

MITSUBISHI ESTATE GROUP

Sustainability Report 2021

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EDITORIAL POLICY

Editorial Policy

The Mitsubishi Estate Group publishes the Sustainability Website and the Sustainability Report as a means of informing stakeholders of Group efforts to realize a sustainable world.

In the fiscal 2021 report, the Group provides information on the primary recent initiatives under the four key themes of the Mitsubishi Estate Group 2030 Goals for SDGs set forth as part of the Long-Term Management Plan 2030 aimed at achieving the Mitsubishi Estate Group Sustainability Vision 2050, a vision of the Group's future through 2050. The report on the Group's sustainability activities is organized under the environmental, social and governance (ESG) criteria to disclose policies, activity results and other details. Numerical data related to these activities has been aggregated in the ESG Data, including data from past years.

Reporting Structure

The Sustainability Website is designed to provide a full range of information regarding the Group's sustainability activities, including detailed numerical data, utilizing the advantages that the website offers, with care taken to reflect most updated information in a timely manner.

Starting in fiscal 2021, a PDF edition of the report is created in place of the previous printable digest editions to provide a more complete summary of information disclosed on the website, allowing for an enhanced search functionality.

We invited you to review the Group's Integrated Report also for its medium- to long-term initiatives to enhance corporate value including sustainability. Details regarding the company profile and performance can be found on the Mitsubishi Estate website.

<p style="text-align: center;">Integrated Report 📄</p>
<p style="text-align: center;">Investor Relations 📄</p>
<p style="text-align: center;">Corporate Information 📄</p>

Scope

- Mitsubishi Estate Co., Ltd.
- 60 Group companies (49 in Japan and 11 overseas) that share the Mitsubishi Estate Group Code of Conduct in principle

Note: The ESG Data sets out the scope of each data respectively.

List of organizations covered (PDF 226KB)



Period

In this report, "fiscal 2020" refers to the period from April 1, 2020 to March 31, 2021, and other fiscal years are referred to in a corresponding manner. The report covers fiscal 2020, but also includes information pertaining to other fiscal years.

Reference Guidelines

Global Reporting Initiative (GRI) Standards

ISO 26000: Guidance on social responsibility

Environmental Reporting Guidelines (2018 edition), Ministry of the Environment, Japan

SASB Standards, Sustainability Accounting Standards Board

Publication date	September, 2021
Next issue	The next issue is scheduled for publication in September 2022.
Production overseen by	Sustainability Management and Promotion Department, Mitsubishi Estate Co., Ltd.
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Message from the President

We will contribute to the realization of a sustainable society by enhancing "A Love for the Earth," pursuing urban development that creates new value.

Junichi Yoshida

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



Responding to COVID-19 as an opportunity for change

COVID-19, which has spread around the world since 2020, has shaken the economy and people's lives and values, giving rise to major changes in the issues that companies need to address.

It was in this environment that we established the Mitsubishi Estate Group Sustainability Vision 2050 (the "2050 Vision") as our vision for the year 2050, and launched the Mitsubishi Estate Group 2030 Goals for the SDGs as part of the Long-Term Management Plan 2030 in order to realize our vision.

These vision and goals were announced just prior to the outbreak of the pandemic and we did not formulate these goals based on the current situation of the pandemic's global spread. However, the 2050 Vision and the Long-Term Management Plan 2030 form a clear statement of the general direction the Group will aim for in the future, and this will not change despite the pandemic. As we look toward 2030 and then 2050, we will continue to live up to our mission of contributing to creating a truly meaningful society through urban development. I believe that is what we should always be striving for.

While COVID-19 has caused great damage to society, it has also accelerated digital innovation through AI and robotics, and given rise to new workstyles, which include teleworking and satellite offices. The Mitsubishi Estate Group must also regard the COVID-19 pandemic as an opportunity for transformation and respond to it in a firm and steady manner. In particular, in office leasing, which is the Group's core business, the question is how to respond to the increasingly diverse ways of working. Going forward, companies will continue searching for the ideal office space that will genuinely enhance communication, attract talented people, and help promote collaboration with the outside world. In an environment in which conventional ideas no longer apply and there are no definite right answers, we need to deepen our communication with tenant companies and work with them to "create spaces" that meet their individual needs. It is not just about providing the physical space of the building itself, but also about enhancing the value and attractiveness of the neighborhood as a whole, creating opportunities to meet new people and come into contact with new information. I believe this will be an important factor in tenants choosing Mitsubishi Estate.

Promoting urban development where people are center stage

A city carries the history, traditions, and culture of the land, as it changes and develops with the times. The value of a city is created not by the buildings, but by the people who live, work, play and relax there. It is always the people who play the leading roles. We believe it is our mission to create cities that will be embraced by many for years to come while enriching the hearts of those who gather there.

The Mitsubishi Estate Group's history of urban development goes back to 1890 when Mitsubishi purchased land stretching across the Marunouchi area from the Meiji government. The Marunouchi area (the Otemachi, Marunouchi and Yurakucho districts) subsequently grew into Japan's iconic business district as the country developed. Since 1998, based on the concept of the "the world's most interactive and vital urban area," the Mitsubishi Estate Group has been working on the Marunouchi Redevelopment Project with the aim of transforming it from



an efficient business-oriented commercial district into a diverse city that is bustling with people even on weekends and holidays, thereby contributing to the international competitiveness of Tokyo as a global city.

From 2020, we positioned urban development in the Marunouchi area as "Marunouchi NEXT Stage" and launched "Marunouchi Re-Design: Establishing Co-Creation Platform for Innovation through Companies, Employees, and Visitors." Many communities have already been formed in the Marunouchi area, and the entire city has become a site for various projects to verify new ideas and technologies. In this area, where new business creation and innovation can be expected, we hope to create new

value for the city as we act as initiators of diverse trends in collaboration with myriad companies, individuals, and government agencies.

TOKYO TORCH (scheduled for full completion in 2027), which we are currently developing in partnership with stakeholders in the Tokiwabashi district, located in front of the Nihombashi Exit of Tokyo Station, exemplifies these efforts. Under the project vision of "bringing light and energy to Japan," we aim to create a place where many will want to stop when they visit Japan or where they always have new encounters and discoveries whenever they go there.

Enhancing our contribution to achieving the SDGs under the 2050 Vision

We formulated our Mitsubishi Estate Group Sustainability Vision 2050 by reflecting on what we ought to be today based on what we wish to achieve in 2050 and what we envision our purpose is in society at large. Within this context, we have declared ourselves to be the "Ecosystem Engineers" that provide the spaces and infrastructure (ecosystem) where diverse individuals and corporations are able to coexist sustainably and thrive together —economically, environmentally, and socially.

To achieve this vision, we have set out the Mitsubishi Estate Group 2030 Goals for the SDGs as part of the Long-Term Management Plan, in which we established four key themes, which are environment, diversity & inclusion, innovation, and resilience. We will provide more profound value to a wider range of stakeholders based on the targets and KPIs established in each of these key areas.

OMY SDGs ACT5, launched in 2020, is one of our initiatives aimed realizing the 2050 Vision. The project promotes various activities in the Marunouchi area aimed at helping achieve the SDGs through collaboration between companies and individuals both inside and outside of the area to create a community oriented toward solving social issues.

I believe that firmly addressing the SDGs is a precondition for urban development. Of course, what we do at the Mitsubishi Estate Group has a strong affinity with Goal 11: Sustainable Cities and Communities, but the connections go further than that. Urban development is related to all aspects of human life, and there is no part of it that is not connected to the 17 Goals of the SDGs, including food and water, gender, and the abundance of the oceans and forests.

We deal in real estate which is a finite asset. All the economic and social value of real estate comes from the earth, and urban development is not complete without consideration for the global environment. The brand slogan of the Mitsubishi Estate Group is "A Love for People, A Love for the City," and I feel strongly that "A Love for the Earth" is also imperative.

