property management companies and with our sponsor Mori Building, and by aligning our values, we aim to contribute to the realization of a sustainable society.

### Sustainability Promotion System

Our operations connected to sustainability will be promoted primarily by the Sustainability Committee to be established by MIM.

The Chairperson of the Committee shall be the President & CEO while all directors and some Administration staff shall comprise the committeepersons. Various initiatives will be implemented based on the Sustainability Promotion



# Important ESG Issues (Materiality)

## Materiality Identification Process

MHR identified ESG materiality in 2020 through the following process. It referenced the Sustainable Development Goals (SDGs)\*1 adopted by the UN in 2015 as global targets.

### STEP 1 Issue Selection

Referring to the SDGs\*1, ISO 26000\*2, the GRI Standards\*3, ESG evaluation organizations, and the GRESB evaluation criteria, etc., 56 issues were selected for consideration.

### STEP 2 Issue Importance Evaluation

The issues selected in step 1 were then evaluated and prioritized through the two perspectives of "importance to MHR" and "importance to stakeholders," and a proposal of important issues (a critical issue matrix) was prepared.

### STEP 3 Confirmation of Validity

The validity of these proposed important issues was then confirmed by comparing them with important issues of other companies in the same industry, key indicators of ESG evaluation organizations, and the SASB\*4 standards, in addition to exchanging options with external consultants.

### STEP 4 Identification of Important Issues

Following deliberation concerning the validated proposed important issues at the Sustainability Committee established at MIM, important issues related to ESG were identified for MHR.

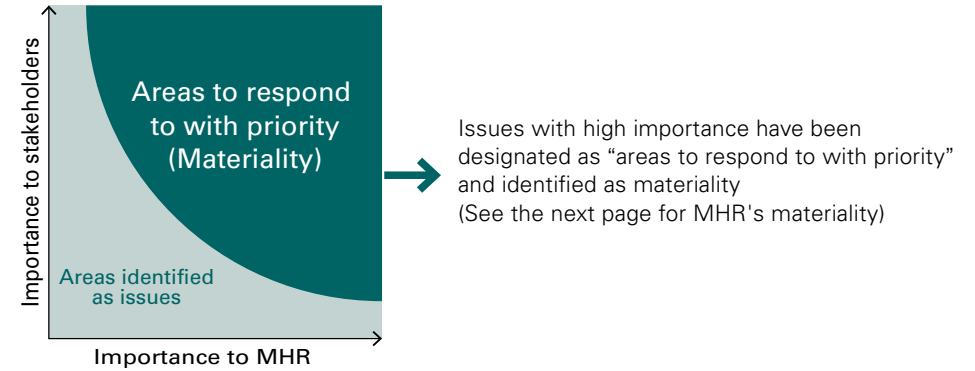
\*1 The SDGs (Sustainable Development Goals) are 17 goals included in the Agenda 2030 for Sustainable Development which was adopted by the United Nations Sustainable Development Summit held in September 2015.

\*2 ISO 26000 is an international standard for organizational social responsibility published in 2010 by the International Organization for Standardization (ISO).

\*3 The GRI Standards is an international standard related to sustainability reporting established in 2016 by Global Reporting Initiative (GRI), an international non-profit organization.

\*4 SASB (Sustainability Accounting Standards Board) is a U.S. non-governmental organization that proposes standards for sustainability information disclosure for companies. SASB develops sector-specific and industry-specific sustainability accounting standards (SASB standards) for companies for when they disclose sustainability information to investors.

## Depiction of Evaluating the Importance of Issues (Critical Issue Matrix)



## SDG Efforts

In order to further promote ESG-focused management, MHR has identified materiality to prioritize and made clear highly relevant SDG targets.













It aims to contribute to achieving a sustainable society by strengthening its response to SDG and other social issues while maintaining and improving its business competitiveness.

## SUSTAINABLE DEVELOPMENT GOALS



## Important ESG Issues (Materiality)

MHR's materiality




	Materiality	Main Initiatives	Main related SDGs	Related Information
<b>E</b> Environment 	<ul style="list-style-type: none"> <li>● Reduce greenhouse gas emissions and promote energy saving at owned properties</li> <li>● Use of renewable energy</li> </ul>	<ul style="list-style-type: none"> <li>● Participate in Japan Climate Initiative</li> <li>● Support the TCFD recommendations</li> <li>● Promote energy savings (such as introducing the energy saving technologies)</li> <li>● Expand use of renewable energy</li> </ul>		P16-23
	<ul style="list-style-type: none"> <li>● Coexist with nature</li> </ul>	<ul style="list-style-type: none"> <li>● Promote greenery and take measures against heat island</li> <li>● Protection of biodiversity</li> </ul>		P23, P26
	<ul style="list-style-type: none"> <li>● Response to sustainability certifications</li> </ul>	<ul style="list-style-type: none"> <li>● Various initiatives to obtain Green Building certifications and make improvements</li> <li>● Implement training regarding Green Building</li> </ul>		P14-15
<b>S</b> Social 	<ul style="list-style-type: none"> <li>● BCP measures (disaster prevention and building resilience)</li> <li>● Tenants' health, comfort and convenience</li> </ul>	<ul style="list-style-type: none"> <li>● Enhance BCP Measures</li> <li>● Strengthen emergency management systems and implement general disaster-readiness training</li> <li>● Initiative for barrier-free access</li> <li>● Due diligence when acquiring real estate</li> <li>● Conduct Tenant Satisfaction Survey</li> </ul>		P8 P33-34 P36-38
	<ul style="list-style-type: none"> <li>● Respect for human rights</li> <li>● Promote diversity</li> </ul>	<ul style="list-style-type: none"> <li>● Create an appropriate environment for a whistleblower system</li> <li>● Implement human rights and diversity training (including LGBT)</li> <li>● Create a pleasant working environment for women</li> </ul>		P28-29
	<ul style="list-style-type: none"> <li>● Talent development</li> </ul>	<ul style="list-style-type: none"> <li>● Provide personnel evaluations and feedback from diverse perspectives including compliance and ESG initiatives</li> <li>● Provide various course-based training and qualification acquisition systems</li> </ul>		P30-31
	<ul style="list-style-type: none"> <li>● Promote a healthy and comfortable work environment and improve employee's work/life balance</li> <li>● Increase employee's satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>● Promote paid holiday acquisition and overtime work reduction</li> <li>● Maintain systems for employee safety and health management</li> <li>● Implement health checks ● Conduct Employee Satisfaction Survey</li> </ul>		P31-32
	<ul style="list-style-type: none"> <li>● Mutual communication with Stakeholders</li> </ul>	<p>(See P27 "Stakeholder Engagement")</p>		P27
	<b>G</b> Governance 	<ul style="list-style-type: none"> <li>● Strive for fair and effective corporate governance</li> <li>● Adhere to compliance and corporate ethics</li> <li>● Prevent conflict-of-interest transactions</li> <li>● Identify risks and manage responses</li> <li>● Respond to requests for ESG information disclosure</li> </ul>	<ul style="list-style-type: none"> <li>● Implement evaluation of the effectiveness of the board of directors</li> <li>● Conduct compliance training including fraud prevention</li> <li>● Regularly expose risks, as well as monitor and respond to risks appropriately</li> <li>● Enhance ESG information disclosure on the website</li> <li>● Issuance of ESG Report</li> </ul>	

# KPIs/Targets

## KPIs/Targets

MHR has identified key issues relating to ESG (materiality) and set key performance indicators (KPIs) and targets for each issue.

By regularly tracking and analyzing our performance in relation to these targets and implementing any measures that are required, we aim to resolve issues with the goal of achieving a sustainable society while maximizing value for our investors in the medium to long term.

	Materiality	Item	Target	Information of Achievements
<b>E</b> Environment 	● Response to sustainability certifications	● Green building certification	(Short-term) Maintain a certified property rate of 90% or more (by 2024, based on acquisition price) (Long-term) Maintain a certified property rate of 90% or more (by 2030, based on acquisition price)	Green Building Certification
	● Reduce greenhouse gas emissions ● Promote energy saving at owned properties	● Reduction greenhouse gas emissions (vs. 2013)	(Short-term) 25% reduction (by 2024, based on intensity) (Long-term) 30% reduction (by 2030, based on intensity)	Climate Change
	● Use of renewable energy	● Usage of renewable energy	(No quantitative target : item to be verified)	Increasing Greenery and Biodiversity
	● Coexist with nature	● Green ratio (key facilities)	(No quantitative target : item to be verified)	Resource Recycling (Water and Waste)
	—	● Reduction water use (vs. 2013)	10% reduction (by 2030, based on intensity)	
	—	● Recycling rate	75% or more (by 2030)	
<b>S</b> Social 	● Talent development	● Training hours ● Subsidy system for qualifications	(No quantitative target: item to be verified)	Initiatives with Employees
	● Increase employee's satisfaction	● Employee satisfaction survey (by third-party organizations)	Overall satisfaction level: 3.5 or more per year (max. = 5.0)	
	● Promote diversity	● Diversity-related training for all employees	Once a year	
	● Respect for human rights	● Ratio of female managers	(No quantitative target : item to be verified)	
	● Promote a healthy and comfortable work environment and improve employee's work / life balance	● Human rights training	(No quantitative target : item to be verified)	
	● BCP measures (disaster prevention and building resilience)	● Number of cases reported on labor issues, discrimination and harassment	(No quantitative target : item to be verified)	
	● Tenants' health, comfort and convenience	● Health check participation rate	100% every year	
	● Mutual communication with stakeholders	● Paid leave usage rate	85% or more every year	
		● Overtime hours	Less than 15 hours per month (annual average)	
		● Portfolio PML	Maintain less than 1.0%	
<b>G</b> Governance 	● Strive for fair and effective corporate governance	● General disaster-readiness training	Twice a year	Initiatives with Tenants and Local Communities
		● Tenant satisfaction survey	· Office: once every 2 years · Residential: once every year	Initiatives with Investors
		● IR-Activities and HP external evaluation	(No quantitative target: item to be verified)	
		● Ratio of female executives	Maintain 30% or more	Corporate Governance
		● Board meeting attendance rate	(No quantitative target: item to be verified)	
		● Compliance training	(No quantitative target: item to be verified)	
	● Adhere to compliance and corporate ethics	● Fraud / corruption-related	(No quantitative target: item to be verified)	Compliance and Corporate Ethics
		● Number of cases of whistleblowing	(No quantitative target: item to be verified)	



## Environment Initiatives



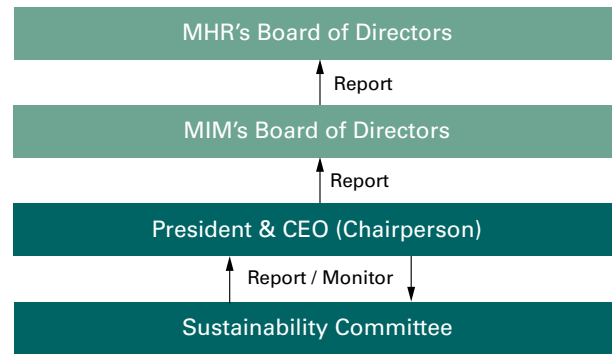
## Environment

# Environment Management System (EMS)

In order to move toward the realization of a sustainable society, MIM builds and operates its own Environmental Management System (EMS) to continuously address various environmental issues.

MIM operates and reviews EMS through the "Sustainability Committee" which is responsible for planning, framing, promotion and management of sustainability initiatives in general.

Organizational chart of Sustainability Promotion

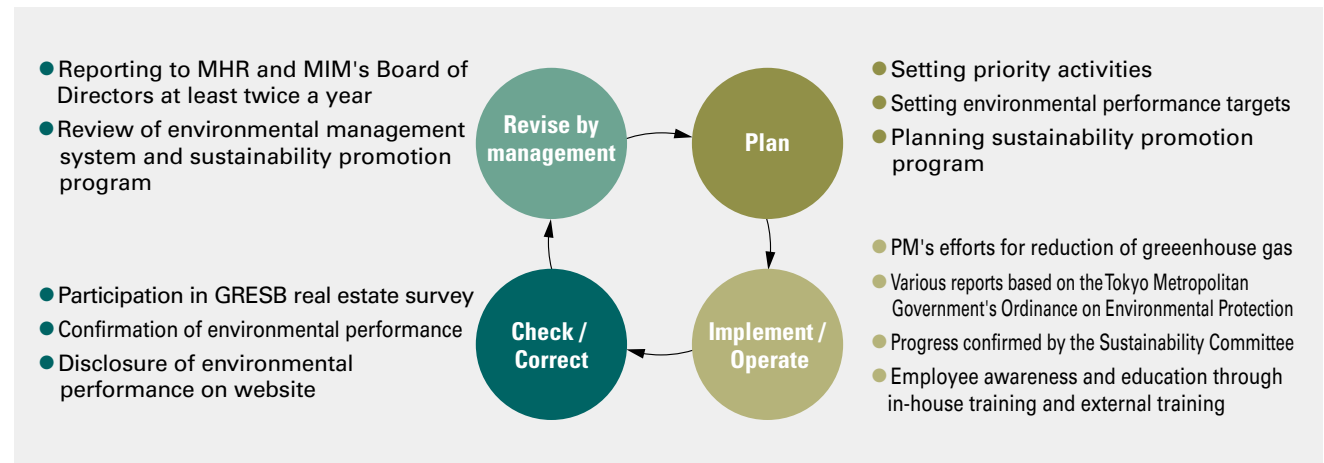


Outline of Environmental Management System

### Environment Management System

- 1-1. Company Mission and Environmental Policy and Position
- 2-1. Purpose and Operation of Environmental Management System (EMS)
- 2-2. Sustainability Promotion System
- 3-1. Priority Activities and Environmental Performance Targets
- 3-2. Sustainability Promotion Program
- 4-1. Talent Development/Capacity Development
- 4-2. Communication with Inside and Outside
- 5-1. Monitoring/Measuring/Analyzing and Recording of Environmental Performance
- 5-2. Review of Sustainability Promotion Program and EMS

Conceptual diagram of PDCA cycle



# Green Building Certification and External Assessment

## Policy and Approach

MHR aims to contribute to the realization of a sustainable society and maximization of unitholder value in the medium to long term by investing in high-quality urban assets while striving to improve various environmental and social performance levels.

MIM obtains a third-party sustainability evaluation in order to better understand its own achievement level and uses this as a benchmark for further improvement.

MIM has established the following objectives and is taking action to acquire Green Building Certifications.

### Objective and Performance of Green Building Certificates Coverage Ratio



**Long-range objective (year 2030)** **90%** Maintain over (in acquisition price)

**Short-range objective (year 2024)** **90%** Maintain over (in acquisition price)

### Performance (As of August 2, 2021)

**93.5%**  
(in acquisition price)

### Performance (reference) (As of August 2, 2021)

**84.1%** (in leasable floor area)      **80.0%** (in number of properties : 8/10 properties)

\* Excluding Laforet Harajuku (Land)

## Green Building Certification

### Acquisition of Highest Rank in CASBEE Real Estate Certification System

The Comprehensive Assessment System for Built Environment Efficiency (CASBEE) was established under the leadership of the Ministry of Land, Infrastructure, Transport and Tourism to appropriately identify and evaluate profit-oriented real estate such as office buildings which are well managed and have high environmental performance and value.

CASBEE Real Estate Certification System evaluates five categories, namely “energy and greenhouse gases,” “water,” “resource use and safety,” “biodiversity and site” and “indoor environment,” considering indices that are common around the globe such as LEED, an international environmental certification system.

MHR acquired rank S (the highest rank) ratings for Roppongi Hills Mori Tower, ARK Mori Building, Toranomon Hills Mori Tower, Atago Green Hills MORI Tower and Holland Hills Mori Tower and a rank A (the quasi-highest rank) ratings for Koraku Mori Building and Akasaka Tameike Tower.

### CASBEE-Certified Portfolio Buildings



Roppongi Hills Mori Tower



ARK Mori Building



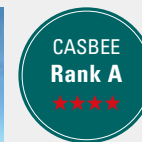
Toranomon Hills Mori Tower



Atago Green Hills MORI Tower



Holland Hills Mori Tower



Koraku Mori Building



Akasaka Tameike Tower

### Acquired Highest Rank in DBJ Green Building Certification

DBJ Green Building Certification Program was launched by DBJ in April, 2011 for the purpose of supporting the properties which give proper care to environment and society (Green Building).

The program evaluates, certifies and supports properties which are required by society and economy. It makes comprehensive assessment of properties, while evaluating various factors which range from properties' environmental features to their communication with stakeholders, such as disaster prevention and proper care for surrounding communities.

ARK Hills South Tower acquired certification ranking of “Properties with exceptionally high class environmental & social awareness,” the sub-highest rank.



ARK Hills South Tower

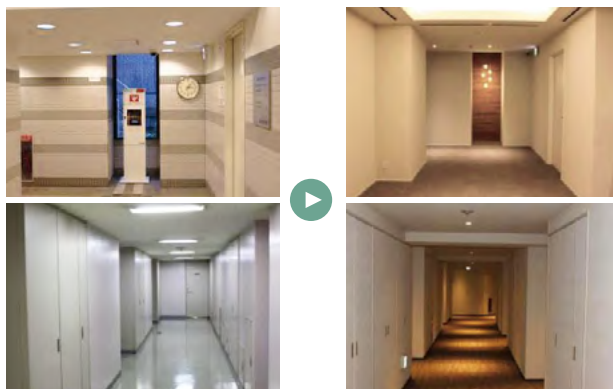
## Green Building Certification and External Assessment

### Approach to Green Building of Uncertified Properties

MHR promotes energy-conservation through initiatives such as replacement of LED lighting in common areas and repair work of air-conditioning at Roppongi First Plaza, Roppongi View Tower and Akasaka Tameike Tower (residential).

MHR also makes active efforts to reduce environmental loads through proper separation and disposal of waste.

Roppongi View Tower: Renovation of common area with LED lighting



Before renovation

After renovation

### External Assessment

#### Acquired the highest evaluation of “5 Stars” in GRESB Rating

In the 2021 GRESB Real Estate Assessment, MHR received a “5 Stars” in GRESB Rating, which is based on GRESB Overall Score and its quintile position relative to global participants. It also won a “Green Star” designation for the tenth consecutive year by achieving high performance both in “Management Component” that evaluates policies and organizational structure for ESG promotion, and “Performance Component” that assesses environmental performance and tenant engagement of properties owned.



GRESB is an annual benchmarking assessment to measure ESG (Environmental, Social and Governance) integration of real estate companies and funds, as well as the name of organization which runs the assessment. It was founded in 2009 by a group of major European pension funds who played leading roles in launching Principles for Responsible Investment (PRI).

### Green Building Training and Qualifications

MIM regularly conduct training for all employees to improve knowledge and understanding of green buildings.

Furthermore, MIM encourages its employees to take the following qualifications and lecture classes and assists with the expenses in order to improve the management's ability to help society mitigate the current burdens being placed on the environment.

