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(1) KPI

1. Climate Change (GHG Emissions, Energy Use)

	Targets&Taget year		Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	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	2,099,270	2,534,820	3,533,468	4,038,583	3,588,345	3,336,472	t-CO2	100% of Mitsubishi Estate Group*
		Scope1+2	265,442	312,198	413,153	476,363	-	-	t-CO2	
		Scope3	1,833,828	2,222,622	3,120,314	3,562,220	-	-	t-CO2	
Renewable Energy Rate * Revision in February 2022	Achieve 100% group-wide by fiscal 2025		51.4%	30.8%	3.1%	1.1%	1.3%	-		100% of Mitsubishi Estate Group*
Energy consumption *5	-		559,826	518,515	1,024,802	1,242,153	1,138,078	-	MWh	
- Renewable energy consumption	-		288,019	159,663	31,804	14,005	14,685	-	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 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Unit	Boundary
Waste generated per unit of floor space	20% reduction from FY2019 FY2019 actual: 7.1kg/m ²	2030	5.6	5.1	5.0	7.1	11.1	kg/m ²	100% of Mitsubishi Estate Group *1
Waste generated	-	-	45,879	39,420	39,221	54,114	74,595	t	
- Japan	-	-	44,077	38,549	38,750	52,081	74,595	t	
- Overseas	-	-	1,803	871	471	2,033	-	t	
Area floor	-	-	8,052,059	7,760,237	7,807,417	7,591,269	6,750,610	m ²	
Recycling rate	90%	2030	59.1%	58.4%	60.5%	55.2%	45.5%		100% of Mitsubishi Estate Group *1
Waste recycled	-	-	27,102	23,023	23,742	29,878	33,923	t	
- Japan	-	-	26,649	22,808	23,636	29,351	33,923	t	
- Overseas	-	-	453	216	106	527	-	t	
Recycled water usage rate	100%	Fiscal 2030 ongoing goal	100%	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	73.5%	71.2%	69.3%	71.8%	-		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



(2) Other

Basic Data on Target Properties

	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017
Total floor area (m ²)	8,052,059	7,760,237	7,807,417	7,591,269	6,750,610	6,761,510
Number of target properties	135	120	111	112	97	90

Independent assurance has been obtained for fiscal 2019 - 2022 results in (1) through (3) below.

Independent Third-Party Assurance Report



1. Climate Change (GHG Reduction and Energy Management)

GHG Emissions

	Fiscal 2022					Fiscal 2021				
	Emissions (t-CO2)	Per unit (t- CO2/m²)	Percentage of total emissions	Percentage of Scope 3 breakdown	Change from 2019 (base year)	Emissions (t-CO2)	Per unit (t- CO2/m²)	Percentage of total emissions	Percentage of Scope 3 breakdown	Change from 2019 (base year)
Total GHG emissions (Scope 1+Scope 2+Scope 3)	2,099,270	0.2689	100.0%	-	▲48.0%	2,534,820	0.3247	100.0%	-	▲37.2%
Scope 1	110,783	0.0143	5.3%	-	▲6.4%	120,713	0.0156	4.8%	-	+2.0%
- CO2	108,258	-	5.2%	-	▲7.7%	116,438	-	4.6%	-	▲0.7%
- CH4	0	-	0.0%	-	-	0	-	0.0%	-	-
- N2O	0	-	0.0%	-	-	0	-	0.0%	-	-
- HFCs	2,525	-	0.1%	-	+132.3%	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	154,659	0.0199	7.4%	-	▲56.8%	191,485	0.0247	7.5%	-	▲46.5%
Scope 1 + Scope 2	265,442	0.0342	12.6%	-	▲44.3%	312,198	0.0402	12.3%	-	▲34.5%
Scope 3	1,833,828	-	87.4%	100.0%	▲48.5%	2,222,622	-	87.7%	100.0%	▲37.6%
- Category 1: Purchased goods and services	297,717	-	14.2%	16.2%	+241.4%	63,486	-	2.5%	2.9%	▲27.2%
- Category 2: Capital goods	834,773	-	39.8%	45.5%	▲26.4%	951,607	-	37.5%	42.8%	▲16.1%
- Category 3: Fuel and energy-related activities not included in Scope 1 or Scope 2	86,226	-	4.1%	4.7%	▲35.0%	83,354	-	3.3%	3.8%	▲37.2%
- Category 5: Waste generated in operations	27,167	-	1.3%	1.5%	+24.8%	25,472	-	1.0%	1.1%	+17.1%
- Category 6: Business travel	1,390	-	0.1%	0.1%	+10.8%	1,330	-	0.1%	0.1%	+6.1%
- Category 7: Employee commuting	3,099	-	0.1%	0.2%	+8.8%	2,939	-	0.1%	0.1%	+3.2%
- Category 11: Use of sold products	439,701	-	20.9%	24.0%	▲76.9%	918,548	-	36.2%	41.3%	▲51.8%
- Category 12: End-of-life treatment of sold products	44,083	-	2.1%	2.4%	▲10.4%	34,255	-	1.4%	1.5%	▲30.4%
- Category 13: Downstream Leased Assets	99,673	-	4.7%	5.4%	▲56.1%	141,631	-	5.6%	6.4%	▲37.6%