I believe that the SDGs will encourage each and every one of us to be aware of their responsibility as a global citizen.



Addressing environmental and human rights issues with a focus on the whole supply chain

In the area of environmental issues, initiatives aimed at decarbonization have become increasingly important in the global community in recent years. Momentum has also been gathering pace in Japan since the government's declaration of Carbon Neutral 2050. The Mitsubishi Estate Group also has set out GHG emissions reduction targets (SBTi approved in April 2019) and its targets for the percentage of renewable energy-derived power consumption (joined RE100 in January 2020) and we have been continuing to promote initiatives to achieve these goals. We plan to switch all electricity used in 19 office buildings, mainly in the Marunouchi area, including individual-use areas, to renewable energy-derived power during fiscal 2021 followed by all the buildings we own in the Marunouchi area in fiscal 2022. We will also actively introduce renewable-energy-derived power in other areas.

In urban development, it is essential to consider the environment more broadly than just in terms of energy. It is also essential that we pay attention to natural capital and biodiversity, and to promote a circular economy. Focusing on nature, such as trees and all living things around us, enriches our hearts. By providing such opportunities and mechanisms, we aim to engage in urban development that fosters a spirit of consideration for the environment.

Respect for human rights is also an important aspect for realizing a sustainable society. In order to ensure respect for the basic human rights of all stakeholders, we established the Mitsubishi Estate Group Human Rights Policy and implemented human rights due diligence in fiscal 2018.

Since fiscal 2020, we have been promoting the use of timber that complies with the Sustainable Sourcing Code* (certified lumber or Japan-grown timber) for the concrete formwork panels used in construction of office buildings and housing. This initiative promotes use of certified lumber or Japan-grown timber to ensure traceability and thereby prevent the taking of indigenous people's land and illegal logging in the producing countries. Even if procurement costs increase, we believe that addressing the issues of human rights and the environment resolutely will enhance our corporate value over the long term. These issues are not limited to concrete formwork panels, so we must go further to strengthen our supply chain initiatives.

We face various challenges in expanding our business overseas, so we need to address them with an awareness of the characteristics of each area. In February 2021, there was a coup d'état in Myanmar, which was a major sociopolitical event. As a company engaged in business in the region, we are closely monitoring the situation and would like to be aligned with the will of the people.

* 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.

Nurturing diversity and encouraging active participation by all employees

It is the individual people of the Mitsubishi Estate Group that will implement the 2050 Vision and the Long-Term Management Plan. The role of our management team is to create a working environment where all employees can work to the best of their abilities, which in turn will create innovation.

In fiscal 2019, Mitsubishi Estate began operating a new permission-based second job system in addition to significantly expanding a seamless workstyle that seamlessly combines online and offline working in response to the spread of COVID-19 infection.

We have been enhancing our systems year by year, but I believe an even higher level of flexibility in workstyles is imperative for us to be a sustainable company going forward. For example, it should be possible for some people to take advantage of their expertise to work second or even third jobs. We must aim to create a workplace that is conducive and attractive even for people who will achieve self-fulfillment in a wide range of fields beyond the confines of the Mitsubishi Estate Group. It is also important to truly understand and embrace the diversity of employees with various backgrounds and create an environment that allows them to play active roles.

I feel reassured to see that awareness of sustainability tends to be higher among the younger generation in general. A generation that has grown up and entered adulthood in the midst of frequent disasters caused by the degradation of the global environment and its accompanying uncertain economic outlook is more likely to view social issues with particular concern. We must think of measures to help these people work while gaining happiness and fulfillment in their lives without imposing outmoded traditional values on them.

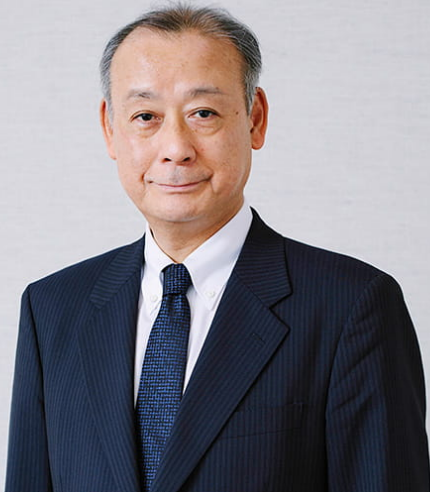


Continuing to take on challenges every day while looking 100 years into the future has always been embedded in the Mitsubishi Estate Group's DNA. Amid major social change, we will come back to this starting point again and marshal all our forces to advance. We will work to enhance corporate value and help realize a sustainable society through urban development that creates new value by enhancing our brand slogan "A Love for People. A Love for the City" plus "A Love for the Earth."

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

Junichi Yoshida

(As of September 30, 2021)



Message from the Director Responsible for Sustainability

Tetsuji Arimori
Executive Vice President
Mitsubishi Estate Co., Ltd.

Tackling and contributing to solving issues facing society

In addition to environmental issues, typified by climate change, and social issues such as human rights, today we are also facing new challenges that include the spread of COVID-19 while concerns about the sustainability of society is higher than ever. In this environment, we believe that shifting to a sustainable business model really is an indispensable strategy for companies to enhance corporate value.

In the area of climate change, the Japanese government declared in October 2020 that Japan would realize carbon neutrality by 2050. Furthermore, in conjunction with the climate change summit in April 2021, the government announced that it would raise its greenhouse gas (GHG) reduction targets for 2030. In November 2021, the 26th UN Climate Change Conference of the Parties (COP26) will be held, and the progress is expected to accelerate for discussions aimed at coordination of international policy and development of rules.

As set out under the European Green Deal and Japan's "Green Growth Strategy Through Achieving Carbon Neutrality in 2050," corporations are expected to contribute to sustainability in order to promote a virtuous cycle between economic recovery and the environment and realize a sustainable society. Today, it is no longer possible to enhance corporate value without also working to enhance social value.

Aiming to achieve our vision for 2050

The Mitsubishi Estate Group has established the Mitsubishi Estate Group Sustainability Vision 2050, "Be the Ecosystem Engineers," as our vision for 2050. We formulated the Mitsubishi Estate Group 2030 Goals for SDGs ("the 2030 Goals") under the Long-Term Management Plan 2030 to serve as milestones for achieving this vision. In the Long-Term Management Plan, we aim to achieve the Group's mission and sustainable growth with the Group's strategy to increase both social and shareholder value at the heart of its corporate management. With "Sustainability: Provision of solutions to contemporary social issues" as a key driver for providing value through our business activities, we have set out the four key themes of environment, diversity & inclusion, innovation, and resilience under the 2030 Goals based on the seven material issues we established in fiscal 2018, and articulated specific action plans and targets for each theme.

As the Director responsible for Sustainability, I lead the Sustainability Management and Promotion Department in the planning and drafting of measures related to sustainability targets across the Group. We formulate measures following deliberations and reports at the Sustainability Committee, which is chaired by the President of Mitsubishi Estate. In addition, to achieve the 2030 Goals, the Group has incorporated its annual targets and initiatives related to the four key themes into annual plans for each organization or functional group since fiscal 2020. The Sustainability Committee tracks the progress of the targets established in the annual plans using the PDCA cycle. Achieving these annual plans is also included as one of the qualitative evaluation criteria for determining officer remuneration.

Initiatives under the Mitsubishi Estate Group 2030 Goals for SDGs

Of the four key themes, in the area of environment, we have established GHG reduction targets (SBTi approved in April 2019) and targets to increase the renewable power ratio (joined RE100 in January 2020), and we are working diligently to achieve these targets. In March 2021, Mitsubishi Estate established the Smart Energy Urban Development Action Plan 2050 and set up the Urban Energy Strategy Planning Department in April 2021 as an internal department to plan for specific measures. In addition, starting in fiscal 2021, Mitsubishi Estate will switch to renewable energy-derived electricity for all the power used in 19 buildings, including tenant private-use areas, primarily in the Marunouchi area (the Otemachi, Marunouchi, and Yurakucho districts). As a result, we expect the renewable power ratio will be approximately 30% of the total electricity used by the Group. In fiscal 2022, Mitsubishi Estate will introduce renewable power for all the electricity used in all of the office buildings it owns in the Marunouchi area and plans to proactively introduce renewable power in buildings in other areas as well.

