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(1) KPI

1. Climate Change (GHG Emissions, Energy Use)

	Targets&Taget year		Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Unit	Boundary
GHG emissions reduction targets* ¹ * Revision in March 2022 (Targets approved by the SBT initiative in June 2022)	Reduce Scope 1 + 2 by 70% or more and Scope 3 by 50% or more by fiscal 2030 compared to fiscal 2019 emissions Achieve net-zero emissions by 2050 (reduce Scope 1, 2, and 3 by 90% or more. Neutralize residual emissions*.)	total	3,336,472	3,588,345	4,038,583	3,533,468	2,534,820	t-CO ₂	100% of Mitsubishi Estate Group*
		Scope1+2	-	-	476,363	413,153	312,198	t-CO ₂	
		Scope3	-	-	3,562,220	3,120,314	2,222,622	t-CO ₂	
Renewable Energy Rate * Revision in February 2022	Achieve 100% group-wide by fiscal 2025		-	1.3%	1.1%	3.1%	30.8%		100% of Mitsubishi Estate Group*
Energy consumption* ⁵	-		-	1,138,078	1,242,153	1,024,802	518,515	MWh	
- Renewable energy consumption	-		-	14,685	14,005	31,804	159,663	MWh	
- Renewable electricity usage	-		-	12,585	11,731	29,242	158,525	MWh	
- Renewable Energy Certificate usage	-		-	2,100	2,274	2,562	1,138	MWh	



- *1 As a general rule, target group companies are selected based on actual control approach. Properties in which the Mitsubishi Estate Group's ownership or trust beneficiary rights are less than 50% are not included in data calculations.
(However, under GRESB, properties in which the Mitsubishi Estate Group's ownership or trust beneficiary rights are 20% and over are included.)
- *2 Emissions that remain unabated within the value chain in the target year are termed "residual emissions." The SBTi standard requires neutralizing any residual emissions using forest absorption and carbon removal technologies outside the value chain to counterbalance the impact of these unabated emissions and to achieve net-zero emissions.
- *3 Since the above numerical targets were revised upward in March 2022, the figures for the base year, FY2019 onward, show the breakdown of Scope 1+2 and Scope 3, respectively.
- *4 For FY2019 actual emissions, the figures for Scope 2 and Scope 3 in total emissions have been partially changed due to the transfer of tenant emissions from Scope 2 to Scope 3 in leased real estate when the numerical targets were revised.
- *5 For RE100, tenant use is excluded from electricity consumption from FY2021.

2. Resources (Waste, Water, Forestry Resources, etc.)

	Targets	Target year	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Unit	Boundary
Waste generated per unit of floor space	20% reduction from FY2019 FY2019 actual: 7.1kg/m ²	2030	11.1	7.1	5.0	5.1	kg/m ²	100% of Mitsubishi Estate Group* ¹
Waste generated	-	-	74,595	54,114	39,221	39,420	t	
- Japan	-	-	74,595	52,081	38,750	38,549	t	
- Overseas	-	-	-	2,033	471	871	t	
Area floor	-	-	6,750,610	7,591,269	7,807,417	7,760,237	m ²	
Recycling rate	90.0%	2030	45.5%	55.2%	60.5%	58.4%		100% of Mitsubishi Estate Group* ¹
Waste recycled	-	-	33,923	29,878	23,742	23,023	t	
- Japan	-	-	33,923	29,351	23,636	22,808	t	
- Overseas	-	-	-	527	106	216	t	
Recycled water usage rate	100%	Fiscal 2030 ongoing goal	100%	100%	100%	100%		Newly constructed* ² , large-scale* ³ office buildings and commercial facilities in Japan
Japan-grown timber usage rate	100%	Fiscal 2030 ongoing goal	-	71.8%	69.3%	71.2%		Mitsubishi Estate Home (structural materials and floor materials for detached housing)

*1 Target organizations are selected based on actual control approach. As a general rule, properties in which Mitsubishi Estate Group's ownership or trust beneficiary rights are less than 50% are not included in data calculations.

*2 Completed in 2002 onward

*3 Floor area: 100,000m² or more

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(2) Other

Basic Data on Target Properties

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Total floor area (m ²)	6,761,510	6,750,610	7,591,269	7,807,417	7,760,237
Number of target properties	90	97	112	115	120

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Independent assurance has been obtained for fiscal 2019 - 2021 results in (1) through (3) below.

[Independent Third-Party Assurance Report](#)





1. Climate Change (GHG Reduction and Energy Management)

GHG Emissions

	Fiscal 2017				Fiscal 2018				Fiscal 2019			
	Emissions (t-CO2)	Per unit (t-CO2/m ²)	Percentage of total emissions	Percentage of Scope 3 breakdown	Emissions (t-CO2)	Per unit (t-CO2/m ²)	Percentage of total emissions	Percentage of Scope 3 breakdown	Emissions (t-CO2)	Per unit (t-CO2/m ²)	Percentage of total emissions	Percentage of Scope 3 breakdown
Total GHG emissions (Scope 1+Scope 2+Scope 3)	3,336,472	0.4935	100.0%	-	3,588,345	0.5316	100.0%	-	4,038,583	0.5325	100.0%	-
Scope 1	120,634	0.0178	3.6%	-	108,289	0.0160	3.0%	-	118,351	0.0156	2.9%	-
- CO2	119,989	-	3.6%	-	107,011	-	3.0%	-	117,264	-	2.9%	-
- CH4	0	-	0.0%	-	0	-	0.0%	-	0	-	0.0%	-
- N2O	0	-	0.0%	-	0	-	0.0%	-	0	-	0.0%	-
- HFCs	645	-	0.0%	-	1,278	-	0.0%	-	1,087	-	0.0%	-
- PFCs	0	-	0.0%	-	0	-	0.0%	-	0	-	0.0%	-
- SF6	0	-	0.0%	-	0	-	0.0%	-	0	-	0.0%	-
- Other	0	-	0.0%	-	0	-	0.0%	-	0	-	0.0%	-
Scope 2	575,262	0.0851	17.2%	-	564,033	0.0836	15.7%	-	358,012	0.0472	8.9%	-
Scope 1 + Scope 2	695,896	0.1029	20.9%	-	672,322	0.0996	18.7%	-	476,363	0.0628	11.8%	-
Scope 3	2,640,576	-	79.1%	100.0%	2,916,023	-	81.3%	100.0%	3,562,220	-	88.2%	100.0%
- Category 1: Purchased goods and services	74,329	-	2.2%	2.8%	77,035	-	2.1%	2.6%	87,211	-	2.2%	2.4%
- Category 2: Capital goods	990,329	-	29.7%	37.5%	975,004	-	27.2%	33.4%	1,134,531	-	28.1%	31.8%
- Category 3: Fuel and energy-related activities not included in Scope 1 or Scope 2	84,675	-	2.5%	3.2%	77,488	-	2.2%	2.7%	132,683	-	3.3%	3.7%
- Category 5: Waste generated in operations	45,571	-	1.4%	1.7%	19,401	-	0.5%	0.7%	21,762	-	0.5%	0.6%
- Category 6: Business travel	1,151	-	0.0%	0.0%	1,227	-	0.0%	0.0%	1,254	-	0.0%	0.0%
- Category 7: Employee commuting	1,768	-	0.1%	0.1%	1,885	-	0.1%	0.1%	2,848	-	0.1%	0.1%
- Category 11: Use of sold products	1,398,021	-	41.9%	52.9%	1,714,888	-	47.8%	58.8%	1,905,897	-	47.2%	53.5%
- Category 12: End-of-life treatment of sold products	44,732	-	1.3%	1.7%	49,095	-	1.4%	1.7%	49,214	-	1.2%	1.4%
- Category 13: Downstream Leased Assets	-	-	-	-	-	-	-	-	226,820	-	5.6%	6.4%