	Fiscal 2020					Fiscal 2019			
	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
Total GHG emissions (Scope 1+Scope 2+Scope 3)	3,533,468	0.4526	100.0%	-	▲12.5%	4,038,583	0.5325	100.0%	-
Scope 1	116,914	0.0150	3.3%	-	▲3.1%	118,351	0.0156	2.9%	-
- CO2	114,729	-	3.2%	-	-	117,264	-	2.9%	-
- CH4	0	-	0.0%	-	-	0	-	0.0%	-
- N2O	0	-	0.0%	-	-	0	-	0.0%	-
- HFCs	2,185	-	0.1%	-	-	1,087	-	0.0%	-
- 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%	358,012	0.0472	8.9%	-
Scope 1 + Scope 2	413,153	0.0529	11.7%	-	▲13.3%	476,363	0.0628	11.8%	-
Scope 3	3,120,314	-	88.3%	100.0%	▲12.4%	3,562,220	-	88.2%	100.0%
- Category 1: Purchased goods and services	55,037	-	1.6%	1.8%	▲36.9%	87,211	-	2.2%	2.4%
- Category 2: Capital goods	1,266,641	-	35.8%	40.6%	+11.6%	1,134,531	-	28.1%	31.8%
- Category 3: Fuel and energy-related activities not included in Scope 1 or Scope 2	117,993	-	3.3%	3.8%	▲11.1%	132,683	-	3.3%	3.7%
- Category 5: Waste generated in operations	15,129	-	0.4%	0.5%	▲30.5%	21,762	-	0.5%	0.6%
- Category 6: Business travel	1,301	-	0.0%	0.0%	+3.8%	1,254	-	0.0%	0.0%
- Category 7: Employee commuting	2,936	-	0.1%	0.1%	+3.1%	2,848	-	0.1%	0.1%
- Category 11: Use of sold products	1,420,533	-	40.2%	45.5%	▲25.5%	1,905,897	-	47.2%	53.5%
- Category 12: End-of-life treatment of sold products	48,289	-	1.4%	1.5%	▲1.9%	49,214	-	1.2%	1.4%
- Category 13: Downstream Leased Assets	192,456	-	5.4%	6.2%	▲15.2%	226,820	-	5.6%	6.4%



	Fiscal 2018				Fiscal 2017			
	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)	3,588,345	0.5316	100.0%	-	3,336,472	0.4935	100.0%	-
Scope 1	108,289	0.0160	3.0%	-	120,634	0.0178	3.6%	-
- CO2	107,011	-	3.0%	-	119,989	-	3.6%	-
- CH4	0	-	0.0%	-	0	-	0.0%	-
- N2O	0	-	0.0%	-	0	-	0.0%	-
- HFCs	1,278	-	0.0%	-	645	-	0.0%	-
- PFCs	0	-	0.0%	-	0	-	0.0%	-
- SF6	0	-	0.0%	-	0	-	0.0%	-
- Other	0	-	0.0%	-	0	-	0.0%	-
Scope 2	564,033	0.0836	15.7%	-	575,262	0.0851	17.2%	-
Scope 1 + Scope 2	672,322	0.0996	18.7%	-	695,896	0.1029	20.9%	-
Scope 3	2,916,023	-	81.3%	100.0%	2,640,576	-	79.1%	100.0%
- Category 1: Purchased goods and services	77,035	-	2.1%	2.6%	74,329	-	2.2%	2.8%
- Category 2: Capital goods	975,004	-	27.2%	33.4%	990,329	-	29.7%	37.5%
- Category 3: Fuel and energy-related activities not included in Scope 1 or Scope 2	77,488	-	2.2%	2.7%	84,675	-	2.5%	3.2%
- Category 5: Waste generated in operations	19,401	-	0.5%	0.7%	45,571	-	1.4%	1.7%
- Category 6: Business travel	1,227	-	0.0%	0.0%	1,151	-	0.0%	0.0%
- Category 7: Employee commuting	1,885	-	0.1%	0.1%	1,768	-	0.1%	0.1%
- Category 11: Use of sold products	1,714,888	-	47.8%	58.8%	1,398,021	-	41.9%	52.9%
- Category 12: End-of-life treatment of sold products	49,095	-	1.4%	1.7%	44,732	-	1.3%	1.7%
- Category 13: Downstream Leased Assets	-	-	-	-	-	-	-	-

* 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.



Breakdown of Energy Consumption

	Fiscal 2022		Fiscal 2021		Fiscal 2020		Fiscal 2019		Fiscal 2018	
	Electricity equivalent (MWh)	GJ equivalent value	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	591,192	2,128,290	632,793	2,278,055	615,532	2,215,915	628,481	2,267,417	585,394	2,107,418
- Heavy Oil	7,666	27,598	6,468	23,286	6,021	21,675	6,645	23,921	7,470	26,891
- Other Oil	857	3,086	851	3,064	2,026	7,292	730	1,560	4	13
Scope 2										
- Electricity	541,959	-	500,633	-	1,024,802	-	1,242,153	-	-	-
- Steam	84,890	305,603	78,195	281,504	80,357	289,286	111,208	400,350	-	-
- Steam Water	13,418	48,305	15,224	54,805	13,629	49,064	11,498	41,394	-	-
- Cold Water	110,344	397,237	100,217	360,782	104,312	375,525	105,480	379,727	-	-

* 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 2022						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	5,734	101,726	0.02	2,209,758	0.39	65	4,488	158,273	0.04	2,547,965	0.57	54
Commercial facilities	1,126	24,852	0.02	609,602	0.54	25	864	38,034	0.04	536,637	0.62	32
Hotels	369	21,567	0.06	255,698	0.69	23	624	64,399	0.10	1,008,236	1.61	14

	Fiscal 2020						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	4,667	307,934	0.07	2,960,906	0.63	53	4,596	356,063	0.08	3,255,690	0.71	51
Commercial facilities	1,831	137,402	0.08	1,412,010	0.77	29	1,727	154,535	0.09	1,551,447	0.90	29
Hotels	336	15,830	0.05	176,634	0.53	14	212	36,722	0.17	328,227	1.55	12

	Fiscal 2018					
	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
Commercial facilities	1,024	90,812	0.09	1,443,189	1.41	20
Hotels	149	13,043	0.09	251,669	1.69	11

