



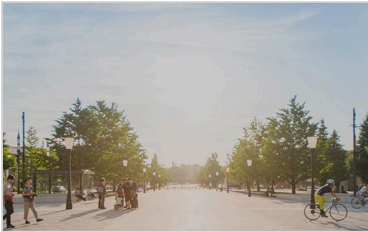
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(1) KPI

1. Climate Change (GHG Emissions, Energy Use)

	Targets&Taget year		Fiscal 2024	Fiscal 2023	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	2,083,884	2,277,376	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	215,096	224,239	265,442	312,198	413,153	476,363	-	-	t- CO2	
		Scope3	1,868,788	2,053,137	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		61.9%	55.4%	51.4%	30.8%	3.1%	1.1%	1.3%	-		100% of Mitsubishi Estate Group*
Energy consumption*5	-		596,438	564,415	559,826	518,515	1,024,802	1,242,153	1,138,078	-	MWh	
- Renewable energy consumption	-		369,162	312,606	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.



- *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 2024	Fiscal 2023	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	6.5	6.4	5.6	5.1	5.0	7.1	11.1	kg/m ²	100% of Mitsubishi Estate Group ^{*1}
Waste generated	-	-	45,347	44,431	45,879	39,420	39,221	54,114	74,595	t	
Area floor	-	-	6,927,445	6,993,078	8,052,059	7,760,237	7,807,417	7,591,269	6,750,610	m ²	
Recycling rate	90%	2030	56.3%	59.5%	59.1%	58.4%	60.5%	55.2%	45.5%		100% of Mitsubishi Estate Group ^{*1}
Waste recycled	-	-	25,552	26,415	27,102	23,023	23,742	29,878	33,923	t	
Recycled water usage rate	100%	Fiscal 2030 ongoing goal	100%	100%	100%	100%	100%	100%	100%		Newly constructed ^{*2} , large-scale ^{*3} office buildings and commercial facilities in Japan
Only timber grown in countries where the risk of illegal logging is deemed low, including Japan-grown timber ^{*4}	100%	2030	99.98%	99.98%	-	-	-	-	-		Mitsubishi Estate Group

- *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
- *4 This applies to timber procurement conducted by the Mitsubishi Estate Group within its own value chain.

(2) Other

Basic Data on Target Properties

	Fiscal 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017
Total floor area (m ²)	6,927,445	6,993,078	8,052,059	7,760,237	7,807,417	7,591,269	6,750,610	6,761,510
Number of target properties	131	155	135	120	111	112	97	90

Independent assurance has been obtained for fiscal 2019 - 2024 results in (1) through (3) below.

Independent Third-Party Assurance Report



1. Climate Change (GHG Reduction and Energy Management)

GHG Emissions

	Fiscal 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017
Total GHG emissions (Scope 1+Scope 2+Scope 3)								
Emissions (t-CO ₂)	2,083,884	2,277,376	2,099,270	2,534,820	3,533,468	4,038,583	3,588,345	3,336,472
Per unit (t-CO ₂ /m ²)	0.2669	0.2917	0.2689	0.3247	0.4526	0.5325	0.5316	0.4935
Percentage of total emissions	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Change from 2019 (base year)	▲48.4%	▲43.6%	▲48.0%	▲37.2%	▲12.5%	-	-	-
Scope 1								
Emissions (t-CO ₂)	99,135	93,034	110,783	120,713	116,914	118,351	108,289	120,634
Per unit (t-CO ₂ /m ²)	0.0128	0.0120	0.0143	0.0156	0.0150	0.0156	0.0160	0.0178
Percentage of total emissions	4.8%	4.1%	5.3%	4.8%	3.3%	2.9%	3.0%	3.6%
Change from 2019 (base year)	▲16.2%	▲21.4%	▲6.4%	+2.0%	▲3.1%	-	-	-
CO ₂								
Emissions (t-CO ₂)	98,296	92,336	108,258	116,438	114,729	117,264	107,011	119,989
Percentage of total emissions	4.7%	4.1%	5.2%	4.6%	3.2%	2.9%	3.0%	3.6%
Change from 2019 (base year)	▲16.2%	▲21.3%	▲7.7%	▲0.7%	-	-	-	-
CH ₄								
Emissions (t-CO ₂)	0	0	0	0	0	0	0	0
Percentage of total emissions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Change from 2019 (base year)	-	-	-	-	-	-	-	-
N ₂ O								
Emissions (t-CO ₂)	0	0	0	0	0	0	0	0
Percentage of total emissions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Change from 2019 (base year)	-	-	-	-	-	-	-	-
HFCs								
Emissions (t-CO ₂)	839	698	2,525	4,275	2,185	1,087	1,278	645
Percentage of total emissions	0.0%	0.0%	0.1%	0.2%	0.1%	0.0%	0.0%	0.0%
Change from 2019 (base year)	▲22.8%	▲35.8%	132.30%	293.30%	-	-	-	-
PFCs								
Emissions (t-CO ₂)	0	0	0	0	0	0	0	0
Percentage of total emissions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Change from 2019 (base year)	-	-	-	-	-	-	-	-
SF ₆								
Emissions (t-CO ₂)	0	0	0	0	0	0	0	0
Percentage of total emissions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Change from 2019 (base year)	-	-	-	-	-	-	-	-
Other								
Emissions (t-CO ₂)	0	0	0	0	0	0	0	0
Percentage of total emissions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Change from 2019 (base year)	-	-	-	-	-	-	-	-