- CASBEE-AP for Real Estate
- Energy Management Finished Trainee on the Energy Saving Law
- Introductory Seminar of “Tokyo Cap-and-Trade Program” for Newly Assigned Managers and Members in Charge

# Climate Change

## Policy and Approach

Greenhouse gas emissions have been increasing steadily and it is believed that global warming will affect long-term changes to the climate and in fact is already causing various types of abnormal weather.

Working to reduce greenhouse gas emissions and engaging in other measures against global warming will contribute to easing the impact on the climate. Moreover, providing real estate properties with excellent functionality in terms of addressing these challenges is likely to engender more positive opinion and stronger support from tenants and this will lead to the enhanced competitiveness of the portfolio.

MHR and MIM will aim to match compact cities compounded with multifaceted urban functions together with the various high energy-efficient systems to realize cities with excellent environmental efficiency.

Through comprehensive and high-quality management of these urban areas, we will continue our efforts to reduce carbon emissions and engage in initiatives to counter global warming and climate change.

### Objective and Performance of Reduction Greenhouse Gas Emissions



**Long-range objective (year 2030)**  
**30%** reduction  
(intensity basis : vs year 2013)

**Short-range objective (year 2024)**  
**25%** reduction  
(intensity basis : vs year 2013)

### Performance (year 2020)

**32.6%** reduction  
(intensity basis : vs year 2013)

## External Initiatives

### The Japan Climate Initiative (JCI)

Mori Building Investment Management Co., Ltd. (MIM), which is MHR's asset management company, joined the Japan Climate Initiative (JCI) in October 2020, supporting its founding declaration. As a member of JCI, MIM aims to realize the decarbonized society envisioned by the Paris Agreement by taking in the experiences of companies, local governments, and others who have implemented climate change initiatives with a pioneering spirit and putting them into practice.

### The Investment Trusts Association, Japan (JITA)

JITA, of which MIM is a member, formulated the Asset Management Business Declaration 2020, which states that its social mission is to support the realization of a sustainable society with a high quality of life while

addressing social issues such as climate change through investment activities. MIM's views are aligned with those of JITA, and we are striving to tackle climate change by investing in and operating environmentally friendly real estate.

## Support for / Response to the TCFD Recommendations

MIM announced in May 2020 its support for the recommendations issued in June 2017 by TCFD (The Financial Stability Board's Task Force on Climate-related Financial Disclosures), which was established by The Financial Stability Board (FSB).

MIM will press ahead with risk management and initiatives for climate change based on the recommendations and carry out information disclosure.



TCFD-Based Information Disclosure Table

TCFD Recommendation Summary		MHR's Disclosed Information & Location
<b>[Governance]</b> Disclose the organization's governance around climate-related risks and opportunities	Describe the board's oversight of climate-related risks and opportunities	P5 Message from the Management P9 Sustainability Management P18 Governance -Promotion and Supervisory System-
	Describe management's role in assessing and managing climate-related risks and opportunities	
<b>[Strategy]</b> Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	P19-21 Strategy -Climate-Related Scenario Analysis-
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	
<b>[Risk Management]</b> Disclose how the organization identifies, assesses, and manages climate-related risks	Describe the organization's processes for identifying and assessing climate-related risks	P9 Sustainability Management P18 Risk Management -Climate Change Risk Management-
	Describe the organization's processes for managing climate-related risks	
<b>[Metrics and Targets]</b> Disclose the metrics and targets used to assess and manage climate-related risks and opportunities	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	P14 Objective and Performance of Green Building Certificates Coverage Ratio P16 Objective and Performance of Reduction Greenhouse Gas Emissions  P17 Carbon Dioxide Emission and Intensity  P14 Objective and Performance of Green Building Certificates Coverage Ratio P16 Objective and Performance of Reduction Greenhouse Gas Emissions
	Describe the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	
	Describe Scope 1, Scope 2 and, if applicable, Scope 3 greenhouse gas (GHG) emissions and the related risks	
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	



## Climate Change

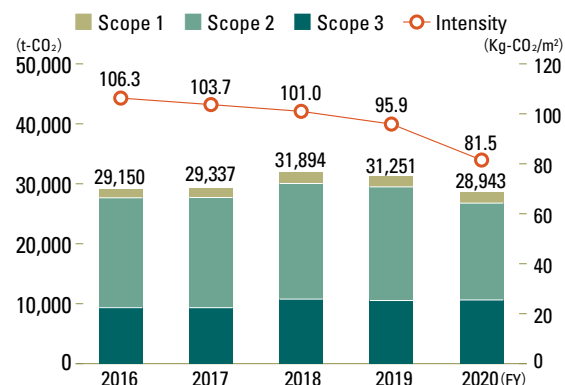
### Indicators and Targets -Reduction Greenhouse Gas Emissions-

We set the targets of a 25% reduction by 2024 and a 30% reduction by 2030 in CO<sub>2</sub> emission intensity for the total calculated floor area of MHR and MIM's offices and properties owned by MHR (with 2013 as the baseline year). The targeted intensity is for the total of Scope 1 and Scope 2. The amount of CO<sub>2</sub> emission decreased temporarily in 2020 due to the decline in the number of workers and visitors as a result of the spread of COVID-19.

#### Carbon Dioxide Emission and Intensity

Figures, with certain exceptions, are verified and validated by an independent third party. Scope 1 is entirely CO<sub>2</sub>.

[Boundary] Offices of MHR and MIM and properties owned by MHR (Cover rate: See the table below)



	FY2016	FY2017	FY2018	FY2019	FY2020
Scope 1 (t-CO <sub>2</sub> )	1,487	1,626	1,843	1,767	1,718
Scope 2 (t-CO <sub>2</sub> )	18,321	18,376	19,285	18,952	16,151
Scope 3 (t-CO <sub>2</sub> )	9,341	9,335	10,776	10,531	10,624
Intensity (Kg-CO <sub>2</sub> /m <sup>2</sup> )	106.3	103.7	101.0	95.9	81.5
Verification / Guarantee rate (%)	80.7	78.9	77.4	77.4	77.7
Cover rate (%)	86.8	87.0	87.4	87.6	87.8

\* Carbon dioxide emissions are calculated based on the "Manual for Calculating and Reporting Greenhouse Gas Emissions" by the Ministry of the Environment and the Ministry of Economy, Trade and Industry.

\* Intensity is calculated by dividing the carbon dioxide emissions (Scope 1-2) by the calculated total floor area. The intensity in the baseline year (2013) is 120.9kg-CO<sub>2</sub>/m<sup>2</sup>.

\* For Scope 3, the calculation target was expanded in accordance with the above manual starting in 2020. The figures for 2019 and before were changed in accordance with the new standard.

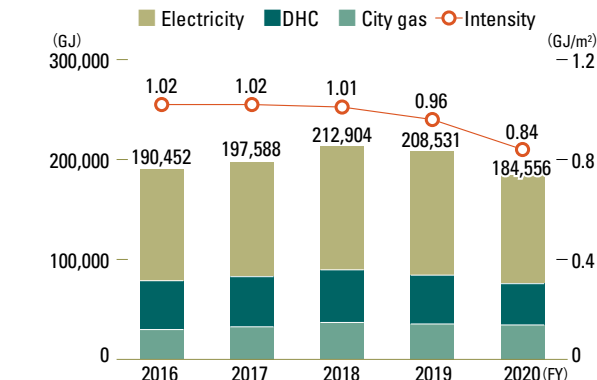
#### Scope 3 Emissions by Category [Boundary] Offices of MHR and MIM and properties owned by MHR

category	FY2016	FY2017	FY2018	FY2019	FY2020
1. Purchased goods & services	2,090	2,318	2,583	2,686	2,677
2. Capital goods	2,493	2,036	2,891	2,606	3,632
3. Fuel-and-energy-related activities (not included in scope 1 or scope 2)	4,065	4,198	4,490	4,366	3,810
4. Upstream transportation & distribution	1	1	0	0	0
5. Waste generated in operations	680	771	831	862	495
6. Business Travel	4	3	7	3	0
7. Employee commuting	4	5	5	5	6

\* Calculated based on the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain" by the Ministry for the Environment. In the case of categories not included above, either there is no emission source, or they were included in the calculations for Scope 1 and 2.

#### Energy Usage and Intensity

[Boundary] Offices of MHR and MIM and properties owned by MHR (Cover rate: See the table below)



	FY2016	FY2017	FY2018	FY2019	FY2020
Electricity (GJ)	111,729	114,819	123,286	124,251	108,796
DHC (GJ)	48,886	50,159	52,658	48,837	41,302
City gas (GJ)	29,837	32,609	36,959	35,443	34,456
Intensity (GJ/m <sup>2</sup> )	1.02	1.02	1.01	0.96	0.84
Verification / Guarantee rate (%)	80.7	78.9	77.4	77.4	77.7
Cover rate (%)	86.8	87.0	87.4	87.6	87.8

\* The energy usage of city gas is calculated by multiplying the amount of city gas used by the unit calorific value specified in the "Manual for Calculating and Reporting Greenhouse Gas Emissions" by the Ministry of the Environment and the Ministry of Economy, Trade and Industry. Also, intensity is calculated by dividing the energy usage by the calculated total floor area.

## Climate Change

### Governance -Promotion and Supervisory System-

As to initiatives concerning climate change, the Sustainability Committee established in MIM plays a central role in conducting risk management, drawing up policies and programs, monitoring progress and such.

The Sustainability Committee, chaired and supervised by the president of the asset manager and comprised of all general managers and some general affairs department employees, aims to promote company-wide measures.

Furthermore, the Boards of Directors of MHR and MIM biannually receive reports on risk management and progress status of programs concerning climate change from the Sustainability Committee, and together they supervise all risks by reviewing the effects of risk management processes and giving directions for new actions as necessary.

#### Matters reported at the Boards of Directors

The REIT (MHR)'s board of directors' meeting (fourth of fiscal period ending July 2021) and asset manager (MIM)'s board of directors' meeting (second of FY 2021) reported on climate change-related risk management and progress in the reduction of greenhouse gas emissions and discussed future measures.

### Risk Management -Climate Change Risk Management-

MHR has established a project team for climate change-related risks led by the President & CEO of MIM as a management structure independent from company-wide risk management, and the top leadership takes it upon themselves to actively supervise the entire company with a broad, long-term perspective.

After supporting the TCFD's May 2020 recommendations, we once again identified the risks and opportunities for MHR presented by climate change. That fall, along with grasping

the impact of those risks and opportunities on the business of MHR and MIM, we analyzed scenarios to see whether we needed to revise our strategy, and exposed particularly important risks based on likelihood, timing and financial impact assessment.

Based on the results of this analysis, the Sustainability Committee will formulate plans and programs and monitor progress to step up current measures.

### Internal Carbon Pricing

We have set an internal carbon price (10,000 yen/t-CO<sub>2</sub>) that we use as a reference for investment decisions and energy-saving construction and that connects to preventing global warming and climate change.

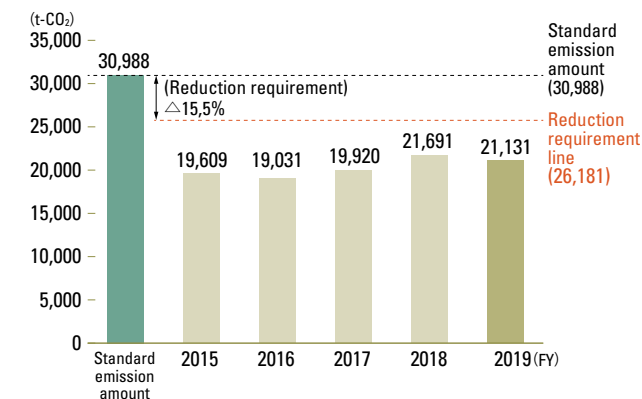
When considering investing in a new property, we apply our internal carbon price to the property's CO<sub>2</sub> emissions to calculate income and expenditure and use this as a reference for appraisal and investment decisions.

Furthermore, when the amount of CO<sub>2</sub> emissions reduced by energy-saving renovations (HVAC replacement, LED conversion, etc.) is clear, we apply our internal carbon price to that amount as a reference to decide whether to undertake these renovations.

### Adaptation to Public Policy/Regulations

MHR and MIM support the climate change policies established by Tokyo Metropolitan Government for Tokyo where our offices and the properties owned by MHR are located, and we are working to reduce greenhouse gases based on the Environment Ordinance to Ensure Tokyo Citizens' Health and Safety.

#### Adaptation to Public Policy/Regulations



\* Aggregate figures for offices obliged to reduce emissions under the Tokyo Government's Cap-and-Trade Program, which makes it mandatory for large-scale facilities to reduce their greenhouse gas emissions (this applies to all office properties except Holland Hills Mori Tower). For some of the owned properties, the figure was calculated by multiplying the total by the proportion for which MHR holds ownership rights.

## Climate Change

### Strategy -Climate-Related Scenario Analysis-

#### Objectives of Scenario Analysis

The objectives are to grasp the future risks and opportunities for MHR and MIM presented by climate change-related extreme weather and heightened social demands for climate change countermeasures as well as to verify the effectiveness of current climate change countermeasures and, as needed, utilize them in formulating future strategies.

In accordance with the TCFD's recommendations, we have analyzed both the 2°C and 4°C scenarios, aiming to ensure resilience in varying weather conditions and social environments and achieve sustainable business growth.

#### Analysis Scope and Preconditions

[Region]  
Limited to central Tokyo where MHR's investment properties are located  
[Scope] Entire supply chain from fundraising and property acquisition to tenant management  
[Period] Now to 2050 (short-term: now to 2025, medium-term: 2026-2030, long-term: 2031-2050)

#### Main Scenarios

[2°C scenario]  
RCP2.6 (IPCC AR5)、IEA SDS (IEA WEO2019 and 2020)  
[4°C scenario]  
RCP8.5 (IPCC AR5)、IEA STEPS (IEA WEO2019 and 2020)  
\*IPCC AR5: Fifth Assessment Report of the United Nations Intergovernmental Panel on Climate Change  
IEA: International Energy Agency SDS: Sustainable Development Scenario  
STEPS: Stated Policy Scenario WEO: World Energy Outlook

#### Analysis Procedure

1. Discuss the climate-related risks and opportunities mapped out by the TCFD and identify factors likely to significantly impact the business of MHR and MIM
2. Map out and grasp the 2°C and 4°C scenarios based on adopted scenario forecasts for the risks and opportunities identified in 1
3. Calculate the financial impact of the forecasts in 2 on MHR and MIM (qualitative analysis where lack of information makes quantitative calculation difficult)
4. Consider measures based on the results of 3

Risk type	Driving Forces	Risk	Financial Impact and Period Maximizing		Opportunities and Countermeasures	Reference Information
			2°C Scenario	4°C Scenario		
Transition risks	<ul style="list-style-type: none"> <li>Increased pricing on GHG emissions</li> </ul>	<b>Increased carbon tax burden</b> <ul style="list-style-type: none"> <li>Taxation on owned properties for their GHG emissions due to carbon tax</li> </ul>	Medium Long-term	—	<b>Reduce GHG emissions</b> <ul style="list-style-type: none"> <li>Increase percentage of renewable energy</li> <li>Introduce energy-saving equipment and energy management system</li> </ul>	P22-23 Promotion of Energy Saving
	<ul style="list-style-type: none"> <li>Mandates on and regulation of existing products and services</li> </ul>	<b>Increased investment in repair work and facilities to respond to regulations</b> <ul style="list-style-type: none"> <li>Strengthening of standards for energy conservation (zero-energy building, ZEB) of buildings and introduction of regulations on total emissions</li> </ul>	Small Medium-term	Small Medium-term	<b>Reduce utility costs</b> <ul style="list-style-type: none"> <li>Renovation to meet building energy-saving standards (ZEB)</li> <li>Invest in facilities</li> </ul>	P22-23 Promotion of Energy Saving
	<ul style="list-style-type: none"> <li>Substitution of existing products and services with low-carbon options</li> <li>Changing consumer behavior and preferences</li> </ul>	<b>Reduced demand for properties that perform poorly in energy conservation</b> <ul style="list-style-type: none"> <li>Increased number of tenants who emphasize energy conservation due to increased environmental awareness</li> </ul>	Small Long-term	Small Long-term	<b>Increased demand for highly energy-saving properties</b> <ul style="list-style-type: none"> <li>Acquire Green Building Certifications</li> <li>Disclose environmental performance information</li> </ul>	P14-15 Green Building Certification
	<ul style="list-style-type: none"> <li>Increased stakeholder concerns or negative feedback</li> </ul>	<b>Increases in fund-raising costs</b> <ul style="list-style-type: none"> <li>Buildings that do not save much energy lose value as ESG investors multiply</li> </ul>	Small Long-term	Small Long-term	<b>Lower fundraising costs</b> <ul style="list-style-type: none"> <li>Increase ESG evaluation rating</li> <li>Conduct green financing</li> </ul>	-
Physical risks	<ul style="list-style-type: none"> <li>Increased severity of extreme weather events such as typhoons and floods</li> </ul>	<b>Increases in repair costs for damages to owned properties and degradation of existing assets</b> <ul style="list-style-type: none"> <li>Damage and destruction to owned properties due to typhoons or floods</li> </ul>	Small Long-term	Small Long-term	<ul style="list-style-type: none"> <li>Own highly resilient properties</li> <li>Take appropriate measures based on flood risk assessment</li> </ul>	-
	<ul style="list-style-type: none"> <li>Rising mean temperatures</li> </ul>	<b>Increases in utility costs</b> <ul style="list-style-type: none"> <li>Increases in utility costs</li> </ul>	Small Long-term	Small Long-term	<ul style="list-style-type: none"> <li>Introduce energy-saving technology and increase the green ratio</li> <li>Work with tenants to save energy</li> </ul>	P22-23 Promotion of Energy Saving/Promotion of Greenery and Heat Island Measures

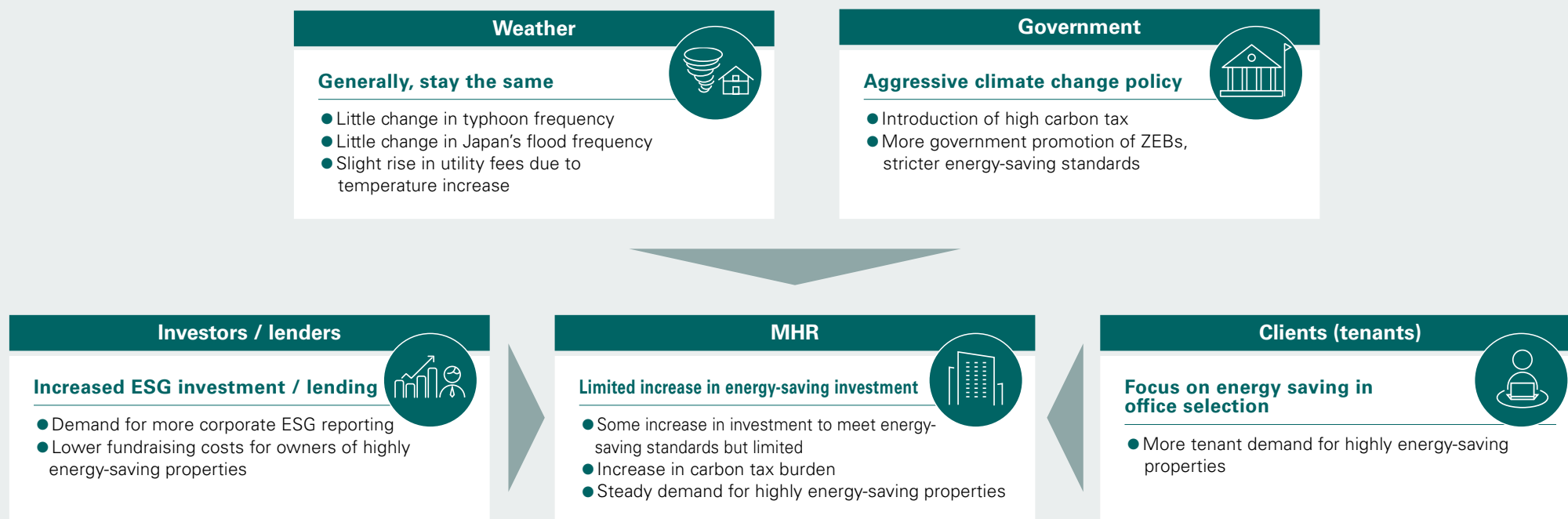
## Climate Change

### 2°C Scenario World: Low-Carbon Society (as of 2050)

#### Analysis Results

The 2°C scenario presents significant transition risks particularly if Japan introduces a high carbon tax to reduce CO<sub>2</sub> emissions and MHR's property management costs increase due to taxes on properties' CO<sub>2</sub> emissions and renovations to meet stricter energy-saving standards and other environmental regulations. Stricter regulations will also impact tenants' office selection, reducing demand for properties that save less energy than their peers. Furthermore, if we own a large number of such properties, the cost to raise funds from investors and lenders could also increase.

