

# Integrated Report 2025

"A Love for People A Love for the City"  
 **MITSUBISHI ESTATE**





# Editorial Policy and Information Disclosure Guide

## Editorial Policy

We adopted this integrated report format starting from FY2018, having published annual reports through to FY2017. With this integrated report, we have expanded coverage of non-financial information, centering on environmental, social, and governance (ESG) topics, compared with prior annual reports. In doing so, we aim to increase readers' awareness of our efforts to raise the corporate value of the Mitsubishi Estate Group from a medium- to long-term perspective. We hope that this report promotes a deeper understanding of the Group among all of our stakeholders, including shareholders and investors.

Please refer to the materials on the right for more detailed information on the topics covered by *Integrated Report 2025*.

## Reporting Scope

Mitsubishi Estate Co., Ltd. and Mitsubishi Estate Group companies

## Reporting Period

April 1, 2024 to March 31, 2025

## Definition of Term Covered

"FY2024" refers to the Group's fiscal year ended March 31, 2025, and other fiscal years are referred to in a corresponding manner.

## Caution Concerning Forward-Looking Statements

This integrated report contains forward-looking statements concerning Mitsubishi Estate Co., Ltd., and its future strategies and earnings outlook, including forecasts, plans, and decisions based on information available at the time of publication. As with any forecast, plan, or decision, forward-looking statements are inherently susceptible to potential risks, uncertainties, and assumptions. The Company's actual results may therefore vary materially from those expressed or implied in its forward-looking statements.

## Information Disclosure Guide

### Basic Information ▶▶▶



#### 1. Integrated Report

Please visit our website for details → [Web](#)



#### 2. Corporate Website

Please visit our website for details → [Web](#)

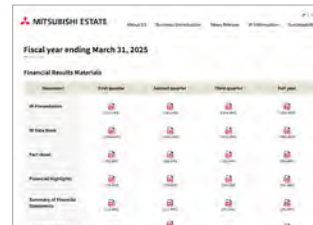
- About Mitsubishi Estate
- Business Introduction
- News Releases

### Business and Financial Strategies ▶▶▶



#### 3. Long-Term Management Plan 2030

Please visit our website for details → [Web](#)



#### 4. Financial Results Materials

Please visit our website for details → [Web](#)

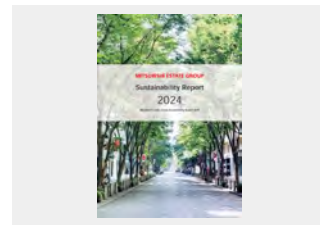
- IR Presentation
- IR Data Book
- Fact Sheet
- Financial Highlights
- Summary of Financial Statements
- IR Meeting Materials/Q&A



#### 5. Financial Report

Please visit our website for details → [Web](#)

### Sustainability ▶▶▶



#### 6. Sustainability Report

Please visit our website for details → [Web](#)



#### 7. Sustainability Website

Please visit our website for details → [Web](#)

- Information Disclosure Based on TCFD Recommendations
- Information Disclosure Based on TNFD Recommendations

### Corporate Governance ▶▶▶



#### 8. Corporate Governance Report

Please visit our website for details → [Web](#)

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# CEO MESSAGE



Progress Toward  
Achieving ROE of 10%:  
Embracing Change to  
Continuously Create  
Value for Cities

**Atsushi Nakajima**

President & Chief Executive Officer  
Mitsubishi Estate Co., Ltd.



## Marking a Milestone Year—Toward the Next Stage of Growth

In 2025, the Mitsubishi Estate Group reaches the midpoint of its Long-Term Management Plan 2030. *Kinotomi* (𪛗), the zodiac sign for 2025, symbolizes the fruition of sustained efforts. I view this year as a pivotal point—when the initiatives we have steadily advanced begin to show tangible results, setting the stage for the next phase of growth.

Over the past five years, we have actively enhanced functions that support urban working and living in terms of both infrastructure and social dimensions in Marunouchi and major cities across Japan with an eye toward achieving long-term sustainable growth. Internationally, we have expanded and enhanced our business in the U.S., U.K., and Australia, with establishing a solid base for non-asset-based business models that provide stable earnings. Through carefully targeted investments, we have developed high-quality assets both domestically and overseas,



and are now entering a phase of realizing returns—via strategic asset sales and other initiatives—aiming for further ROE improvement.

In FY2024, despite ongoing global economic uncertainty, the Group posted record-high operating profit for the fourth consecutive year, achieving steady growth. In Japan, amid intensifying competition for talent, the demand for offices in prime locations offering convenience and comfort further increased. Office rents are increasingly viewed as a long-term investment rather than a cost, leading to renewed recognition of the value offered by the Group's premium office environments.

GRAND GREEN OSAKA, which partially opened in FY2024, has attracted strong tenant interest. Its development concept—an integration hub for “MIDORI (Green)” and innovation—resonated with many companies and its prime location in front of Osaka Station further enhanced its appeal. Leveraging the Group's expertise across architectural design, asset management, property management, and brokerage services, enables us to generate fee income throughout the entire value chain. Meanwhile, the depreciation of the yen has prompted a recovery in inbound demand, thereby providing a tailwind for growth in our BtoC businesses, including retail properties and hotels.

Overseas, geopolitical tensions and policy uncertainties—particularly in the United States—remain a concern. However, by maintaining a well-diversified portfolio of high-quality assets across several countries, including the United States, the United Kingdom and Australia, and adapting our operations to each market's characteristics, we continue to generate stable returns while laying the groundwork for future growth. Drawing on our capabilities in various countries, we will continue to achieve steady profit growth through capital gains from competitive development assets and stable rental profits in prime locations, as well as by generating fee income from asset management and other activities.

In Japan, persistently high construction costs—fueled by rising material prices and structural labor shortages—pose a challenge. In response, we are refining our business model: conducting large-scale renovations of existing buildings to enhance asset value, promoting joint ventures leveraging third-party capital, and increasing fee-based income from development projects. In addition, we aim to promote sustainable urban development while ensuring business viability by strengthening partnerships and spurring innovation to improve operational efficiency.

Progress Toward Achieving 10% ROE

The Mitsubishi Estate Group has set a target of achieving 10% ROE under Long-Term Management Plan 2030, reflecting its strong commitment to placing the continuous improvement of capital efficiency at the core of its management. We remain firmly focused on this goal and are making steady progress toward reaching it. In this section, I will discuss our progress and the specific strategies we will implement going forward.

We are advancing our ROE improvement initiatives along three key pillars: growth of operating profit, pursuit of efficiency through asset sales, and management of equity.

The first pillar is growth of operating profit—in other words, strengthening our earnings power. In the first half of Long-Term Management Plan 2030, we proactively pursued selective investments in Japan and overseas. As a result, we are now entering a divestment phase, with a series of competitive development projects reaching completion. When we formulated Long-Term Management Plan 2030, our business profit\* target for FY2030 was in the range of ¥350.0 billion to ¥400.0 billion. Today, we see potential to exceed business profit of ¥400.0 billion.

\* Business profit = Operating profit + Equity in earnings of unconsolidated subsidiaries and affiliates

The Otemachi, Marunouchi, and Yurakucho (OMY) area—Japan’s premier office district—is an exceptionally important area that underpins the Group’s stable revenue and drives future rental growth. Even in an inflationary environment, we aim to further increase rent levels in the area, including for Torch Tower—scheduled for completion in 2028—by offering higher-quality workplace environments that support rental growth outpacing inflation.

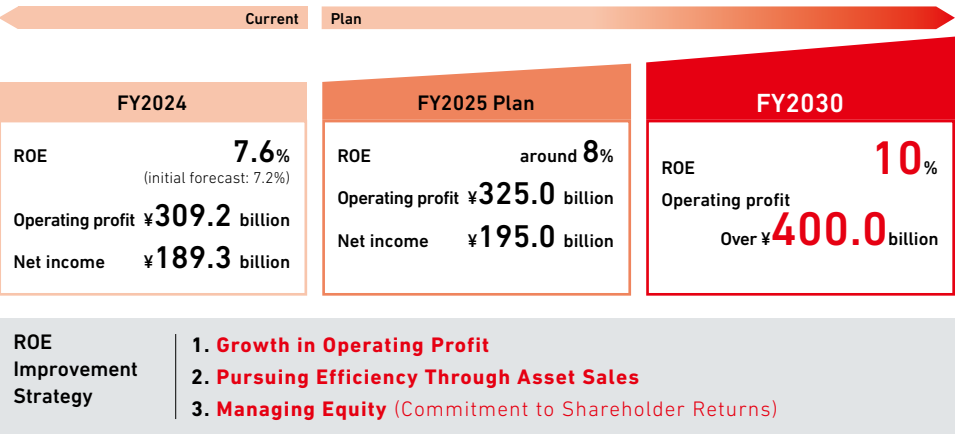
We also regard the International Business as a key engine of future earnings growth. In FY2024, we completed Parkline Place, a large-scale office development in central Sydney that received strong market recognition. In FY2025, our first inaugural data center project is set for completion in Northern Virginia in the United States. With these developments, we are steadily building a portfolio of capital-recycling assets that will generate future capital gains. Additionally, in our Investment Management Business, we continue to create new funds by leveraging our global platform to meet growing investor demand in both Japan and overseas.

Harnessing these diverse business foundations and growth engines enables us to continue steadily expand our operating profit and accelerate progress toward achieving our 10% ROE target.

Pursuit of efficiency through asset sales, the second pillar, entails promoting strategic asset sales to enhance asset efficiency. In FY2025, we began accelerating the sale of strategic-holding stocks and set a new quantitative target: reducing such holdings by 50% or more by FY2027. We are also continuing to explore additional fixed asset sales in the manner of the partial divestment of Otemon Tower over the period of FY2023 to FY2024. To further enhance capital efficiency, we will recycle capital through such sales and redeploy it in growth areas and share buybacks.

The third pillar is management of equity, the denominator of ROE. We are enhancing capital efficiency by allocating funds generated from asset sales and other means toward share buybacks and other capital allocation strategies. For FY2025, we have announced a total of ¥100.0 billion in share buybacks, consisting of a ¥50.0 billion base amount plus an additional ¥50.0 billion. We will continue to consider further buybacks flexibly, taking into account share price levels and cash flow conditions.

In this way, the Mitsubishi Estate Group will align its business and financial strategies to achieve 10% ROE—ideally ahead of schedule—and deliver sustainable value to its stakeholders.





## Aiming to Be the World's Foremost Real Estate Business Group

Driven by our aspiration to be a globally trusted and indispensable presence, the Mitsubishi Estate Group has set its sights on becoming the world's foremost real estate business group. Our journey began with the development of the OMY area—an effort spanning over 135 years—which has served as the foundation of our approach to urban development. Throughout our history, we have consistently created true value while adapting flexibly to the evolving needs and values of each era.

Today, that spirit is embodied in our flagship TOKYO TORCH project, which is currently under construction. This landmark development showcases our philosophy and expertise and looks ahead to the next generation. Going beyond traditional redevelopment, TOKYO TORCH aims to be a city in itself—one that shares Japan's culture, economy, and innovation with the world and serves as a hub for global engagement.

We are also applying the urban development capabilities cultivated in Japan to international markets. In major global cities such as New York, London, and Sydney, we are advancing projects that reflect the Group's signature quality and development philosophy, while respecting the unique local systems and cultures of each region.

In the United States, we are expanding our development business through Rockefeller Group International, Inc., while also fostering strong relationships with investors via our investment management arm, TA Realty LLC. As part of our global strategy, we aim to grow assets under management (AuM) to ¥10.0 trillion by 2030.

In London, where we established a local subsidiary in 1986, we have steadily delivered office developments in the city center. In 2023, we completed the construction of 8 Bishopsgate, a high-rise office building, and are currently promoting several other large-scale projects. Backed by decades of local experience, our business in London continues to progress with both stability and momentum.

In Australia, since entering the market in 2016, we have invested over ¥160.0 billion in a broad spectrum of assets including office, residential, and logistics facilities. Through this steady track record, we have built a solid position as the preferred development partner of many local companies.

Given the varied systems and market structures across regions, a standardized business model is not viable in global real estate. With that said, globally deploying the development and asset management expertise and network we have cultivated in Japan while embracing innovative models and best practices from overseas and incorporating them into the Japanese market will become increasingly important.

Combining our experience and achievements both in Japan and overseas will allow us to continue to pursue new goals with the aim of earning recognition for Mitsubishi Estate as a company that delivers new value and lasting impact to the world's great cities.



## Empowering All Employees as Ecosystem Engineers

FY2024's Long-Term Management Plan 2030 Review reaffirmed the Mitsubishi Estate Group's management with the two strategic drivers of increasing both social value and shareholder value. It also clearly articulated "Be the Ecosystem Engineers" as a unifying policy for these two strategies. At the same time, we updated Mitsubishi Estate Group Sustainability Vision 2050 to better align it with our business activities. We redefined our core sustainability themes under the framework of "Sustainability of the Mitsubishi Estate Group and Society: Four Key Themes"—namely, urban development and services, the global environment, respect for people, and value creation. Among these, our commitment to "urban development and services" especially underscores our dedication to both tangible and intangible urban development for the next generation. This clarity reinforces the strong connection between our key sustainability themes and the Group's core businesses.

In acting as Ecosystem Engineers—bringing together external partners and fostering innovation—we have come to realize that our people are the most vital element for increasing our corporate value. No matter how sophisticated our business models may be, it is our people who implement them and generate value. To empower its employees in this role, the Mitsubishi Estate Group has defined three guiding principles for how each individual should approach their work: Professional, Change Maker, and As One Team. These principles form the foundation of our human resources development strategy.

**Professional:** Individuals who tackle both social and business challenges with deep expertise and insight. By cultivating world-class professionals in fields such as development, asset management, design, and international business, we aim to improve quality across the Group.

**Change Maker:** Individuals who drive transformation by challenging conventional thinking and frameworks. In today's rapidly evolving landscape, such innovators are indispensable.

**As One Team:** We place strong emphasis on fostering a culture of collaboration across divisions and functions. This culture—where individual strengths are combined to face challenges together—is one of our greatest competitive advantages.

To support this culture, we are committed to creating an inclusive environment that respects and embraces diversity across gender, age, nationality, and background, enabling every employee to fully realize their potential. We will continue working to deepen and embed this foundation throughout the Group.

## Continuing to Deliver True Value in an Era of Change

Our society stands at a major inflection point. As technological and social transformation accelerates—with advancements in AI, the mobility revolution, and climate change—people's lifestyles, values, and perspectives on what cities should be are being transformed.

And yet, no matter how far technology advances, the essence of being human remains unchanged: the desire to meet and talk face-to-face, to connect with nature, and to be moved by real, physical experiences.

That is why I remain committed to ensuring that our urban development embraces both elements that change with the times and those that remain constant across the times to identify and offer essential value.

This search for essential value is especially evident in the evolution of office spaces. The pandemic brought new appreciation for the convenience of remote work. However, it also led to a reappraisal of the meaning and role of spaces where people gather. Offices have transformed from mere workplaces into hubs of serendipitous discovery, collaboration, and cultural cohesion.

To meet the needs of this new era, we will provide high-value-added office environments in urban centers such as Marunouchi, while pursuing inclusive and vibrant cityscapes that support diverse ways of living, working, and relaxing. We constantly ask ourselves what constitutes essential value, always imagining the needs of future users. Even amid dramatic change, I firmly believe that our mission is to pursue urban development that consistently responds to the deeper values society seeks.



## “To the Future with Mitsubishi Estate”

This catchphrase incorporates Mitsubishi Estate’s commitment to continuously pursue new goals into the future and its stance of promoting urban development with a continued focus on essential value. No matter how the world changes, we will face such changes head-on and continue to promote better urban development while engaging with people and society.

Guided by its mission of “creating a truly meaningful society through urban development,” the Mitsubishi Estate Group is focused on spearheading efforts to build the society of the future. It is with such a bold spirit that we will continue to take on challenges. At the core of our efforts is Long-Term Management Plan 2030, which is currently in progress. With all employees continuing to grow without fear of change, we will move forward steadily as one to achieve the plan’s targets. I believe that the achievement of Long-Term Management Plan 2030 will serve as the first step toward fulfilling the commitment set out in “to the future.”

The Mitsubishi Estate Group will continue to advance with shareholders, partner companies, and community members, continuously pursuing bold initiatives to achieve its ambitious goal of becoming the world’s foremost real estate business group.

We ask sincerely for your continued support and understanding for our endeavors.



**Atsushi Nakajima**  
President & Chief Executive Officer  
Mitsubishi Estate Co., Ltd.





# Value Creation Story

## **P9 Value Creation Story**

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# “A Love for People A Love for the City”

## Forever Taking on New Challenges —The Mitsubishi Estate Group

### The Spirit of Mitsubishi: Three Principles

“Shoki Hoko”

所期奉公

#### Corporate Responsibility to Society

Strive to enrich society, both materially and spiritually, while contributing toward the preservation of the global environment.

“Shoji Komei”

処事光明

#### Integrity and Fairness

Maintain principles of transparency and openness, conducting business with integrity and fairness.

“Ritsugyo Boeki”

立業貿易

#### Global Understanding Through Business

Expand business, based on an all-encompassing global perspective.

### The Mission of the Mitsubishi Estate Group

#### We contribute to society through urban development.

By building attractive, environmentally sound communities where people can live, work, and relax with contentment, we contribute to the creation of a truly meaningful society.

### The Mitsubishi Estate Group Code of Corporate Conduct

In order to carry out the Group's Mission, we pledge to observe the following Code of Conduct:

1

We will act with integrity.

We will base our conduct on laws and ethics and always reflect with humility upon our behavior, valuing our communication with society and placing priority in our corporate activities on earning trust through fairness and transparency.

2

We will strive to earn the trust of our clients.

We will approach all objectives from our clients' point of view, providing safe and reliable products and services, and make information available as appropriate.

3

We will strive to create a vibrant workplace.

While aiming at personal growth, we will respect the human rights and diversity of opinions of others and increase our creativity and professionalism, while displaying our collective strengths as a team.

### For details on the Mitsubishi Estate Group Guidelines for Conduct:

<https://www.mec.co.jp/en/company/charter/>

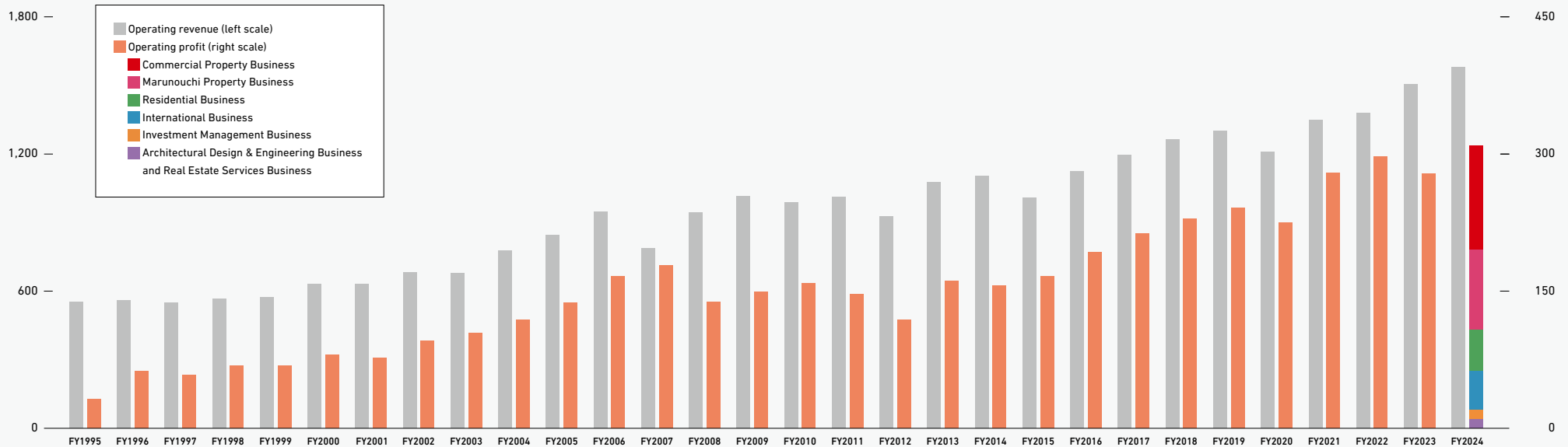
(Formulated December 1, 1997; revised on August 1, 2002, January 1, 2006, and April 1, 2018)



## History of Value Creation

The Mitsubishi Estate Group has expanded its business activities into various domains by utilizing its unique expertise and know-how amassed through its long track record of real estate development. The Group has continuously taken on challenges in anticipation of changes in its operating environment and the coming era, such as participating in new asset types and expanding into overseas markets, while further refining its strengths, centered on office building development and property management.

Operating Revenue / Operating Profit (Billions of yen)



### Generating Stable Profits Through Office Building Development and Property Management

#### Office Building Business

Completion of Mitsubishi Ichigokan (1894)



Promoting the redevelopment of Marunouchi and increasing revenues through office building development and property management while diversifying our portfolio by participating in new asset types and expanding into overseas markets

#### Marunouchi Property Business

Completion of Shin-Marunouchi Building (2007)



#### Commercial Property Business

Opening of GOTEMBA PREMIUM OUTLETS® (2000)



#### Residential Business

Establishment of Mitsubishi Estate Residence Co., Ltd. (2011)



#### International Business

Capital investment in Rockefeller Group International, Inc. (1990)





## History of Value Creation—Development of Marunouchi for More Than 135 Years

The Mitsubishi Estate Group has overseen the development of the Marunouchi area for more than 135 years, amassing unique knowledge and expertise in urban development while evolving the area into Japan's preeminent business center. Today, we are actively promoting Marunouchi NEXT Stage with the aim of establishing Marunouchi as a "co-creation platform for innovation through companies, employees, and visitors."

### Purchase of Marunouchi Land

In 1890, Yanosuke Iwasaki, the first president of Mitsubishi Company, purchased Marunouchi land at the request of the Meiji government of Japan. The area, which was an expanse of flat, grassy fields, became known as Mitsubishihigahara, or Mitsubishi Fields.



1890  
Starting from Scratch

1890s  
First Phase of Development



### Rising Demand for Office Space due to Rapid Economic Growth

As Japan entered an era of high economic growth, demand for office space rose sharply. To address this demand, Mitsubishi Estate began rebuilding the area with large-scale office buildings to provide an abundant supply of large-capacity office space under the Marunouchi remodeling plan of 1959.

1960s  
Second Phase of Development

1995–2019  
Third Phase of Development

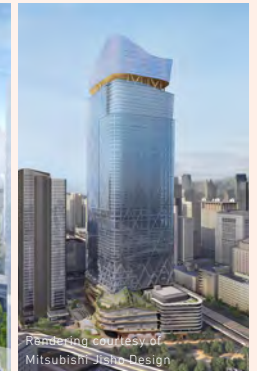
### Creation of New Value

Positioning urban development from 2020 onward as part of Marunouchi NEXT Stage, we will promote urban development that generates improvements in people's quality of life and which spurs the discovery of and solutions to social issues through the emergence of innovation and strengthening of our digital foundations. Through the promotion of such urban development and area management, we aim to transform Marunouchi into a "co-creation platform for innovation through companies, employees, and visitors."

Under Marunouchi NEXT Stage, we will redevelop the Marunouchi area by investing between approximately ¥600.0 billion and ¥700.0 billion (our share of the total investment) by 2030 in reconstruction projects and area management centered on Tokiwabashi and Yurakucho.



Otemachi Gate Bldg.



Torch Tower

2020–  
Marunouchi NEXT Stage

### Evolution into a Full-Scale Business Center

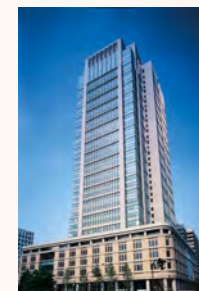
The construction of the area's first modern office building, Mitsubishi Ichigokan, was completed in 1894. Thereafter, three-story redbrick office buildings began springing up, resulting in a townscape reminiscent of London's business center, which led to the area becoming known as the "London Block."



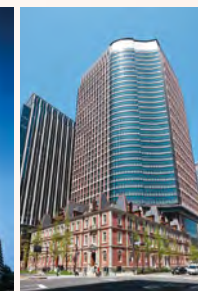
### Strengthening of the International Competitiveness of Marunouchi

Following the announcement of the reconstruction of the former Marunouchi Building in 1995, the Company transformed the Marunouchi area—which had up until then been purely a business district—into a space with a vibrant and bustling atmosphere, based on the concept of creating the world's most interaction-inspiring neighborhood.

Aiming to make that concept broader and more comprehensive, we expanded our urban development efforts to Otemachi and Yurakucho from 2008, in order to strengthen the international competitiveness of Marunouchi by establishing a financial business center and a greater infrastructure. Furthermore, we worked to give the area a fresh appeal based on a new sense of values by adding new functionality, such as the development of cultural and artistic functions, including a museum, and the promotion of environment-friendly initiatives.



Marunouchi Bldg.



Marunouchi Park Bldg. and Mitsubishi Ichigokan



Marunouchi Nijubashi Bldg.

## History of Value Creation—Our Long-Term Perspective and Forward-Looking DNA

The Mitsubishi Estate Group has expanded its business activities into various fields by leveraging the unique knowledge, expertise, and relationships it has amassed through its long years of real estate development and property management. Today, the Group continues to take on challenges in anticipation of changes in its operating environment and the coming era.

1894~



### **Transforming Mitsubishihahara into a World-Leading Business Center Development of Japan's Full-Fledged Office Building**

In 1890, when Yanosuke Iwasaki purchased Marunouchi land from the Meiji government of Japan, the area was an expanse of flat, grassy fields known as Mitsubishihahara, or Mitsubishi Fields. It was there that Mitsubishi Estate developed Mitsubishi Ichigokan, Japan's first modern office building. Japan's era of high economic growth saw the completion of several office buildings and the area's expansion into a world-leading business center. Today, the entire area continues its transformation into a neighborhood with an abundance of attractions, extending beyond business to include retail facilities, hotels, event venues, and disaster preparedness centers. Using Marunouchi, an area of approximately 120 hectares in its entirety, the Mitsubishi Estate Group continues to evolve urban development, anticipating ever-changing societal demand and customer needs.

1993



### **Deploying a Long-Term Perspective Cultivated Through the Development of Marunouchi in Other Areas Development of Minato Mirai 21, a Large-Scale Area Project**

In the 1980s, Mitsubishi Estate took part in the Minato Mirai 21 urban development project as the largest private-sector landowner. The year 1993 saw the completion of Yokohama Landmark Tower (296 m), the symbol of Minato Mirai. Based on the concept of a bustling 24-hour city, the tower attracted a lot of attention as Japan's first vertically integrated building, with a shopping mall, offices, and hotels from top to bottom. It remains a symbol of Yokohama, more than 30 years after its completion. Meanwhile, Mitsubishi Estate continues to enhance the attractiveness of the Minato Mirai district through its involvement in area management, as well as through the development of office buildings and retail facilities.

2000



### **Establishing Outlet Malls as Part of Japanese Culture Expansion of U.S.-Style Outlet Malls Throughout Japan**

Beginning with the opening of GOTEMBA PREMIUM OUTLETS® in 2000, Mitsubishi Estate introduced the then-unfamiliar culture of outlet malls, originating in the United States, to Japan. Today, it operates 10 outlet malls nationwide. These malls deliver a unique shopping experience by integrating leisure elements, offering visitors a refreshing break from their everyday lives. More than 20 years after the opening of the first outlet mall, PREMIUM OUTLETS® have taken root in Japan, and the total annual sales of the 10 facilities have grown to over ¥400.0 billion. GOTEMBA PREMIUM OUTLETS®, the flagship outlet mall in the series, continues to evolve in various ways, including the addition of a hotel on adjacent land and offering helicopter excursion experiences.

## History of Value Creation—Our Long-Term Perspective and Forward-Looking DNA

2001



### Entering into the Investment Management Business Pioneering Entry into the J-REIT Market

In 2001, Japan Real Estate Investment Corporation (JRE), of which Mitsubishi Estate is the main sponsor, became the first J-REIT to go public. (Nippon Building Fund Inc. went public at the same time.) With an emphasis on prime assets developed by the Mitsubishi Estate Group, its sponsor, JRE broadens the range of real estate investment to include institutional and individual investors in the form of small-lot real estate investments, conducting highly profitable and stable asset management.

Mitsubishi Estate promotes its Investment Management Business globally, acquiring U.S.-based TA Realty LLC in 2015. With a global platform spanning Japan, the United States, Europe, and Asia, the business's global assets under management (AuM) have grown to approximately ¥6.1 trillion (as of the end of FY2024).

2016



### Expanding Our Presence Through a Nimble, Market-Oriented Approach Entry into Real Estate Development in Australia

Since entering the real estate development business in Australia in 2016, Mitsubishi Estate has rapidly expanded its business in the country, with total development investments to date exceeding ¥160.0 billion. In addition to offices, hotels, condominiums, and rental apartments, the Company is involved in the development of a variety of asset types, including Land Lease Community, Master Plan Community, and logistics facilities. Mitsubishi Estate has earned strong recognition for its project delivery capabilities, built through years of development and joint ventures in Australia, and has secured its position as the preferred Japanese developer among leading players across multiple sectors. Thanks to its strategic foresight and pioneering spirit, the Company has gained a significant first-mover advantage in the Australian market.

2023



### Developing Projects in Europe with a Focus on London for Nearly 40 Years Launching Two Large-Scale Office Projects in London

Since establishing a local subsidiary in 1986, Mitsubishi Estate has spent nearly 40 years developing a wide range of projects in central London, primarily focused on office buildings, while also undertaking developments in rental apartments and logistics facilities. Building on this foundation, the Company has also expanded into continental Europe, beginning with property acquisitions in France and Germany. In 2023, it completed an office development in Barcelona, Spain, followed by a large-scale office renovation in Stockholm, Sweden, in 2024.

With its long-standing track record, Mitsubishi Estate has accumulated extensive development expertise and built strong relationships of trust with industry stakeholders and government authorities. In April 2025, it commenced construction on two large-scale office projects in central London—72 Upper Ground and 1 Victoria Street—as part of its ongoing efforts to drive future growth.



# Strengths That Enable Us to Create Value

The Mitsubishi Estate Group has unique strengths (the Group's signature driving force) that it has acquired through urban development over many years. Harnessing these strengths, the Group will continue to create attractive urban environments that enrich people's lives through value propositions that only it can provide.

Note: Figures stated on this page are as of the end of FY2024.

Strength 2

**Natural Capital and Manufactured Capital**  
**Carefully Selected and Abundant Real Estate Asset Touchpoints**

The Mitsubishi Estate Group possesses a market-resilient asset portfolio diversified across a variety of different areas and assets.



**Commercial Property Business**  
**Marunouchi Property Business**

**Residential Business**

Number of Office Buildings under Management  
**201**

Number of Hotels under Operation  
**23**

Retail Properties  
**27** (including 10 outlet malls)

Logistics Facilities  
(Total Number of Developed Facilities)  
**26**

Number of Airports Operated by Airport Business  
**10**

Number of Condominiums Sold a Year  
**1,787**

Number of Condominiums under Management  
**353,024**

**International Business**  
Number of Overseas Offices  
**21**


**Investment Management Business**  
Assets under Management  
Approx. ¥ **6.1** trillion



Strength 1

**Human Capital and Intellectual Capital**  
**Human Resources Who Have Inherited Our DNA**

The Mitsubishi Estate Group aims to maximize its value creation as an organization through human resources who demonstrate the competencies as Professionals, who create new value using their specialist expertise, and as Change Makers, who spur innovation by augmenting each other's strengths through collaborations while possessing the five traits that the Group requires.



Number of Group Employees  
**11,412**

Operating Revenue per Employee  
Approx. ¥ **138** million


Proportion of Women Among New-Graduate Hires  
**51.2** %

Voluntary Turnover Rate  
**1.3** %

Strength 3

**Social Capital**  
**Relationships and Partnerships Founded on Trust**

The relationships of trust built up over the years with customers and the long-lasting relationships formed with business partners and subcontractors are among the Mitsubishi Estate Group's key strengths. We also proactively support and collaborate with start-up companies.



Number of Tenants (nationwide, all purposes)  
**3,321** companies

Number of Office Workers in Marunouchi  
Approx. **350,000**

Number of Members Eligible to Join the Residence Club  
Approx. **690,000** households

Number of Start-Ups in Support Hubs (Otemachi, Marunouchi, and Yurakucho)  
**194**

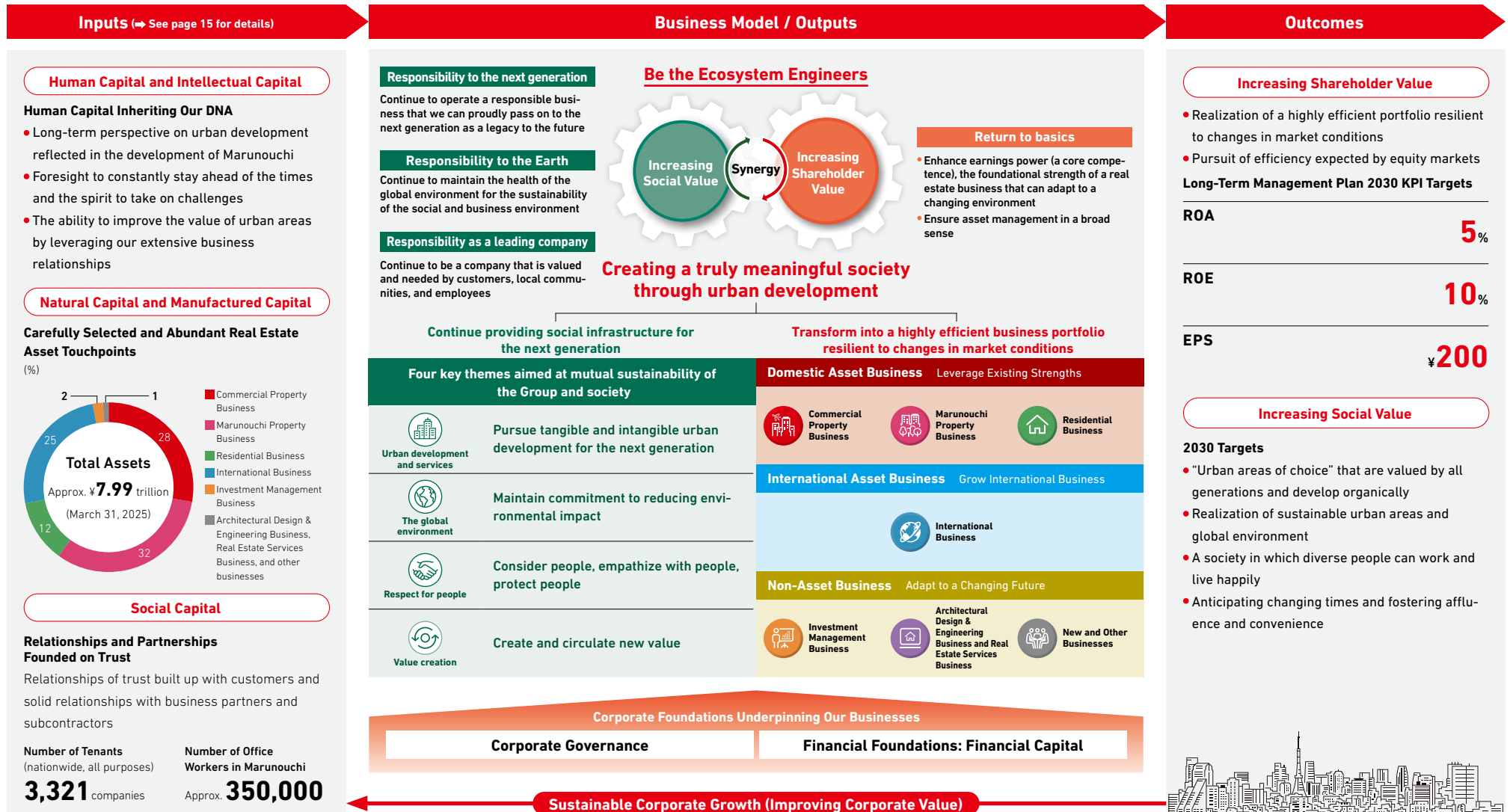
Amount of Investment in Start-Ups (commitment basis)  
Approx. ¥ **45.4** billion

# Value Creation Model

The Mission of the Mitsubishi Estate Group

## We contribute to society through urban development.

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





## Creating GRAND GREEN OSAKA MIDORI LIFE

With the approximately 45,000-m<sup>2</sup> Umekita Park as its focal point, GRAND GREEN OSAKA is a mixed-use development featuring a variety of urban functions, including offices, retail properties, and hotels, along with an innovation hub. Under the project concept of integrating "MIDORI (Green)" and innovation, the grand opening of the South Wing took place in March 2025, which followed the partial opening of GRAND GREEN OSAKA in September 2024.



Rendering courtesy of a GRAND GREEN OSAKA project developer

### Hotels

GRAND GREEN OSAKA features three hotels that meet the needs of visitors to Umekita. The hotels enhance Osaka's global stature and showcase the culture of Osaka and the Kansai region while catering to a wide range of needs, from tourism to business.

### Umekita Park

Umekita Park is an urban public space with diverse and elegant landscaping designed by a world-renowned designer. The park promotes the well-being of residents, workers, and other individuals and serves as a platform for organizations, including companies and research institutions, to take on new challenges.

### Retail Properties

GRAND GREEN OSAKA's retail properties, located in sophisticated commercial spaces, offer urban convenience and tranquil, lush greenery. The fulfilling time and experiential value provided by the development's pleasant green space help enhance people's quality of life.

### Offices

GRAND GREEN OSAKA is home to extensive office space with a total rental area of approximately 34,000 tsubo. Its robust support functions and lush greenery are well-suited to increasingly diverse workstyles.

### Core Functions

GRAND GREEN OSAKA is an innovation platform unlike any other in the world. The relationship between greenery and people inspires new life-design innovation.



## Value Provided by Mitsubishi Estate

The Mitsubishi Estate Group is enhancing social value through the integration of greenery and innovation in GRAND GREEN OSAKA, while leveraging the strengths of its Group companies to generate fee income across a wide range of business domains. This approach allows the Group to simultaneously increase the area's attractiveness and secure stable revenues.

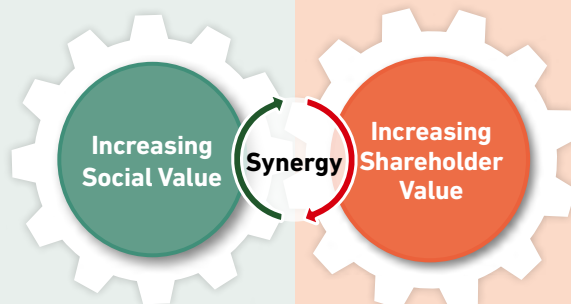
### Be the Ecosystem Engineers

#### Integration of “MIDORI (Green)” and Innovation

The GRAND GREEN OSAKA project addresses the challenge of limited greenery in Osaka's urban core by developing an extensive urban park in a prime station-front location through a public-private partnership, with the ultimate goal of enhancing the city's competitiveness. Greenery plays a vital role in supporting both physical and psychological well-being while enhancing the area's appeal. Umekita Park and the JAM BASE innovation hub spur innovation by fostering collaboration among a diverse range of individuals and organizations. GRAND GREEN OSAKA will continue to contribute to social value as a unique district where greenery meets innovation.



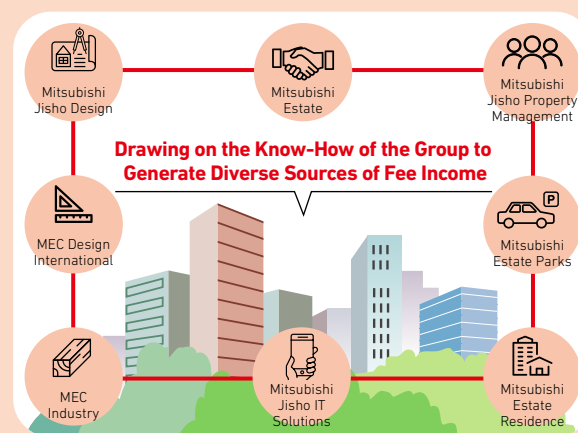
©Akira Ito.aifoto



#### Development Efforts Drawing on the Know- How of the Mitsubishi Estate Group

The GRAND GREEN OSAKA project leverages the Mitsubishi Estate Group's extensive expertise, enabling it to generate diverse sources of fee income. This expertise includes leasing management, property management, design and planning, app development for office workers, MI deck,\* parking lot management, and residential sales.

\* MEC Industry's structural plywood panels and finishing material



### VOICE

#### Sharing New Urban Development with the World



Mitsubishi Estate, Kansai Branch, GRAND GREEN OSAKA Office

With an approximately 45,000-m<sup>2</sup> vast urban park as its core, GRAND GREEN OSAKA is a landmark project that integrates the development of offices, an innovation hub, hotels, retail properties, condominiums, and other urban functions in front of JR Osaka Station, the largest train terminal in Western Japan. In addition to a landscape design that allows people to experience local nature and includes environmental plans that protect biodiversity, the project incorporates the latest technology, such as geothermal and wastewater heat and solar power, as well as resource recycling infrastructure, to help realize a sustainable society (including addressing climate change, protecting biodiversity, and improving well-being).

Office leasing, condominium sales, and the MIDORI Partner Program, an area sponsorship program, are already progressing favorably, reflecting strong recognition of these initiatives. GRAND GREEN OSAKA perfectly exemplifies how large urban parks (public spaces) with ample greenery enhance economic and social value. I believe that the project represents a significant turning point in real estate development trends.

The Mitsubishi Estate Group is committed to continuing to communicate the appeal of GRAND GREEN OSAKA to the world.

**Terutoshi Iwamoto**

General Manager, GRAND GREEN OSAKA Office

## The Concept of “Marunouchi as a Single Integrated Workplace”

The Mitsubishi Estate Group has positioned urban development in the Marunouchi area from 2020 onward as Marunouchi NEXT Stage, and promoted urban development that creates new value by fostering “co-creation among companies, employees, and visitors.” Viewing the entire area as a platform, the Group will promote the concept of “Marunouchi as a Single Integrated Workplace” that enables initiatives beyond the capabilities of individual tenants, ensuring that Marunouchi remains a place where people want to work, establish offices, and visit.

### A Platform Only an Integrated Urban Area Can Provide

Area-wide support facility initiatives that individual tenants could not achieve on their own

#### 1 Diverse workplaces



#### 2 Innovation fields and growth



#### 3 Facilities and services to support workers



#### 4 Extensive dining and entertainment options



#### 5 Area-wide promotion of well-being



#### 6 Sustainable urban development



By clearly differentiating the Marunouchi area through these initiatives, the Group aims to generate returns commensurate with the value provided while raising customer satisfaction. Through its existing assets, the Group

targets an increase in operating profit of

**¥10.0 billion or more,**

contributing to the achievement of its Long-Term Management Plan 2030 targets.