	Fiscal 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017
Scope 2								
Emissions (t-CO2)	115,961	131,205	154,659	191,485	296,239	358,012	564,033	575,262
Per unit (t-CO2/m ²)	0.0149	0.0169	0.0199	0.0247	0.0379	0.0472	0.0836	0.0851
Percentage of total emissions	5.6%	5.8%	7.4%	7.5%	8.4%	8.9%	15.7%	17.2%
Change from 2019 (base year)	▲67.6%	▲63.4%	▲56.8%	▲46.5%	▲17.3%	-	-	-
Scope 1 + Scope 2								
Emissions (t-CO2)	215,096	224,239	265,442	312,198	413,153	476,363	672,322	695,896
Per unit (t-CO2/m ²)	0.0277	0.0289	0.0342	0.0402	0.0529	0.0628	0.0996	0.1029
Percentage of total emissions	10.3%	9.8%	12.6%	12.3%	11.7%	11.8%	18.7%	20.9%
Change from 2019 (base year)	▲54.8%	▲52.9%	▲44.3%	▲34.5%	▲13.3%	-	-	-
Scope 3								
Emissions (t-CO2)	1,868,788	2,053,137	1,833,828	2,222,622	3,120,314	3,562,220	2,916,023	2,640,576
Percentage of total emissions	89.7%	90.2%	87.4%	87.7%	88.3%	88.2%	81.3%	79.1%
Percentage of Scope 3 breakdown	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Change from 2019 (base year)	▲47.5%	▲42.4%	▲48.5%	▲37.6%	▲12.4%	-	-	-
- Category 1: Purchased goods and services								
Emissions (t-CO2)	302,905	269,645	297,717	63,486	55,037	87,211	77,035	74,329
Percentage of total emissions	14.5%	11.8%	14.2%	2.5%	1.6%	2.2%	2.1%	2.2%
Percentage of Scope 3 breakdown	16.2%	13.1%	16.2%	2.9%	1.8%	2.4%	2.6%	2.8%
Change from 2019 (base year)	+247.3%	+209.2%	+241.4%	▲27.2%	▲36.9%	-	-	-
- Category 2: Capital goods								
Emissions (t-CO2)	805,877	1,124,196	834,773	951,607	1,266,641	1,134,531	975,004	990,329
Percentage of total emissions	38.7%	49.4%	39.8%	37.5%	35.8%	28.1%	27.2%	29.7%
Percentage of Scope 3 breakdown	43.1%	54.8%	45.5%	42.8%	40.6%	31.8%	33.4%	37.5%
Change from 2019 (base year)	▲29.0%	▲0.9%	▲26.4%	▲16.1%	+11.6%	-	-	-
- Category 3: Fuel and energy-related activities not included in Scope 1 or Scope 2								
Emissions (t-CO2)	84,038	83,409	86,226	83,354	117,993	132,683	77,488	84,675
Percentage of total emissions	4.0%	3.7%	4.1%	3.3%	3.3%	3.3%	2.2%	2.5%
Percentage of Scope 3 breakdown	4.5%	4.1%	4.7%	3.8%	3.8%	3.7%	2.7%	3.2%
Change from 2019 (base year)	▲36.7%	▲37.1%	▲35.0%	▲37.2%	▲11.1%	-	-	-
- Category 5: Waste generated in operations								
Emissions (t-CO2)	29,346	27,306	27,167	25,472	15,129	21,762	19,401	45,571
Percentage of total emissions	1.4%	1.2%	1.3%	1.0%	0.4%	0.5%	0.5%	1.4%
Percentage of Scope 3 breakdown	1.6%	1.3%	1.5%	1.1%	0.5%	0.6%	0.7%	1.7%
Change from 2019 (base year)	+34.9%	+25.5%	+24.8%	+17.1%	▲30.5%	-	-	-
- Category 6: Business travel								
Emissions (t-CO2)	1,488	1,440	1,390	1,330	1,301	1,254	1,227	1,151
Percentage of total emissions	0.1%	0.1%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%
Percentage of Scope 3 breakdown	0.1%	0.1%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%
Change from 2019 (base year)	+18.6%	+14.8%	+10.8%	+6.1%	+3.8%	-	-	-
- Category 7: Employee commuting								
Emissions (t-CO2)	3,993	2,219	3,099	2,939	2,936	2,848	1,885	1,768
Percentage of total emissions	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Percentage of Scope 3 breakdown	0.2%	0.1%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%
Change from 2019 (base year)	+40.2%	▲22.1%	+8.8%	+3.2%	+3.1%	-	-	-
- Category 11: Use of sold products								
Emissions (t-CO2)	531,326	431,615	439,701	918,548	1,420,533	1,905,897	1,714,888	1,398,021
Percentage of total emissions	25.5%	19.0%	20.9%	36.2%	40.2%	47.2%	47.8%	41.9%
Percentage of Scope 3 breakdown	28.4%	21.0%	24.0%	41.3%	45.5%	53.5%	58.8%	52.9%
Change from 2019 (base year)	▲72.1%	▲77.4%	▲76.9%	▲51.8%	▲25.5%	-	-	-

	Fiscal 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017
- Category 12: End-of-life treatment of sold products								
Emissions (t-CO2)	32,800	37,602	44,083	34,255	48,289	49,214	49,095	44,732
Percentage of total emissions	1.6%	1.7%	2.1%	1.4%	1.4%	1.2%	1.4%	1.3%
Percentage of Scope 3 breakdown	1.8%	1.8%	2.4%	1.5%	1.5%	1.4%	1.7%	1.7%
Change from 2019 (base year)	▲33.4%	▲23.6%	▲10.4%	▲30.4%	▲1.9%	-	-	-
- Category 13: Downstream Leased Assets								
Emissions (t-CO2)	77,015	75,704	99,673	141,631	192,456	226,820	-	-
Percentage of total emissions	3.7%	3.3%	4.7%	5.6%	5.4%	5.6%	-	-
Percentage of Scope 3 breakdown	4.1%	3.7%	5.4%	6.4%	6.2%	6.4%	-	-
Change from 2019 (base year)	▲66.0%	▲66.6%	▲56.1%	▲37.6%	▲15.2%	-	-	-