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	Fiscal 2020					Fiscal 2021				
	Emissions (t-CO2)	Per unit (t-CO2/m ²)	Percentage of total emissions	Percentage of Scope 3 breakdown	Change from 2019 (base year)	Emissions (t-CO2)	Per unit (t-CO2/m ²)	Percentage of total emissions	Percentage of Scope 3 breakdown	Change from 2019 (base year)
Total GHG emissions (Scope 1+Scope 2+Scope 3)	3,533,468	0.4526	100.0%	-	▲12.5%	2,534,820	0.3247	100.0%	-	▲37.2%
Scope 1	116,914	0.0150	3.3%	-	▲3.1%	120,713	0.0156	4.8%	-	+2.0%
- CO2	114,729	-	3.2%	-	-	116,438	-	4.6%	-	▲0.7%
- CH4	0	-	0.0%	-	-	0	-	0.0%	-	-
- N2O	0	-	0.0%	-	-	0	-	0.0%	-	-
- HFCs	2,185	-	0.1%	-	-	4,275	-	0.2%	-	+293.3%
- PFCs	0	-	0.0%	-	-	0	-	0.0%	-	-
- SF6	0	-	0.0%	-	-	0	-	0.0%	-	-
- Other	0	-	0.0%	-	-	0	-	0.0%	-	-
Scope 2	296,239	0.0379	8.4%	-	▲17.3%	191,485	0.0247	7.6%	-	▲46.5%
Scope 1 + Scope 2	413,153	0.0529	11.7%	-	▲13.3%	312,198	0.0402	12.3%	-	▲34.5%
Scope 3	3,120,314	-	88.3%	100.0%	▲12.4%	2,222,622	-	87.7%	100.0%	▲37.6%
- Category 1: Purchased goods and services	55,037	-	1.6%	1.8%	▲36.9%	1,015,093	-	40.0%	45.7%	+1063.9%
- Category 2: Capital goods	1,266,641	-	35.8%	40.6%	+11.6%	0	-	0.0%	0.0%	▲100.0%
- Category 3: Fuel and energy-related activities not included in Scope 1 or Scope 2	117,993	-	3.3%	3.8%	▲11.1%	83,354	-	3.3%	3.8%	▲37.2%
- Category 5: Waste generated in operations	15,129	-	0.4%	0.5%	▲30.5%	25,472	-	1.0%	1.1%	+17.1%
- Category 6: Business travel	1,301	-	0.0%	0.0%	+3.8%	1,330	-	0.1%	0.1%	+6.1%
- Category 7: Employee commuting	2,936	-	0.1%	0.1%	+3.1%	2,939	-	0.1%	0.1%	+3.2%
- Category 11: Use of sold products	1,420,533	-	40.2%	45.5%	▲25.5%	918,548	-	36.2%	41.3%	▲51.8%
- Category 12: End-of-life treatment of sold products	48,289	-	1.4%	1.5%	▲1.9%	34,255	-	1.4%	1.5%	▲30.4%
- Category 13: Downstream Leased Assets	192,456	-	5.4%	6.2%	▲15.2%	141,631	-	5.6%	6.4%	▲37.6%

* Target group companies are based on actual control standard. As a general rule, facilities that rate of Mitsubishi Estate Group's ownership or Trust beneficiary right is less than 50% don't subject to Boundary

* Categories 4/8/9/10/14/15 are excluded from the scope of calculation for reasons including (1) there is no emission source, (2) they are included in Scope 1 + 2 or other category, or (3) their contribution within the entirety is negligible.

* In accordance with SBTi's guidance, the destination of emissions associated with capital expenditures was changed from Category 2 to Category 1 beginning with FY2021 results.

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Breakdown of Energy Consumption

	Fiscal 2018		Fiscal 2019		Fiscal 2020		Fiscal 2021	
	Electricity equivalent (MWh)	GJ equivalent value	Electricity equivalent (MWh)	GJ equivalent value	Electricity equivalent (MWh)	GJ equivalent value	Electricity equivalent (MWh)	GJ equivalent value
Scope 1								
- Gas	585,394	2,107,418	628,481	2,267,417	615,532	2,215,915	632,793	2,278,055
- Heavy Oil	7,470	26,891	6,645	23,921	6,021	21,675	6,468	23,286
- Other Oil	4	13	730	1,560	2,026	7,292	851	3,064
Scope 2								
- Electricity	-	-	1,242,153	-	1,024,802	-	500,633	-
- Steam	-	-	111,208	400,350	80,357	289,286	78,195	281,504
- Steam Water	-	-	11,498	41,394	13,629	49,064	15,224	54,805
- Cold Water	-	-	105,480	379,727	104,312	375,525	100,217	360,782

* Scope: the same as for the SBT scope (Target organizations are selected based on actual control approach. As a general rule, properties in which the Mitsubishi Estate Group's ownership or trust beneficiary rights are less than 50% are not included in data calculations.)

GHG Emissions, Energy Use and Other Data by Type of Property

	Fiscal 2018						Fiscal 2019					
	Floor area (1,000m ²)	GHG emissions (t-CO ₂)	Per unit (t-CO ₂ /m ²)	Energy use (GJ)	Per unit (GJ/m ²)	Number of target properties	Floor area (1,000m ²)	GHG emissions (t-CO ₂)	Per unit (t-CO ₂ /m ²)	Energy use (GJ)	Per unit (GJ/m ²)	Number of target properties
Office buildings	5,051	485,312	0.1	5,564,242	1.1	51	4,596	356,063	0.08	3,255,690	0.71	51
Commercial facilities	1,024	90,812	0.09	1,443,189	1.41	20	1,727	154,535	0.09	1,551,447	0.90	29
Hotels	149	13,043	0.09	251,669	1.69	11	212	36,722	0.17	328,227	1.55	12

	Fiscal 2020						Fiscal 2021					
	Floor area (1,000m ²)	GHG emissions (t-CO ₂)	Per unit (t-CO ₂ /m ²)	Energy use (GJ)	Per unit (GJ/m ²)	Number of target properties	Floor area (1,000m ²)	GHG emissions (t-CO ₂)	Per unit (t-CO ₂ /m ²)	Energy use (GJ)	Per unit (GJ/m ²)	Number of target properties
Office buildings	4,667	307,934	0.07	2,960,906	0.63	53	4,488	158,273	0.04	2,547,965	0.57	54
Commercial facilities	1,831	137,402	0.08	1,412,010	0.77	29	864	38,034	0.04	536,637	0.62	32
Hotels	336	15,830	0.05	176,634	0.53	14	624	64,399	0.10	1,008,236	1.61	14

*1 Scope: the same as for SBT scope (Target organizations are selected based on actual control approach. As a general rule, properties in which Mitsubishi Estate Group's ownership or trust beneficiary rights are less than 50% are not included in data calculations.)