### Background

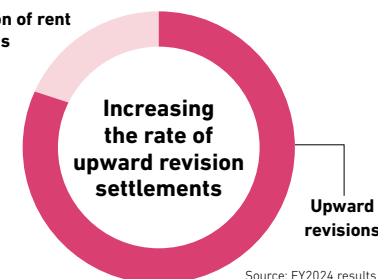
- A marked trend among recently relocated companies to view improvements to office environments as an investment rather than a cost
- The rate of upward rent revisions is increasing due to factors such as tight supply and inflation

#### 1. General Offices

- Increase rent unit price by raising customer satisfaction
- Pass on the costs of inflation to tenants
- Continue the trend of upward rent revisions when renewing contracts



#### Condition of rent revisions



#### 2. Service Offices

- Achieve higher unit prices by adding value
- Improve profitability by ascertaining the appropriate volume of small lots and increasing the volume



Well-appointed setup offices equipped with meeting rooms, furniture and fittings, etc.

7



Premier small-scale offices

4



The Mitsubishi Estate Group's flexible offices

Approx. **200** sites nationwide

#### 3. Commercial Facilities, etc.

- Increase profits from commercial facilities, which are achieving annual sales of ¥100 billion for the area as a whole
- Increase tenant sales by utilizing point program applications, measures for inbound tourists, etc.
- Increase profits from halls and conference rooms, hotels, parking lots, etc.

#### 4. Management Costs

- Ensure management cost control by making use of concentration of owned assets in the same area
- Achieve optimization of management costs by sophisticated operational efficiency and know-how for ordering, etc.
- Improve management efficiency by using technologies, such as AI and robotics



## Further Expanding the International Business

The Mitsubishi Estate Group currently promotes its International Business at a total of five locations in the United States, Europe, and Asia, and its total assets worldwide stand at ¥1.9 trillion (as of the end of FY2024).

The Group aims to further expand the International Business to achieve the targets established under its Long-Term Management Plan 2030 for operating profit of ¥90.0 billion and return on assets (ROA) of 6% ahead of schedule.

### Business Development Areas

#### United Kingdom

Total assets:  
Approx. **¥430.0** billion



8 Bishopsgate (London)

★ Major Group office locations  
● Major project locations

Mitsubishi Estate London Limited  
London

Mitsubishi Estate (Shanghai) Ltd.  
China  
Total assets:  
Approx. **¥30.0** billion

Shanghai  
Hanoi  
Yangon  
Bangkok  
Ho Chi Minh City  
Chennai  
Mitsubishi Estate Asia Pte. Ltd.  
Taipei  
Mitsubishi Estate Taiwan Ltd.  
Taiwan  
Total assets:  
Approx. **¥10.0** billion

Southeast Asia and Oceania  
Total assets:  
Approx. **¥450.0** billion



Oasis Central Sudirman (Jakarta)

Sydney



180 George Street (Sydney)

Rockefeller Group International, Inc.  
Mitsubishi Estate New York Inc.

New York  
Washington D.C. & Maryland  
Georgia  
Miami  
New Jersey  
California  
Colorado  
Arizona

#### United States

Total assets:  
Approx. **¥960.0** billion



1271 Avenue of the Americas (New York)



NOVA Business Park (Virginia)

### Investment Strategy

#### Developed Countries and Regions ▶ Proactive Investment

- Expand capital-recycling assets to ensure continuous capital gains
- Invest proactively in growth regions and new assets
- Earn revenue through hybrid-model investments, mainly in the U.S.

#### Developing Countries ▶ Diversified Investments / Prioritizing Investment Efficiency

- Select regions and asset types based on markets and business practices
- Expand opportunities through partnerships with leading local businesses

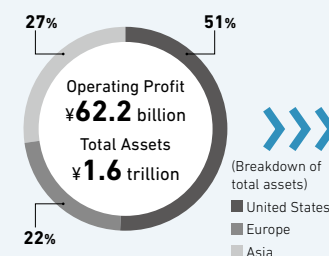
### Balance Sheet and Profit & Loss Growth Outlook

With investments progressing in carefully selected high-quality projects, the Group aims to achieve its Long-Term Management Plan targets ahead of schedule.

#### Initial Plan Targets

Operating Profit  
**¥30.4** billion  
(FY2017–FY2019 average)  
Total Assets  
**¥713.0** billion  
(As of FY2018 year-end)

#### Results over Past Three Years (FY2022–FY2024 average)



#### Late 2020s

Aiming to Achieve Plan Targets Ahead of Schedule

Operating Profit  
**¥90.0** billion  
Total Assets  
**¥1.5** trillion  
ROA  
Approx. 6%

## Message from the Senior Executive Officer in Charge of the International Business



**Masanori Iwase**

Senior Executive Officer  
Supervising International Business  
Group, In Charge of International  
Business Planning Department  
Mitsubishi Estate Co., Ltd.



Rendering of 1 Victoria Street upon completion (©Secchi Smith)



Rendering of 72 Upper Ground upon completion (©Cityscape)

**The International Business is committed to building a deep understanding of local communities and fulfilling its role as a trusted partner, rather than merely pursuing overseas expansion.**

The Mitsubishi Estate Group's International Business began in the 1970s and 1980s, focusing initially on the United States and Europe. Over the past half-century, it has developed and invested in major cities around the world.

Drawing on its experience in global cities such as London and New York, the International Business established bases in Singapore and Shanghai around 2010, subsequently expanding into various Asian markets, including Taiwan, Thailand, Vietnam, and Indonesia. In 2021, it further broadened its presence with the establishment of a base in Sydney, Australia. The Group has steadily built its reputation as the preferred partner in countries where independent business development can be challenging, supported by its strong track record in both Japan and in international markets.

Today, the Mitsubishi Estate Group's overseas assets stand at ¥1.9 trillion. In addition to geographical diversification, the International Business has developed a well-balanced portfolio, which comprises not only offices but also condominiums, rental apartments, logistics facilities, outlet malls, and hotels. This diversified portfolio enables the Group to respond flexibly and swiftly to changing market conditions.

The track record of the International Business is underpinned not only by strong relationships with local developers, construction companies, agents, and other partners, but also by the trust and expectation placed in the Group thanks to its Japan-based operations and identification with the Mitsubishi Estate Group's underlying mission.

Going forward, the Group will focus efforts on countries and regions with mature real estate markets, such as the United States, Europe, and Australia. In these countries and regions, it expects to establish a stable revenue base by drawing fully on the capabilities of the Group. In addition to cultivating existing markets, the Group will promote flexible developments tailored to the needs of each city, striving for further significant growth in terms of both investment scale and revenue.

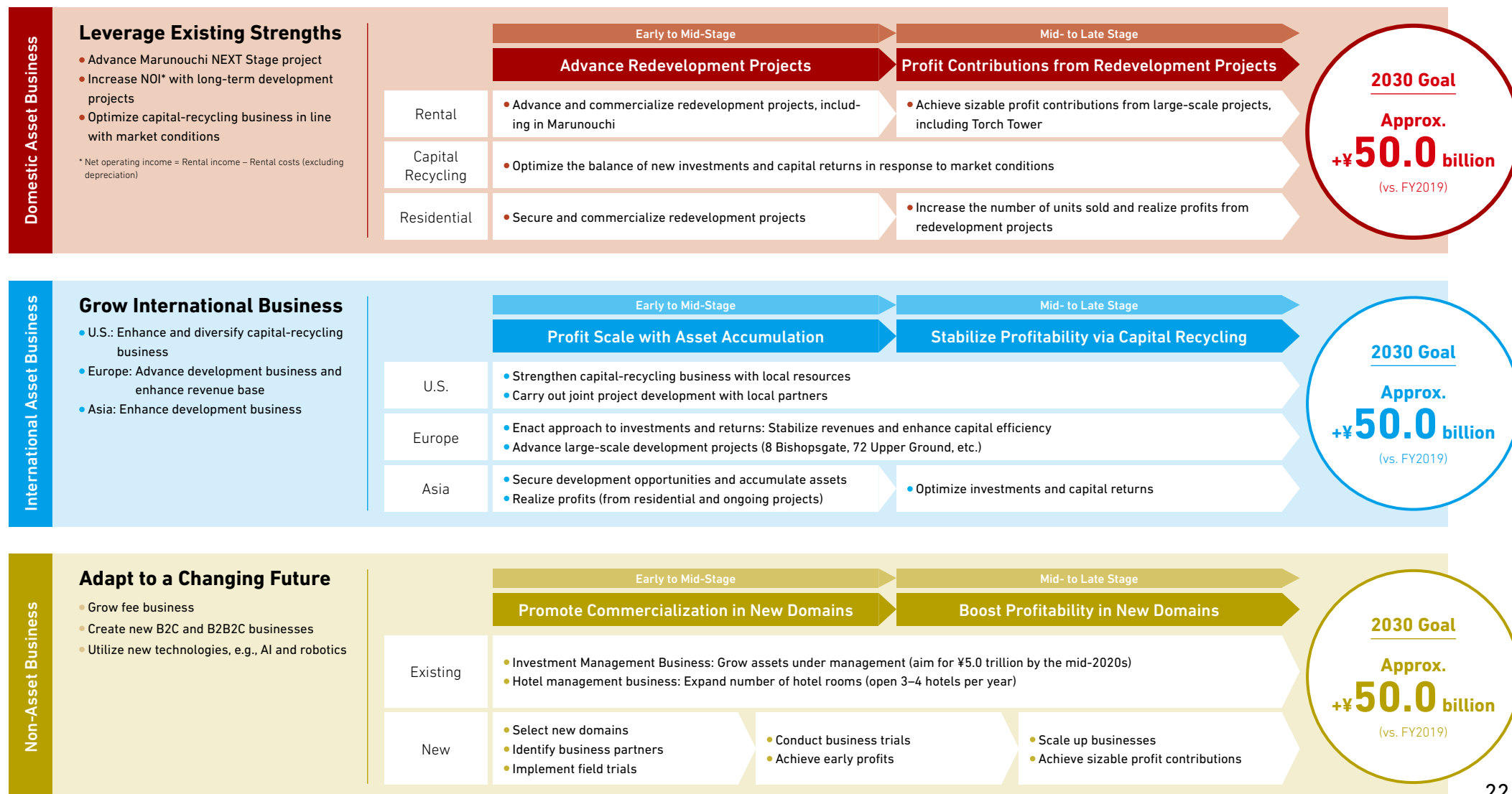
In the United States, in particular, the Group has embarked on the development of data centers on the back of rising demand, and in 2025, it plans to complete the construction of NOVA Business Park, its first hyperscale data center. By combining the sourcing capabilities of the Investment Management Business in Japan, the United States, Europe, and Asia and the relationships forged in each of these countries and regions, the Group believes it is well positioned to achieve the International Business Group's Long-Term Management Plan 2030 target of operating profit of ¥90.0 billion ahead of schedule.

Remaining committed to deep local understanding and global vision, the International Business will continue to act as a trusted partner, going beyond simple overseas expansion. Guided by "A Love for People A Love for the City," the Group will work to create sustainable and vibrant urban environments. I am confident that all stakeholders can look forward to Mitsubishi Estate's future overseas business development with great anticipation.
















## Long-Term Management Plan 2030—Strategies for Increasing Shareholder Value: Growth Strategies and Targets

The Mitsubishi Estate Group will seek to realize growth in three domains—the domestic asset business, international asset business, and non-asset business—by leveraging human capital who have inherited its DNA, its involvement in carefully selected and extensive real estate, and its wide-ranging relationships and partnerships founded on trust, which are strengths it has acquired through long-term urban development.



## Long-Term Management Plan 2030—Overview of Business Segments

Business Name		Business Details	Overview	Domestic Asset	International Asset	Non-Asset
	Commercial Property Business	 <b>Office Building Business</b> Development and Leasing Business Operation and Management Business	Engages in the development, leasing, and property management of office buildings in major Japanese cities	●		●
		 <b>Retail Property Business / Outlet Mall Business</b>	Develops and operates retail properties and PREMIUM OUTLETS®, which boast top-class customer drawing power, nationwide, mainly in major metropolitan areas	●		
		 <b>Logistics Facility Business</b>	Develops, leases, operates, and manages logistics facilities, centered on the Logicross series	●		
		 <b>Hotel Business</b> Development Business Management Business	Develops hotels in a wide range of categories and conducts a business that operates hotels under the Royal Park Hotels brand	●		●
		 <b>Airport Business</b>	Contributes to regional development through involvement in the operation of 10 airports in Japan	●		
	Marunouchi Property Business	Development and Leasing Business Operation and Management Business	Promotes development, leasing, operation, and management focused on office buildings in the Otemachi, Marunouchi, and Yurakucho (OMY) area Maximizes profits through area-wide development and management	●		●
	Residential Business	Condominium Sales and Leasing Business Operation and Management and Brokerage Businesses	Offers brokerage, management, and other services, in addition to operating a residential condominium business under "The Parkhouse" brand and a rental apartment business under "The Parkhabio" brand	●		●
	International Business		Undertakes office building development and leasing businesses mainly in the United States and the United Kingdom, as well as projects in various cities in Asia and Oceania		●	
	Investment Management Business		Offers asset management services for investors in Japan, the United States, Europe, and Asia			●
	Architectural Design & Engineering Business		Mitsubishi Jisho Design Inc. undertakes architectural design and engineering services for construction and civil engineering works			●
	Real Estate Services Business		Mitsubishi Real Estate Services Co., Ltd. conducts real estate brokerage, condominium and office building leasing management support, and operates a parking-lot management business			●
	New and Other Businesses		Innovates business models using digital technology and promotes open innovation			●



## Long-Term Management Plan 2030—Strategies for Increasing Social Value: Overview of Sustainability Initiatives

The Mitsubishi Estate Group made a fresh start by revising its key themes related to sustainability and its material issues in FY2024 in light of environmental and social change and the increasingly complex demands on companies to pursue sustainability. With the aim of creating a truly meaningful society, as set forth in its basic mission as a company that is needed by generations to come, the Group will expedite efforts to address social issues by promoting business responsibly with an eye to future generations to realize both the ongoing growth of the Group and the sustainability of society.

### Two-Strategic-Driver Framework

### Mitsubishi Estate Group Sustainability Vision 2050

## Be the Ecosystem Engineers\*

#### Responsibility to the next generation

Continue to operate a responsible business that we can proudly pass on to the next generation as a legacy to the future

#### Responsibility to the Earth

Continue to maintain the health of the global environment for the sustainability of the social and business environment

#### Responsibility as a leading company

Continue to be a company that is valued and needed by customers, local communities, and employees

#### Return to basics

- Enhance earnings power (a core competence), the foundational strength of a real estate business that can adapt to a changing environment
- Ensure asset management in a broad sense

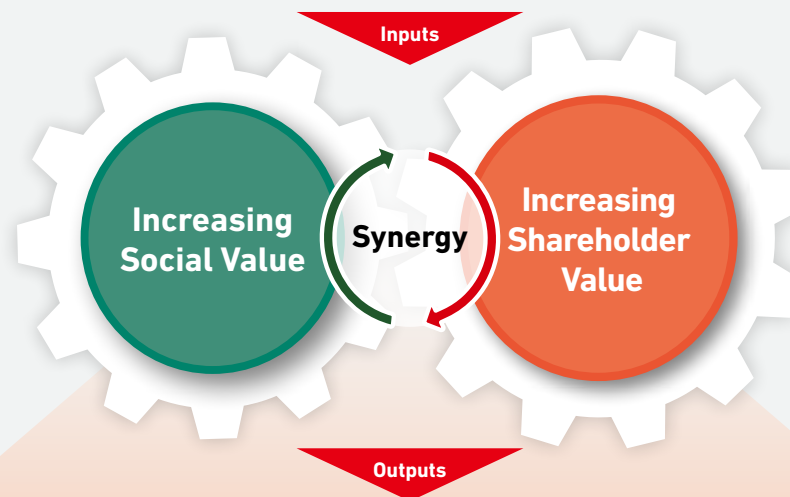
#### Basic Policy

**Continue providing social infrastructure for the next generation**

#### 2030 Goals

**Four key themes aimed at mutual sustainability of the Group and society**

- Pursue tangible and intangible urban development for the next generation
- Maintain commitment to reducing environmental impact
- Consider people, empathize with people, protect people
- Create and circulate new value



#### Basic Policy

**Transform into a highly efficient business portfolio resilient to changes in market conditions**

#### 2030 Goals

ROA	ROE	EPS
<b>5%</b>	<b>10%</b>	<b>¥200</b>

**“Creating a truly meaningful society through urban development,” the mission of the Group, by realizing both the sustainable growth of the Group and the sustainability of society**

\* We aspire to be a corporate group (= engineers) that provides spaces and infrastructure (= ecosystems) where all actors (individuals, corporations, and more) are able to coexist sustainably and thrive together—economically, environmentally, and socially. (Announced February 5, 2020)

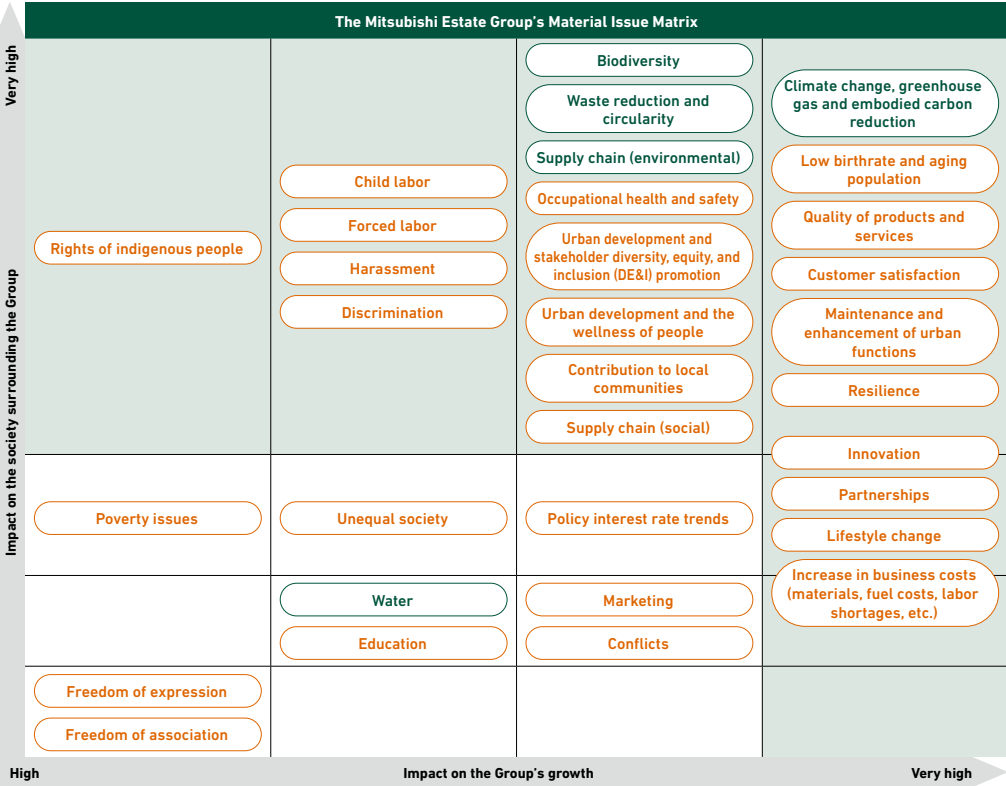
# Long-Term Management Plan 2030—Strategies for Increasing Social Value: Four Key Themes for 2030 Targets

In order to 1) clarify the relationship between its businesses and its strategies for increasing social value; 2) promote understanding of the significance of sustainability-oriented management within the Group; and 3) align itself with the demands and expectations of shareholders and society, the Mitsubishi Estate Group returned to the question of why it pursues its sustainability efforts and revised its key themes related to sustainability.

## Process for Identifying Four Key Themes

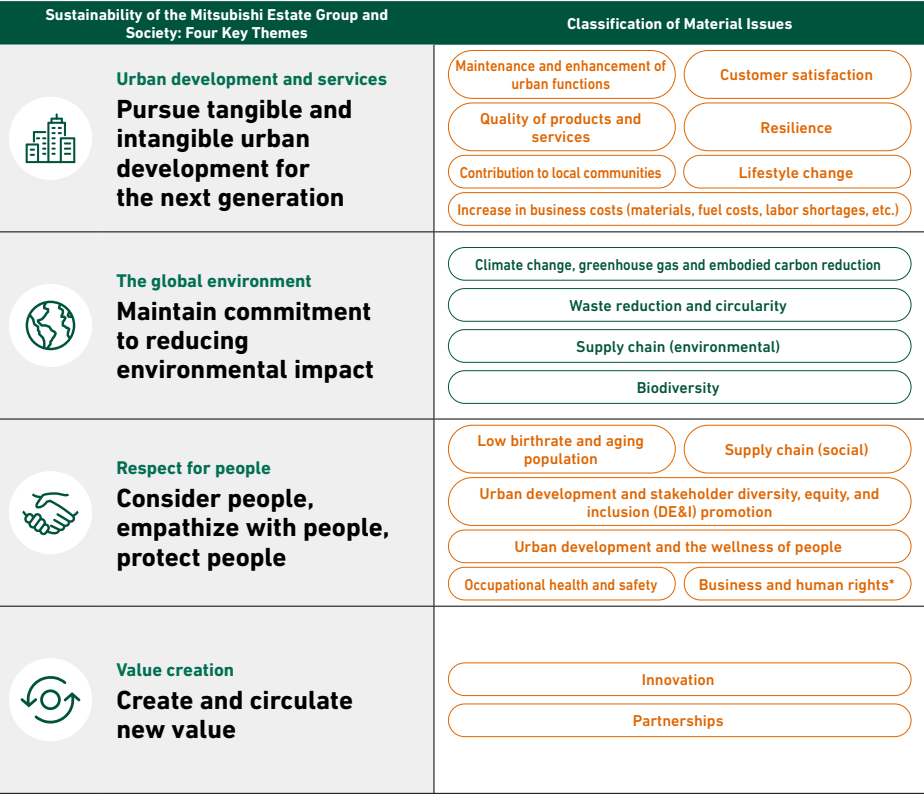
### Mapping Out Material Issues

After clarifying social issues, we mapped out those that have a close connection with the Mitsubishi Estate Group on two axes—one representing the scale of impact on the Group’s growth (finances) and the other representing the scale of impact on society (stakeholders)—and assessed the importance of each issue. Issues assessed as having a particularly significant impact within their respective axis (light green areas: ■) were identified as material issues.



### Identifying Four Key Themes

The material issues identified were organized into four groups: urban development and services, the global environment, respect for people, and value creation, and based on the results, the “Sustainability of the Mitsubishi Estate Group and Society: Four Key Themes” was established.



\* Encompasses issues including child labor, forced labor, harassment, discrimination, rights of indigenous people



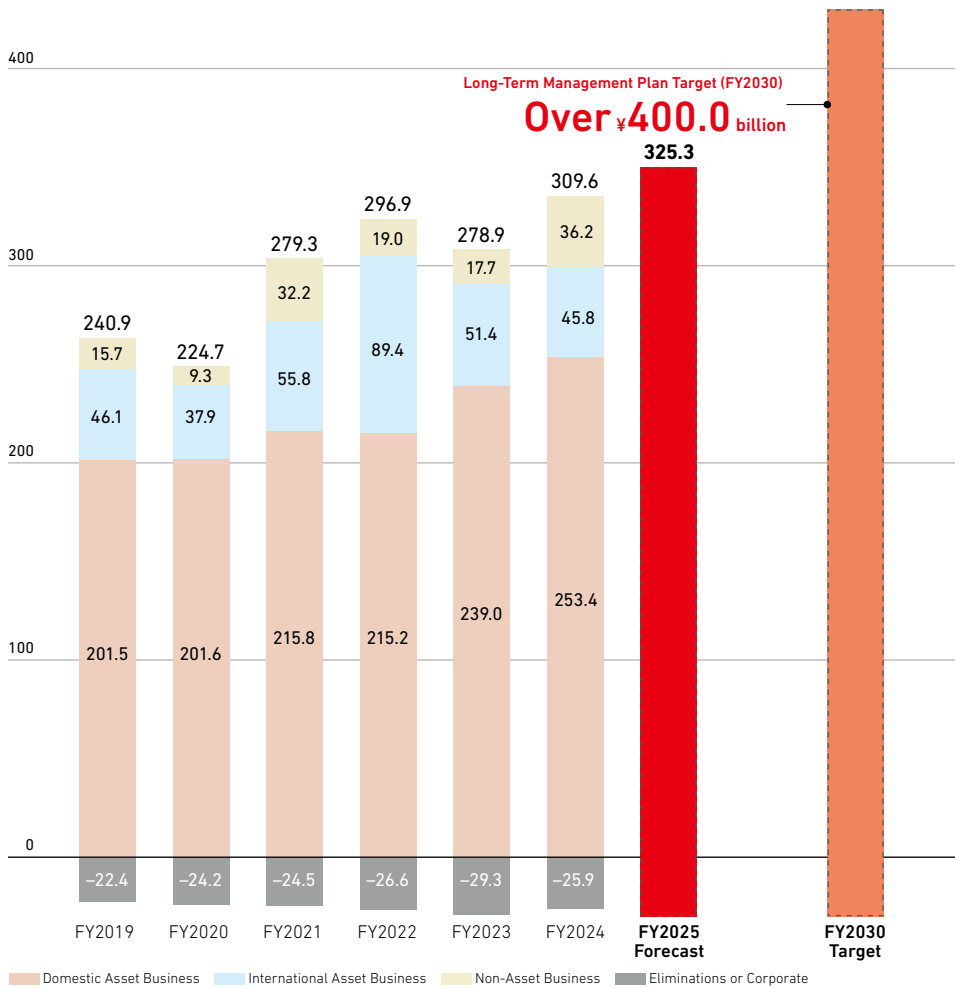
## Progress of Long-Term Management Plan 2030

In FY2024, Mitsubishi Estate recorded business profit of ¥309.6 billion, exceeding ¥300.0 billion for the first time in its history. In FY2025, it expects to achieve business profit of ¥325.3 billion, which would set another record high.

The Company also achieved return on assets (ROA) of 4.0%, return on equity (ROE) of 7.6%, and earnings per share (EPS) of ¥151.04 in FY2024. These results demonstrate steady progress toward achieving the key performance indicators (KPIs) established in Long-Term Management Plan 2030.

### Trend in Business Profit\*

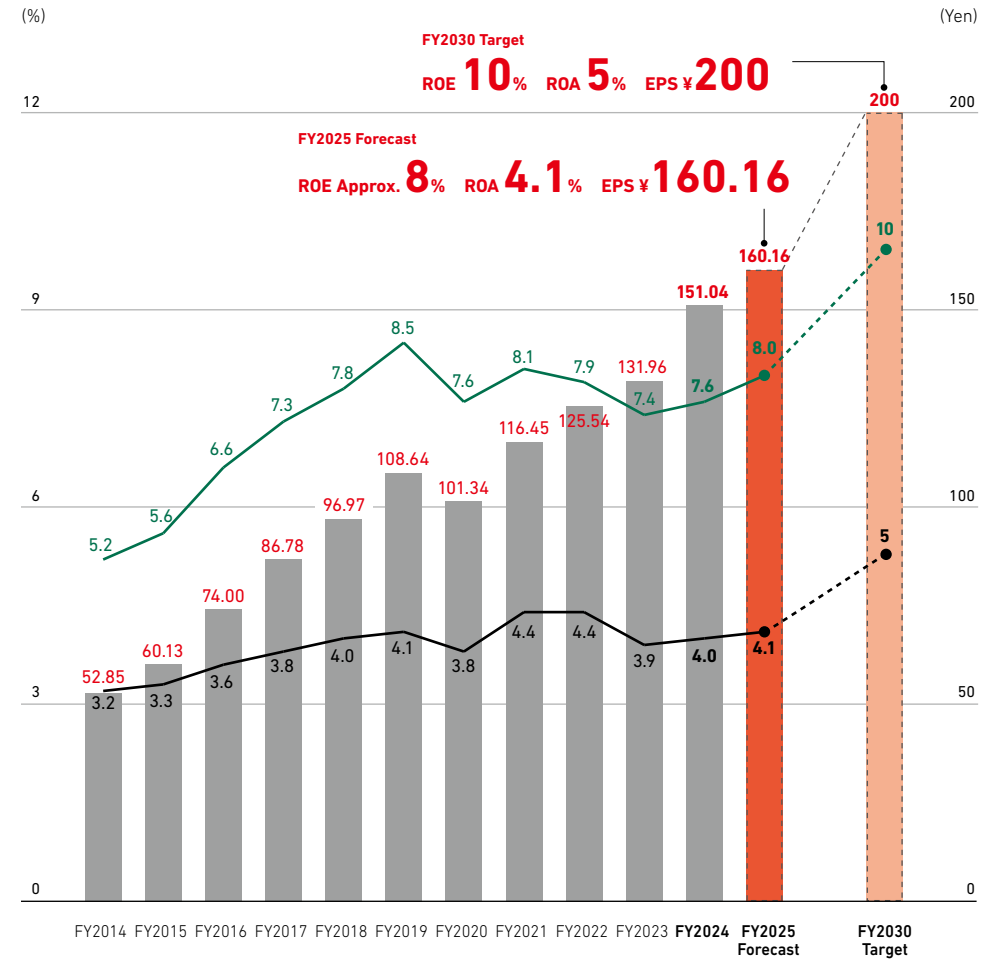
(Billions of yen)



\* Business profit is calculated as operating profit + equity in earnings of unconsolidated subsidiaries and affiliates.

### Progress of KPIs

(%)



— ROA\* (left scale) — ROE (left scale) — EPS (right scale)

\* Since FY2020, ROA has been calculated as business profit + total assets (average of the amount at the beginning and end of the fiscal period).

Progress of Long-Term Management Plan 2030

Domestic Asset Business

- Began construction of Torch Tower, the symbolic property of Marunouchi NEXT Stage in September 2023 with the aim of completion in 2028. Due to complete two properties in Osaka during FY2024 (Osaka Dojimahama Tower and GRAND GREEN OSAKA)
- Capitalized on a stable transaction market in Japan to record capital gains of ¥83.0 billion in FY2024

Office Vacancy Rate (as of March 31, 2025)

Marunouchi	1.73%	Nationwide	2.32%
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Major Properties under Development in the Marunouchi Area



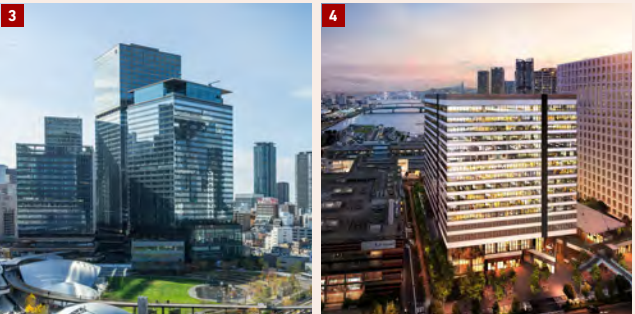
1 Otemachi Gate Building

Total Floor Area: 85,200 m<sup>2</sup>  
Scheduled Completion: July 2026

2 Torch Tower

Total Floor Area: 553,000 m<sup>2</sup>  
Scheduled Completion: May 31, 2028

Recently Completed Properties



3 GRAND GREEN OSAKA

Total Floor Area: 378,450 m<sup>2</sup>  
Partial Opening: September 2024

4 TOYOSU SAIL PARK

Total Floor Area: 136,000 m<sup>2</sup>  
Completion: June 2025

Major Property Sales

FY2024

¥83.0  
billion

CO-MO-RE YOTSUYA (partial ownership)

Use: Office, Retail / Total Floor Area: 139,000 m<sup>2</sup>

Shinjuku Eastside Square (partial ownership)

Use: Office, Retail / Total Floor Area: 170,000 m<sup>2</sup>

▶ 26 properties, including rental apartments and assisted living residences



CO-MO-RE YOTSUYA

FY2023

¥75.0  
billion

3rd MINAMI AOYAMA

Use: Office / Total Floor Area: 14,700 m<sup>2</sup>

Toyosu Foresia (partial ownership)

Use: Office / Total Floor Area: 101,500 m<sup>2</sup>

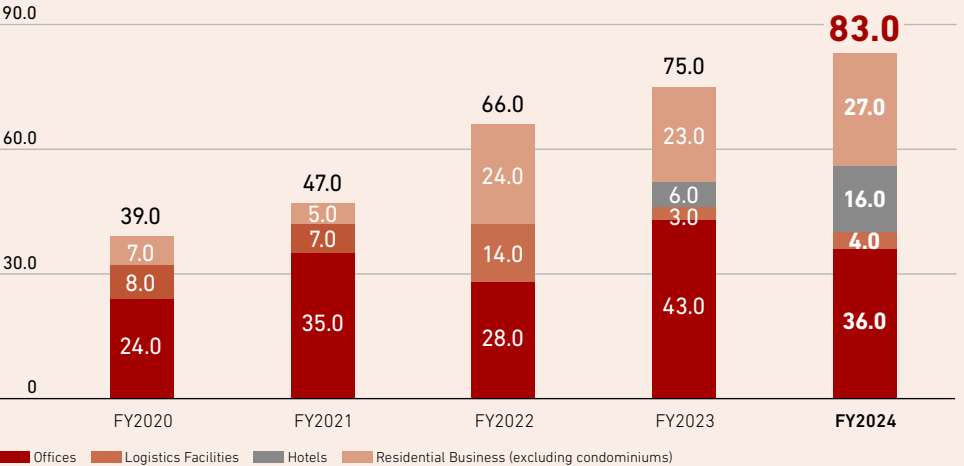
▶ 20 properties, including rental apartments and assisted living residences



3rd MINAMI AOYAMA

Capital Gains by Asset

(Billions of yen)



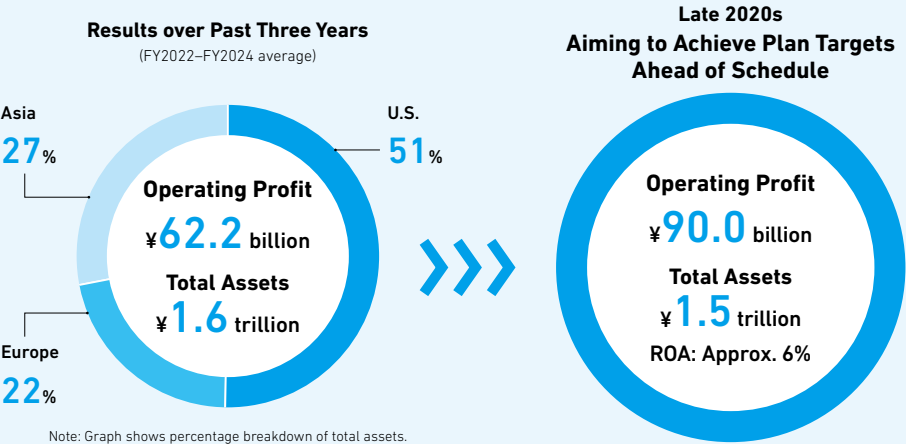


Progress of Long-Term Management Plan 2030

International Asset Business

- Announced that the profit target (operating profit of ¥90.0 billion) will be achieved ahead of schedule as the selective investments that have progressed in various regions will soon begin to yield returns
- Revised investment strategy in response to accumulated selective investments, mainly in developed countries and regions such as the U.S., Europe, and Australia, and higher-than-expected profits. Increased the probability of achieving profit targets ahead of schedule by leveraging the Group’s capabilities

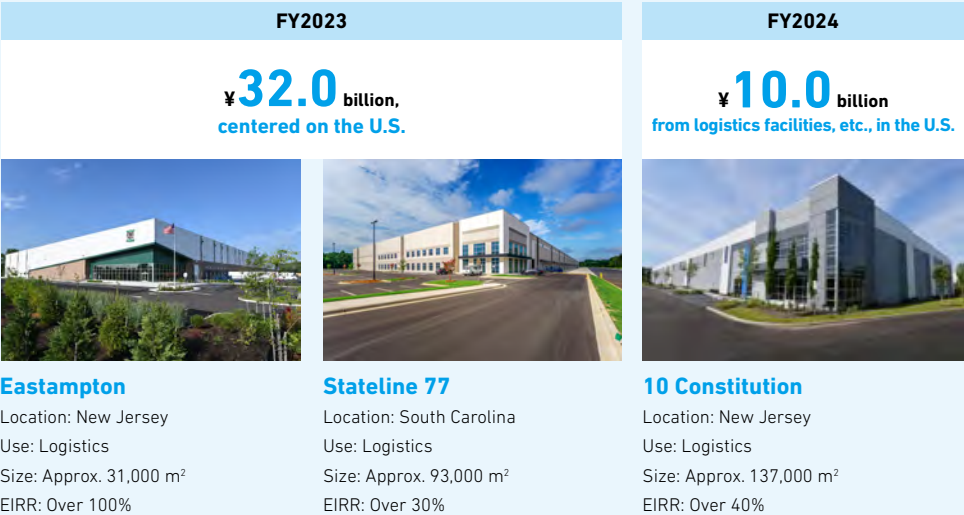
Balance Sheet and Profit & Loss Highlights



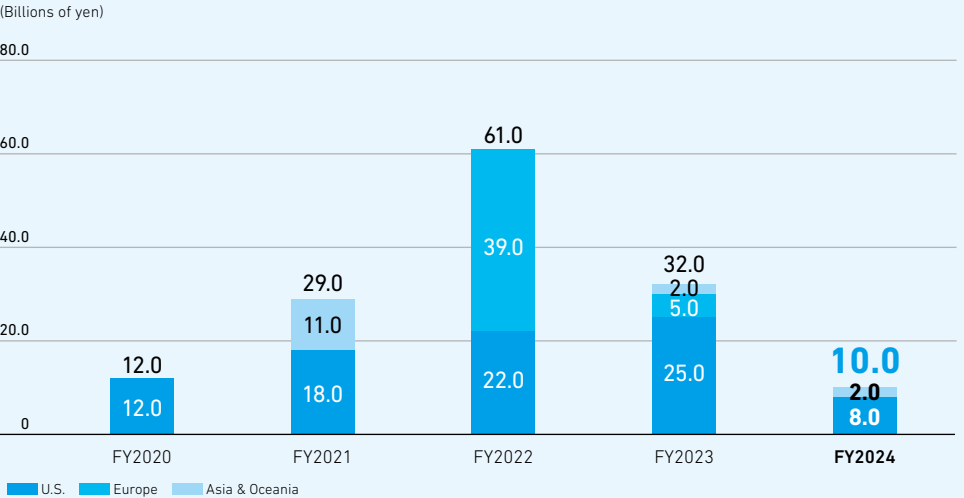
Investment Strategy

Region		Investment Policy
Developed Countries and Regions (U.S., Europe, Australia, etc.)	Proactive Investment	<ul style="list-style-type: none"><li>• Expand capital-recycling assets to ensure continuous capital gains</li><li>• Invest proactively in growth regions and new assets</li><li>• Earn revenue through hybrid-model investments, mainly in the U.S.</li></ul>
Developing Countries (Mainly in Asia)	Diversified Investments Prioritizing Investment Efficiency	<ul style="list-style-type: none"><li>• Select regions and asset types based on markets and business practices</li><li>• Expand opportunities through partnerships with leading local businesses</li></ul>

Major Property Sales



Gains on Property Sales by Region



Progress of Long-Term Management Plan 2030

Non-Asset Business

Hotel Management Business

- Capitalized on robust inbound demand to achieve average daily rate (ADR) of over ¥20,000, with record highs for ADR and revenue per available room (RevPAR)
- In FY2025, hotels developed by Mitsubishi Estate in various locations, including city centers and resort areas, are scheduled for completion.



**The Royal Park Hotel Iconic Naha**  
Scheduled to open in January 2026  
257 rooms



**The Royal Park Hotel Maihama Resort Tokyo-Bay**  
Scheduled to open in February 2026  
750 rooms



**Rosewood Miyakojima**  
Opened in March 2025  
55 rooms

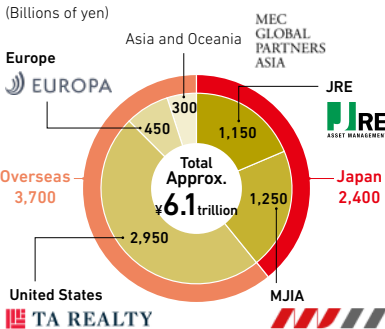
Business Performance of Royal Park Hotels



Investment Management Business

- In FY2024, operating profit in the Investment Management Business increased to approximately ¥11.9 billion, primarily reflecting a rebound from the incentive fee adjustments in the previous fiscal year.
- The business leveraged its global platform to address the investment needs of both domestic and overseas institutional investors through cross-selling. AuM grew to approx. ¥6.1 trillion (up ¥0.4 trillion from previous fiscal year-end). The business has established AuM of ¥10.0 trillion and operating profit of ¥30.0 billion as targets for FY2030.

Assets under Management (AuM)

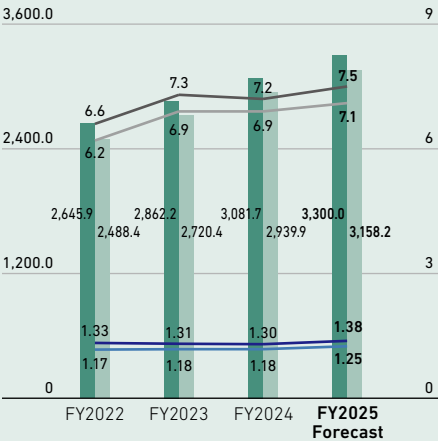


Financial Strategy

The high level of liabilities is a feature of the real estate industry. For this reason, appropriate control through financial strategies is essential. In principle, Mitsubishi Estate pursues long-term fixed-rate, low-interest financing that takes advantage of its creditworthiness, but the Company also secures financing through other optimal methods while monitoring market volatility. It maintains scrupulous financial discipline so that it can pursue financing flexibly according to real estate market conditions. The Company's financial management aims to maintain its current credit rating and a net interest-bearing debt to EBITDA ratio (after hybrid debt deductions) of less than 8.0 times.