- * 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 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018
Scope 1							
Gas							
Electricity equivalent (MWh)	581,115	551,812	591,192	632,793	615,532	628,481	585,394
GJ equivalent value	2,092,015	1,986,522	2,128,290	2,278,055	2,215,915	2,267,417	2,107,418
Heavy Oil							
Electricity equivalent (MWh)	6,374	2,618	7,666	6,468	6,021	6,645	7,470
GJ equivalent value	22,946	9,425	27,598	23,286	21,675	23,921	26,891
Other Oil							
Electricity equivalent (MWh)	1,341	799	857	851	2,026	730	4
GJ equivalent value	4,827	2,876	3,086	3,064	7,292	1,560	13
Scope2							
Electricity*							
Electricity equivalent (MWh)	596,438	564,415	541,959	500,633	1,024,802	1,242,153	-
GJ equivalent value	-	-	-	-	-	-	-
Steam							
Electricity equivalent (MWh)	75,299	73,563	84,890	78,195	80,357	111,208	-
GJ equivalent value	0	264,825	305,603	281,504	289,286	400,350	-
Steam Water							
Electricity equivalent (MWh)	6,820	9,055	13,418	15,224	13,629	11,498	-
GJ equivalent value	400,094	32,598	48,305	54,805	49,064	41,394	-
Cold Water							
Electricity equivalent (MWh)	93,197	111,137	110,344	100,217	104,312	105,480	-
GJ equivalent value	697,518	400,094	397,237	360,782	375,525	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 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018
Office buildings							
Floor area (1,000m ²)	5,639	5,642	5,734	4,488	4,667	4,596	5,051
GHG emissions (t-CO2)	66,139	75,512	101,726	158,273	307,934	356,063	485,312
Per unit (t-CO2/m ²)	0.01	0.01	0.02	0.04	0.07	0.08	0.1
Energy use (GJ)	1,475,341	2,090,727	2,209,758	2,547,965	2,960,906	3,255,690	5,564,242
Per unit (GJ/m ²)	0.26	0.37	0.39	0.57	0.63	0.71	1.1
Number of target properties	63	68	65	54	53	51	51
Commercial facilities							
Floor area (1,000m ²)	844	965	1,126	864	1,831	1,727	1,024
GHG emissions (t-CO2)	13,770	19,223	24,852	38,034	137,402	154,535	90,812
Per unit (t-CO2/m ²)	0.02	0.02	0.02	0.04	0.08	0.09	0.09
Energy use (GJ)	593,577	551,102	609,602	536,637	1,412,010	1,551,447	1,443,189
Per unit (GJ/m ²)	0.70	0.57	0.54	0.62	0.77	0.90	1.41
Number of target properties	22	23	25	32	29	29	20
Hotels							
Floor area (1,000m ²)	367	408	369	624	336	212	149
GHG emissions (t-CO2)	25,851	24,664	21,567	64,399	15,830	36,722	13,043
Per unit (t-CO2/m ²)	0.07	0.06	0.06	0.10	0.05	0.17	0.09
Energy use (GJ)	408,288	275,873	255,698	1,008,236	176,634	328,227	251,669
Per unit (GJ/m ²)	1.11	0.68	0.69	1.61	0.53	1.55	1.69
Number of target properties	25	26	23	14	14	12	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 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018
Copier and office automation paper							
Waste generated (t)	308	547	619	493	509	678	742
Recycled volume (t)	308	547	619	493	509	678	649
Recycling rate	100%	100%	100%	100%	100%	100%	87.4%
Confidential documents (bulk processed documents)							
Waste generated (t)	76	19	32	182	166	113	992
Recycled volume (t)	76	19	32	182	166	113	659
Recycling rate	100%	100%	100%	100%	100%	100%	66.4%
Magazines, pamphlets, and colored paper							
Waste generated (t)	764	957	1,193	1,482	1,756	2,470	2,437
Recycled volume (t)	764	957	1,193	1,482	1,756	2,470	2,253
Recycling rate	100%	100%	100%	100%	100%	100%	92.4%
Newspapers and flyers inserted in newspapers							
Waste generated (t)	321	424	467	412	526	695	1,191
Recycled volume (t)	321	424	467	412	526	695	1,076
Recycling rate	100%	100%	100%	100%	100%	100%	90.4%
Corrugated cardboard							
Waste generated (t)	10,424	10,516	9,422	8,613	8,361	11,096	10,255
Recycled volume (t)	10,424	10,516	9,422	8,613	8,361	11,096	9,419
Recycling rate	100%	100%	100%	100%	100%	100%	91.8%
Miscellaneous paper							
Waste generated (t)	1,654	1,813	1,949	1,596	1,843	2,015	3,143
Recycled volume (t)	1,654	1,813	1,949	1,596	1,843	2,015	2,328
Recycling rate	100%	100%	100%	100%	100%	100%	74.1%
Other combustible waste (paper waste and miscellaneous waste)							
Waste generated (t)	14,760	14,924	13,733	8,902	8,768	13,342	15,454
Recycled volume (t)	178	216	362	674	680	675	1,094
Recycling rate	1.2%	1.4%	2.6%	7.6%	7.8%	5.1%	7.1%
Kitchen waste (tea leaves, leftover food, cigarette butts, etc.)							
Waste generated (t)	5,729	4,527	5,122	6,440	5,472	9,716	20,070
Recycled volume (t)	2,773	2,849	2,504	1,960	1,892	3,276	3,855
Recycling rate	48.4%	62.9%	48.9%	30.4%	34.6%	33.7%	19.2%
Trees, grass, and fibers, etc.							
Waste generated (t)	91	106	543	962	633	1,016	1,253
Recycled volume (t)	79	105	523	391	330	43	69
Recycling rate	87.6%	99.2%	96.4%	40.7%	52.0%	4.3%	5.5%
Jars							
Waste generated (t)	843	1,007	893	680	655	1,282	2,462
Recycled volume (t)	843	1,007	893	680	655	1,282	2,319
Recycling rate	100%	100%	100%	100%	100%	100%	94.2%
Cans							
Waste generated (t)	713	678	570	508	517	847	3,142
Recycled volume (t)	713	678	570	508	517	847	3,060
Recycling rate	100%	100%	100%	100%	100%	100%	97.4%

	Fiscal 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018
Plastic bottles							
Waste generated (t)	1,092	1,085	978	846	858	1,497	3,122
Recycled volume (t)	1,092	1,085	978	846	858	1,497	2,553
Recycling rate	100%	100%	100%	100%	100%	100%	81.8%
Cooking oil							
Waste generated (t)	190	221	299	185	209	224	249
Recycled volume (t)	188	220	285	185	209	224	237
Recycling rate	99.2%	99.7%	95.4%	100%	100%	100%	95.3%
Lunch box packaging							
Waste generated (t)	288	413	409	956	767	1,402	1,203
Recycled volume (t)	95	202	233	615	472	775	662
Recycling rate	33.2%	49.0%	56.9%	64.3%	61.5%	55.3%	55.0%
Other (waste plastic)							
Waste generated (t)	4,256	3,810	3,988	2,949	3,093	4,006	6,191
Recycled volume (t)	3,125	2,947	3,463	2,042	1,782	2,420	2,441
Recycling rate	73.4%	77.3%	86.8%	69.3%	57.6%	60.4%	39.4%
Other (fluorescent lights)							
Waste generated (t)	25	13	15	524	1,413	58	68
Recycled volume (t)	25	13	15	15	17	58	35
Recycling rate	100%	100%	100%	2.8%	1.2%	100%	51.1%
Other (industrial waste)							
Waste generated (t)	3,200	2,900	3,380	2,083	2,741	1,478	818
Recycled volume (t)	2,787	2,775	3,111	2,083	2,741	1,093	554
Recycling rate	87.1%	95.7%	92.0%	100%	100%	74.0%	67.7%
Other (includes waste that cannot be sorted into the above)							
Waste generated (t)	614	470	465	736	461	149	1,804
Recycled volume (t)	108	41	29	30	322	97	661
Recycling rate	17.5%	8.7%	6.2%	4.1%	69.9%	64.8%	36.7%
Grand Total							
Waste generated (t)	45,347	44,431	45,879	39,420	39,221	54,114	74,595
Recycled volume (t)	25,552	26,415	27,102	23,023	23,742	29,878	33,923
Recycling rate	56.3%	59.5%	59.1%	58.4%	60.5%	55.2%	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 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018
Office buildings							
Floor area (1,000m ²)	5,639	5,642	5,734	4,488	4,667	5,244	5,051
Waste generated (t)	29,387	29,313	34,530	23,853	21,424	35,611	36,780
Per unit (kg/m ²)	5.2	5.2	6.0	5.3	4.6	7.7	7.3
Number of target properties	63	68	65	54	59	54	47
Commercial facilities							
Floor area (1,000m ²)	844	965	1,126	864	1,831	1,059	1,024
Waste generated (t)	12,804	12,656	18,562	16,357	15,907	15,045	7,218
Per unit (kg/m ²)	15.2	13.1	16.5	18.9	8.7	8.7	7.0
Number of target properties	22	23	25	32	25	20	20
Hotels							
Floor area (1,000m ²)	367	408	369	624	336	212	149
Waste generated (t)	2,424	2,325	1,805	1,303	1,329	1,809	25,520
Per unit (kg/m ²)	6.6	5.7	4.9	2.1	4.0	8.5	171.2
Number of target properties	25	26	23	14	15	12	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 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Boundary
Nox (t)		4.4	3.1	3.1	3.3	4.3	3.1	Mitsubishi Estate
Sox (t)		0.0	0.0	0.0	0.0	0.0	0.0	Mitsubishi Estate
PCBs (t) ^{*1}		20.8	6.2	61.5	28.9	116.2	3.2	Mitsubishi Estate
Asbestos (t) ^{*2}	210.2	141.9	59.2	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 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017
Water withdrawal (m ³)	6,280,540	6,117,218	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	0	0
- Brackish surface water/seawater	0	0	0	0	0	0	0	0
- Groundwater - renewable	511,760	499,963	492,938	478,111	397,248	132,387	-	-
- Groundwater - non renewable	0	0	0	0	0	0	0	0
- Produced water/entrained water	0	0	0	0	0	0	0	0
- Third party sources (municipal potable water)	5,768,779	5,617,254	5,453,145	4,792,354	4,591,661	6,366,171	5,777,904	5,445,722
Water discharge (m ³)	5,037,559	4,996,745	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	0	0
- Brackish surface water/seawater	0	0	0	0	0	0	0	0
- Groundwater	0	0	0	0	0	0	0	0
- Third party destinations	5,037,559	4,996,745	5,008,352	4,381,218	4,082,675	5,721,372	5,658,971	2,683,751
Water consumption (m ³)	1,242,981	1,120,473	937,730	889,246	906,234	777,186	118,933	2,761,971
Recycled water (m ³)	947,375	966,740	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 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018
Office buildings							
Floor area (1,000m ²)	5,639	5,642	5,734	4,488	4,667	4,596	5,051
Water withdrawal (m ³)	3,242,178	3,232,410	3,250,264	2,135,148	2,028,971	3,094,801	4,010,966
Per unit (m ³ /m ²)	0.57	0.57	0.71	0.46	0.44	0.67	0.79
Water discharge (m ³)	3,015,657	2,962,756	3,056,408	2,028,971	2,028,971	3,005,493	3,774,352
Per unit (m ³ /m ²)	0.53	0.53	0.67	0.44	0.44	0.65	0.75
Number of target facilities	63	68	65	54	53	51	51
Commercial facilities							
Floor area (1,000m ²)	844	965	1,126	864	1,831	1,727	1,024
Water withdrawal (m ³)	869,209	1,232,636	1,144,793	1,717,983	1,543,844	2,072,191	1,210,212
Per unit (m ³ /m ²)	1.03	1.28	0.66	0.99	0.89	1.20	1.18
Water discharge (m ³)	1,178,725	1,159,282	1,135,874	1,543,844	1,543,844	1,996,223	1,307,182
Per unit (m ³ /m ²)	1.40	1.20	0.66	0.89	0.89	1.16	1.28
Number of target facilities	22	23	25	32	29	29	20
Hotels							
Floor area (1,000m ²)	367	408	369	624	336	212	149
Water withdrawal (m ³)	698,089	673,963	583,962	244,628	242,543	426,987	396,446
Per unit (m ³ /m ²)	1.90	1.65	2.75	1.15	1.14	2.01	2.66
Water discharge (m ³)	603,936	663,205	578,758	242,543	242,543	416,383	434,601
Per unit (m ³ /m ²)	1.65	1.63	2.73	1.14	1.14	1.96	2.92
Number of target facilities	25	26	23	14	14	12	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	8	5.2%	320,564	318,159	2,405
1-2 Low-medium	147	94.8%	5,796,654	4,678,586	1,118,068
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	155	100.0%	6,117,218	4,996,745	1,120,473