*2 Other uses not included in calculations for table above

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2. Waste and Resources

Waste Generated, Recycled, and Recycling Rate by Type of Waste

	Fiscal 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021		
	Waste generated (t)	Recycled volume (t)	Recycling rate	Waste generated (t)	Recycled volume (t)	Recycling rate	Waste generated (t)	Recycled volume (t)	Recycling rate	Waste generated (t)	Recycled volume (t)	Recycling rate
Copier and office automation paper	742	649	87.4%	678	678	100%	509	509	100%	493	493	100%
Confidential documents (bulk processed documents)	992	659	66.4%	113	113	100%	166	166	100%	182	182	100%
Magazines, pamphlets, and colored paper	2,437	2,253	92.4%	2,470	2,470	100%	1,756	1,756	100%	1,482	1,482	100%
Newspapers and flyers inserted in newspapers	1,191	1,076	90.4%	695	695	100%	526	526	100%	412	412	100%
Corrugated cardboard	10,255	9,419	91.8%	11,096	11,096	100%	8,361	8,361	100%	8,613	8,613	100%
Miscellaneous paper	3,143	2,328	74.1%	2,015	2,015	100%	1,843	1,843	100%	1,596	1,596	100%
Other combustible waste (paper waste and miscellaneous waste)	15,454	1,094	7.1%	13,342	675	5.1%	8,768	680	7.8%	8,902	674	7.6%
Kitchen waste (tea leaves, leftover food, cigarette butts, etc.)	20,070	3,855	19.2%	9,716	3,276	33.7%	5,472	1,892	34.6%	6,440	1,960	30.4%
Trees, grass, and fibers, etc.	1,253	69	5.5%	1,016	43	4.3%	633	330	52.0%	962	391	40.7%
Jars	2,462	2,319	94.2%	1,282	1,282	100%	655	655	100%	680	680	100%
Cans	3,142	3,060	97.4%	847	847	100%	517	517	100%	508	508	100%
Plastic bottles	3,122	2,553	81.8%	1,497	1,497	100%	858	858	100%	846	846	100%
Cooking oil	249	237	95.3%	224	224	100%	209	209	100%	185	185	100%
Lunch box packaging	1,203	662	55.0%	1,402	775	55.3%	767	472	61.5%	956	615	64.3%
Other (waste plastic)	6,191	2,441	39.4%	4,006	2,420	60.4%	3,093	1,782	57.6%	2,949	2,042	69.3%
Other (fluorescent lights)	68	35	51.1%	58	58	100%	1,413	17	1.2%	524	15	2.8%
Other (industrial waste)	818	554	67.7%	1,478	1,093	74.0%	2,741	2,741	100%	2,083	2,083	100%
Other (includes waste that cannot be sorted into the above)	1,804	661	36.7%	149	97	64.8%	461	322	69.9%	736	30	4.1%
Japan total	74,595	33,923	45.5%	52,081	29,351	56.4%	38,750	23,636	61.0%	38,549	22,808	59.2%
Overseas total	-	-	-	2,033	527	25.9%	471	106	22.5%	871	216	24.8%
Grand Total	74,595	33,923	45.5%	54,114	29,878	55.2%	39,221	23,742	60.5%	39,420	23,023	58.4%

* Scope: the same as for the SBT scope (Target organizations are selected based on actual control approach. As a general rule, properties in which the Mitsubishi Estate Group's ownership or trust beneficiary rights are less than 50% are not included in data calculations.)

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Waste Generated by Type of Property

	Fiscal 2018				Fiscal 2019			
	Floor area (1,000m ²)	Waste generated (t)	Per unit (kg/m ²)	Number of target properties	Floor area (1,000m ²)	Waste generated (t)	Per unit (kg/m ²)	Number of target properties
Office buildings	5,051	36,780	7.3	47	5,244	35,611	7.7	54
Commercial facilities	1,024	7,218	7.0	20	1,059	15,045	8.7	20
Hotels	149	25,520	171.2	11	212	1,809	8.5	12

	Fiscal 2020				Fiscal 2021			
	Floor area (1,000m ²)	Waste generated (t)	Per unit (kg/m ²)	Number of target properties	Floor area (1,000m ²)	Waste generated (t)	Per unit (kg/m ²)	Number of target properties
Office buildings	4,667	21,424	4.6	59	4,488	23,853	5.3	54
Commercial facilities	1,831	15,907	8.7	25	864	16,357	18.9	32
Hotels	336	1,329	4.0	15	624	1,303	2.1	14

*1 Scope: the same as for SBT scope (Target organizations are selected based on actual control approach. As a general rule, properties in which Mitsubishi Estate Group's ownership or trust beneficiary rights are less than 50% are not included in data calculations.)

*2 Other uses not included in calculations for table above

Hazardous Substance Emissions

	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Boundary
Nox (t)	3.1	4.3	3.3	3.1	Mitsubishi Estate
Sox (t)	0.0	0.0	0.0	0.0	Mitsubishi Estate
PCBs (t) ^{*1}	3.2	116.2	28.9	61.5	Mitsubishi Estate
Asbestos (t) ^{*2}	104.3	557.1	94.9	146.7	Mitsubishi Estate

*1 PCB waste is completely detoxified and properly treated so that it does not cause environmental impact using treatment facilities and methods stipulated by the government based on the Act on Special Measures Concerning Promotion of Proper Treatment of PCB Wastes established by the Ministry of the Environment.

*2 Emission of construction-related waste containing asbestos. Asbestos is properly processed in a form not involving any environmental impact in accordance with the treatment method stipulated by the government based on the Waste Management and Public Cleansing Act established by the Ministry of the Environment.

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3. Water

Water Usage

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Water withdrawal (m ³)	5,445,722	5,777,904	6,498,558	4,988,909	5,270,464
- Fresh surface water	0	0	0	0	0
- Brackish surface water/seawater	0	0	0	0	0
- Groundwater - renewable	-	-	132,387	397,248	478,111
- Groundwater - non renewable	0	0	0	0	0
- Produced water/entrained water	0	0	0	0	0
- Third party sources (municipal potable water)	5,445,722	5,777,904	6,366,171	4,591,661	4,792,354
Water discharge (m ³)	2,683,751 ^{※2}	5,658,971	5,721,372	4,082,675	4,381,218
- Fresh surface water	0	0	0	0	0
- Brackish surface water/seawater	0	0	0	0	0
- Groundwater	0	0	0	0	0
- Third party destinations	2,683,751	5,658,971	5,721,372	4,082,675	4,381,218
Water consumption (m ³)	2,761,971	118,933	777,186	906,234	889,246
Recycled water (m ³)	816,827	1,101,472	1,335,830	797,403	793,728

*1 Scope: the same as for the SBT scope (Target organizations are selected based on actual control approach. As a general rule, properties in which the Mitsubishi Estate Group's ownership or trust beneficiary rights are less than 50% are not included in data calculations.)

*2 As water discharge data was not available at certain facilities, there are discrepancies with the results for fiscal 2018 and fiscal 2019.