Mitsubishi Estate is also entering the biomass power generation business in Higashimatsuyama, in Saitama Prefecture, as a locally based, recycled renewable energy power generation business. In this project, wood pruned from street and park trees, which is urban waste, will be reused as fuel to generate about 15 million kWh of electricity per year (equivalent to the power for about 4,800 ordinary households). The company is also planning to implement the biomass power generation business in other areas nationwide.

In addition to such specific measures, we have been working to strengthen our climate change-related governance and business strategy through appropriate disclosure of information based on the TCFD recommendations.

In the key theme of diversity & inclusion, in March 2021, we entered a capital and business alliance with Mirairo Inc., which provides universal design solutions utilizing the perspectives of people with disabilities. Through urban development, we aim to create a society where all people, including those with disabilities along with their families, can live with greater peace of mind and safety.

The Group is also working to use timber that complies with the Sustainable Sourcing Code (certified lumber or Japan-grown timber) or equivalent for 100% of the timber in the concrete formwork panels it uses in the construction of office buildings and housing by 2030. As NGOs and other institutions have pointed out, procurement of materials for concrete formwork panels may involve illegal logging, including the taking of indigenous peoples' land and destruction of the environment, we are working on sustainable procurement that ensures traceability from the perspective of human rights and environmental protection.

In the key theme of innovation, in addition to actively investing in start-ups and venture capital with the aim of discovering new business projects and creating synergies with existing businesses, we also develop and operate business incubators and utilize the latest technologies such as AI and robotics. Moreover, we are working continuously to promote new business model innovation and new value creation, including the Mitsubishi Estate Corporate Accelerator Program which aims to create new businesses through open innovation and our internal new business proposal system for the Mitsubishi Estate Group.

In the key theme of resilience, we consider being prepared for natural disasters, such as major earthquakes, one of the most important issues for urban development, and we have already implemented a variety of initiatives in this area.

At TOKYO TORCH (full completion scheduled in fiscal 2027), which is being developed in partnership with stakeholders in the Tokiwabashi district located in front of the Nihonbashi Exit of Tokyo Station, TOKYO TORCH Park, a large open area (approximately 7,000m²) located in the center of the district, will be equipped with various facilities (large screens, wifi, etc.) in order to serve as a base for disaster recovery activities. In addition, the large hall planned for Tower B will be used as temporary accommodations for stranded commuters in the event of a disaster, further strengthening the area's functions to support stranded commuters.

Promoting urban development that creates value in partnership with diverse stakeholders

Looking ahead to 2050, the Mitsubishi Estate Group aspires to be Ecosystem Engineers, a corporate group that provides spaces and infrastructure where all actors (individuals, corporations, and more) are able to coexist sustainably and thrive together—economically, environmentally, and socially. This, in turn, means that each one of our employees must share common values and standards of conduct and work together as they serve as an Ecosystem Engineer to create new value and innovation by engaging with diverse stakeholders and to realize a sustainable society and our basic mission. Moreover, based on our awareness that efforts toward sustainability are essential not only at the Mitsubishi Estate Group but also throughout the supply chain, we are working to review the content and operation of our CSR Procurement Guidelines to build a sustainable supply chain.

The Mitsubishi Estate Group has been making efforts to realize a sustainable society in accordance with the approach of international initiatives, including the endorsement of the UN Global Compact in conjunction with the revision of the Mitsubishi Estate Group Guidelines for Conduct in April 2018. Going forward, we will strive to maximize provision of value to all stakeholders and further enhance our corporate value by working to engage in dialogue and collaboration with all stakeholders to solve diverse social issues and responding to the needs of society and the demands and expectations of the Mitsubishi Estate Group through our core business.

(As of September 30, 2021)



Outside Director's Message

Iwao Taka

Outside Director
Mitsubishi Estate Co., Ltd.

Accelerating efforts aimed at realizing sustainability to solve social issues and create innovation

In its Long-Term Management Plan 2030, the Mitsubishi Estate Group positioned enhancement of social value as one-half of its two-part strategy, making a clear commitment to accelerating efforts aimed at realizing sustainability. The Group has also established the Mitsubishi Estate Group 2030 Goals for SDGs as a pillar of its strategy for enhancing social value in which it set out four key themes for realizing a sustainable society.

In initiatives for the environment, one of the four key themes, the Group has newly entered the biomass power generation business using branches pruned from street trees in addition to efforts to introduce renewable power in the Marunouchi area (the Otemachi, Marunouchi, and Yurakucho districts) to achieve its SBT and RE100 targets. I feel this business, as well as the U.S. data center business into which the Group announced its entry simultaneously, represents the kind of business needed by society as the times change and where the Group can capitalize on its accumulated know-how in urban development. Going forward, I look forward to the expansion of such businesses involved in solving social issues, or enhancement of social value, that transcend the Group's existing businesses and assets and the enhancement of shareholder value these new businesses bring.

The Group treats diversity & inclusion as a positive opportunity that will lead to innovation. By bringing together people with diverse ideas for discussion, we believe that we can create new businesses with flexible ideas that transcend conventional business models, and further enhance the competitiveness of the Group. In addition to acquiring external human resources, I believe employees who leave the Group could collaborate with or return to the Group after gaining new knowledge and know-how outside, which could lead to the creation of an even wider range of businesses, so I hope opportunities for such collaborations will be considered.

Consideration of human rights in the procurement of raw materials for buildings is also a very important theme. I was involved in the development of the Sustainable Sourcing Code with the Tokyo Organising Committee of the Olympic and Paralympic Games. I have been impressed by the swift action of the Mitsubishi Estate Group on this issue. The Group has been quick to develop a policy and implement measures to strengthen the traceability of timber used for concrete formwork panels. Although it is more challenging, I believe it is also important to actively approach the managing companies for projects and take appropriate action even in cases where Mitsubishi Estate is not the managing company or its investment is minor.

On the key theme of innovation, Mitsubishi Estate has been selected for inclusion in "Noteworthy DX Companies 2021" under the Digital Transformation Stock Selection (DX Stocks) program by the Ministry of Trade, Economy and Industry and the Tokyo Stock Exchange. However, I feel there is still room for improvement within existing operations, such as the streamlining of operations through the introduction of AI. Reducing dependence on people will also help curtail risks of overwork and so forth, so I believe this is an important initiative from the perspective of risk management. In addition, in its Long-Term Management Plan 2030 the Group advocated the provision of new services and content with a focus on B2C and B2B2C and an increased awareness of the consumer perspective, which I feel is a very important perspective in urban development. The Group has set out a vision of establishing "co-creation platform for innovation through companies,

employees, and visitors" in "Marunouchi NEXT Stage," the Group's urban development program in the Marunouchi area from 2020 onward. I believe this program will serve to create a valuable model in this arena.

In the key theme of resilience, I feel that Mitsubishi Estate is working at a high level on both tangible measures, such as building design, and less tangible operational measures, such as strengthening systems for disasters. If resilience measures are inadequate, there is a risk that asset values will decrease, so I would like to see these efforts maintained. While the Group has also established a substantial manual on its response operations in the event of disasters, it is difficult to create one for each and every detailed action to be taken in the event of a disaster. Therefore, I believe it is important to build a mindset that enables employees in the field to take prompt action in the event of an emergency. At the time of the Great East Japan Earthquake, I appreciated the fact that Mitsubishi Estate was able to reduce the damage due to quick decisions taken onsite, and I believe that this mindset has taken root in each and every employee through this experience.

As for other ESG-related themes, I believe that the Mitsubishi Estate Group needs to pay careful attention to the treatment of public officials and others in its overseas operations, especially throughout Asia. Although this is a difficult issue, I hope that the Group will aim to lead the best practice in this area.