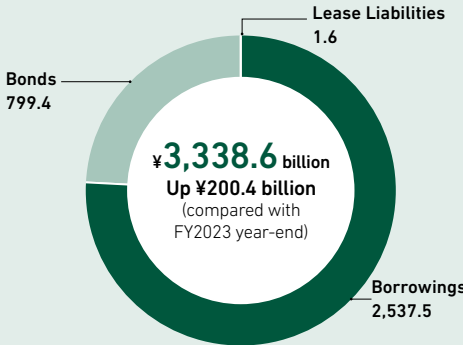
Net Interest-Bearing Debt/EBITDA Ratio and Debt-Equity (D/E) Ratio

(Billions of yen) (Times)



■ Net interest-bearing debt (left scale)  
■ Net interest-bearing debt (after hybrid debt deductions) (left scale)  
— Net interest-bearing debt/EBITDA ratio (right scale)  
— Net interest-bearing debt/EBITDA ratio (after hybrid debt deductions) (right scale)  
— D/E ratio (right scale)  
— D/E ratio (after hybrid debt deductions) (right scale)

Consolidated Interest-Bearing Debt (As of FY2024 year-end)  
(Billions of yen)



Fixed and Floating Rates

Fixed 83.3%  
Floating 16.7%

Ratio of Short-Term and Long-Term Borrowings

Long-Term 94.0%  
Short-Term 6.0%

Average Loan Duration (Non-Consolidated)

6.6 years

Breakdown of Japanese Yen and Foreign Currencies

Japanese yen ¥2,570.5 billion  
Foreign currencies ¥766.4 billion  
(of which variable rate accounts for ¥501.7 billion)

Credit Ratings (Since October 1, 2024)

Credit rating agency	Long-term debt rating
Moody's	A2
S&P Global	A+
Rating and Investment Information, Inc.	AA
Japan Credit Ratings Agency, Ltd.	AA+



# CFO Message

**Path and Progress Toward**

**Achieving ROE of 10%:**

**Balancing Strategy Implementation  
with Financial Soundness**

**Naoki Umeda**

Senior Executive Officer  
Mitsubishi Estate Co., Ltd.

## **FY2024 Results and FY2025 Forecast**

In FY2024, the fiscal year ended March 31, 2025, the Mitsubishi Estate Group posted operating profit exceeding ¥300.0 billion for the first time. In addition, profit attributable to owners of parent reached a record high for the fourth consecutive year.

As the recovery of the overseas real estate investment market was slower than we had expected at the beginning of the fiscal year, we decided to postpone the sales of several properties to FY2025 onward. For this reason, although operating profit in the International Business fell short of its initial target, growth in profits in the strong domestic market offset the shortfall, resulting in consolidated operating profit of ¥309.2 billion, up 11% from the previous fiscal year. Meanwhile, profit attributable to owners of parent amounted to ¥189.3 billion, up 12.4%, partly driven by proactive sales of strategic-holding stocks.

In FY2025, we expect to achieve record-high operating profit and profit attributable to owners

of parent. We have also announced share buybacks of ¥100.0 billion and will continue to sell strategic-holding stocks. As a result, we expect return on equity (ROE) to rise to around 8.0%.

In the Marunouchi Property Business, we expect favorable progress in upward rent revisions at existing office buildings to offset the decrease in rental revenue caused by the demolition of existing buildings due to redevelopment. Supported by brisk inbound demand, the hotel and outlet mall businesses are expected to maintain strong performances. In addition, we expect capital gains on the sale of properties overseas and in Japan, and an increase in fee income in the Investment Management Business to boost profits. As for property sales overseas, while market recovery may be delayed as in the previous fiscal year, we are prepared to shift to domestic asset sales to cover the shortfall in capital gains.

Our International Business has been investing in high-quality development projects, particularly in the United States, the United Kingdom, and Australia. While real estate investment markets in these countries are currently sluggish in the short term, we believe the medium- to

long-term fundamentals in these countries remain strong. We are therefore awaiting the optimal time for property sales to ensure efficient capital recovery.

### Three Strategies for Achieving ROE of 10%

Since its announcement of Long-Term Management Plan 2030 in 2020, the Mitsubishi Estate Group has been proactively making investments for future profit growth in high-quality development opportunities both in Japan and overseas. While we can leverage the Group's development capabilities for those opportunities, it takes time for development profits to materialize. During this period, our balance sheet expanded, resulting in a trend of flat or declining ROE through FY2023. Although this trend was anticipated under our Long-Term Management Plan 2030, some shareholders expressed concerns that they could not see a clear path to achieving ROE of 10% or that this target was entirely unachievable.

In response, we set forth strategies and measures for achieving our target in a variety of documents, including our latest investor relations (IR) materials, to reaffirm our commitment, outlining our stance that achieving ROE of 10% is a must and our aspiration to achieve this target earlier than FY2030.

In particular, we clearly stated three strategies for improving ROE.

1. Growing Operating Profit
2. Pursuing Efficiency Through Asset Sales
3. Managing Equity

These strategies are not newly introduced, but have been consistently implemented over time. However, we decided to reemphasize them to underscore our strong determination to achieve ROE of 10%.

#### 1. Growing Operating Profit

As of the end of March 2025, the midpoint of Long-Term Management Plan 2030, our investment balance for capital-recycling assets (excluding condominiums) stood at ¥1.0 trillion in Japan and ¥1.5 trillion overseas. In the United States, where our overseas exposure is the highest, we have made few office investments over the past five years, focusing instead on

logistics facilities and rental apartments. We have also recently invested proactively in data centers, which are projected to have strong growth potential. Several of these domestic and overseas projects have entered the income-generating phase, and are expected to become one of the drivers of future profit growth through capital gains as salable assets.

In the domestic market, income gains from offices, outlet malls, and hotels, which continue to perform solidly, are expected to grow further, along with strong profits from condominium sales. We also expect our non-asset businesses, such as the Investment Management Business, to expand steadily.

Thanks to these efforts, operating profit and profit attributable to owners of parent have finally entered their growth phases. Although we had anticipated achieving business profit\* of around ¥350.0 billion to ¥400.0 billion by FY2030 under Long-Term Management Plan 2030, we believe that we can reach ¥350.0 billion earlier and anticipate surpassing ¥400.0 billion by FY2030. This profit growth will serve as the basis for achieving ROE of 10%.

\* Business profit = Operating profit + Equity in earnings of unconsolidated subsidiaries and affiliates

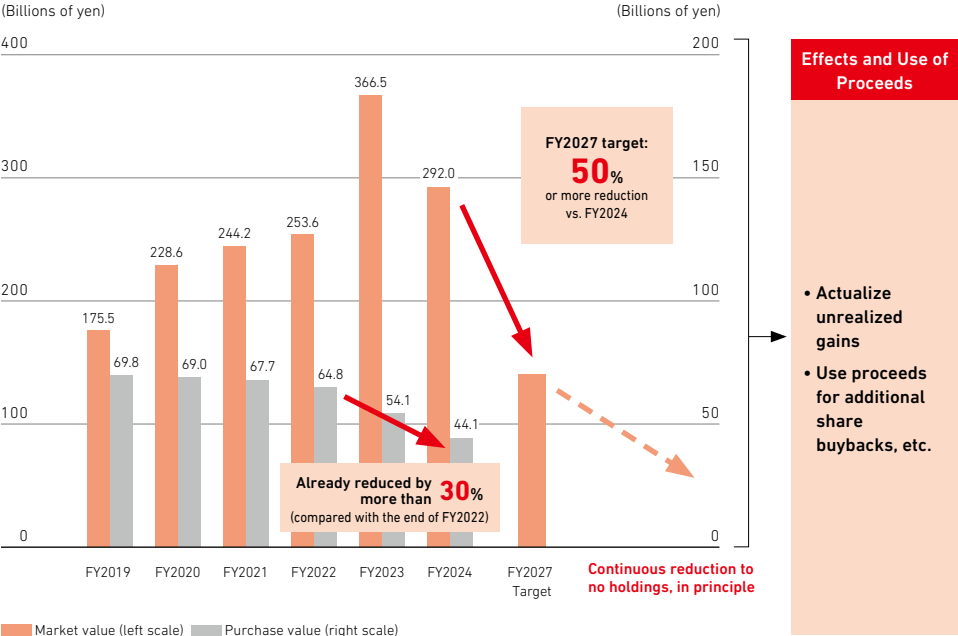
#### 2. Pursuing Efficiency Through Asset Sales (Improving Recovery of Invested Capital and Capital Efficiency)

In the past two years, the Mitsubishi Estate Group has reduced strategic-holding stocks by more than 30%. This year we announced a plan to further reduce them by more than 50% over the next three years. We intend to continue reducing these holdings beyond this period and, in principle, not to hold them. This initiative will support capital recovery and enable us to actualize unrealized gains. Proceeds from the sale of strategic-holding stocks will be allocated to share buybacks and other measures. Sales of strategic-holding stocks may lead to reciprocal sales of our own shares and an impact on our share price, but we believe that share buybacks can moderate that impact, to a certain extent.

We are also selling low-yield assets. For example, Otomon Tower, partially sold in FY2023 and FY2024, comes under that category. We are reinvesting the capital we recover into higher-yielding projects and share buybacks, thereby improving our ROE.



Market/Purchase Value of Strategic Holdings (Listed Stocks)



3. Managing Equity (Commitment to Shareholder Returns)

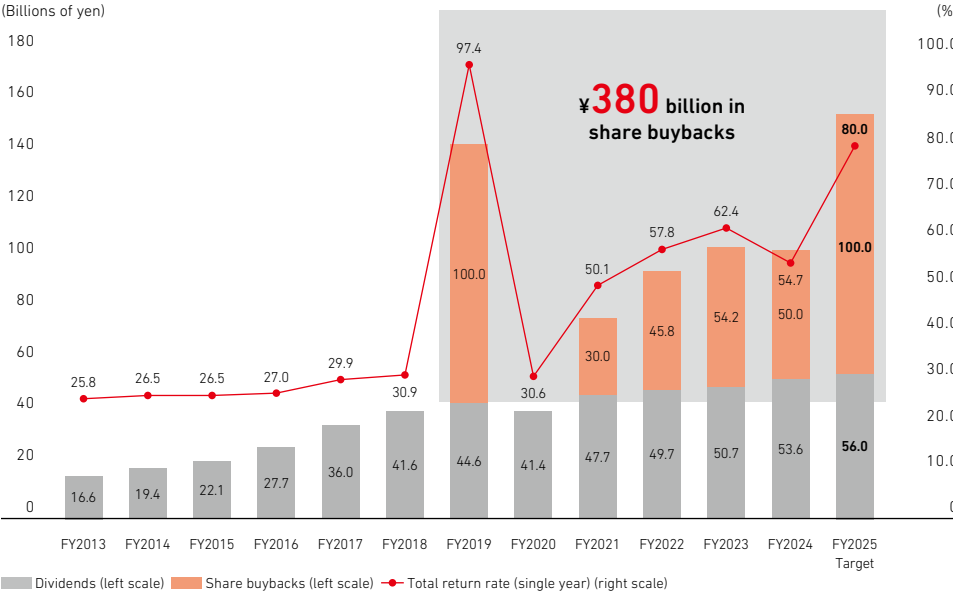
Alongside profit growth, controlling total equity is exceptionally important to achieve our ROE target of 10%. By improving shareholder returns, we intend to control total equity size, ensuring that it does not grow excessively. As part of our shareholder return policy, in May 2024 we announced an ongoing share buyback policy of ¥50.0 billion annually in addition to our progressive dividend policy of increasing dividends by ¥3 annually, to improve predictability.

In May 2025, we announced share buybacks of ¥100.0 billion, significantly exceeding the figure in our previous announcement. This decision was underpinned by the sales of strategic-holding stocks and fixed assets in the previous fiscal year, which enabled us to recover a significant amount of invested capital. We also consider our discounted share price in comparison with our net asset value when adjusted to reflect the market value of our real

estate holdings. We expect the total return rate for FY2025, including dividends and share buybacks, to be at the high level of approximately 80%. In addition, we believe that room remains for additional buybacks based on careful assessments of our share price and cash flow. Accordingly, these moves have earned strong recognition from investors as capital policies that combine predictability and agility.

With share buybacks of ¥380.0 billion approved over the period of FY2019 to FY2025, our total return rate averages over 60% per year, by far the highest rate among real estate companies in Japan. We will continue to proactively provide shareholder returns and work to improve our capital efficiency.

Track Record of Proactive Share Buybacks



## Maintaining Financial Soundness

In addition to improving shareholder returns, the Mitsubishi Estate Group places strong emphasis on maintaining its financial soundness. Under our Long-Term Management Plan 2030, we aim to keep a net interest-bearing debt to EBITDA ratio of less than 8.0 times. During the upfront investment phase, net interest-bearing debt increased from ¥2.2 trillion at the end of March 2020 to ¥3.1 trillion at the end of March 2025. However, given that total assets rose from ¥5.8 trillion to ¥7.9 trillion over the same period, we believe that the increase in net interest-bearing debt was appropriately managed. In fact, we controlled our net interest-bearing debt to EBITDA ratio at between 6.6 times and 7.3 times, maintaining it at less than 7.0 times when taking into account hybrid finance.\*

\* A financing method combining elements of both equity and debt. Although recorded as net interest-bearing debt on the balance sheet, hybrid finance helps reduce financial leverage as ratings agencies treat a portion of it as equity.

One of the reasons we have been able to maintain our net interest-bearing debt to EBITDA ratio at a low level even as net interest-bearing debt has increased, is the steady growth of EBITDA, from ¥331.8 billion in FY2020 to over ¥420.0 billion in FY2024. In FY2025, we expect EBITDA to exceed ¥440.0 billion.

Looking ahead, EBITDA will further increase, supported by stable leasing cash flow from office buildings in Marunouchi, New York, and other prime areas, as well as outlet malls. In addition, capital gains from the sale of newly developed assets are projected to increase globally, including in Japan. Against this background, we will steadily implement ongoing shareholder returns while maintaining our financial soundness.

In these ways, the balance between investment and recovery will improve as the properties in which we made upfront investments enter the investment recovery period. Going forward,



we do not foresee a rapid expansion in the size of our balance sheet. Rather, we intend to control total assets at a level of between ¥8.0 trillion and ¥9.0 trillion. Having said that, given that the balance sheet is affected by currency exchange rates and that we sometimes invest aggressively when many good opportunities are available, we believe that a certain level of fluctuation in balance sheet size from year to year can be acceptable.

## The Financing Environment

I believe that the financing environment in Japan remains favorable. While interest rates are in a moderate uptrend following the end of the zero-interest-rate policy, the Mitsubishi Estate Group has historically pursued a basic policy of long-term, fixed rate financing, so the short-term impact on the Company is expected to be limited. Conversely, I hope that the first period of inflation in Japan in 30 years will if anything provide a tailwind to the real estate industry.

The Mitsubishi Estate Group proactively leverages environmental, social, and governance (ESG) finance, raising ¥258.5 billion to date through sustainability-linked bonds and sustainability-linked loans. Our use of green finance for the Tokyo Tokiwabashi Project in Marunouchi and for Parkline Place in Sydney, Australia has garnered high praise as an advanced initiative in environmental and social terms. In finance as well, I am keen to remain mindful of the standpoint of contributing to our sustainable growth by increasing social value and economic value simultaneously through our business activities.

The financing environment is also favorable overseas, where our borrowing is largely denominated in U.S. dollars, British pounds, and Australian dollars. With the expansion of the International Business, net interest-bearing debt in foreign currencies stands at approximately ¥760.0 billion. In the International Business, since many investments are in capital-recycling projects designed to realize development profits through sales, we maintain the proportion of long-term, fixed-interest rate borrowing at a slightly lower level than in Japan.

## Closing

The Mitsubishi Estate Group will continue to emphasize active communication with stakeholders through disclosure materials, meetings, and other methods. We sincerely appreciate your continued support and encouragement.



# Business Review

An aerial photograph of a city, likely London, showing a mix of modern and historic architecture. In the foreground, a large, modern building complex with multiple stories and glass facades is visible. The building has several rooftop gardens and terraces. In the background, the historic city center is visible, featuring a large, ornate building with a dome and a tall, thin tower. The sky is clear and blue.

## **P34 Business Review**

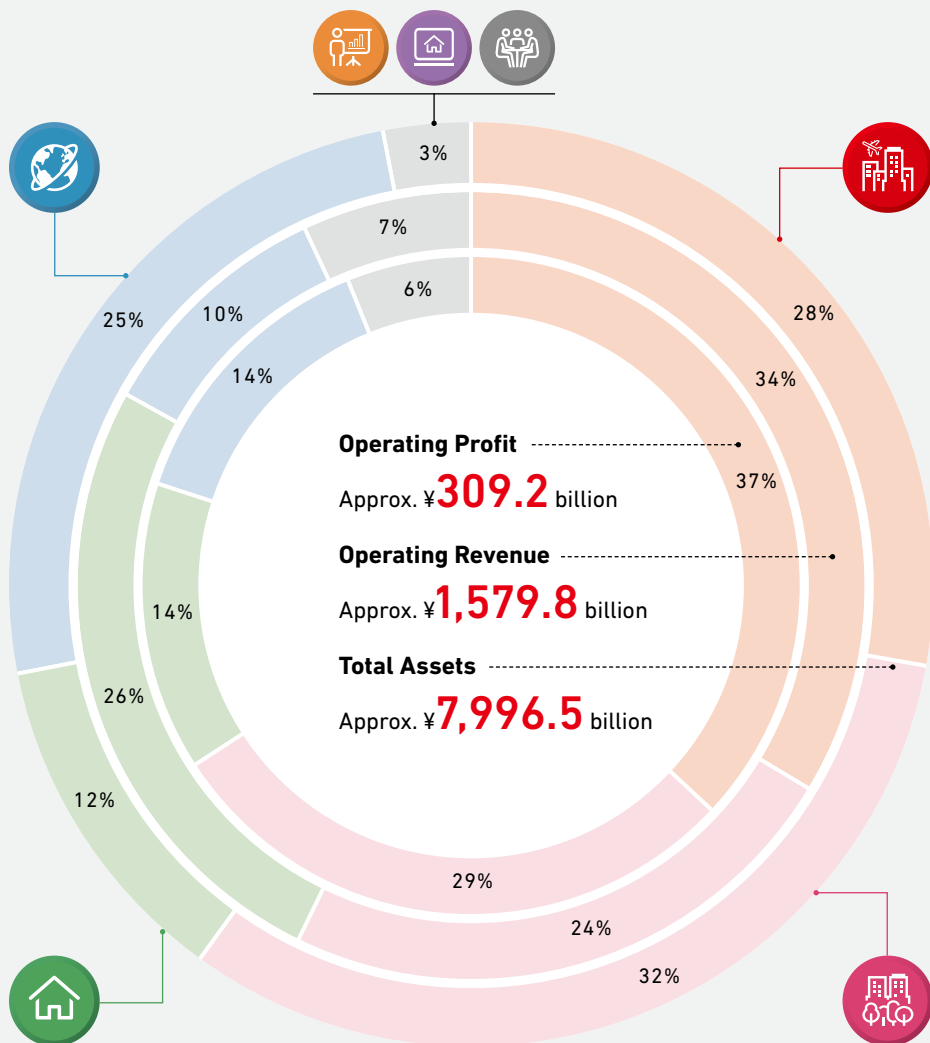
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- 53 Architectural Design & Engineering Business and Real Estate Services Business
- 54 Business Development, Client Relations & Solutions Group
- 55 Innovation and Business Transformation Group



## Business Review

The Mitsubishi Estate Group operates the Commercial Property Business and various other businesses in Japan and overseas.

Under Long-Term Management Plan 2030, we will enhance our earnings power in each segment through business strategies that leverage our competitive advantages, as well as actively working to establish new businesses and services that pursue synergies with our established businesses.



FY2024 (consolidated)

Millions of yen

	Operating Revenue	Operating Profit	Total Assets
<b>Commercial Property Business</b>	538,832	124,660	2,117,063
<b>Marunouchi Property Business</b>	394,596	96,173	2,479,865
<b>Residential Business</b>	421,902	48,026	933,744
<b>International Business</b>	160,186	45,823	1,900,712
<b>Investment Management Business</b>	40,969	11,950	177,339
<b>Architectural Design &amp; Engineering Business and Real Estate Services Business</b>	82,188	10,700	75,992
<b>Other Businesses</b>	11,666	(2,128)	21,258
<b>Eliminations or Corporate</b>	(70,530)	(25,974)	290,615
<b>Total</b>	<b>1,579,812</b>	<b>309,232</b>	<b>7,996,591</b>





## Business Review

# Commercial Property Business

In FY2024, the strong performances of hotel and outlet mall businesses and the increase in capital gains on the sale of office buildings including CO-MO-RE YOTSUYA and Shinjuku Eastside Square contributed to profit growth in the Commercial Property Business.

Although the business forecasts a decline in profits in FY2025 due to a decrease in capital gains, it expects revenue from hotels and outlet malls to continue to grow.

## Market Environment

### Risks

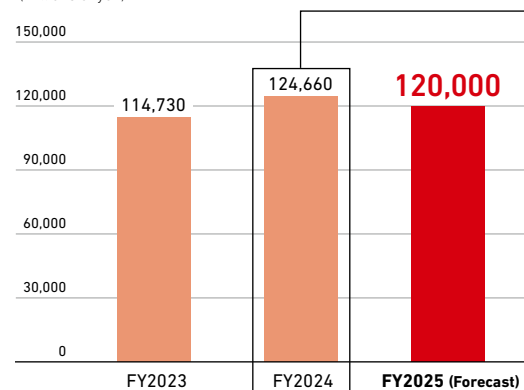
- Steep rise in the cost of construction materials and increasing utility costs, etc., as a result of inflation
- Potential decline in consumer demand due to rising prices
- Changing consumer behavior reflecting the spread of e-commerce (retail properties)
- Labor shortages due to the turnover of human resources during COVID-19 (hotels)
- Intensifying competition for land acquisition due to the entry of new players (logistics facilities)

### Opportunities

- Introduction of the latest technologies and promotion of environment-friendly office buildings
- Expansion in demand stemming from the recovery of inbound tourism
- Reduction of labor and improvements in operational efficiency by increasing the use of IT and the Internet of Things (IoT)
- Provision of experiential value tailored to diversifying customer needs
- Increasing logistics needs resulting from expansion in e-commerce demand (logistics facilities)

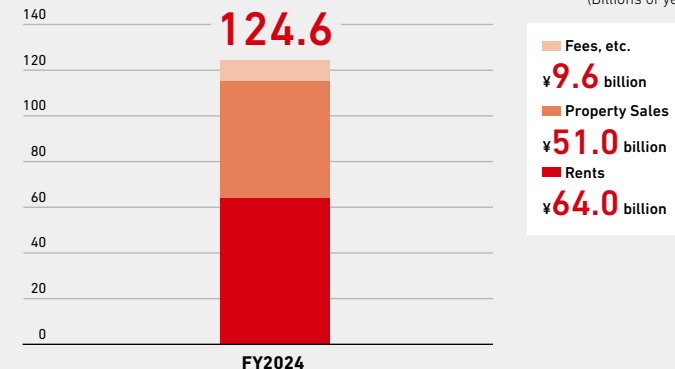
## Operating Profit (Results and Forecast)

(Millions of yen)



## Breakdown of Operating Profit

(Billions of yen)



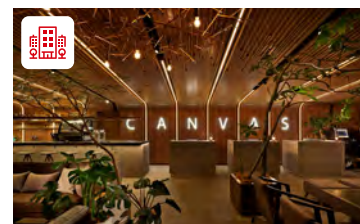
### Office Buildings

Engages in the development, leasing, and property management of office buildings in major Japanese cities



### Retail Properties / Outlet Malls

Develops retail properties and outlet malls nationwide, mainly in major metropolitan areas



### Hotels

Engages in the development and management of hotels in Japan, centered on the Royal Park Hotels series



### Logistics Facilities

Engages in the development, leasing, and management of logistics facilities, centered on the Logicross series



### Airports

Operates private airport management business



## Business Review

### Commercial Property Business



### Office Building Business

#### Competitive Advantages

- Promotion of real estate development in major cities throughout Japan by applying development know-how cultivated over a history of more than 135 years in the Marunouchi area to urban development in a variety of areas
- Leasing capabilities underpinned by relationships with companies and information networks built through the Group's wide-ranging businesses
- Relationships with the central and local governments built through public-private cooperation in urban development

#### Business Strategies

- We will make selective investments in the main office areas of major cities across Japan. Positioning the office building business as a capital-recycling business, we aim to develop real estate with high turnover rates emphasizing asset efficiency, incorporate high-performance assets into our portfolio, and capture high-level and continuous capital gains.

**Urban development and services**

In redevelopment projects, we create pedestrian networks and green spaces and ensure barrier-free movement while respecting the histories and cultures of each area, thereby enhancing the navigability of cities as a whole and enriching communities. In addition, we help enhance the resilience of cities by ensuring that they function as centers for disaster preparedness during emergencies.

#### Pipeline

FY2024

#### Tokyo (Other Than Marunouchi)

#### Other Than Tokyo



#### Osaka Dojimahama Tower

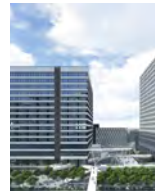
Total Floor Area: 67,000 m<sup>2</sup>  
Completion: April 2024



#### GRAND GREEN OSAKA

Total Floor Area: 378,450 m<sup>2</sup>  
Partial Opening: September 2024

FY2025



#### TOYOSU SAIL PARK

Total Floor Area: 136,000 m<sup>2</sup>  
Completion: June 2025



#### The Landmark Nagoya Sakae

Total Floor Area: 109,700 m<sup>2</sup>  
Scheduled Completion: March 2026

FY2026



#### Shibuya-ku Dogenzaka 2-chome Project

(Tentative Name)  
Total Floor Area: 87,100 m<sup>2</sup>  
Scheduled Completion: February 2027



#### Tenjin 1-7 Project

(Tentative Name)  
Total Floor Area: 74,000 m<sup>2</sup>  
Scheduled Completion: December 2026

FY2027



#### Akasaka 2-6-chome Development Project

(Tentative Name)  
Total Floor Area: 205,800 m<sup>2</sup>  
Scheduled Completion: March 2028



#### Kobe Sannomiya Kumoi Dori 5-chome Redevelopment Project

Total Floor Area: 98,600 m<sup>2</sup>  
Scheduled Completion: FY2027



#### GRAND GREEN OSAKA

Total Floor Area: 378,450 m<sup>2</sup>  
Scheduled Completion: FY2027



## Business Review

### Commercial Property Business

#### Competitive Advantages

- The top customer-drawing power of PREMIUM OUTLETS®
- Information networks and tenant relationships built through wide-ranging Group businesses, including developments in the Marunouchi area
- Extensive development and management know-how gained through a portfolio consisting of three different business formats—namely, urban mixed-use retail properties, stand-alone retail properties, and PREMIUM OUTLETS®—business coverage in Japan stretching beyond Tokyo, all the way from Hokkaido to Kyushu, and an extensive tenant network

#### Business Strategies

- With urban mixed-use retail properties, we aim to enhance convenience through a diverse lineup of stores while attracting shoppers and tourists.
- For stand-alone retail properties, we develop optimal categories based on detailed analyses, such as location features, local demand characteristics, and discussions with tenants.
- With PREMIUM OUTLETS®, we will continue to expand and refurbish existing facilities and develop new ones to offer visitors unique spaces and meet their needs for a fun, one-of-a-kind experience.



#### Urban development and services

We create unique facilities that reflect local characteristics and user needs in their respective locations to continue in our efforts to evolve into a deeply cherished presence in communities over the long term.



#### Value creation

GOTEMBA PREMIUM OUTLETS® pursues next-generation urban development that includes establishing a heliport and launching a helicopter cruising service for sightseeing in the surrounding area.



### Retail Property Business / Outlet Mall Business

#### Outlet Mall Business: Operating Revenue, Operating Profit, and Store Area

(FY2024)

##### Operating Revenue

¥60,905 million

##### Operating Profit

¥25,283 million

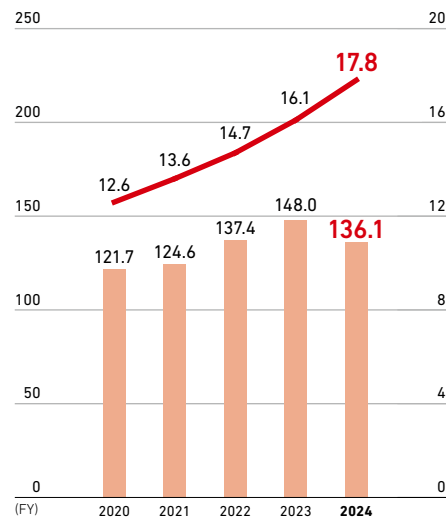
##### Store Area

373,100 m<sup>2</sup>

#### Outlet Mall Business: Total Assets and ROA

(Billions of yen)

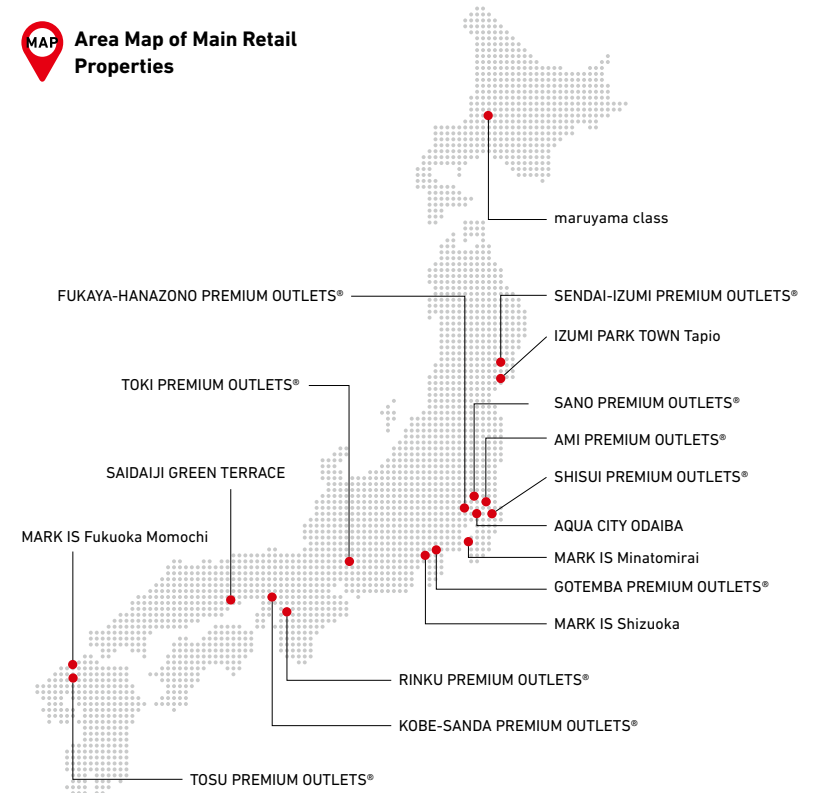
(%)



— Total assets (left scale) — ROA (right scale)



#### Area Map of Main Retail Properties



FUKAYA-HANAZONO PREMIUM OUTLETS®



MARK IS Minatomirai





## Business Review

### Commercial Property Business



### Logistics Facility Business

#### Competitive Advantages

- A business platform with a broad range of functions related to logistics facilities, from land acquisition and development to building operations, ownership, and asset management
- Tenant relationships and information networks through wide-ranging Group businesses, including developments in the Marunouchi area
- Management know-how and experience gained through Tokyo Ryutsu Center Inc. (TRC) and its competitiveness underpinned by being based in Heiwajima, a location providing excellent access to central Tokyo and Haneda Airport

#### Business Strategies

- We intend to make acquisitions of land and undertake leasing operations by making use of our multiple information networks and tenant relationships.
- We aim to generate stable capital gains by leveraging our logistics facility business platform to sell developed properties to Mitsubishi Estate Logistics REIT Investment Corporation, which is managed by Mitsubishi Jisho Investment Advisors, Inc., and other parties.
- We intend to generate synergies Groupwide by sharing the information networks and management know-how acquired by TRC, which has been involved in logistics facility business operations for over 50 years.



#### The global environment

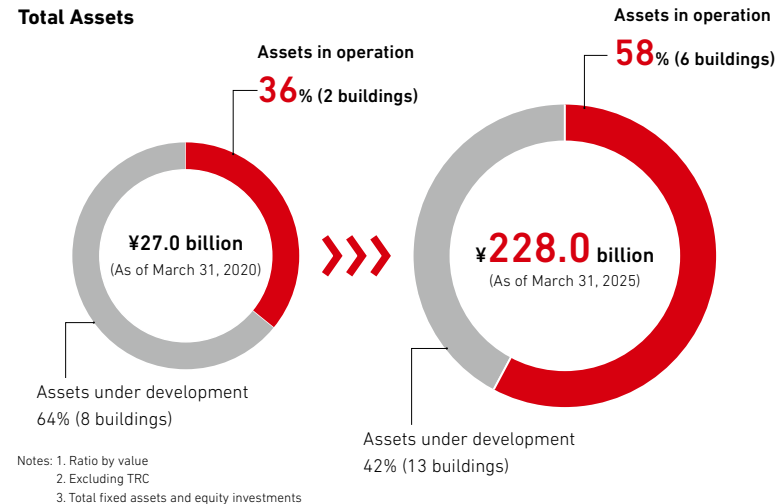
The rooftop solar power generators at Logicross Zama produce more electricity than the facility consumes. Mitsubishi Estate has therefore established a physical power purchase agreement (PPA) with TOKYO GAS Co., Ltd., enabling surplus electricity to be transmitted to its Marunouchi-Nakadori Building. This initiative supports the effective utilization of renewable energy across our properties.



#### Respect for people

The logistics facility business offers comfortable environments for facility workers by improving communal areas with kiosks, rental meeting rooms, shower rooms, laundry rooms, and other amenities, and establishing bicycle-sharing stations, thereby contributing to the promotion of well-being for tenant companies.

#### Total Assets



Logicross Atsugi III



Logicross Osaka Suminoe

#### COLUMN

### Kyoto Joyo Core Logistics Facility

(Tentative Name)

The Kyoto Joyo Core Logistics Facility (tentative name) is scheduled to be developed as Japan's first logistics facility to accommodate next-generation mobility through the establishment of a dedicated ramp connected directly to an expressway interchange.

As the logistics industry becomes an increasingly important part of social infrastructure due to the expansion of e-commerce and other factors, the government and other bodies are taking the initiative in adopting new logistics systems that utilize next-generation mobility, such as fully automated trucks and driverless follower vehicle platoons, to address social issues including labor shortages.





## Business Review

### Commercial Property Business



### Hotel Business

#### Competitive Advantages

- Leveraging our development expertise and the tenant relationships we have built by handling diverse real estate assets as a comprehensive developer in order to acquire sites for hotels and promote hotel development
- Applying more than 30 years of hotel management experience with the Royal Park Hotels brand to expand our networks of full-service hotels and accommodation-oriented, limited-service hotels

#### Business Strategies

- We focus on the development of hotels under the Royal Park Hotels brand on sites we have acquired ourselves while actively looking to lease properties to other operators and generate capital gains through the sale of properties after holding them for a certain period of time.
- With the Royal Park Hotels brand, we aim to steadily increase operating profit by improving the operating profit ratio at existing hotels while opening three to four new hotels on a yearly basis through the leasing of properties developed by other companies and the utilization of various schemes, including management contracts and franchise contracts.



#### Urban development and services

The hotel business offers accommodations that meet a wide range of needs through richly varied development. Incorporating hotel functions into mixed-use buildings provides support for visitors during their stay.



#### Value creation

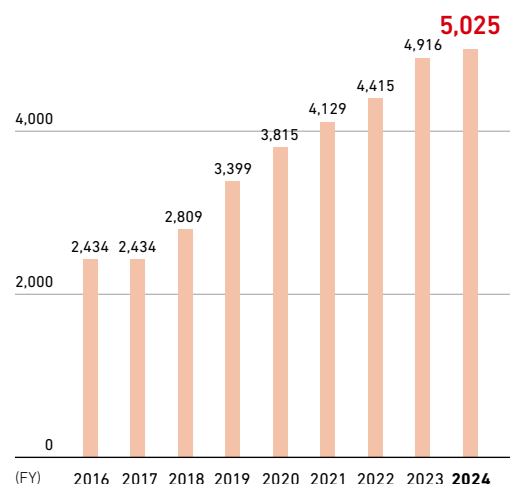
Through partnerships with overseas brands and other players, the hotel business aims to expand its hotel lineup while providing a diverse array of added value to society that Mitsubishi Estate could not achieve on its own.

#### Management Business

##### Number of Rooms at Royal Park Hotels

(Rooms)

6,000

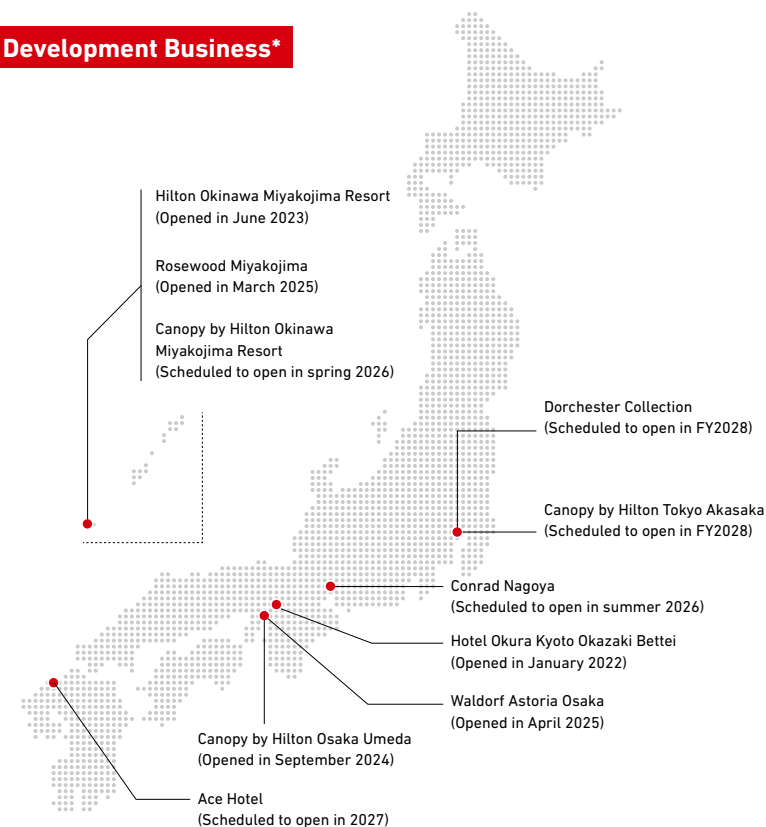


The Royal Park Hotel  
Iconic Nagoya



The Royal Park  
Canvas Fukuoka Nakasu

#### Development Business\*



\* Excludes Royal Park Hotels brand



Hilton Okinawa Miyakojima Resort



Waldorf Astoria Osaka



Competitive Advantages

- Operation of airports by Mitsubishi Estate, leveraging its track record of operating several airports, the expertise gained in businesses related to inbound tourism through outlet malls and hotels, and its cooperation with other Mitsubishi Estate Group businesses

Business Strategies

- We aim to ensure stable operation at each airport while seeking to achieve operational efficiency and sophistication through inter-airport cooperation.
- We will work to invigorate regions by leveraging our urban development expertise and to increase revenues for passenger terminal buildings by harnessing our expertise in the development and operation of retail facilities.



Urban development and services

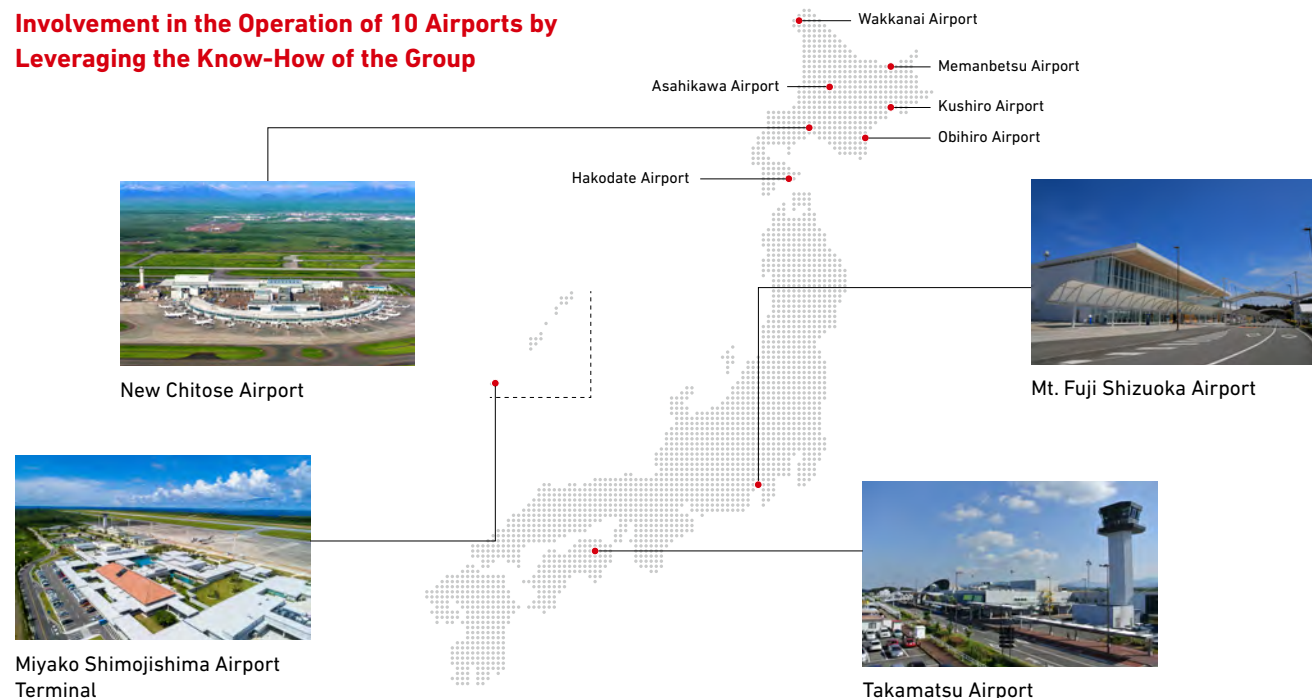
In cooperation with local communities, the airport business connects cities, towns, and people, increasing the non-resident population while capitalizing on the regional characteristics of its airport locations, to create a safe and secure space where visitors for various purposes can spend valuable time.



The global environment

Miyako Shimojishima Airport improved its thermal insulation performance while contributing to the local forest cycle, by incorporating a large panel (cross-laminated timber) using local materials stipulated by Okinawa Prefecture into the structural materials of its roof.

Involvement in the Operation of 10 Airports by Leveraging the Know-How of the Group



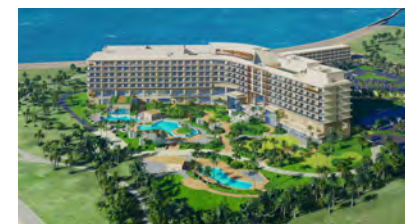
COLUMN

The Essence of Mitsubishi Estate's Urban Development at Miyakojima:

Development and a Tourism Center Through Airport Operation

In addition to the Miyako Shimojishima Airport Terminal, Mitsubishi Estate is promoting a plan to develop resort hotels, including the Hilton Okinawa Miyakojima Resort, Rosewood Miyakojima (which opened in March 2025 and is Japan's first Rosewood hotel), and Canopy by Hilton Okinawa Miyakojima Resort (scheduled to open in spring 2026). The Company aims to create resorts that blend into the natural environment, in harmony with Miyakojima's beautiful scenery while coexisting with local communities.

Through both the development of hotels and the operation of airports, Mitsubishi Estate will invigorate the tourism industry and the local economy in Miyakojima and Okinawa while offering high-quality tourism value.