In preparation for a transition to the low-carbon society of the 2°C scenario and its accompanying risks, MHR has mainly acquired its portfolio of highly energy-saving properties and those with high-level green building certifications to maintain competitiveness, and actively updates facilities on a continuous basis, so we deem these risks to have a limited impact on business.



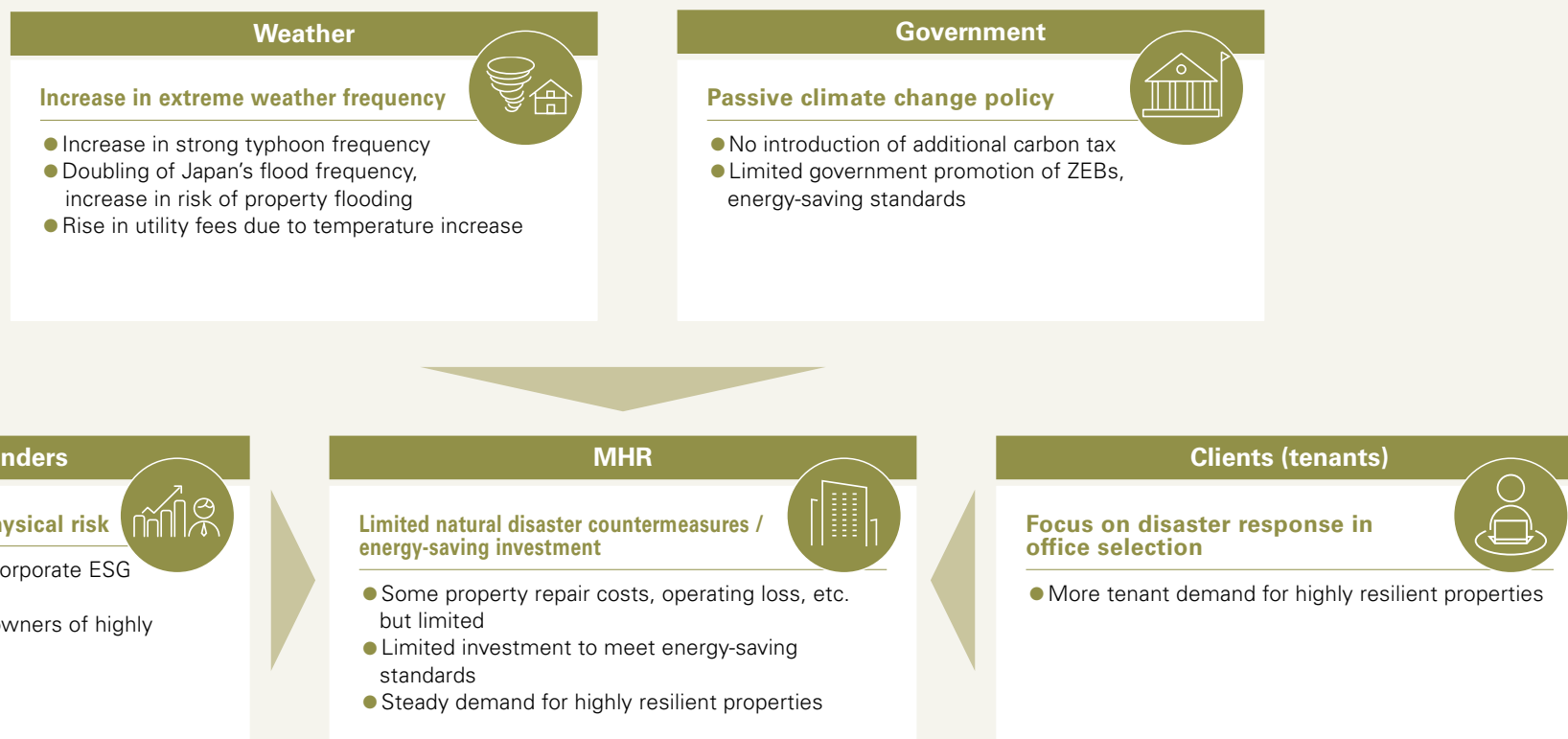
## Climate Change

### 4°C Scenario World: Intensification of Natural Disasters (as of 2050)

#### Analysis Results

The 4°C scenario forecasts increased renovation costs due to intensifying extreme weather and increased utility costs due to higher average temperatures.

Because MHR invests in highly energy-saving, resilient properties located in areas with low flood risk, we deem these risks to have a limited impact on business.



## Climate Change

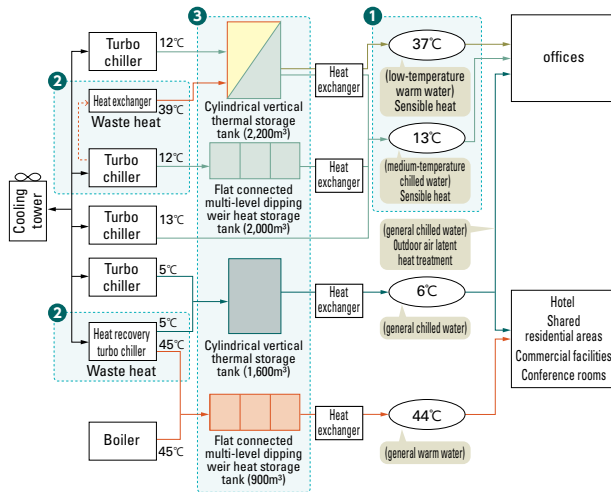
### Promotion of Energy Saving

#### Introduction of The Energy Saving Technologies

##### ● High-efficiency Air-conditioning System LOBAS

LOBAS (Low-carbon Building and Area Sustainability) is an air conditioning system that optimally combines multiple energy-conserving technologies, including the use of medium-temperature chilled water and low-temperature warm water, and heat collection using heat pumps (turbo chillers).

Based on an electrical system, it is expected to conserve energy by approximately 40% compared to conventional methods.



- 1 Air-conditioning system using medium-temperature chilled and low-temperature warm water**  
Air-conditioning method separating sensible heat and latent heat treatment using 13°C medium-temperature chilled water and 37°C low-temperature warm water.
- 2 Heat recovery heat source system**  
Use of waste heat from the turbo refrigerator cooling water, and adoption of heat recovery turbo chillers.
- 3 Large-scale thermal storage tank system**  
Combination of a large-depth (approximately 30m) cylindrical vertical thermal storage tank and a flat connected multi-level dipping weir heat storage tank (6,700m³ in total)

##### ● Building Energy Management System

Building Energy Management System (BEMS) is a system that enables energy-conserving operations by assessing energy usage conditions and indoor environments in buildings. Energy usage conditions are checked in real time through centralized management. Accumulating and analyzing data also enables the elimination of excess and wasteful use of energy.

At Toranomon Hills Mori Tower, MB have implemented Smart-BEMS (S-BEMS) which, in addition to existing functions, has functions for clarifying criteria for determining normal and abnormal measured values, further increasing the efficiency of data analysis.

#### Comparison of BEMS and S-BEMS

	Mori Building's past BEMS	Toranomon Hills S-BEMS
Function	<b>Basic functions</b> Assessment of energy consumption By building overall, by energy type, by equipment item, by application etc. Creation of reporting documents Daily, monthly, annual, regular, and other reports Long-term data storage	<b>Extended functions</b> Heat source and air-conditioning system performance evaluation ● Energy-conserving control performance evaluation ● Energy-conserving simulation function ● Indoor comfort evaluation ● Equipment COP, pump WTF, air conditioner ATF evaluation* Collected data diagnosis ● Abnormal data detection function ● Data communication status monitoring
		<b>Further extended functions</b> Toward easier-to-use BEMS Decision functions ● Setting of decision criteria for each evaluation item ● Listing of decision results (OK/NG)
Objective	Assessment of normal energy consumption	Discovery of latent faults Checking and optimization of automatic control
		Clarification of decision criteria

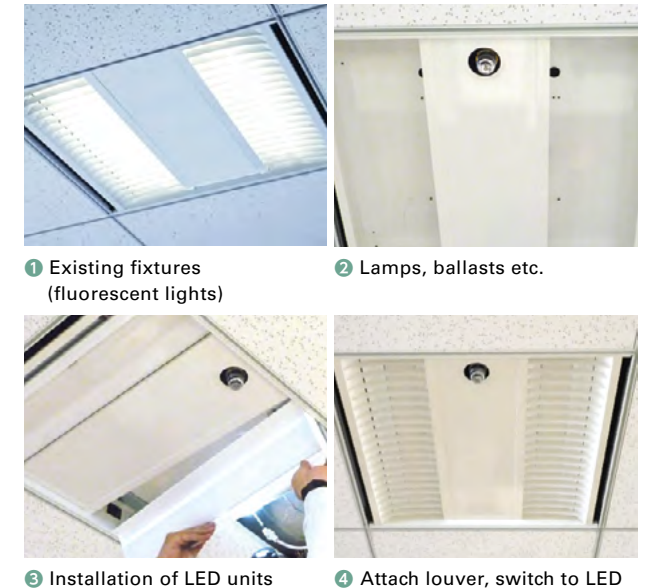
\* COP : Coefficient of Performance  
WTF : Water Transportation Factor  
ATF : Air Transportation Factor

##### ● Switching Grid Lighting to LED

At buildings adopting grid ceiling lighting fixtures, MHR has a method for leaving the lighting fixtures and changing only the light sources to LED, for the purpose of improving energy conservation performance, prolonging equipment life, and conserving resources.

This removes the need for ancillary work (restoration work and removal of sprinkler heads, air outlets, emergency lighting, sensors etc.) when changing light sources, greatly simplifying construction and conserving resources.

MHR is also undertaking the switch to LEDs at Roppongi Hills Mori Tower, ARK Mori Building, and other buildings.



#### Building Management System to Measure Energy Efficiency

MHR has introduced a system that measures and manages energy efficiency by measuring and monitoring energy usage at all office properties it owns.

## Climate Change

### Green Lease

Tenant’s energy consumption through the usage of air conditioning, lighting, etc. has a considerable impact on an office building’s environmental performance.

Close collaboration with our tenants is a key factor in achieving optimal energy efficiency.

MHR holds an environmental countermeasure council once or twice a year depending on the office building.

The council generates a report on the efforts to improve sustainability and raises awareness for power saving methods.

As a reference for tenants to draw specific measures for conservation of energy, MHR has provided, at all office properties it owns, “WEB cloud services” as a tool to make tenants’ energy usage visible.

(Properties with the service as a percentage of all owned properties: 98% based on acquisition price)

In addition to these efforts, MHR is further deepening relationships with tenants by introducing “green leases” which serve to align financial incentives and secure commitments from both parties.

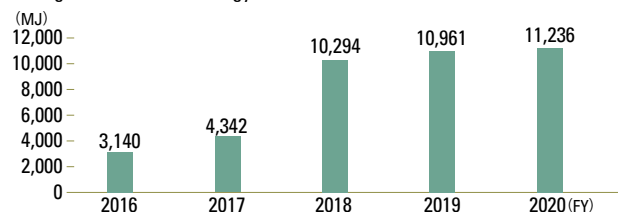
MHR is gradually expanding this approach since the introduction of the first green lease in ARK Hills South Tower.

### Transition of Green Power Generation

As part of measures against global warming, solar power generation systems have been installed at Roppongi Hills and Toranomom Hills for effective use of unused and natural energy.

The power generated is used in lighting, etc. within the facilities.

#### Change in Renewable Energy-Based Power Generation



## Promotion of Greenery and Heat Island Measures

As part of initiatives to adapt to climate change, MHR has promoted greenery.

MHR aims to increase the “green ratio” by proactively undertaking the landscaping of open spaces and rooftops.



Mohri Garden at Roppongi Hills



The roof top of Suntory Hall at ARK Hills

#### Green Ratio of Major Development Projects (2019)

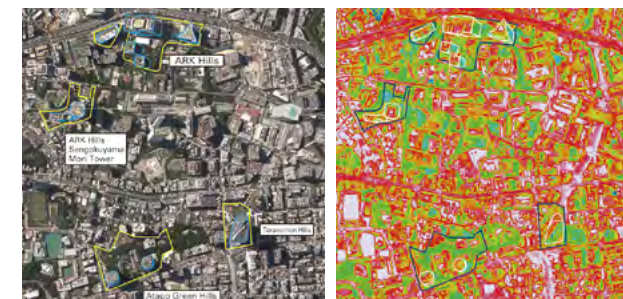
Name	Completion	Green ratio (%)
ARK Hills	1986	43.3
Atago Green Hills	2001	51.9
Roppongi Hills	2003	30.1
Toranomon Hills	2014	30.4
(Reference) All of Minato-ku		21.8

### Heat Island Measures

Spaces where trees have been planted have various elements that provide coolness, such as the water-retention effect of the ground supporting the trees, transpiration of the leaves and shading from direct sunlight.

It is said that these spaces help to relieve the heat island phenomenon.

Thermal images from aerial photographs clearly show this effect as MHR-owned properties such as Roppongi Hills, ARK Hills and Atago Green Hills have more “blue areas” that represent a lower surface temperature than their surroundings due to having many plants on site.



ARK Hills/ARK Hills Sengokuyama Mori Tower/Toranomon Hills/Atago Green Hills



Roppongi Hills

(Photo By Skymap Co., Ltd.)

# Resource Recycling (Water and Waste)

## Policy and Approach

Depletion of water and various resources and the environmental impact caused by waste is a problem that is growing in concert with the worldwide population increase and economic development. Moreover, pollution of soil, water quality and the air caused by chemical substances is becoming an increasing important social issue.

Ignoring these matters will jeopardize the welfare of people as well as social capital, and will lead to the loss of society's trust in the companies from which the causes originate.

Therefore, we believe that it is the company's responsibility to take initiative.

MHR and MIM promote the 3R activities (reduce, reuse and recycle) for water resources, waste, materials and such to reduce the burden on the environment.

We aim for the formation of recycling-oriented cities as well as observe environment-related laws and regulations, and thorough measures against pollution.

## Effective Use of Water Resources

We are targeting a 10% reduction by 2030 in water consumption intensity for the total calculated floor area of MHR and MIM's offices and properties owned by MHR (with 2013 as the baseline year). The amount of water consumption decreased temporarily in 2020 due to the decline in the number of workers and visitors as a result of the spread of COVID-19.

### Objective and Performance of Reduction Water Use



### Performance (year 2020)

**34.7%** reduction (intensity basis : vs year 2013)

\* According to "Aqueduct 3.0 Country Rankings" by World Resources Institute (WRI), the Tokyo area, where MHR's properties are located, has baseline water stress (BWS) of less than 40% and is not categorized as an area with high water stress.

## Adoption of Water-Efficient Equipment

We are working to reduce our water consumption by introducing water-efficient equipment when carrying out upgrading work at office properties owned by MHR. Water-efficient toilets (6 L per flush) were also installed in the washrooms at Toranomon Hills Mori Tower at the time of construction.

## Use of Rainwater and Gray water

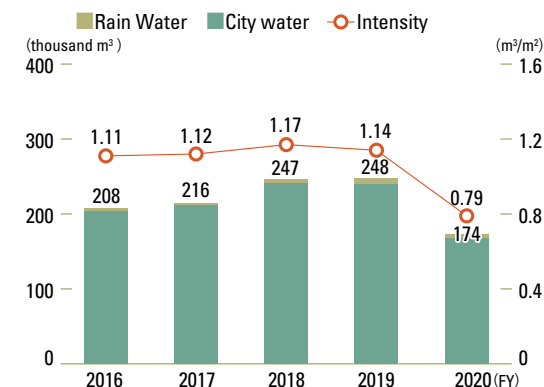
MHR has promoted effective use of water resources at properties it owns by storing and recycling rainwater collected from buildings throughout the area.

MHR also uses waste water (non-sewage and relatively low contamination) as gray water (non-drinkable for general use) such as flush water for toilets and other applications for effective use of water resources.

- The number of properties using rainwater and graywater: 6 properties
- Properties with use of rainwater and graywater as a percentage of all owned properties: 77% based on acquisition price

### Trends of Water Intake Data and Intensity

[Boundary] Offices of MHR and MIM and some properties owned by MHR



	FY2016	FY2017	FY2018	FY2019	FY2020
Rain Water (thousand m³)	4	4	5	7	6
City water (thousand m³)	204	211	241	240	167
Intensity (m³/m²)	1.11	1.12	1.17	1.14	0.79
Cover rate (%)	86.8	87.0	87.4	87.6	87.8
Gray water (thousand m³)	47	53	58	58	28

\* Intensity is calculated by dividing the amount of water use by the calculated total floor area.



## Resource Recycling (Water and Waste)

### Promotion of Recycling

#### 3R in Managing Office Building

MHR's properties which are managed by MB aim to significantly increase the recycling rate of all properties managed by MB by promoting the recycle of paper waste at offices as well as the garbage recycling of retail facilities.

#### Objective and Performance of Promotion of Recycling



Long-range objective  
(year 2030)

over **75%**

Performance (year 2020)

**52.6%**

We are targeting a recycling rate of at least 75% by 2030 at MHR and MIM's offices and properties owned by MHR.