In light of the contents of the Corporate Governance Code revised in June 2021, I believe that the demand for sustainability initiatives will increase further in Japan as well as overseas. Mitsubishi Estate is well equipped in terms of disclosure, including the Group's early adoption of the TCFD recommendations. I look forward to seeing efforts promoted further through the businesses and projects such as those I mentioned above in the future.

(As of September 30, 2021)



SUSTAINABILITY MANAGEMENT

Mitsubishi Estate Group Sustainability Vision 2050
Be the Ecosystem Engineers

Corporate Philosophy and Sustainability Vision
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Value Creation Model
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Sustainability Promotion System
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Participation in Global Initiatives
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Mitsubishi Estate Group ESG-Related Rules and Policies
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SUSTAINABILITY MANAGEMENT

Corporate Philosophy and Sustainability Vision

Philosophy

The Spirit of Mitsubishi: The Three Principles/Mission/Code of Conduct/Guidelines for Conduct

The Spirit of Mitsubishi: The Three Principles

Shoki Hoko
 所期奉公

Corporate Responsibility to Society

Strive to enrich society, both materially and spiritually, while contributing towards 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 Mitsubishi Estate Group has steadily implemented efforts aimed at achieving the Mission of Mitsubishi Estate Group. In addition, we have established the Mitsubishi Estate Group Code of Conduct to be practiced in implementing the Group Mission. Further, we have implemented the Mitsubishi Estate Group Guidelines for Conduct, which sets out the specific standards of conduct in order to realize "who we aspire to be, what we are expected of, and what we should do in order to achieve these aspirations," as established in the Code of Conduct. We periodically assess the expectations of global society and social trends and review the effectiveness of the Code of Conduct as necessary. Going forward, we will continue to put into practice the substance of the Code of Conduct and the Guidelines for Conduct with the aim of "creating a truly meaningful society through urban development" as set out in the Group Mission.

The Mission of 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 creating a truly meaningful society.

The Mitsubishi Estate Group Code of Conduct

In order to carry out the Group 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 the diversity of opinion of others and increase our creativity and professionalism, while displaying our collective strengths as a team.

Mitsubishi Estate Group Guidelines for Conduct (Revised April 2018)

Details regarding the Mitsubishi Estate Group Guidelines for Conduct are available here.



Formulated: December 1, 1997/Revised: August 1, 2002, January 1, 2006, and April 1, 2018

Mitsubishi Estate Group Sustainability Vision 2050

The Mitsubishi Estate Group has established the Mitsubishi Estate Group Sustainability Vision 2050 to move toward a corporate management focused on sustainability by 2050 and to promote businesses that help realize a sustainable world.

Mitsubishi Estate Group Sustainability Vision 2050

Be the Ecosystem Engineers

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

→ [The Mitsubishi Estate Group Sustainability Vision 2050 Video](#) 

In order to realize the content of the Mitsubishi Estate Group Sustainability Vision 2050, the Group has established Mitsubishi Estate Group 2030 Goals for SDGs, which are positioned as milestones defining specific themes and actions to achieve the 2050 vision. We are committed to providing even more profound value to a wider range of stakeholders in the four key themes of Environment, Diversity & Inclusion, Innovation, and Resilience.

Mitsubishi Estate Group 2030 Goals for SDGs

[READ MORE](#) →

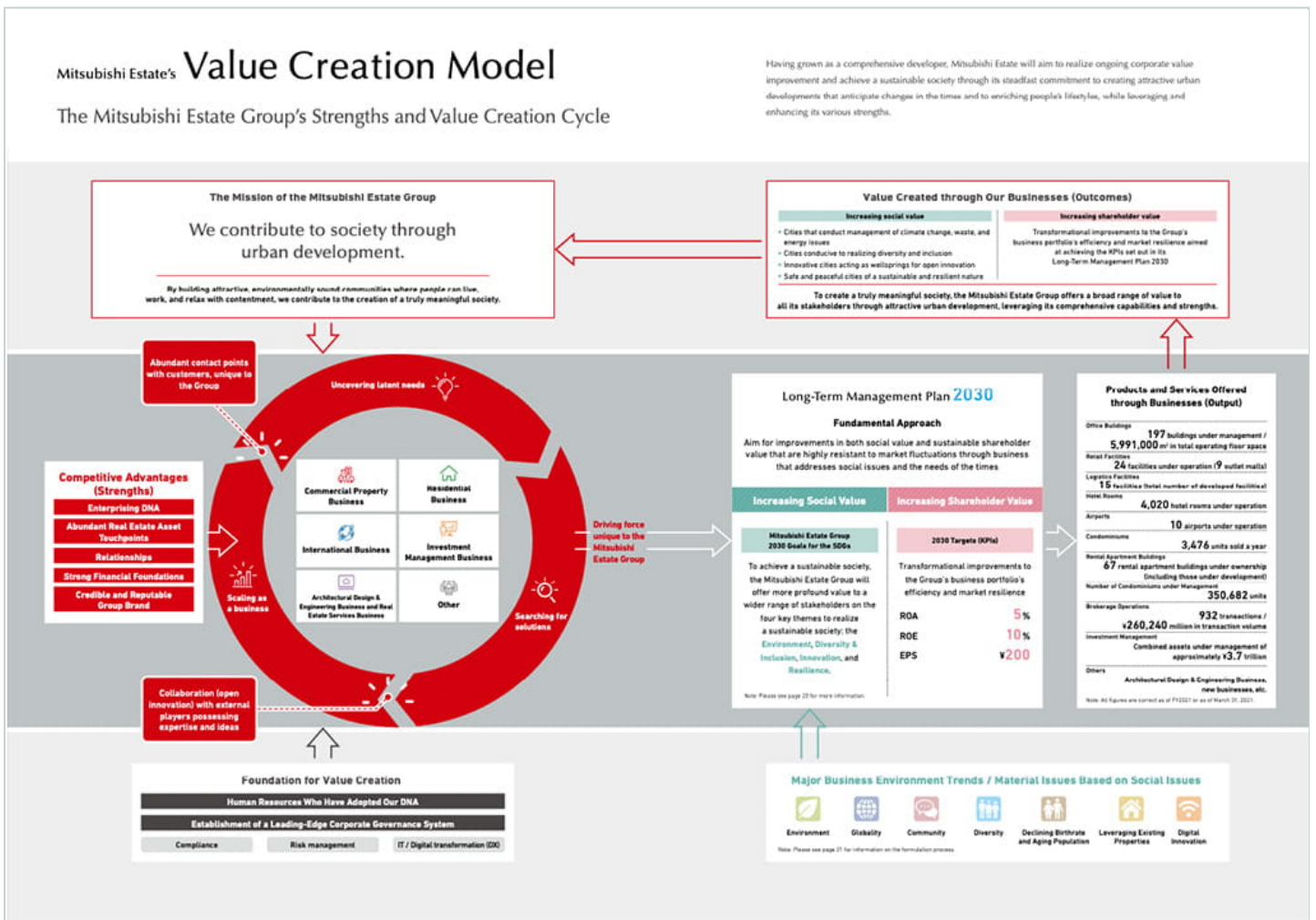


Mitsubishi Estate Group Value Creation Model

Mitsubishi Estate's Value Creation Model

The Mitsubishi Estate Group's Strengths and Value Creation Cycle

Having grown as a comprehensive developer, Mitsubishi Estate will aim to realize ongoing corporate value improvement and achieve a sustainable society through its steadfast commitment to creating attractive urban developments that anticipate changes in the times and to enriching people's lifestyle, while leveraging and enhancing its various strengths.