*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



2. Waste and Resources

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

	Fiscal 2022			Fiscal 2021			Fiscal 2020		
	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	619	619	100%	493	493	100%	509	509	100%
Confidential documents (bulk processed documents)	32	32	100%	182	182	100%	166	166	100%
Magazines, pamphlets, and colored paper	1,193	1,193	100%	1,482	1,482	100%	1,756	1,756	100%
Newspapers and flyers inserted in newspapers	467	467	100%	412	412	100%	526	526	100%
Corrugated cardboard	9,422	9,422	100%	8,613	8,613	100%	8,361	8,361	100%
Miscellaneous paper	1,949	1,949	100%	1,596	1,596	100%	1,843	1,843	100%
Other combustible waste (paper waste and miscellaneous waste)	13,733	362	2.6%	8,902	674	7.6%	8,768	680	7.8%
Kitchen waste (tea leaves, leftover food, cigarette butts, etc.)	5,122	2,504	48.9%	6,440	1,960	30.4%	5,472	1,892	34.6%
Trees, grass, and fibers, etc.	543	523	96.4%	962	391	40.7%	633	330	52.0%
Jars	893	893	100%	680	680	100%	655	655	100%
Cans	570	570	100%	508	508	100%	517	517	100%
Plastic bottles	978	978	100%	846	846	100%	858	858	100%
Cooking oil	299	285	95.4%	185	185	100%	209	209	100%
Lunch box packaging	409	233	56.9%	956	615	64.3%	767	472	61.5%
Other (waste plastic)	3,988	3,463	86.8%	2,949	2,042	69.3%	3,093	1,782	57.6%
Other (fluorescent lights)	15	15	100%	524	15	2.8%	1,413	17	1.2%
Other (industrial waste)	3,380	3,111	92.0%	2,083	2,083	100%	2,741	2,741	100%
Other (includes waste that cannot be sorted into the above)	465	29	6.2%	736	30	4.1%	461	322	69.9%
Japan total	44,077	26,649	60.5%	38,549	22,808	59.2%	38,750	23,636	61.0%
Overseas total	1,803	453	25.2%	871	216	24.8%	471	106	22.5%
Grand Total	45,879	27,102	59.1%	39,420	23,023	58.4%	39,221	23,742	60.5%



	Fiscal 2019			Fiscal 2018		
	Waste generated (t)	Recycled volume (t)	Recycling rate	Waste generated (t)	Recycled volume (t)	Recycling rate
Copier and office automation paper	678	678	100%	742	649	87.4%
Confidential documents (bulk processed documents)	113	113	100%	992	659	66.4%
Magazines, pamphlets, and colored paper	2,470	2,470	100%	2,437	2,253	92.4%
Newspapers and flyers inserted in newspapers	695	695	100%	1,191	1,076	90.4%
Corrugated cardboard	11,096	11,096	100%	10,255	9,419	91.8%
Miscellaneous paper	2,015	2,015	100%	3,143	2,328	74.1%
Other combustible waste (paper waste and miscellaneous waste)	13,342	675	5.1%	15,454	1,094	7.1%
Kitchen waste (tea leaves, leftover food, cigarette butts, etc.)	9,716	3,276	33.7%	20,070	3,855	19.2%
Trees, grass, and fibers, etc.	1,016	43	4.3%	1,253	69	5.5%
Jars	1,282	1,282	100%	2,462	2,319	94.2%
Cans	847	847	100%	3,142	3,060	97.4%
Plastic bottles	1,497	1,497	100%	3,122	2,553	81.8%
Cooking oil	224	224	100%	249	237	95.3%
Lunch box packaging	1,402	775	55.3%	1,203	662	55.0%
Other (waste plastic)	4,006	2,420	60.4%	6,191	2,441	39.4%
Other (fluorescent lights)	58	58	100%	68	35	51.1%
Other (industrial waste)	1,478	1,093	74.0%	818	554	67.7%
Other (includes waste that cannot be sorted into the above)	149	97	64.8%	1,804	661	36.7%
Japan total	52,081	29,351	56.4%	74,595	33,923	45.5%
Overseas total	2,033	527	25.9%	-	-	-
Grand Total	54,114	29,878	55.2%	74,595	33,923	45.5%

* 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.)



Waste Generated by Type of Property

	Fiscal 2022				Fiscal 2021				Fiscal 2020			
	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	Floor area (1,000m ²)	Waste generated (t)	Per unit (kg/m ²)	Number of target properties
Office buildings	5,734	34,530	6.0	65	4,488	23,853	5.3	54	4,667	21,424	4.6	59
Commercial facilities	1,126	18,562	16.5	25	864	16,357	18.9	32	1,831	15,907	8.7	25
Hotels	369	1,805	4.9	23	624	1,303	2.1	14	336	1,329	4.0	15

	Fiscal 2019				Fiscal 2018			
	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	5,244	35,611	7.7	54	5,051	36,780	7.3	47
Commercial facilities	1,059	15,045	8.7	20	1,024	7,218	7.0	20
Hotels	212	1,809	8.5	12	149	25,520	171.2	11

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



3. Water

Water Usage

	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017
Water withdrawal (m³)	5,946,083	5,270,464	4,988,909	6,498,558	5,777,904	5,445,722
- Fresh surface water	0	0	0	0	0	0
- Brackish surface water/seawater	0	0	0	0	0	0
- Groundwater - renewable	492,938	478,111	397,248	132,387	-	-
- Groundwater - non renewable	0	0	0	0	0	0
- Produced water/entrained water	0	0	0	0	0	0
- Third party sources (municipal potable water)	5,453,145	4,792,354	4,591,661	6,366,171	5,777,904	5,445,722
Water discharge (m³)	5,008,352	4,381,218	4,082,675	5,721,372	5,658,971	2,683,751※2
- Fresh surface water	0	0	0	0	0	0
- Brackish surface water/seawater	0	0	0	0	0	0
- Groundwater	0	0	0	0	0	0
- Third party destinations	5,008,352	4,381,218	4,082,675	5,721,372	5,658,971	2,683,751
Water consumption (m³)	937,730	889,246	906,234	777,186	118,933	2,761,971
Recycled water (m³)	938,393	793,728	797,403	1,335,830	1,101,472	816,827

*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 2022						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	5,734	3,250,264	0.71	3,056,408	0.67	65	4,488	2,135,148	0.46	2,028,971	0.44	54
Commercial facilities	1,126	1,144,793	0.66	1,135,874	0.66	25	864	1,717,983	0.99	1,543,844	0.89	32
Hotels	369	583,962	2.75	578,758	2.73	23	624	244,628	1.15	242,543	1.14	14

	Fiscal 2020						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	4,667	2,028,971	0.44	2,028,971	0.44	53	4,596	3,094,801	0.67	3,005,493	0.65	51
Commercial facilities	1,831	1,543,844	0.89	1,543,844	0.89	29	1,727	2,072,191	1.20	1,996,223	1.16	29
Hotels	336	242,543	1.14	242,543	1.14	14	212	426,987	2.01	416,383	1.96	12