Water Usage by Type of Property

	Fiscal 2018						Fiscal 2019					
	Floor area (1,000m ²)	Water withdrawal (m ³)	Per unit (m ³ /m ²)	Water discharge (m ³)	Per unit (m ³ /m ²)	Number of target facilities	Floor area (1,000m ²)	Water withdrawal (m ³)	Per unit (m ³ /m ²)	Water discharge (m ³)	Per unit (m ³ /m ²)	Number of target facilities
Office buildings	5,051	4,010,966	0.79	3,774,352	0.75	51	4,596	3,094,801	0.67	3,005,493	0.65	51
Commercial facilities	1,024	1,210,212	1.18	1,307,182	1.28	20	1,727	2,072,191	1.20	1,996,223	1.16	29
Hotels	149	396,446	2.66	434,601	2.92	11	212	426,987	2.01	416,383	1.96	12

	Fiscal 2020						Fiscal 2021					
	Floor area (1,000m ²)	Water withdrawal (m ³)	Per unit (m ³ /m ²)	Water discharge (m ³)	Per unit (m ³ /m ²)	Number of target facilities	Floor area (1,000m ²)	Water withdrawal (m ³)	Per unit (m ³ /m ²)	Water discharge (m ³)	Per unit (m ³ /m ²)	Number of target facilities
Office buildings	4,667	2,028,971	0.44	2,028,971	0.44	53	4,488	2,135,148	0.46	2,028,971	0.44	54
Commercial facilities	1,831	1,543,844	0.89	1,543,844	0.89	29	864	1,717,983	0.99	1,543,844	0.89	32
Hotels	336	242,543	1.14	242,543	1.14	14	624	244,628	1.15	242,543	1.14	14

*1 Scope: the same as for the SBT scope (Target organizations are selected based on actual control approach. As a general rule, properties in which the Mitsubishi Estate Group's ownership or trust beneficiary rights are less than 50% are not included in data calculations.)

*2 Other uses not included in calculations for table above

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Results of Water Risk Analysis Using Aqueduct Water Risk Atlas, a Water Risk Analysis Tool

Overall risk ^{*1}	Number of target properties	Percentage	Water withdrawal (m ³)	Water discharge (m ³)	Water consumption (m ³)
0-1 Low	11	9.2%	457,295	6,849	474,757
1-2 Low-medium	109	90.8%	4,475,992	882,397	3,984,724
2-3 Medium-high	0	0.0%	0	0	0
3-4 High	0	0.0%	0	0	0
4-5 Extremely high	0	0.0%	0	0	0
Total	120	100%	4,933,287	889,246	4,459,481

*1 Definition on Aqueduct: overall water-related risk based on all factors, including physical water volume, water quality, regulations, and reputational risk

*2 Scope: the same as for SBT scope (Target organizations are selected based on actual control approach. As a general rule, properties in which Mitsubishi Estate Group's ownership or trust beneficiary rights are less than 50% are not included in data calculations.)

*3 Analysis scope: properties covered by the SBT scope in fiscal 2021

4. Energy Saving

Rate of Facilities with Energy-Saving Equipment Adopted/Installed

	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Boundary
Rate of adoption for water-conserving appliances (automatic faucets, water-conserving toilets)	100%	100%	100%	100%	Newly constructed ^{*1} , large-scale ^{*2} office buildings and commercial facilities in Japan
Rate of installation of electric vehicle charging stations	92.3%	92.3%	92.3%	92.9%	Newly constructed ^{*1} , large-scale ^{*2} office buildings and commercial facilities in Japan
Rate of provision of bicycle parking areas	100%	100%	100%	100%	Newly constructed ^{*1} , large-scale ^{*2} office buildings and commercial facilities in Japan
Rate of annual adoption for soleco system	71.1%	62.1%	73.7%	76.5%	Mitsubishi Estate Group brand condominiums ^{*3} transferred in the fiscal year (excludes those with less than 40 units)
Rate of annual adoption for heat insulation functions level 4	100%	100%	100%	100%	Mitsubishi Estate Group brand condominiums ^{*3} transferred in the fiscal year
Rate of annual adoption for primary energy consumption level 4	100%	100%	100%	100%	Mitsubishi Estate Group brand condominiums ^{*3} transferred in the fiscal year

*1 Completed in 2002 onward

*2 Floor area: 100,000m² or more

*3 Only includes The Parkhouse brand properties supplied by Mitsubishi Estate Residence. Excluding units with less than 40 units.

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5. Green Building Certification

Comprehensive Certification

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Boundary
CASBEE certification (includes self-certifications and expired certifications)						Mitsubishi Estate Group* ¹
- Number of certified properties	7	8	10	12	12	
- Total floor area of certified properties (m ²)	1,029,650	1,203,704	1,247,375	1,280,499	1,385,772	
- Certification rate (ratio of total floor area to SBT-target properties)	15.4%	18.0%	16.6%	16.4%	17.9%	
Development Bank of Japan (DBJ) Green Building certification						Mitsubishi Estate Group* ¹
- Number of certified properties	8	8	9	11	11	
- Total floor area of certified properties (m ²)	951,213	951,213	962,693	1,068,980	1,174,253	
- Certification rate (ratio of total floor area to SBT-target properties)	14.2%	14.2%	12.8%	13.7%	15.1%	
LEED						Mitsubishi Estate Group* ¹
- Number of certified properties	2	2	2	2	2	
- Total floor area of certified properties (m ²)	408,665	408,665	408,665	408,665	408,665	
- Certification rate (ratio of total floor area to SBT-target properties)	6.1%	6.1%	5.4%	5.2%	5.3%	
Total						Mitsubishi Estate Group* ¹
- Number of certified properties* ²	10	11	14	18	18	
- Total floor area of certified properties* ² (m ²)	1,625,651	1,799,705	1,854,856	1,994,267	2,245,540	
- Certification rate (ratio of total floor area to SBT-target properties)	24.2%	26.9%	24.6%	25.5%	28.9%	
SBT-target floor area* ³	6,704,442	6,693,542	7,534,201	7,807,417	7,760,237	Mitsubishi Estate Group* ¹

*1 Scope: the same as for the SBT scope (Target organizations are selected based on actual control approach. As a general rule, properties in which the Mitsubishi Estate Group's ownership or trust beneficiary rights are less than 50% are not included in data calculations.)

*2 When both CASBEE and DBJ Green Building certification have been obtained for the same property, it is counted as one property so as to calculate the total value without any duplication.

*3 Only includes properties eligible for certification

Comprehensive Energy Efficiency Certification

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Boundary
Building-housing Energy-efficiency Labeling System (BELS)						Mitsubishi Estate Group*
- Number of certified properties	1	1	1	1	9	
- Total floor area of certified properties (m ²)	108,350	108,350	108,350	108,350	467,098	
- Certification rate (ratio of total floor area to SBT-target properties)	1.6%	1.6%	1.4%	1.4%	6.0%	

* Scope: the same as for SBT scope (Target organizations are selected based on actual control approach. As a general rule, properties in which Mitsubishi Estate Group's ownership or trust beneficiary rights are less than 50% are not included in data calculations.)