Mitsubishi Estate Group Value Creation Model (103KB)



SUSTAINABILITY MANAGEMENT

Sustainability Promotion System

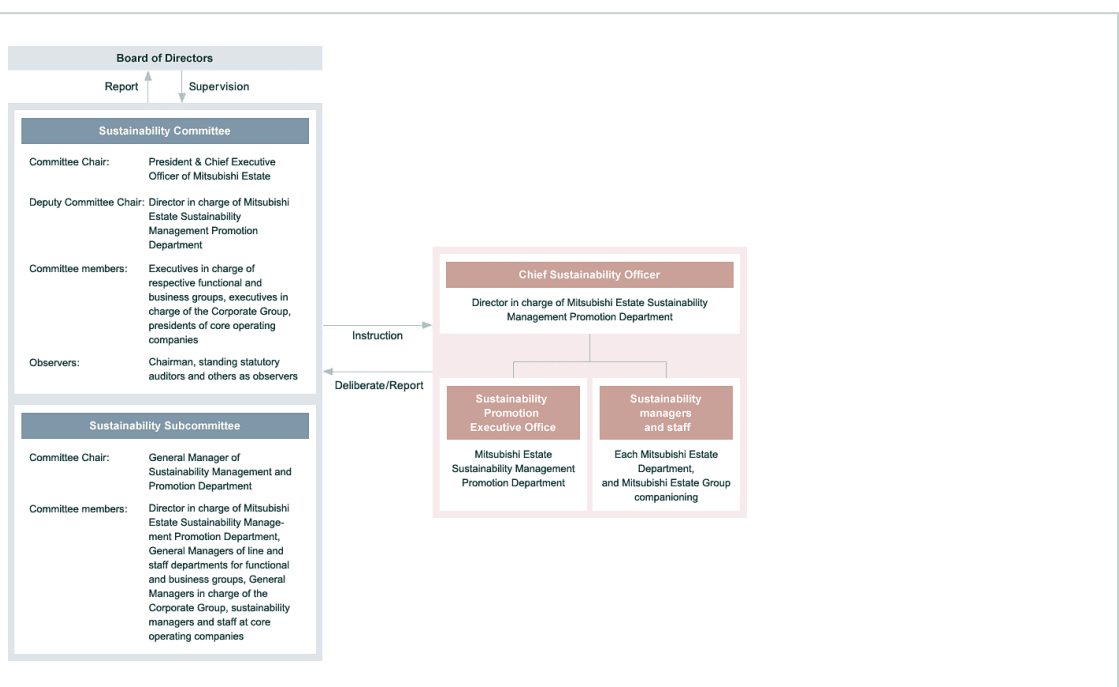
Operational Framework for Sustainability

Mitsubishi Estate takes an active, group-wide approach to sustainability. Chaired by the President & Chief Executive Officer of Mitsubishi Estate with the Director responsible for Sustainability (the Director in charge of the Sustainability Management and Promotion Department at Mitsubishi Estate) as the deputy chair, the Group's Sustainability Committee comprises executives in charge of respective functional and business groups and the executives in charge of the Corporate Group, as well as managers of the major Group companies, and it ensures group-wide implementation of sustainability. The Sustainability Subcommittee serves as forum for detailed discussion to prepare for Sustainability Committee meetings.

The Sustainability Committee typically meets twice a year to deliberate and report on important matters related to sustainability. Prior to the meetings of the Sustainability Committee, the Sustainability Subcommittee conducts preliminary discussions and reporting while compiling information on efforts to promote sustainability made by business groups.

The deliberations of the Sustainability Committee are submitted to the Executive Committee whenever necessary in light of their importance and other factors. The deliberations of the Sustainability Committee are also reported to and supervised by the Board of Directors.

The Sustainability Committee formulates policies and plans. In implementing the policies and plans it approves, the Director responsible for Sustainability oversees the process, while the sustainability managers and staff of each department at Mitsubishi Estate and each Mitsubishi Estate Group company and the Sustainability Promotion Executive Office (Sustainability Management and Promotion Department at Mitsubishi Estate) together head the execution of specific activities and studies.



Monitoring Progress Relating to Key Themes

The Mitsubishi Estate Group formulated the Mitsubishi Estate Group 2030 Goals for the SDGs, a core component for its strategy of increasing social value, and one of the strategic drivers that the Group has set out in its Long-Term Management Plan 2030 (launched in 2020). The 2030 Goals make plain the four key themes of the environment, diversity & inclusion, innovation, and resilience, and articulate specific action plans and targets for each theme. For the "environment" theme in particular, the Group has established quantitative goals linked to international initiatives, such as the formulation of science-based targets (SBTs) and participation in RE100.

To achieve these goals, the Group has incorporated its annual targets and initiatives related to the four key themes into annual plans for each organization and function. The Sustainability Committee tracks Group-wide progress and manages the process using the PDCA cycle. Target progress and detail are also regularly monitored by third-party organizations.

Finally, achieving the annual plans is included as one of the qualitative evaluation criteria for determining officer remuneration.

Past Meetings of the Sustainability Committee

Fiscal 2020

1st meeting (July 2020)

- Partial revision of the Sustainability Committee Regulations and the Sustainability Subcommittee Regulations
- Discussion of OMY SDGs ACT5
- Roadmap toward achieving the Mitsubishi Estate Group 2030 Goals for SDGs and analysis of issues
- Discussion of recent topics, etc.
 - (1) Mitsubishi Estate Group's SDGs-related press release
 - (2) Sustainability-related topics (report on recent conditions based on global situation associated with COVID-19 pandemic)
 - (3) Current status of Mitsubishi Estate-sponsored promotions

2nd meeting (February 2021)

- Discussion on introducing renewable power in Otemachi-Marunouchi-Yurakucho area
- Initiative related to ensuring traceability of concrete formwork panels at Mitsubishi Estate Residence
- OMY SDGs ACT5 event report
- Discussion on promotion of internal communication measures related to sustainability
- Discussion on complying with ESG index benchmarks
- Discussion on implementation of third-party checks aimed at promotion of the Mitsubishi Estate Group 2030 Goals for SDGs

Past Meetings

Fiscal 2019

1st meeting (December 2019)

- Establishment of the long-term (2050) vision ^{*1} and the medium-term goals (2030) ^{*2} in relation to sustainability management
- Status of response to ESG investment and various benchmarks

*1 Mitsubishi Estate Group Sustainability Vision 2050 announced in January 2020

*2 Mitsubishi Estate Group 2030 Goals for SDGs announced in January 2020

2nd meeting (February 2020)

- Discussion of the promotion plan and system of checks aimed at "spiraling up" the action plan for Mitsubishi Estate Group 2030 Goals for SDGs, and proposal for concrete action plan in the human rights area
- Discussion of joining RE100 and endorsement of TCFD recommendations

Fiscal 2018

1st meeting (July 2018)

- Setting numerical targets for KPIs and extension of boundaries (scope of disclosure), including consideration of science-based target (SBT) content (medium- to long-term greenhouse gas emission reduction targets)
- Implementing in-house SDGs working group (including review of materiality)
- Publication of Integrated Report
- Human rights due diligence procedures
- Green bond issuance

2nd meeting (March 2019)

- SDGs working group implementation report
- Participation in medium- to long-term CO2 emissions reduction targets (SBTs)
- Review of KPIs
- Change of rules and organization name
- (Name changed from CSR & Environmental Sustainability Department to Sustainability Management and Promotion Department in fiscal 2019)

Fiscal 2017

1st meeting (July 2017)

- Report on FY2016 key CSR themes and KPI results
- CSR activities report, etc.

2nd meeting (February 2018)

- Initiatives for SDGs and review of key CSR themes and KPIs
- Launch of human rights due diligence study group



SUSTAINABILITY MANAGEMENT
Participation in Global Initiatives

Signed the United Nations Global Compact

In April 2018, the Mitsubishi Estate Group became a signatory to the United Nations Global Compact. Our brand slogan is "A Love for People. A Love for the City" and our Group mission is to contribute to society through urban development. Henceforth the Group will uphold the Ten Principles of the UN Global Compact and endeavor to respect human rights, eliminate unfair labor, protect the environment and avoid corruption as it continues to contribute to the development of a sustainable world by establishing targets and policies suited to its business and pursuing them using the PDCA management cycle.