	Fiscal 2018					
	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
Commercial facilities	1,024	1,210,212	1.18	1,307,182	1.28	20
Hotels	149	396,446	2.66	434,601	2.92	11

*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

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	10	7.4%	427,259	114	427,145
1-2 Low-medium	125	92.6%	5,518,824	937,616	4,581,207
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	100.0%	5,946,083	937,730	5,008,352

*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 2022



4. Energy Saving

Rate of Facilities with Energy-Saving Equipment Adopted/Installed

	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Boundary
Rate of adoption for water-conserving appliances (automatic faucets, water-conserving toilets)	100%	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%	92.9%	92.3%	92.3%	92.3%	Newly constructed ^{*1} , large-scale ^{*2} office buildings and commercial facilities in Japan
Rate of provision of bicycle parking areas	100%	100%	100%	100%	100%	Newly constructed ^{*1} , large-scale ^{*2} office buildings and commercial facilities in Japan
Rate of annual adoption for soleco system	68.0%	76.5%	73.7%	62.1%	71.1%	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%	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%	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.



5. Green Building Certification

Comprehensive Certification

	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	Boundary
CASBEE certification (includes self-certifications and expired certifications)							Mitsubishi Estate Group ^{*1}
- Number of certified properties	27	12	12	10	8	7	
- Total floor area of certified properties (m ²)	1,913,217	1,385,772	1,280,499	1,247,375	1,203,704	1,029,650	
- Certification rate (ratio of total floor area to SBT-target properties)	23.8%	17.9%	16.4%	16.6%	18.0%	15.4%	
Development Bank of Japan (DBJ) Green Building certification							Mitsubishi Estate Group ^{*1}
- Number of certified properties	24	11	11	9	8	8	
- Total floor area of certified properties (m ²)	2,935,859	1,174,253	1,068,980	962,693	951,213	951,213	
- Certification rate (ratio of total floor area to SBT-target properties)	36.5%	15.1%	13.7%	12.8%	14.2%	14.2%	
LEED							Mitsubishi Estate Group ^{*1}
- Number of certified properties	2	2	2	2	2	2	
- Total floor area of certified properties (m ²)	408,665	408,665	408,665	408,665	408,665	408,665	
- Certification rate (ratio of total floor area to SBT-target properties)	5.1%	5.3%	5.2%	5.4%	6.1%	6.1%	
Total							Mitsubishi Estate Group ^{*1}
- Number of certified properties ^{*2}	43	18	18	14	11	10	
- Total floor area of certified properties ^{*2} (m ²)	3,890,781	2,245,540	1,994,267	1,854,856	1,799,705	1,625,651	
- Certification rate (ratio of total floor area to SBT-target properties)	48.3%	28.9%	25.5%	24.6%	26.9%	24.2%	
SBT-target floor area ^{*3}	8,052,059	7,760,237	7,807,417	7,534,201	6,693,542	6,704,442	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 multiple 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 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	Boundary
Building-housing Energy-efficiency Labeling System (BELS)							Mitsubishi Estate Group [*]
- Number of certified properties	12	9	1	1	1	1	
- Total floor area of certified properties (m ²)	543,571	467,098	108,350	108,350	108,350	108,350	
- Certification rate (ratio of total floor area to SBT-target properties)	6.8%	6.0%	1.4%	1.4%	1.6%	1.6%	

^{*} 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 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	Boundary
Number of projects recognized with ABINC certification	28	27	26	22	15	22	Mitsubishi Estate Group

6. Other

Environmental Accidents or Violations of Environmental Laws and Regulations

	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	Boundary
Violations of environmental laws and regulations	0	0	0	0	1	0	Mitsubishi Estate Group
- Of which those related to water quality and water volume	0	0	0	0	0	0	Mitsubishi Estate Group
Environmental accidents	0	0	0	0	0	0	Mitsubishi Estate Group
Environment related fines and penalties (yen)	0	0	0	0	0	0	Mitsubishi Estate Group

Environmental Management System Certification

	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	Boundary
Percentage of business sites with environmental management system certification based on ISO14001	1.5%	1.5%	1.7%	1.4%	40.5%	42.2%	Mitsubishi Estate Group



Biodiversity Exposure & Assessment

	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	Fiscal 2016	Boundary
Overall								Mitsubishi Jisho Residence
- the total number of sites used for operational activities	14	20	19	26	29	26	24	
- the total area used for operational activities (m ²)	75,764.39	69,303.06	52,736.15	89,428.45	75,415.25	78,413.40	39,569.68	
Assessment								Mitsubishi Jisho Residence
- the total number of sites conducted biodiversity impact assessments	14	20	19	26	29	26	24	
- the total area conducted biodiversity impact assessments (m ²)	75,764.39	69,303.06	52,736.15	89,428.45	75,415.25	78,413.40	39,569.68	
Exposure								Mitsubishi Jisho Residence
- the number of sites in close proximity to critical biodiversity*	0	0	0	0	0	0	0	
- the total area in close proximiy to critical biodiversity* (m ²)	0	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	0	
- the total area with biodiversity management plan (m ²)	0	0	0	0	0	0	0	

* World Heritage sites



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 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Boundary
Paid leave utilization	Above 65%	Fiscal 2022	-	66.6%	56.9%	59.8%	68.0%	72.9%	Mitsubishi Estate
Average number of used paid leave days	12 or more	Every year	-	12.6	10.8	10.8	12.4	13.6	Mitsubishi Estate
Ratio of female new graduate hires	Above 40%	Every year	33.9%	35.7%	38.3%	37.8%	37.8%	31.4%	Mitsubishi Estate
Ratio of female mid-career hires	Above 40%	Every year	-	36.5%	24.4%	17.1%	66.7%	22.2%	Mitsubishi Estate
Ratio of female managers	①above 20%、 ②30%、③40%	①Fiscal 2030、 ②Fiscal 2040、 ③Fiscal 2050	7.3%	7.2%	6.6%	5.8%	5.8%	5.5%	Mitsubishi Estate *1
Rate of male employees taking childcare leave of absence *4	above 100%	Fiscal 2030 ongoing goal	-	110.6%	75.5%	64.9%	24.0%	21.2%	Mitsubishi Estate *2
Rate of female employees taking childcare leave of absence	100%	Fiscal 2030 ongoing goal	-	100.0%	98.7%	100.0%	98.7%	100.0%	5 Group companies *3
Rate of reinstatement to work after maternity/childcare leave	100%	Fiscal 2030 ongoing goal	-	100.0%	100.0%	94.8%	93.8%	96.7%	5 Group companies *3
Employment rate of persons with disabilities	2.30%	Fiscal 2030 ongoing goal	-	2.20%	2.30%	2.20%	2.23%	2.22%	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 Ratio of "the number of male employees who took childcare leave during the fiscal year (b)" to "the number of male employees whose spouse gave birth to a child/children during the fiscal year (a)" (b/a). (Since (b) includes employees who had a child before the fiscal year but did not take the leave within the fiscal year in which the child/children was/were born, and who newly took the leave in the fiscal year, the rate may exceed 100%.