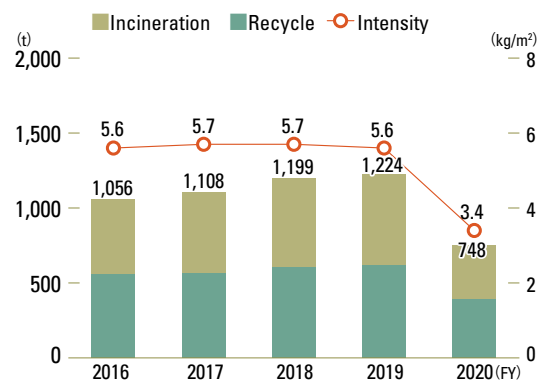
#### FOCUS

#### [Example] Improvement of separated collection method

In order to promote the recycling of paper waste, we are creating awareness among tenants by improving garbage separation and collection methods at offices and creating a "Recycle Hand-Book."



Transitions of Waste Emission, Intensity and Recycling Rate  
[Boundary] Offices of MHR and MIM and some properties owned by MHR



	FY2016	FY2017	FY2018	FY2019	FY2020
Incineration (t)	498	543	595	604	354
Recycle (t)	558	565	603	619	393
Intensity (kg/m <sup>2</sup> )	5.6	5.7	5.7	5.6	3.4
Recycling rate (%)	52.9	51.0	50.3	50.6	52.6
Cover rate (%)	86.8	87.0	87.4	87.6	87.8

\* Intensity is calculated by dividing the amount of waste emission by the calculated total floor area.

### Anti-Pollution Measures

MHR and MIM thoroughly observe environmental laws and regulations concerning environmental pollution and hazardous substances.

In MIM's "Management Guidelines," we list the usage and management status of harmful substances such as "chlorofluorocarbons, PCBs, asbestos, etc." as due diligence items at the time of acquisition of real estate, stipulating the accurate understanding of the existence of these substances and their status of management as well as making this an element to consider in deliberating acquisitions.

In addition, if hazardous substances are found in the properties owned by MHR, appropriate processing and procedures in accordance with laws and regulations shall be maintained and the substances shall be handled strictly so that they are not leaked or released.

### Violations of Environmental Laws and Regulations

At MHR and MIM, there have been no cases in which punitive measures have been imposed due to a violation of environmental laws and regulations and no cases in which violations have been raised by conflict resolution mechanisms (as of August 30, 2021).

# Increasing Greenery and Biodiversity

## Policy and Approach

While human livelihood and corporate activity is supported by the various blessings of nature, today, the planet's green environment and biodiversity are rapidly slipping away.

Efforts to maintain greenery and biodiversity will allow us to sustain the blessings of nature for future generations. In terms of the Investment Corporation's business activities, this will be expressed as providing our tenants with comfortable office and residential spaces that are in tune with nature. This leads to enhanced competitiveness of our portfolio.

MHR and MIM will create surface microenvironments where humans live in harmony with nature and shall provide spaces that excel in biodiversity and are rich in vibrant greenery. We will also foster people's environmental communities through these spaces.

## Promotion of Greenery

MHR aims to increase the "green ratio" by proactively undertaking the landscaping of open spaces and rooftops.



Mohri Garden at Roppongi Hills

### Green Ratio of Major Development Projects (2019)

Name	Completion	Green ratio
ARK Hills	1986	43.3
Atago Green Hills	2001	51.9
Roppongi Hills	2003	30.1
Toranomon Hills	2014	30.4
(Reference) All of Minato-ku		21.8

## Biodiversity

Initiatives for protection of biodiversity are carried out in a systematic manner at all properties owned by MHR.

### Toranomon Hills

Realized approximately 6,000 m<sup>2</sup> of lush green space on artificial ground by utilizing the Multi-Level Road System, a breakthrough system that allowed for the construction of an architectural structure above the road of Ring Road No. 2.



Toranomon Hills

At Toranomon Hills, which acquired AAA (the highest rank) in the JHEP certification (\*) for creating a stream and lush greenery in consideration of biodiversity, a diverse environment composed of flowers, plants and trees of native species, water area, etc. has been established and serves as an oasis in the city where seasonal flowers, plants and trees can be enjoyed and as a place for birds and insects to nestle.

\* This program quantitatively evaluates and certifies and certifies initiatives contributing to the preservation and restoration of biodiversity. It is developed and operated by the Ecosystem Conservation Society-Japan.

### Roppongi Hills

Diverse technologies and ideas are given life in the creation of distinctive greenery. To communicate the history of the land, trees and an Edo period garden were preserved in the development of Mohri Garden.



Rooftop garden(Roppongi Hills)

On the rooftop of Keyakizaka Complex, MB built a rice paddy where local residents can enjoy rice planting and harvesting, and make effective use of the paddy as the necessary weight for a 'Green Mass Damper' seismic control system.

### Atago Green Hills

Inheriting the rich nature and history of the Seisho-ji Temple and Mt. Atago, Atago Green Hills was born with the aim of creating a network of greenery connecting Shiba Park and other surrounding green areas.



Atago Green Hills

By preserving sloped green areas as much as possible and raising saplings from the seeds of the trees there, we have inherited the region's vegetation. MB placed green paths along the slopes so people can enjoy nature while minimizing the impact on plants and animals.

### ARK Hills

MB created a large-scale rooftop green area at ARK Hills, the private sector's first large-scale redevelopment. MB planted over 40,000 trees in a green area exceeding 20% of the grounds, including the rooftop of Suntory Hall.



Sakurazaka

The 150 Yoshino cherry trees planted along peripheral roads are now a famed spot for cherry blossom viewing. In 1997, MB planted flowers in year-round green areas, and today continue evolving these into place for feeling the charms of the seasons and interacting with greenery.



## Social Initiatives



## Social

# Stakeholder Engagement

## Stakeholder Engagement

MHR conducts its business activities by engaging with various stakeholders including its employees, tenant and local communities, property management (PM) companies, and unitholders. MHR aims for sustainable growth by proactively communicating with its stakeholders to understand and respond to their expectations and requests.

Stakeholders	Relationship with MHR	Main Initiatives Based on Expectations and Requests	Engagement Methods
<b>Employee (MIM)</b> 	Create a working environment in which a diverse workforce, which is the source of corporate competitiveness, flourishes	<ul style="list-style-type: none"> <li>● Enhance Talent Development Program</li> <li>● Promote a comfortable work environment and improve employee's work / life balance</li> <li>● Create a workplace culture that respects human rights and diversity</li> </ul>	<ul style="list-style-type: none"> <li>● Personnel evaluation and feedback (twice a year)</li> <li>● Conduct of various training</li> <li>● Employee's satisfaction surveys (once a year)</li> <li>● Grievance Reporting system (as needed)</li> </ul>
<b>Tenants and Local Communities</b> 	Secure a competitive advantage by creating an attractive environment for tenants and local communities by providing safe, convenient, and comfortable spaces	<ul style="list-style-type: none"> <li>● Enhance BCP measures including building resilience and disaster responses</li> <li>● Provide properties that consider the health, comfort and convenience of tenants</li> <li>● Interact and communicate with local communities</li> </ul>	<ul style="list-style-type: none"> <li>● Review owned properties and portfolio PML (as needed)</li> <li>● Large-scale disaster training at Roppongi Hills (twice a year)</li> <li>● Tenants' satisfaction surveys (every other year)</li> <li>● Hold events such as Hills Marche · Hills Machi-Iku project</li> <li>● Roppongi Clean-Up (once a month)</li> </ul>
<b>PM Company</b> 	Maintain a competitive advantage at MHR's properties through shared values on sustainability and collaboration	<ul style="list-style-type: none"> <li>● Collaborate on climate change measures including upgrading facilities and implementing green leases</li> <li>● Adhere to compliance and corporate ethics</li> </ul>	<ul style="list-style-type: none"> <li>● Confirmation of sustainability systems and policies in writing (twice a year)</li> <li>● Feedback interviews (once a year)</li> </ul>
<b>Investors</b> 	Stable fund-raising based on trust and increased unitholder value in the medium to long term	<ul style="list-style-type: none"> <li>● Conduct investor relations</li> <li>● Enhance ESG information disclosure</li> <li>● Obtain sustainability certifications</li> </ul>	<ul style="list-style-type: none"> <li>● Conduct financial results briefings for institutional investors (twice a year)</li> <li>● Participate in institutional and private investor conferences (once a year each)</li> <li>● Conduct individual investor relations meetings with institutional investors (140 times in fiscal 2020)</li> </ul>

# Initiatives with Employees

## Policy and Approach

Problems concerning human rights and labor are critical global concerns, and in Japan the rectification of long working hours and the promotion of women and elderly people have become significant social issues as the labor force shrinks alongside a declining birthrate and an aging population.

We believe that employing diverse and excellent human resources and supporting the continued development of their abilities is not just a source of competitiveness for the company but also the duty of the company towards its employees.

MHR and MIM respects human rights and it is our policy to not discriminate against employees based on their beliefs, religion, age, gender, origin, mental and physical disabilities, etc.

We will work to establish a diversity-oriented working environment where our human resources can be effective.

We will introduce multifaceted systems and measures so that each and every employee with diverse lifestyles and values can maximize their abilities and grow their career in a healthy and safe manner.

## Promoting Respect for Human Rights and Diversity

### Respect for Human Rights

We have set the following human rights policy at Mori Building Investment Management Co., Ltd., the Asset Management Company.

In addition, we make sure that all executives and employees are informed of the policy by regularly holding training covering each theme in compliance training, etc.

We have set a policy to respect human rights and not

discriminate people based on their belief, religion, age, gender, place of birth or mental or physical disability.

Also, we believe that the creation of a work environment focusing on diversity and where diverse human resources can be active will lead to the improvement of business performance and contribution to social development and are pursuing formation of such environment.

Moreover, the policies and action principles regarding labor issues stipulated by MIM will also be prepared in languages other than Japanese, as necessary, and we plan to spread understanding on them in a thorough manner.

### Human rights policy

We support the respect for human rights based on the “International Bill of Human Rights,” “Declaration on Fundamental Principles and Rights at Work” of the International Labor Organization (ILO), and “Guiding Principles on Business and Human Rights” of the United Nations, and make efforts to put it into practice.

The policy applies to all executives and employees. In addition, we also request our business partners to support the policy and respect human rights.

#### 1. Prohibition of discrimination

We eliminate various forms of discrimination based on race, religion, gender, age, sexual orientation, physical disability, nationality, etc.

#### 2. Prohibition of harassment

We do not allow any form of harassment that inflicts physical and mental pain to others, including sexual harassment, power harassment, maternity harassment, paternity harassment and care harassment.

#### 3. Approval of freedom of association and collective bargaining rights

With regard to the freedom of association and collective bargaining rights, we comply with laws and regulations as well as support and respect such rights.

#### 4. Prohibition of forced labor

We do not allow forced labor against the will of workers through violence, intimidation, etc.

#### 5. Prohibition of child labor

We respect the rights of children and do not allow child labor.

#### 6. Payment of wage exceeding the amount of minimum wage and compliance with the “equal pay for equal work” principle

We pay wages exceeding the minimum wage stipulated in laws and regulations as well as make wage payments that will lead to the improvement of living standard by also taking into consideration commodity price. In addition, a fee system complying with the “equal pay for equal work” principle will be applied.

#### 7. Reduction of excessive working hours

We comply with laws and regulations including the labor-management agreement on overtime work (36 Agreement) and strive to cut overtime work and control excessive working hours.

#### 8. Health and safety of workers

We comply with laws and regulations and develop a working environment where workers can work in good health and safety.

#### 9. Respecting Regional Communities

In addition to respecting the rights of adult residents and children and protecting human rights in regional communities, we are working to make these communities more dynamic by promoting local recruitment and procuring goods and services from local companies.

### Related training programs

	FY2019		FY2020	
	Number of times (days)	Total hours / employee	Number of times (days)	Total hours / employee
Human rights / diversity training	1	1	1	0.7
Bullying / harassment training	1	1	1	1

## Initiatives with Employees

### Grievance Reporting and Response to Labor Issues

We have established a confidential reporting system that enables all employees (including part-time and contractors) to report when they are subjected to an act by a third party that violates the human rights policy, regulations and action principles including discrimination and harassment, or when they have various other complaints and dissatisfaction.

The submitting party shall report details to the General Manager of the Administration Department, the compliance officer, or the president. If the General Manager of the Administration Department or the compliance officer is notified of such details, they shall report such to the president, discuss the issue with related parties, and respond in a prompt manner. The individual who has caused the problem shall be subject to disciplinary action, including dismissal, demotion and pay cut, or transfer to another position, etc. depending on the content.

In addition, we have also established a “whistleblowing system” that enables employees to report directly to outside attorneys acts that may violate laws and regulations, internal rules, action principles, and other corporate ethics. The system is official and anonymous and provides legal protection under the Whistleblower Protection Act. In the event of whistleblowing, the Investigation Committee with members appointed by external lawyers will conduct necessary investigations and countermeasures in accordance with MIM’s “Whistleblower Protection Regulations” by considering the confidentiality of the whistleblower and the privacy of the concerned parties. We prohibit retaliatory actions such as detrimental treatment and harassment due to whistleblowing and take appropriate measures to protect whistleblowers and to make “Whistleblower Protection Regulations” works properly. Appropriate measures will be taken so that the work environment will not deteriorate after whistleblowing.

Furthermore, in order to prevent occurrence of problems and to take proper measures in the case of such occurrence, training for managers and employees is conducted regularly.

Number of cases of response to labor issues, discrimination and harassment reported

FY2016	FY2017	FY2018	FY2019	FY2020
0	0	0	0	0

### Promoting Women’s Participation

We are aiming for a workplace environment where each employee can fully demonstrate their individuality and abilities and we are working on creating a pleasant working environment for women.

A child-care leave system and flexible working hours are provided and we promote active use of a short-time work system and paid holidays.

- Implementation of training on diversity for all employees (Target: once a year)
- Realization of improvement in the ratio of female managers (No quantitative target: need to be confirmed)

### Employment system for the elderly

In order to train young employees and improve corporate vitality by utilizing abundant knowledge and experience, we have introduced a system to reemploy employees who wish to continue working among those who reached the retirement age until the age of 65.

Reemployed workers are able to use the same leave system and flextime system as those of general employees.

### LGBT

We aim to create a workplace environment where everyone deepens their understanding on LGBT and diverse personnel will be able to play an active role without facing discrimination. We hold training on LGBT regularly as part of our training programs for human rights and diversity. (FY 2019: once)

### Labor-Management Relations / Collective Bargaining Agreement

In its Working Rules, etc., MIM acknowledges basic labor rights such as freedom of association and the right to collective bargaining, and we support and respect those rights.

Although note that at this time no labor union has been formed at MIM, labor-management relations remain positive, and we have never implemented large-scale dismissals, nor

have we experienced any merger or acquisition activity and accompanying restructuring.

In addition, MIM has concluded Labor-Management Agreements (36 Agreements) on overtime work with employees, and strives to support employees’ well-being and improve labor productivity by managing working hours appropriately.

Personnel Data ● Percentage of full-time employees among all employees: 100%  
(All of the following periods)

	FY2016	FY2017	FY2018	FY2019	FY2020
Number of executives and employees	21	22	22	21	22
Male	15	16	16	15	16
Female	6	6	6	6	6
Number of retired employees	2	1	6	4	1
Ratio of retired employees (%)	9.5	4.5	27.3	19.0	4.5
Ratio of female officers and employees (%)	28.6	27.3	27.3	28.6	27.3
Number of female managers	0	0	0	0	1
Ratio of female managers (%)	0	0	0	0	16.7
Number of female executives	0	0	0	0	0
Ratio of female executives (%)	0	0	0	0	0
Percentage of employees with disabilities (%)	0	0	0	0	0
Merger or acquisition	0	0	0	0	0
Layoffs	0	0	0	0	0

\* Number of executives and employees as of the beginning of the fiscal period.

\* The ratio of retired employees is the figure calculated by dividing the number of retired employees by the number of officers and employees.

\* The ratio of female officers and employees is the figure calculated by dividing the number of female officers and employees by the number of officers and employees.

\* The ratio of female managers is the figure calculated by dividing the number of female managers by the total number of managers.

\* The percentage of employees with disabilities is the figure calculated by dividing the number of employees with disabilities by the total number of employees.

## Initiatives with Employees

### Talent Development Policy / Program

#### Policy and Approach

In order to realize MIM's company mission ("MIM is dedicated to the creation and development of major metropolitan cities and MIM will provide investment opportunities in high-quality urban assets to investors both in Japan and overseas as a leading professional in the real estate investment fund business."), MIM believes that it is essential to attract and retain a diverse and capable workforce and to continuously support their career growth and self-development.

To cultivate human resources with flexible thinking and high ethical standards together with a high degree of expertise, mainly in real estate and finance, MIM introduces essential knowledge and skills through on-the-job-training (OJT) and conventional training.

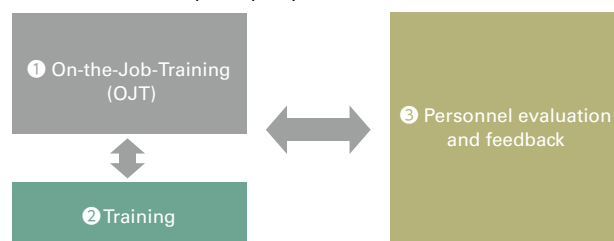
In addition, in order to improve staff effectiveness, to clarify company issues and to constantly improve management methods, MIM conducts a semi-annual staff assessment program - "Personnel Assessment and Feedback" as a core component of our talent development strategy.

#### Talent Development Program

To allow employees to step up and grow steadily and continuously improve their capabilities as an employee of the Asset Management Company of a J-REIT, MIM established a clear image of "a position to aim at each hierarchy" with "assumed image and eligibility requirement".

In addition, MIM constructed a series of programs to realize that growth.

#### Model of talent development policy



#### ① On-the-Job-Training (OJT)

The basic principle of OJT within MIM's human resource development strategy is to establish appropriate goals and work habits in the course of daily business operations, to communicate core job specific support, and to improve the overall knowledge and ability of each person.

#### ② Study and Training

MIM conducts training in accordance with the roles and abilities of employees to acquire the knowledge and skills necessary for further life-long, career growth.

MIM also has a subsidy system for qualification acquisition. (Refer to "Training programs and subsidy system")

Employee capacity development training time (fiscal 2020) Total time per employee **11.8** hours

#### ③ Personnel Evaluation, Feedback and Variable Pay Compensation

MIM believes that feedback is an essential process to promote the fulfillment of each employee's talents and potential. MIM seeks to concretely convey the problems and remedial measures discovered during business activities through a process of regular communication with employees.

Personnel evaluation consists of "performance evaluation" which evaluates the degree of achievement for goals set semi-annually, and "capability evaluation" which is conducted from various perspectives that evaluate the compliance adherence and the efforts towards ESG Evaluation.