Mitsubishi Estate's GHG Reduction Targets Approved by Science Based Targets Initiative

Mitsubishi Estate's group-wide medium- to long-term greenhouse gas emissions reduction targets, which the Group formulated in order to help realize a society of zero carbon emissions, were approved by the Science Based Targets initiative in April 2019 as consistent with the level required under the Paris Agreement (limiting average global temperature rise due to climate change to well-below 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C.) based on scientific evidence.



Targets

Mitsubishi Estate Co., Ltd. commits to reduce absolute scope 1+2+3 GHG emissions 35% by 2030 and 87% by 2050 from a 2017 base year.

Participating in RE100

On January 31, 2020, Mitsubishi Estate joined RE100, a global corporate leadership initiative bringing together businesses committed to 100% renewable electricity. The Group builds on this affiliation to enhance its sustainable urban development efforts utilizing renewable energy with a target of 100% renewable electricity use by 2050.

* RE100 is a global corporate initiative led by The Climate Group, an international NGO working to accelerate climate action, in partnership with CDP, an international NGO that provides investors, companies, cities, states and regions with a global disclosure platform to manage their environmental impacts. RE100 brings together influential businesses committed to switching to 100% renewable energy for the electricity they use.



Participating in JCLP

In April 2020, Mitsubishi Estate became an executive member of the Japan Climate Leaders' Partnership (JCLP), a group of companies that aim to realize a sustainable decarbonized society. Through its participation in JCLP, Mitsubishi Estate will work with other companies toward decarbonization and make policy proposals to the government.

JCLP also serves as Japan's point of contact for RE100 memberships in partnership with The Climate Group, an international, non-profit organization.



Signed on to TCFD

On February 3, 2020, Mitsubishi Estate announced its support for the recommendations of TCFD. In May 2020, the Company disclosed such information as governance, strategies, risk management, indicators and targets on climate change risks and opportunities in accordance with the framework recommended by TCFD. Going forward, the Company will consider expanding the scope of information to be disclosed as it works to further improve governance and business strategies pertaining to climate change based on the results of the scenario analysis.

* The Task Force on Climate-related Financial Disclosures (TCFD) was established by the Financial Stability Board (FSB) based on a G20 request to investigate how to disclose climate-related information and respond to financial institutions. The task force issued its final report in June 2017, encouraging companies and others to disclose climate change-related risks and opportunities.



Information Disclosure Based on TCFD Recommendations



Signed the Principles for Responsible Investment (PRI)

The Principles for Responsible Investment (PRI) comprises an international network of investor signatories that works to realize the Six Principles established for the finance industry in 2006 under the leadership of the then United Nations Secretary-General, Kofi Annan. This network is promoted through the United Nations Environment Programme (UNEP) and the United Nations Global Compact (UNGC).

PRI encourages the incorporation of Environment, Social and Governance issues into investment decision-making processes, with the aim to help companies enhance long-term investment performance and better fulfill their fiduciary duty.



Endorsing the basic approach of PRI, Japan Real Estate Asset Management (JRE-AM) became a signatory in August 2018, while Mitsubishi Jisho Investment Advisors became a signatory in March 2020.

JRE-AM participates as a member of the planning committee for the Real Estate Working Group of the PRI Japan Network as well as submitting the Transparency Report 2020, an annual report under PRI, for which the company obtained the highest A+ rating in both modules as shown below.

Module	Score
Strategy & Governance	A+
Property	A+

* The rating system uses a 6-rank scale (A+, A, B, C, D, E)

The Six Principles of PRI

1. We will incorporate ESG issues into investment analysis and decision-making processes.
2. We will be active owners and incorporate ESG issues into our ownership policies and practices.
3. We will seek appropriate disclosure on ESG issues by the entities in which we invest.
4. We will promote acceptance and implementation of the Principles within the investment industry.
5. We will work together to enhance our effectiveness in implementing the Principles.
6. We will each report on our activities and progress towards implementing the Principles.



SUSTAINABILITY MANAGEMENT

Stakeholder Engagement

Mitsubishi Estate Group's Relationships with Stakeholders

The Mitsubishi Estate Group's business is built upon the foundation of its relationships with a wide variety of stakeholders, including customers, shareholders, local communities, government and local authorities, business partners, and executives and employees and their family members. Business activities in urban development involve many stakeholders by their very nature, and the Mitsubishi Estate Group has the responsibility to pursue its business activities while living up to the trust placed in it by these stakeholders.



Stakeholder Engagement

In particular, the Group's business entails close involvement with the tenants of its buildings and the stakeholders in the local community as partners in building a sustainable community. In the Marunouchi area, the Group prioritizes interactive communication on a daily basis through the Council for Area Development and Management of Otemachi, Marunouchi and Yurakucho.

Two of the general principles of Japan's Corporate Governance Code, which was issued by the Tokyo Stock Exchange, are "appropriate cooperation with stakeholders other than shareholders" and "dialogue with shareholders." The Group will take a range of initiatives to communicate with stakeholders in various forms and reflect their opinions in management.

Methods for dialogue with stakeholders

Stakeholders	Definition	Opportunities for dialogue	Primary themes
Customers	Users of tenant buildings, parties to housing and condominium contracts, various subcontractors, etc.	<ul style="list-style-type: none"> Customer satisfaction surveys, questionnaires, etc. Communication through marketing activities 	<ul style="list-style-type: none"> Urban development to create safety and security Quality and safety management for products and services Urban development to support declining birthrates and aging populations
Community and Society	Local community and local residents involved in the Mitsubishi Estate Group's business	<ul style="list-style-type: none"> Meetings with influential stakeholders Dialogues through cooperation with administrations, local government and NPOs Social contribution initiatives 	<ul style="list-style-type: none"> Economic contributions to the community Promoting smart communities Sustainable use of forest resources

Stakeholders	Definition	Opportunities for dialogue	Primary themes
Employees	Mitsubishi Estate Group employees	<ul style="list-style-type: none"> ● Communication via personnel evaluations ● Dialogue via compliance survey and other internal platforms 	<ul style="list-style-type: none"> ● Developing the capabilities of employees, utilizing diverse human resources and providing equal opportunities ● Maintaining safety as well as physical and mental health
Business Partners	Construction subcontractors, cooperating companies, suppliers, etc.	<ul style="list-style-type: none"> ● Communication during operations ● Subcontractor evaluation systems, training sessions for registered construction firms, quality and safety promotion conferences, other ● Communication during procurement activities ● Notification of CSR procurement guidelines 	<ul style="list-style-type: none"> ● Supply chain management ● Green procurement ● Urban development to create safety and security
Shareholders and Investors	Individual and institutional investors	<ul style="list-style-type: none"> ● Financial results briefings (twice a year) ● Small group meetings and property tours for analysts ● One-on-one meetings with Japanese and foreign institutional investors (around 400 meetings per year) ● Participation in various other online conferences, etc. ● ESG-specific presentations to shareholders ● Communication using IR tools 	<ul style="list-style-type: none"> ● Economic performance ● Healthy corporate management

Partnerships with Outside Organizations

Partner organization	Overview	Our role
The Association of Real Estate Agents of Japan	The Association's members are major and medium-sized housing manufacturers and real estate companies that focus on real estate marketing activities. The Association aims to improve the various systems related to real estate transactions through related investigations, research, and proposals, etc.	Deputy Director Board Members Corporate Advisor
Real Estate Companies Association of Japan	The Association's members are companies that engage in urban and community development. It conducts investigations and research on systems related to real estate, makes policy proposals, and conducts social contribution activities to make it possible to proactively and effectively promote the supply of high-quality offices and homes and the smooth distribution of a stock of housing.	Deputy Director Board Members Corporate Advisor
Japan Building Owners and Managers Association	As Japan's only nationwide organization of business operators who own and manage office buildings, the Association conducts investigative research and awareness-raising activities related to building operation and management, etc.	Chair
Council for Area Development and Management of Otemachi, Marunouchi and Yurakucho	The Council engages in efforts related to urban development in light of the "Guidelines for the Redevelopment of the Area" of the Otemachi, Marunouchi, and Yurakucho areas of Tokyo, in collaboration with companies, organizations, and governmental agencies, etc., in an aim to increase the area's value and achieve sustainable development of central Tokyo.	Regular Members Director Chair Committee Chair