- *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 2023

4. Energy Saving

Rate of Facilities with Energy-Saving Equipment Adopted/Installed

	Fiscal 2024	Fiscal 2023	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%	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%	92.3%	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%	100%	100%	Newly constructed ^{*1} , large-scale ^{*2} office buildings and commercial facilities in Japan

^{*1} Completed in 2002 onward
^{*2} Floor area: 100,000m² or more

5. Green Building Certification

Comprehensive Certification

	Fiscal 2024	Fiscal 2023	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	16	21	27	12	12	10	8	7	
- Total floor area of certified properties (m ²)	1,502,002	1,534,009	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)	21.7%	21.9%	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	38	34	24	11	11	9	8	8	
- Total floor area of certified properties (m ²)	3,921,754	3,704,680	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)	56.6%	53.0%	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	2	2	
- Total floor area of certified properties (m ²)	408,665	408,665	408,665	408,665	408,665	408,665	408,665	408,665	
- Certification rate (ratio of total floor area to SBT-target properties)	5.9%	5.8%	5.1%	5.3%	5.2%	5.4%	6.1%	6.1%	
Total									Mitsubishi Estate Group ^{*1}
- Number of certified properties ^{*2}	45	46	43	18	18	14	11	10	
- Total floor area of certified properties ^{*2} (m ²)	4,418,725	4,226,644	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)	63.8%	60.4%	48.3%	28.9%	25.5%	24.6%	26.9%	24.2%	
SBT-target floor area ^{*3}	6,927,445	6,993,078	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 2024	Fiscal 2023	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	6	10	12	9	1	1	1	1	
- Total floor area of certified properties (m ²)	225,671	195,050	543,571	467,098	108,350	108,350	108,350	108,350	
- Certification rate (ratio of total floor area to SBT-target properties)	3.3%	2.8%	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 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	Boundary
Number of projects recognized with ABINC certification	31	31	28	27	26	22	15	22	Mitsubishi Estate Group

6. Other

Environmental Accidents or Violations of Environmental Laws and Regulations

	Fiscal 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	Boundary
Violations of environmental laws and regulations	0	0	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	0	0	Mitsubishi Estate Group
Environmental accidents	0	0	0	0	0	0	0	0	Mitsubishi Estate Group
Environment related fines and penalties (yen)	0	0	0	0	0	0	0	0	Mitsubishi Estate Group

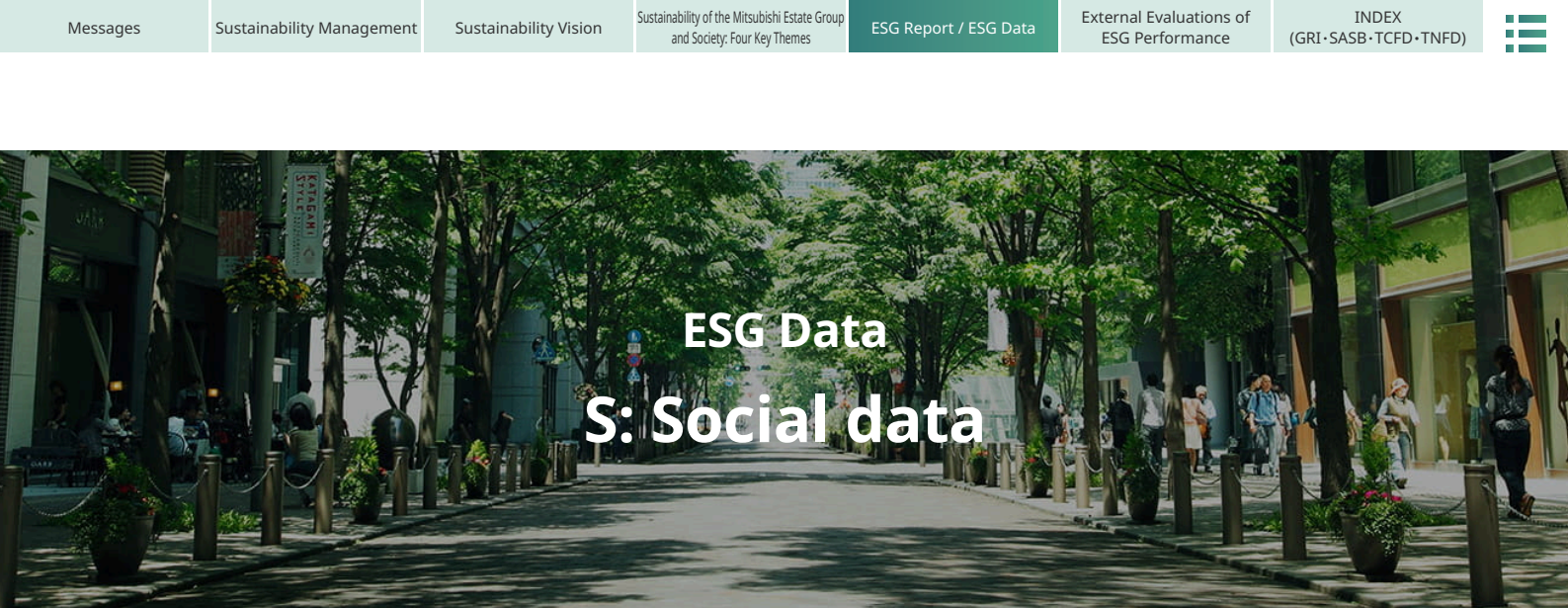
Environmental Management System Certification