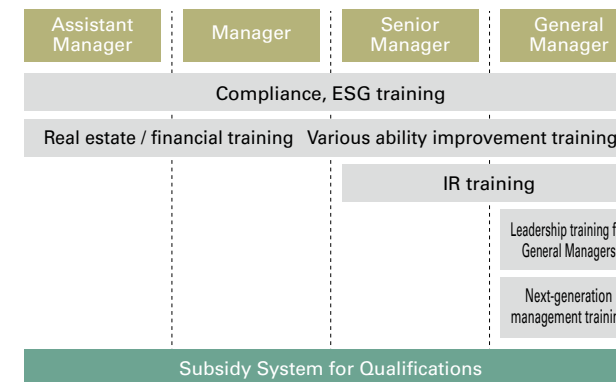
Managers providing the evaluation and the director in charge discuss the feedback thoroughly beforehand in order to deliver precise, objective and actionable guidance to employees.

By clarifying the improvement points on an individual basis, MIM intends to improve employees' ability.

Employees are promoted based on personnel evaluation. Variable pay compensation is rewarded annually based on satisfying clearly defined criteria.

#### Training programs and subsidy system

MIM also has a subsidy system for various training and qualification based on experience and linked to personnel evaluation aspects.



#### Main Training

Category	Contents
Compliance, ESG training	The training is conducted to improve knowledge and ability of various themes that are fundamental to society, such as compliance, environment, human rights, diversity, etc. to handle the business as a member of society.
Real estate / financial training	A lecturer explains the latest real estate and financial market trends along with future prospects, etc. by utilizing various data and facilitating a question-and-answer session and group discussion.
Various ability improvement training	This training utilizes external organizations based on experience to improve various abilities (logical thinking ability, explanation capability, etc.) linked to personnel evaluation items.
Investor Relations (IR) training	IR is recognized as an important task for a listed investment corporation. Therefore, MIM provides a lecture to selected members of senior management on presentation skills and the model answers for anticipated questions. To prepare for IR activities, MIM conducts drills to master necessary skills through a simulated IR meeting.
Leadership training for General Managers	The leader's ability to oversee each department creates an extremely large influence on the performance of the entire company, therefore, MIM conducts the training session for General Managers about "Managerial knowledge as a leader", "Labor management", "Plan formulation, task setting and execution" and "Guidance training of subordinates". These training includes the use of external institutions to deepen knowledge and understanding and make use of it in business execution.
Next-generation management training	With the CEO acting as a lecturer and a facilitator, the General Managers brainstorm the prospects for various management tasks and economic and financial scenarios.

## Initiatives with Employees

### Employee capacity development training time

	FY2020		
	Number of times (days)	Total hours / employee	Average number of participating employees
Compliance training	3	3	21.3
ESG training	2	1.9	21.0
Real estate training	3	3	20.0
Financial training	2	1.8	20.0
Investor Relations (IR) training	3	4	4.0
Leadership training for General Managers	1	1	1.0
Next-generation management training	4	4	5.8
Average number of days per employee (days)			11.8
Average time per employee (hours)			11.8

### Subsidy System for Qualifications

In order to improve employees' skills as professionals in the real estate fund business, MIM subsidizes the expense for acquiring licenses and qualifications by public and private organizations necessary for work.

The target is all employees (including part-time and contractors).

#### Number of employees receiving subsidy

FY2016	FY2017	FY2018	FY2019	FY2020
15	17	14	13	14

Breakdown of qualifications held by employees as of the end of March 2021 is as follows:

#### Qualifications held by employees (as of the end of March 2021)

ARES Certified Master	9
Real Estate Appraiser	3
Real Estate Transaction Agent	9
Certified Building Administrator	2
Certified Public Accountant	4
Chartered Member of Securities Analysts Association of Japan	1

## Benefits and work/life balance

We focus on employee benefits and work-life balance, and make the following efforts for all employees (including part-time and contractors).

### Survey of employee satisfaction

MIM conducts an employee satisfaction survey once a year for all MIM's employees to realize a more comfortable workplace environment by understanding the employees' awareness of work and the current situation of the working place. Also, since FY 2020, the surveys have been conducted by third-party research organizations.

MIM anonymously collects responses to questions such as "Sympathy for management philosophy", "Meaning and challenge of work", "Human relationships and atmosphere at the working place" etc. MIM provides feedbacks on the results to all employees and strives to enhance degree of satisfaction by implementing new policies.

#### Overall satisfaction score (5-point scale) [Target: 3.5 points or more every year]

FY2018	FY2019	FY2020	FY2021
3.5	3.5	4.0	4.2

\* Since FY 2020, the surveys have been conducted by third-party research organizations.  
\* In FY 2018 and FY 2019, the surveys were conducted in-house and responses averaged on a 5-point scale.

### Employee Stock Ownership Plan (ESOP)

MHR established the "Employee Stock Ownership Plan (ESOP)" by aligning interests of MHR's investors and MIM's employees aiming to improve unitholders' value over the medium to long term, and to improve welfare benefits for MIM's employees.

### Promotion of paid holiday acquisition and overtime work reduction

We promote the acquisition of paid holidays and the reduction of overtime in order to improve employee's work/life balance and be cognizant of employee's health.

We constantly take into consideration the pervasive social dynamics while at the same time making thorough efforts to improve work efficiency.

- Paid holiday acquisition rate [Target: 85% or more every year]
- Overtime working hours [Target: less than 15 hours per month]

#### Promotion of paid holiday acquisition and overtime work reduction

	FY2016	FY2017	FY2018	FY2019	FY2020
Paid holiday acquisition rate (%)	95.1	100	100	90.1	89.1
Monthly overtime hours worked / employee(hours)	11.3	7.7	8.3	7.8	10.7

### Child-care Leave System

MIM is promoting compatibility between employees' child-care and work by providing leave systems etc. for employees' childcare.

- Child-care leave systems
- Child-care leave allowance
- Spouse maternity leave system

#### The number of employees who took childcare leave

		FY2016	FY2017	FY2018	FY2019	FY2020
The number of employees who took childcare leave	Male	1	0	0	0	0
	Female	2	2	2	1	0
Percentage of employees returned to work during above period (%)					100	

## Initiatives with Employees

### Other Leave / Shorter Hours Programs

Category	Contents
Special Leave System	In addition to annual paid holidays, MIM offers a special leave system (Season vacation system). MIM offer an Expired annual paid holidays reserve system.
Child-care Short-time Work System	Employees living with and raising children until the end of the third year of elementary school can shorten their daily working hours.
Care Leave System	Employees are able to take care leave for family members in need of nursing care.
Flexible time system	We have established a system that allows each employee to flexibly set the time of start and end of work within a certain range according to their convenience and particular lifestyle needs.

### Safety and Health Management

Safety and health management regulations are set up and a plurality of qualified persons such as hygiene promoters and fire and disaster prevention managers are placed in the company to establish a system for employee safety and health management with regular inspections at normal times and ensuring safety when there are emergencies.

### Health Checks

We conduct health checks once a year which cover more than the number of items legally required.

In addition, the MB Group has a system that allows employees to consult with resident health care professionals on diagnosis results and mental health, etc. at all times.

- Percentage of having health checks  
[Target: 100% every year]

### Percentage of having health checks

	FY2016	FY2017	FY2018	FY2019	FY2020
Percentage of having health checks (%)	100	100	100	100	100



# Initiatives with Tenants and Local Communities

## Policy and Approach

Currently, more than half of the world population lives in cities. Therefore, the importance of cities is increasing more than ever.

In order to build a sustainable city, we believe that it is necessary to prepare an environment that is safe, resilient and rich in many aspects.

We consider the protection of human life and assets from the impact of climate change, environmental pollution and large earthquakes as a social issue. In addition, we believe that the protection of socially vulnerable people in local areas, respect for their rights and efforts on regional revitalization are also an issue in urban redevelopment and operation.

Safe and tough office buildings and residences with rich environments and a local community are attractive to tenants, and establishing these kinds of environments will provide competitive advantages to our business activities.

MHR and MIM aim to provide safe, convenient and comfortable spaces to our tenants.

We will enhancing hard aspects such as earthquake resistance performance and emergency power supply as well as soft aspects such as administrative structure for disasters and especially focus on BCP (Business Continuity Plan).

Also, we intend to enhance our relationship with local communities while cooperating with them.

In addition to respecting the rights of adult residents and children and protecting human rights in regional communities, we are working to make these communities more dynamic by promoting local recruitment and procuring goods and services from local companies.

For our human rights policy, please see "Promotion of Respect for Human Rights and Diversity" on p. 28.

## BCP Measures

We promote the enhancement of BCP measures from various viewpoints so that tenants can use office and residential spaces safely and comfortably even when there are disasters.

### Seismic Damping and Seismic Isolation

Most of the properties owned by MHR have the highest level of seismic performance such as with wall dampers and vibration dampers in the buildings. MHR has the lowest portfolio PML among all listed J-REITs.

### Earthquake Countermeasures to Match The Characteristic of The Building

MB, which developed the properties owned by MHR, has various quake-resistant engineering standards and various structural methods are selected according to development advantages and space usage.

#### ● Toranomon Hills Mori Tower

Toranomon Hills Mori Tower employs three types of vibration control device, brake dampers, and unbonded braces.

These achieve advanced anti-seismic performance allowing continuity of business without major damage, even of a major earthquake on par with the Great Hanshin-Awaji Earthquake or The Great East Japan Earthquake.

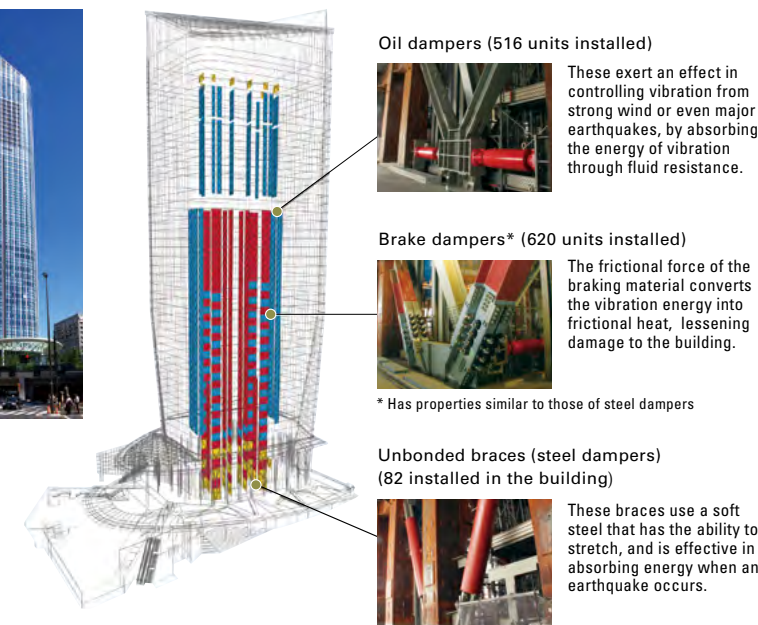
By adopting such vibration control devices, Toranomon Hills Mori Tower holds JSCA (Japan Structural Consultants Association) "Special Grade" seismic resistance performance.

● Portfolio PML  
(Target: maintain less than 1.0% for every fiscal period)

#### Portfolio PML

27th fiscal period ended January 31, 2020	28th fiscal period ended July 31, 2020	29th fiscal period ended January 31, 2021	30th fiscal period ended July 31, 2021
0.93%	0.93%	0.91%	0.91%

\* PML (Probable Maximum Loss) refers to the probable maximum loss ratio expected to result from an earthquake. A smaller figure indicates superiority in earthquake-resistance.



## Initiatives with Tenants and Local Communities

### Emergency Electric Power System and Disaster Supplies

Among MHR’s properties, Roppongi Hills Mori Tower is equipped with a private power generation system with its own energy plant, and most of the other properties also have high-performance emergency power supply functions.

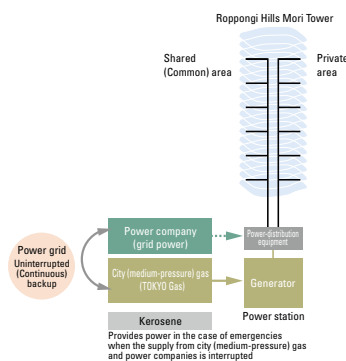
MB, which manages and maintains MHR’s properties, handles various stockpiles necessary for times of disaster such as stockpiling food for approximately 270,000 meals, blankets, medicine and portable toilets for each facility, all of which is the largest scale in the private sector. These are prepared for each facility.

### Stable Supply of Power from An Independent Power Station: Roppongi Hills

Roppongi Hills uses its own energy plant (specially designated power supply business facility) to supply electrical power to the area.

Because this plant uses city gas (medium pressure gas) as the fuel, it is not affected by power restrictions on the use of electricity and is able to provide an extremely stable supply of electricity power.

The use of a power supply with triple redundant safety allows us to construct a power supply system with high reliability exceeding that of ordinary S-class building.



### FOCUS

#### Emergency Management Systems

MB, which manages and maintains MHR’s properties, will shift into a disaster response organization structure when an earthquake hits.

MB will quickly launch recovery operations and strive to support the day-to-day activities and business continuity of tenants.

In addition, MB has established several housing units for its staffs to enable them to serve as disaster-response person within the business area of a 2.5 km radius from Roppongi Hills.

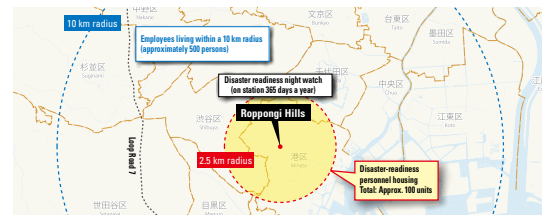
About 100 residents are positioned as disaster-response persons and undergo preparation for potential disasters on regular basis and periodically conduct special training.

Also, general disaster-readiness training is conducted twice a year throughout the company and disaster-response persons are required to participate in personnel training six times a year on a permanent basis.

- General disaster-readiness training (Target: twice a year)

#### General disaster-readiness training

FY2019	FY2020
2	1



#### System of disaster-response person in case of emergency



Mori Building’s General Disaster-readiness Training

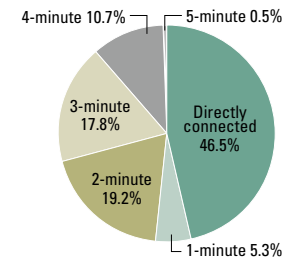
### Response to barrier removal

We conduct risk assessment every year for all real estate properties we own. In such risk assessment, we assess the performance of our responses to the removal of barriers and make necessary efforts.

### Access to public transportation

In the due diligence conducted when carrying out real estate investment, we focus on accessibility to public transportation and have stipulated that in the acquisition criteria, real estate properties shall be within walking distance from major stations.

Distance from major stations of owned real estate properties: walk  
\* Based on the acquisition price (As of August 2021)



### Tenant Satisfaction Surveys

MHR conducts tenant satisfaction surveys once every two years in office buildings and once a year in most residential properties.

The survey content starts with general matters such as location and image to matters related to facilities and other hard aspects as well as soft aspects such as management systems.

The thoughts of the tenants are used as a reference in our property management.

- Tenant satisfaction surveys (Target: office once every two years, residence once a year)

#### Tenant satisfaction surveys

Office	Residence
FY2019	FY2020

## Initiatives with Tenants and Local Communities

### Childcare Support Facilities

Childcare support facilities increase tenant office worker convenience and employee satisfaction as well as add value and building activity. MHR's Roppongi Hills and Ark Hills have childcare support facilities with abundant greenery and an international character, contributing to the promotion of work-life balance of tenant staff.

### Local Communities

We aim to foster a rich environment for the local community through various communication activities.

As community investments in MHR's properties such as Roppongi Hills and ARK Hills, events and activities are held like the Hills Marche and Hills Machi-Iku Project in which local people can participate.

#### Hills Marche

ARK Hills has been holding the Hills Marche every Saturday since autumn 2009 based on the idea of "enriching city living by considering the important element of food," attracting about 3,000 people each time.

Living in the city proposes a new life style of urban life where you encounter high-quality cooking ingredients gathered from various place of production and, as a result, people living in the city have a connection with people living in places of production. It is this kind of new lifestyle that the event offers a glimpse at.



In the bustling atmosphere, many agricultural products are distributed from farm producer to consumer and a rich communication is nurtured through the joy of interaction between nearby residents and the producers.

#### Hills Machi-Iku Project

Hills Machi-Iku Project is a project that provides experiential learning opportunities in which children can think about comfortable urban life with the three themes of environment, safety and culture, which are the priorities of MB in city planning. It began in 2007 as a venue for learning at each Hills complex, and now has over 1,000 participants every year.

In the Environmental Tour that is held as a part of the project, visitors observe Roppongi Hills's water-treatment facility while learning about the importance of water resources in urban life through the Water Secret Exploration Tour and learning about the urban environment as they enjoy nature by visiting ARK's rooftop garden, which is not usually open to the public, through the Hills Green Exploration Tour.

In addition to participating through public openings, we also contribute to the education of children in local communities by using this project to provide them with



learning opportunities as part of extracurricular studies of nearby elementary schools.

#### Donation to NPO

MIM has donated to the Japan Committee for UNICEF, a public interest incorporated foundation, every year since 2020 with the hope of protecting the innate rights of children across the globe and for healthy and peaceful development.

Officers and employees of MIM are also called on to contribute, and MIM combines the collected funds together with its own contribution as a company to be donated.

Total donation amount to date: **719,945** yen

#### Children's rights

We agree with and support the "Children's Rights and Business Principles" of UNICEF.

With regard to "7. Respect and support children's rights in relation to the environment and to land acquisition and use," we realized "improvement of safety in local areas," "participation of local residents in redevelopment projects as right holders," and "environmentally friendly development with future potential including the reduction of greenhouse gas" at various properties including Roppongi Hills owned by MHR.

# Actual Results of Urban Redevelopment Projects

## Urban Site Investment Criteria

MHR and MIM aim to realize the update and reasonable use of urban functions through urban redevelopment and contribute to public welfare.

MHR and MIM are proactively conducting investment in high-quality urban assets, taking into consideration the environment and safety, which thereby leads to urban regeneration and regional revitalization.

The representative properties owned by MHR are introduced as follows.

## Roppongi Hills: Facility Plan and Concept

### Facility Plan

Roppongi Hills is a multipurpose city combining “living, working, playing, resting, studying and creating” in an area of approximately 11.6 hectares, based on the concept of a “Tokyo cultural center.”

It contains offices, residences, retail facilities, cultural facilities, a hotel, a cinema complex, a broadcasting center and more.

Fusing art and intelligence, Roppongi Hills is known as the “Artelligent City.”

It attracts people from around the world, and the exchanges between different cultures generate new culture and information.

\* Roppongi Hills is the biggest private-sector urban redevelopment project in Japan. After the Roppongi 6-chome district was designated a “redevelopment inducement area” by the Tokyo Metropolitan Government in 1986, it took the involvement of approximately 400 landowners and 17 years to complete.