Partner organization	Overview	Our role
<p>Association for Creating Sustainability in Urban Development of the Otemachi, Marunouchi, and Yurakucho Districts (Commonly known as the "Ecozzeria Association")</p>	<p>The Association operates the "CSV Business Creation Platform" that aims for better urban development and to resolve social issues directed toward achievement of the "Otemachi, Marunouchi, Yurakucho (OMY) Sustainability Vision." It works to create opportunities for interaction between companies and many people inside and outside the OMY area, build CSV business that sustains development of "environment," "economy," and "society" on that foundation, conduct R&D related to cutting-edge technology that contributes to creation of a sustainable society, etc., and implement awareness-raising activities.</p>	<p>Regular Members Board Members Auditor</p>
<p>OMY Area Management Association (Commonly known as "Ligare")</p>	<p>The Association handles "soft" components of urban development of the OMY area. It plans and operates events and other activities, conducts public relations, and engages in investigational research, and otherwise conducts activities as the instrument advancing systems established by government, such as the "Tokyo Municipal Ordinance on Promoting the Syareta-Machinamidukuri, the Creating of an Attractive and Exceptional City" and outdoor advertising projects.</p>	<p>Regular Members Deputy Director Board Members</p>
<p>The Industrial Federation for Human Rights, Tokyo The Corporate Federation for Dowa and Human Rights Issues, Osaka</p>	<p>Recognizing that human rights are the foundation of sustainability, the Federation works to solve a variety of human rights problems, such as the problem of discrimination, from a corporate perspective.</p>	<p>The organization is operated independently by members (human rights staff).</p>

Distribution of Economic Value to Stakeholders

See the following for data on economic value distributed to shareholders.

ESG Data > S: Social data > (2) Other





SUSTAINABILITY MANAGEMENT

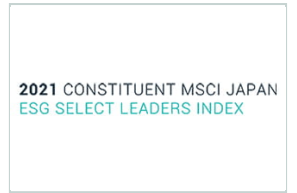
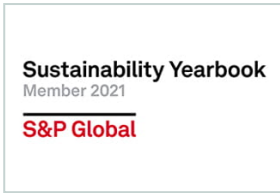
External Evaluations of ESG Performance

ESG Index Inclusion and External Evaluations

Mitsubishi Estate has been selected for inclusion in the following environmental, social and governance (ESG) indices for socially responsible investment (as of November 15, 2021).

- Dow Jones Sustainability Asia Pacific Index, 2nd consecutive year
- S&P Global Sustainability Yearbook Member 2021
- FTSE4Good Global Index, 20th consecutive year
- FTSE Blossom Japan Index, 5th consecutive year
- MSCI Japan ESG Select Leaders Index, 5th consecutive year
- MSCI Japan Empowering Women Select Index, 4th consecutive year
- S&P/JPX Carbon Efficient Index, 4th consecutive year
- SOMPO Sustainability Index, 11th consecutive year
- GRESB Public Disclosure, 5th consecutive year
- 2021 GRESB Real Estate Assessment
 - 5 Stars, the highest rating in GRESB Standing Investments Benchmark^{*1} (2nd consecutive year)
 - 5 Stars, the highest rating in GRESB Development Benchmark^{*2}; Asia Sector Leader (Office) designation
- ^{*1} Assessment of the performance of standing investment portfolio
- ^{*2} Assessment of the new construction and major renovation portfolio
- CDP A List, the highest rating according to CDP Climate Change 2020 Questionnaire
- CDP Supplier Engagement Assessment Leaderboard, the highest rating according to 2020 CDP Supplier Engagement Rating
- Certified in 2021 as Outstanding Health and Productivity Management Organization (White 500)

Socially responsible investing is an approach to investing in companies that takes into consideration their environmental and social initiatives and corporate governance as well as economic aspects. We will continue to integrate our business with sustainability as we pursue sustainable corporate management.





SUSTAINABILITY MANAGEMENT

Mitsubishi Estate Group ESG-Related Rules and Policies

The Mitsubishi Estate Group has established rules and policies based on **the Mitsubishi Estate Group Mission, the Code of Conduct, and the Guidelines for Conduct.**

Mitsubishi Estate Group Basic Environmental Policy

The Mitsubishi Estate Group has established the Mitsubishi Estate Group Basic Environmental Policy, which is based on its corporate mission. The entire Group works together to implement sound environmental management.

[Mitsubishi Estate Group Basic Environmental Policy](#)



Mitsubishi Estate Group Green Procurement Guidelines

The Mitsubishi Estate Group has established the Green Procurement Guidelines as an active effort to be environmentally friendly and help reduce the burden on the global environment. The Guidelines promote green procurement, which refers to procurement or construction methods that use materials and equipment with a low environmental impact.

[Mitsubishi Estate Group Green Procurement Guidelines](#)



Mitsubishi Estate Group CSR Procurement Guidelines

The Mitsubishi Estate Group is committed to its mission of contributing to society through urban development and works to achieve it by putting into practice the Mitsubishi Estate Group Code of Conduct and Mitsubishi Estate Group Guidelines for Conduct. In order for the Group to contribute to the creation of a truly meaningful society through its business activities, we consider it essential that the Group work with its business partners to promote socially responsible procurement at all stages of the supply chain. With this recognition, the Group established the CSR Procurement Guidelines in April 2016.

[Supply Chain Management > Establishment of CSR Procurement Guidelines](#)



Mitsubishi Estate Group Human Rights Policy

As a member of society, the Mitsubishi Estate Group has a renewed awareness of the importance of respecting human rights. Accordingly, on April 1, 2018, we established the Mitsubishi Estate Group Human Rights Policy with the aim of fulfilling our responsibility to respect the basic human rights not only of Group companies, but of all stakeholders.

[Human Rights Initiatives > Policy on Human Rights](#) →

[Human Rights Initiatives > Mitsubishi Estate Group Human Rights Policy](#) →

Mitsubishi Estate Group UK Modern Slavery Act Statement

Mitsubishi Estate has issued the statement to comply with Article 54 of the UK Modern Slavery Act 2015. The aim is to identify slavery and human trafficking risks in the Mitsubishi Estate Group and its supply chain, in addition to outlining the Group's initiatives to prevent and mitigate these risks.

[Human Rights Initiatives > Mitsubishi Estate Group UK Modern Slavery Act Statement](#) →

Mitsubishi Estate Group Anti-Corruption Guidelines

The Mitsubishi Estate Group announced the Mitsubishi Estate Group Anti-Corruption Guidelines on July 1, 2018.

[Compliance > Preventing Corruption](#) →

Mitsubishi Estate Group Guidelines on Social Contribution Activities

In April 2008, the Mitsubishi Estate Group established the Mitsubishi Estate Group Guidelines on Social Contribution Activities. Each Group company implements its own activities in accordance with the basic policy.

[Social Contribution Activities / Support for Communities > Basic Policy and Approach](#) →

Mitsubishi Estate Group Declaration on Customer Respect

The Mitsubishi Estate Group established the Mitsubishi Estate Group Declaration on Customer Respect on April 1, 2018.

[Enhancing Customer Satisfaction > Mitsubishi Estate Group Declaration on Customer Respect](#) →

MITSUBISHI ESTATE GROUP 2030 GOALS FOR SDGs

The Mitsubishi Estate Group has established the Mitsubishi Estate Group Sustainability Vision 2050, articulating the vision it aims to achieve by 2050. In order to realize this vision, the Group has established Mitsubishi Estate Group 2030 Goals for SDGs in its 2030 Long-Term Management Plan. They are positioned as milestones that define various themes and actions in working to achieve the 2050 vision.