	Fiscal 2023	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	1.8%	1.5%	1.5%	1.7%	1.4%	40.5%	42.2%	Mitsubishi Estate Group

Biodiversity Exposure & Assessment

	Fiscal 2024	Fiscal 2023	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	22	18	14	20	19	26	29	26	24	
- the total area used for operational activities (m ²)	29,232.72	33,141.90	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	22	18	14	20	19	26	29	26	24	
- the total area conducted biodiversity impact assessments (m ²)	29,232.72	33,141.90	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	0	0	
- the total area in close proximiy to critical biodiversity* (m ²)	0	0	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	0	0	
- the total area with biodiversity management plan (m ²)	0	0	0	0	0	0	0	0	0	

* World Heritage sites



S: Social data

(1) KPI

Diversity & Inclusion

	Targets	Target Year	Fiscal 2025	Fiscal 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Boundary
Paid leave utilization	Above 65%	Fiscal 2022	-	69.0%	67.9%	66.6%	56.9%	59.8%	68.0%	72.9%	Mitsubishi Estate
Average number of used paid leave days	12 or more	Every year	-	13.1	13.2	12.6	10.8	10.8	12.4	13.6	Mitsubishi Estate
Ratio of female new graduate hires	Above 40%	Every year	51.2%	43.8%	33.9%	35.7%	38.3%	37.8%	37.8%	31.4%	Mitsubishi Estate ^{*1}
Ratio of female mid-career hires	Above 40%	Every year	-	50.0%	37.5%	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	9.2%	8.1%	7.3%	7.2%	6.6%	5.8%	5.8%	5.5%	Mitsubishi Estate ^{*2}
Rate of male employees taking childcare leave of absence ^{*6}	above 100%	Fiscal 2030 ongoing goal	-	84.0%	82.4%	110.6%	75.5%	64.9%	24.0%	21.2%	Mitsubishi Estate ^{*3}
Rate of female employees taking childcare leave of absence	100%	Fiscal 2030 ongoing goal	-	100.0%	100.0%	100.0%	98.7%	100.0%	98.7%	100.0%	Mitsubishi Estate ^{*4}
Rate of reinstatement to work after maternity/childcare leave	100%	Fiscal 2030 ongoing goal	-	97.4%	100.0%	100.0%	100.0%	94.8%	93.8%	96.7%	5 Group companies ^{*5}
Employment rate of persons with disabilities	2.50%	Fiscal 2030 ongoing goal	-	2.50%	2.40%	2.20%	2.30%	2.20%	2.23%	2.22%	5 Group companies ^{*5}

^{*1} As of April 1 of each fiscal year

^{*2} As we raised the target in FY2021, the boundary was changed to Mitsubishi Estate、 As of April 1 of each fiscal year

^{*3} From FY2022, the boundary of this target was changed to Mitsubishi Estate

- *4 From FY2023, the boundary of this target was changed to Mitsubishi Estate
- *5 Mitsubishi Estate, Mitsubishi Jisho Property Management, Mitsubishi Estate Residence, Mitsubishi Jisho Sekkei, Mitsubishi Real Estate Services
- *6 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 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Boundary
Percentage of high-risk group for metabolic syndrome (aged 40 or older [*])	(1) 7.5% (2) 5%	(1) Fiscal 2025 (2) Fiscal 2030	8.6%	9.8%	7.5%	9.4%	9.4%	-	-	Mitsubishi Estate ^{*1}
Percentage of healthy group (aged 40 or older [*])	(1) 29.8% (2) 32.8%	(1) Fiscal 2025 (2) Fiscal 2030	32.0%	31.9%	23.9%	21.7%	26.8%	-	-	Mitsubishi Estate ^{*1}
Cancer screening rate	90.00%	Every year from FY2021 – FY2030	89.5%	83.8%	88.6%	88.0%	80.7%	-	-	Mitsubishi Estate ^{*1}
High stress group	Maintain percentage of 10% or lower (national average: 10%)	Every year from FY2021 – FY2031	6.9%	6.5%	5.5%	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 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Boundary
Rate of employees with first aid provider qualification	100%	Fiscal 2030 ongoing goal	76.5%	82.0%	75.3%	72.4%	63.0%	61.0%	64.0%	2 Group companies [*]

- * Mitsubishi Estate, Mitsubishi Jisho Property Management



Other

	Targets	Target Year	Fiscal 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Boundary
Employee absentee rate	0%	Fiscal 2030 ongoing goal	0.9%	0.7%	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%	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%	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	-	81%	80%	-	-	-	-	3 Group companies ^{*5}

^{*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

^{*5} From FY2023, the boundary of this target was changed to 3 Group companies. Mitsubishi Estate, Tokyo Ryutsu Center (TRC), Mitsubishi Estate SIMON

(2) Other

1. Human Resources

I) Mitsubishi Estate Employment Conditions

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

	Fiscal 2025		Fiscal 2024		Fiscal 2023		Fiscal 2022	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Men	1,426	69.6%	1,447	71.2%	1,454	71.8%	1,401	72.9%
(Of which, regular employees)	1,204	58.8%	1,189	58.5%	1,180	58.3%	1,148	59.7%
- Of which, managers	661	32.3%	679	33.4%	659	32.6%	659	34.3%
- Of which, non-managerial employees	543	26.5%	510	25.1%	521	25.7%	489	25.4%
(Of which, short-term contract workers)	222	10.8%	258	12.7%	274	13.5%	253	13.2%
Women	623	30.4%	586	28.8%	570	28.2%	522	27.1%
(Of which, regular employees)	506	24.7%	466	22.9%	434	21.4%	390	20.3%
- Of which, managers	67	3.3%	60	3.0%	54	2.7%	51	2.7%
- Of which, non-managerial employees	439	21.4%	406	20.0%	380	18.8%	339	17.6%
(Of which, short-term contract workers)	117	5.7%	120	5.9%	136	6.7%	132	6.9%
Total	2,049	100.0%	2,033	100.0%	2,024	100.0%	1,923	100.0%
(Of which, regular employees)	1,710	83.5%	1,655	81.4%	1,614	79.7%	1,538	80.0%
- Of which, managers	728	35.5%	739	36.4%	713	35.2%	710	36.9%
- Of which, non-managerial employees	982	47.9%	916	45.1%	901	44.5%	828	43.1%
(Of which, short-term contract workers)	339	16.5%	378	18.6%	410	20.3%	385	20.0%