Health Management

	Targets	Target Year	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	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	to be updated	42.3%	39.5%	36.4%	-	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	to be updated	9.9%	10.1%	8.9%	-	Mitsubishi Estate ^{*1}
Cancer screening rate	90.00%	Every year from FY2021 – FY2030	to be updated	88.0%	80.7%	-	-	Mitsubishi Estate ^{*1}
High stress group	Maintain percentage of 10% or lower (national average: 10%)	Every year from FY2021 – FY2031	to be updated	4.0%	4.7%	5.5%	-	Mitsubishi Estate ^{*2}

*1 Applies to head and branch office employees

*2 Includes seconded staff

Resilient Urban Development

	Targets	Target Year	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Boundary
Rate of employees with first aid provider qualification	100%	Fiscal 2030 ongoing goal	75.3%	72.4%	63.0%	61.0%	64.0%	2 Group companies [*]

* Mitsubishi Estate, Mitsubishi Jisho Property Management

Other

	Targets	Target Year	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Boundary
Employee absentee rate	0%	Fiscal 2030 ongoing goal	0.8%	0.9%	0.9%	0.8%	0.8%	5 Group companies ^{*1}
Rate of provision of accessible toilets	100%	Fiscal 2030 ongoing goal	100%	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%	100%	Newly constructed ^{*2} , large-scale ^{*3} office buildings and commercial facilities in Japan
Percentage of wood that meets sustainable sourcing code ^{*4} (certified and domestically produced) used for formwork concrete panels	100%	2030	-	-	-	-	80%	Mitsubishi Estate, Mitsubishi Estate Residence

*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

*4 The standards for sustainability-conscious procurement, with reference to international agreements and codes of conduct in various fields related to sustainability



(2) Other

1. Human Resources

I) Mitsubishi Estate Employment Conditions

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

	Fiscal 2023		Fiscal 2022		Fiscal 2021		Fiscal 2020		Fiscal 2019		Fiscal 2018	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Men	1,454	71.8%	1,401	72.9%	1,369	74.0%	1,333	75.4%	1,233	75.7%	1,249	77.1%
(Of which, regular employees)	1,180	58.3%	1,148	59.7%	1,122	60.6%	1,104	62.4%	1,080	66.3%	1,108	68.4%
- Of which, managers	659	32.6%	659	34.3%	662	35.8%	682	38.6%	668	41.0%	690	42.6%
- Of which, non-managerial employees	521	25.7%	489	25.4%	460	24.9%	422	23.9%	412	25.3%	418	25.8%
(Of which, short-term contract workers)	274	13.5%	253	13.2%	247	13.3%	229	12.9%	153	9.4%	141	8.7%
Women	570	28.2%	522	27.1%	482	26.0%	436	24.6%	396	24.3%	372	22.9%
(Of which, regular employees)	434	21.4%	390	20.3%	352	19.0%	328	18.5%	306	18.8%	283	17.5%
- Of which, managers	54	2.7%	51	2.7%	47	2.5%	42	2.4%	39	2.4%	42	2.6%
- Of which, non-managerial employees	380	18.8%	339	17.6%	305	16.5%	286	16.2%	267	16.4%	241	14.9%
(Of which, short-term contract workers)	136	6.7%	132	6.9%	130	7.0%	108	6.1%	90	5.5%	89	5.5%
Total	2,024	100.0%	1,923	100.0%	1,851	100.0%	1,769	100.0%	1,629	100.0%	1,621	100.0%
(Of which, regular employees)	1,614	79.7%	1,538	80.0%	1,474	79.6%	1,432	80.9%	1,386	85.1%	1,391	85.8%
- Of which, managers	713	35.2%	710	36.9%	709	38.3%	724	40.9%	707	43.4%	732	45.2%
- Of which, non-managerial employees	901	44.5%	828	43.1%	765	41.3%	708	40.0%	679	41.7%	659	40.7%
(Of which, short-term contract workers)	410	20.3%	385	20.0%	377	20.4%	337	19.1%	243	14.9%	230	14.2%



Workforce profile, by age bracket (As of April 1, 2023)

	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	1,454	71.8%	217	60.3%	398	67.3%	224	68.1%	448	81.0%	167	87.4%
Women	570	28.2%	143	39.7%	193	32.7%	105	31.9%	105	19.0%	24	12.6%
Total	2,024	100%	360	100%	591	100%	329	100%	553	100%	191	100%

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

	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018
Female employees as percentage of all employees	28.2%	27.1%	26.0%	24.6%	24.3%	22.9%
Female subsection chiefs as percentage of all subsection chiefs	27.7%	23.9%	21.1%	20.3%	16.9%	15.9%
Female managers as percentage of all managers	7.3%	7.2%	6.6%	5.8%	5.8%	5.5%
Female junior managers as percentage of all junior managers	17.3%	17.5%	17.4%	15.6%	15.9%	14.4%
Female middle managers as percentage of all middle managers	3.8%	4.0%	4.7%	4.3%	3.2%	3.0%
Female senior managers as percentage of all senior managers	2.6%	2.3%	1.1%	0.4%	0.4%	0.0%
Female non-back office managers as percentage of all non-back office managers	6.8%	7.0%	6.4%	5.1%	5.1%	6.8%
Female employees in STEM-related positions as percentage of total STEM positions	26.4%	26.5%	26.4%	26.4%	-	-