Biodiversity Certification

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Boundary
Number of projects recognized with ABINC certification	22	15	22	26	27	Mitsubishi Estate Group

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6. Other

Environmental Accidents or Violations of Environmental Laws and Regulations

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Boundary
Violations of environmental laws and regulations	0	1	0	0	0	Mitsubishi Estate Group
- Of which those related to water quality and water volume	0	0	0	0	0	Mitsubishi Estate Group
Environmental accidents	0	0	0	0	0	Mitsubishi Estate Group
Environment related fines and penalties (yen)	0	0	0	0	0	Mitsubishi Estate Group

Environmental Management System Certification

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Boundary
Percentage of business sites with environmental management system certification based on ISO14001	42.2%	40.5%	1.4%	1.7%	1.5%	Mitsubishi Estate Group

Biodiversity Exposure & Assessment

	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Boundary
Overall							Mitsubishi Jisho Residence
- the total number of sites used for operational activities	24	26	29	26	19	19	
- the total area used for operational activities (m ²)	39,569.68	78,413.40	75,415.25	89,428.45	52,736.15	69,303.06	
Assessment							Mitsubishi Jisho Residence
- the total number of sites conducted biodiversity impact assessments	24	26	29	26	19	19	
- the total area conducted biodiversity impact assessments (m ²)	39,569.68	78,413.40	75,415.25	89,428.45	52,736.15	69,303.06	
Exposure							Mitsubishi Jisho Residence
- the number of sites in close proximity to critical biodiversity*	0	0	0	0	0	0	
- the total area in close proximity to critical biodiversity* (m ²)	0	0	0	0	0	0	
Management plans							Mitsubishi Jisho Residence
- the total number of sites with biodiversity management plan	0	0	0	0	0	0	
- the total area with biodiversity management plan (m ²)	0	0	0	0	0	0	

* World Heritage sites

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ESG Data

S: Social data

E: Environmental data

S: Social data

G: Governance data

S: Social data

(1) KPI

Diversity & Inclusion

	Targets	Target Year	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Boundary
Paid leave utilization	Above 65%	Fiscal 2022	72.9%	68.0%	59.8%	56.9%	-	Mitsubishi Estate
Average number of used paid leave days	12 or more	Every year	13.6	12.4	10.8	10.8	-	Mitsubishi Estate
Ratio of female new graduate hires	Above 40%	Every year	31.4%	37.8%	37.8%	38.3%	35.7%	Mitsubishi Estate
Ratio of female mid-career hires	Above 40%	Every year	34.8%	63.6%	19.4%	24.4%	-	Mitsubishi Estate
Ratio of female managers	①above 20%、 ②30%、③40%	①Fiscal 2030、②Fiscal 2040、 ③Fiscal 2050	5.7%	5.5%	5.8%	6.6%	7.2%	Mitsubishi Estate*1
Rate of male employees taking childcare leave of absence*4	①above 75%、 ②100%	①Fiscal 2025、②Fiscal 2030	21.2%	24.0%	64.9%	75.5%	-	Mitsubishi Estate*2
Rate of female employees taking childcare leave of absence	100%	Fiscal 2030 ongoing goal	100%	98.7%	100.0%	98.7%	-	5 Group companies*3
Rate of reinstatement to work after maternity/childcare leave	100%	Fiscal 2030 ongoing goal	96.7%	93.8%	94.8%	100.0%	-	5 Group companies*3
Employment rate of persons with disabilities	2.30%	Fiscal 2030 ongoing goal	2.22%	2.23%	2.20%	2.30%	-	5 Group companies*3

*1 As we raised the target in FY2021, the boundary was changed to Mitsubishi Estate

*2 From FY2022, the boundary of this target was changed to Mitsubishi Estate

*3 Mitsubishi Estate, Mitsubishi Jisho Property Management, Mitsubishi Estate Residence, Mitsubishi Jisho Sekkei, Mitsubishi Real Estate Services



*4 Denominator and numerator are calculated as follows

<Calculation method until FY2020>

Denominator: Male employees whose spouse gave birth during the corresponding fiscal year and who are eligible for maternity leave (excluding employees who have been with the company less than one year)

Numerator: Male employees whose spouse gave birth during the corresponding fiscal year and who took maternity leave during the corresponding fiscal year

<Calculation method from FY2021>

Denominator: Male employees whose spouse gave birth during the corresponding fiscal year and who are eligible for maternity leave (excluding employees who have been with the company less than one year)

Numerator: Male employees who took maternity leave during the corresponding fiscal year

Health Management

	Targets	Target Year	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Boundary
Percentage of high-risk group for metabolic syndrome	(1) 25.6% (2) 14.8% (equivalent to national average; approximately 60% of FY2019 percentage)	(1) Fiscal 2025 (2) Fiscal 2030	-	36.4%	39.5%	42.3%	Mitsubishi Estate ^{*1}
Percentage of healthy group	(1) 20.85% (2) 32.8% (equivalent to national average; approximately 370% of FY2019 percentage)	(1) Fiscal 2025 (2) Fiscal 2030	-	8.9%	10.1%	9.9%	Mitsubishi Estate ^{*1}
Cancer screening rate	90.00%	Every year from FY2021 – FY2030	-	-	80.7%	88.0%	Mitsubishi Estate ^{*1}
High stress group	Maintain percentage of 10% or lower (national average: 10%)	Every year from FY2021 – FY2031	-	5.5%	4.7%	4.0%	Mitsubishi Estate ^{*2}

*1 Applies to head and branch office employees

*2 Includes seconded staff

	Fiscal 2021	Boundary
Stress check rate	91.7%	Mitsubishi Estate ^{*1}
Specific health guidance rate	56.4%	Mitsubishi Estate ^{*1}
Rate of re-examination after regular health checkup	44.4%	Mitsubishi Estate ^{*1}
Smoking rate	11.0%	Mitsubishi Estate ^{*1}
Habitual exercise rate ^{*2}	31.0%	Mitsubishi Estate ^{*1}
Percentage of employees who get enough sleep	75.0%	Mitsubishi Estate ^{*1}

*1 Applies to head and branch office employees

*2 Percentage of employee who engage in at least 30 minutes of exercise twice a week

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Resilient Urban Development

	Targets	Target Year	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Boundary
Rate of employees with first aid provider qualification	100%	Fiscal 2030 ongoing goal	64.0%	61.0%	63.0%	72.4%	2 Group companies *

* Mitsubishi Estate, Mitsubishi Jisho Property Management

Other

	Targets	Target Year	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Boundary
Employee absentee rate	0%	Fiscal 2030 ongoing goal	0.8%	0.8%	0.9%	0.9%	5 Group companies * ¹
Rate of provision of accessible toilets	100%	Fiscal 2030 ongoing goal	100%	100%	100%	100%	Newly constructed* ² , large-scale* ³ office buildings and commercial facilities in Japan
Rate of barrier-free buildings	100%	Fiscal 2030 ongoing goal	100%	100%	100%	100%	Newly constructed* ² , large-scale* ³ office buildings and commercial facilities in Japan

*¹ Mitsubishi Estate, Mitsubishi Jisho Property Management, Mitsubishi Estate Residence, Mitsubishi Jisho Sekkei, Mitsubishi Real Estate Services

*² Completed in 2002 onward

*³ Total floor area: 100,000m² or more

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(2) Other

1. Human Resources

I) Mitsubishi Estate Employment Conditions

Workforce breakdown (As of the beginning of each fiscal year)