### Concept

#### ● Status before development

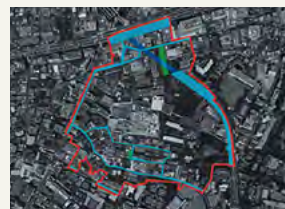
Roppongi Hills is located on the south side of Roppongi 6-Chome Crossing where Roppongi-dori Street and Ring Road No. 3 become merged, and the planned development site is an area with approximately 11 hectares (excluding Roppongi Hills Gate Tower) surrounded by Roppongi-dori Street, Ring Road No. 3 and TV Asahi-dori Street.

The site of TV Asahi extends from the center of the

planned development site, and the height difference between the site and the residential district where low-rise residences centering on wooden houses on the south side concentrate and stand in line was once more than 15 meters.

The residential district was formerly an area with a narrow one-way road where vehicles and people could barely pass each other and also had issues related to disaster prevention as fire trucks could not enter the area.

In addition, although Roppongi 6-Chome intersection Roppongi 6-Chome Crossing is a place where inter-regional trunk roads become merged, only the tunnel on the south side had been developed and it was not connected on flat ground.



Before redevelopment



After redevelopment

#### ● Infrastructure maintenance of Roppongi Hills

In this redevelopment project, we intended to improve the wide-area transportation network by developing a side road connecting Ring Road No. 3 (Azabu-Juban side) and Roppongi-dori Street on flat ground, which was not realized until now.

In addition, we established a pedestrian deck similar to a plaza (66 Plaza) at the upper part of the side road, extended the existing underground crosswalk and developed the current intersection.

66 Plaza is connected to the passageway extending to Roppongi Station on the Hibiya Line via an escalator at adjacent Metro Hat and improves the convenience of the users of the station as well as separates pedestrians and vehicles at Roppongi 6-Chome Crossing and has also secured the continuity of the townscape from Roppongi to Nishi-Azabu.

66 Plaza has a three-layer structure in which the level

below it is used as an entrance and exit of the side road and the vehicle road within the site and the level further below it as Azabu Tunnel.

This is method behind this structure is unique, adopted in urban redevelopment projects and said to be realized for the first time by planning road construction and construction work on both sides of the road in an integrated manner and executing construction at the same time.

Keyakizaka-dori Street, the main street in the area, runs across the area in an east-west direction and connects TV Asahi-dori Street and Ring Road No. 3.

It was developed as a street space where Zelkova trees stand in line along the street and has a substantial width of 24 meters including the portion with a setback of wall surface at the site on both sides of the street.

We created a pedestrian space offering comfort and designed it based on the image of the streetscape by integrally developing roads and structures along the road.

In addition, we developed an exclusive lane for automobiles within the site (Mori Tower 1F/Center Loop), established entrances and exits for parking lots, a carriage porch, a taxi bay and a bus stop on the exclusive lane for automobiles and reduced the impact on surrounding roads as well as sought to secure safety by separating pedestrians and vehicles.



Roppongi 6-Chome Crossing near Ring Road No.3



Loop Roadway



Ring Road No.3 near Mohri Garden

## Actual Results of Urban Redevelopment Projects

### Roppongi Hills: Special Initiatives

#### Greenery

We are creating a garden-like environment for the entire city by allocating the space at ground level that we created by making high-rise buildings to city streets, promenades, green areas, and parks, and also by adding green areas to the rooftops of buildings.

#### Disaster Prevention Facilities

##### 1. Urban infrastructure maintenance

Before the development, the road within the area was narrow and steep, in addition to an obstacle in the passage of emergency vehicles.

We sought to improve convenience by establishing new roads such as Roppongi Keyakizaka-dori Street with a width of 16 meters and length of approximately 390 meters and Roppongi Sakurazaka as well as connecting Ring Road No. 3 and Roppongi-dori Street on flat ground.

##### 2. Specified electricity business facilities

Electricity for maintaining urban functions is an essential element and is indispensable to maintain the functions of the city and conduct restoration activities in the event of disasters.

At Roppongi Hills, we are enhancing the reliability of supply by establishing an energy plant that supplies electricity and heat source within the area.

Power generation facilities constantly generate power by using urban gas, but this system also enables power generation using stocked kerosene in addition to back up of electricity companies.

##### 3. Maintenance of water supply equipment

We installed water supply equipment for firefighting with an area of 100 m<sup>3</sup> at a total of 8 locations near the area along the newly established ward road to provide support in the event of disasters within the area or in surrounding areas.

In addition, we developed the Mohri pond that existed even before the development and also secured a route that enables fire pump cars to approach the pond.

##### 4. Maintenance of Emergency wells

We are drilling an emergency well at a location near Mohri Garden and a location facing Roppongi Sakurazaka that can maintain minimum life functions if water supply is suspended in the event of a disaster.

##### 5. Maintenance of emergency toilets

We are developing manholes, etc. to enable the establishment of two portable toilets at Sakurazaka Park (park provided by Minato Ward) for use by people who evacuate to the area use in the event of a disaster.

The drainage pipe from the manhole has an earthquake-resistant structure including the connecting part of sewer pipes and the main sewer pipe.

##### 6. Preparation of stockpile warehouses

We are developing a warehouse space with an area of approximately 380 m<sup>2</sup> on the first basement floor of Roppongi Hills Mori Tower and a stockpile warehouse with an area of approximately 200 m<sup>2</sup> on the south side of Roppongi Sakurazaka.

##### 7. Disaster prevention monitoring system for the area

For large buildings alone, 11 buildings centering on 3 super high-rise buildings stand in line at Roppongi Hills, and the basement floors and lower floors of the buildings are connected in each block, forming a single town.

Furthermore, they are connected to Roppongi Station on the Tokyo Metro Hibiya Line and north-side adjacent Roppongi Hills North Tower via an underground passage, and have connections with facilities in the surrounding area.

We established a disaster prevention monitoring system for the area to make it possible to share information and secure safety in the event of a town-wide disaster.

#### Community

In recent times there have been concerns that interaction and connections between people in the heart of Tokyo have been getting weaker, and the approaches of area management and town management have been gaining more attention. Like other conscious entities, Roppongi Hills has been emphasizing activities for “the whole city.”

We inaugurated the Roppongi Hills Self-governing Association to promote horizontal cooperation among the various people who come to the complex, cooperate with the town councils in the vicinity, and further promote urban development as the core of community activities. The self-governing association has inherited the infrastructure of the Roppongi 6-chome Area Redevelopment Association, which had led the urban redevelopment project for 17 years, and was launched to newly welcome the residents living in this complex and the shops and businesses, etc. located here.

Objectives of the self-governing association are to strengthen security for the entire complex, including disaster prevention and crime prevention measures, and to form an open-minded community that is only possible in a multipurpose city like Roppongi Hills, where people of different nationalities, occupations, and ages can actively participate in community activities.



Operation System  
(Emergency Wells)



Drain (Emergency Wells)



Operation Drill (Emergency Wells)

## Actual Results of Urban Redevelopment Projects

### FOCUS

#### Roppongi Hills: Main activities

##### 1.Roppongi Hills Earthquake drills

It is a comprehensive disaster prevention drill held for the purpose of reducing the scale of damage as much as possible in the event of a disaster.

The emergency wells, emergency supplies and building structure within Roppongi Hills can be checked, and hands-on training such as first-aid treatment will be conducted.

##### 2.Roppongi Hills Spring Festival / Summer Festival

It is a festival held in spring and summer by Roppongi Hills Self-governing Association.

The Spring Festival is held when cherry blossoms start blooming.

The cherry blossoms at Mohri Garden and the row of young trees along Sakurazaka will be illuminated and commercial facilities within Roppongi Hills and TV Asahi will set up stalls at Mohri Garden.

The Summer Festival is an event held at the same time as the Azabu-Juban Festival.

A raised platform will be set at Roppongi Hills Arena, and commercial facilities within Roppongi Hills and TV Asahi will set up stalls.

These festivals continue as community events that the residents' association "creates, participates in, and enjoys."

##### 3.Roppongi Clean-Up

Roppongi Clean-Up, an activity continuously held mainly by the Environmental Beautification Working Committee of the self-governing association on the third Saturday of every month.

About 100 people participate every time in this volunteer cleanup work, which started with the will to "clean the city of Roppongi," and they engage in the event with enthusiasm and enjoy making the city of Roppongi clean.

Participants from various facilities at Roppongi Hills including the tenants of residences as well as the staff of facilities and retail stores within Roppongi Hills, office workers, cleaning staff and students of Hollywood University of Beauty & Fashion proactively participate in the event, and this network is spreading to places outside Roppongi Hills such as neighboring high schools and the Rotary Club.



Emergency Drills



Roppongi Hills Summer Festival



Roppongi Clean-Up

#### Public Art

"Roppongi Hills Public Art & Design Project" was launched to supply a key element in realizing the grand vision of Roppongi Hills as a cultural center in Tokyo.

For this large-scale project with the ambitious theme of creating a new and much-needed cultural center in the heart of the city, over twenty world-class artists and designers were specially commissioned to create works to be placed at sites around the community.

Transcending the boundary between art and design, the exquisite yet functional works are shaping the creative landscape of this cultural center.

# Selection and Management Policies of the PM Company

## Policy and Approach

In the real estate leasing business, the PM company is a stakeholder as well as the most important supplier to MIM, and MIM believes it is essential to share sustainability values with the PM company to promote sustainable business practices.

For the purpose of operating and managing the assets we own, MHR has selected a PM company that agrees with our sustainability-related policies and also possesses the systems and expertise required to implement them in practice.

In order to share our values with the PM company, MIM reviews the systems, policies and other activities related to sustainability twice a year by written notice.

In addition, MIM evaluates the PM company with an external evaluation agency once a year to share and raise awareness through feedback interviews and compliance exchange meetings with the PM company.

In addition to these efforts, with respect to the environmental performance of assets under management, various measure such as additional environmental countermeasure construction work are examined and monitored based on reports from the PM company.

External relative environmental performance evaluation is also carried out through the GRESB real estate evaluation and other review processes.

MIM outsources global warming countermeasures for office properties to the PM company for a fee, and makes full use of the environment-related know-how cultivated by the PM company.

MIM works with the PM company to maintain and improve the environmental performance of MHR's properties.

## Selection and Management Policies of the PM Company

In order to achieve its operating management objectives, MHR shall entrust the task of operating management to PM companies based on the criteria listed below, and shall endeavor to build a close relationship and cooperative system with the PM companies.

### Entrusting PM to PM companies

MHR shall entrust the implementation of various measures regarding the real estate related to the operating assets, as well as the making of proposals with respect thereto, to PM companies as necessary. When a master lessee arrangement is utilized for the tenant lease of real estate relating to the operating assets, the PM company may be designated as the master lessee.

### Selection criteria for PM companies

MHR shall select PM companies that understand the Investment Corporation's investment policies and operating management policies for the assets relating to the operating assets, and can conduct operations based on a shared understanding with MHR, with the following criteria in mind:

- operational history
- financial condition
- organizational system
- knowledge and experience regarding the geographic area and market of the relevant real estate
- depth of knowledge of the relevant real estate and relationships with tenants
- ability to attract new tenants
- reporting capabilities with respect to the relevant real estate
- level of fees and compensation
- policies and systems, as well as ability to make proposals and provide execution, regarding sustainability

In addition to the above, when one of the following criteria is satisfied, Mori Building Co., Ltd. may be selected as the PM company.

- It is determined that Mori Building Co., Ltd. has the best understanding of the operational management details of the property, such as having planned or developed the property or having conducted property management at the real estate property.
- Economies of scale and efficient operational management can be expected based on the fact that Mori Building Co., Ltd. already conducts property management for multiple properties within the same geographical area as the real estate property.
- It is determined that appointing Mori Building Co., Ltd. would be effective and appropriate based on its strong information network and sales staff to attract new tenants or its management capabilities regarding the relevant real estate property.

### Supervision of PM companies

MHR shall, in principle, receive reports from the PM company once a month regarding the items listed below to gain an understanding of the operating management status of the real estate related to the operating assets, analyze variances in results from the asset management funding plan, and based on the foregoing, take appropriate measures with regard to the PM company.

- status of rent collection from tenants
- status of expenses
- status of tenants moving in and out
- status of facility management (maintenance of facilities and equipment, status of maintenance and repair construction and execution plans for the following month)
- status of complaints and requests from tenants, and responses thereto
- rent market trends for the geographical area surrounding the real estate relating to the operating asset

## Selection and Management Policies of the PM Company

### Evaluation of PM companies

The term for entrusting property management operations shall, in principle, be the same as the term of the trust agreement (in the case of holding the real estate through trust beneficiary rights) or the master lease agreement (in the case of a master lease arrangement). However, the property management agreement shall allow for early termination at MHR's discretion, and MHR shall evaluate the operations of the PM company at least once a year in accordance with the points listed below. As a result of such evaluation, if it is determined that the PM company does not satisfy the selection criteria, MHR shall terminate the PM agreement and appoint a different PM company. As necessary, as a result of the evaluation MHR shall endeavor to raise the standards of the PM company's administrative capabilities through appropriate instruction. Also, the terms and conditions of the property management agreement shall be reviewed as necessary in order to seek rationalization of fees and costs.

- status of leasing management
- status of building operation and management
- status of construction management
- status of accounting and finance support operations
- status of reporting
- status of sustainability management
- status of other operations

### Policy on real estate portfolio management for employees and contractors

With regard to the management of the real estate portfolio, we pay consideration to our employees as well as assess ESG initiatives in the selection of contractors.

As for social aspects, we check efforts on "health and safety" and "fair wage" of employees in particular.



# Initiatives with Investors

## Policy and Approach

Instead of pursuing short-term performance shortsightedly, we aim to improve unitholders' value over the medium to long term by formulating strategies and policies while assessing changes in society and the economic environment in order to communicate sufficiently with unitholders and to share a common direction for the road ahead.

It is the policy of MHR and MIM to make fair and accurate disclosure of information in a timely manner that contributes to investment decisions.

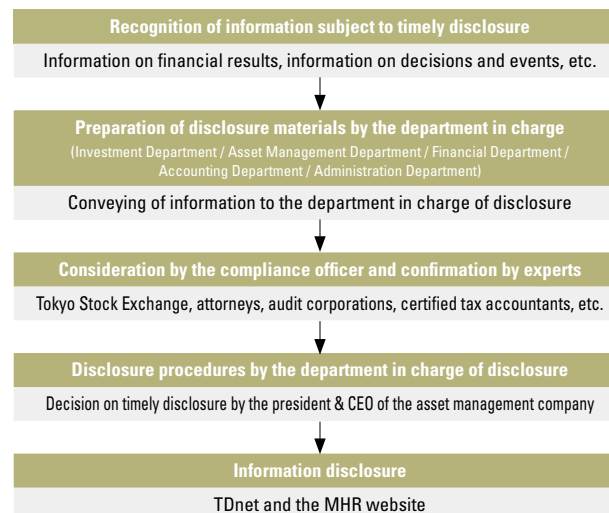
We communicate policies and management conditions to unitholders to establish a long-term relationship based on trust while actively seeking bi-directional communication by incorporating the opinions of unitholders into our business activities.

## IR Policy

### Disclosure Policy

- (1) In managing assets, MHR shall always make timely, accurate and fair disclosure from the standpoint of investors.
- (2) In order to be able to provide timely, accurate and fair disclosure pursuant to Clause 1, MHR shall establish and maintain a system for collecting information that needs to be disclosed.
- (3) With respect to the information collected pursuant to Clause 2, as necessary MHR shall consult outside experts and make timely decisions regarding the need for disclosure, as well as contents and timing.
- (4) All information that is required to be disclosed pursuant to the Act on Investment Trusts and Investment Corporations, the Financial Instruments and Exchange Act or other applicable laws and regulations or by Tokyo Stock Exchange, Inc. and The Investment Trusts Association, Japan, etc. shall be disclosed in the required format.
- (5) All information that is important for investment decisions by investors shall be made on a voluntary and proactive basis.
- (6) If entering into forward commitments in connection with the acquisition of a property, MHR shall make appropriate disclosure in accordance with applicable laws and regulations, etc.

### Timely Disclosure Flow



### IR Activities

The following is MHR's IR schedule.

- End of fiscal periods: January and July
- Announcement of financial results (financial reports): March and September
- Briefing session on financial results: March and September
- Delivery of asset management reports: April and October

Financial reports, Presentation materials, Semiannual reports, etc. are uploaded on the MHR website as appropriate.

For detailed IR activities, please see “[Investor Relations – IR Library – Report on the Management Structure and System of the Issuer of Real Estate Investment Trust Units and Related Parties](#) – 2. Management Structure and System of the Investment Corporation and the Asset Manager – (3) Policies on Transactions Involving Conflicts of Interest.”

## Initiatives with Investors

### Improvement of IR Tools

#### Semiannual Reports

The semiannual reports is sent to investors each period and presents the accounts and status of assets under management in the “legal pages” as well as the “optional pages” which provide easy-to-understand summaries.

#### Presentation Materials

The presentation material summarizes accounts and the status of assets under management and are used for meetings with analysts and institutional investors after the announcement of financial results.

#### Press Releases

In addition to the timely disclosure required as a listed investment corporation, we disclose information that is deemed useful to investors.

#### Home Page

We post diversified information including the outline and policy of MHR, status of assets under management and latest press releases in a timely fashion and an easy-to-understand manner.

### Result of IR-Activities

We conduct various IR activities to explain management situations and policies to unitholders in order to establish a bidirectional communication with unitholders, obtaining feedback and utilizing their perspectives in our management.

#### IR Activities in 2020

Briefing session on financial results with institutional investors	2 times
Conference with institutional investors	1 time
Individual meetings with institutional investors	140 times

### External Assessment

#### All Japanese Listed Companies' Website Ranking

Nikko Investor Relations Co., Ltd. announces a valuation of websites of all listed companies by investigating the degree of information disclosure based on objective evaluation items from its unique perspective.



“AAA Website” in 2020



“AAA Website” in 2019



“AAA Website” in 2018



“AAA Website” in 2017



“AAA Website” in 2016



“AAA Website” in 2015

### Internet IR Award

Daiwa Investor Relations Co. Ltd. evaluates and grades the websites of all listed companies based on objective evaluation from its unique perspective and selects those companies which have created especially excellent IR websites and used them in their information disclosure and communication activities in an effective manner.



Internet IR  
“Grand Prize”  
in 2018



Internet IR  
“Grand Prize”  
in 2016



## Governance Initiatives



## Governance

# Corporate Governance

### Policy and Approach

In order to contribute to the realization of a sustainable society, we aim to maximize unitholder value over the medium to long term.

We believe that it is absolutely imperative to remain a company that is trusted by society.

By firmly acknowledging this belief, MHR and MIM work on building fair and effective corporate governance and strive to enhance internal control through thorough compliance and risk management based on an appropriate compliance and internal control structure.