## Business Review

### Marunouchi Property Business

In FY2024, despite a decline in rental income due to the closure of existing buildings as part of the ongoing redevelopment of the Yurakucho area and the sale of other properties, the Marunouchi Property Business delivered results largely in line with the previous fiscal year, supported by strong office leasing conditions.

The business expects performance to remain at the same level in FY2025, with favorable leasing activity, including upward rent revisions, offsetting the projected decline in rental income caused by continued closures and other factors.

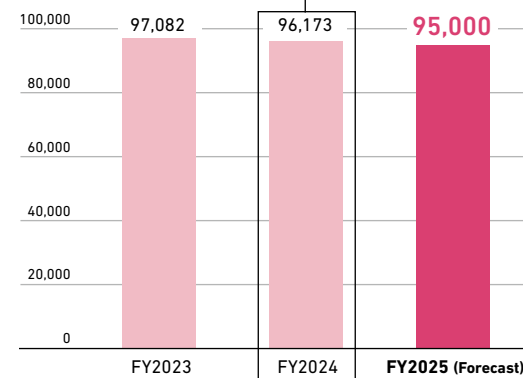
#### Market Environment

- | Risks   | Opportunities   |
|---|---|
| <ul style="list-style-type: none"> <li>Declining office demand due to the spread of various workstyles</li> <li>Increasing competition among different areas resulting from the supply of a large volume of office space</li> <li>Increasing costs</li> </ul> | <ul style="list-style-type: none"> <li>Creation of offices offering value unique to in-person environments</li> <li>Provision of flexible working spaces tailored to a variety of workstyles</li> <li>Advantages of being Japan's leading location for offices in the face of polarizing office demand</li> </ul> |

- | Competitive Advantages   |
|--|
| <ul style="list-style-type: none"> <li>Enhancement of the appeal of cities in a way that is unique to area development</li> <li>Ownership of about 30 office buildings in the Marunouchi area, a leading business area in Japan with one of the world's greatest concentrations of companies</li> <li>Expansion of rental profits through the promotion of stable and continuous redevelopment in the Marunouchi area</li> <li>Leasing capabilities underpinned by relationships with companies and information networks built through the Group's wide-ranging businesses</li> <li>Relationships with the central and local governments built through public-private cooperation in urban development</li> <li>Resilient urban development and area management facilitating cooperation with local communities through area-wide development, rather than the construction of individual buildings</li> </ul> |

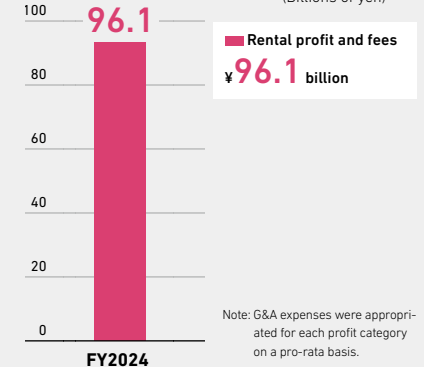
#### Operating Profit (Results and Forecast)

(Millions of yen)



#### Breakdown of Operating Profit

(Billions of yen)



- Positioning urban development from 2020 onward as part of Marunouchi NEXT Stage, we will establish a "co-creation platform for innovation through companies, employees, and visitors" through digital transformation (DX), the spurring of innovation, and field trials using the entire Marunouchi area.
- We aim to maintain and increase asset value over the long term and capture fee income as a non-asset business by conducting property management on a Groupwide basis after the completion of properties.



#### Urban development and services

We will prepare for large-scale disaster drills in cooperation with the government, police, and fire department, as well as for normal precautionary measures, training plans, emergency response plans, etc. In the event of a major disaster, we will respond to people who have difficulty returning home and to those who are injured, while maintaining our function as the center of the Japanese economy.



#### The global environment

In the development of new properties, we promote zero energy buildings (ZEBs) and obtain environmental certifications proactively, such as CASBEE and DBJ Green Building Certification, as well as international certifications, including LEED and WELL Certification. We help reduce environmental impact by developing buildings that raise energy efficiency while maintaining comfort.

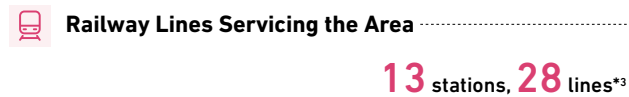
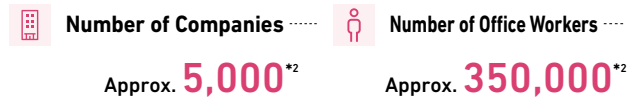


## Business Review

### Marunouchi Property Business

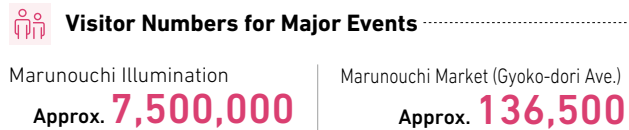
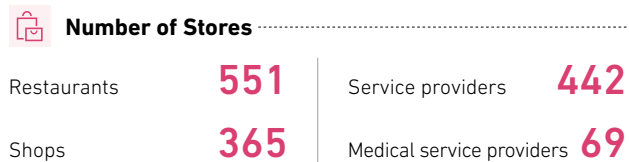
### Marunouchi: Continuously Evolving with the Times<sup>\*1</sup>

<sup>\*1</sup> Source: Mitsubishi Estate Co., Ltd.

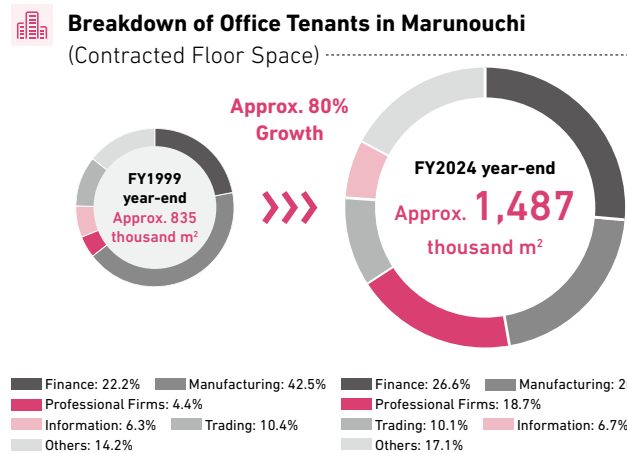
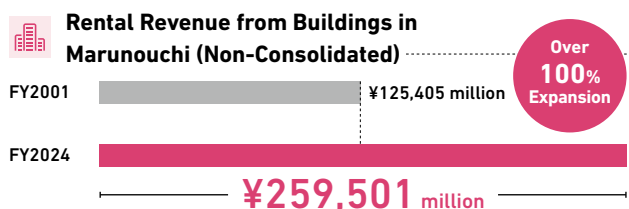


<sup>\*2</sup> Calculated by The Council for Area Development and Management of Otemachi, Marunouchi, and Yurakucho based on the 2021 Economic Census for Business Activity

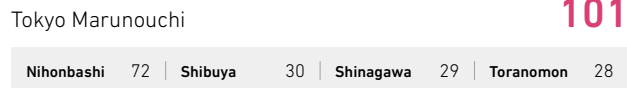
<sup>\*3</sup> Includes the same station sometimes servicing multiple lines



Note: Cumulative total for the period of the event (November 16, 2023–February 18, 2024)



### Number of Companies Listed on the Prime Market of the Tokyo Stock Exchange<sup>\*4</sup>



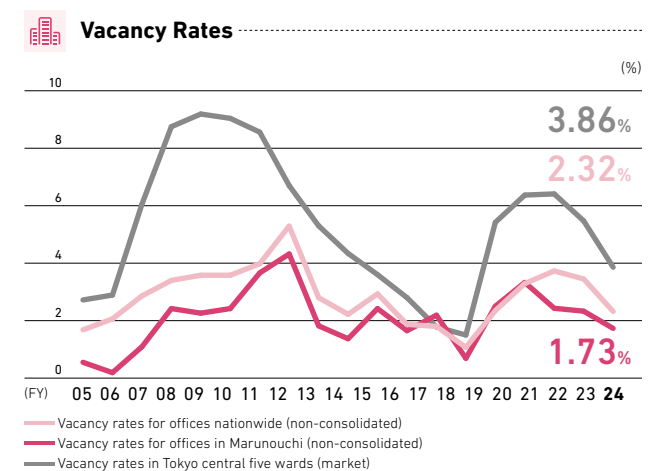
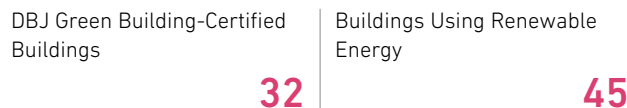
<sup>\*4</sup> Basic Information on Listed Companies, February 2023 edition, vol. 2

### Number of Companies Listed on Fortune Global 500<sup>\*5</sup>



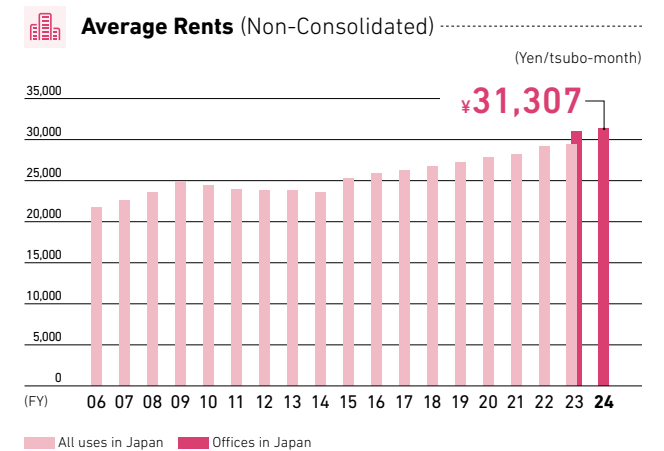
<sup>\*5</sup> Fortune Global 500, 2022

### Number of Environment-Friendly Buildings



Notes: 1. The graph was prepared using property data from Miki Shoji Co., Ltd. and Mitsubishi Estate.

2. Calculated using vacancy rates nationwide, all uses, prior to FY2023, and vacancy rates for offices nationwide from FY2023



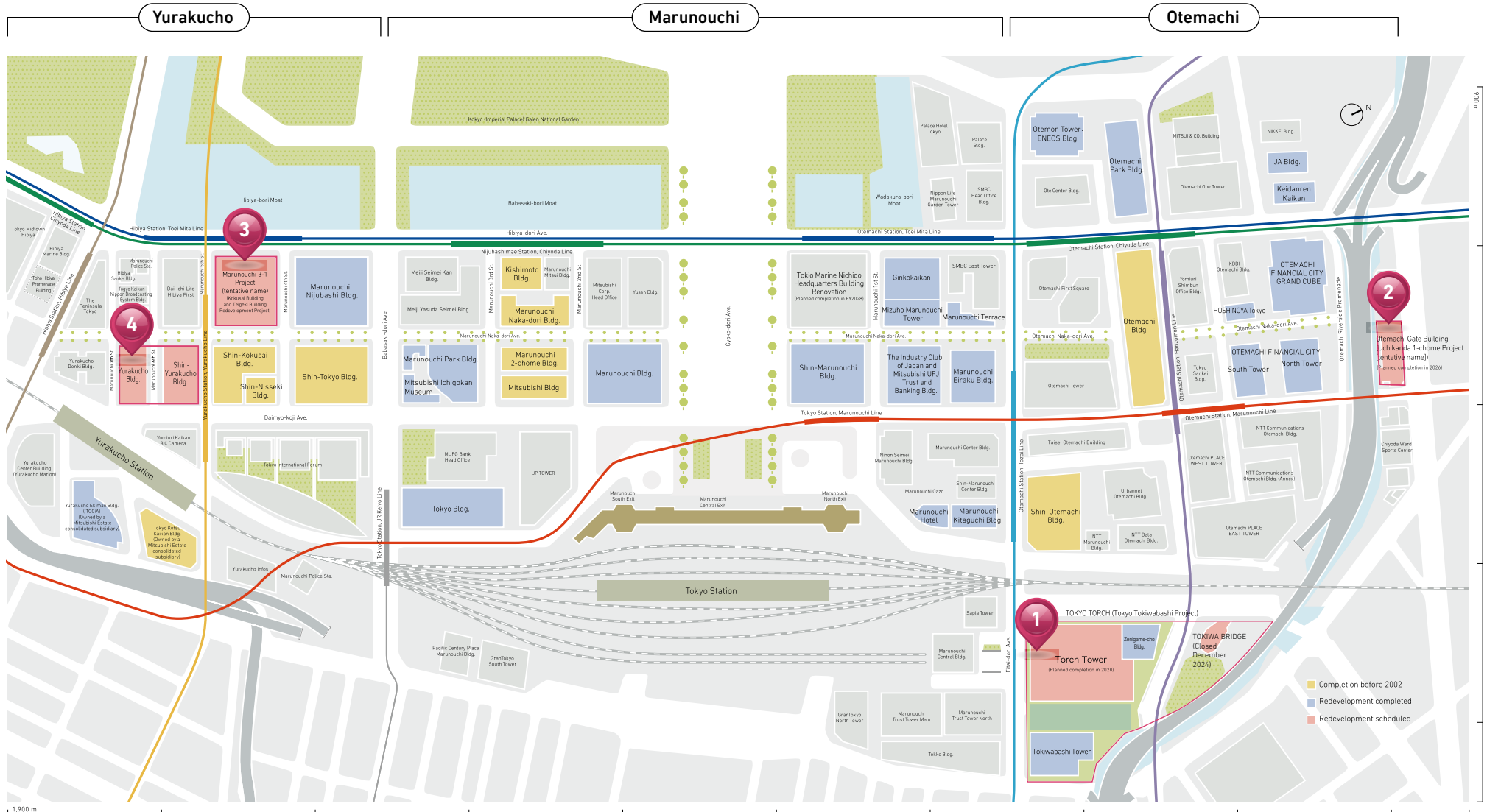
Note: The graph was prepared using property data from Mitsubishi Estate.



## Business Review

## Marunouchi Property Business

## Marunouchi Area Map







## Business Review

### Marunouchi Property Business

### Marunouchi NEXT Stage: Urban Development for the 2020s and Beyond

Mitsubishi Estate positions urban development in the Marunouchi area for the 2020s and beyond as part of Marunouchi NEXT Stage. Building on its long history of area-wide development in Marunouchi, the Company will maximize the value of the area by promoting the concept of “Marunouchi as a Single Integrated Workplace.” With Yurakucho and Tokiwabashi set as key redevelopment areas, Mitsubishi Estate will promote the redevelopment by investing ¥600.0 billion and ¥700.0 billion in reconstruction projects and area management by 2030.

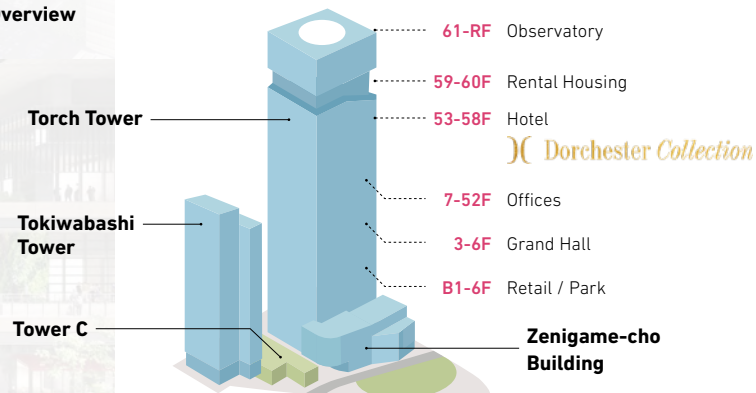
1



#### Tokyo Tokiwabashi Project

	Tokiwabashi Tower	Torch Tower	Tower C	Zenigame-cho Building
Property Name	TOKYO TORCH (Tokyo Tokiwabashi Project)			
Location	Chiyoda and Chuo, Tokyo			
Site Area	31,400 m <sup>2</sup>			
Total Floor Area	146,000 m <sup>2</sup>	553,000 m <sup>2</sup>	20,000 m <sup>2</sup>	30,000 m <sup>2</sup>
Floor Area Ratio	1,860%			
Floors	38 aboveground floors / 5 belowground floors	62 aboveground floors / 4 belowground floors	4 belowground floors	9 aboveground floors / 3 belowground floors
Construction Launch	January 2018	September 2023	January 2018	April 2017
Completion	June 2021	May 2028 (planned)		March 2022

#### Project Overview



2

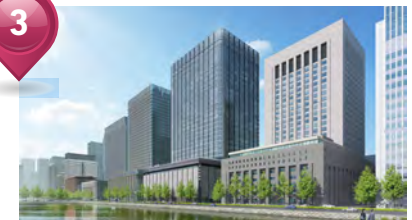


#### Otemachi Gate Building

This project will establish business and industrial support facilities for the agrifood (a portmanteau of “agriculture” and “food”) sector to accelerate innovation through cooperation among companies.

Site Area	5,100 m <sup>2</sup>
Total Floor Area	85,200 m <sup>2</sup>
Building Size	26 aboveground floors / 3 belowground floors
Completion	July 2026 (planned)

3



#### Marunouchi 3-1 Project (Kokusai Building and Teigeki Building Redevelopment Project [Tentative Name])

Mitsubishi Estate, Toho Co., LTD., and the Idemitsu Museum of Arts have decided to jointly undertake the integrated redevelopment of the Kokusai Building, which is owned by Mitsubishi Estate, and the Teigeki Building, which is owned by Toho and the Idemitsu Museum of Arts.

4



#### A New Challenge Leveraging Interim-Use Periods

Mitsubishi Estate will create internationally recognized cultural hubs on the former sites of the Yurakucho Building and the Shin-Yurakucho Building, which are currently undergoing demolition. These new destinations will showcase a wide spectrum of Japanese culture—including fashion, food, art, and entertainment—to foster global engagement and innovation.



## Residential Business

In FY2024, operating profit grew in the Residential Business, driven by an increase in profits from the condominium business coupled with an increase in capital gains from rental apartments.

The business expects further profit growth in FY2025 as a result of an increase in profits in the condominium business.

### Market Environment

#### Risks

- Adverse impact on housing demand and property sales to investors stemming from concerns regarding rising interest rates
- Contraction in the housing market due to population decline in Japan
- Soaring construction material costs caused by inflation
- Exposure to exchange rate fluctuation risks due to international conditions

#### Opportunities

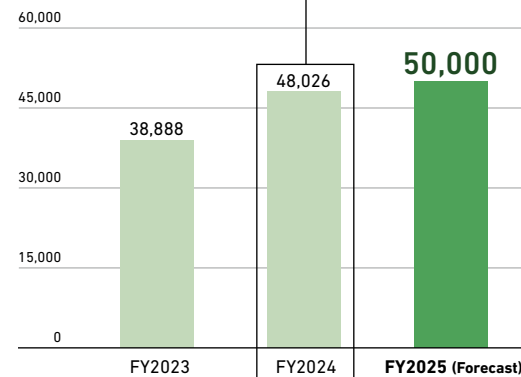
- Expansion of business opportunities resulting from population inflows into cities
- Digitalization of real estate transactions and increasing adoption of IoT devices in living spaces
- Diversification of high-net-worth individuals and expansion of target customers driven by growing inbound demand

#### Competitive Advantages

- The power of The Parkhouse condominium and The Parkhabio rental apartment brands backed by outstanding technologies, uncompromising product quality control, and a long and extensive track record
- Quality control of The Parkhouse brand at all stages of the development process—from design and construction to completion—with “Check Eyes,” our quality management and performance indication system, which reflects our dedication to all aspects of the properties we offer
- Product-planning capabilities that ensure our buildings have disaster-management functions that keep people safe through resilience in natural disasters and offer both comfort and cost performance and which respect the environment and local regions by paying careful attention to preserving biodiversity and helping realize a low-carbon society

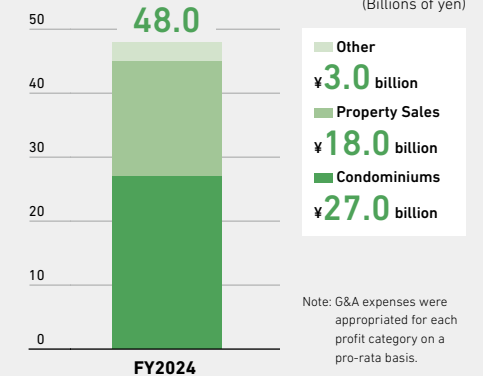
### Operating Profit (Results and Forecast)

(Millions of yen)



### Breakdown of Operating Profit

(Billions of yen)



### Business Strategies

- We aim to expand our customer base by strengthening our brand power through the enhancement of product appeal, reliability, and services and by leveraging said brand power to acquire loyal “fans.”
- We intend to optimize material costs and construction costs by utilizing our leading business scale in residential condominium development in Japan.
- We are promoting redevelopment projects that make full use of our abundant know-how related to real estate development and of the comprehensive capabilities of the Mitsubishi Estate Group.



#### Urban development and services

The Residential Business underpins comfortable and enriched lifestyles by developing high-quality houses based on outstanding technological capabilities and quality control. In addition, the business engages in disaster-resilient urban development emphasizing relationships and mutual assistance while cooperating with local communities.



#### Respect for people

The business offers residential functions for a wide range of people at different stages of their lives through its entry into businesses for assisted living residences, student residences, and other residence types.

- We are aiming to stabilize segment profits through capital gains on the sale of rental apartments and other properties to investors.
- We aim to strengthen non-asset businesses in such areas as residence management, brokerage, custom-built housing, and renovation.
- We are providing one-stop services as a corporate group making full use of all of the phases of the value chain, from land acquisition, development, sales, and management through to brokerage.



## Business Review

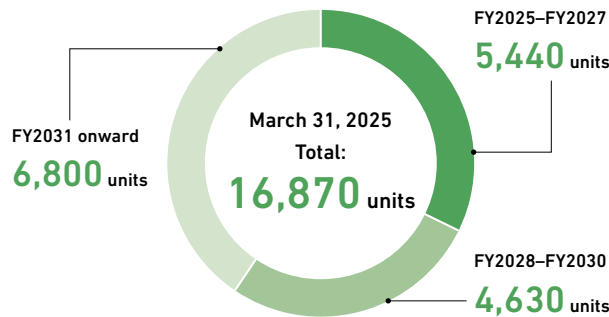
# Residential Business

### Condominium Business



#### Land Bank Breakdown in Reporting Terms

(March 31, 2025)



#### Business Data

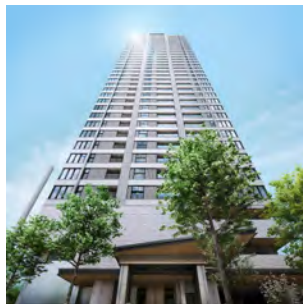
	FY2023	FY2024	FY2025 (Forecast)
Condominium Sales*1	¥159,965 million	¥159,616 million	¥202,000 million
Condominiums Sold (units)	2,271	1,787	1,700
Gross Profit Margin*2	25.9%	28.6%	35.0%

\*1 Sales = Sales of new condominiums + Supplementary revenue relating to condominiums

\*2 Gross profit = Sales - COGS (land acquisition and development costs, building construction costs, etc.);  
Gross profit margin = Gross profit ÷ Sales



The Parkhouse Chiyoda Rokubancho



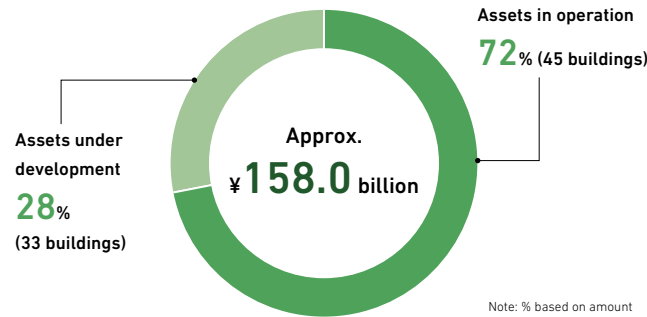
The Parkhouse Osaka Umeda Tower

### Rental Apartment Business



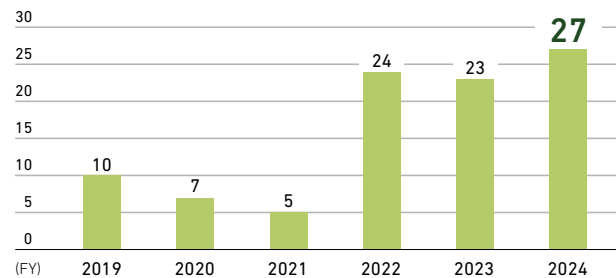
#### Total Assets

(March 31, 2025)



#### Trend in Gains on Sales

(Billions of yen)



Note: Trend in capital gains (before G&A expenses) for Residential Business



The Parkhabio SOHO  
Yokohama Kannai (left)



The Parkhabio Mejiro Tower  
(right)

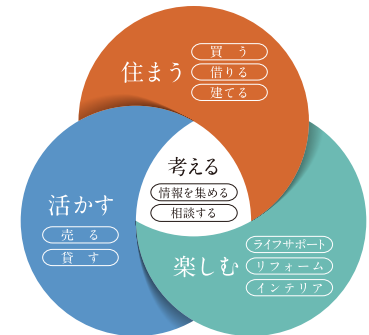
### COLUMN

## Mitsubishi Jisho Residence Club

In 2018, we integrated the housing membership organizations and customer information managed by various Group companies into the Residential Business Group to establish the Mitsubishi Jisho Residence Club. With approximately 690,000 eligible households, one of the largest in the industry, the club offers one-stop services that meet a wide range of housing-related needs. Through the club's activities, we aim to further enhance the satisfaction and convenience of potential buyers and strengthen the Mitsubishi Estate Group's value chain.

### Housing Value Management

Property, comfort, and the joy of living



### COLUMN

## Flexible Living Business

## Hmlet Japan / Blueground

Mitsubishi Estate operates a flexible living business that offers new ways of living, with furnished apartments for medium- to long-term stays through the Hmlet and Blueground brands. Apartments can be rented for a minimum period of one month, and contracts for electricity, gas, water, and Wi-Fi are pre-arranged. Residents can start a comfortable new lifestyle on the day they move in.







## International Business

While operating profit in the International Business declined year on year in FY2024, reflecting the impact of the postponement of certain property sales due to conditions in the real estate investment market overseas, the transfer of a condominium in Australia and the opening of London office building 8 Bishopsgate contributed positively to performance.

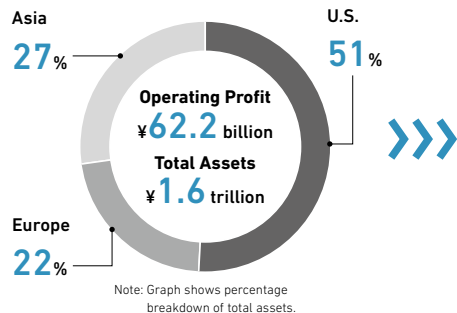
In FY2025, the business will pursue property sales across the world by leveraging its strength of maintaining a portfolio of highly competitive projects across a diverse range of countries and regions while carefully analyzing the market overseas.

### Market Environment

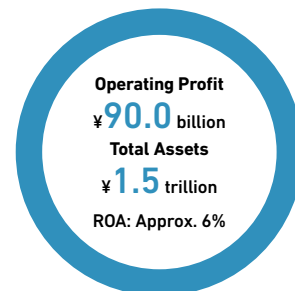
- | Risks  | Opportunities  |
|--|--|
| <ul style="list-style-type: none"> <li>Reconsideration of the purpose and meaningfulness of offices as diversified workstyles become established</li> <li>Soaring construction material costs and rising utility costs due to accelerating inflation</li> <li>Stagnation in the real estate investment market due to rising interest rates</li> <li>Risks particular to various areas and countries</li> </ul> | <ul style="list-style-type: none"> <li>Reaffirmation of the value of real settings, such as offices</li> <li>Opportunities to invest in growth assets that match social and economic changes</li> <li>Economic growth over the medium to long term centered on Asia and Oceania</li> </ul> |

### Balance Sheet and Profit & Loss Highlights

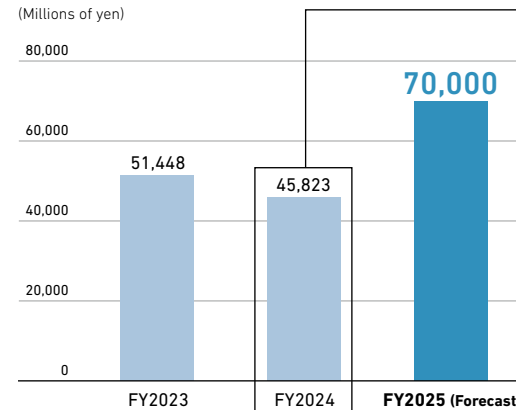
#### Results over Past Three Years (FY2022–FY2024 average)



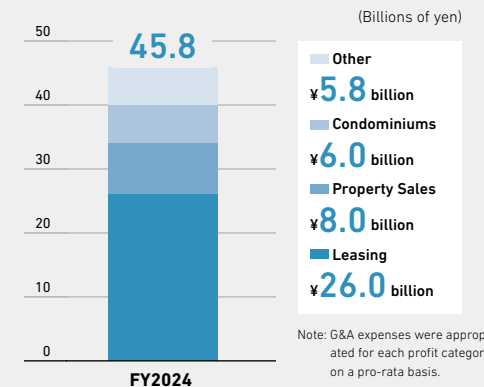
#### Late 2020s Aiming to Achieve Plan Targets Ahead of Schedule



#### Operating Profit (Results and Forecast)



#### Breakdown of Operating Profit



#### Europe

- Mitsubishi Estate London Limited
- Europa Capital Group\*

#### United States

- Rockefeller Group International, Inc.
- Mitsubishi Estate New York Inc.
- TA Realty LLC\*

#### Asia and Oceania

- Mitsubishi Estate Asia Pte. Ltd.
  - Yangon Branch
  - Australia Branch
- Mitsubishi Estate Vietnam Company Limited
  - Hanoi Branch
- PT. Mitsubishi Estate Indonesia
- Mitsubishi Estate (Thailand) Co., Ltd.
- Mitsubishi Estate (Shanghai) Ltd.
- Mitsubishi Estate Taiwan Ltd.
- MEC Global Partners Asia Pte. Ltd.\*



## Business Review

### International Business

### United States

#### Competitive Advantages

##### Rockefeller Group International, Inc. (RGII)'s development know-how

- In addition to large-scale and mixed-use developments, as exemplified by the Rockefeller Center, RGII has established an extensive development track record throughout its approximately 100-year history, including logistics facilities and residences (for selling and leasing).



##### TA Realty LLC's sourcing power

- TA Realty invests and manages in a wide range of markets across the United States centered on logistics facilities and rental apartments, thereby also contributing to the Group's sourcing power in the country. With unique strengths in logistics facilities, TA Realty boasts a leading record across the United States in terms of transaction amounts.



#### Business Strategies

- Reinforcement of capital-recycling business leveraging know-how of RGII
- Promotion of joint ventures with local partners
- Expected return from investment: **Internal rate of return (IRR) of 8%–10%**



##### The global environment

Adopting reusable building materials and highly energy-efficient equipment, the International Business develops environment-friendly logistics warehouses for the new era with features including process management that minimizes waste volumes.



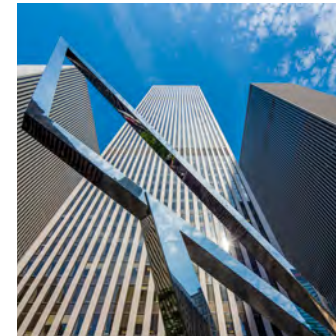
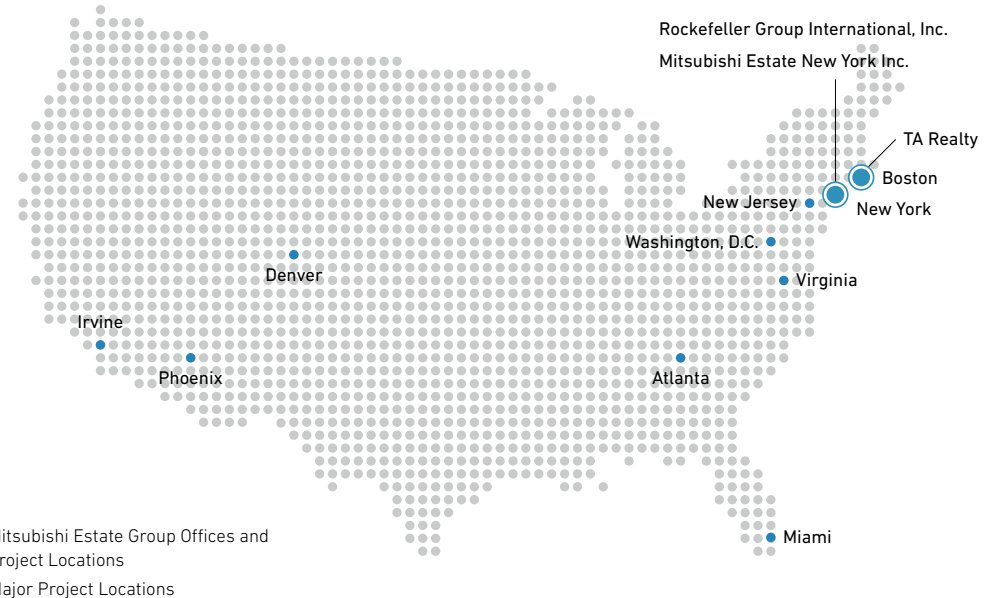
##### Respect for people

The Green at Florham Park offers an environment where people with developmental disorders can live with peace of mind.



##### Value creation

The Company engages in the development of data centers as demand increases, and it has secured a project pipeline worth approximately ¥150.0 billion to date.



##### 1221 Avenue of the Americas

Leasable Area: Approx. 244,000 m<sup>2</sup>  
Completion: 1972



##### 1271 Avenue of the Americas

Leasable Area: Approx. 195,000 m<sup>2</sup>  
Completion: 1959, renovated in 2019



Competitive Advantages

**Know-how and broad network based on a business track record of approximately 40 years**

- Our business in Europe has a track record in many Group-led developments for highly individualized and challenging projects requiring consultations with government bodies and applications for approval, as well as know-how cultivated through such activities.

**Europa Capital's extensive network**

- Since 1999, Europa Capital has put together and managed 11 funds, investing a total of more than €12.5 billion in 21 countries in Europe. During this time, it has built relationships with over 120 institutional investors, primarily in North America and Europe.

Business Strategies

- Implementation of investments and returns with a focus on balancing profit stability and capital efficiency
- Promotion of business development centered on large-scale projects that have already been decided
- Expected return from investment: **IRR of 8%–10%**



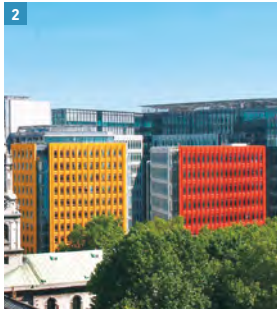
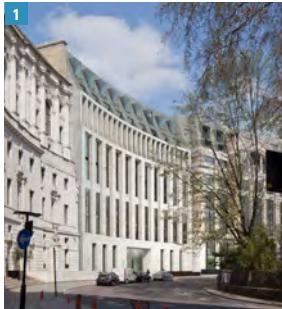
**Urban development and services**

Mitsubishi Estate has embarked on the large-scale renovation of 1 Victoria Street, aiming to minimize environmental impact by preserving the building's existing structure and recycling demolition materials. The renovation project also seeks to create new value through spatial design that emphasizes well-being and harmony with the surrounding landscape.



**The global environment**

**Realization of High Capital Gains**



**1 8 Finsbury Circus**

Total Floor Area: Approx. 23,000 m<sup>2</sup>  
Completion: 2016

- FY2019: **¥16.0 billion**

**2 Central St. Giles**

Total Floor Area: Approx. 66,000 m<sup>2</sup>  
Completion: 2010

- FY2022: **¥39.0 billion**

**Office Development Based on Our Advantages**



**3 8 Bishopsgate**

Building Size: 51 aboveground floors  
Total Floor Area: Approx. 85,000 m<sup>2</sup>  
Completion: June 2023

- Our share: 100%
- Investment amount: Approx. ¥114.0 billion
- Increase in leasable area by approx. 2.8 times through redevelopment

**4 Warwick Court**

Building Size: 8 aboveground floors  
Total Floor Area: Approx. 29,000 m<sup>2</sup>  
Completion: Renovated July 2022

- Our first major renovation project in the U.K.
- Increase in revenues through renovation of existing properties
- Nearly 100% contract rate

**Selective Investments for Profit Growth**



**5 72 Upper Ground**

Total Floor Area: Approx. 91,200 m<sup>2</sup>  
Scheduled Completion: 2029

- Total project cost: ¥160.0 billion (redevelopment of former ITV headquarters and studio on London's South Bank)

**6 1 Victoria Street**

Total Floor Area: Approx. 65,700 m<sup>2</sup>  
Scheduled Completion: 2028

- Large-scale renovation project of a Mitsubishi Estate-owned property near the Houses of Parliament and Westminster Abbey





Competitive Advantages

Promotion of businesses in 11 countries and regions across Asia and Oceania

- We develop businesses in a wide range of countries, including Singapore, Vietnam, Indonesia, Thailand, and China. Most recently, we opened a branch office in Australia in May 2021, where we are also expanding the scope of our businesses.

Network of MEC Global Partners Asia Pte. Ltd.

- Creates and operates core funds targeting investments in a diverse array of real estate, such as offices, retail properties, logistics facilities, and residences

Business Strategies

- Establishment of a capital-recycling asset portfolio
- Selection of regions and asset types based on markets and business practices
- Expansion of opportunities through partnerships with leading local businesses
- Expected return from investment: IRR of 8%–10% from developed countries and 10% or more from developing countries
- Organizational structure:
  - Hands-on development through employees assigned from Japan and local staff for major-share projects
  - Collaboration with local partners for minor-share projects



Respect for people

When participating in projects, we identify and address human rights risks in the supply chain, including by analyzing such risks through human rights due diligence and checklists and applying the Mitsubishi Estate Group Supplier Code of Conduct when ordering construction for projects in which we hold a major share.



Urban development and services

We create added value and realize quality that we could not achieve alone while contributing to the growth of local real estate markets by combining the local knowledge of partners in various countries with the Group's extensive experience in each phase of projects, from development through to property management.



Value creation



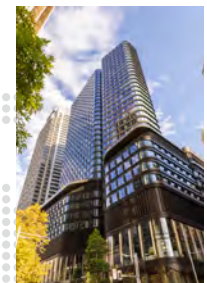
Crystal Bridge



Two Sudirman Jakarta



180 George Street



Parkline Place



● Mitsubishi Estate Group Offices and Project Locations

● Major Project Locations



## Business Review

# Investment Management Business

In FY2024, the Investment Management Business posted operating profit of ¥11.9 billion compared with an operating loss of ¥1.6 billion in FY2023 due to the absence of negative incentive fees, which it had recorded in previous fiscal years.

With fee income rising in step with the expansion of AuM, the business expects operating profit to increase again in FY2025. AuM have grown to approximately ¥6.1 trillion (up ¥400 billion from the end of FY2023), and the business is achieving steady growth in pursuit of its FY2030 targets of AuM of ¥10.0 trillion and operating profit of ¥30.0 billion.

## Market Environment

### Risks

- Decrease in inflows of capital to real estate investment funds due to continuing high interest rates in the U.S.
- Loss of real estate acquisition opportunities as a result of stagnation in real estate investment market
- Decline in valuation of AuM due to rising interest and capitalization rates in Japan

### Opportunities

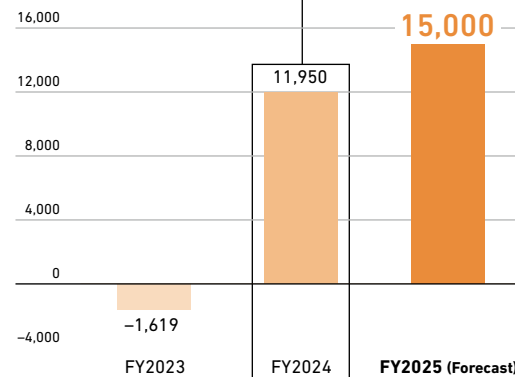
- Inflows of investment funds to core funds thanks to market recovery
- Continuously maintaining and expanding AuM through the creation and management of stable real estate investment funds that are highly resilient, even during economic downturns
- Expansion of internal growth led by rising rents, reflecting inflation in Japan

### Competitive Advantages

- Ability to meet inbound and outbound investment needs through relationships with institutional investors in Japan and overseas, capitalizing on foundations established in Japan
- Local expertise, networks, and track records in various markets through M&As overseas
- An extensive product lineup and solid cross-border sales setup from maintaining management companies in Japan, the United States, Europe, and Asia as Group companies

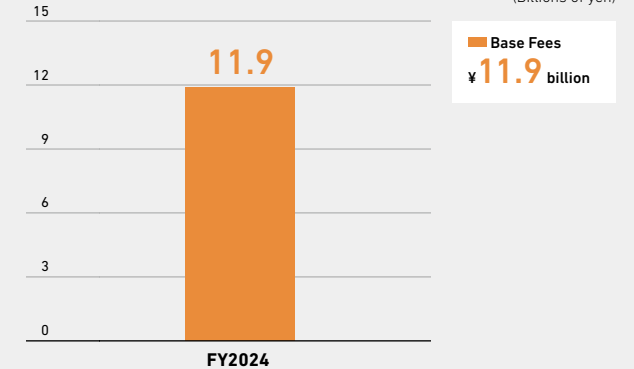
## Operating Profit (Loss) (Results and Forecast)

(Millions of yen)



## Breakdown of Operating Profit

(Billions of yen)



## Business Strategies



The global environment

The Group helps raise the environmental performance of real estate globally and offers sustainable real estate assets to communities through its policy of responsible management.



Urban development and services

We offer a diverse range of real estate investment options by creating financial products in tune with the times that meet a variety of needs for global investors seeking real estate asset management.

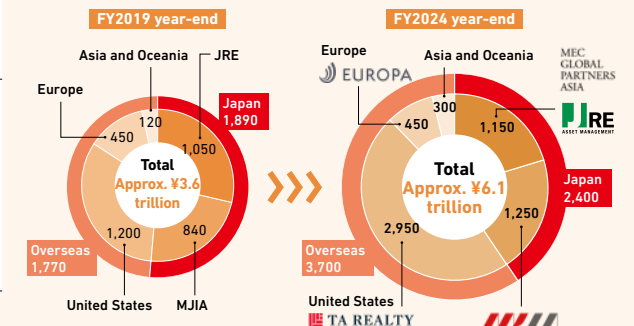


Value creation

- We have established a global platform (Mitsubishi Estate Global Partners [MEGP]), which facilitates cooperation among various bases in Japan, the United States, Europe, and Asia. Promoting MEGP as a global brand, we offer services in response to demand from investors in Japan and overseas seeking diversified investment effects.
- We leverage hybrid-model investment, whereby we invest in and manage funds created by Group companies using our funds and the funds of third-party investors. Through these efforts, we simultaneously pursue the expansion of our portfolio and diversified investment effects overseas and the capturing of greater service opportunities and fees from third-party investors.