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

	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018
Percentage of all full time employees by nationality						
- Japan	99.4%	99.5%	99.6%	99.7%	99.6%	99.6%
- Other	0.6%	0.5%	0.4%	0.3%	0.4%	0.4%
Percentage of managers by nationality						
- Japan	100%	100%	100%	100.0%	100%	100%
- Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



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

	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018
New employees (new graduate hires and mid-career hires)	-	94	92	80	58	53
(Breakdown by gender)						
- Male percentage	-	63.8%	68.5%	71.3%	51.7%	71.7%
- Female percentage	-	36.2%	31.5%	28.8%	48.3%	28.3%
(Breakdown by age)						
- Percentage of < 30 years old	-	53.2%	65.2%	60.0%	63.8%	66.0%
- Percentage of 30-50 years old	-	46.8%	34.8%	38.8%	36.2%	34.0%
- Percentage of > 50 years old	-	0.0%	0.0%	1.3%	0.0%	0.0%
(Breakdown by nationality)						
- Percentage of Japanese nationality	-	96.8%	97.8%	96.3%	98.3%	100.0%
- Percentage of other nationalities	-	3.2%	2.2%	3.8%	1.7%	0.0%
(Breakdown by positions)						
- Percentage of non-managers	-	100.0%	100.0%	100.0%	100.0%	100.0%
- Percentage of junior managers	-	0.0%	0.0%	0.0%	0.0%	0.0%
- Percentage of middle managers	-	0.0%	0.0%	0.0%	0.0%	0.0%
- Percentage of senior managers	-	0.0%	0.0%	0.0%	0.0%	0.0%
New graduate hires	56	42	47	45	37	35
- Male percentage	66.1%	64.3%	61.7%	62.2%	62.2%	68.6%
- Female percentage	33.9%	35.7%	38.3%	37.8%	37.8%	31.4%
Mid-career hires	-	52	45	35	21	18
- Male percentage	-	63.5%	75.6%	82.9%	33.3%	77.8%
- Female percentage	-	36.5%	24.4%	17.1%	66.7%	22.2%
Number of employees leaving company (including those retiring at mandatory retirement age)	-	47	47	48	77	49
(Breakdown by gender)						
- Male percentage	-	83.0%	89.4%	83.3%	-	-
- Female percentage	-	17.0%	10.6%	16.7%	-	-
(Breakdown by age)						
- Percentage of < 30 years old	-	2.1%	4.3%	2.1%	-	-
- Percentage of 30-50 years old	-	10.6%	12.8%	2.1%	-	-
- Percentage of > 50 years old	-	87.2%	83.0%	97.9%	-	-
(Breakdown by nationality)						
- Percentage of Japanese nationality	-	97.9%	100%	100%	-	-
- Percentage of other nationalities	-	2.1%	0%	0%	-	-
(Breakdown by positions)						
- Percentage of non-managers	-	29.8%	25.5%	22.9%	-	-
- Percentage of junior managers	-	17.0%	19.1%	12.5%	-	-
- Percentage of middle managers	-	25.5%	34.0%	18.8%	-	-
- Percentage of senior managers	-	27.7%	21.3%	45.8%	-	-
Percentage of employees voluntary turnover rate	-	0.4%	0.5%	0.1%	1.2%	1.2%
Total employee turnover rate	-	2.9%	3.2%	3.4%	5.6%	1.2%

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

	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018
Men	18.0	18.6	19.1	19.6	19.5
Women	13.1	13.7	14.3	15.3	16.9

* As of the end of each fiscal year

Labor union

	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017
Labor union members as percentage of employees*	63.1%	70.8%	74.8%	70.3%	70.0%	71.7%

* Excluding employees in managerial positions

	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017
Number of labor standard infringements or allegations against the company	0	0	0	0	0	0

2. Diversity

Health & safety (Employee)

	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	Boundary
Total accidents	2	2	1	2	1	2	Mitsubishi Estate
- Fatalities	0	0	0	0	0	0	
- Lost working time	0	0	0	0	1	0	
- Total working days lost	0	0	0	0	71	0	
Absentee rate	0.62%	0.22%	0.76%	0.67%	0.94%	0.91%	Mitsubishi Estate
Injury rate	0.0007%	0.0008%	0.0005%	0.001%	0.0005%	0.001%	Mitsubishi Estate
Lost day incident rate* ¹	0%	0%	0%	0%	2.316%	0%	Mitsubishi Estate
Lost-time injury frequency rate (LTIFR)	0.99%	1.10%	0.63%	1.30%	0.66%	1.35%	Mitsubishi Estate
Medical examination rate		100%	100%	100%	97%	-	Mitsubishi Estate
Percentage of employees taking health and safety training* ³	86%	91%	100%	100%	95.0%	93.2%	Mitsubishi Estate
Number of employees taking health and safety training* ³	31	30	25	21	19	41	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

Employee satisfaction and customer satisfaction

	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	Boundary
Employee satisfaction/percentage of high ratings ^{*1}	84.5%	88.5%	86.7%	84.5%	-	-	Mitsubishi Estate
(Breakdown by age)							
- Percentage of < 30 years old	86.2%	85.5%	-	-	-	-	
- Percentage of 30-50 years old	87.2%	88.5%	-	-	-	-	
- Percentage of > 50 years old	89.0%	91.9%	-	-	-	-	
(Breakdown by positions)							
- Percentage of non-managers	86.2%	87.0%	-	-	-	-	
- Percentage of junior managers	86.4%	86.4%	-	-	-	-	
- Percentage of middle managers	89.9%	95.5%	-	-	-	-	
- Percentage of senior managers	87.2%	94.1%	-	-	-	-	
Overall customer satisfaction with sales/percentage of high ratings ^{*2}	89.9%	87.3%	86.7%	86.4%	82.6%	-	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 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	Unit	Boundary
Number of employees taking childcare leave of absence	230	217	151	116	109	-	people	5 Group companies ^{*1}
Number of employees taking nursing care leave of absence	1	3	2	0	0	-	people	5 Group companies ^{*1}
Number of employees working shorter hours for childcare and nursing care	145	143	120	108	126	-	people	5 Group companies ^{*1}
Number of employees using volunteer leave	15	0	0	10	28	8	Total number of people	Mitsubishi Estate
Number of employees using social learning ^{*2}	9	0	0	0	1	7	Total number of people	Mitsubishi Estate
Number of employees using volunteer insurance	103	46	1	12	2	8	Total number of people	Mitsubishi Estate Group
Number of employees using subsidies for volunteering	70	42	8	17	16	36	Total number of people	Mitsubishi Estate Group
Number of employees using subsidy program for travel expenses to volunteer in disaster-affected areas ^{*2}	0	0	0	3	5	10	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 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Unit	Boundary
Training time per employee per year	9.2	8.1	8.2	7.6	8.7	hours per year	Mitsubishi Estate
Training cost per employee per year	96,467	85,668	75,648	84,482	127,989	yen per year	Mitsubishi Estate

