Approx. 350.000

3.321 companies

The Mission of the Mitsubishi Estate Group

We contribute to society through urban development.

Mitsubishi Estate will continuously offer value to its shareholders, society, and all other stakeholders by improving its corporate value sustainably through urban development.

Business Model / Outputs Inputs (→ See page 15 for details) **Outcomes** Be the Ecosystem Engineers Responsibility to the next generation **Human Capital and Intellectual Capital** Increasing Shareholder Value Continue to operate a responsible busi-**Human Capital Inheriting Our DNA** ness that we can proudly pass on to the Realization of a highly efficient portfolio resilient next generation as a legacy to the future Long-term perspective on urban development Return to basics to changes in market conditions reflected in the development of Marunouchi Responsibility to the Earth Increasing • Enhance earnings power (a core compe- Pursuit of efficiency expected by equity markets Increasing Synergy hareholdei tence), the foundational strength of a real · Foresight to constantly stay ahead of the times Continue to maintain the health of the Social Value Long-Term Management Plan 2030 KPI Targets estate business that can adapt to a Value global environment for the sustainability and the spirit to take on challenges changing environment of the social and business environment ROA Ensure asset management in a broad • The ability to improve the value of urban areas **5**% by leveraging our extensive business Responsibility as a leading company relationships Continue to be a company that is valued Creating a truly meaningful society and needed by customers, local commu-ROE through urban development nities, and employees **Natural Capital and Manufactured Capital** Continue providing social infrastructure for Transform into a highly efficient business portfolio Carefully Selected and Abundant Real Estate **EPS** the next generation resilient to changes in market conditions Asset Touchpoints **¥200** Four key themes aimed at mutual sustainability of Domestic Asset Business Leverage Existing Strengths the Group and society Commercial Property **Increasing Social Value** Marunouchi Property Property Property Pursue tangible and intangible urban Business development for the next generation 2030 Targets Urban developmen Residential Business **Total Assets** and services . "Urban areas of choice" that are valued by all International Business International Asset Business Grow International Business Approx. ¥**7.99** trillion Investment Management (\mathbb{G}) generations and develop organically Maintain commitment to reducing envi-(March 31, 2025) • Realization of sustainable urban areas and ronmental impact Architectural Design & The global Engineering Business, global environment Real Estate Services • A society in which diverse people can work and Business, and other (883)) Consider people, empathize with people, husinesses live happily protect people Non-Asset Business Adapt to a Changing Future Respect for people Anticipating changing times and fostering afflu-**Social Capital** Architectural ence and convenience Investment (60) Engineering New and Other Managemen Relationships and Partnerships Create and circulate new value Business and Real Estate Services Founded on Trust Value creation Relationships of trust built up with customers and solid relationships with business partners and Corporate Foundations Underpinning Our Businesses subcontractors Financial Foundations: Financial Capital **Corporate Governance** Number of Office Number of Tenants (nationwide, all purposes) Workers in Marunouchi

Sustainable Corporate Growth (Improving Corporate Value)