## Changes in AuM

(Billions of yen)





## Business Review

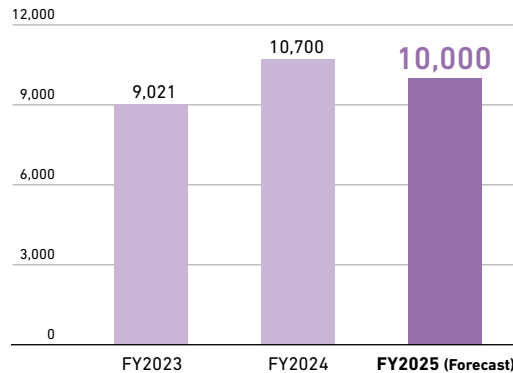
# Architectural Design & Engineering Business and Real Estate Services Business

In FY2024, operating profit in the Architectural Design & Engineering Business and Real Estate Services Business increased due to the favorable performances of both design and real estate brokerage.

The businesses also expect to perform strongly in FY2025 by capturing projects that capitalize on existing relationships with customers and the Group's comprehensive strengths.

### Operating Profit (Results and Forecast)

(Millions of yen)



## Architectural Design & Engineering Business

### Competitive Advantages

- The Architectural Design & Engineering Business has extensive experience and expertise in urban planning and development, from the design and management of buildings and consulting to the planning and design of underground networks, transport and logistics hubs, and infrastructure facilities.
- The business undertakes design and management with an in-depth understanding of operation, maintenance, and management from the perspectives of business operators and clients based on experience accumulated from its origins and development as a comprehensive developer's in-house design office.
- It also has an abundant information network established in East Asia and Southeast Asia centered on local subsidiaries in Shanghai and Singapore.

### Business Strategies

- Using the technologies and networks it has developed, Mitsubishi Jisho Design Inc. offers a wide range of design services in Japan and overseas, comprising everything from construction design, planning, and consulting to interior design.
- In addition to handling design project orders from within the Group and from long-established clients, the Architectural Design & Engineering Business is working closely with the Business Development, Client Relations & Solutions Group to win new orders.

- The business is expanding its earnings base by focusing on growth fields, such as construction management, wooden construction and wooden architecture, and renovations to achieve carbon neutrality for existing buildings, and smart city projects.
- It also provides technological support to and creates synergies with Group companies.



The global environment



Value creation

The Architectural Design & Engineering Business engages in architectural design that mitigates environmental impact, including both wood construction and conversion and renovations to achieve the carbon neutrality of new and existing buildings. The business also promotes updates to real estate and urban areas, such as enhancing comfort through the use of various data, developing new-era workspaces that support activity-based working (a workstyle choosing a setting in accordance with the activity or task at hand), and introducing smart city proposals that incorporate new types of mobility.



Taipei, Taiwan

### Taipei Nanshan Plaza

Completion: January 2018

In addition to enhancing biodiversity through greening measures, Taipei Nanshan Plaza features public spaces connected to the surrounding area, a tower shape and façade plan based on an analysis of the local climate, and a shape that reduces wind load. In recognition of Mitsubishi Jisho Design's proposal and technological capabilities and the high quality of the building, Taipei Nanshan Plaza's office rents are the highest in Taiwan and it won the Urban Habitat Award, 2021 Award of Excellence, in the 2021 Council on Tall Buildings and Urban Habitat Awards Program.



Shinagawa Ward, Tokyo

### Nikon Corporation Global Headquarters/Innovation Center

Completion: May 2024

The Nikon Corporation Global Headquarters/Innovation Center consolidates Nikon's headquarters, various functions including its research and development division, and a museum. The project creates a place for discoveries, interactions, and experiences. Mitsubishi Jisho Design was also contracted to provide property management services in recognition of its strong design capabilities in examining the integration of design, structure, and equipment. It ensured that the Global Headquarters/Innovation Center opened on budget and on time by providing support for managing the progress of the plan, including for the museum and cafeteria.



Nagasaki, Nagasaki Prefecture

### Nagasaki Stadium City

Completion: September 2024

Mitsubishi Jisho Design provided construction and management services for the main and related works for the Nagasaki Stadium City project. To both maximize the appeal of the facilities and ensure business feasibility, it promoted the project and construction plan in an integrated manner by establishing a cross-sectional decision-making platform. With approximately 2.6 million visitors within six months of its opening, Nagasaki Stadium City is attracting attention as a symbol of regional revitalization that offers year-round excitement.



Chiyoda Ward, Tokyo

### Tokio Marine Headquarters Building Project (Tentative Name)

Completion: FY2028 (planned)

Making extensive use of Japan-grown timber, the Tokio Marine Headquarters Building will be one of the tallest wooden hybrid buildings (approximately 110 m at its tallest point) in Japan. Mitsubishi Jisho Design uses fire-resistant timber and cross-laminated timber for the pillars and floors to create a large, pleasant space with high ceilings. It plans to create a piazza and patio (plaza space and courtyard) on the lower floors and a lush green garden on the roof. With its base isolation system, the building also ensures a high level of safety.





## Business Review

### Architectural Design & Engineering Business and Real Estate Services Business

#### Real Estate Services Business

##### Competitive Advantages

- The Real Estate Services Business offers one-stop solutions leveraging its wide-ranging service menu (such as support utilizing commercial real estate [CRE] information and real estate brokerage) and the Mitsubishi Estate Group's comprehensive strengths.
- We provide solutions throughout Japan, leveraging our nationwide branch network backed by specialist expertise and knowledge.

##### Business Strategies

- The Real Estate Services Business offers a variety of real estate services, including real estate brokerage and leasing management support for condominiums and office buildings through Mitsubishi Real Estate Services Co., Ltd., and parking-lot management (business development under the PARKS PARK brand) through Mitsubishi Estate Parks Co., Ltd.
- Offering services with corporations and high net-worth individuals as its main customers, the business aims to have the leading companies in the fields of CRE strategy support, real estate consulting, and asset utilization.
- The Real Estate Services Business will strengthen the value chain that combines the Business Development, Client Relations & Solutions Group and the diverse service menus of each of the Group's businesses to expand the scope of services offered to existing customers



##### Urban development and services

The Real Estate Services Business proposes optimal solutions to maximize asset value, addressing various real estate issues, including aging buildings and changes in customer needs.



##### The global environment

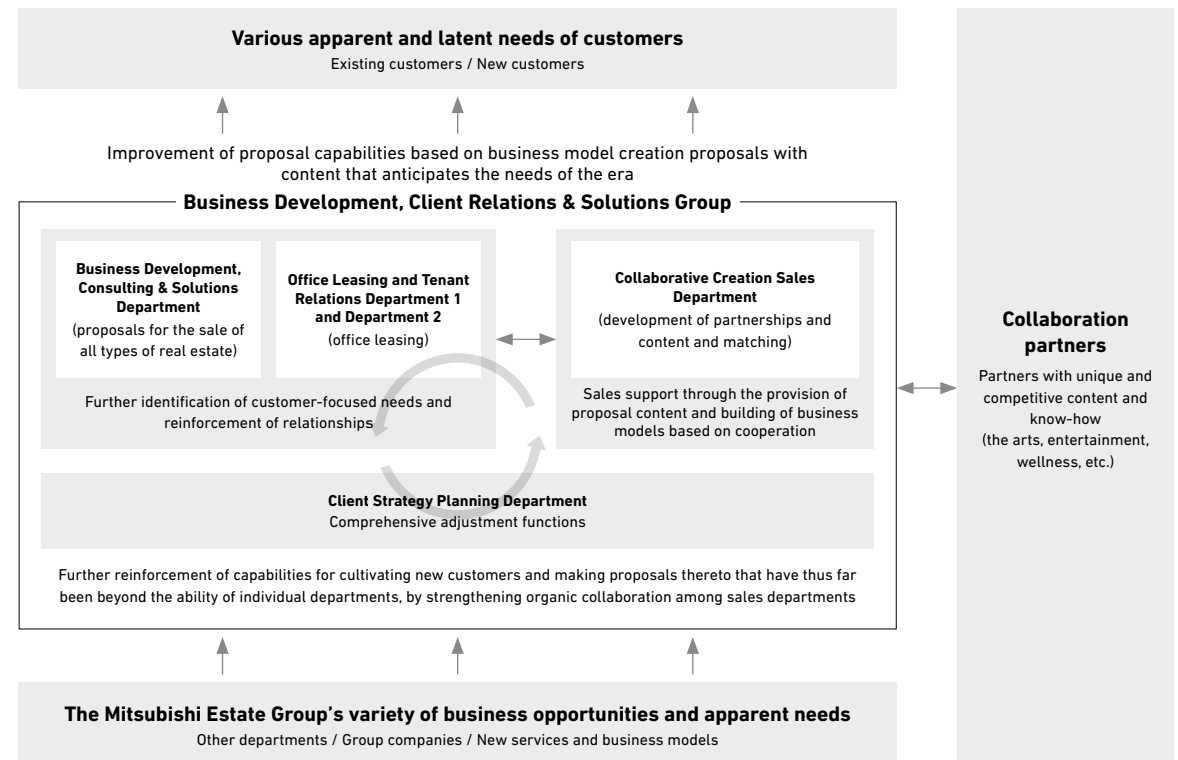
Deploying its in-house-developed parking-lot management cloud system, Mitsubishi Estate Parks contributes to both enhancing convenience for parking-lot users and mitigating environmental impact (reducing paper use and exhaust emissions).



### Business Development, Client Relations & Solutions Group

##### Overview

- The Business Development, Client Relations & Solutions Group will deliver the most effective proposals to customers by centrally managing customer contact point information with the aim of maximizing the acquisition of business opportunities for the Group.
- Acting as a Companywide contact point, the Business Development, Consulting & Solutions Department will introduce proposals making full use of the Company's resources in response to all manner of customer real estate utilization needs.
- The Office Leasing and Tenant Relations Department 1 and Department 2 will carry out extensive office leasing activities by leveraging the Group's diverse assets and customer relationships.
- In addition to functions for identifying new content and cultivating new customers, the Collaborative Creation Sales Department will conduct differentiated sales activities anticipating the needs of the era.



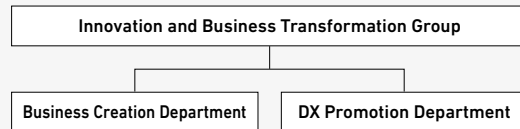


## Business Review

# Innovation and Business Transformation Group

### Overview

- The Innovation and Business Transformation Group aims to promote the creation of new value in the business model innovation domain.



**Mitsubishi Estate has established the following basic strategies to create new businesses:**

- Create and expand new business models drawing on the strengths of established businesses
- Create a new asset business aligned with the times
- Realize M&As through research, co-creation, and strategic investments

**Use of new technology to achieve the following goals:**

- Securement of new sources of earnings
- Heightening of earnings and increases in productivity by refining existing business models and work processes
- Establishment of a Groupwide IT platform and promotion of Groupwide IT governance and cybersecurity

### Competitive Advantages

- Our wide-ranging business portfolio in the real estate domain as a comprehensive developer
- Our business-to-consumer contact points with workers and visitors in area development districts such as Otemachi, Marunouchi, and Yurakucho, with visitors to retail facilities and airports, and with residents and other parties based on our position among the leading companies in Japan in terms of the number of condominiums supplied and assets under management
- Relationships established with diverse tenants and corporate business partners, from leading major companies from various industries to start-up companies that have become tenants at our innovation hubs, including Inspired.Lab, FINOLAB, and EGG

### Business Strategies

- In response to latent social needs, we will seek new earnings opportunities by accumulating and analyzing available data.
- Leveraging our knowledge cultivated in the real estate business, we will expand our business domains by proactively cooperating with external partners. As a field for verifying the business structures borne of such cooperation, the Group will utilize diverse real estate stock that it owns and manages. Initiatives to date include GRAND, an elevator media business, and a 5G-infrastructure-sharing business.
- We will drive automation and laborsaving processes by using IT and digital tools to increase productivity cross-organizationally and across the entire Group.
- We will promote the increased efficiency and sophistication of real estate-related processes by leveraging technologies while creating new value and functions for real estate.
- We invest proactively through corporate venture capital (BRICKS FUND TOKYO) and venture capital in Japan and overseas to promote open innovation while leveraging our New Business Proposal System to uncover new business seeds from within the Company, thereby driving new business creation both internally and externally.



**Urban development and services**



**Respect for people**



**The global environment**



**Value creation**

Based on the three investment themes of new lifestyles, paradigm shifts in established industries, and sustainability, BRICKS FUND TOKYO co-creates growth industries and offers new value to society through proactive investments in fields with strong future growth potential, management support drawing on the Mitsubishi Estate Group's management infrastructure, field trials in Otemachi, Marunouchi, Yurakucho, and other areas, and support for implementation in society in terms of the promotion of business co-creation and collaboration.

## Market Environment

### Risks

- Changes in demand in existing domains resulting from the spread of a variety of workstyles, etc.
- Risk of becoming an outdated company due to delays in promoting digitalization
- Loss of business opportunities arising in an era of volatility, uncertainty, complexity, and ambiguity
- Increasing risk of information leaks resulting from aging IT security

### Opportunities

- Raising the efficiency of real estate operations leveraging digital technologies
- Expansion of new businesses through business reforms
- Establishment of platforms and ecosystems using new technologies

**Message from the Executive Officer in Charge of the Business Creation and DX Promotion Departments, Information System, and Information System Security**

## Leading New Urban Development by Integrating Real and Digital Worlds

The Innovation and Business Transformation Group is responsible for ensuring growth in the non-asset business and service content provision domains under Long-Term Management Plan 2030. It also accelerates the creation of new businesses and business transformation in existing businesses by promoting open innovation with a variety of external stakeholders, including real estate technology companies and players from other industries. The Innovation and Business Transformation Group promotes urban development of the future through the provision of experiences that allow users to move seamlessly between the online and offline worlds. These include the development of the Marunouchi Point App (approx. 320,000 users) and the Machi Pass common ID (approx. 730,000 users), which serve as starting points for connecting the Marunouchi area and users. The group also embarked on cross-business marketing using Storage of Data Analyses, an analysis platform that amasses and integrates a variety of data from inside and outside the Mitsubishi Estate Group. In addition to these initiatives, Mitsubishi Estate was included in the Digital Transformation Stock Selection (DX Stock) 2025 program, in recognition of its progress in developing human resources with data utilization skills. The Innovation and Business Transformation Group also works proactively to develop a wide range of use cases, including streamlining operations, analyzing data, visualizing, and decision-making support by using generative AI, thereby further promoting DX across the Group.



**Takayuki Ito**  
Executive Officer



# Sustainability Section

## **P56 Sustainability Section**

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External Evaluations of ESG Performance /  
Information Disclosure in Accordance  
with SASB Standards
- 58** Sustainability of the Mitsubishi Estate  
Group and Society: Four Key Themes
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  - 59** Pursue Tangible and Intangible  
Urban Development for the  
Next Generation
  - 60** Maintain Commitment to  
Reducing Environmental Impact
  - 61** Consider People, Empathize with  
People, Protect People
  - 63** Create and Circulate New Value
- 64** Information Disclosure Based on the  
TCFD's and TNFD's Recommendations
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# Sustainability Management

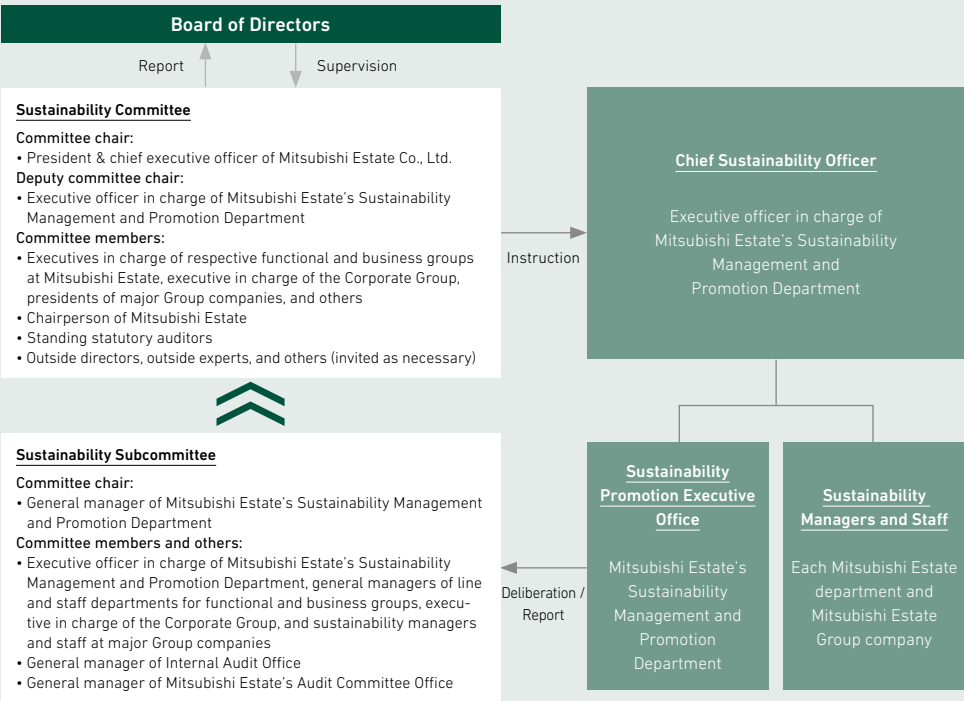
## Sustainability Frameworks

In accordance with the Mitsubishi Estate Group Sustainability Regulations, the Group has established the Sustainability Committee, chaired by the president & CEO of Mitsubishi Estate, which discusses and reports on important matters regarding the Group's promotion of sustainability management. The Sustainability Subcommittee, which convenes prior to meetings of the Sustainability Committee, discusses matters to be reported to and deliberated by the committee and compiles information on sustainability activities.

The committee and subcommittee convene twice annually, with the committee deliberating on such matters before reporting them to the Board of Directors, which acts in a supervisory role in its review of these deliberations.

### Mitsubishi Estate Group Sustainability Frameworks

(As of April 1, 2025)



[Website](#) Sustainability Frameworks

[Website](#) Framework for Monitoring Key Themes

## Strategy

Under Long-Term Management Plan 2030, the Mitsubishi Estate Group adopted a management approach based on strategies for increasing both social value and shareholder value with the aim of providing value to stakeholders sustainably over the long term. The Group's sustainability strategy entails addressing social issues and enhancing its corporate value through business activities spearheaded by management centered on these two strategic drivers—the abovementioned strategies for increasing social value and shareholder value. Please refer to pages 58–66 for details.

## External Evaluations of ESG Performance

Mitsubishi Estate has been included and recognized in various indices and benchmarks, including indices adopted by the Government Pension Investment Fund (GPIF), as of July 2025.

 <p>GRESB Standing Investments Benchmark,*1 5-Star Rating (the highest rank) 5th consecutive year GRESB Development Benchmark,*2 4-Star Rating</p>	 <p>CDP CLIMATE CHANGE 2024 QUESTIONNAIRE "A" (HIGHEST POSSIBLE RATING) CDP WATER SECURITY QUESTIONNAIRE "A" (HIGHEST POSSIBLE RATING) CDP FORESTS QUESTIONNAIRE 2024 "A-"</p>	
 <p><b>FTSE Blossom Japan Sector Relative Index</b></p>	 <p><b>FTSE Blossom Japan Index</b></p>	 <p><b>S&amp;P/JPX Carbon Efficient Index</b></p>
 <p><b>2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX</b></p>	 <p><b>2025 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)</b></p>	 <p><b>2025 健康経営優良法人 KENKŌ MANAGEMENT EXCELLENCE ★211-500</b></p>

\*1 Assessment of the performance of existing portfolios

\*2 Assessment of new development and large-scale renovation portfolios

[Website](#) ESG Index Inclusion and External Evaluations

## Information Disclosure in Accordance with SASB Standards


Mitsubishi Estate discloses information in accordance with the Infrastructure–Real Estate category under the Sustainability Accounting Standards Board (SASB)'s Sustainable Industry Classification System®.

[Website](#) Information Disclosure in Accordance with SASB Standards

## Sustainability of the Mitsubishi Estate Group and Society: Four Key Themes

Theme

Pursue Tangible and Intangible Urban Development for the Next Generation



Vision

"Urban areas of choice" that are valued by all generations and develop organically

Material Issues

Maintenance and enhancement of urban functions

Customer satisfaction

Quality of products and services

Resilience

Contribution to local communities

Lifestyle change

Increase in business costs (materials, fuel costs, labor shortages, etc.)

Risks


- ① Sidelineing of existing business model due to lifestyle change, decrease in value of owned assets, and disengagement of customers
- ② Delays in promoting development due to cost increases
- ③ Loss of trust and disengagement of customers due to delays in recovery from disasters and insufficient risk response capacity

Opportunities

- ① Stable increase in profit and business opportunities due to longstanding and ongoing trust in product and service quality and its wider impact
- ② Acceleration of differentiation and increase in earning opportunities due to expansion in the potential of the Otemachi, Marunouchi, and Yurakucho (OMY) area
- ③ Increased opportunities in International Business by leveraging domestic track record and know-how

Theme

Maintain Commitment to Reducing Environmental Impact



Vision

Realization of sustainable urban areas and global environment

Material Issues

Climate change, greenhouse gas and embodied carbon reduction

Waste reduction and circularity

Supply chain (environmental)

Biodiversity

Risks


- ① Loss of sustainability in our business environment due to changes in the global environment
- ② Increase in costs due to compliance with environment-related regulations and guidelines
- ③ Disengagement of customers and decrease in profit opportunities due to failure to comply with environmental requirements of customers

Opportunities

- ① Differentiation of products and services and acquisition of new business opportunities and customers through innovative responses to environmental issues
- ② Acquisition of business opportunities through utilization of existing building stock through such measures as large-scale building and residential renovations leveraging know-how
- ③ Enhanced investor engagement and increased stock market presence through proactive information disclosure

Theme

Consider People, Empathize with People, Protect People



Vision

A society where diverse people can work and live happily

Material Issues

Low birthrate and aging population

Supply chain (social)

Urban development and stakeholder diversity, equity, and inclusion (DE&I) promotion

Urban development and the wellness of people

Occupational health and safety

Business and human rights

Risks


- ① Loss of supply chain continuity and reputation due to inadequate human rights and occupational health and safety compliance
- ② Mismatch between supply and demand due to inadequate support for diversity of urban areas and services and society with low birthrate and aging population
- ③ Outflow of human resources and decrease in employee engagement and competitiveness due to inadequate support for internal diversity

Opportunities

- ① Increase in competitiveness over the medium to long term due to industry-leading human rights initiatives
- ② Creation of opportunities to develop and manage types of assets that give consideration to diversity
- ③ Provision of value added to urban areas and services and increase in opportunities to acquire customers through promotion of wellness measures

Theme

Create and Circulate New Value



Vision

Anticipating changing times and fostering affluence and convenience

Material Issues

Innovation

Partnerships

Risks

- ① Slowdown in growth and decline in competitiveness due to mediocrity in urban development and services and delays in updating existing businesses
- ② Slowdown in growth due to delays in diversification and globalization of business owing to absence of outstanding partners

Opportunities

- ① Urban diversification, differentiation, and acquisition of competitive edge through provision of innovative development schemes and services
- ② Expansion of business opportunities and fields and provision of value added that cannot be achieved alone through diverse partnerships

## Four Key Themes: Pursue Tangible and Intangible Urban Development for the Next Generation

In order to establish ourselves as a leading company that represents Japan, we are aware of our responsibility and impact in providing social infrastructure as a comprehensive real estate developer and we pursue world-class urban areas and services that we can proudly pass on to the next generation. By engaging in businesses with intrinsic value, we gain formidable brand power in urban development and related services to provide “urban areas of choice” that are valued by all generations and develop organically.



### Related Initiatives

#### Tenjin 1-7 Project (Tentative Name) Commencing Construction Work on a Redevelopment Project on the Former Site of IMS: Toward the Advent of a New Landmark in Tenjin, Fukuoka

In May 2024, Mitsubishi Estate commenced construction work on the Tenjin 1-7 Project (tentative name) in Fukuoka, Fukuoka Prefecture. The redevelopment project is for a multipurpose building comprising office space, a hotel, and retail properties to be developed on the former site of the Inter Media Station (IMS) building, which was Mitsubishi Estate's first urban retail property.

In addition to its retail functions, IMS (predecessor of the project) transmitted information and culture through functions including a hall and gallery. The project has adopted a development concept entitled “Fukuoka's Cultural Ecosystem: Continuing to Co-Create the New Culture of Fukuoka,” with the aim of creating a new cultural interchange hub that reflects the diversification of people's values and lifestyles while carrying on IMS's distinctive role as a base for transmitting and receiving information.

By arranging wood panels organically according to geometric calculations on the building's exterior, we have ensured that the new building will help reduce CO<sub>2</sub> emissions, including a reduction in solar heat of approximately 40%, while combining a sophisticated design with comfort through insulation.

Mitsubishi Estate will contribute to urban development that produces an exuberant culture by continuing to realize diverse lifestyles for the people of Fukuoka and Tenjin through value creation based on cooperation with a variety of partners and the creation of spaces that seamlessly connect people's activities and exude excitement.



Rendering of exterior (west side)



Concept illustration

### Related Initiatives

#### Expansion of Logistics Facilities in Japan and Overseas: Helping Address Social Issues by Providing High-Performance Logistics Facilities

Since entering the logistics facility development business in 2012, Mitsubishi Estate has pursued the development of logistics facilities required for the coming era by promoting the Logicross brand under the development concept of safety, comfort, functionality, and flexibility.

In 2024, the Company launched a development project for a next-generation core logistics facility in Sendai, Miyagi Prefecture, its first in the Tohoku area. Through the project, we will create a next-generation logistics facility that accommodates automated trucks and other forms of mobility by establishing a dedicated ramp connected directly to an expressway interchange and address intensifying labor shortages by building a logistics network with high delivery efficiency. Scheduled for operation in the first half of the 2030s, the facility is our second core logistics project, following on from the Kyoto Joyo Core Logistics Facility (tentative name), which is currently under construction as the first logistics facility in Japan to accommodate next-generation mobility. We aim to continue expanding the logistics facility development business going forward.

Meanwhile, in 2025 we will open Logicross Nam Thuan and Logicross Hai Phong in Vietnam, marking the first overseas expansion of the Logicross series. In Vietnam, which is experiencing rapid economic growth, we will underpin the rapidly increasing logistics demand through the provision of high-performance logistics facilities that draw on insights gained in Japan while contributing to the sustained development of local supply chains by adopting a biophilic design approach that incorporates the well-being of facility workers.

Mitsubishi Estate will continue to address global issues, including the rebuilding of supply chains and the promotion of decarbonization, through the provision of high-performance logistics facilities in Japan and overseas.



Image of a next-generation core logistics facility



Logicross Nam Thuan



Four Key Themes: Maintain Commitment to Reducing Environmental Impact

In order to fulfill our responsibility to the global environment and realize sustainability, we will maintain our commitment to minimizing environmental impact in our corporate activities and will seek to enhance corporate value as a leading environment-friendly company. By realizing a recycling-oriented society, preserving healthy forests, conserving and restoring biodiversity, and thereby creating positive impact, we will create an environment in which our businesses can operate in a sustainable manner.



Related Initiatives

Renovation Business Promoting the Effective Use of Existing Urban Properties in Japan and Overseas

The Mitsubishi Estate Group is expanding initiatives for creating value through renovations of existing buildings in Japan and overseas by ensuring that Group companies leverage each other’s know-how to reduce environmental impact and respond to demographic changes.

In Japan, following on from the large-scale renovation of the Otemachi Building—conducted with the goal of creating a building to last 100 years—we are currently renovating the Shin-Tokyo Building under the concept of a building to captivate people. We will create an open and appealing space for visitors and workers through the establishment of themes for each floor and the adoption of environmentally friendly materials while passing on the building’s modernist architectural style for future generations.

Overseas, in addition to 600 Fifth—an office development project in Washington D.C. that is currently underway and which utilizes the original building—we embarked on the large-scale renovation of 1 Victoria Street in London in 2025. The renovation will reuse the building’s underground structure, comprising approximately half of the original structure, and contribute to the appeal and vibrancy of the city through an open spatial design in harmony with the surrounding landscape.

Positioning renovation projects as a key way to pursue sustainable urban development using exist-ing assets, the Group will continue to pursue initia-tives in this manner.



1 Victoria Street  
Original building



1 Victoria Street  
Rendering of exterior

Related Initiatives

Strengthening Wood Construction and Conversion Projects: Promoting the Sustainable Use of Timber

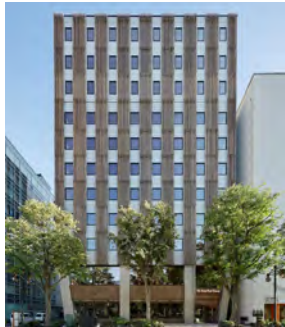
In 2016, Mitsubishi Estate began turning its attention to forests, an abun-dant resource in Japan. Since then, the Company has helped address social issues by proactively using timber in the buildings it develops, such as helping to tackle climate change through the high carbon fixation effect of timber and to maintain and enhance disaster prevention functions, including the prevention of landslides through the proper circulation and regrowth of forests in Japan. By promoting the use of timber in cities, we create opportunities to connect forests and urban areas, contributing to the healthy circulation of forests and the invigoration of forestry to create a sustainable society, while working to enhance the comfort of spaces for those who use them.

The Mitsubishi Estate Group Timber Procurement Guidelines stipulate the Group’s policy of procuring low-risk timber and ensuring traceability for timber procurement in its own value chain to prevent the destruction and depletion of forests and protect natural ecosystems.

Website Mitsubishi Estate Group Timber Procurement Guidelines



Miyako Shimojishima Airport Terminal



The Royal Park Canvas  
Sapporo Odori Park

	Targets	Results
CO <sub>2</sub> and other GHG emissions reductions* <sup>1</sup>	<ul style="list-style-type: none"><li>Reduce Scope 1 and 2 emissions by a total of 70% or more and Scope 3 by 50% or more by FY2030 compared with FY2019</li><li>Achieve net-zero emissions by 2050*<sup>2</sup></li></ul>	Total emissions: 2,083,884 t-CO <sub>2</sub> (down 48.4%) comprising Scope 1 + Scope 2 emissions of 215,096 t-CO <sub>2</sub> (down 54.8%) and Scope 3 emissions of 1,868,788 t-CO <sub>2</sub> (down 47.5%)
Renewable energy (%)* <sup>1</sup>	Achieve 100% by FY2025 (joined RE100)	61.9%
Waste disposal (kg/m <sup>2</sup> )* <sup>1</sup>	20% reduction per m <sup>2</sup> by 2030, compared with FY2019	6.5 kg/m <sup>2</sup> (8.5% reduction)
Waste recycling rate (%)* <sup>1</sup>	90% by 2030	56.3%

\*1 Selection of target organizations is based on control criteria. Properties in which the Mitsubishi Estate Group’s ownership rights and trust beneficiary rights are 50% or less are excluded from calculations, in principle.  
FY2024 results as of June 27, 2025  
\*2 Reduce Scope 1, 2, and 3 by 90% or more. Neutralize residual emissions (emissions that remain unabated within the Group’s value chain in 2050 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. Targets approved by the SBT initiative in June 2022

Four Key Themes: Consider People, Empathize with People, Protect People

We create urban areas that embrace people’s lives and lifestyles, value the connections between people, and enable each and every individual to spend time productively. We take business and human rights issues seriously, creating environments that physically and mentally fulfill the people who live, work, and relax in them, and aim for urban development and services that help diverse people to live happily.



Related Initiatives

Developing Residences Catering to Diverse Lifestyles

Mitsubishi Estate Residence is expanding its development of housing assets other than condominiums in response to the declining birthrate and aging population and increasingly diverse lifestyles. In housing for seniors, the company has worked to create environments that offer peace of mind, entering the markets for serviced housing for the elderly and hospices after developing its first commercial assisted living facility with nursing care in 2019. In residences for students, it provides support for student lifestyles and the endeavors of coming generations through designs that emphasize privacy, measures to encourage interactions among students, and a dining lounge.

The flexible living business, comprising furnished rental apartments for medium- to long-term visitors, enables diverse members of the workforce to establish living environments in Japan, regardless of their nationality, by enabling overseas visitors to complete contracts online and offering all-inclusive plans while providing community support and other assistance.

Mitsubishi Estate Residence will continue to propose both housing tailored to the needs of the times and truly meaningful lifestyles based on changing social dynamics.



Tonowa Garden Mejirodai (commercial assisted living facility)

Related Initiatives

People-Centered Urban Development Underpinned by a Single Integrated Workplace

In the Marunouchi area (Otemachi, Marunouchi, and Yurakucho), where Mitsubishi Estate has launched initiatives under the concept of “Marunouchi as a Single Integrated Workplace,” the Company will accelerate higher-quality workstyles and greater efficiency for tenant companies by providing functions and value that view the entire area as a platform.

We will create well-being-focused environments that can be enjoyed by workers and visitors alike by expanding a variety of measures, such as activities using existing outdoor space for events in which companies compete with each other and walkable urban development through pedestrianization.

In April 2025, in recognition of the growing demand for recovery spaces among tenant employees, we launched the full-scale provision of Tomarigi, an intercompany shared service for wellness rooms featuring restorative amenities that help employees reenergize physically. Capitalizing on the area’s distinctive characteristics, namely its overwhelming concentration of companies, we will optimize tenant office space and streamline costs while supporting health and productivity management to enable employees to work in good health at a high level of productivity.



Pleasant outdoor space with abundant greenery



The Tomarigi shared wellness room (Otemachi Bldg.)

	Targets	Results
Percentage of female managers*1	Over 20% by FY2030, 30% by FY2040, and 40% by FY2050	9.2%
Use of timber specified in Sustainable Sourcing Code*2 for concrete formwork panels (certified timber and Japan-grown timber)*3	100% by 2030	81%

\*1 With respect to Mitsubishi Estate. Results as of April 1, 2025  
\*2 The code, in which international agreements and guidelines for sustainability in different sectors are used as a reference, specifies guidelines and methods of operation aimed at implementing sustainability-oriented procurement, among other matters.  
\*3 With respect to Mitsubishi Estate and Mitsubishi Jisho Residence Co., Ltd. For properties completed in FY2023; FY2023 results

## Four Key Themes: Consider People, Empathize with People, Protect People



### Related Initiatives

#### Conducting Human Rights Due Diligence and Revising the Mitsubishi Estate Group Human Rights Policy

As a member of society, the Mitsubishi Estate Group strongly recognizes the importance of respect for human rights. Based on this recognition, it formulated the Mitsubishi Estate Group Human Rights Policy in April 2018 to fulfill its responsibility to respect the fundamental human rights of all Group employees as well as all stakeholders. Since formulating the policy, the Group has conducted business activities with respect for human rights, including implementing specific initiatives to address potential human rights risks in our businesses and carrying out human rights training.

In 2024, we conducted human rights due diligence of all Group company businesses in response to the expansion of the Group's business domains and changes in the business environment, and revised our human rights policy in April 2025 based on the results of the risk assessment. Reflecting changes in international human rights standards and societal demands, the revision is designed to promote more effective initiatives.

The Group remains committed to addressing changes accurately and contributing to the realization of societies where everyone can live with peace of mind through sustainable and attractive urban development.

#### The Group has identified the following human rights issues to be addressed on a priority basis as a result of conducting human rights due diligence in FY2024.

- Working environment
- Land rights
- Forced, slave, and bonded labor
- Children's rights (including child labor)
- Occupational safety and health
- Human rights and the environment
- Labor standards
- Privacy and information security

**Website** Mitsubishi Estate Group Human Rights Policy

**Website** Human Rights

### Related Initiatives

#### Promoting Initiatives to Establish a Sustainable Supply Chain

The Mitsubishi Estate Group has led the way in the real estate industry in advancing various measures aimed at strengthening supply chain management from the perspectives of business and human rights and of environmental conservation. The Group applies the Mitsubishi Estate Group Supplier Code of Conduct to all Group companies and endeavors to understand actual circumstances on sites by conducting surveys using a questionnaire and in-person interviews of workers at construction and cleaning companies, which are relatively more likely to have higher sustainability risks.<sup>\*1</sup>

In addition, we have introduced a consultation and grievance contact service at construction and cleaning sites for non-Japanese workers, which we are steadily expanding at relevant sites, to protect their human rights and establish a grievance mechanism.

The Construction and Real Estate Human Rights Due Diligence Promotion Council,<sup>\*2</sup> launched with Mitsubishi Estate as the lead organizer, promotes cooperation among companies and conducts surveys and research to raise human rights standards across the industry. Guided by its responsibility as the industry's leading company, Mitsubishi Estate will contribute to the ongoing development of suppliers and society.

<sup>\*1</sup> Criteria: 1) The supplier is likely to employ workers who may be in a vulnerable position, such as non-Japanese workers or technical interns.  
2) The supplier's business has a major impact on the environment.  
3) The supplier has a multi-level outsourcing structure, which makes risks difficult to understand and identify.

<sup>\*2</sup> The organization's name changed from the Construction and Real Estate Human Rights Due Diligence Study Group in April 2023.

**Website** Supply Chain Management



Consultation and grievance contact service for non-Japanese workers

Please refer to our website for more detailed information ➡ Web



## Four Key Themes: Create and Circulate New Value

We will prevent the stagnation of the Group's business model and develop businesses that match and anticipate the times by continuing to create new value through innovation.

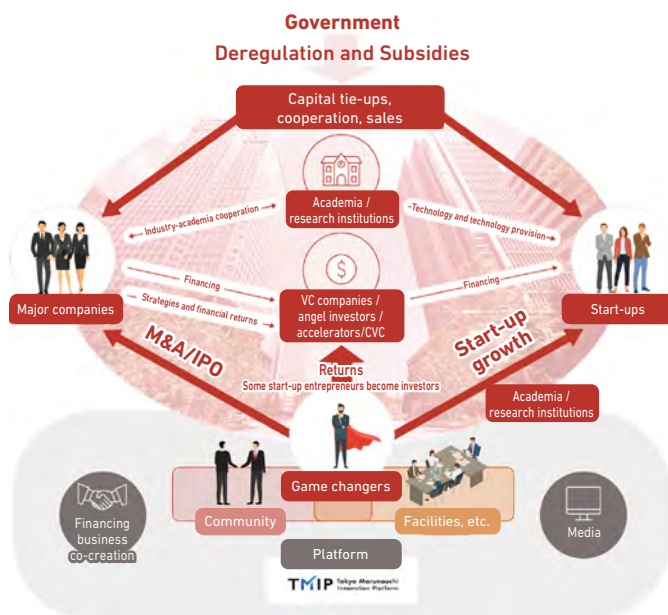
Through co-creation and collaboration with diverse partners, we will create value that we cannot achieve alone, update lifestyles, and foster affluence and convenience that match the times.



### Related Initiatives

#### Building an Incubation Ecosystem for Innovation

Mitsubishi Estate's support efforts to assist start-ups and innovation initiatives centered on the Marunouchi area (Otemachi, Marunouchi, and Yurakucho) date back to 2000, when it established an organization assisting venture companies. Astutely anticipating the trends of the times, Mitsubishi Estate has engaged in the operation of seven facilities and communities, including the creation of EGG JAPAN (currently EGG), an incubation office for early stage start-ups that was a pioneering initiative in Japan in 2007; FINOLAB, Japan's first fintech hub; and Inspired. Lab, where teams of professionals assemble to lead cutting-edge technology and the new businesses and research and development of major companies. In October 2024, the Company also established 0 Club, the first entity in Japan to focus on climate tech. Meanwhile, in addition to academic collaborations with Tokyo University, the Institute of Science Tokyo, and Hitotsubashi University, we operate the Tokyo Marunouchi Innovation Platform, an open innovation platform that facilitates collaboration between major companies, start-ups, government organizations, and academia. In these ways, we will boost efforts to create new value for society by building an innovation ecosystem centered on the Marunouchi area.



Mitsubishi Estate's start-up ecosystem

### Related Initiatives

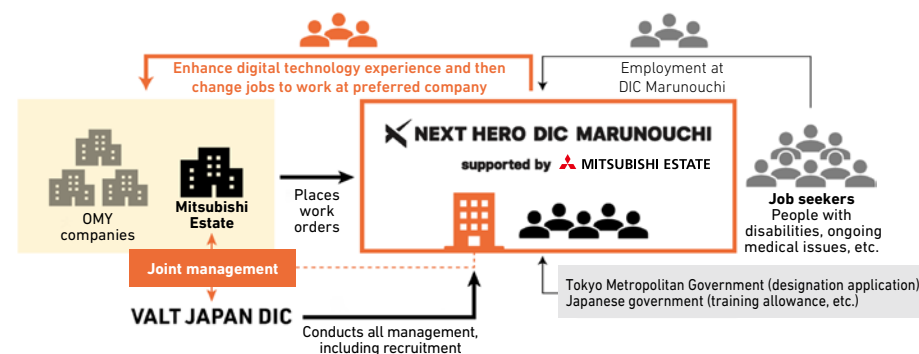
#### Business Model Innovation Through Co-Creation with a Wide Range of Partners

Mitsubishi Estate promotes new business creation and open innovation that leverages its business assets and know-how with the aim of achieving business transformation to pioneer change and create value that enriches future generations.

BRICKS FUND TOKYO, our corporate venture capital (CVC) fund launched in April 2022 for engaging in the co-creation of growth industries, adopted three themes (new lifestyles, paradigm shifts in existing industries, and sustainability) and 12 focus areas to accelerate investment in promising impact areas based on the concept of co-creating impact, supporting transformation, and co-building the foundations for the future. For investors, the fund aims to help improve corporate value and create growth companies through social implementation support, such as management support drawing on the Group's management infrastructure, field trials in the Marunouchi area and elsewhere, and business co-creation. The Company expects its total investment in start-ups and venture capital companies in Japan and overseas to reach ¥50.0 billion on a cumulative basis. With this investment, Mitsubishi Estate will seek to create value through open innovation by investing in and providing business support to start-ups that take the lead in addressing social issues and transforming industrial structures.

#### Case Study: Business Co-Creation Through Impact Investment

In February 2025, BRICKS FUND TOKYO established Digital Innovation Center (DIC) Marunouchi with support from Mitsubishi Estate through co-creation with VALT JAPAN, Co., Ltd., a CVC investee. The center is the only Type A continuous employment support business for people with disabilities to specialize in a digital business in Chiyoda Ward and the first of its kind in Tokyo's 23 wards. Beginning in the Marunouchi area, Mitsubishi Estate will play a leading role in realizing an inclusive society by expanding new models for the active participation of people with disabilities across Japan.