^{*} Boundary through FY2021: 5 Group companies (Mitsubishi Estate, Mitsubishi Jisho Property Management, Mitsubishi Estate Residence, Mitsubishi Jisho Sekkei, Mitsubishi Real Estate Services)



Human rights

	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	Unit	Boundary
Allegations concerning human rights and harassment	0	0	0	0	0	0	cases	Mitsubishi Estate
Annual total hours of human rights training at Mitsubishi Estate Group	33,400	142,230	110,940	169,090	204,080	185,025	minutes	Mitsubishi Estate
Annual total number of companies taking human rights training at Mitsubishi Estate Group	25	59	29	23	22	34	number	Mitsubishi Estate
Annual total participants of human rights training at Mitsubishi Estate Group	371	1,019	1,600	1,018	1,891	544	people	Mitsubishi Estate
Annual total hours of human rights training at Mitsubishi Estate	33,700	129,460	54,790	35,650	101	105	minutes	Mitsubishi Estate
Annual total participants of human rights training at Mitsubishi Estate	368	1,433	608	308	1,116	894	people	Mitsubishi Estate

Percentage of employees taking training programs (Mitsubishi Estate)

	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017
Percentage of employees taking sexual harassment prevention training	91.9%	94.0%	89.4%	97.5%	100%	-
Newly-appointed Manager Class 1 training	86.1%	90.9%	100%	100%	95.0%	93.2%

Resilience

	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Boundary
Rate of buildings that are to take in stranded commuters*1	100.0%	100.0%	92.3%	92.3%	92.3%	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 2022		Fiscal 2021		Fiscal 2020		Fiscal 2019		Fiscal 2018		Fiscal 2017	
	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	Amount (yen)	Number of people
Average annual salary of employees	to be updated	to be updated	12,647,559	1053	12,675,663	953	12,735,234	903	12,476,724	899	12,290,437	806

Gender Pay Gap

	Fiscal 2022	Boundary
Mean gender pay gap	52.20%	Mitsubishi Estate



3. Supply chain management related data

Supplier code of code distrubited

	FY2022	Boundary
Construction companies	100%	Mitsubishi Estate, Mitsubishi Estate Residence
Cleaning companies	100%	Mitsubishi Jisho Property Management, Royal Park Hotels & Resorts, Mitsubishi Jisho Community

SAQ (Self-Assessment Questionnaire)

	FY2022	Boundary
Construction companies		
Mitsubishi Estate (Projects)	3	20
- Tier 1 suppliers	3	
- Tier 2 suppliers	20	
- Tier 3 suppliers	14	
Mitsubishi Estate Residence (Projects)	2	24
- Tier 1 suppliers	2	
- Tier 2 suppliers	3	
- Tier 3 suppliers	1	
Cleaning companies		
Mitsubishi Jisho Property Management		
- Tier 1 suppliers	3	19
- Tier 2 suppliers	6	
Royal Park Hotel & Resorts		
- Tier 1 suppliers	1	12
- Tier 2 suppliers	3	
Mitsubishi Jisho Community		
- Tier 1 suppliers	1	2
- Tier 2 suppliers	3	

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%



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 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Boundary
Attendance at Board of Directors meetings	100%	Fiscal 2030 ongoing goal	100%	100%	100%	99.3%	100%	Mitsubishi Estate

2. Risk Management and Compliance

	Targets	Targets year	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Boundary
Compliance e-learning attendance	100%	Fiscal 2030 ongoing goal	99.0%	99.6%	100%	98.3%	97.8%	Mitsubishi Estate*

* Excludes advisors and dispatched employees. Outside Directors included.



(2) Other

1. Corporate Governance

I) Attendance at Board of Directors and Each Committee Meetings (Fiscal 2022)

* 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		9/9	(100%)	-	-	-	-	-	-
2	Director	Junichi Yoshida		9/9	(100%)	-	-	-	-	-	-
3	Director	Junichi Tanisawa		9/9	(100%)	-	-	-	-	-	-
4	Director	Atsushi Nakajima		9/9	(100%)	-	-	-	-	-	-
5	Director	Naoki Umeda		9/9	(100%)	-	-	-	-	-	-
6	Director	Hitoshi Kubo		9/9	(100%)	-	-	-	-	-	-
7	Director	Noboru Nsihigai		9/9	(100%)	15/15	(100%)	-	-	-	-
8	Director	Hiroshi Katayama		9/9	(100%)	15/15	(100%)	-	-	-	-
9	Director	Tsuyoshi Okamoto	○	9/9	(100%)	-	-	6/6	(100%)	6/6	(100%)
10	Director	Tetsuo Narukawa	○	9/9	(100%)	15/15	(100%)	-	-	-	-
11	Director	Masaaki Shirakawa	○	9/9	(100%)	-	-	6/6	(100%)	6/6	(100%)
12	Director	Shin Nagase	○	9/9	(100%)	15/15	(100%)	-	-	-	-
13	Director	Setsuko Egami	○	9/9	(100%)	-	-	6/6	(100%)	6/6	(100%)
14	Director	Iwao Taka	○	9/9	(100%)	15/15	(100%)	-	-	-	-
15	Director	Melanie Brock	○	7/7	(100%)	-	-	4/4	(100%)	6/6	(100%)
Total				133/133	(100%)	75/75	(100%)	22/22	(100%)	24/24	(100%)

* As Melanie Brock took office as Director on June 29, 2022, the number of meetings counted as the scope of attendance for the Board of Directors meetings, etc., is different from that of the other Directors.