### Corporate Governance

In addition to a general meeting of all unitholders, MHR's governance structure consists of one executive director, four supervisory directors, the board of directors and an accounting auditor as required by the Act on Investment Trusts and Investment Corporations.

The executive director undertakes executive management and represents MHR. The supervisory directors oversee the executive director's performance of the position's duties.

The board of directors is comprised of the executive director and the supervisory directors and makes important decisions regarding the execution of MHR's duties, such as approval of the executive director's execution of MHR's important duties and approval of financial statements.

The executive director reports to the supervisory directors from time to time regarding the status of asset management, compliance and risk management and other matters.

Each supervisory director oversees the execution of duties by the executive director through the reporting on investigation requested by the supervisory directors.

The Accounting Auditor performs the audit of financial statements etc. of MHR and reports to the supervisory directors in the event of discovering any serious actions in violation of laws and regulations or actions violating the proper execution of duties by the executive director.

For details on the following, please see "Investor Relations – IR Library – Securities Reports – 1. MHR's Outlook – (4) MHR's Organization – 1) MHR's Governance."

- General Meeting of Unitholders
- Executive Director, Supervisory Directors and Board of Directors
- Accounting Auditor
- Supervisory organization, personnel and procedures through internal controls and Supervisory Directors
- Coordination between supervision through internal controls/Supervisory Directors and Accounting Audit
- Status of MHR's management structure for related entities





Disclosure Materials for Financial Results

<https://www.mori-hills-reit.co.jp/en/ir/library/tabid/209/Default.aspx>

## Corporate Governance

### Management Profiles (as of June 30, 2021)

Name	Brief Profile	Equity Owned
 Executive Director <b>Hideyuki Isobe</b>	April 1993 Mitsui Fudosan Co., Ltd. May 2002 MBA from Wharton School, University of Pennsylvania June 2002 Colony Capital Asia Pacific November 2003 Mori Building Urban Fund Management Co., Ltd. (presently, Mori Building Investment Management Co., Ltd.) April 2005 Mori Building Investment Management Co., Ltd, General Manager of Business Development Division October 2005 Mori Building Investment Management Co., Ltd, General Manager of Investment Department July 2007 Mori Building Investment Management Co., Ltd., General Manager of Investment Advisory Department November 2007 Mori Building Co. Ltd., General Manager of Finance Planning Department, Finance Division April 2008 Mori Building Co. Ltd., General Manager of the Business Development Department, Finance Division June 2010 Mori Building Investment Management Co., Ltd. President & CEO (current post) April 2011 Mori Hills REIT Investment Corporation, Executive Director (current post)	0
 Supervisory Director (The chairperson of the Board of Directors) <b>Masakuni Tamura</b>	April 1977 Mitsui Construction Co., Ltd. September 1985 Seconded to Mitsui Trust Bank, Ltd. (presently, Sumitomo Mitsui Trust Bank, Ltd.), Real Estate Department October 1986 Sigma Planning Institute, Inc. February 1990 Registered as Real Estate Appraiser September 1990 Sigma Planning Institute, Inc., Director April 1997 ARC Brain, President (current post) April 2004 Meikai University, Faculty of Real Estate Sciences, Department of Real Estate Sciences and Meikai University, Graduate School of Real Estate Sciences, Part-Time Lecturer February 2006 Mori Hills REIT Investment Corporation, Supervisory Director (current post) January 2018 Japan Medical Solutions Co., Ltd., Director (current post)	0
 Supervisory Director <b>Koji Nishimura</b>	April 1992 Registered as attorney April 1992 Joined Matsuo Law Offices April 2004 Chuo University Faculty of Law, Full-time Lecturer (current post) November 2004 Matsuo & Kosugi, Partner (current post) December 2014 Seraku Co., Ltd., External Director (current post) April 2017 Mori Hills REIT Investment Corporation, Supervisory Director (current post) June 2018 Ocean Network Express Holdings, Ltd. Auditor (current post) October 2020 Plus Alpha Consulting Co., Ltd., External Director (current post)	0

Name	Brief Profile	Equity Owned
 Supervisory Director <b>Miyako Ishijima</b>	April 1990 Registered as attorney April 1990 Joined Kizawa Fujiwara Law Offices (presently, Hashimoto Sogo Law Offices) September 2015 Member of Housing Dispute Examination committee in Tokyo Bar Association (current post) September 2020 Opened Ishijima Law Office (current post) April 2021 Mori Hills REIT Investment Corporation, Supervisory Director (current post) June 2021 Vice Chairperson of Committee on Housing Dispute Settlement Agencies in Japan Federation of Bar Associations (current post)	0
 Supervisory Director <b>Emi Kitamura</b>	April 1987 Joined Yasuda Trust & Banking Co., Ltd. (presently, Mizuho Trust & Banking Co., Ltd.) December 1990 Registered as Real Estate Appraiser September 1995 Joined Mimura Tax & Accounting December 1998 Registered as Certified Public Accountant August 1999 Registered as Certified Public Tax Accountant October 2005 Mimura Tax & consulting, Partner September 2010 Mimura Tax & consulting, Representative (current post) June 2013 Miyairi Valve Mfg. Co., Ltd. Auditor (current post) May 2017 TSUNAGU GROUP HOLDINGS Inc. Auditor (current post) April 2021 Mori Hills REIT Investment Corporation, Supervisory Director (current post)	0

(Note) Executive Director and Supervisory Director may be officers of corporations other than those listed above, but none of them has any interest in MHR.

### Independence of supervisory directors and chairperson of the Board of Directors

Four supervisory directors are independent directors pursuant to the Act on Investment Trusts and Investment Corporations.

The chairperson of the Board of Directors is Masakuni Tamura, Supervisory Director.

### Policy on gender diversity concerning director composition

The policy is to support and respect gender-diversity-oriented approaches and we aim to make the percentage of female directors 30% or more.

Current percentage of female directors : **40%**

## Corporate Governance

### Criteria for Electing Directors

Directors of MHR are elected based on the following criteria and on the condition that they are not disqualified per the stipulations in the Act on Investment Trusts and Investment Corporations, and related laws.

Directors are appointed as a result of the resolution of a General Meeting of Unitholders.

#### Criteria for Electing Directors

Title	Name	Reasons for Election	Status of Attendance in 29th fiscal period ended January 31, 2021
Executive Director	Hideyuki Isobe	Mr. Isobe was elected with the expectation that he would be able to undertake business management as Executive Director based on his knowledge and experience, etc. in the real estate financing business from a broad perspective.	6/6 times (100%)
Supervisory Director (The chairperson of the Board of Directors)	Masakuni Tamura	Mr. Tamura was elected with the expectation that he would be able to oversee the Company's management based on his knowledge and experience, etc. as a Real Estate Appraiser from a broad perspective.	6/6 times (100%)
Supervisory Director	Koji Nishimura	Mr. Nishimura was elected with the expectation that he would be able to oversee the Company's management based on his knowledge and experience, etc. as a lawyer from a broad perspective.	6/6 times (100%)
Supervisory Director	Miyako Ishijima	Ms. Ishijima was elected with the expectation that she would be able to oversee the Company's management based on her knowledge and experience, etc. as a lawyer from a broad perspective.	-
Supervisory Director	Emi Kitamura	Ms. Kitamura was elected with the expectation that she would be able to oversee the Company's management based on her knowledge and experience, etc. as an expert of accounting, tax, and real estate from a broad perspective.	-

(Note) Ms. Ishijima and Ms. Kitamura were appointed Supervisory Director on April 16, 2021.

### Evaluation of the Effectiveness of MHR's Board of Directors

Self-evaluation is conducted once a year to identify issues and lead to improvement in the effectiveness of MHR's Board of Directors.

In the evaluation implemented in May 2021, the evaluation was generally high, and the effectiveness of MHR's Board of Directors is secured. On the other hand, onboarding program to the new directors and close communication between the board members were recognized as issues for further improvement. Reflecting the self-evaluation this time, MHR will continue to strive to further improve the effectiveness of MHR's Board of Directors.

### Director Pay, Director Equity Policy

Directors of MHR may not buy or sell investment units of MHR in order to prevent insider trading as stipulated in the Insider Trading Management Regulations of MHR.

#### Director Pay

Title	Name	Main Concurrent Position	Total amount of compensation in 29th fiscal period ended January 31, 2021 (thousand yen)
Executive Director	Hideyuki Isobe	Mori Building Investment Management Co., Ltd., President & CEO	-
Supervisory Director	Masakuni Tamura	ARC Brain, President	2,100
	Koji Nishimura	Matsuo & Kosugi, Partner, Attorney	2,100
	Miyako Ishijima	Ishijima Law Office, Representative	-
	Emi Kitamura	Mimura Tax & consulting, Representative	-

(Note 1) Executive Director Isobe also serves as the President & CEO of MIM and does not receive remuneration as Executive Director of MHR.

(Note 2) Ms. Ishijima and Ms. Kitamura were appointed Supervisory Director on April 16, 2021.

### Auditor

Auditor	Continuing Auditor Tenure
Ernst & Young ShinNihon LLC	From February 2006 to the present

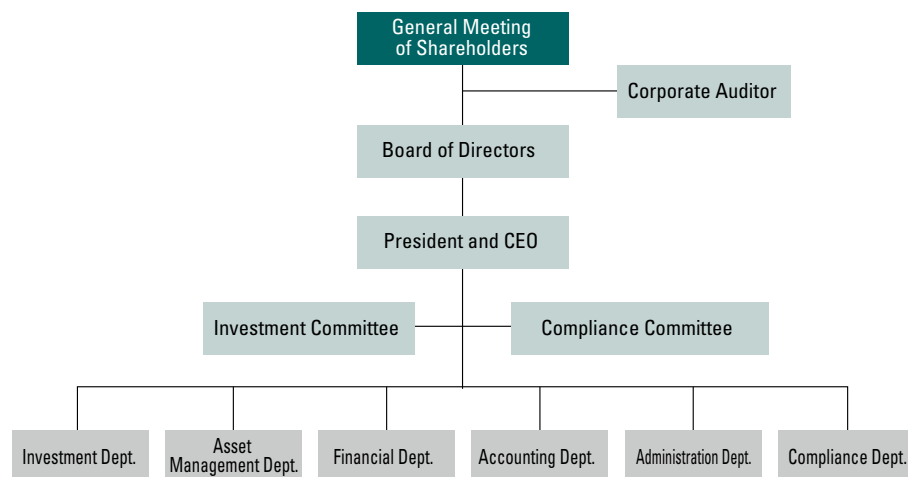
#### Auditor's Remuneration

	26th fiscal period ended July 31, 2019	27th fiscal period ended January 31, 2020	28th fiscal period ended July 31, 2020	29th fiscal period ended January 31, 2021
Fees in relation to the Audit and Attestation Services	12,700 thousand yen	12,700 thousand yen	12,700 thousand yen	12,900 thousand yen
Fees in relation to the non-Audit Services	0 yen	0 yen	0 yen	6,300 thousand yen

## Corporate Governance

### Structure of Asset Management for the Investment Corporation

MHR entrusts the management of its assets to its asset management company. The following is the organizational structure of MHR's asset management company.



For a summary of each process, please see “[Investor Relations – IR Library – Securities Reports](#) – 1. MHR’s Outlook – (4) MHR’s Organization – 2) MHR’s Operational Structure.”

#### Status of MIM’s Board of Directors’ Meeting

Title	Name	Status of Attendance at the Board of Directors’ Meeting in Fiscal Year 2020
President & CEO	Hideyuki Isobe	11/11 times (100%)
Director	Kojiro Segawa	11/11 times (100%)
Director	Toshio Takano	11/11 times (100%)
Auditor	Atsushi Suginobu	11/11 times (100%)

### Internal Audit Structure

MIM has set up its Internal Audit Regulations and the General Manager of Compliance Department works as Internal Audit Manager under President & CEO. Internal audits shall be conducted every year targeting operations of all departments while also receiving support through outsourcing to outside specialized institutions, after formulating the internal audit plan encompassing a broad range of items including corporate ethics.

If problems are found, the Internal Audit Manager will give recommendations and instructions for improvement to the relevant departments, and the results of the audits will be reported to the directors of MIM.

# Compliance and Corporate Ethics

## Policy and Approach

From the viewpoint of securing the trust of financial markets and individual investors, financial institution business operators are required to have a management attitude that emphasizes compliance. MHR and MIM recognize that failure to ensure compliance is as an extremely serious risk factor and could diminish our public confidence and business base.

By firmly acknowledging this fact, MHR and MIM strictly adhere to various laws and regulations in order to fulfill our public obligations and to faithfully and fairly engage in corporate activities as a basic principle of management. MHR and MIM strive for thorough compliance, holding a high ethical sense in our operations.

## Status and efforts for compliance with laws and regulations

The team at MIM, with the board of directors at the top, along with the President & CEO, the Compliance Department, the Compliance Officer and the Compliance Committee determine and verify various matters concerning compliance in accordance with their respective authorities and responsibilities.

MIM has established a “Compliance Manual” which states the compliance-related principles, as well as internal regulations to control major risks related to compliance such as prevention of transactions involving conflicts of interest and blocking of relations with anti-social forces. MIM strives to prevent problems by maintaining and thoroughly informing all executives and employees through periodic training etc. In addition, MIM introduced monitoring and consultation systems such as internal audit and internal reporting procedures to find and correct problems proactively.

The status of these efforts is reported to the board of directors and utilized for periodic risk assessment.

## Process to Counter Transactions Involving Conflicts of Interest

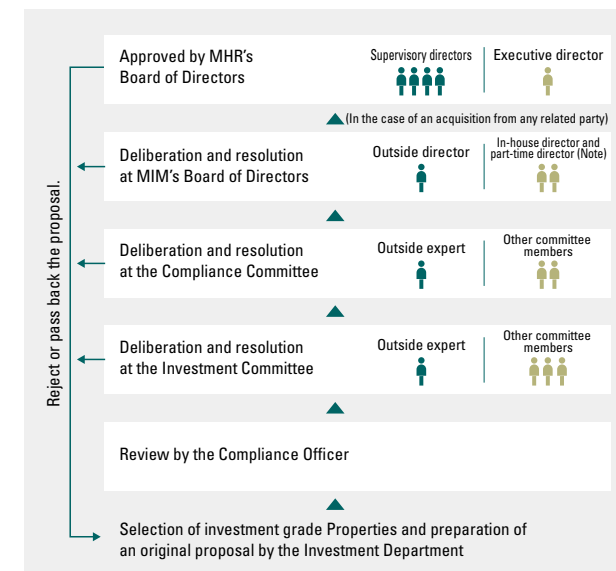
For details, please see “Investor Relations – IR Library – Report on the Management Structure and System of the Issuer of Real Estate Investment Trust Units and Related Parties – 2. Management Structure and System of the Investment Corporation and the Asset Manager – (3) Policies on Transactions Involving Conflicts of Interest.”



**Report on the Management Structure and System of the Issuer of Real Estate Investment Trust Units and Related Parties**

<https://www.mori-hills-reit.co.jp/en/ir/library/Investment/tabid/293/Default.aspx>

## Process to Counter Transactions Involving Conflicts of Interest



(Note)

The Director (Part-time) is unable to participate in the resolution of the Board of Directors since this individual will be considered a board member of a related party when acquiring asset from a related party.

## Initiatives Against Transactions Involving Conflicts of Interest

MIM shall perform its business in good faith and with the due care of a prudent manager for MHR in line with the purpose of the investment management business, and is well aware that failure to ensure thorough compliance, especially inappropriate transactions or transactions involving conflicts of interest with the sponsor company group, may undermine investors’ trust in the securities markets, the corporate management base of MHR and MIM.

Therefore, MIM will use its efforts to prevent any negative impact from transactions involving conflicts of interest and carry out strict compliance as above.

## Compliance and Corporate Ethics

### Blocking relations with Anti-Social Forces

MIM provides a statement on “severing all ties, including business ties, with anti-social forces” in its “basic rules on response to anti-social forces.”

Accordingly, MIM endeavors to develop an internal structure, such as assigning a person responsible for overseeing and managing responses to anti-social forces and a person responsible for preventing unjust demands, and also periodically ensuring that all officers and employees are thoroughly informed of how to respond to anti-social forces, etc. through in-house training, etc.

### Preventing Fraud and Corruption

MIM has formulated a “Compliance Manual” that sets forth the corporate ethics standards such as principles of compliance-related behavior, strict compliance with various laws and regulations including banning bribery, banning insider trading, prohibiting acts that may cause conflicts of interests such as corporate entertainment, gifts and acceptance of benefits that gives rise to public suspicion or distrust.

When a compliance violation or fact of doubt of such is recognized, it is prescribed to report that matter immediately to the Compliance Officer, and when the compliance officer deems it necessary in compliance with law regulations, and other rules, the matter will be reported to the president of MIM and the compliance committee for execution of appropriate measures.

With regard to these prohibited acts, under the system with the president of the asset manager being the person ultimately responsible for compliance and the Compliance Officer being the person responsible for overseeing compliance, we regularly conduct sessions on prevention of fraud and corruption and other corporate ethics standards to familiarize all employees including contract employees and part-timers with these issues and have established

a monitoring and consultation system incorporating an internal auditing and whistleblowing system which is official and anonymous and allow whistleblower to report directly to external attorneys for prevention of problems as well as early detection and correction.

In addition, regarding “transactions with new companies” and “transactions with intermediary agents,” which are determined as being high-risk in risk assessment, MHR will notify to and confirm with the counterparty mutually MHR’s policy to prevent fraud and corruption, as well as conduct checks regarding anti-social forces, insider information management structure, etc. in due diligence of the counterparty. Furthermore, in its internal auditing, MHR develops a system to confirm if there are any suspicious points in accordance with the items clarified at the risk assessment.

#### Compliance Record

	FY2016	FY2017	FY2018	FY2019	FY2020
No. of compliance sessions held	4	4	4	3	3
Total amount of political donations [yen]	0	0	0	0	0
No. of cases of exposure related to fraud and corruption	0	0	0	0	0
No. of cases of punishment/dismissal related to fraud and corruption	0	0	0	0	0
Reconciliation cost of penalties/punishment related to fraud and corruption [yen]	0	0	0	0	0

### Whistleblower System

We have established a Whistleblower Protection System which is official and anonymous and allows all employees of MIM (including contract employees, part-timers, etc.) and all employees of its business partners (including contract employees, part-timers, etc.) to report directly to external attorneys regarding acts that violate laws, internal rules, action principles and other acts that may be contrary to corporate ethics etc.

We strive to thoroughly inform all officers and employees to prevent, to detect and to correct problems at an early stage.

In the event of whistleblowing, the Investigation Committee with members appointed by external lawyers will conduct necessary investigations and countermeasures in accordance with MIM’s “Whistleblower Protection Regulations” by considering the confidentiality of the whistleblower and the privacy of the concerned parties.

Whistleblowers are provided legal protection under the Whistleblower Protection Act, and we prohibit retaliatory actions such as detrimental treatment and harassment due to whistleblowing and take appropriate measures to protect whistleblowers and to make “Whistleblower Protection Regulations” works properly.