## Information Disclosure Based on the TCFD's and TNFD's Recommendations

Based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD), Mitsubishi Estate discloses information on climate change, natural capital, and biodiversity in line with their respective frameworks (governance, strategies, risk management and risk impact management, and metrics and targets regarding climate change).

Since introducing TCFD disclosures in 2020, the Company has worked to deepen its analysis efforts, including adopting the Carbon Risk Real Estate Monitor (CRREM), a transition risk assessment tool.

In March 2025, we conducted our first TNFD disclosure. We will continue to enhance our disclosure in both fields while aiming to further strengthen our governance and business strategies.

### TCFD

#### Risk Analysis Using CRREM

##### Overview of CRREM

CRREM is a tool developed by European research institutes and organizations to evaluate and analyze the transition risks faced by commercial real estate properties. Using CRREM, it is possible to calculate the timing and percentage of stranded assets as well as the cost and associated implications of future emissions by comparing the green-house gas (GHG) emissions pathways up to 2050 that meet the 2°C and 1.5°C targets outlined by the Paris Agreement with the emissions pathways of a company's properties. As a result, companies can consider counter-measures and their effects. Note that properties are liable to become "stranded assets" when the decarbonization pathways in a company's portfolio exceed the 2°C and 1.5°C pathways, thereby increasing transition risks.

#### Using CRREM to Analyze Mitsubishi Estate's Transition Risk

We utilized the CRREM methodology to quantitatively assess the impact of future climate change on our businesses, particularly the transition risk of the properties we own.

##### Scope of Analysis

The analysis covers a total of 84 properties owned by the Company as of the end of FY2021, including office, retail, and logistics facilities, selected from properties subject to GRESB\* reporting in 2022.

##### Defining Case Parameters

Case 1: In addition to our existing decarbonization efforts, this case takes into account the strengthening of energy-saving measures (air-conditioning, LED lighting, etc.) and the introduction of green energy.

Case 2: Supplementing Case 1 with the introduction of renewable energy through electricity contracts with non-fossil-fuel energy certificates, this case assumes all properties have transitioned to renewable electricity by FY2025.

#### Case Analysis Results

Each case was compared with the emissions pathways for the 2°C and 1.5°C targets outlined by the Paris Agreement. The results are as follows.

Case 1: Despite strengthening energy-saving measures and introducing green energy, as well as contributing to lowered grid emission factors, emission levels are expected to exceed the 1.5°C pathway around 2037. Therefore, the initiatives taken in this case might not be sufficient.

Case 2: There will be no emissions from electricity after FY2025 following the transition to renewable electricity. However, as there are still likely to be emissions caused by district heating and cooling, as well as energy generated from gas, it is possible that emission levels will exceed the 1.5°C pathway around 2047.

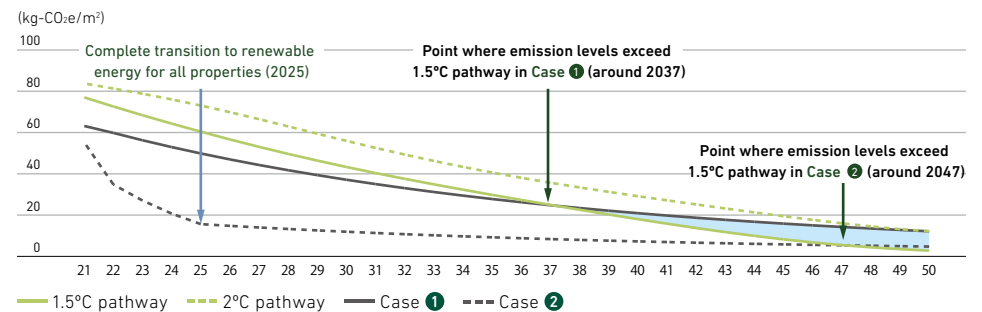
#### Measures and Initiatives Based on Case Analysis (Including Opportunities)

Our case analysis is based on properties owned at the end of FY2021 and assumes there will be no change until 2050. However, in reality, GHG emissions intensity is expected to improve due to the reconstruction of properties to ensure superior energy-saving performance, new property acquisitions, and so forth.

Although we aim to adopt 100% renewable energy by FY2025, we will continue to advance the use of electricity contracts with non-fossil-fuel energy certificates, which we have been promoting thus far, and also introduce corporate power purchase agreements (PPAs) while striving to improve GHG emissions intensity by increasing the proportion of our buildings that have superior energy-saving performance.

\* GRESB (Global Real Estate Sustainability Benchmark) is a benchmark established mainly by a group of European pension funds to assess the consideration given by real estate companies and real estate investment institutions to the environment, society, and other areas.

#### GHG Intensity Pathway



Information Disclosure Based on the TCFD's and TNFD's Recommendations

TNFD

The Mitsubishi Estate Group has adopted “maintain commitment to reducing environmental impact” as one of its key sustainability themes and specified biodiversity as a material issue in relation to this theme. Based on the TNFD's recommendations, the Group assesses dependencies and impacts on nature in its business activities and advances initiatives to identify risks and opportunities arising from such dependencies and impacts, strengthening initiatives to include other business areas while continuing to aim to improve business strategies in harmony with nature.

First TNFD Disclosure (March 2025)

Priority area:

The Group identified the Otemachi, Marunouchi, and Yurakucho (OMY) area, where it has been promoting urban development for 135 years, as a priority location and carried out analysis and evaluation of this area.

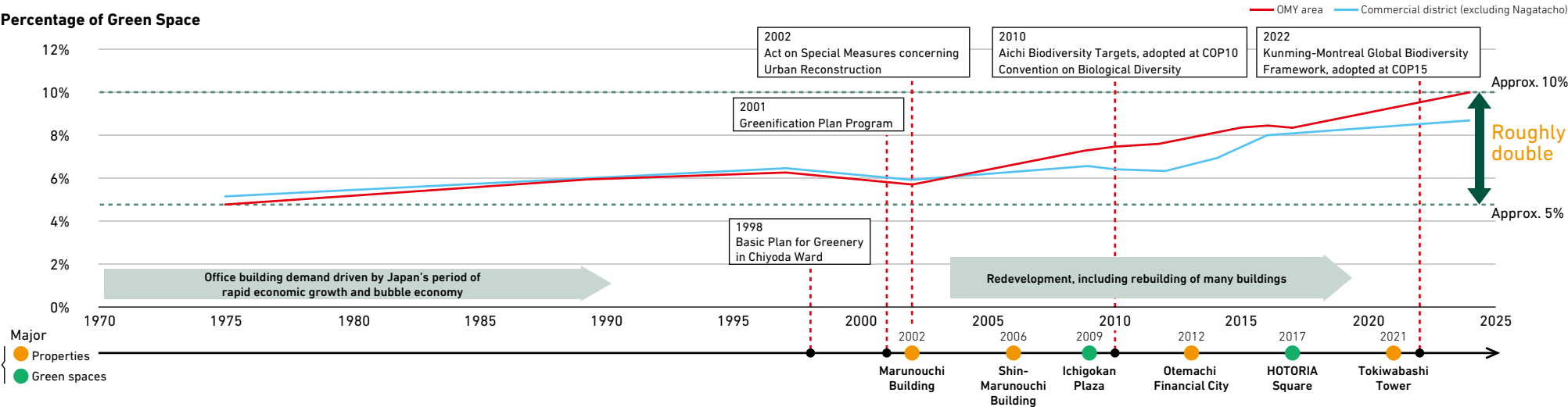
Analysis and assessment:

The analysis of the visualization of efforts to promote greenery through development suggested that the Mitsubishi Estate Group's urban development has thus far had a positive impact on ecosystems and biodiversity. For example, the percentage of green space in the OMY area has roughly doubled since 1975. In addition, the Group believes that the creation of such green space not only impacts positively on biodiversity but also mitigates the heat island phenomenon and reduces flooding risks by facilitating CO<sub>2</sub> absorption and rainwater storage while enabling the Group to capture business opportunities, including by improving the area's value and the Group's reputation with tenants through nature-positive urban development in harmony with people and nature and by creating a thriving area that benefits from nature.

Percentage of Green Space in the OMY Area

The analysis demonstrated that green space in the OMY area has increased significantly through redevelopment from the time of the rebuilding of the Marunouchi Building onwards, roughly doubling in the 50 years from 1975 to 2025. In this way, the analysis visualized the outcomes of the Group's urban development, incorporating environment-friendly development plans and pursuing the comfort of workers and visitors over many years.

Percentage of Green Space



Notes: 1. The above diagram is based on a survey by Think Nature Co., Ltd., which acquired 30 aerial photographs (from the Geospatial Information Authority of Japan) over a period of 26 years between 1975 and 2024, classified the areas in the aerial photographs into the four categories of green space (trees), grassland, shade, and other based on machine learning, and used a geographic information system to estimate the total area accounted for by green space across the OMY area.  
2. The "Commercial district (excluding Nagatacho)" in the diagram legend corresponds to the Chiyoda Ward's commercial district.

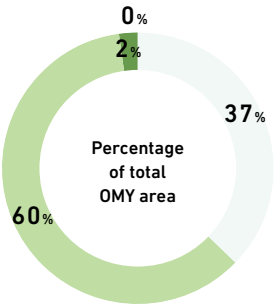


Information Disclosure Based on the TCFD's and TNFD's Recommendations

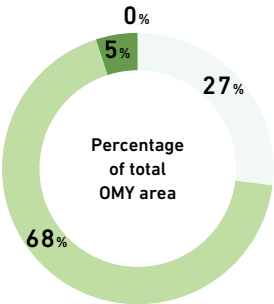
Ecological Networks in the OMY Area

The Mitsubishi Estate Group assessed the connectivity between locations in the OMY area with and without Group properties with green space and the surrounding green space. The assessment demonstrated that Group properties have a positive impact, helping to strengthen green networks and connectivity centered on the Imperial Palace. Since the OMY area is adjacent to the Imperial Palace, one of the leading treasure troves of biodiversity in Tokyo, strengthening ecological networks centered on the palace is critical to maintaining and enhancing biological diversity in the surrounding area.

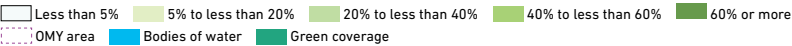
Locations Without Group Properties with Green Space



Locations with Group Properties with Green Space



Percentage of green coverage within a radius of 100 meters



Note: A study using green coverage calculated from Sentinel-2 satellite images based on Guidelines and Ecological Network Maps for Improving the Quality of Greenery with Consideration for Biodiversity (2022, Tokyo Metropolitan Government) and data on the branch spread of trees in the OMY area, which was surveyed by the Association for Creating Sustainability in Urban Development of the Otemachi Marunouchi Yurakucho District (Ecozeria Association)

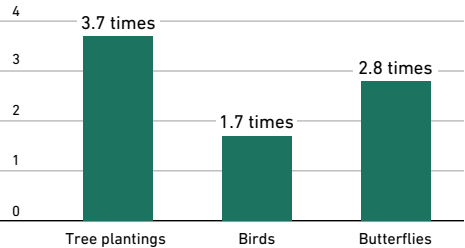
Biodiversity Restoration Effect and Capture Rate

An analysis by the Mitsubishi Estate Group of the biodiversity restoration effect and capture rate of tree planting in the OMY area demonstrated the positive impact of tree planting at the Group's properties on biodiversity and ecosystems centered on the Imperial Palace and its surrounding area.

The Group's analysis enabled it to understand that its redevelopment efforts have led to an approximate doubling in the percentage of green space in the OMY area, that the Group's establishment of green space has strengthened connections with greenery centered on the Imperial Palace, and that the Group's tree-planting plans continue to enhance the biodiversity restoration effect and capture rate. The analysis suggests that the Group's redevelopment efforts may contribute to the conservation of biodiversity by incorporating greening and planting with consideration for the surrounding nature, including the Imperial Palace, on an area-by-area basis.

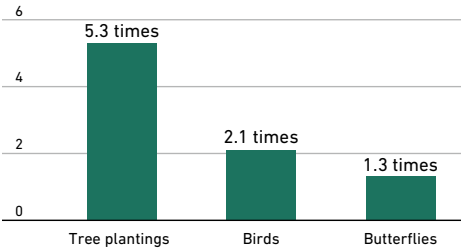
Restoration Effect

(Changes in the restoration effect based on comparisons with tree plantings as of 1975)



Capture Rate

(Changes in the capture rate based on comparisons with tree plantings as of 1975)



Capture Rate for Imperial Palace Species

Method: Conduct an analysis to determine what percentage of species (trees, birds, and butterflies) inhabiting the Imperial Palace can be identified in its surrounding area (have been planted or can be attracted)

Conclusion: The analysis captured 17.2%, 33.3%, and 73.2% of the trees, birds, and butterflies, respectively, that inhabit the Imperial Palace. Therefore, the Group's tree-planting efforts are contributing to biodiversity centered on the Imperial Palace.

Notes:

1. A study by Think Nature. Based on tree information (species and number of planted trees) compiled in a field survey, and incorporating Think Nature's biological distribution data, the study calculated the number of trees, birds, and butterflies.
2. Restoration effect: An indicator showing the percentage change in the number of species and population of trees, birds, and butterflies inhabiting the surrounding area (within a 1-km grid) based on the species and number of trees at each property
3. Capture rate: An indicator showing what percentage of tree species in the surrounding area (within a radius of 5 km) have been planted based on the planted tree species at properties, and what percentage of bird and butterfly species inhabiting the surrounding area can be attracted by those plantings

## Human Capital

### MESSAGE FROM THE HR DIRECTOR

#### Human Resources: Our Most Valuable Asset

The Mitsubishi Estate Group promotes its businesses every day with the aim of becoming the world's leading developer group. The growth of its human resources, the foundation of its businesses, is essential to the achievement of this goal. In particular, as the business environment changes at an accelerating pace, the Group believes that both cultivating real estate professionals who can leverage their expertise to create new value and drive innovation and building an organization that harnesses their individual strengths is the key to sustaining corporate value.

Over its history, the Mitsubishi Estate Group has built a strong track record on the front lines of urban development by nurturing professionals with both specialist expertise and execution capabilities. Looking ahead, further advancement will require professionals who possess the five traits of vision, frontline capabilities and the required skill sets for their roles, integrity, team-building skills, and a passion for taking on challenges and innovation, and who can demonstrate the three competencies of being "Professional," a "Change Maker," and working "As One Team."

Particularly for "As One Team," we foster a sense of unity across the organization and promote diversity, equity, and inclusion (DE&I). As incorporating a broad range of perspectives produces more creative ideas and leads to sustained business growth, we are accel-

erating the creation of environments where diverse human resources can play an active role, regardless of their gender or nationality. For example, we are steadily developing executive officer- and general manager-level human resources who serve as role models for female employees, and the gender distribution among graduate and mid-career recruits in FY2024 was almost equal.

The Mitsubishi Estate Group will continue contributing to society through globally acclaimed urban development. In pursuing this mission, we will place our human capital strategy at the core of our management and work to unlock the full potential of every employee, guided by the belief that our human resources are our most valuable asset. We respectfully ask for the continued support of our shareholders.

#### Mikihito Hirai

Senior Executive Officer  
Mitsubishi Estate Co., Ltd.

#### Vision for Mitsubishi Estate's Ideal Human Resources and Organization

In addition to our aspiration to become the world's leading developer group, we are committed to cultivating human resources who can demonstrate the three competencies of being "Professional," a "Change Maker," and working "As One Team." At the same time, we aim to be a corporate group—as engineers—that creates ecosystems that enable people and organizations from a wide range of backgrounds to build sustainable, mutually supportive relationships across economic, environmental, and social dimensions.

#### Be the Ecosystem Engineers

#### The World's Leading Developer Group



**The Five Traits of Ideal Human Resources**  
Vision, Frontline Capabilities and the Required Skill Sets for Their Roles, Integrity, Team-Building Skills, a Passion for Taking on Challenges and Innovation

#### Professional

**Human resources who create new value using their specialist expertise**

Each "Professional" is a trusted presence capable of leading partners by demonstrating their expertise and ownership in their field. In addition to recruiting specialists in various fields, the Mitsubishi Estate Group proactively invests in initiatives such as training programs to acquire and deepen essential expertise, a qualification support program, and overseas assignment opportunities.

#### Change Maker

**Human resources who augment each other's strengths through collaboration**

The Group's strengths are its long-term perspective and forward-looking DNA. We strive to deliver training programs that promote business model innovation and foster a corporate culture that encourages taking on challenges. These efforts aim to help employees identify challenges from fresh perspectives and amplify strengths through collaboration while leveraging internal and external networks.

#### As One Team

**An organization that maximizes value by combining the strengths of each of its employees**

In addition to considering diversity in human resources and workstyles and embracing equity, the Group promotes opinion diversity by creating an environment where everyone can express their own values and opinions freely. It also works continuously to ensure diversity in recruitment and to maintain programs and training that help boost employee engagement.

**Professional** Developing Human Resources Who Create New Value Using Their Specialist Expertise

To achieve Long-Term Management Plan 2030, Mitsubishi Estate is focusing on three businesses: the domestic asset business, the international asset business, and the non-asset business.

We arrange a variety of human resource development programs to raise our corporate value by ensuring that employees acquire specialist expertise and skills in priority fields.

**Diverse Training Programs**

In addition to on-the-job training (strengthening efforts to gain greater experience and skills through work), Mitsubishi Estate offers a variety of training programs, including tiered programs tailored to job responsibilities and role-specific programs for managerial positions. We invest ¥96,000 and 10.9 hours annually per employee on training to help them acquire business acumen and management skills.

FY2024 Investment  
Investment in training per employee  
**¥96,000**

Training time per employee  
**10.9** hours

**Qualification Support System**

Mitsubishi Estate supports employees in their efforts to acquire real estate-related qualifications, including to become real estate transaction specialists, building administrators, certified facility managers, redevelopment planners, real estate consulting masters, real estate appraisers, and Association for Real Estate Securitization (ARES) Certified Masters to improve their specialist expertise and help them enhance their skills. Mitsubishi Estate also subsidizes the cost of taking TOEIC exams to support English-language learning among employees.

FY2024 Results  
Employees acquiring real estate-related qualifications  
**74** (newly acquiring)

**Competency Development Program**

Positioning the knowledge, skills, and experience required for each job grade as Compulsory Study Topics, Mitsubishi Estate enrolls all employees in training programs and external courses to facilitate their lifelong learning. The Company has also established a program to provide subsidies of ¥300,000 annually for self-directed learning on 27 themes, including foreign languages, business skills, digital transformation, the SDGs, and liberal arts as Optional Study Topics.

FY2024 Results  
Employees enrolling in competency development program  
**602**

**Overseas Assignment System**

Mitsubishi Estate dispatches employees under its overseas trainee program to accumulate business experience for up to two years at overseas offices as part of efforts to cultivate global talent capable of driving business globally.

FY2024 Results  
Overseas assignment system participants  
**10**



An overseas trainee attending a commemorative ceremony at Logicross Hai Phong, a property under their charge in Vietnam

**Change Maker** Fostering a Culture of Taking on Challenges and Providing Training to Drive Business Model Innovation

We offer training programs to enhance employee skills for spurring business model innovation, and also offer internal programs that promote the creation of an organization where people are encouraged to take on challenges—a key foundation for driving such innovation. These efforts are aimed at reminding employees of the need for business model innovation and at creating an environment where employees can tackle change proactively.

**Training to Promote Business Model Innovation Initiatives**

Since 2009, we have operated a new business proposal system to develop innovation-minded employees who anticipate changes in society from a long-term perspective. In 2021, we launched the Mitsubishi Estate Group Innovation Challenge (MEIC), which expanded the scope of the new business proposal system to include Group employees. In FY2025, we are providing Business Development Capability Training, where participants can learn business development in order to contribute to the strengthening of established businesses, as well as new businesses.



**The 10% Rule System**

We have introduced a system that mandates employees to dedicate 10% of their business hours to activities promoting business model innovation or improving operational efficiency and transforming our corporate culture. The content of the activities is included in assessments of employees. As a result of this initiative, 74% of employees are engaged in business model innovation (according to an employee questionnaire).

FY2024 Results  
Percentage of employees engaged in business model innovation

**74%**

**As One Team** Bolstering Organizational Strengths by Promoting DE&I and Enhancing Employee Engagement

Mitsubishi Estate aims to create vibrant workplaces where individual human rights and diverse ways of thinking are respected to ensure that employees can feel secure and valued in their work. Alongside creating workplaces where employees can work with peace of mind, we also strive to bolster management capabilities and organizational strengths, which are the basis for maximizing earnings power (a core competence).

**Conducting Recruitment Activities That Focus on Diversity**

We promote recruitment activities that emphasize gender balance in both new graduate and mid-career hiring. To this end, we are implementing a range of measures, including establishing a target to ensure that women make up at least 40% of new recruits every year and adopting a process to recruit non-Japanese candidates within our graduate hiring program.

FY2024 Results  
Percentage of female employees among recruits

**51.8%**

**Expanding the Definition of Spouses to Include Common-Law Marriage and Same-Sex Partners**

In April 2024, we revised our work regulations to expand the definition of spouses to include those in common-law and same-sex partnerships. This change enables employees with such partners to take bereavement and marriage leave, receive family allowances, and access internal programs such as childcare and nursing care leave.



### Signing the WEPS Statement

In January 2024, Mitsubishi Estate endorsed the Women's Empowerment Principles (WEPS), becoming the first comprehensive developer to sign a statement committing to act based on these principles. By supporting the seven WEPS, the Company will spread diversity and inclusion internally and externally.



### On-the-Job Training Instructor Program

We have introduced the On-the-Job Training Instructor Program to ensure the smooth onboarding of all graduate and mid-career recruits and create organizations that enable them to work with peace of mind.

### Initiatives to Increase Retention Rate (Personnel Consultation System)

We are implementing an initiative to increase the employee retention rate by conducting personnel consultations for all interested employees to create opportunities for the Human Resources Department to conduct interviews to hear the career development plans of individual employees firsthand.

FY2024 Results  
**Retention Rate\***  
**98.7%**

### Recognized in the 2025 Outstanding Organizations of KENKO Investment for Health (White 500)

Mitsubishi Estate was recognized in the 2025 Outstanding Organizations of KENKO Investment for Health (White 500) Large Enterprise Category in the Recognition Program for the Outstanding Organizations of KENKO Investment for Health, which is organized by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

In addition to health management initiatives, including a Groupwide physical improvement competition, we have implemented efforts that go beyond the Group to maintain and improve the health of workers in the Marunouchi area. In particular, our preventive efforts through health consultations and the hosting of health events open to all area workers were highly evaluated.

A total of eight Group companies, including Mitsubishi Estate, were recognized in the 2025 Outstanding Organizations of KENKO Investment for Health.



### Engagement Surveys

We regularly conduct engagement surveys to understand matters ranging from employee attitudes to job satisfaction and the workplace environment. Through initiatives including comparisons with other companies and analyses of differences by department, we will develop measures to further enhance employee engagement.

FY2024 Results  
**Overall engagement survey score\***  
**73**

### Childcare Programs

In addition to establishing environments where female employees can continue working, we implement initiatives to increase the childcare leave of absence rate among male employees to develop workplace environments that provide support for the diverse workstyles of employees and make it easier for them to balance childcare and work, regardless of their gender.

\*1 Retention rate is calculated as 1 minus the voluntary turnover rate.

\*2 Engagement scores are calculated using Wevox, an engagement measurement tool provided by Atrac, Inc.  
For reference: The average overall score for construction and real estate companies with 1,001 to 5,000 employees is 65.

## Human Capital KPIs and Progress (Non-Consolidated)

Advancing "As One Team" to help create a society where people of all backgrounds can work and live happily

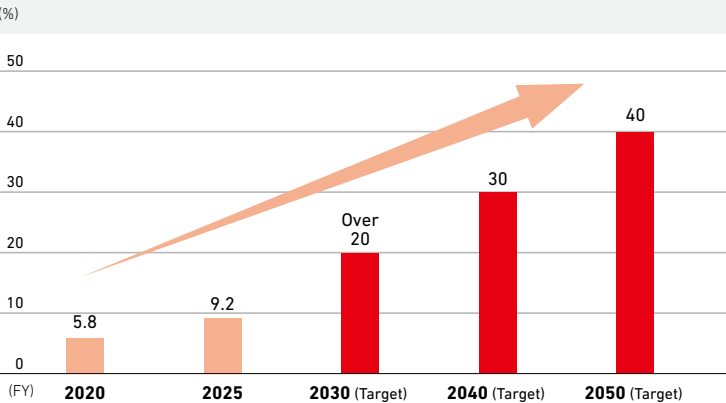
	Target Year of Achievement	Numerical Target	FY2024
Percentage of female managers	FY2030	Over 20%	
	FY2040	30%	9.2%
	FY2050	40%	
Percentage of female employees among graduate and mid-career recruits	Every year	40% or more	51.8%
Percentage of male employees taking childcare leave <sup>*3</sup>	Every year	100% or more	84.0%
Percentage of female employees taking childcare leave	Every year	100%	100%
Percentage of female employees returning to work after maternity and childcare leave	Every year	100%	95.7%
Percentage of employees with disabilities <sup>*4, *5</sup>	Every year	2.50%	2.76%
Average number of paid vacation days taken	Every year	12 or more	13.1

\*3 Ratio (b/a) of the number of male employees taking childcare leave in a given fiscal year (b) to the number of male employees whose spouse gave birth in the same fiscal year (a). Since (b) includes male employees newly taking childcare leave in the given fiscal year even if their spouse gave birth in the previous fiscal year, the percentage may exceed 100%.

\*4 Percentage of employees with disabilities as of June 1, 2024

\*5 The Company plans to raise its numerical target for the percentage of employees with disabilities to 2.7% from FY2026.

### Percentage of Female Managers<sup>\*6</sup>



\*6 All percentages referring to female managers are as of April 1 of the fiscal year.



# Corporate Governance



## **P70 Corporate Governance**

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| <b>71</b> Message from the Chairperson of the Board                 | <b>83</b> Dialogues with Shareholders and Investors                                      |
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# MESSAGE FROM THE CHAIRPERSON OF THE BOARD

Mitsubishi Estate positions the development and promotion of its corporate governance system as one of its most important management tasks in realizing the Mitsubishi Estate Group's basic mission of contributing to the creation of a truly meaningful society by building attractive, environmentally sound communities where people can live, work, and relax with contentment.

Mitsubishi Estate has adopted a company with nominating committee, etc., structure. Under this structure, the role of the Board of Directors is to decide on basic management policies and supervise overall management. The Board of Directors endeavors to ensure the transparency and objectivity of management so that it can fulfill its accountability to shareholders and other stakeholders. To this end, it has implemented initiatives on an ongoing basis, such as adopting performance-based officer remuneration, deciding not to retain its defense strategy efforts against possible hostile takeover attempts, introducing third-party evaluation of the effectiveness of the Board of Directors, and disclosing a skills matrix. In addition, as for the composition of the Board of Directors and committees, it has ensured that independent outside directors serve as the chairpersons of all committees, improved diversity, revised the size of the Board of Directors, and increased the proportions of outside directors on the Board of Directors.

In FY2024, Mitsubishi Estate unveiled Long-Term Management Plan 2030 Review. The review was formulated through discussions by the Board of Directors on Long-Term Management Plan 2030, which commenced in April 2020, and took into account numerous changes in the business environment and the progress of various businesses since the initial formulation of the plan. While no changes were made to the targets for the efficiency indicators of return on assets (ROA), return on equity (ROE), and earnings per share (EPS), the review led to a revision of the approach toward achieving the plan's targets. Without changing the basic principle of positioning strategies for increasing both social and shareholder value as the plan's drivers, we redefined our key sustainability themes as actions for ensuring the sustainability of both the Mitsubishi Estate Group and of society, enhancing the affinity of the actions with urban development—the Group's core business—with the aim of integrating sustainability into our businesses. Meanwhile, in the

strategies for increasing shareholder value, we decided to raise earnings power in various areas of our real estate business, including development, operation, sales, fee businesses, capital management, and corporate, based on the concept of a return to basics.

We also updated our shareholder return policy. Specifically, the updated policy entails increasing the dividend by ¥3 per share every fiscal year, in principle, and conducting continuous and flexible share buybacks. Under this policy, we completed share buybacks of approximately ¥50.0 billion between May 2024 and November 2024. In addition, in May 2025 we approved share buybacks of approximately ¥100.0 billion to be conducted between May 2025 and November 2025.

Entering its sixth year, Long-Term Management Plan 2030 has reached the halfway point. While we must continue to carefully monitor economic conditions and price trends resulting from the trade policies of the United States and geopolitical developments, as well as monetary policy in Japan and financial trends and other indicators, including interest rates and exchange rates overseas, our policy is to optimize the impact of such factors and continue pursuing investments necessary for achieving growth in our businesses through portfolio diversification and sound business promotion to achieve the targets of Long-Term Management Plan 2030. We will also strengthen our creation of new value, including through the development of workplaces suited to diverse business needs and the operation of retail properties and hotels that reflect changes in consumer behavior and inbound demand in Japan, and advance initiatives to address issues that emerge as a result of changing social conditions.

Amid the rapid pace of change in the business environment in recent years, the Board of Directors recognizes that the value demanded of the Group will also change. With this in mind, the Board will endeavor to enhance its effectiveness by continuing to pursue the initiatives I outlined at the beginning of my message while continuously discussing what it must do to earn the support of stakeholders and achieve ongoing growth unique to the Group in promoting strategies for increasing both social and shareholder value.

As chairperson of the Board, I will work to establish a management supervisory structure from a long-term perspective by encouraging and



leading active discussions at meetings of the Board of Directors, which comprises members with a diverse range of knowledge and experience, while utilizing my own experience of business execution. Guided by the basic mission of the Group, the Board of Directors will meet the expectations of shareholders and investors through concerted efforts to promote management that anticipates future changes in society and the business environment.

A handwritten signature in black ink, reading "J. Yoshida".

Junichi Yoshida  
Chairperson of the Board  
Mitsubishi Estate Co., Ltd.



# Corporate Governance System

## Basic Policy

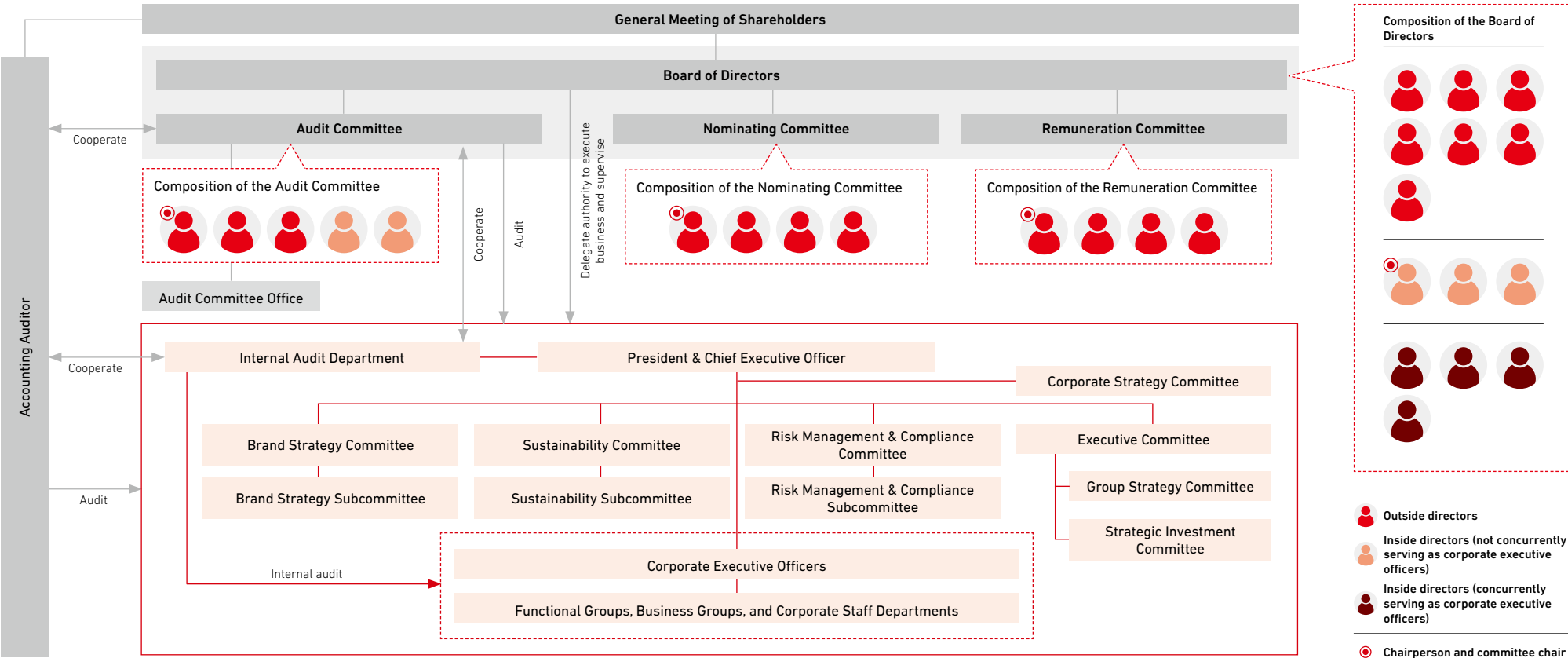
Mitsubishi Estate aims to realize the enhancement of corporate value through a harmonious balance between corporate growth and the interests of its various stakeholders by following its brand slogan, "A Love for People A Love for the City," based on its basic mission of "contributing to society through urban development." The Company shall position the development and promotion of its corporate governance system as one of the most important management issues in realizing this goal.

In developing and promoting our corporate governance system, to bring about greater clarity with regard to roles and the strengthening of functions in both the supervision of management and the execution of business

while also fulfilling accountability to our shareholders and other stakeholders, the basic policy shall work to ensure the transparency and objectivity of management.

## System Structure

As a company with nominating committee, etc., structure, Mitsubishi Estate has established the Nominating Committee and the Remuneration Committee, which are composed entirely of outside directors, and the Audit Committee, which is membered solely by non-executive directors. Positioned under the Board of Directors, these committees help promote high standards and ensure transparency in the decision-making process.



## Corporate Governance System

### Board of Directors

The Board of Directors decides the basic policy of the Company's management, and it also carries out supervision of the execution of duties by directors and corporate executive officers. As of June 27, 2025, the Board of Directors consists of 14 directors, of whom seven are outside directors. The role of chairperson of the Board of Directors is held by the chairperson of the Board of the Company, who does not concurrently serve as a corporate executive officer.

The membership of the Board of Directors is appropriately balanced with members from a diverse range of backgrounds.

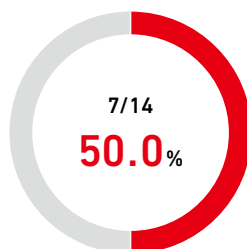
#### Proportion of Outside Directors

Outside  
directors:

7

Inside  
directors:

7



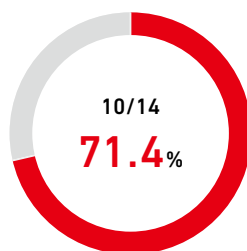
#### Proportion of Non-Executive Directors

Non-executive  
directors:

10

Corporate executive  
officers concurrently  
serving as directors:

4



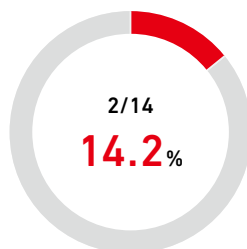
#### Proportion of Female Directors

Female  
directors:

2

Male  
directors:

12



### Nominating Committee, Audit Committee, and Remuneration Committee

		Nominating Committee	Audit Committee	Remuneration Committee
Committee Duties		<ul style="list-style-type: none"> <li>Decision-making on the details of the proposals to the General Meeting of Shareholders related to the appointment and dismissal of directors</li> </ul>	<ul style="list-style-type: none"> <li>Auditing and compilation of audit reports pertaining to the performance of duties by corporate executive officers and directors</li> <li>Decision-making on the details of the proposals related to the appointment, dismissal, and non-reappointment of the accounting auditor</li> </ul>	<ul style="list-style-type: none"> <li>Formulation of remuneration policies for corporate executive officers and directors</li> <li>Decision-making on remuneration amounts for individual corporate executive officers and directors</li> </ul>
Committee Activities (FY2024)		<ul style="list-style-type: none"> <li>Five meetings in FY2024</li> <li>Determination of candidates for serving on the Board of Directors in the next fiscal year based on standards for nominating director candidates formulated by the Nominating Committee</li> <li>Reports and deliberations with regard to the nomination of corporate executive officers prior to the resolution by the Board of Directors</li> </ul>	<ul style="list-style-type: none"> <li>15 meetings in FY2024</li> <li>Performance of audits through coordination with the accounting auditor and internal audit divisions based on audit standards and plans</li> <li>Attendance at important meetings, review of important documents, and visits to internal divisions, branches, and subsidiaries by full-time members of the Audit Committee</li> </ul>	<ul style="list-style-type: none"> <li>Eight meetings in FY2024</li> <li>Decision-making on individual remuneration amounts based on the remuneration system</li> </ul>
Membership* (As of June 27, 2025)		4 (4 outside)	5 (3 outside, 2 inside)	4 (4 outside)
Name	Inside/Outside	Nominating Committee	Audit Committee	Remuneration Committee
Masaaki Shirakawa	Outside	○	—	◎
Tetsuo Narukawa	Outside	—	◎	—
Tsuyoshi Okamoto	Outside	◎	—	○
Melanie Brock	Outside	○	—	○
Wataru Sueyoshi	Outside	—	○	—
Ayako Sonoda	Outside	○	—	○
Naosuke Oda	Outside	—	○	—
Hiroshi Katayama	Inside	—	○	—
Toru Kimura	Inside	—	○	—

\* All three committees are composed solely of non-executive directors.

◎ Committee chair ○ Committee member

## Corporate Governance System














### The Evolution of Mitsubishi Estate's Corporate Governance System

Mitsubishi Estate has positioned the development and promotion of its corporate governance system as one of its most important management issues.

Since transitioning to a company with nominating committee, etc., structure in 2016, the Company's basic policy has been to "develop and promote its corporate governance system to bring about greater clarity with regard to roles and the strengthening of functions in both management supervision and business execution, while also working to ensure the transparency and objectivity of management in order to fulfill its obligation to be accountable to its shareholders and other stakeholders." To this end, the Company has steadily promoted the improvement of its corporate governance system, giving due consideration to changes in social conditions and the business environment as well as to the demands of its stakeholders.

In FY2024, Mitsubishi Estate unveiled Long-Term Management Plan 2030 Review, which took into account numerous changes in the business environment and the progress of various businesses since the initial formulation of the plan to revise its approach toward achieving the plan's targets. As part of this revision, the Company updated its shareholder return policy, introducing a progressive dividend policy of increasing the dividend by ¥3 per share every fiscal year, in principle, until FY2030, and conducting continuous and flexible share buybacks. Under this policy, the Company completed share buybacks of approximately ¥50.0 billion.

The following is an overview of the changes made to Mitsubishi Estate's corporate governance system to date.

<div><div> Outside directors</div><div> Inside directors (not concurrently serving as corporate executive officers)</div><div> Inside directors (concurrently serving as corporate executive officers)</div><div> Committee chair</div></div>									
	2016	2017	2018	2019	2020	2021	2022	2023	2024
Organizational structure and outside directors	• Transition to a company with nominating committee, etc., structure • Increase in proportion of outside directors (7 of 15)		• Making of all committee members into non-executive directors • Membership of Remuneration Committee composed entirely of outside directors		• Change of committee chair of Audit Committee to outside director • Membership of Nominating Committee composed entirely of outside directors		• Disclosure of a skills matrix • Improvement of gender diversity	• Revision of composition of the Board of Directors (reduced from 15 to 14 members) • Increase in proportion of outside directors serving on the Board of Directors	
Nominating Committee	Composed of a majority of outside directors 		Composed solely of non-executive directors 		Composed solely of outside directors 				
Audit Committee	Composed solely of non-executive directors 				An outside director serves as the committee chair 				
Remuneration Committee	Composed of a majority of outside directors 		Composed solely of outside directors 						
Officer remuneration	• Introduction of restricted stock compensation system		• Introduction of performance-based incentive system		• Detailed disclosure of the officer remuneration system		• Adoption of a revised officer remuneration system (to improve the linkage between the officer remuneration system and the attainment of the targets of Long-Term Management Plan 2030 and to further align officers' interests with those of shareholders following the increase in the percentage of variable remuneration)		
Other aspects of corporate governance	• Clarification of the roles of those who supervise management and those who execute business • Introduction of a Group executive officer system		• Commencement of evaluations of the effectiveness of the Board of Directors • Establishment of the Mitsubishi Estate Co., Ltd. Corporate Governance Guidelines		• Execution of share buybacks of approximately ¥100.0 billion (introduction of flexible capital policies based on market conditions) • Decision not to retain defense strategy efforts against possible hostile takeover attempts	• Implementation of third-party evaluations in determining the effectiveness of the Board of Directors	• Execution of share buybacks of ¥30.0 billion	• Resolution to execute share buybacks of ¥100.0 billion (buyback period: November 2022 to November 2023) • Cancellation of treasury stock (equivalent to 4.83% of the total number of issued shares prior to cancellation)	• Completion of share buybacks approved in FY2022 • Implementation of third-party evaluation of the effectiveness of the Board of Directors  <b>Execution of share buybacks of ¥50.0 billion</b> (update of shareholder return policy) ① Introducing a progressive dividend policy of increasing the dividend by ¥3 per share every fiscal year, in principle ② Conducting continuous and flexible share buybacks) <b>May 2024 cancellation of treasury stock</b> (equivalent to 4.0% of the total number of issued shares prior to cancellation) <b>November 2024 cancellation of treasury stock</b> (equivalent to 1.61% of the total number of issued shares prior to cancellation)



Corporate Governance System

Appointment Standards for Director Candidates

1. Purpose

These standards shall be established for the nomination of candidates for Directors by the Nomination Committee.

When nominating director candidates, the committee shall strive to ensure diversity and an appropriate balance in the backgrounds of directors, such as experience, specialist knowledge, and expertise, for the Board of Directors as a whole, as stipulated in Article 5 (Composition of the Board of Directors) of Mitsubishi Estate's Corporate Governance Guidelines.

2. Candidates for Directors

The candidates for Directors shall fulfill the duty of care of a prudent manager toward the Company, understand the Group's basic mission of contributing to the creation of a truly meaningful society by building attractive, environmentally sound communities where people can live, work and relax with contentment, and have the skills necessary to implement the management strategies, while possessing the qualities and capabilities to contribute to enhancing the Company's medium- to long-term, sustainable corporate value, in view of its business characteristics such as supporting urban development in the Marunouchi area.

(1) Candidates for Inside Directors

For Directors from within the Company, in addition to displaying the abovementioned qualities and capabilities of being especially outstanding in integrity, leadership, foresight, etc., candidates to be nominated shall be officers responsible for the Company's business group or officers responsible for corporate staff who have extensive

knowledge and experience related to the Group's business, who can perform oversight roles with a companywide perspective, and who are highly trained, or, alternatively, personnel with this experience or personnel with transferable experience.