	Fiscal 2018		Fiscal 2019		Fiscal 2020		Fiscal 2021		Fiscal 2022	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Men	1,249	77.1%	1,233	75.7%	1,333	75.4%	1,369	74.0%	1,401	72.9%
(Of which, regular employees)	1,108	68.4%	1,080	66.3%	1,104	62.4%	1,122	60.6%	1,148	59.7%
- Of which, managers	690	42.6%	668	41.0%	682	38.6%	662	35.8%	659	34.3%
- Of which, non-managerial employees	418	25.8%	412	25.3%	422	23.9%	460	24.9%	489	25.4%
(Of which, short-term contract workers)	141	8.7%	153	9.4%	229	12.9%	247	13.3%	253	13.2%
Women	372	22.9%	396	24.3%	436	24.6%	482	26.0%	522	27.1%
(Of which, regular employees)	283	17.5%	306	18.8%	328	18.5%	352	19.0%	390	20.3%
- Of which, managers	42	2.6%	39	2.4%	42	2.4%	47	2.5%	51	2.7%
- Of which, non-managerial employees	241	14.9%	267	16.4%	286	16.2%	305	16.5%	339	17.6%
(Of which, short-term contract workers)	89	5.5%	90	5.5%	108	6.1%	130	7.0%	132	6.9%
Total	1,621	100.0%	1,629	100.0%	1,769	100.0%	1,851	100.0%	1,923	100.0%
(Of which, regular employees)	1,391	85.8%	1,386	85.1%	1,432	80.9%	1,474	79.6%	1,538	80.0%
- Of which, managers	732	45.2%	707	43.4%	724	40.9%	709	38.3%	710	36.9%
- Of which, non-managerial employees	659	40.7%	679	41.7%	708	40.0%	765	41.3%	828	43.1%
(Of which, short-term contract workers)	230	14.2%	243	14.9%	337	19.1%	377	20.4%	385	20.0%

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Workforce profile, by age bracket (As of April 1, 2022)

	Total		20-29		30-39		40-49		50-59		60 and over	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Men	1,401	72.9%	195	58.6%	361	67.7%	238	71.7%	450	82.0%	157	89.2%
Women	522	27.1%	138	41.4%	172	32.3%	94	28.3%	99	18.0%	19	10.8%
Total	1,923	100%	333	100%	533	100%	332	100%	549	100%	176	100%

Percentage of female managers (As of the beginning of each fiscal year)

	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
Female employees as percentage of all employees	22.9%	24.3%	24.6%	26.0%	27.1%
Female subsection chiefs as percentage of all subsection chiefs	15.9%	16.9%	20.3%	21.1%	23.9%
Female managers as percentage of all managers	5.7%	5.5%	5.8%	6.6%	7.2%
Female junior managers as percentage of all junior managers	14.4%	15.9%	15.6%	17.4%	17.5%
Female middle managers as percentage of all middle managers	3.0%	3.2%	4.3%	4.7%	4.0%
Female senior managers as percentage of all senior managers	0.0%	0.4%	0.4%	1.1%	2.3%
Female non-back office managers as percentage of all non-back office managers	6.8%	5.1%	5.1%	6.4%	7.0%
Female employees in STEM-related positions as percentage of total STEM positions	-	-	26.4%	26.4%	26.5%

Percentage of employees by nationality (As of the beginning of each fiscal year)

	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
Percentage of all full time employees by nationality					
- Japan	99.6%	99.6%	99.7%	99.6%	99.5%
- Other	0.4%	0.4%	0.3%	0.4%	0.5%
Percentage of managers by nationality					
- Japan	100%	100%	100%	100%	100%
- Other	0.0%	0.0%	0.0%	0.0%	0.0%

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New hires and people leaving the company (As of the beginning of each fiscal year)

	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
New employees (new graduate hires and mid-career hires)	53	58	80	92	-
(Breakdown by gender)					
- Male percentage	71.7%	51.7%	71.3%	68.5%	-
- Female percentage	28.3%	48.3%	28.8%	31.5%	-
(Breakdown by age)					
- Percentage of < 30 years old	66.0%	63.8%	60.0%	65.2%	-
- Percentage of 30-50 years old	34.0%	36.2%	38.8%	34.8%	-
- Percentage of > 50 years old	0.0%	0.0%	1.3%	0.0%	-
(Breakdown by nationality)					
- Percentage of Japanese nationality	100.0%	98.3%	96.3%	97.8%	-
- Percentage of other nationalities	0.0%	1.7%	3.8%	2.2%	-
(Breakdown by positions)					-
- Percentage of non-managers	100.0%	100.0%	100.0%	100.0%	-
- Percentage of junior managers	0.0%	0.0%	0.0%	0.0%	-
- Percentage of middle managers	0.0%	0.0%	0.0%	0.0%	-
- Percentage of senior managers	0.0%	0.0%	0.0%	0.0%	-
New graduate hires	35	37	45	47	42
- Male percentage	68.6%	62.2%	62.2%	61.7%	64.3%
- Female percentage	31.4%	37.8%	37.8%	38.3%	35.7%
Mid-career hires	18	21	35	45	-
- Male percentage	77.8%	33.3%	82.9%	75.6%	-
- Female percentage	22.2%	66.7%	17.1%	24.4%	-
Number of employees leaving company (including those retiring at mandatory retirement age)	49	77	48	47	-
(Breakdown by gender)					-
- Male percentage	-	-	83.3%	89.4%	-
- Female percentage	-	-	16.7%	10.6%	-
(Breakdown by age)					-
- Percentage of < 30 years old	-	-	2.1%	4.3%	-
- Percentage of 30-50 years old	-	-	2.1%	12.8%	-
- Percentage of > 50 years old	-	-	97.9%	83.0%	-
(Breakdown by nationality)					-
- Percentage of Japanese nationality	-	-	100%	100%	-
- Percentage of other nationalities	-	-	0%	0%	-
(Breakdown by positions)					-
- Percentage of non-managers	-	-	23.4%	25.5%	-
- Percentage of junior managers	-	-	12.8%	19.1%	-
- Percentage of middle managers	-	-	19.1%	34.0%	-
- Percentage of senior managers	-	-	46.8%	21.3%	-
Percentage of employees leaving for personal reasons	1.2%	1.2%	0.1%	0.5%	-
Total employee turnover rate	1.2%	5.6%	3.4%	3.2%	-

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Average number of years of continuous service by gender (As of the end of each fiscal year)

	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Men	19.5	19.6	19.1	18.6
Women	16.9	15.3	14.3	13.7

* As of the end of each fiscal year

Labor union

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Labor union members as percentage of employees*	71.7%	70.0%	70.3%	74.8%	70.8%

* Excluding employees in managerial positions

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Number of labor standard infringements or allegations against the company	0	0	0	0	0

2. Diversity

Health & safety (Employee)

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Boundary
Total accidents	2	1	2	1	2	Mitsubishi Estate
- Deaths	0	0	0	0	0	
- Lost working time	0	1	0	0	0	
- Total working days lost	0	71	0	0	0	
Absentee rate	0.91%	0.94%	0.67%	0.76%	0.22%	Mitsubishi Estate
Injury rate	0.001%	0.0005%	0.001%	0.0005%	0.0008%	Mitsubishi Estate
Lost day incident rate* ¹	0%	2.316%	0%	0%	0%	Mitsubishi Estate
Lost-time injury frequency rate (LTIFR)	1.35%	0.66%	1.30%	0.63%	1.10%	Mitsubishi Estate
Medical examination rate	-	97%	100%	100%	100%	Mitsubishi Estate
Percentage of employees taking health and safety training* ³	93.2%	95.0%	100%	100%	91%	Mitsubishi Estate
Number of employees taking health and safety training* ³	41	19	21	25	30	Mitsubishi Estate

*1 Total number of lost day due to injury/ Total number of actual working hours X 1,000

*2 Mitsubishi Estate, Mitsubishi Jisho Property Management, Mitsubishi Estate Residence, Mitsubishi Jisho Sekkei, Mitsubishi Real Estate Services

*3 This training is provided through newly-appointed Manager Class 1 training

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Employee satisfaction and customer satisfaction