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

Workforce profile, by age bracket (As of April 1, 2025)

	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	1,426	69.6%	209	57.6%	399	63.5%	251	71.3%	393	76.3%	174	91.1%
Women	623	30.4%	154	42.4%	229	36.5%	101	28.7%	122	23.7%	17	8.9%
Total	2,049	100%	363	100%	628	100%	352	100%	515	100%	191	100%

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

	Fiscal 2025	Fiscal 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018
Female employees as percentage of all employees	30.4%	28.8%	28.2%	27.1%	26.0%	24.6%	24.3%	22.9%
Female subsection chiefs as percentage of all subsection chiefs	33.1%	30.0%	27.7%	23.9%	21.1%	20.3%	16.9%	15.9%
Female managers as percentage of all managers	8.4%	8.1%	7.3%	7.2%	6.6%	5.8%	5.8%	5.5%
Female junior managers as percentage of all junior managers	17.7%	17.6%	17.3%	17.5%	17.4%	15.6%	15.9%	14.4%
Female middle managers as percentage of all middle managers	4.8%	4.9%	3.8%	4.0%	4.7%	4.3%	3.2%	3.0%
Female senior managers as percentage of all senior managers	3.1%	2.6%	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	9.0%	7.8%	6.8%	7.0%	6.4%	5.1%	5.1%	6.8%
Female employees in STEM-related positions as percentage of total STEM positions	28.7%	27.4%	26.4%	26.5%	26.4%	26.4%	-	-

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

	Fiscal 2025	Fiscal 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018
Percentage of all full time employees by nationality								
- Japan	99.2%	99.4%	99.4%	99.5%	99.6%	99.7%	99.6%	99.6%
- Other	0.8%	0.6%	0.6%	0.5%	0.4%	0.3%	0.4%	0.4%
Total	1,710	1,655	1,614	1,538	1,474	1,432	1,386	1,391
Percentage of managers by nationality								
- Japan	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
- Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total	728	739	713	710	709	724	707	732

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

	Fiscal 2025	Fiscal 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018
New employees (new graduate hires and mid-career hires)	43	94	104	94	92	80	58	53
(Breakdown by gender)								
- Male percentage	48.8%	53.2%	64.4%	63.8%	68.5%	71.3%	51.7%	71.7%
- Female percentage	51.2%	46.8%	35.6%	36.2%	31.5%	28.8%	48.3%	28.3%
(Breakdown by age)								
- Percentage of < 30 years old	100.0%	67.0%	64.4%	53.2%	65.2%	60.0%	63.8%	66.0%
- Percentage of 30-50 years old	0.0%	33.0%	34.6%	46.8%	34.8%	38.8%	36.2%	34.0%
- Percentage of > 50 years old	2.3%	0.0%	0.0%	0.0%	0.0%	1.3%	0.0%	0.0%
(Breakdown by nationality)								
- Percentage of Japanese nationality	95.3%	98.9%	100.0%	96.8%	97.8%	96.3%	98.3%	100.0%
- Percentage of other nationalities	4.7%	1.1%	0.0%	3.2%	2.2%	3.8%	1.7%	0.0%
(Breakdown by positions)								
- Percentage of non-managers	100%	90.4%	98.1%	100.0%	100.0%	100.0%	100.0%	100.0%
- Percentage of junior managers	0.0%	9.6%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%
- Percentage of middle managers	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
- Percentage of senior managers	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
New graduate hires	43	48	56	42	47	45	37	35
- Male percentage	48.8%	56.2%	66.1%	64.3%	61.7%	62.2%	62.2%	68.6%
- Female percentage	51.2%	43.8%	33.9%	35.7%	38.3%	37.8%	37.8%	31.4%
Mid-career hires	-	46	48	52	45	35	21	18
- Male percentage	-	50.0%	62.5%	63.5%	75.6%	82.9%	33.3%	77.8%
- Female percentage	-	50.0%	37.5%	36.5%	24.4%	17.1%	66.7%	22.2%
Number of employees leaving company (including those retiring at mandatory retirement age)	-	79	46	47	47	48	77	49
(Breakdown by gender)								
- Male percentage	-	75.9%	84.8%	83.0%	89.4%	83.3%	-	-
- Female percentage	-	24.1%	15.2%	17.0%	10.6%	16.7%	-	-
(Breakdown by age)								
- Percentage of < 30 years old	-	7.6%	8.5%	2.1%	4.3%	2.1%	-	-
- Percentage of 30-50 years old	-	34.2%	12.8%	10.6%	12.8%	2.1%	-	-
- Percentage of > 50 years old	-	58.2%	76.6%	87.2%	83.0%	97.9%	-	-
(Breakdown by nationality)								
- Percentage of Japanese nationality	-	100.0%	97.9%	97.9%	100%	100%	-	-
- Percentage of other nationalities	-	0%	0%	2.1%	0%	0%	-	-
(Breakdown by positions)								
- Percentage of non-managers	-	36.7%	23.4%	29.8%	25.5%	22.9%	-	-
- Percentage of junior managers	-	11.4%	6.4%	17.0%	19.1%	12.5%	-	-
- Percentage of middle managers	-	15.2%	2.1%	25.5%	34.0%	18.8%	-	-
- Percentage of senior managers	-	36.7%	21.3%	27.7%	21.3%	45.8%	-	-
Percentage of employees voluntary turnover rate	-	1.3%	0.7%	0.4%	0.5%	0.1%	1.2%	1.2%
Total employee turnover rate	-	4.6%	2.8%	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 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018
Men	17.9	17.6	18.0	18.6	19.1	19.6	19.5
Women	12.4	12.7	13.1	13.7	14.3	15.3	16.9

* As of the end of each fiscal year

Labor union

	Fiscal 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017
Labor union members as percentage of employees*	70.5%	71.9%	70.7%	70.8%	74.8%	70.3%	70.0%	71.7%

* Excluding employees in managerial positions

	Fiscal 2024	Fiscal 2023	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	0	0

2. Diversity

Health & safety (Employee)