(2) Candidates for Outside Directors

For Outside Directors, in addition to the abovementioned qualities and capabilities, candidates shall be nominated for their operational and management experience, their application of their experience and knowledge in specialized fields such as global business and risk management, for having the personality and knowledge enabling objective and fair judgments, based on the perspective that they would contribute to the common interests of the shareholders without bias toward the interest of any particular party of interest, and for satisfying the "standards for the independence of Outside Directors."

3. The revision or abolishment of these standards shall require a resolution of the Nominating Committee.

Board of Directors' Skills Matrix

In January 2020, the Company formulated Long-Term Management Plan 2030 based on the Group's medium- to long-term management strategies and business strategies. To realize the plan, the Company has identified the skills (knowledge, experience, and capabilities) needed for the Company's Board of Directors to exercise its management oversight function and monitoring function effectively.

The skills of the Company's directors and the reasons for selecting the skills are provided below.

	Name	Gender	Age	Years Served	Long-term vision on Urban Development (the industry insight)	Corporate Management Experience	Organization Strategy / Business Strategy	International knowledge or Internationality	Treasury, Accounting, and Finance	Compliance / Risk Management	ESG / Sustainability
Inside Directors	Junichi Yoshida	Male	67	9	●	●	●			●	●
	Atsushi Nakajima	Male	61	3	●	●		●	●		●
	Yutaro Yotsuzuka	Male	59	–	●			●	●		●
	Naoki Umeda	Male	59	3	●			●	●		
	Mikihito Hirai	Male	56	2	●					●	●
	Hiroshi Katayama	Male	66	9	●		●		●	●	
	Toru Kimura	Male	62	–	●		●		●	●	
Outside Directors	Masaaki Shirakawa	Male	75	9			●	●	●		
	Tetsuo Narukawa	Male	76	7	●	●			●		
	Tsuyoshi Okamoto	Male	77	6		●			●		●
	Melanie Brock	Female	61	3			●	●			●
	Wataru Sueyoshi	Male	68	2			●			●	●
	Ayako Sonoda	Female	61	2			●			●	●
	Naosuke Oda	Male	72	1		●	●			●	

Notes: 1. To clarify the balance of skills of the Board of Directors, the matrix lists outstanding skills in relative terms from among the skills possessed by each director. Accordingly, it does not reflect all of the skills (knowledge, experience, and capabilities) that each director possesses.  
2. Age and years served are as of the General Meeting of Shareholders held on June 27, 2025.

Skills	Reasons for selecting the skills for the skills matrix
Long-term vision on Urban Development (the industry insight)	We have selected insights into long-term and wide-ranging urban development ("Machizukuri") as a necessary skill for realizing the Group's mission: "Contribute to society through Machizukuri."
Corporate Management Experience	We have selected experience in corporate management as a necessary skill for making appropriate and quick management decisions to achieve the Long-Term Management Plan 2030 through the enhancement of the Group's shareholder value and social value in a rapidly changing business environment.
Organization Strategy / Business Strategy	We have selected experience in formulating and executing strategies in organizations and businesses that is not limited to a specific field as a necessary skill for supervision of management, which requires deliberation and comprehensive decision-making from new perspectives on organizational and business strategies.
International knowledge or Internationality	We have selected a deep understanding of global markets, as well as experience and knowledge of lifestyles, cultures and businesses overseas as a necessary skill for the Company as it promotes the expansion of business development overseas and the enhancement of its earnings base as part of its growth strategies.
Treasury, Accounting, and Finance	We have selected experience and knowledge of treasury, accounting, and finance as a necessary skill for conducting appropriate financial reporting, promoting growth investments (including M&As) for sustainable enhancement of corporate value through the effective use of capital based on evaluation of the Company's financial base, and formulating financial strategies to achieve appropriate shareholder returns, etc.
Compliance / Risk Management	We have selected experience and knowledge of internal control, governance, and other matters related to compliance and risk management as a necessary skill for appropriately and quickly responding to increasingly complex risks and new risks, in addition to strengthening our corporate governance, which is essential for increasing our corporate value over the medium to long term.
ESG / Sustainability	We have selected experience and knowledge of Environment, Social and Governance, as well as sustainability, as a necessary skill for increasing social value, which is a theme set out in the Long-Term Management Plan 2030, and for having the perspective of ESG management on the premise of realizing a sustainable society.

Corporate Governance System

Independence Standards for Independent Outside Directors

Candidates for the outside director position shall fulfill a duty of care as a prudent manager toward the Company; understand the Group’s basic mission of contributing to the creation of a truly meaningful society by building attractive, environmentally sound communities where people can live, work, and relax with contentment; apply their qualities and capabilities to contribute to enhancing medium- to long-term sustainable corporate value, as well as their experience and knowledge in specialized fields such as global business, finance, and risk management in view of the Group’s business characteristics, such as supporting urban development in the Marunouchi area; and have the character and knowledge that enable objective and fair judgments, based on the perspective that they shall contribute to the common interests of shareholders without bias toward the interest of any particular party of interest.

As a general principle, candidates shall not be elected if the Tokyo Stock Exchange’s standards for independence and the following standards for the independence of Outside Directors apply to them.

- (1) A shareholder or executive member of an entity holding voting rights exceeding 10% of total voting rights to the Company
- (2) A transaction party or executive member of an entity whose transactional amounts in the most recent fiscal year have exceeded 2% of consolidated revenue from operations of the Company
- (3) A representative employee, employee, or staff of the Company’s Accounting Auditor
- (4) An attorney, certified public accountant, tax accountant, consultant, or other party who has received compensation from the Company exceeding ¥10 million in the most recent fiscal year

Attendance Rates of Outside Directors at Meetings of the Board of Directors and Committees in FY2024 and Contributions Made

Name	Attendance at Meetings of the Board of Directors and Committees		Overview of Contributions Made and Work Performed to Fulfill Expectations of Role
Masaaki Shirakawa	Board of Directors	9/9	Masaaki Shirakawa poses pertinent questions and offers valuable advice from an objective viewpoint independent of management executives in charge of business execution, leveraging his knowledge in finance and economics, among other fields, gained through his experience working at a central bank. Accordingly, he fulfills supervisory and monitoring functions of the Company's management.
	Nominating Committee	5/5	
	Remuneration Committee	8/8	
Tetsuo Narukawa	Board of Directors	9/9	Tetsuo Narukawa poses pertinent questions and offers valuable advice from an objective viewpoint independent of management executives in charge of business execution, leveraging his international experience as well as management experience at financial institutions and real estate companies. Accordingly, he fulfills supervisory and monitoring functions of the Company's management.
	Audit Committee	15/15	
Tsuyoshi Okamoto	Board of Directors	9/9	Tsuyoshi Okamoto poses pertinent questions and offers valuable advice from an objective viewpoint independent of management executives in charge of business execution, leveraging his management experience at a comprehensive energy company. Accordingly, he fulfills supervisory and monitoring functions of the Company's management.
	Nominating Committee	5/5	
	Remuneration Committee	8/8	
Melanie Brock	Board of Directors	9/9	Melanie Brock is tasked with supervising and overseeing the management of the Company by leveraging the broad range of expertise she has cultivated through her involvement in international consulting activities in areas such as marketing, business strategy, and the promotion of diversity and by utilizing her ability to ask relevant questions and give advice as appropriate from a global and objective perspective independent of the executive management team.
	Nominating Committee	5/5	
	Remuneration Committee	8/8	
Wataru Sueyoshi	Board of Directors	9/9	Wataru Sueyoshi poses pertinent questions and offers valuable advice from an objective viewpoint independent of management executives in charge of business execution, leveraging his knowledge of corporate law, risk management, and corporate governance based on his experience as an attorney. Accordingly, he fulfills supervisory and monitoring functions of the Company's management.
	Audit Committee	15/15	
Ayako Sonoda	Board of Directors	9/9	Ayako Sonoda poses pertinent questions and offers valuable advice from an objective viewpoint independent of management executives in charge of business execution, leveraging her extensive knowledge of ESG issues, the SDGs, CSR, and other matters developed through sustainability management consulting activities. Accordingly, she fulfills supervisory and monitoring functions of the Company's management.
	Nominating Committee	5/5	
	Remuneration Committee	8/8	
Naosuke Oda	Board of Directors	7/7	Naosuke Oda poses pertinent questions and offers valuable advice from an objective viewpoint independent of management executives in charge of business execution, leveraging his management experience at a steel company.
	Audit Committee	12/12	

Note: As Naosuke Oda became a director on June 27, 2024, the number of meetings he attended differs from that of other directors.

## Evaluation of the Effectiveness of the Board of Directors

### Purpose of Evaluating the Effectiveness of the Board of Directors

With the aim of confirming that the Board of Directors is functioning effectively through its oversight function to improve corporate value on a medium- to long-term basis and to enhance corporate governance, the Board of Directors analyzes and evaluates its effectiveness as a whole based on evaluations conducted annually by each director. In addition, the Board discloses a summary of the evaluation results and subsequently formulates and implements policies based thereon to enhance its effectiveness where necessary.

### Initiatives Undertaken Thus Far to Realize the Desired Role of the Board of Directors

Mitsubishi Estate transitioned to a company with nominating committee, etc., structure in June 2016. The Company defines the primary duties of the Board of Directors as deciding on basic management policies and important matters of business execution as well as supervising the execution of duties by directors and corporate executive officers from the perspective of bringing about greater clarity with regard to roles and the strengthening of functions in both management supervision and business execution. In accordance with the results of the analysis of the annual evaluation of the Board of Directors' effectiveness, the Board has thus far implemented initiatives to enable it to carry out its role appropriately. These include enhancing discussions regarding management plans by carefully examining agenda items as well as increasing opportunities for and improving the content of reporting from corporate executive officers, in addition to ensuring that information is provided more extensively to outside directors.

In FY2020, based on Long-Term Management Plan 2030—unveiled in January 2020—the Company began including items regarding initiatives to be improved going forward in addition to existing items from the perspective of appropriately monitoring management to increase social value and shareholder value over the long term. Furthermore, in FY2020 and FY2023, the Company consulted with a third-party evaluation organization at each phase of the evaluation process, which involved the creation of questionnaires, an analysis of the questionnaires' responses, and the sharing of recognized issues to be addressed. An overview of the evaluation process and results of the third-party evaluation conducted on the effectiveness of the Board of Directors are as follows.

## 1. Process of Evaluation

### (1) Method of Evaluation

All directors conducted self-evaluations in the form of a response to a questionnaire related to the composition, operation, effectiveness, etc., of the Board of Directors and each of the Nominating, Audit, and Remuneration committees. Taking these results into consideration, directors discussed the issues with each other and examined proposed corrective measures at a meeting of the Board of Directors.



### (2) Items of Evaluation

In terms of evaluation items based on Long-Term Management Plan 2030, the Company has confirmed "diversity for fulfilling the oversight function of the Board of Directors" as part of the evaluation of the Board's role and composition and "topics to be fleshed out in future discussions for monitoring and the nature of reports on the status of business execution from corporate executive officers" as part of the evaluation of the Board's effectiveness and operation.

Role and Composition of the Board of Directors	Role of the Board of Directors, proportion of outside directors, membership size, diversity, and skills
Effectiveness of the Board of Directors	Management planning, business execution (including business risk assessment), internal control and risk management, sustainability, dialogue with and information disclosure to shareholders and investors, operation of the Nominating, Audit, and Remuneration committees, etc.
Operation of the Board of Directors	Method and frequency of meetings, required time, report on status of business execution of corporate executive officers, provision of information outside of Board of Directors' meetings, questions and answers, training, etc.
Other	Method of the evaluation of the effectiveness of the Board of Directors, etc.



Evaluation of the Effectiveness of the Board of Directors

2. Results of Evaluation and Future Initiatives

Results of Evaluation

The evaluation confirmed that the Board of Directors was functioning effectively.

Analysis of Results

Despite proposals on the need for business plans to reflect rapid changes in the business environment, the ideal approach to monitoring, and ways to further invigorate discussions, a high proportion of respondents rated the majority of items as appropriate in the questionnaire on the evaluation of Board effectiveness completed by each director.

The meeting saw constructive discussions on each evaluation item, including issues pointed out by directors and suggestions for the future. In particular, there was a strong recognition of the challenges inherent in conducting appropriate monitoring of the long-term management plan, including the content of reports on the status of business execution by corporate executive officers, themes that require stronger monitoring, and operation of the Board of Directors to ensure lively discussions.

The meeting also verified statements by directors that were intended to enhance the effectiveness of management supervision, including by reviewing helpful suggestions at meetings of the Board of Directors.

(1) Main Items Improved Since the Previous Evaluation

Major Tasks for Further Enhancing Board Effectiveness Since the FY2023 Effectiveness Evaluation and Future Initiatives

- Reexamine and revise ways to improve the current provision of information, monitoring methods, and points at issue to be discussed at meetings of the Board of Directors to enable it to further utilize the expertise of outside directors in order to facilitate closer oversight of the execution of management strategies in response to changes in the business environment, such as geopolitical risks and price fluctuations
- Continuously examine the composition and diversity of the Board of Directors to further improve its effectiveness



FY2024

- Ensured the provision of information to deepen discussions by having both executive officers in charge of businesses and corporate officers report on the progress of business strategies stipulated in the strategies for increasing shareholder value to enhance the effectiveness of monitoring
- Without revising the skills requirement, stipulated and disclosed the rationale for their inclusion in the skills matrix after discussing the skills required for membership on the Board of Directors

(2) Main Issues and Future Initiatives Aimed at Further Improvements in Board Effectiveness

Examinations and discussions at meetings of the Board of Directors identified the following points.

- The Board of Directors must examine and identify the ideal approach to effective monitoring that transcends existing frameworks to enable it to closely oversee management strategies and business plans that reflect rapid changes in the business environment.
- Continually examine the composition and diversity of the Board of Directors, including to ensure that its members have the optimal skills matched to changes in the business environment

## Remuneration

The decision-making policy concerning details of remuneration for each director and corporate executive officer of the Company is deliberated at meetings of the Remuneration Committee. The Remuneration Committee also confirms that the method for deciding the details of remuneration paid to each director and corporate executive officer for each fiscal year and the details of each confirmed amount of remuneration are consistent with said policy.

In FY2022, the remuneration system was revised to improve the linkage between officer remuneration and the attainment of the targets of Long-Term Management Plan 2030 and to further align officers' interests with those of shareholders following the increase in the percentage of variable remuneration.

### Total Remuneration Paid to Directors and Corporate Executive Officers in FY2024

Category	Total remuneration (Millions of yen)	Fixed remuneration (Millions of yen)	Performance-based remuneration (Millions of yen)	Recipients
Inside directors	327	327	—	3
Corporate executive officers	1,346	603	743	15
Outside directors	143	143	—	8

Notes: 1. Remuneration for the Company's directors who concurrently serve as corporate executive officers is included in the remuneration for corporate executive officers.  
2. The figures above include one outside director who resigned during FY2024.

## Board Policies and Procedures in Determining the Remuneration of Senior Management and Directors

### (i) Procedures for Deciding Remuneration Paid to Officers

The policy concerning decisions on the details of remuneration paid to directors and corporate executive officers of the Company and the details of remuneration for each person shall be decided upon by a resolution of the Remuneration Committee, which comprises solely outside directors.

### (ii) Basic Policy for Deciding Remuneration for Officers

The basic policy for deciding remuneration for directors and corporate executive officers of the Company is as follows.

- The remuneration system shall be linked with our medium- to long-term performance targets, etc., aimed at in management strategies and medium-term management plans and realize sustained corporate value improvement and the sharing of value with shareholders.
- The remuneration system shall allow for the provision of incentives to management executives to encourage them to take on challenges and conduct appropriate risk-taking in line with the above strategies' targets and expectations of shareholders and other stakeholders.
- The remuneration system shall make it possible to fulfill high accountability for the benefit of our shareholders and other stakeholders through objective deliberations and judgments by the Remuneration Committee.

### (iii) Remuneration Systems for Officers

Remuneration systems for directors and corporate executive officers shall be separately established in consideration of their respective functions and roles to be fulfilled for the purpose of achieving sustained corporate value improvement. In addition, directors who concurrently serve as corporate executive officers shall be paid remuneration as corporate executive officers.

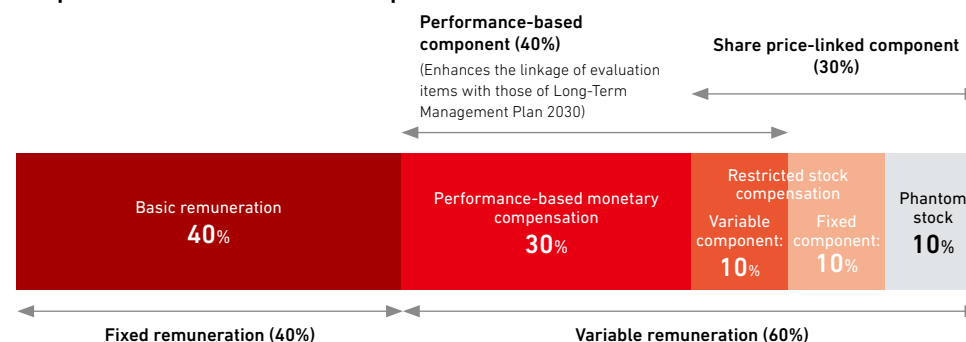
- Directors (excluding directors who concurrently serve as corporate executive officers)

In consideration of their function and role of supervising the performance of duties by corporate executive officers and directors, they shall receive, in principle, only basic remuneration in the form of cash, and the standards shall be decided upon individually taking into account factors such as their position and responsibilities as directors and whether they are full-time or part-time.

- Corporate executive officers

In consideration of their function and role of taking charge of business execution of the Company, their remuneration shall, in principle, comprise basic remuneration and variable remuneration. Variable remuneration comprises monetary compensation that is paid based on short-term performance, etc., and stock compensation, etc. (including monetary compensation paid based on indicators such as stock price), that is paid with a view to realizing the medium- to long-term sharing of value with shareholders. The standards and ratios of basic remuneration and variable remuneration, valuation indicators for variable remuneration, and other matters shall be decided upon taking into account medium- to long-term performance targets, etc., aimed at in management strategies and the current management plan and factors such as position and responsibilities as corporate executive officers.

### Composition of the Remuneration of Corporate Executive Officers



## Remuneration

### Overview of Performance-Based Remuneration

#### (1) Performance-Based Monetary Compensation

- ① Form of remuneration: Cash
- ② Performance evaluation and method for determining remuneration
  - With the aim of achieving further corporate growth and greater efficiency while guaranteeing financial soundness, the amount of remuneration varies depending on consolidated business profit, ROA, ROE, EPS, and the target level of business profit in the divisions for which the individual officers are responsible.
  - When determining remuneration, the amount is calculated using the actual indicators, etc., for the previous fiscal year, to which is added an evaluation of qualitative aspects, established during interviews with the president, including the degree of contribution to performance over the medium to long term and the status of ESG-related initiatives, the level of progress of each business (domestic, international, and non-asset) in achieving targets stipulated in Long-Term Management Plan 2030, with the final remuneration amount being decided by the Remuneration Committee. Please see the table below for details.

#### (2) Remuneration by Shares with Restriction on Transfer (Fixed and Variable Components)

- ① Form of remuneration: Shares
- ② Restricted stock period: Until an officer resigns
- ③ Performance evaluation and method for determining remuneration
  - With the objectives of creating incentives for officers to achieve sustainable growth and of further aligning officers' interests with those of shareholders, the Company adopted stock-based remuneration with a restricted transfer period that runs until the time an officer resigns. The amount of monetary compensation that can be claimed when allocating stock is determined by the Remuneration Committee.
  - The Company will determine the method for deciding variable remuneration and the major evaluation items by using the same evaluation items as those for (1) Performance-Based Monetary Compensation.

#### Indicators and Process for Calculating the Evaluation Index

Companywide performance: 50%*	Achievement ratio compared with performance over the last five fiscal years	10	<ul style="list-style-type: none"> <li>• Use the four indicators of consolidated business profit, ROA, ROE, and EPS (1:1:1:1)</li> <li>• Use standard deviation to calculate the level of difficulty of achieving the performance of the relevant fiscal year compared with performance over the last five fiscal years</li> <li>• Fluctuation range of 200%–0%</li> </ul>
	Achievement ratio compared with annual business plan targets	30	<ul style="list-style-type: none"> <li>• Use the four indicators of consolidated business profit, ROA, ROE, and EPS (1:1:1:1)</li> <li>• Level of payment determined through comparisons with figures for the above four indicators under annual business plans (level of payment is 100% if achievement is in line with the plan's targets but fluctuates between 200% and 0% depending on the level of achievement)</li> </ul>
	Level of achievement compared with targets for three businesses stipulated in Long-Term Management Plan 2030	10	<ul style="list-style-type: none"> <li>• Level of payment determined through comparisons with targets for three businesses (domestic, international, and non-asset) stipulated in Long-Term Management Plan 2030 (qualitative assessment using five levels [200%, 150%, 100%, 50%, and 0%])</li> </ul>
Performance of responsible division: 50%*	Level of achievement of divisional annual targets for achieving the goals of Long-Term Management Plan 2030	50	<p><b>Controlling Officers and Group Executive Officers</b></p> <ul style="list-style-type: none"> <li>• The following four indicators used at a ratio of 20:10:10:10               <ol style="list-style-type: none"> <li>① Level of achievement toward the business group budget: Use consolidated business profit as a general rule (level of achievement toward the individual company budget for Group executive officers)</li> <li>② Medium-term initiatives: Approximately covering upcoming five years, including ESG initiatives</li> <li>③ Initiatives to establish new business models: New business creation, non-asset businesses, service and content provision, etc.</li> <li>④ Initiatives to realize earnings for the entire Mitsubishi Estate Group: Initiatives that go beyond the business group, etc. (initiatives that go beyond individual companies in the case of Group executive officers)</li> </ol> </li> <li>• Officers interviewed by the president &amp; chief executive officer, who assesses them on each item using five levels (200%, 150%, 100%, 50%, and 0%*)               <ul style="list-style-type: none"> <li>* Targets for each item listed in annual business plans, with evaluations conducted using the details of these targets with a base score of 100%</li> </ul> </li> </ul> <p><b>Other Executive Officers</b></p> <ul style="list-style-type: none"> <li>• Use the four indicators of "level of achievement toward the business group budget," "medium-term initiatives," "initiatives to establish new business models," and "initiatives to realize earnings for the entire Mitsubishi Estate Group" at a ratio of 10:10:10:20</li> <li>• Evaluation method the same as that for controlling officers and Group executive officers</li> </ul>

\* Accounts for 15% of total remuneration



**(3) Medium- to Long-Term Performance-Based Remuneration  
(Phantom Stock)**

- ① Form of remuneration: Cash
- ② Performance evaluation period: Approximately three years
- ③ Performance evaluation and method for determining remuneration  
With the objectives of creating an incentive to work for sustainable growth and of promoting the further sharing of value with shareholders, the amount of phantom stock remuneration varies depending on the share price and on an indicator based on the Company's total shareholder return (TSR) ranking relative to five peer companies.\*<sup>1</sup>  
The base amount by position and the final remuneration amount are determined by the Remuneration Committee.

\*<sup>1</sup> Five peer companies: Nomura Real Estate Holdings, Inc., Tokyu Fudosan Holdings Corporation, Mitsui Fudosan Co., Ltd., Tokyo Tatemono Co., Ltd., and Sumitomo Realty & Development Co., Ltd.

④ Calculation method for individual amount paid

$$\text{Remuneration amount} = \text{Remuneration base amount}^{*2} \times \frac{\text{Share price for the final month of the performance evaluation period}}{\text{Issue price}} \times \text{Vesting ratio}^{*3}$$

\*<sup>2</sup> Remuneration base amount

The remuneration base amount corresponds to the rank of the officer eligible for payment, as listed below.

President & chief executive officer	Deputy president	Executive vice president	Senior executive officer	Corporate executive officer
¥21,300,000	¥12,675,000	¥10,413,000	¥8,352,000	¥6,288,000

\*<sup>3</sup> Vesting ratio

A rank is given to the TSR of the Company and its peers. The percentages in the table below correspond to the Company's TSR rank, with 100% being the upper limit.

TSR rank	1	2	3	4	5	6
Vesting ratio	100%	80%	60%	40%	20%	0%

TSR is calculated using the formula below.

$$\text{TSR} = \frac{\begin{array}{l} \text{(Share price for the final month of the performance evaluation period} \\ \text{– Share price for the first month of the performance evaluation period)} \\ + \\ \text{Total dividends per share for dividend distributions with a record date within the performance evaluation period} \\ \text{(excluding the final month of the performance evaluation period)} \end{array}}{\text{Share price for the first month of the performance evaluation period}}$$

# Shares Held for Strategic Purposes

## 1. Policy on Shares Held for Strategic Purposes

The Company acquires and holds shares for other than purely investment purposes if it deems such shareholdings to be useful in facilitating the Group's business activities smoothly in cases such as when seeking to maintain or reinforce medium- to long-term transactional relationships or in procuring funds on a stable basis.

In regard to the holding of listed shares as investment shares for other than purely investment purposes, we examine the rationality of such holdings from the perspective of whether they are useful or not in facilitating the Group's business activities smoothly, focusing on such aspects as the background of the acquisition, record of transactions, status of cooperative and collaborative relationships, and level of dividend payouts. The findings of these examinations, as well as the number of reductions of such shares and the policy on reductions going forward, are reported to the Board of Directors at least once a year, and we are proceeding with sales in an appropriate manner.

In addition, the Company has been conducting ongoing investments in venture businesses since FY2015. Centered on the Innovation and Business Transformation Group, these efforts are aimed at heightening the value of existing businesses and expanding the Company's business domains through the utilization of technologies and coordination with external partners.

In May 2025, to express the Company's intention to effectively use its capital, the Company disclosed its quantitative reduction target to reduce the balance of shares other than non-listed shares (i.e., listed shares) held by the Company by 50% or more by the end of FY2027 (vs. the end of FY2024), and from thereon, continue to sell them so that the Company will not, in principle, hold such shares in the future.

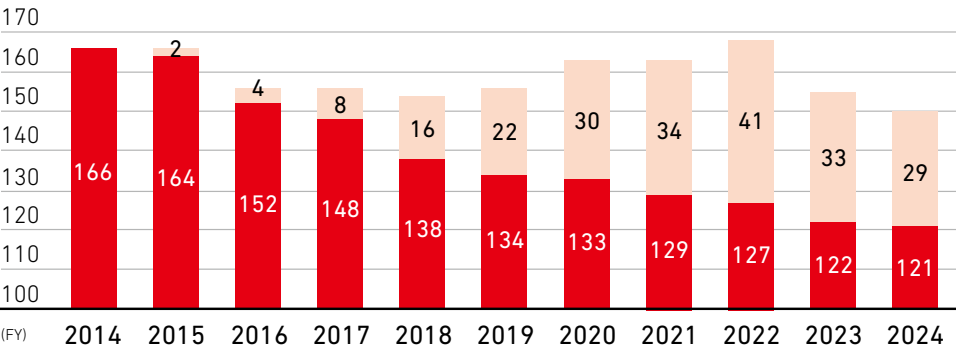
### Total Amount of Shares Held for Strategic Purposes Recorded on Non-Consolidated Balance Sheet (end of FY2024)

Non-listed shares	¥9.4 billion	Shares other than non-listed shares	¥292.0 billion
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Note: The market value of the Company's retirement benefit trust holdings came to ¥109.5 billion at the end of FY2024. The Company sold one of its retirement benefit trust holdings in FY2024, with the sales amount of ¥43.7 billion.

### Holdings of Shares Held for Strategic Purposes

(Total for Listed and Non-Listed Companies)



## 2. Status of Reduction of Shares Held for Strategic Purposes

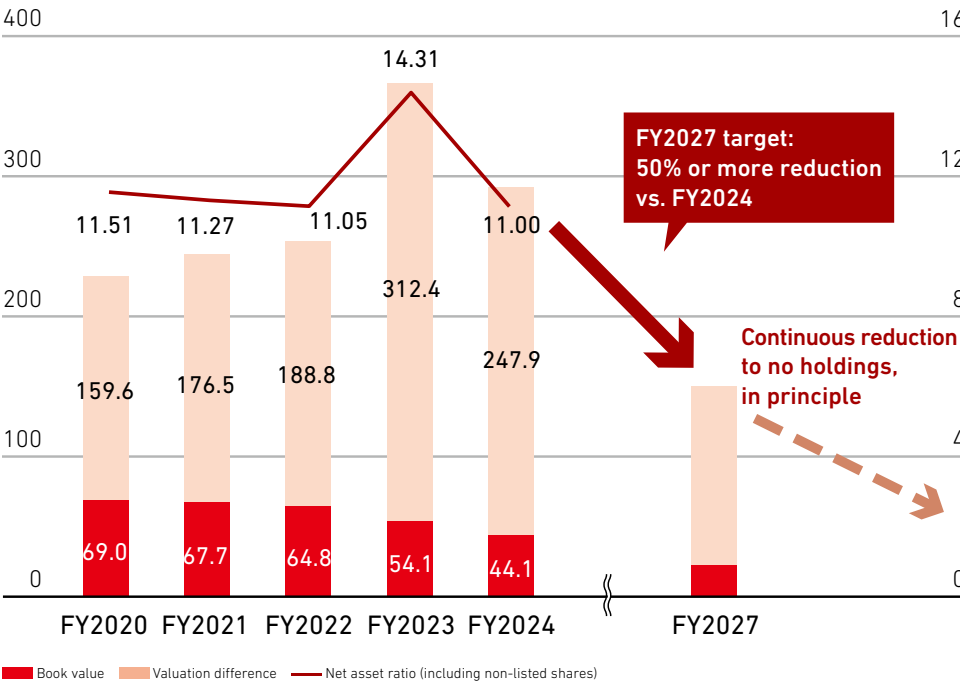
The Company sold 11 holdings of listed shares (including partial sales) in FY2024, with the sales amount of ¥58.9 billion. The accumulated sales amount over the past five fiscal years reached approximately ¥118.0 billion, including ¥40.8 billion for FY2023. To achieve the disclosed target, we will continue to have a series of dialogues with our business partners to reduce shares held for strategic purposes.

### Listed Shares Sold

FY2020	FY2021	FY2022	FY2023	FY2024
¥4.2 billion	¥8.4 billion	¥5.7 billion	¥40.8 billion	¥58.9 billion

### Status of Reduction

(Billions of yen) (%)



Dialogues with Shareholders and Investors (ESG Meetings)

Mitsubishi Estate holds integrated ESG meetings that focus on the non-financial aspects of its ESG activities to enable shareholders and investors to gain an understanding of the direction of its management over the long term.

We relay the opinions, requests, proposals, and other feedback that we receive through such dialogues to senior management at meetings of the Board of Directors. By incorporating the results of the dialogues into a plan-do-check-act (PDCA) cycle, we aim to achieve continuous growth.



(1) Achievements over the Last Two Fiscal Years

In addition to the Sustainability Management and Promotion Department, which is in charge of environmental and social matters, and the General Affairs Department, which oversees corporate governance, the Company holds ESG meetings with the attendance of the Investor Relations Office when requested. The total number of ESG meetings held by the Company in FY2023 and FY2024 is stated in the table on the right.

(2) Questionnaire Results (Meeting Participants in FY2024)

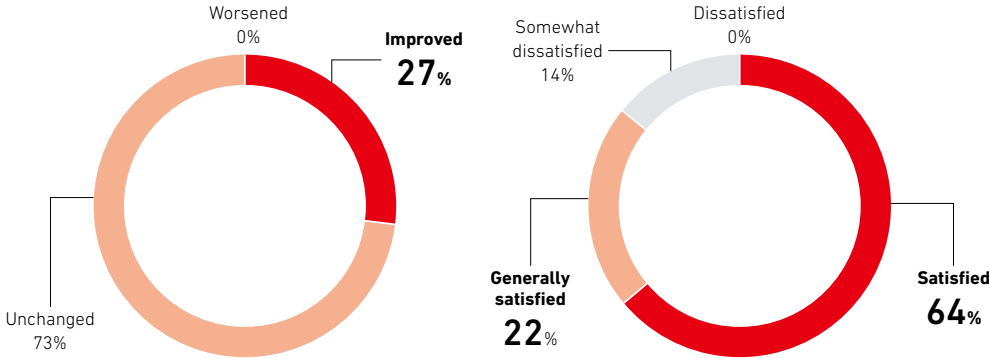
At the close of ESG meetings, we issued questionnaires to participants regarding their level of satisfaction with the dialogue and their rating of our ESG initiatives, in order to measure the effectiveness of integrated ESG meetings and ascertain areas of improvement and other matters for incorporation into future dialogues.

In the results of the FY2024 questionnaire, many participants commented that the opportunity to exchange opinions in a comprehensive manner in an integrated ESG meeting was instructive and efficient. In addition, approximately 90% of participants responded that they were "satisfied" or "generally satisfied" with the dialogue, and approximately 30% of the companies that participated responded that the meetings helped improve their rating of Mitsubishi Estate.

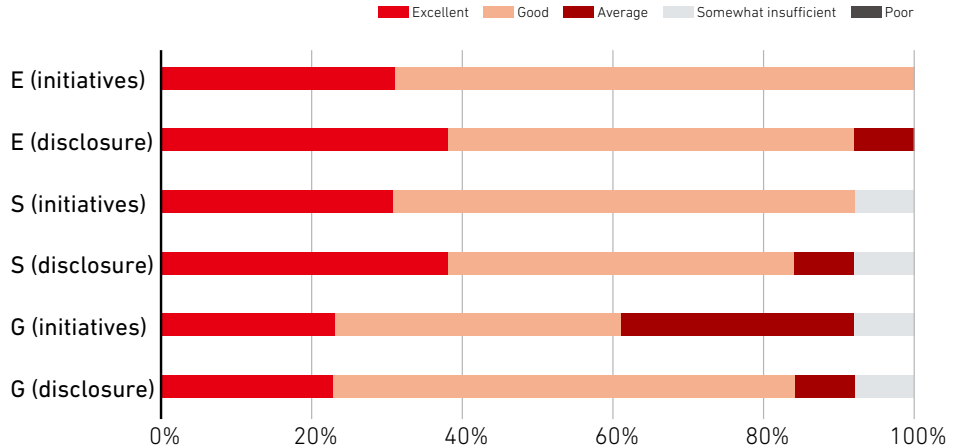
	Number of companies for which ESG meetings were held in FY2023 and FY2024 (total number of companies)	Distribution ratio (number of shares issued)*
Corporate shareholders and institutional investors in Japan	24	Approximately 27.2%
Overseas institutional investors	32	Approximately 18.1%
Total	56	Approximately 45.3%

\* Estimated based on the results of a shareholder identification survey outsourced to a third-party institution inquiring into beneficial owners using the shareholders' register (as of March 31, 2025)

Changes in Shareholders' and Investors' Evaluation of Mitsubishi Estate's Dialogue Efforts



Evaluation of ESG Activities





## Dialogues with Shareholders and Investors (ESG Meetings)

### (3) Major Issues Addressed in Response to Issues Raised During Meetings

We have communicated the comments and proposals received at ESG meetings to the Board of Directors and are continuously examining ways to address them in order to make further improvements.

The status of our responses to the issues raised to date is as follows.

	Comments and Proposals	Status of Responses
ESG	<ul style="list-style-type: none"> <li>Mitsubishi Estate should improve, and reflect in management plans, the link between social and economic value.</li> </ul>	<ul style="list-style-type: none"> <li>Revised material issues, strengthening the correlation between strategies for increasing social and shareholder value. Further enhancing information disclosure</li> </ul>
E	<ul style="list-style-type: none"> <li>Given the increasing number of companies declaring net-zero carbon emissions targets for 2050, Mitsubishi Estate should also consider making such a declaration.</li> <li>When is Mitsubishi Estate projected to achieve its goal of using 100% renewable energy in its operations in accordance with RE100?</li> <li>The Company should promote information disclosure regarding natural capital and biodiversity.</li> </ul>	<ul style="list-style-type: none"> <li>Declared goal of achieving net-zero carbon emissions by 2050 in accordance with the standards of the Science Based Targets (SBT) initiative</li> <li>The Company has brought forward significantly the achievement of its goal, from FY2050 to FY2025. It expects to achieve its goal in FY2025.</li> <li>The Company discloses information based on TNFD recommendations.</li> </ul>
S	<ul style="list-style-type: none"> <li>The low level of the target for increasing the percentage of female managers is a matter of concern.</li> <li>An oversight function is necessary for the entire supply chain, including second- and third-tier suppliers.</li> <li>The Company should address human rights risks in supply chain management.</li> </ul>	<ul style="list-style-type: none"> <li>Upwardly revised the targets for the percentage of female managers from 10% by 2030 to over 20% by FY2030, 30% by FY2040, and 40% by FY2050</li> <li>Established the Mitsubishi Estate Group Supplier Code of Conduct and carried out a survey via a questionnaire for second- and third-tier suppliers. Continuing to examine ways to further enhance the effectiveness of the survey</li> <li>Established a consultation service and held in-person interviews with non-Japanese workers on construction and cleaning sites</li> </ul>
G	<ul style="list-style-type: none"> <li>The number of female directors must be increased to diversify the composition of the Board of Directors.</li> <li>The Company must disclose a skills matrix and a process for selecting directors based on such a skills matrix.</li> <li>A third-party evaluation of the Board of Directors is recommended.</li> <li>The Company should consider more detailed disclosure of milestones for overall remuneration, KPIs for single-year, performance-based compensation, and other systems.</li> <li>As the alignment of long-term interests between officers and shareholders is weak, the Company should consider raising the percentage of share-based remuneration.</li> <li>Board of Director membership is large.</li> <li>Mitsubishi Estate should reduce shares held for strategic purposes, and establish and disclose targets and a road map for reductions.</li> </ul>	<ul style="list-style-type: none"> <li>Increased the number of female directors</li> <li>Disclosed a skills matrix and revised appointment standards for director candidates. Thereafter, disclosed the reasons for selecting the skills for the skills matrix</li> <li>Introduced a third-party evaluation component to the effectiveness evaluation of the Board of Directors, with the Board confirming a policy to implement the third-party evaluation once every several years</li> <li>Carried out more detailed disclosure regarding the remuneration system through the Company's website and integrated report and disclosed information on the system in English</li> <li>Revised the remuneration system: Increased the percentage of performance-based and share-based remuneration, while extending the restricted stock transfer period to the time when an officer resigns</li> <li>Reduced the total number of directors from 15 to 14 by lowering the number of inside directors from eight to seven, ensuring an equal number of inside and outside directors, to further improve the transparency and effectiveness of the Board of Directors</li> <li>Reduced shares held for strategic purposes. Established and disclosed targets and a road map for reductions</li> </ul>

## IR Activities—Communicating with Shareholders and Investors

### Investor Relations (IR) Activities Policy

The Mitsubishi Estate Group positions dialogue with diverse stakeholders, including investors and shareholders, as a key management task to ensure sustained growth and enhance corporate value over the medium to long term. Accordingly, the Group strives to further deepen relationships of trust with its stakeholders.

In FY2024, we held our first IR Day. Attended in person or online by over 100 investors and analysts, the event served as a valuable opportunity for attendees to strengthen their understanding of the Group by enabling executive officers from each business Group to discuss business strategies and initiatives. With a lively question and answer session and discussions, the day was well received as a forum for facilitating dialogue.

In FY2025, we plan to hold an IR Day with sessions from the CEO, an outside director, and representatives from the Residential Business and the International Business. We will continue our efforts to deepen stakeholder understanding of the Mitsubishi Estate Group.

### Main IR Activities

Activity Category	Main Initiatives
External disclosure	Results presentations, integrated report, timely disclosure
Dialogue with investors and shareholders	IR meetings (approx. 400 annually), results conference calls, CEO presentations, property tours, overseas roadshows, IR Day, presentations for individual investors
Internal feedback	Results presentations for employees, reports to management, discussions with departments, sharing of information on IR activities through Group newsletters



CEO presentation 1



CEO presentation 2



Property tour



Results presentation for employees

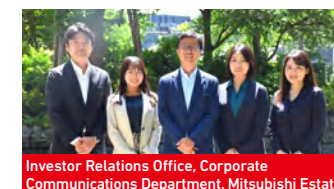
### IR Day 2024 Overview

Session	Speakers	Main Topics
Investment Management Business Group TA Realty	<ul style="list-style-type: none"> <li>Junji Inagawa (General Manager, Investment Management Business Department, Mitsubishi Estate)</li> <li>Michael R. Haggerty (Managing Partner, TA Realty)</li> <li>James P. Raisides (Managing Partner, TA Realty)</li> </ul>	Introduction to the business strategy, the strengths of the Group, and an overview of TA Realty including its company profile and investment strategy
Marunouchi Property Business Group Marunouchi Property Business	<ul style="list-style-type: none"> <li>Kenji Hosokane (Corporate Executive Officer, Deputy President, Mitsubishi Estate)</li> <li>Hiroshi Shioiri (General Manager, Marunouchi Property Business Planning Department, Mitsubishi Estate)</li> </ul>	An overview of development projects, office market trends, and the competitive advantages and future outlook of the Marunouchi area
Marunouchi Property Business Group Regus Japan Co., Ltd.	<ul style="list-style-type: none"> <li>Shingo Nishioka (Chief Executive Officer, Regus Japan Co., Ltd.)</li> <li>Keisuke Tamaki (Chief Financial Officer, Regus Japan Co., Ltd.)</li> </ul>	Discussion on the advantages of the company's position as one of the world's largest flexible office space operators and business expansion strategies leveraging the credibility of the Group
CFO session	<ul style="list-style-type: none"> <li>Naoki Umeda (Senior Executive Officer, Mitsubishi Estate)</li> </ul>	Discussion on the direction of capital allocation, financial strategy, and current position of and targets for major KPIs (ROA, ROE, EPS) under the long-term management plan
CEO session	<ul style="list-style-type: none"> <li>Atsushi Nakajima (President &amp; Chief Executive Officer, Mitsubishi Estate)</li> </ul>	Wide-ranging discussion, primarily in response to questions, on share price, forecast for rent increases in Marunouchi area, market conditions for various areas and assets, management policy, etc.

### Message from the Investor Relations Office

Thank you for reading *Integrated Report 2025*. In this report, we endeavored to clearly communicate our approach to value creation, highlight the initiatives of various businesses, and provide information on sustainability and governance.

We will continue working to further improve our IR activities by responding sincerely to the views and expectations of all stakeholders while consistently conducting appropriate information disclosure and providing feedback to management. We look forward to your continued understanding and support of the Mitsubishi Estate Group.



Investor Relations Office, Corporate Communications Department, Mitsubishi Estate

# Message from an Outside Director



## Combining an Open Approach to Dialogue with a High Level of Specialist Expertise—the Key to Enhancing Corporate Value

Although I became an outside director of Mitsubishi Estate in June 2023, I had regarded it as a friendly company with a well-defined approach to dialogue prior to assuming my role. I am currently involved in the management of the Company as an outside director and have gained a renewed sense of its approach to dialogue through interactions with President Nakajima, other executives, and my fellow outside directors.