Appropriate measures will be taken so that the work environment will not deteriorate after whistleblowing.

#### Number of reports and outline of corrective measures

	FY2016	FY2017	FY2018	FY2019	FY2020
Number of reports and corrective measures	0	0	0	0	0



# Risk Management

## Policy and Approach

There are various risks in corporate activities. When these risks materialize it may lead to a decline in business performance and a decrease in social confidence.

MHR and MIM are well aware that various risks in business execution may undermine our corporate value.

We identify risks according to changes in public perceptions and the business environment as well as implement appropriate monitoring and responses to prevent and minimize damage at the time of occurrence of incident.

## Risk Management Structure

MIM has established Risk Management Regulations. The Board of Directors oversees the development of risk management policies and the development of an appropriate risk management system.

In addition, MHR's Board of Directors will periodically receive reports from MIM and supervise risk management overall.

The practical operation will be carried out with the Compliance Officer of MIM being the supervisor and the General Manager being responsible for risk management of each department.

We will identify various risks related to the tasks involved, including ESG risks, management risks, financial risks, administrative risks and system risks, and monitor the appropriate level of each risk.

Furthermore, the Compliance Officer periodically reports the status of risk management to MIM's Board of Directors and MHR's Board of Directors where necessary measures are confirmed and the effectiveness of the risk management process is reviewed.

## Information Security

Leakage of information will compromise the trust of the company and it will be a great inconvenience to various stakeholders including our unitholders.

MIM has established Information Management Regulations and has adopted steps to prevent the leakage of information to implement appropriate management of information handled in business. The Information Manager makes efforts to strengthen information security by monitoring usage and strengthening systems.

# GRI Standards Comparison Table

• This report was prepared in accordance with the GRI Standards Core option.

## [General Disclosures]

### ● GRI Standards 100 series (items in common) Core option disclosures are indicated by ☆.

	Disclosure Title	References	
GRI 102: General Disclosures 2016	<b>Organizational profile</b>		
	102-1 ☆	Name of the organization	P4 Company Data
	102-2 ☆	Activities, brands, products, and services	P6-7 Investment Policy Portfolio List ( <a href="https://www.mori-hills-reit.co.jp/en/portfolio/list/tabid/186/Default.aspx">https://www.mori-hills-reit.co.jp/en/portfolio/list/tabid/186/Default.aspx</a> )
	102-3 ☆	Location of headquarters	P4 Company Data
	102-4 ☆	Location of operations	P4 Company Data
	102-5 ☆	Ownership and legal form	P4 Company Data
	102-6 ☆	Markets served	P6-7 Investment Policy
	102-7 ☆	Scale of the organization	P4 Company Data
	102-8 ☆	Information on employees and other workers	P29 Personnel Data
	102-9 ☆	Supply chain	P6-7 Investment Policy
	102-10 ☆	Significant changes to the organization and its supply chain	Not applicable
	102-11 ☆	Precautionary Principle or approach	P9 Approach and System P13 Environment Management System (EMS) P49 Risk Management
	102-12 ☆	External initiatives	P16 External Initiatives / Support for / Response to the TCFD Recommendations
	102-13 ☆	Membership of associations	P4 Company Data
	<b>Strategy</b>		
	102-14 ☆	Statement from senior decision-maker	P5 Message from the Management
	102-15 ☆	Key impacts, risks, and opportunities	P19-21 Strategy -Climate-Related Scenario Analysis-
<b>Ethics and integrity</b>			
102-16 ☆	Values, principles, standards, and norms of behavior	P3 Basic Policy P47 Status and efforts for compliance with laws and regulations	
102-17	Mechanisms for advice and concerns about ethics	P48 Whistleblower System	

## GRI Standards Comparison Table

### [General Disclosures]

● **GRI Standards 100 series (items in common)** Core option disclosures are indicated by ☆.

	Disclosure Title	References	
GRI 102: General Disclosures 2016	Governance		
	102-18 ☆	Governance structure	P43 Corporate Governance
	102-19	Delegating authority	P9 Sustainability Promotion System P46 Structure of Asset Management for the Investment Corporation
	102-20	Executive-level responsibility for economic, environmental, and social topics	P9 Sustainability Promotion System
	102-21	Consulting stakeholders on economic, environmental, and social topics	P27 Stakeholder Engagement
	102-22	Composition of the highest governance body and its committees	P44 Management Profiles
	102-23	Chair of the highest governance body	P44 Management Profiles
	102-24	Nominating and selecting the highest governance body	P45 Criteria for Electing Directors
	102-25	Conflicts of interest	P47 Initiatives Against Transactions Involving Conflicts of Interest
	102-26	Role of highest governance body in setting purpose, values, and strategy	P9 Sustainability Promotion System
	102-27	Collective knowledge of highest governance body	—
	102-28	Evaluating the highest governance body's performance	P45 Evaluation of the Effectiveness of MHR's Board of Directors
	102-29	Identifying and managing economic, environmental, and social impacts	P10 Important ESG Issues (Materiality)
	102-30	Effectiveness of risk management processes	P18 Risk Management -Climate Change Risk Management- P49 Risk Management
	102-31	Review of economic, environmental, and social topics	P9 Sustainability Promotion System
	102-32	Highest governance body's role in sustainability reporting	P2 Editorial Policy
	102-33	Communicating critical concerns	P49 Risk Management
	102-34	Nature and total number of critical concerns	P48 Whistleblower System
	102-35	Remuneration policies	P45 Director Pay, Director Equity Policy
	102-36	Process for determining remuneration	P45 Director Pay, Director Equity Policy
102-37	Stakeholders' involvement in remuneration	—	
102-38	Annual total compensation ratio	—	
102-39	Percentage increase in annual total compensation ratio	—	

## GRI Standards Comparison Table

### [General Disclosures]

● **GRI Standards 100 series (items in common)** Core option disclosures are indicated by ☆.

	Disclosure Title		References
GRI 102: General Disclosures 2016	Stakeholder engagement		
	102-40 ☆	List of stakeholder groups	P27 Stakeholder Engagement
	102-41 ☆	Collective bargaining agreements	P29 Labor-Management Relations / Collective Bargaining Agreement
	102-42 ☆	Identifying and selecting stakeholders	P27 Stakeholder Engagement
	102-43 ☆	Approach to stakeholder engagement	P27 Stakeholder Engagement
	102-44 ☆	Key topics and concerns raised	P27 Stakeholder Engagement
	Reporting practice		
	102-45 ☆	Entities included in the consolidated financial statements	Disclosure Materials for Financial Results ( <a href="https://www.mori-hills-reit.co.jp/en/ir/library/tabid/209/Default.aspx">https://www.mori-hills-reit.co.jp/en/ir/library/tabid/209/Default.aspx</a> )
	102-46 ☆	Defining report content and topic Boundaries	P2 Editorial Policy
	102-47 ☆	List of material topics	P10-11 Important ESG Issues (Materiality)
	102-48 ☆	Restatements of information	Not applicable
	102-49 ☆	Changes in reporting	Not applicable
	102-50 ☆	Reporting period	P2 Reporting Period
	102-51 ☆	Date of most recent report	P2 Issued
	102-52 ☆	Reporting cycle	P2 Issued
	102-53 ☆	Contact point for questions regarding the report	P2 Contact
	102-54 ☆	Claims of reporting in accordance with the GRI Standards	P2 Editorial Policy * This report was prepared in accordance with the GRI Standards Core option.
102-55 ☆	GRI content index	GRI Content Index	
102-56 ☆	External assurance	P17 Indicators and Targets -Reduction Greenhouse Gas Emissions-	

## GRI Standards Comparison Table

**[Material Items]** Material items are indicated by ★

The correlation between the five priority issues identified by MHR and the GRI Standards' material items is organized as follows. In addition to the material items, the GRI Standards Index includes some related items.

	Material Issues	Material Aspects in GRI Standards
E	<ul style="list-style-type: none"> <li>● Reduce greenhouse gas emissions and promote energy saving at owned properties</li> <li>● Use of renewable energy</li> </ul>	302 : Energy 305 : Emissions
	<ul style="list-style-type: none"> <li>● Coexist with nature</li> </ul>	304 : Biodiversity 307 : Environmental Compliance
	<ul style="list-style-type: none"> <li>● Response to sustainability certifications</li> </ul>	417 : Marketing and Labeling
S	<ul style="list-style-type: none"> <li>● BCP measures (disaster prevention and building resilience)</li> <li>● Tenants' health, comfort and convenience</li> </ul>	413 : Local Communities 416 : Customer Health and Safety
	<ul style="list-style-type: none"> <li>● Respect for human rights</li> <li>● Promote diversity</li> </ul>	405 : Diversity and Equal Opportunity 406 : Non-discrimination 407 : Freedom of Association and Collective Bargaining
	<ul style="list-style-type: none"> <li>● Talent development</li> </ul>	404 : Training and Education
	<ul style="list-style-type: none"> <li>● Promote a healthy and comfortable work environment and improve employee's work/life balance</li> <li>● Increase employee's satisfaction</li> </ul>	401 : Employment 403 : Occupational Health and Safety
	<ul style="list-style-type: none"> <li>● Mutual communication with Stakeholders</li> </ul>	(404 : Training and Education) (406 : Non-discrimination) (413 : Local Communities)
G	<ul style="list-style-type: none"> <li>● Strive for fair and effective corporate governance</li> <li>● Adhere to compliance and corporate ethics</li> <li>● Prevent conflict-of-interest transactions</li> <li>● Identify risks and manage responses</li> <li>● Respond to requests for ESG information disclosure</li> </ul>	205 : Anti-corruption 419 : Socioeconomic Compliance

## GRI Standards Comparison Table

**[Material Items]** Material items are indicated by ★

### ● GRI Standards 200 series (Economic topics)

	Disclosure Title		References
<b>Economic Performance</b>			
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Financial Highlights ( <a href="https://www.mori-hills-reit.co.jp/en/finance/highlights/tabid/202/Default.aspx">https://www.mori-hills-reit.co.jp/en/finance/highlights/tabid/202/Default.aspx</a> )
	201-2	Financial implications and other risks and opportunities due to climate change	P19-21 Strategy -Climate-Related Scenario Analysis-
	201-3	Defined benefit plan obligations and other retirement plans	Disclosure Materials for Financial Results ( <a href="https://www.mori-hills-reit.co.jp/en/ir/library/tabid/209/Default.aspx">https://www.mori-hills-reit.co.jp/en/ir/library/tabid/209/Default.aspx</a> )
	201-4	Financial assistance received from government	Not applicable
<b>Market Presence</b>			
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	—
	202-2	Proportion of senior management hired from the local community	—
<b>Indirect Economic Impacts</b>			
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	P36-38 Actual Results of Urban Redevelopment Projects
	203-2	Significant indirect economic impacts	P36-38 Actual Results of Urban Redevelopment Projects
<b>Procurement Practices</b>			
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Our spending on suppliers is 100% on domestic suppliers.
<b>★Anti-corruption</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	P47-48 Compliance and Corporate Ethics
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	P48 Preventing Fraud and Corruption
	205-2	Communication and training about anti-corruption policies and procedures	P48 Preventing Fraud and Corruption
	205-3	Confirmed incidents of corruption and actions taken	P48 Preventing Fraud and Corruption
<b>Anti-competitive Behavior</b>			
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	—

## GRI Standards Comparison Table

**[Material Items]** Material items are indicated by ★

### ● GRI Standards 200 series (Economic topics)

	Disclosure Title		References
Tax			
GRI 207 : Tax 2019	207-1	Approach to tax	—
	207-2	Tax governance, control, and risk management	—
	207-3	Stakeholder engagement and management of concerns related to tax	—
	207-4	Country-by-country reporting	—

**[Material Items]** Material items are indicated by ★

### ● GRI Standards 300 series (Environmental topics)

	Disclosure Title		References
Materials			
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Not applicable
	301-2	Recycled input materials used	Not applicable
	301-3	Reclaimed products and their packaging materials	Not applicable
★Energy			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	P16-23 Climate Change
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 302: Energy 2016	302-1	Energy consumption within the organization	P17 Indicators and Targets -Reduction Greenhouse Gas Emissions-
	302-2	Energy consumption outside of the organization	P17 Indicators and Targets -Reduction Greenhouse Gas Emissions-
	302-3	Energy intensity	P17 Indicators and Targets -Reduction Greenhouse Gas Emissions-
	302-4	Reduction of energy consumption	P17 Indicators and Targets -Reduction Greenhouse Gas Emissions-
	302-5	Reductions in energy requirements of products and services	P22 Promotion of Energy Saving

## GRI Standards Comparison Table

**[Material Items]** Material items are indicated by ★

### ● GRI Standards 300 series (Environmental topics)

	Disclosure Title		References
Water and Effluents			
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	P24 Resource Recycling (Water and Waste)
	303-2	Management of water discharge-related impacts	—
	303-3	Water withdrawal	P24 Effective Use of Water Resources
	303-4	Water discharge	—
	303-5	Water consumption	—
★Biodiversity			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	P26 Increasing Greenery and Biodiversity
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	P26 Biodiversity
	304-2	Significant impacts of activities, products, and services on biodiversity	P26 Biodiversity
	304-3	Habitats protected or restored	P26 Biodiversity
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not applicable
★Emissions			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	P16-23 Climate Change
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	P17 Indicators and Targets -Reduction Greenhouse Gas Emissions-
	305-2	Energy indirect (Scope 2) GHG emissions	P17 Indicators and Targets -Reduction Greenhouse Gas Emissions-
	305-3	Other indirect (Scope 3) GHG emissions	P17 Indicators and Targets -Reduction Greenhouse Gas Emissions-
	305-4	GHG emissions intensity	P17 Indicators and Targets -Reduction Greenhouse Gas Emissions-
	305-5	Reduction of GHG emissions	P17 Indicators and Targets -Reduction Greenhouse Gas Emissions-
	305-6	Emissions of ozone-depleting substances (ODS)	—
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	—



## GRI Standards Comparison Table

**[Material Items]** Material items are indicated by ★

### ● GRI Standards 300 series (Environmental topics)

	Disclosure Title		References
<b>Waste</b>			
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	P24-25 Resource Recycling (Water and Waste)
	306-2	Management of significant waste-related impacts	P24-25 Resource Recycling (Water and Waste)
	306-3	Waste generated	P25 Promotion of Recycling
	306-4	Waste diverted from disposal	P25 Promotion of Recycling
	306-5	Waste directed to disposal	P25 Promotion of Recycling
<b>★Environmental Compliance</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	P13 Environment Management System (EMS)
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	P25 Violations of Environmental Laws and Regulations
<b>Supplier Environmental Assessment</b>			
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	—
	308-2	Negative environmental impacts in the supply chain and actions taken	—

**[Material Items]** Material items are indicated by ★

### ● GRI Standards 400 series (Social topics)

	Disclosure Title		References
<b>★Employment</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	P28-32 Initiatives with Employees
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	P29 Personnel Data
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	P31-32 Benefits and work / life balance
	401-3	Parental leave	P29 Promoting Women's Participation

## GRI Standards Comparison Table

**[Material Items]** Material items are indicated by ★

### ● GRI Standards 400 series (Social topics)

	Disclosure Title		References
<b>Labor / Management Relations</b>			
GRI 402: Labor / Management Relations 2016	402-1	Minimum notice periods regarding operational changes	—
<b>★Occupational Health and Safety</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	P28-32 Initiatives with Employees
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 403 : Occupational Health and Safety 2018	403-1	Occupational health and safety management system	—
	403-2	Hazard identification, risk assessment, and incident investigation	—
	403-3	Occupational health services	P31-32 Benefits and work/life balance
	403-4	Worker participation, consultation, and communication on occupational health and safety	—
	403-5	Worker training on occupational health and safety	P31-32 Benefits and work/life balance
	403-6	Promotion of worker health	P31-32 Benefits and work/life balance
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	P31-32 Benefits and work/life balance
	403-8	Workers covered by an occupational health and safety management system	—
	403-9	Work-related injuries	—
	403-10	Work-related ill health	—
<b>★Training and Education</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	P28-32 Initiatives with Employees
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	P30-31 Talent Development Policy / Program
	404-2	Programs for upgrading employee skills and transition assistance programs	P30-31 Talent Development Policy / Program
	404-3	Percentage of employees receiving regular performance and career development reviews	P30-31 Talent Development Policy / Program

## GRI Standards Comparison Table

**[Material Items]** Material items are indicated by ★

### ● GRI Standards 400 series (Social topics)

	Disclosure Title		References
<b>★Diversity and Equal Opportunity</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	P28-32 Initiatives with Employees P44 Policy on gender diversity concerning director composition
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	P29 Personnel Data P44 Policy on gender diversity concerning director composition
	405-2	Ratio of basic salary and remuneration of women to men	—
<b>★Non-discrimination</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	P28-32 Initiatives with Employees
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	P29 Grievance Reporting and Response to Labor Issues
<b>★Freedom of Association and Collective Bargaining</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	P28-32 Initiatives with Employees
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	P29 Labor-Management Relations / Collective Bargaining Agreement
<b>Child Labor</b>			
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	P29 Grievance Reporting and Response to Labor Issues
<b>Forced or Compulsory Labor</b>			
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	P29 Grievance Reporting and Response to Labor Issues
<b>Security Practices</b>			
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	—
<b>Rights of Indigenous</b>			
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	—

## GRI Standards Comparison Table

**[Material Items]** Material items are indicated by ★

### ● GRI Standards 400 series (Social topics)

	Disclosure Title		References
Human Rights Assessment			
GRI 412: Human Rights Assessment 2016	412-1	Operations that have been subject to human rights reviews or impact assessments	—
	412-2	Employee training on human rights policies or procedures	P28-29 Promoting Respect for Human Rights and Diversity
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	—
★Local Communities			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	P33-38 Initiatives with Tenants and Local Communities
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	P35 Local Communities
	413-2	Operations with significant actual and potential negative impacts on local communities	Not applicable
Supplier Social Assessment			
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	—
	414-2	Negative social impacts in the supply chain and actions taken	Not applicable
Public Policy			
GRI 415: Public Policy 2016	415-1	Political contributions	P48 Preventing Fraud and Corruption
★Customer Health and Safety			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	P33-38 Initiatives with Tenants and Local Communities
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	P33 BCP Measures P34 Response to barrier removal / Tenant Satisfaction Surveys
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Not applicable

## GRI Standards Comparison Table

**[Material Items]** Material items are indicated by ★

### ● GRI Standards 400 series (Social topics)

	Disclosure Title		References
<b>★Marketing and Labeling</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	P14-15 Green Building Certification and External Assessment
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	P14 Green Building Certification
	417-2	Incidents of non-compliance concerning product and service information and labeling	—
	417-3	Incidents of non-compliance concerning marketing communications	—
<b>Customer Privacy</b>			
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	—
<b>★Socioeconomic Compliance</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	P47-48 Compliance and Corporate Ethics
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 419: Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	P48 Preventing Fraud and Corruption