	Fiscal 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	Boundary
Total accidents	4	7	2	2	1	2	1	2	Mitsubishi Estate
- Fatalities	0	0	0	0	0	0	0	0	
- Lost working time	1	0	0	0	0	0	1	0	
- Total working days lost	20	0	0	0	0	0	71	0	
Absentee rate	0.67%	0.46%	0.62%	0.22%	0.76%	0.67%	0.94%	0.91%	Mitsubishi Estate
Injury rate	0.0014%	0.0023%	0.0007%	0.0008%	0.0005%	0.001%	0.0005%	0.001%	Mitsubishi Estate
Lost day incident rate ^{*1}	0.74%	0%	0%	0%	0%	0%	2.316%	0%	Mitsubishi Estate
Lost-time injury frequency rate (LTIFR)	1.85%	3.08%	0.99%	1.10%	0.63%	1.30%	0.66%	1.35%	Mitsubishi Estate
Absenteeism ^{*2}	7.9%	-	-	-	-	-	-	-	Mitsubishi Estate
Number of respondents	1,373	-	-	-	-	-	-	-	
Response rate	89.5%	-	-	-	-	-	-	-	
Presenteeism ^{*3}	18.0%	-	-	-	-	-	-	-	Mitsubishi Estate
Number of respondents	1,373	-	-	-	-	-	-	-	
Response rate	89.5%	-	-	-	-	-	-	-	
Medical examination rate	100%	100%	100%	100%	100%	100%	97%	-	Mitsubishi Estate
Percentage of employees taking health and safety training ^{*4}	100%	100%	86%	91%	100%	100%	95.0%	93.2%	Mitsubishi Estate
Number of employees taking health and safety training ^{*4}	61	28	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} The percentage of employees who responded that they had been absent or taken leave for six or more days due to illness or injury in the past year.

^{*3} This is the percentage obtained by subtracting from 100% the percentage measured by "Evaluating your own work performance over the past four weeks (1-100%), with the performance you could perform when not suffering from illness or injury being 100%."

^{*4} This training is provided through newly-appointed Manager Class 1 training

Employee satisfaction and customer satisfaction

	Fiscal 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	Boundary
Employee satisfaction/Engagement survey score ^{*1}	73	86.2%	84.5%	88.5%	86.7%	84.5%	-	-	Mitsubishi Estate
Overall customer satisfaction with sales/percentage of high ratings ^{*2}	90.2%	92.0%	89.9%	87.3%	86.7%	86.4%	82.6%	-	Mitsubishi Estate Residence

^{*1} From FY2024 onward: Overall engagement survey score. Engagement scores are calculated using Wevox, an engagement measurement tool provided by Atræ, Inc. For reference: The average overall score for construction and real estate companies with 1,001 to 5,000 employees is 65.
Until FY2023: Percentage of employees who responded “Yes” to the question “Do you feel your job is rewarding?” in an internal employee survey.

^{*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 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017	Unit	Boundary
Number of employees taking childcare leave of absence	204	160	230	217	151	116	109	-	people	5 Group companies ^{*1}
Number of employees taking nursing care leave of absence	1	2	1	3	2	0	0	-	people	5 Group companies ^{*1}
Number of employees working shorter hours for childcare and nursing care	192	173	145	143	120	108	126	-	people	5 Group companies ^{*1}
Number of employees using volunteer leave	8	8	15	0	0	10	28	8	Total number of people	Mitsubishi Estate
Number of employees using social learning ^{*2}	12	13	9	0	0	0	1	7	Total number of people	Mitsubishi Estate
Number of employees using volunteer insurance	129	72	103	46	1	12	2	8	Total number of people	Mitsubishi Estate Group
Number of employees using subsidies for volunteering	94	18	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}	5	5	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 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Unit	Boundary
Training time per employee per year	11.6	9.9	9.2	8.1	8.2	7.6	8.7	hours per year	Mitsubishi Estate
Training cost per employee per year	101,904	96,693	96,467	85,668	75,648	84,482	127,989	yen per year	Mitsubishi Estate

Human rights

	Fiscal 2024	Fiscal 2023	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	0	0	cases	Mitsubishi Estate
Annual total hours of human rights training at Mitsubishi Estate Group	65,440	50,220	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	59	75	25	59	29	23	22	34	number	Mitsubishi Estate
Annual total participants of human rights training at Mitsubishi Estate Group	775	588	371	1,019	1,600	1,018	1,891	544	people	Mitsubishi Estate
Annual total hours of human rights training at Mitsubishi Estate	248,415	172,830	33,700	129,460	54,790	35,650	101	105	minutes	Mitsubishi Estate
Annual total participants of human rights training at Mitsubishi Estate	3,392	2,354	368	1,433	608	308	1,116	894	people	Mitsubishi Estate

Percentage of employees taking training programs (Mitsubishi Estate)

	Fiscal 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Fiscal 2017
Percentage of employees taking sexual harassment prevention training	92.2%	90.0%	91.9%	94.0%	89.4%	97.5%	100%	-
Newly-appointed Manager Class 1 training	100.0%	100.0%	86.1%	90.9%	100%	100%	95.0%	93.2%

Resilience

	Fiscal 2024	Fiscal 2023	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%	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 2024		Fiscal 2023		Fiscal 2022		Fiscal 2021	
	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	13,478,400	1,242	12,732,428	1,184	12,463,090	1,091	12,647,559	1,053

	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
Average annual salary of employees	12,675,663	953	12,735,234	903	12,476,724	899	12,290,437	806

Gender Pay Gap

	Fiscal 2024	Fiscal 2023	Fiscal 2022	Boundary
Mean gender pay gap of all employees	53.30%	53.00%	52.20%	Mitsubishi Estate
Mean gender pay gap of full-time employees	56.30%	56.00%	55.80%	Mitsubishi Estate
Mean gernder pay gap of part-time and non-permanent workers	44.20%	42.90%	44.80%	Mitsubishi Estate

3. Supply chain management related data

Supplier code of code distrubited

	FY2024	FY2023	FY2022	Boundary
Construction companies	100%	100%	100%	Mitsubishi Estate, Mitsubishi Estate Residence
Cleaning companies	100%	100%	100%	Mitsubishi Jisho Property Management, Mitsubishi Estate Hotels & Resorts, Mitsubishi Jisho Commuity

SAQ (Self-Assessment Questionnaire)

	FY2024	FY2023	FY2022
Construction companies			
Mitsubishi Estate (Projects)	3	3	3
- Tier 1 suppliers	3	3	3
- Tier 2 suppliers	42	7	20
- Tier 3 suppliers	33	6	14
Mitsubishi Estate Residence (Projects)	3	2	2
- Tier 1 suppliers	2	2	2
- Tier 2 suppliers	3	2	3
- Tier 3 suppliers	2	2	1
Cleaning companies			
Mitsubishi Jisho Property Management			
- Tier 1 suppliers	3	1	3
- Tier 2 suppliers	0	1	6
Royal Park Hotel & Resorts			
- Tier 1 suppliers	2	1	1
- Tier 2 suppliers	0	1	3
Mitsubishi Jisho Community			
- Tier 1 suppliers	0	0	1
- Tier 2 suppliers	0	0	3

* Questionnaire survey targeting suppliers with high sustainability risks



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 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Boundary
Attendance at Board of Directors meetings	100%	Fiscal 2030 ongoing goal	100%	99%	100%	100%	100%	99.3%	100%	Mitsubishi Estate