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Boundary
Employee satisfaction/percentage of high ratings* ¹	-	-	84.5%	86.7%	88.5%	Mitsubishi Estate
(Breakdown by age)						
- Percentage of < 30 years old	-	-	-	-	85.5%	
- Percentage of 30-50 years old	-	-	-	-	88.5%	
- Percentage of > 50 years old	-	-	-	-	91.9%	
(Breakdown by positions)						
- Percentage of non-managers	-	-	-	-	87.0%	
- Percentage of junior managers	-	-	-	-	86.4%	
- Percentage of middle managers	-	-	-	-	95.5%	
- Percentage of senior managers	-	-	-	-	94.1%	
Overall customer satisfaction with sales/percentage of high ratings* ²	-	82.6%	86.4%	86.7%	87.3%	Mitsubishi Estate Residence

*1 Percentage of employees answering "Yes" to the question "Do you feel your job is rewarding?" on an employee questionnaire

*2 Up to fiscal 2018: percentage of ratings in top 2 out of 7 evaluation levels; From fiscal 2019: percentage of ratings in top 2 out of 5 evaluation levels

Number of employees using personnel programs

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Unit	Boundary
Number of employees taking childcare leave of absence	-	-	109	116	217	people	5 Group companies* ¹
Number of employees taking nursing care leave of absence	-	-	0	0	3	people	5 Group companies* ¹
Number of employees working shorter hours for childcare and nursing care	-	-	126	108	143	people	5 Group companies* ¹
Number of employees using volunteer leave	8	28	10	0	0	Total number of people	Mitsubishi Estate
Number of employees using social learning* ²	7	1	0	0	0	Total number of people	Mitsubishi Estate
Number of employees using volunteer insurance	8	2	12	1	46	Total number of people	Mitsubishi Estate Group
Number of employees using subsidies for volunteering	36	16	17	8	42	Total number of people	Mitsubishi Estate Group
Number of employees using subsidy program for travel expenses to volunteer in disaster-affected areas* ²	10	5	3	0	0	Total number of people	Mitsubishi Estate Group

*1 Mitsubishi Estate, Mitsubishi Jisho Property Management, Mitsubishi Estate Residence, Mitsubishi Jisho Sekkei, Mitsubishi Real Estate Services

*2 Program that allows volunteering during working hours

Human resource development

	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Unit	Boundary
Training time per employee per year	8.7	7.6	8.2	8.1	hours per year	5 Group companies*
Training cost per employee per year	127,989	84,482	75,648	85,668	yen per year	5 Group companies*

* Mitsubishi Estate, Mitsubishi Jisho Property Management, Mitsubishi Estate Residence, Mitsubishi Jisho Sekkei, Mitsubishi Real Estate Services

→ [Check ESG data on the website](#)



Human rights

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Unit	Boundary
Allegations concerning human rights and harassment	0	0	0	0	0	cases	Mitsubishi Estate
Annual total hours of human rights training at Mitsubishi Estate Group	185,025	204,080	169,090	110,940	142,230	minutes	Mitsubishi Estate
Annual total number of companies taking human rights training at Mitsubishi Estate Group	34	22	23	29	59	number	Mitsubishi Estate
Annual total participants of human rights training at Mitsubishi Estate Group	544	1,891	1,018	1,600	1,019	people	Mitsubishi Estate
Annual total hours of human rights training at Mitsubishi Estate	105	101	35,650	54,790	129,460	minutes	Mitsubishi Estate
Annual total participants of human rights training at Mitsubishi Estate	894	1,116	308	608	1,433	people	Mitsubishi Estate

Percentage of employees taking training programs (Mitsubishi Estate)

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Percentage of employees taking sexual harassment prevention training	-	100%	97.5%	89.4%	94.0%
Newly-appointed Manager Class 1 training	93.2%	95.0%	100%	100%	90.9%

Resilience

	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Boundary
Rate of buildings that are to take in stranded commuters ^{*1}	92.3%	92.3%	92.3%	100.0%	Newly constructed ^{*2} , large-scale ^{*3} office buildings and commercial facilities in Japan

*1 Facilities that have signed an agreement with the government to accept stranded commuters and facilities that have voluntarily formulated a policy and plan for accepting stranded commuters.

*2 Completed in 2002 onward

*3 Floor area: 100,000m² or more

Annual salary of employees (Mitsubishi Estate)

	Fiscal 2017		Fiscal 2018		Fiscal 2019		Fiscal 2020		Fiscal 2021	
	Amount (yen)	Number of people	Amount (yen)	Number of people	Amount (yen)	Number of people	Amount (yen)	Number of people	Amount (yen)	Number of people
Average annual salary of employees	12,290,437	806	12,476,724	899	12,735,234	903	12,675,663	953	12,647,559	1053

→ [Check ESG data on the website](#)



3. Supply chain management related data

Supplier spend (by categories)

	FY2021
Construction fees	14%
Acquisition of property and equipment	16%
Utilities expenses	4%
Facilities management expenses	9%
Marketing and SG&A expenses	2%
Statutory fees and taxes	19%
Other	36%

Supplier spend (by region)

	FY2021
Japan	98.5%
US	1.3%
Asia	0.2%
Europe	0.1%

→ [Check ESG data on the website](#)



ESG Data

G: Governance data

E: Environmental data

S: Social data

G: Governance data

G: Governance data

(1) KPI

1. Corporate Governance

	Targets	Target year	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Boundary
Attendance at Board of Directors meetings	100%	Fiscal 2030 ongoing goal	100%	99.3%	100%	100%	Mitsubishi Estate

2. Risk Management and Compliance

	Targets	Targets year	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Boundary
Compliance e-learning attendance	100%	Fiscal 2030 ongoing goal	97.8%	98.3%	100%	99.6%	Mitsubishi Estate*

* Excludes advisors and dispatched employees. Outside Directors included.

→ [Check ESG data on the website](#)



(2) Other

1. Corporate Governance

I) Attendance at Board of Directors and Each Committee Meetings (Fiscal 2021)

* Name, attendance and attendance percentage for chairman of each committee meeting in blue

	Title	Name	Outside director	The Board of Directors		Audit Committee		Nominating Committee		Remuneration Committee	
				Attendance	Attendance percentage	Attendance	Attendance percentage	Attendance	Attendance percentage	Attendance	Attendance percentage
1	Chairman of the Board	Hiroataka Sugiyama		10/10	(100%)	-	-	-	-	-	-
2	Director	Junichi Yoshida		10/10	(100%)	-	-	-	-	-	-
3	Director	Junichi Tanisawa		10/10	(100%)	-	-	-	-	-	-
4	Director	Tetsuji Arimori		10/10	(100%)	-	-	-	-	-	-
5	Director	Hiroshi Katayama		10/10	(100%)	-	-	-	-	-	-
6	Director	Bunroku Naganuma		10/10	(100%)	-	-	-	-	-	-
7	Director	Jo Kato		10/10	(100%)	15/15	(100%)	-	-	-	-
8	Director	Noboru Nishigai		10/10	(100%)	15/15	(100%)	-	-	-	-
9	Director	Tsuyoshi Okamoto	○	10/10	(100%)	-	-	5/5	(100%)	9/9	(100%)
10	Director	Shin Ebihara	○	10/10	(100%)	-	-	5/5	(100%)	9/9	(100%)
11	Director	Tetsuo Narukawa	○	10/10	(100%)	15/15	(100%)	-	-	-	-
12	Director	Masaaki Shirakawa	○	10/10	(100%)	-	-	5/5	(100%)	9/9	(100%)
13	Director	Shin Nagase	○	10/10	(100%)	15/15	(100%)	-	-	-	-
14	Director	Setsuko Egami	○	10/10	(100%)	-	-	5/5	(100%)	9/9	(100%)
15	Director	Iwao Taka	○	10/10	(100%)	15/15	(100%)	-	-	-	-
Total				150/150	(100%)	75/75	(100%)	20/20	(100%)	36/36	(100%)