II) Remuneration

Remuneration of Directors and Corporate Executive Officers

	Fiscal 2022				
	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	503	-	503	13	39
- In-house Director	360	-	360	5	72
- Outside Director	143	-	143	8	18
Executive officers	569	659	1,228	14	88

	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)
Directors	365	-	369	11	34
- In-house Director	257	-	261	4	65
- Outside Director	108	-	108	7	15
Executive officers	622	517	1,139	16	71

	Fiscal 2020				
	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
- In-house Director	257	-	257	3	86
- Outside Director	108	-	108	7	15
Executive officers	620	545	1,166	15	78

	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)
Directors	368	-	368	11	33
- In-house Director	260	-	260	3	87
- Outside Director	108	-	108	8	14
Executive officers	551	529	1,081	13	83

	Fiscal 2018				
	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
- In-house Director	289	-	289	4	72
- Outside Director	107	-	107	8	13
Executive officers	568	573	1,142	14	82



Remuneration paid to Chairman of the Board and CEO

	Fiscal 2022			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	75	159	79	79	159

	Fiscal 2020			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	138	-	138	138	-	138
CEO	79	79	159	79	86	166

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

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	Junichi Yoshida		7	108.4
2	Director	Atsushi Nakajima		1	41.3
3	Director	Bunroku Naganuma		-	40.4
4	Director	Naoki Umeda		1	27.3
5	Director	Mikito Hirai		-	8.3
6	Director	Noboru Nishigai		2	29.8
7	Director	Hiroshi Katayama		7	38
8	Director	Tsuyoshi Okamoto	○	4	2.1
9	Director	Tetsuo Narukawa	○	7	2.6
10	Director	Masaaki Shirakawa	○	7	-
11	Director	Shin Nagase	○	7	0.5
12	Director	Wataru Sueyoshi	○	-	-
13	Director	Aayako Sonoda	○	-	-
14	Director	Melanie Brock	○	1	0.4
Average			-	4.4	27.1

* As of June 29, 2023



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	Atsushi Nakajima	41
2	Representative Corporate Executive Officer, Deputy President	Futoshi Chiba	51
3	Representative Corporate Executive Officer, Deputy President	Kenji Hosokane	46
4	Representative Corporate Executive Officer, Executive Vice President	Yuji Fujioka	38
5	Representative Corporate Executive Officer, Executive Vice President	Bunroku Naganuma	40
6	Representative Corporate Executive Officer, Executive Vice President	Yutaro Yotsuzuka	29
7	Senior Executive Officer	Keiji Takano	35
8	Senior Executive Officer	Toru Kimura	41
9	Senior Executive Officer	Ikuo Ono	39
10	Senior Executive Officer	Naoki Umeda	24
11	Senior Executive Officer	Haruhiko Araki	33
12	Senior Executive Officer	Ryozo Kawabata	29
13	Senior Executive Officer	Masato Aikawa	24
14	Senior Executive Officer	Hirofumi Kato	16
15	Executive Officer	Mikito Hirai	8
Average			32.9

* As of June 29, 2023

III) Number of Directors by Gender

	Male		Female		Total	
	Number	Percentage	Number	Percentage	Number	Percentage
In-house Director	5	35.7%	2	14.3%	7	50.0%
Outside Director	7	50.0%	0	0.0%	7	50.0%
Total	12	85.7%	2	14.3%	14	100.0%

* As of June 29, 2022

2. Risk Management and Compliance

	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	Boundary
Number of consultations and reports via the Mitsubishi Estate Group help line	56	53	44	75	63	64	Mitsubishi Estate Group
- Number concerning discrimination	0	0	0	-	-	-	-
- Number concerning harassment	14	10	8	-	-	-	-
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	0	Mitsubishi Estate Group
Fines (amount) for violations of Anti-Monopoly Act or other regulations	0	0	0	0	0	0	Mitsubishi Estate Group
Number of cases investigated under Anti-Monopoly Act or other regulations	0	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	0	Mitsubishi Estate Group
Number of cases investigated due to suspicion of corruption, bribery or other illicit conduct	0	0	0	0	0	0	Mitsubishi Estate Group
Number of violations related to customer privacy data	1	-	-	-	-	-	Mitsubishi Estate Group
Number of violations related to conflicts of interest	0	-	-	-	-	-	Mitsubishi Estate Group
Number of violations related to money laundering or insider trading	0	-	-	-	-	-	Mitsubishi Estate Group
Total number of information security breaches	0	-	-	-	-	-	Mitsubishi Estate Group
- Total number of clients, customers and employees affected by the breaches	0	-	-	-	-	-	Mitsubishi Estate Group

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

(Unit: Millions of yen)

	Fiscal 2021	Fiscal 2020	Fiscal 2019
Japan	51,054	56,025	43,264
US	5,914	692	1,184
UK	1,133	434	1,176
Singapore	509	132	81
Other	441	115	92
Total	59,050	57,398	45,797

(Unit: Millions of yen)

	Fiscal 2022	Fiscal 2021
Non-recurring (one time) operating losses in own operations	0	0
Net operating losses from prior periods and/or acquired companies	4,637	2,751
Timing - net deferred tax assets/liabilities and major issues outside of the two year period reported (including accounting adjustments for prior reporting periods due to major tax policy changes)	512,372	527,001



Sustainability Activities (ESG) Independent Third-Party Assurance Report

Independent Assurance

We have asked Ernst&Young ShinNihon LLC to provide assurance on the environmental data. Please refer to the following Independent Assurance Statement for detail.

FY 2022 Independent Assurance Report 2022 (PDF 47KB)

[PDF](#)

FY 2022 Environmental Information (PDF 379KB)

[PDF](#)

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](#)

Statement relating to Environmental Data 2020 (PDF 596KB)

[PDF](#)

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

[PDF](#)

Statement Relating to Environmental Data 2019 (PDF 307KB)

[PDF](#)

The two PDFs for FY 2022 are English translations of an Independent Assurance Report and Environmental Information, originally prepared in Japanese. They are provided for information and reference purposes only. In the event of a discrepancy between the Japanese and English versions, the Japanese version will prevail.

* In FY2020 and FY2021, we obtained a guarantee from Lloyd's Register Quality Assurance Limited.