2. Risk Management and Compliance

	Targets	Targets year	Fiscal 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018	Boundary
Compliance e-learning attendance	100%	Fiscal 2030 ongoing goal	99.8%	99.3%	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 2023)

* 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	Junichi Yoshida		9/9	(100%)	-	-	-	-	-	-
2	Director	Atsushi Nakajima		9/9	(100%)	-	-	-	-	-	-
3	Director	Bunroku Naganuma		9/9	(100%)	-	-	-	-	-	-
4	Director	Naoki Umeda		9/9	(100%)	-	-	-	-	-	-
5	Director	Mikihito Hirai		9/9	(100%)	-	-	-	-	-	-
6	Director	Noboru Nishigai		9/9	(100%)	15/15	(100%)	-	-	-	-
7	Director	Hiroshi Katayama		9/9	(100%)	15/15	(100%)	-	-	-	-
8	Director	Masaaki Shirakawa	○	9/9	(100%)	-	-	5/5	(100%)	8/8	(100%)
9	Director	Tetsuo Narukawa	○	9/9	(100%)	15/15	(100%)	-	-	-	-
10	Director	Tsuyoshi Okamoto	○	9/9	(100%)	-	-	5/5	(100%)	8/8	(100%)
11	Director	Melanie Brock	○	9/9	(100%)	-	-	5/5	(100%)	8/8	(100%)
12	Director	Wataru Sueyoshi	○	9/9	(100%)	15/15	(100%)	-	-	-	-
13	Director	Ayako Sonoda	○	9/9	(100%)	-	-	5/5	(100%)	8/8	(100%)
14	Director	Naosuke Oda	○	9/9	(100%)	12/12	(100%)	-	-	-	-
Total				124/124	(100%)	72/72	(100%)	20/20	(100%)	32/32	(100%)

* As Naosuke Oda took office as Director on June 27, 2024, 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 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018
Directors							
Fixed remuneration (millions of yen)	471	520	503	365	365	368	397
Total (millions of yen)	471	520	503	369	365	368	397
Number of target persons	11	14	13	11	10	11	12
Average per person (millions of yen)	43	37	39	34	37	33	33
- In-house Director							
Fixed remuneration (millions of yen)	328	377	360	257	257	260	289
Total (millions of yen)	328	377	360	261	257	260	289
Number of target persons	3	5	5	4	3	3	4
Average per person (millions of yen)	109	75	72	65	86	87	72
- Outside Director							
Fixed remuneration (millions of yen)	143	143	143	108	108	108	107
Total (millions of yen)	143	143	143	108	108	108	107
Number of target persons	8	9	8	7	7	8	8
Average per person (millions of yen)	18	16	18	15	15	14	13
Executive officers							
Fixed remuneration (millions of yen)	603	614	569	622	620	551	568
Performance based remuneration (millions of yen)	743	882	659	517	545	529	573
Total (millions of yen)	1,346	1,496	1,228	1,139	1,166	1,081	1,142
Number of target persons	15	16	14	16	15	13	14
Average per person (millions of yen)	90	94	88	71	78	83	82

Remuneration paid to Chairman of the Board and CEO

	Fiscal 2024	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018
Chairman of the Board							
Monetary remuneration (millions of yen)	170	177	138	138	138	138	141
Total (millions of yen)	170	187	138	138	138	138	141
CEO							
Monetary remuneration (millions of yen)	79	79	79	79	79	79	79
Stock remuneration (millions of yen)	99	98	75	79	79	86	82
Total (millions of yen)	179	178	159	159	159	166	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		9	114.1
2	Director	Atsushi Nakajima		3	81.6
3	Director	Yutaro Yotsuzuka		-	49.8
4	Director	Naoki Umeda		3	41.5
5	Director	Mikihito Hirai		2	21.1
6	Director	Hiroshi Katayama		9	38.9
7	Director	Toru Kimura		-	57.1
8	Director	Masaaki Shirakawa	○	9	-
9	Director	Tetsuo Narukawa	○	7	6.2
10	Director	Tsuyoshi Okamoto	○	6	4.4
11	Director	Melanie Brock	○	3	1
12	Director	Wataru Sueyoshi	○	2	0.4
13	Director	Ayako Sonoda	○	2	1.6
14	Director	Naosuke Oda	○	1	0.3
Average			-	4.7	32.1

* As of june 27, 2025

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	81
2	Representative Corporate Executive Officer, Deputy President	Yuji Fujioka	59
3	Representative Corporate Executive Officer, Deputy President	Bunroku Naganuma	64
4	Representative Corporate Executive Officer, Executive Vice President	Yutaro Yotsuzuka	49
5	Representative Corporate Executive Officer, Executive Vice President	Ryozo Kawabata	53
6	Representative Corporate Executive Officer, Executive Vice President	Haruhiko Araki	46
7	Senior Executive Officer	Toru Kimura	57
8	Senior Executive Officer	Naoki Umeda	41
9	Senior Executive Officer	Masato Aikawa	39
10	Senior Executive Officer	Hirofumi Kato	32
11	Senior Executive Officer	Toru Takeda	20
12	Senior Executive Officer	Toshiyuki Inoue	35
13	Senior Executive Officer	Masanori Iwase	27
14	Senior Executive Officer	Masahiro Murai	16
15	Senior Executive Officer	Mikihito Hirai	21
16	Senior Executive Officer	Satoshi Iwata	12
Average			40.7

* As of june 27, 2025

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 27, 2025

2. Risk Management and Compliance

	Fiscal 2024	Fiscal 2023	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	116	70	56	53	44	75	63	64	Mitsubishi Estate Group
- Number concerning discrimination	0	0	0	0	0	-	-	-	-
- Number concerning harassment	19	18	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	0	0	Mitsubishi Estate Group
Fines (amount) for violations of Anti-Monopoly Act or other regulations	0	0	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	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	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	0	0	Mitsubishi Estate Group
Number of violations related to customer privacy data	4	8	1	-	-	-	-	-	Mitsubishi Estate Group
Number of violations related to conflicts of interest	0	0	0	-	-	-	-	-	Mitsubishi Estate Group
Number of violations related to money laundering or insider trading	0	0	0	-	-	-	-	-	Mitsubishi Estate Group
Total number of information security breaches	0	0	0	-	-	-	-	-	Mitsubishi Estate Group
- Total number of clients, customers and employees affected by the breaches	0	0	0	-	-	-	-	-	Mitsubishi Estate Group

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

(Unit: Millions of yen)

	Fiscal 2023	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019
Japan	94,821	62,183	51,054	56,025	43,264
US	20,240	5,733	5,914	692	1,184
UK	1,502	6,806	1,133	434	1,176
Singapore	1,722	321	509	132	81
Other	301	225	441	115	92
Total	118,585	75,270	59,050	57,398	45,797



ESG Report / ESG Data

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 2024 Independent practitioner's assurance report 2024 (PDF 46KB)

[PDF](#)

FY 2024 Environmental Information (PDF 403KB)

[PDF](#)

FY 2023 Independent practitioner's assurance report 2023 (PDF 48KB)

[PDF](#)

FY 2023 Environmental Information (PDF 686KB)

[PDF](#)

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.