In particular, the outside directors all have an exceptionally high level of specialist expertise and proactively share valuable insights grounded

in a diverse range of expertise and experience. Members engage in genuine dialogue, and the discussions that take place at meetings of the Board of Directors, the Nominating Committee, and the Remuneration Committee are open and quite lively, so much so in fact that they surprised me initially. As the outside directors have high expectations of Mitsubishi Estate, they are driven by a keen desire to ensure that each discussion genuinely helps enhance the Company's corporate value, to make Mitsubishi Estate a better company, and to realize attractive urban development that is truly meaningful for stakeholders. This shared commitment fosters positive and constructive discussions, which are a key strength of Mitsubishi Estate.

## Creating a Next-Generation Skills Matrix That Anticipates Changes in Both the External Environment and Mitsubishi Estate's Business Domains

It goes without saying that pursuing management and operating businesses as a team does not require each director to possess a complete set of skills. I believe that combining diverse human resources who possess a variety of different specialist expertise, skills, and experience strengthens management. For this reason, carefully considering the kind of skills matrix to create is vital.

If I had to designate a skill that is required for Mitsubishi Estate's future growth, I would include "well-being" in the skills matrix. In fact, some companies are already beginning to include well-being in their skill categories for the purpose of improving creativity and achieving higher productivity, but it remains difficult to determine the actual skills and experience that would correspond, or contribute, to the concept of well-being. I believe that it is important to widen the definition of well-being from the level of individual companies and cities to include the well-being of Japan as a whole, the world, and the planet, and define the term with an emphasis on the point of view of communities. It is also important to bring on board people with the skills to visualize well-being in this way.

Every year, the Nominating Committee discusses the skills necessary for the Board of Directors to exercise its management oversight and monitoring functions effectively to ensure that the Company realizes Long-Term Management Plan 2030 and prepares for the future that lies beyond the plan. Given the external environment, including future geopolitical risks, and changes in the Company's business domains, the Nominating Committee will continue its discussions to identify the skills necessary to enhance management oversight and monitoring functions. At the same time, it will aim to nominate directors who can create value for the future.



## Message from an Outside Director

### Developing a Road Map to Corporate Value Creation by Backcasting from an Ideal Future

Today, assessments of the impact of corporate activities require companies to develop a road map for improving corporate value as a story. I have long maintained that backcasting from an ideal future is a useful way to create a long-term narrative. Starting out with a vision for the ideal society of the future and incorporating into a road map an outline of the urban development and human resources that would be required to achieve that vision enhances the likelihood of success. An ideal urban area may be one where people attracted by such narratives assemble and where many stakeholders connect with each other through collective action and partnerships. The Company currently sets a variety of key performance indicators (KPIs), including financial indicators such as return on equity (ROE) and return on assets (ROA), as part of efforts to realize Long-Term Management Plan 2030 and Sustainability Vision 2050. As for non-financial indicators, I believe that “future financial indicators” would be a more appropriate term for them as creators of financial value in the future. For future financial indicators, creating a road map by backcasting from the vision of the future that the Company aspires to achieve will bring to light more specific barometers of impact. I am keen to establish specific future financial indicators while incorporating opinions and other insights from experts.

Needless to say, I understand that it is challenging to formulate strategies only by backcasting from an ideal future in today’s world, where change is dramatic and forecasting is difficult. I believe that such circumstances make it all the more necessary for Mitsubishi Estate to maintain multiple future scenarios simultaneously. It must also examine scenarios that anticipate the risk of a future that differs from its ideal while drawing on the scenarios of the Task Force on Climate-related Financial Disclosures and the Taskforce on Nature-related Financial Disclosures and create a narrative that allows Mitsubishi Estate to secure its presence, regardless of the scenario that transpires. Creating specific scenarios brings risks and fears to light, which in turn enables

the preparation of solutions and precautionary measures in advance. While there are challenging aspects to realizing the ideal society of the future, I regard it as my mission to thoroughly ingrain the backcasting approach at Mitsubishi Estate.

### Designing the Mitsubishi Estate Group’s Future Through Positive Thinking

An important duty of outside directors is to verify the progress of initiatives based on material issues while auditing the initiatives and offering advice. Currently, Mitsubishi Estate promotes four key sustainability themes identified from its material issues as its strategies for increasing social value. The Board of Directors discussed these themes during the selection process and I offered my opinions. I am convinced that the four themes selected on the back of these discussions are outstanding examples of “double” material issues that incorporate all of the matters that need to be addressed on a priority basis to ensure the sustainability of both the Mitsubishi Estate Group and of society. The first theme, “pursue tangible and intangible urban development for the next generation,” connects directly to the above-mentioned urban development centered on well-being, and the second theme, “maintain commitment to reducing environmental impact,” steadily promotes efforts to preserve biodiversity and mitigate and adapt to climate change across the supply chain with the ultimate aim of ensuring that the Group contributes to society through its businesses by becoming climate positive. The third theme, “consider people, empathize with people, protect people,” includes key perspectives that are indispensable to Mitsubishi Estate’s business activities, such as those on Japan’s low birthrate and aging population as well as diversity and inclusion. Lastly, “create and circulate new value” encompasses material issues such as innovation and partnerships, which are closely related to the other three key themes. Indeed, a structure



advancing and realizing initiatives related to the three themes that leverage this fourth theme may be easier to understand.

Diversity is essential for spurring innovation. Mitsubishi Estate has many employees who joined the Company as new graduates, a large number of whom exhibit qualities typical of Mitsubishi Estate’s human resources. While this is not a bad thing, human resources who are change makers and who represent a departure from Mitsubishi Estate’s traditional culture will become increasingly essential going forward. Although the Company currently focuses on innovation, I think that the recruitment of people with the spirit to change established frameworks, including rulemaking, through true transformation will become a crucial strategy.

Looking at my own career thus far, my area of expertise lies in staying ahead of the curve. I also enjoy imagining, in a positive way, how I can contribute to creating a hopeful future filled with joy; so I will share this approach with others while aiming to establish a corporate culture that empowers all stakeholders connected with Mitsubishi Estate to think and act positively. If the Mitsubishi Estate Group continues to make rapid progress toward its clear vision, I am certain that it can transform Japan’s future. While my contribution may be modest, I am committed to accompanying the Group on its journey toward realizing a wonderful future.

# Risk Management

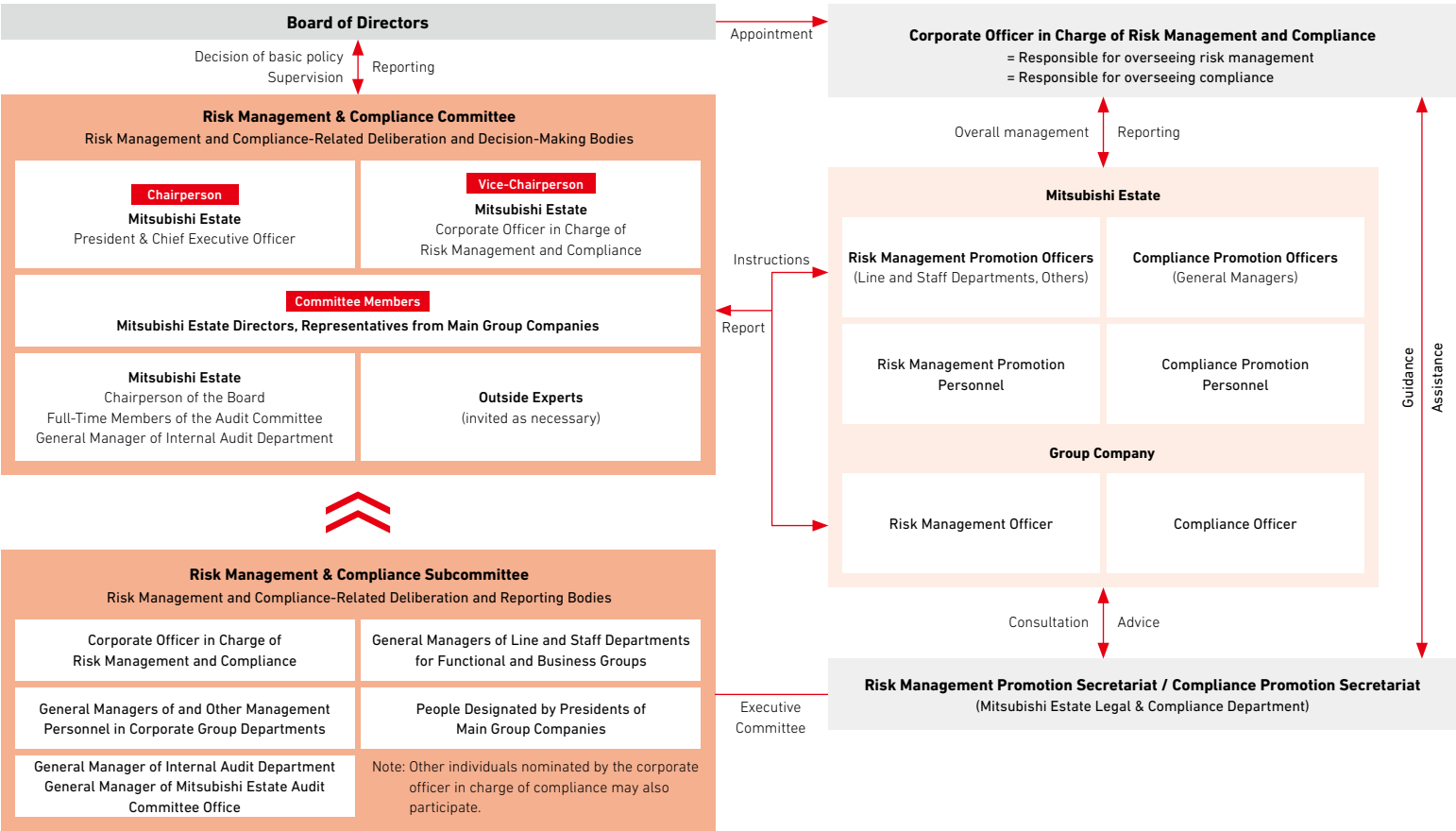
The Mitsubishi Estate Group has established the Mitsubishi Estate Group Risk Management Rules and has set up a risk management system to manage risks in all of its business activities. Mitsubishi Estate has also established the Risk Management & Compliance Committee to oversee the Group’s risk management and formed the Risk Management & Compliance Subcommittee as a working-level consulting body responsible for such matters as the collection of risk management-related information. The corporate officer in charge of risk management and compliance is appointed by resolution of the Board of Directors to take responsibility for overseeing risk

management, and general managers of business groups and general managers from Group departments have been designated as risk management officers. We promote risk management activities through the Mitsubishi Estate Legal & Compliance Department, which serves as the secretariat.

We have also established and implemented action guidelines, contact and initial response systems, and business continuity plans for use in times of crisis.

## Risk Management and Compliance System

(As of April 2025)



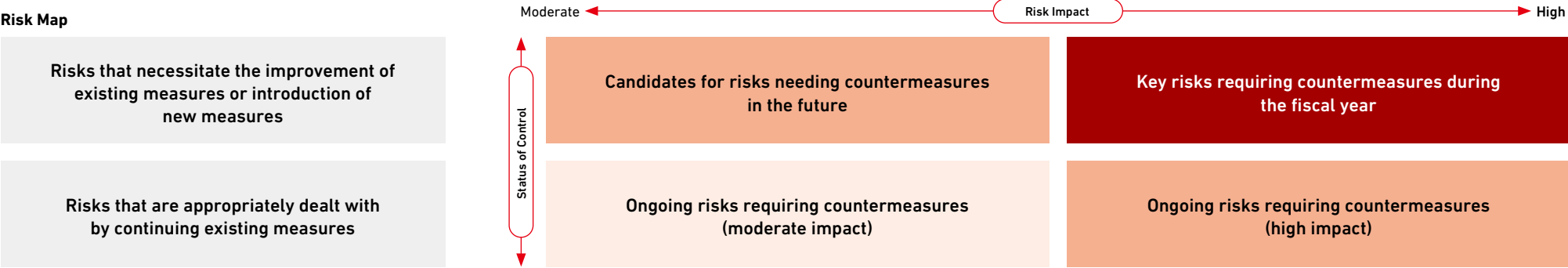
## Risk Management Activities

**01 Risk Management Activities of Each Individual Business and Functional Group and Group Company**

Individual Group companies and functional and business groups identify important risks based on a risk analysis and carry out activities throughout the year to reduce the risks identified. In addition, the general managers of each functional and business group ascertain the status of risk management activities of different business companies under the jurisdiction of each business and functional group and provide coordination and support.

**02 Identification and Monitoring of Key Risks That Need Particular Attention from the Group**

To accurately grasp the risks facing the Group as a whole, and by selecting and mapping key risks that require measures to be taken, the risks that must be addressed and their level of priority are brought to light. While monitoring risks throughout the year, particularly key risks, support is provided as necessary.



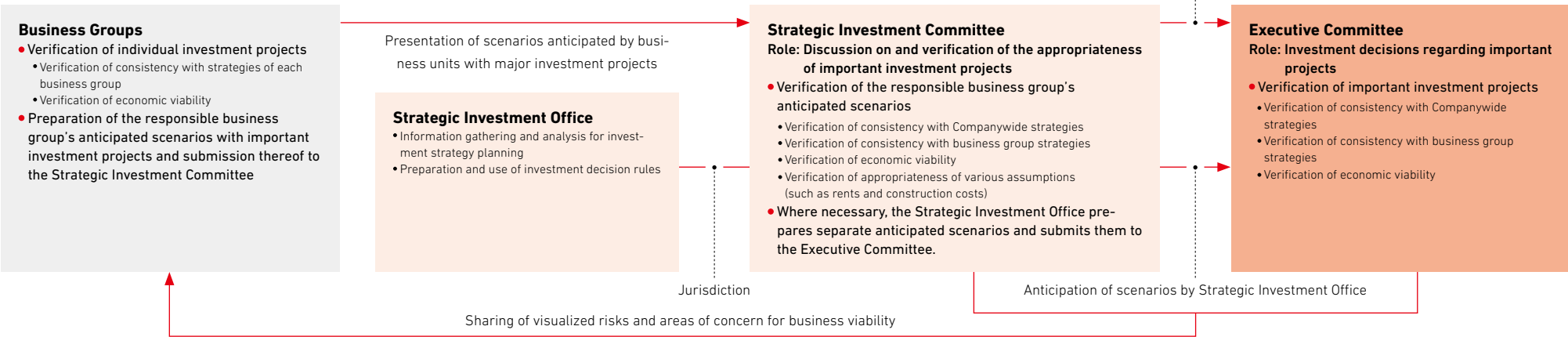
**Risk Management Related to Investment Projects**

Among the various risks recognized by the Mitsubishi Estate Group, risks related to investment projects are identified by the Strategic Investment Office, which is responsible for investment decision rules, through assessments to verify business viability. Prior to the deliberation of important investment projects by the Executive Committee, which is chaired by the president & chief executive officer, the Strategic Investment Committee deliberates and evaluates profitability, the nature of risks and related countermeasures, and other matters. At each phase, risk assessments are also conducted from legal and financial aspects in order to grasp an overall picture of the abovementioned risks.

**Strategic Investment Committee**

In its deliberations, in addition to assessing the economic viability of a given project using multiple indicators, the Strategic Investment Committee verifies the appropriateness of various assumptions, such as rents, unit selling prices, and construction costs. For risks, in particular, simulations of upside and downside scenarios are incorporated into investment decision rules. The difference between the scenario set by the responsible business group in charge of the project and the downside scenario is recognized as risk. The Strategic Investment Committee holds discussions on the acceptable limits of that risk.

**Risk Evaluation Process for Individual Projects**






## Dealing with Major Risks

Below are some examples of major risks that have come to light in the Mitsubishi Estate Group through risk management activities and various business activities and countermeasures that have been taken.

	Risks	Countermeasures
<b>Risks of Natural and Man-Made Disasters, etc.</b>	Amid growing social interest in the way companies respond in the event of pandemics and natural disasters, such as typhoons, in the unlikely event of shortcomings in a response deemed appropriate by the Group, safety management, reputational, and other risks could emerge, which might affect the Group's business promotion and performance.	At facilities that it owns or operates, the Mitsubishi Estate Group prepares business continuity plans for use in the event of a natural or man-made disaster. In addition, redevelopment projects promoted by the Group put in place advanced disaster-management functions and adopt disaster countermeasures through area management.
<b>Risks of a Deterioration in Real Estate Market Conditions</b>	The Group's performance may be adversely affected if real estate market conditions were to deteriorate in accordance with an economic downturn caused by domestic and overseas factors. In such circumstances, the Group would need to pay particular attention to the progress of occupancy rates in the Tokyo office leasing market and to multi-use development, redevelopment, and other plans, as these entail large-scale investments over long-term development time frames.	The basic policy of the Group is to conclude relatively long-term lease contracts with customers in its office building leasing business. The resultant prospect of stable lease revenues mitigates to a certain degree the risk of sharp economic fluctuations.
<b>Risks of Substantial Rises in Material Prices</b>	If material prices rose in conjunction with a steep increase in raw material and crude oil prices due to domestic and overseas factors, the Group may not necessarily be able to offset this through increased sales prices and rental fees in its real estate development business, which may have an adverse effect on performance.	The Group implements cost control measures, such as the early placement of construction material orders, and will monitor trends in material prices in a timely manner going forward while adopting a multifaceted response that encompasses adjusting investment and development plans and consulting with its partners.
<b>Risks of Fluctuations in Exchange Rates</b>	The Group's business operations are affected by fluctuations in exchange rates. Appreciation of the yen reduces the yen conversion amount in foreign currency-denominated transactions. In addition, a portion of the Group's assets and liabilities are converted into Japanese yen for the preparation of consolidated financial statements. Accordingly, even if there was no change in the value of said assets and liabilities in local currency terms, their value may be affected after yen conversion.	The Group strives to minimize risks of fluctuations in exchange rates through such efforts as procuring funds in the relevant foreign currency when acquiring foreign currency-denominated assets.
<b>Risks of Increases in Interest Rates</b>	In Japan, where the Bank of Japan has set forth a policy of operating monetary policy appropriately through changes to policy interest rates based on its target of price stability of 2%, interest rates may rise due to changes in policy and a worsening of the balance between the supply and demand of international bonds, as well as trends and other developments in international capital markets and foreign exchange markets. In addition, since the Group procures foreign currency for overseas investments, interest rates for procuring funds may rise due to economic conditions and other factors in the countries where it invests, the same as in Japan.	The Group hedges interest rate fluctuation risk on a portion of its variable interest rate financing by using interest rate swaps to convert its interest rate payments into fixed payments. It also monitors currency and interest rate trends for procuring funds in foreign currencies, thereby addressing the risk of rising interest rates. The Group plans to continue procuring funds in consideration of the balance between outstanding borrowings and corporate bonds with fixed and variable interest rates.
<b>Information Security Risks, Such as Cyberattacks, Including Leaks of Personal Information</b>	The Group's performance could be affected in the unlikely event of external leaks of confidential information or the materialization of system risks due to unforeseen circumstances, such as information security incidents resulting from cyberattacks, computer viruses, or the like.	The Group has established regulations in relation to information management, based on which it implements a rigorous information management system, and complies appropriately with revisions to laws, such as the Act on the Protection of Personal Information. Moreover, in order to raise the IT security level Groupwide, the Group has positioned its DX Promotion Department at the center of efforts to standardize its IT systems and make them more secure. The Group is also enhancing collaboration among DX Promotion Department IT security personnel and between the department and external security companies, thereby providing Groupwide support.


## Directors

(As of June 27, 2025)




**Junichi Yoshida**

Chairperson of the Board  
2016  
114,137 shares




**Atsushi Nakajima**

Director  
2022  
81,602 shares




**Yutaro Yotsuzuka**

Director  
2025  
49,866 shares




**Naoki Umeda**

Director  
2022  
41,477 shares




**Mikihiro Hirai**

Director  
2023  
21,142 shares



**Hiroshi Katayama**

Director  
2016  
38,970 shares




**Toru Kimura**

Director  
2025  
57,135 shares




**Masaaki Shirakawa**

Outside Director  
2016  
— shares




**Tetsuo Narukawa**

Outside Director  
2018  
6,200 shares




**Tsuyoshi Okamoto**

Outside Director  
2019  
4,400 shares




**Melanie Brock**

Outside Director  
2022  
1,000 shares




**Wataru Sueyoshi**

Outside Director  
2023  
400 shares



**Ayako Sonoda**

Outside Director  
2023  
1,600 shares



**Naosuke Oda**

Outside Director  
2024  
300 shares

### Key for director profile above:

#### Name

#### Position

Appointment year

Number of shares held

(As reported in the Notice of Convocation of the 126th Ordinary General Meeting of Shareholders)

# Corporate Executive Officers, Executive Officers, and Group Executive Officers

(As of June 27, 2025)



**Atsushi Nakajima**

Representative Corporate Executive Officer, President & Chief Executive Officer



**Yuji Fujioka**

Representative Corporate Executive Officer, Deputy President



**Bunroku Naganuma**

Representative Corporate Executive Officer, Executive Vice President



**Yutaro Yotsuzuka**

Representative Corporate Executive Officer, Executive Vice President



**Ryoza Kawabata**

Representative Corporate Executive Officer, Executive Vice President



**Haruhiko Araki**

Representative Corporate Executive Officer, Executive Vice President



**Naoki Umeda**

Senior Executive Officer



**Masato Aikawa**

Senior Executive Officer



**Hirofumi Kato**

Senior Executive Officer



**Toru Takeda**

Senior Executive Officer



**Toshiyuki Inoue**

Senior Executive Officer



**Masanori Iwase**

Senior Executive Officer



**Masahiro Murai**

Senior Executive Officer



**Mikihiro Hirai**

Senior Executive Officer



**Satoshi Iwata**

Senior Executive Officer



**Masaharu Miyajima**

Group Executive Officer



**Hitoshi Kubo**

Group Executive Officer



**Shuichi Shimizu**

Group Executive Officer

## Executive Officers

Seijin Chino  
Junji Inagawa  
Kiyoshi Ota  
Koji Kurebayashi

Takayuki Ito  
Takehiro Anzai  
Toru Hayamizu  
Yuko Koibuchi  
Chika Kanamori

## Group Executive Officers

Masaharu Miyajima  
Hitoshi Kubo  
Shuichi Shimizu  
Atsuhiko Oida

Tomohiro Okada  
Masaya Oshima  
Jiro Mearashi  
Tetsuya Masuda  
Muneaki Maruoka

## Status of Shareholdings

Stocks held for purposes other than pure investment, the number of shares, and their total value as of the end of FY2024, recorded on the balance sheet, are as follows.

	Number of shares	Total amount booked on balance sheet (Millions of yen)
Unlisted shares	95	9,405
Shares other than unlisted shares	55	292,032

Information on the number of shares for each company and amounts shown on the balance sheet for specific investment shares and deemed holdings of equity shares are as follows.

### Specific Investment Shares

Company	Number of shares	Amount booked on balance sheet (Millions of yen)
Mitsubishi Corporation	31,784,371	83,481
Mitsubishi Heavy Industries, Ltd.	18,480,970	46,682
Mitsubishi Logistics Corporation	18,327,770	17,722
Taisei Corporation	2,426,690	16,037
Mitsubishi Electric Corporation	5,577,294	15,170
Mitsubishi UFJ Financial Group, Inc.	6,572,342	13,216
Japan Airport Terminal Co., Ltd.	3,111,400	12,794
HEIWA REAL ESTATE CO., LTD.	1,776,200	8,348
East Japan Railway Company	2,571,900	7,592
Shin-Etsu Chemical Co., Ltd.	1,541,060	6,527
TOHO CO., LTD.	794,100	5,877
Central Japan Railway Company	1,839,500	5,249
NIKON CORPORATION	3,510,000	5,201
Obayashi Corporation	2,404,961	4,771
Mitsubishi HC Capital Inc.	3,760,000	3,788
THE HACHIJUNI BANK, LTD.	3,441,500	3,634

SHIMIZU CORPORATION	2,738,650	3,624
Seino Holdings Co., Ltd.	1,275,900	2,942
Chiba Bank, Ltd.	1,852,000	2,590
Fukuoka Financial Group, Inc.	621,600	2,443
Mitsubishi Research Institute, Inc.	447,500	2,101
T&D Holdings, Inc.	660,500	2,096
PIA Corporation	680,200	1,800
Mebuki Financial Group, Inc.	2,340,000	1,698
Nissui Corporation	1,860,000	1,679
Shizuoka Financial Group, Inc.	886,750	1,439
Odakyu Electric Railway Co., Ltd.	901,000	1,331
Nippon Yusen Kabushiki Kaisha	258,363	1,271
SHINAGAWA REFRACTORIES CO., LTD.	690,750	1,170
THE HYAKUGO BANK, LTD.	1,509,000	1,109
NOHMI BOSAI LTD.	345,000	1,104
Mitsubishi Materials Corporation	448,200	1,095
Mitsubishi Gas Chemical Company, Inc.	431,405	1,003
NIPPON EXPRESS HOLDINGS, INC.	268,449	730
KUBOTA Corporation	359,000	657
Kodensha Co., Ltd.	292,500	585
Matsuya Co., Ltd.	545,300	580
TOKAI CARBON CO., LTD.	588,250	559
Tokyo Kaikan Co., Ltd.	131,140	515
The 77 Bank, Ltd.	70,687	335
Mitsubishi Kakoki Kaisha, Ltd.*	66,586	270
NANTO BANK, LTD.	50,440	199
Kyushu Financial Group, Inc.	256,410	188
GS Yuasa Corporation	73,670	175
HOTEL NEWGRAND CO., LTD.	24,200	140
Nikki Co., Ltd.	49,300	125

Concordia Financial Group, Ltd.	120,000	117
Mitsubishi Steel Mfg. Co., Ltd.	56,272	91
gooddays Holdings, Inc.	114,000	73
Slogan Inc.	43,105	26
FURUKAWA CO., LTD.	12,200	25
mitsubishi PAPER MILLS LIMITED	25,900	16
Chiyoda Corporation	41,000	13
Tokio Marine Holdings, Inc.	300	1
TODA CORPORATION	924	0

\* Mitsubishi Kakoki Kaisha, Ltd. conducted a three-for-one stock split of its common shares with a record date of March 31, 2025 (effective date: April 1, 2025). As a result, the number of its shares stood at 199,758.

### Deemed Holdings of Equity Shares

Company	Number of shares	Amount booked on balance sheet (Millions of yen)
Tokio Marine Holdings, Inc.	12,473,100	71,545
Mitsubishi Electric Corporation	10,656,000	28,984
Mitsubishi UFJ Financial Group, Inc.	4,306,400	8,660
MITSUBISHI MOTORS CORPORATION	700,000	286

Note: With regard to the largest shares in terms of the amounts recorded on the balance sheet, specific investment shares and deemed holdings of equity shares for investment purposes are not included in aggregate totals.



# Eleven-Year Summary of Selected Financial Data (Consolidated)

Years ended March 31

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
<b>Financial Results (Millions of yen)</b>											
Operating revenue	1,110,259	1,009,408	1,125,405	1,194,049	1,263,283	1,302,196	1,207,594	1,349,489	1,377,827	1,504,687	1,579,812
Operating profit	156,332	166,199	192,495	213,047	229,178	240,768	224,394	278,977	296,702	278,627	309,232
Ordinary profit	133,113	144,851	169,851	190,506	206,587	219,572	210,965	253,710	271,819	241,158	262,960
Profit attributable to owners of parent	73,338	83,426	102,681	120,443	134,608	148,451	135,655	155,171	165,343	168,432	189,356
<b>Financial Position (Millions of yen)</b>											
Total assets	4,901,526	5,311,840	5,484,115	5,801,450	5,774,193	5,858,236	6,072,519	6,493,917	6,871,959	7,583,748	7,996,591
Total equity*1	1,495,838	1,509,680	1,592,777	1,698,348	1,770,643	1,734,462	1,851,899	2,003,225	2,157,561	2,401,106	2,563,580
Interest-bearing debt	1,929,355	2,291,038	2,396,994	2,481,675	2,319,597	2,429,883	2,526,142	2,738,632	2,871,677	3,138,195	3,338,630
<b>Cash Flows (Millions of yen)</b>											
Cash flows from operating activities	200,078	135,821	168,527	293,338	345,954	341,766	207,414	280,090	269,914	307,249	324,116
Of which, depreciation and amortization	72,696	74,245	75,974	77,545	80,336	84,941	89,107	91,581	93,459	98,301	101,253
Cash flows from investing activities	(46,568)	(231,003)	(327,292)	(286,841)	(271,083)	(277,440)	(297,303)	(313,778)	(312,046)	(362,017)	(361,505)
Of which, capital expenditures	(177,331)	(275,316)	(275,372)	(289,570)	(285,089)	(331,857)	(319,841)	(329,115)	(286,523)	(451,402)	(443,801)
Cash flows from financing activities	(189,109)	309,237	(4,921)	37,203	(192,473)	(28,886)	50,425	90,973	30,457	100,433	12,871
Cash and cash equivalents at end of year	198,489	412,392	243,341	286,859	179,308	213,008	172,307	234,244	225,772	275,965	256,881
<b>Per Share Amounts (Yen)</b>											
Earnings	¥52.85	¥60.13	¥74.00	¥86.78	¥96.97	¥108.64	¥101.34	¥116.45	¥125.54	¥131.96	¥151.04
Cash dividends	¥ 14	¥ 16	¥ 20	¥ 26	¥ 30	¥ 33	¥ 31	¥ 36	¥ 38	¥ 40	¥ 43
<b>Principal Financial Indicators</b>											
Business profit*2 (Millions of yen)						240,998	224,701	279,310	296,962	278,935	309,608
EBITDA*3 (Millions of yen)	239,934	252,034	279,718	302,424	320,641	336,784	331,821	381,434	402,221	391,625	425,889
ROA*4	3.2%	3.3%	3.6%	3.8%	4.0%	4.1%	3.8%	4.4%	4.4%	3.9%	4.0%
Interest coverage ratio (ICR)*5 (Times)	7.7	8.5	8.7	9.5	10.1	11.3	11.2	13.9	12.2	8.0	6.7
ROE	5.2%	5.6%	6.6%	7.3%	7.8%	8.5%	7.6%	8.1%	7.9%	7.4%	7.6%
Payout ratio	26.5%	26.6%	27.0%	30.0%	30.9%	30.4%	30.6%	30.9%	30.3%	30.3%	28.5%
<b>Stock Information</b>											
Stock price*6 (Yen)	¥2,787	¥2,090.5	¥2,030	¥1,798.5	¥2,005.5	¥1,595	¥1,932.5	¥1,819	¥1,576.5	¥2,784.5	¥2,432
Number of shares issued and outstanding (Thousands of shares)	1,390,397	1,390,397	1,390,685	1,390,908	1,391,038	1,391,174	1,391,328	1,391,478	1,324,288	1,324,288	1,250,838

\*1 Total equity is calculated by deducting non-controlling interests and stock acquisition rights from total net assets.

\*2 Business profit is calculated as operating profit + equity in earnings of unconsolidated subsidiaries and affiliates.

\*3 EBITDA is calculated as the sum total of operating profit, interest and dividend income, equity in earnings of unconsolidated subsidiaries and affiliates, depreciation and amortization, and goodwill.

\*4 ROA was calculated as operating profit ÷ total assets (average of the amount at the beginning and end of the fiscal period) until FY2018. Since FY2019, however, ROA has been calculated as business profit ÷ total assets (average of the amount at the beginning and end of the fiscal period).

\*5 ICR is calculated by dividing the sum total of operating profit, interest and dividend income, and equity in earnings of unconsolidated subsidiaries and affiliates by the sum total of interest expenses and commercial paper interest.

\*6 As of the last trading day in March

## Principal Mitsubishi Estate Group Companies

Commercial Property Business	Location	Business activities	Share of voting rights (%)
<b>Building Development and Leasing Business</b>			
Sunshine City Corporation	Toshima-ku, Tokyo	Management of Sunshine City and other buildings	90.7
Yokohama Sky Building Co., Ltd.	Yokohama, Kanagawa Prefecture	Management of the Sky Building and the Yokohama Shintoshii Building	67.8
<b>Parking Business</b>			
Tokyo Garage Co., Ltd.	Chiyoda-ku, Tokyo	Operation and management of building garages and sale of various gasoline products	54.9
<b>District Heating and Cooling Business</b>			
Ikebukuro District Heating and Cooling Co., Ltd.	Toshima-ku, Tokyo	Cooling and heating supply business in the Higashi-Ikebukuro district	68.0
<b>Retail Property Business</b>			
Mitsubishi Estate • Simon Co., Ltd.	Chiyoda-ku, Tokyo	Management of outlet malls	60.0
<b>Logistics Facility Business</b>			
Tokyo Ryutsu Center Inc.	Ota-ku, Tokyo	Leasing, operation, and management of logistics and office buildings	75.8
<b>Hotel Business</b>			
Mitsubishi Estate Hotels & Resorts Co., Ltd.	Minato-ku, Tokyo	Management, overall supervision, and operation of the hotel business	100.0
<b>Marunouchi Property Business</b>			
<b>Building Development and Leasing Business</b>			
Tokyo Kotsu Kaikan Co., Ltd.	Chiyoda-ku, Tokyo	Management of Tokyo Kotsu Kaikan and other buildings	50.0
Japan Regus Co., Ltd.	Shinjuku-ku, Tokyo	Operation of rental offices, coworking spaces, virtual offices, and hourly meeting rooms	100.0
<b>Office Building Management Business</b>			
Mitsubishi Jisho Property Management Co., Ltd.	Chiyoda-ku, Tokyo	Comprehensive operation and management of office buildings and retail properties	100.0
<b>Area Heating and Cooling Business</b>			
Marunouchi Heat Supply Co., Ltd.	Chiyoda-ku, Tokyo	Cooling and heating supply business in the Marunouchi, Otemachi, Yurakucho, and other areas	65.6
<b>Others</b>			
Marunouchi Direct Access Limited	Chiyoda-ku, Tokyo	Dark fiber leasing and data center housing businesses in the Marunouchi and Otemachi districts	51.0
<b>Residential Business</b>			
<b>Real Estate Sales</b>			
Mitsubishi Estate Residence Co., Ltd.	Chiyoda-ku, Tokyo	Real estate development, sales, leasing, management, real estate ownership, and management	100.0
URBAN LIFE Co., Ltd.	Osaka, Osaka	Leasing business in the Kansai region and real estate sales (sale of renovated condominiums)	100.0
<b>Residence Management Business</b>			
Mitsubishi Jisho Community Holdings Co., Ltd.	Chiyoda-ku, Tokyo	Business management and operations related to the condominium management business	71.5
Mitsubishi Jisho Community Co., Ltd.	Chiyoda-ku, Tokyo	Overall condominium and building management, renovations, and related businesses	100.0
Izumi Park Town Service Co., Ltd.	Sendai, Miyagi Prefecture	Comprehensive management of Izumi Park Town	100.0

	Location	Business activities	Share of voting rights (%)
<b>Real Estate Brokerage Business</b>			
Mitsubishi Jisho House Net Co., Ltd.	Shinjuku-ku, Tokyo	Purchase, sale, and leasing brokerage of homes for individuals and leasing management	100.0
<b>Custom-Built Housing</b>			
Mitsubishi Estate Home Co., Ltd.	Shinjuku-ku, Tokyo	Design and construction of single-unit homes and housing complexes, renovation of homes and retail shops, etc.	100.0
MITSUBISHI ESTATE WOOD BUILD CO., LTD.	Chiba, Chiba Prefecture	Manufacture, processing, and sale of construction materials	100.0
<b>Recreational Facilities</b>			
Higashi-Fuji Green Co., Ltd.	Sunto-gun, Shizuoka Prefecture	Management and landscaping of the Higashi Fuji Country Club	100.0
<b>Others</b>			
MEC Eco LIFE Co., Ltd.	Shinagawa-ku, Tokyo	Research and proposals on the environment and design	100.0
Ryoei Life Service Co., Ltd.	Setagaya-ku, Tokyo	Operation of commercial nursing homes	100.0
<b>International Business</b>			
Rockefeller Group International, Inc.	New York City, United States	Real estate operations in the United States	100.0
Mitsubishi Estate London Limited	London, United Kingdom	Real estate operations in Europe	100.0
Mitsubishi Estate Asia Pte. Ltd.	Singapore	Real estate operations in Asia	100.0
<b>Investment Management Business</b>			
Mitsubishi Jisho Investment Advisors, Inc.	Chiyoda-ku, Tokyo	Specialist real estate investment management services (real estate investment advisory and other services)	100.0
Japan Real Estate Asset Management Co., Ltd.	Chiyoda-ku, Tokyo	Investment management	100.0
TA Realty	Boston, United States	Investment management business in the United States	70.0
<b>Architectural Design &amp; Engineering Business and Real Estate Services Business</b>			
<b>Architectural Design &amp; Engineering Business</b>			
Mitsubishi Jisho Design Inc.	Chiyoda-ku, Tokyo	Renovations concerning architectural design and engineering, such as construction and civil engineering, urban and regional development, and various consulting services	100.0
MEC Design International	Chuo-ku, Tokyo	Interior design administration and construction, manufacture, and sale of furniture and household items	100.0
<b>Real Estate Services Business</b>			
Mitsubishi Real Estate Services Co., Ltd.	Chiyoda-ku, Tokyo	Purchase, sale, and leasing brokerage of corporate real estate, leasing management, real estate appraisal, and parking business	100.0
Mitsubishi Estate Parks Co., Ltd.	Minato-ku, Tokyo	Operation and management of parking lots and parking-lot consulting	100.0
<b>Others</b>			
MEC Human Resources, Inc.	Chiyoda-ku, Tokyo	Human resource-related services	100.0
Mitsubishi Jisho IT Solutions Co., Ltd.	Chiyoda-ku, Tokyo	System planning, development, maintenance, and operation in addition to services providing support for customer businesses	100.0

Note: Share of voting rights is as of the end of FY2024. Figures stated are from the Company's securities report for FY2024.

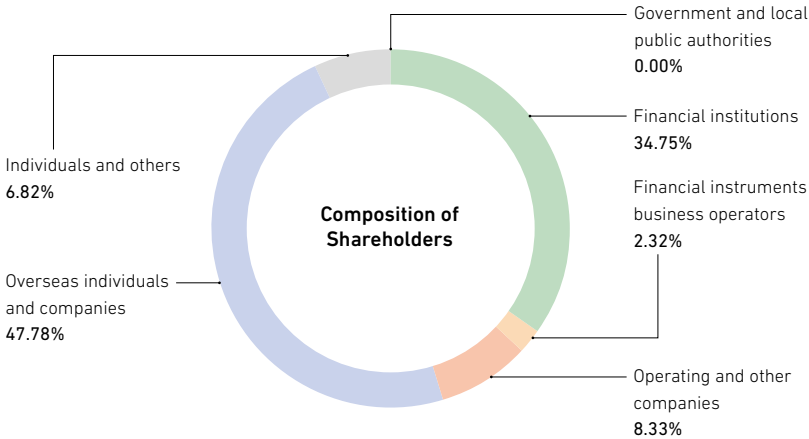
# Corporate Information (As of March 31, 2025)

## Stock Information

### Stock Details

Number of authorized shares:	1,980,000,000 shares
Number of shares issued and outstanding:	1,250,838,706 shares
Number of shareholders:	98,661 (Decrease of 7,534 shareholders compared with FY2023 year-end)

### Shareholder Composition (Percentage of number of shares to total)



### Company Name

Mitsubishi Estate Co., Ltd.

### Date of Establishment

May 7, 1937

### Paid-in Capital

¥142,414,266,891

### Organization Chart



[https://www.mec.co.jp/assets/img/organization/eng\\_org.pdf](https://www.mec.co.jp/assets/img/organization/eng_org.pdf)

### Business Activities

- Development and leasing of office buildings, retail properties, hotels, logistics facilities, etc.
- Development and sale of real estate for capital gains in Japan and overseas
- Development and sale of land for housing, industrial use, etc.
- Operation of airports, leisure facilities, etc.
- Real estate brokerage and consulting
- Asset management businesses

### Number of Employees (Excluding temporary staff)

Non-consolidated: 1,158 Consolidated: 11,412

### Website

<https://www.mec.co.jp/en>

## Major Shareholders

	Number of shares held (Thousands of shares)	Percentage of equity held (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	199,413	16.00
Custody Bank of Japan, Ltd. (Trust Account)	72,254	5.79
Meiji Yasuda Life Insurance Company	42,194	3.38
STATE STREET BANK AND TRUST COMPANY	37,370	2.99
STATE STREET BANK WEST CLIENT-TREATY 505234	22,986	1.84
JP MORGAN CHASE BANK 385781	18,818	1.51
GOVERNMENT OF NORWAY	18,668	1.49
Takenaka Corporation	18,150	1.45
JP MORGAN CHASE BANK 385632	16,603	1.33
SHIMIZU CORPORATION	14,731	1.18

Note: The percentage of equity held is calculated after deducting the shares of treasury stock from the issued shares of the Company.

## Offices in Japan

<b>Head Office</b>	Otemachi Park Building, 1-1, Otemachi 1-chome, Chiyoda-ku, Tokyo 100-8133	Phone: +81-3-3287-5100
<b>Hokkaido Branch</b>	New Hokkaido Building, 3-1, Kitashichijo Nishi 4-chome, Kita-ku, Sapporo, Hokkaido 060-0807	Phone: +81-11-728-2170
<b>Tohoku Branch</b>	Sendai Park Building, 6-1, Kokubun-cho 3-chome, Aoba-ku, Sendai, Miyagi Prefecture 980-0803	Phone: +81-22-261-1361
<b>Yokohama Branch</b>	Yokohama Landmark Tower, 2-1, Minato Mirai 2-chome, Nishi-ku, Yokohama, Kanagawa Prefecture 220-8115	Phone: +81-45-224-2211
<b>Chubu Branch</b>	Nagoya Hirokoji Building, 3-1, Sakae 2-chome, Naka-ku, Nagoya, Aichi Prefecture 460-0008	Phone: +81-52-218-7755
<b>Kansai Branch</b>	OAP Tower, 8-30, Tenmabashi 1-chome, Kita-ku, Osaka, Osaka Prefecture 530-6009	Phone: +81-6-6881-5160
<b>Chushikoku Branch</b>	Hiroshima Park Building, 7-5, Otemachi 3-chome, Naka-ku, Hiroshima, Hiroshima Prefecture 730-0051	Phone: +81-82-245-1241
<b>Kyushu Branch</b>	Tenjin Twin Building, 6-8, Tenjin 1-chome, Chuo-ku, Fukuoka, Fukuoka Prefecture 810-0001	Phone: +81-92-731-2211

*“A Love for People A Love for the City”*



Otemachi Park Building, 1-1, Otemachi 1-chome, Chiyoda-ku, Tokyo 100-8133, Japan

<https://www.mec.co.jp/en>