→ Check ESG date on the website



II) Remuneration

Remuneration of Directors and Corporate Executive Officers

	Fiscal 2018					Fiscal 2019				
	Fixed remuneration (millions of yen)	Performance-based remuneration (millions of yen)	Total (millions of yen)	Number of target persons	Average per person (millions of yen)	Fixed remuneration (millions of yen)	Performance-based remuneration (millions of yen)	Total (millions of yen)	Number of target persons	Average per person (millions of yen)
Directors	397	-	397	12	33	368	-	368	11	33
- In-house Director	289	-	289	4	72	260	-	260	3	87
- Outside Director	107	-	107	8	13	108	-	108	8	14
Executive officers	568	573	1,142	14	82	551	529	1,081	13	83

	Fiscal 2020					Fiscal 2021				
	Fixed remuneration (millions of yen)	Performance-based remuneration (millions of yen)	Total (millions of yen)	Number of target persons	Average per person (millions of yen)	Fixed remuneration (millions of yen)	Performance-based remuneration (millions of yen)	Total (millions of yen)	Number of target persons	Average per person (millions of yen)
Directors	365	-	365	10	37	365	-	369	11	34
- In-house Director	257	-	257	3	86	257	-	261	4	65
- Outside Director	108	-	108	7	15	108	-	108	7	15
Executive officers	620	545	1,166	15	78	622	517	1,139	16	71

Remuneration paid to Chairman of the Board and CEO

	Fiscal 2018			Fiscal 2019		
	Monetary remuneration (millions of yen)	Stock remuneration (millions of yen)	Total (millions of yen)	Monetary remuneration (millions of yen)	Stock remuneration (millions of yen)	Total (millions of yen)
Chairman of the Board	141	-	141	138	-	138
CEO	79	82	161	79	86	166

	Fiscal 2020			Fiscal 2021		
	Monetary remuneration (millions of yen)	Stock remuneration (millions of yen)	Total (millions of yen)	Monetary remuneration (millions of yen)	Stock remuneration (millions of yen)	Total (millions of yen)
Chairman of the Board	138	-	138	138	-	138
CEO	79	79	159	79	79	159

→ Check ESG date on the website



Number of shares of the Company held by Directors

	Title	Name	Outside director	Term of office served as Director (years)	Number of shares held (thousand)
1	Chairman of the Board	Hiroataka Sugiyama		15	63.3
2	Director	Junichi Yoshida		6	78.5
3	Director	Junichi Tanisawa		8	54.9
4	Director	Atsushi Nakajima		0	27.3
5	Director	Naoki Umeda		0	14.6
6	Director	Hitoshi Kubo		1	7.1
7	Director	Noboru Nishigai		1	29.8
8	Director	Hiroshi Katayama		6	38
9	Director	Tsuyoshi Okamoto	○	3	1
10	Director	Tetsuo Narukawa	○	4	1.2
11	Director	Masaaki Shirakawa	○	6	-
12	Director	Shin Nagase	○	6	0.3
13	Director	Setsuko Egami	○	7	3.2
14	Director	Iwao Taka	○	6	1
15	Director	Melanie Brock	○	-	-
Average			-	4.9	24.6

* As of June 29, 2022

Number of shares of the Company held by Corporate Executive Officers

	Title	Name	Number of the shares of the Company held (thousand)
1	Representative Corporate Executive Officer, President & Chief Executive Officer	Junichi Yoshida	78
2	Representative Corporate Executive Officer, Deputy President	Junichi Tanisawa	55
3	Representative Corporate Executive Officer, Executive Vice President	Futoshi Chiba	37
4	Representative Corporate Executive Officer, Executive Vice President	Kenji Hosokane	33
5	Representative Corporate Executive Officer, Executive Vice President	Atsushi Nakajima	27
6	Representative Corporate Executive Officer, Executive Vice President	Yuji Fujioka	26
7	Senior Executive Officer	Keiji Takano	25
8	Senior Executive Officer	Bunroku Naganuma	28
9	Senior Executive Officer	Toru Kimura	31
10	Senior Executive Officer	Yutaro Yotsuzuka	19
11	Senior Executive Officer	Ikuo Ono	28
12	Senior Executive Officer	Naoki Umeda	14
13	Senior Executive Officer	Haruhiko Araki	18
14	Corporate Executive Officer	Hitoshi Kubo	7
Average			30.4

* As of June 29, 2022

III) Number of Directors by Gender

	Male		Female		Total	
	Number	Percentage	Number	Percentage	Number	Percentage
In-house Director	5	33.3%	2	13.3%	7	46.7%
Outside Director	8	53.3%	0	0.0%	8	53.3%
Total	13	86.7%	2	13.3%	15	100%

* As of June 29, 2022

→ Check ESG date on the website



2. Risk Management and Compliance

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Boundary
Number of consultations and reports via the Mitsubishi Estate Group help line	64	63	75	44	53	Mitsubishi Estate Group
- Number concerning discrimination	-	-	-	0	0	-
- Number concerning harassment	-	-	-	8	10	-
Number of major compliance violations (violations of Mitsubishi Estate Group Code of Conduct and Group Guidelines for Conduct and Anti-Corruption Guidelines)	0	0	0	0	0	Mitsubishi Estate Group
Fines (amount) for violations of Anti-Monopoly Act or other regulations	0	0	0	0	0	Mitsubishi Estate Group
Number of cases investigated under Anti-Monopoly Act or other regulations	0	0	0	0	0	Mitsubishi Estate Group
Number of incidents of illicit conduct related to corruption, bribery or other illicit conduct	0	0	0	0	0	Mitsubishi Estate Group
Number of cases investigated due to suspicion of corruption, bribery or other illicit conduct	0	0	0	0	0	Mitsubishi Estate Group

Amount of tax paid in each country by the Mitsubishi Estate Group

(Unit: Millions of yen)

	Fiscal 2019	Fiscal 2020
Japan	43,264	56,025
US	1,184	434
UK	1,176	692
Singapore	81	132
Other	92	115
Total	45,797	57,397

→ [Check ESG data on the website](#)



SUSTAINABILITY ACTIVITIES (ESG) Independent Third-Party Assurance Report

Independent Assurance

We have asked Lloyd's Register Quality Assurance Ltd. to provide assurance on the environmental data. Please refer to the following Independent Assurance Statement for detail.

LRQA Independent Assurance Statement Relating to Mitsubishi Estate Group's Greenhouse Gas Emissions and Environmental Data for the fiscal year 2021 (PDF 202KB)

[PDF](#)

Assurance Statement related to GHG Emissions Report 2020 (PDF 560KB)

[PDF](#)

LR Independent Assurance Statement relating to Environmental Data 2020 (PDF 596KB)

[PDF](#)

Assurance Statement Related to GHG Emissions Report 2019 (PDF 160KB)

[PDF](#)

LR Independent Assurance Statement Relating to Environmental Data 2019 (PDF 307KB)

[PDF](#)