We are committed to providing even greater value to a wider range of stakeholders in the four key themes of Environment, Diversity & Inclusion, Innovation, and Resilience.

Mitsubishi Estate Group Sustainability Vision 2050

Be the Ecosystem Engineers

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

→ [The Mitsubishi Estate Group Sustainability Vision 2050 Video](#)


Mitsubishi Estate Group 2030 Goals for SDGs

In order to help realize a sustainable world and provide even more profound value to a wider range of stakeholders, the Mitsubishi Estate Group is implementing world-class initiatives on the four key themes of **Environment, Diversity & Inclusion, Innovation, and Resilience**.


<p>1. Environment Sustainable urban development that proactively addresses climate change and environmental issues</p>  <p>READ MORE →</p>	<p>2. Diversity & Inclusion Urban development that responds to lifestyle and human resources trends and facilitates active participation for all</p>  <p>READ MORE →</p>
<p>3. Innovation Innovative urban development that continuously renews society</p>  <p>READ MORE →</p>	<p>4. Resilience Dynamic, flexible urban development that builds disaster-resilient communities and prioritizes safety and security</p>  <p>READ MORE →</p>

Material Issues for the Mitsubishi Estate Group (Key areas to pursue in sustainability management)


- 01




Environment
- 02




Globality
- 03




Community
- 04




Diversity
- 05



Declining Birthrate and Aging Population
- 06



Leveraging Existing Properties
- 07



Digital Innovation

Material Issues of the Mitsubishi Estate Group





MITSUBISHI ESTATE GROUP 2030 GOALS FOR SDGs

Material Issues of the Mitsubishi Estate Group

The Mitsubishi Estate Group implemented internal working units throughout the Group in fiscal 2018 to promote further Group-wide integration of sustainability and management. In the working units, we newly identified the themes that the Group should focus on in consideration of the SDGs as the seven material issues (key issues in sustainability management) as well as the associated opportunities and risks. Then the Group formulated Mitsubishi Estate Group 2030 Goals for SDGs based on these seven material issues. The Group will work to achieve its key themes derived from this process in its Long-Term Management Plan 2030.

Process for Identifying Material Issues

STEP 01 Set out strengths/characteristics of each business unit

- Review process for each business
- Clarified strengths/characteristics (source of value creation) of own company

STEP 02 Identified 55 changes in business environment related to business activities

- Identified social issues and trends, such as the SDGs
- Set out relationships between business processes and social issues and trends, such as the SDGs
- In addition to relationships with business processes, examined social environment and trends from the perspective of the Medium-Term Management Plan (fiscal 2018-2020) and the perspective of the executive office

STEP 03

Identified 24 key social issues and trends we should focus on from the three perspectives of business unit operations, the Medium-Term Management Plan (fiscal 2018-2020), and external evaluations

- Identified business opportunities and risks for each social issue and trend
- Grouped material issues based on opportunities and risks
- Careful review conducted by working group executive office

24 key Social Issues and Trends

- Worsening of climate change
- Exhaustion of existing natural resources and resultant changes in energy configuration in society as a whole
- Increase in frequency of natural disasters (including earthquakes)
- Further penetration of the Internet of Things (IoT) (including virtualization and acceleration of the proliferation of information)
- Increase in e-commerce and omni-channel commerce, and diversification of payment methods
- Economic growth of emerging nations, principally in Asia
- Rise in interest in physical and mental health, medical care, and wellness
- Acceleration of the aging population and changing position of the elderly in society in Japan
- Progress of the social advancement of women and the diversification of society
- Growth in need for social integration and universal design
- Increase in prevalence of aging public infrastructure and housing stock (including vacant housing)
- Changes in lifestyles and work styles
- Deterioration of the natural environment and depletion of natural resources
- Increase in social unease due to terrorism and crime (including risks from the outbreak of infectious diseases)
- Risk of rise in associated costs
- Improvements in artificial intelligence (AI) (including the spread of automated driving technology)
- Progress of globalization (including increases in inbound and outbound tourism and rise in immigration)
- Global population growth and shortage of food supplies
- Decline in the total population and working-age population of Japan
- Emergence of risks in the supply chain (including worsening of human rights issues)
- Increase in number of foreign workers in Japan
- Restructuring and revitalization of regional communities (including regional depopulation and population increases of major cities)
- Promotion of private sector vitality, as a result of the privatization of public facilities
- Diversification of consumption patterns, such as the sharing economy

STEP 04

Implemented dialogue with stakeholders in order to share awareness internally and externally

- Prepared draft of material issues and carried out stakeholder interviews
- Submitted to management
- Carried out interviews with three outside experts for third-party opinions on the draft of material issues submitted to management

* Titles as of December 2018

- Dr. Mika Takaoka (Ph.D. in Economics)
Professor, College of Business, Rikkyo University
- Mari Yoshitaka
Chief Environmental and Social Strategist, Environmental Strategy Advisory Division, Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.
- Dr. Norichika Kanie (Ph.D. in Media and Governance)
Professor, Graduate School of Media and Governance, Keio University

(In no particular order)



Material Issues of the Mitsubishi Estate Group

<p>01</p> <p>Environment</p>	<p>02</p> <p>Globality</p>	<p>03</p> <p>Community</p>	<p>04</p> <p>Diversity</p>	<p>05</p> <p>Declining Birthrate and Aging Population</p>	<p>06</p> <p>Leveraging Existing Properties</p>	<p>07</p> <p>Digital Innovation</p>
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Mitsubishi Estate Group 2030 Goals for SDGs

In order to help realize a sustainable world and provide even more profound value to a wider range of stakeholders, the Mitsubishi Estate Group is implementing world-class initiatives on the four key themes of **Environment**, **Diversity & Inclusion**, **Innovation**, and **Resilience**.

MITSUBISHI ESTATE GROUP 2030 GOALS FOR SDGs

Key Theme 1: Environment

Sustainable urban development that proactively addresses climate change and environmental issues

— Related SDGs —



Opportunities and Risks

Opportunities	Risks
<ul style="list-style-type: none"> ● Increasing need for acquiring and leasing of real estate with low environmental impact ● Reducing waste accompanying longer demolition/rebuilding time spans due to effective use of existing properties 	<ul style="list-style-type: none"> ● Rise in vacancy rates and decline in sales closing rates and sales prices in the event of a late response amid an increase in the need to acquire and lease real estate with low environmental impact ● Increasing cost for new real estate development due to stronger environmental regulations and for countermeasures due to tightening of standards for repair work

Main Values Provided


- Urban development managed for climate change, waste, and energy
- Efficient and eco-friendly urban development leveraging existing properties

Targets and KPIs

1

GHG emissions

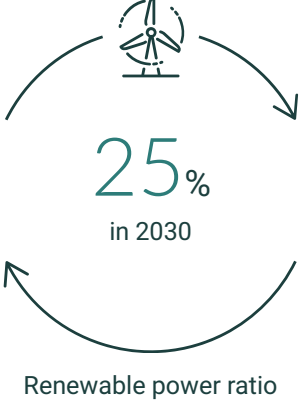
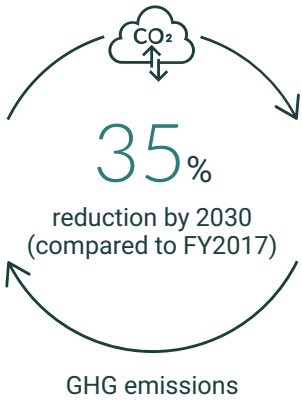
by 2030	by 2050
35% reduction (compared to FY2017)	87% reduction (compared to FY2017)

 Target approved by the SBT initiative

Renewable power ratio

in 2030	in 2050
25%	100%

RE 100 Joined RE100



2

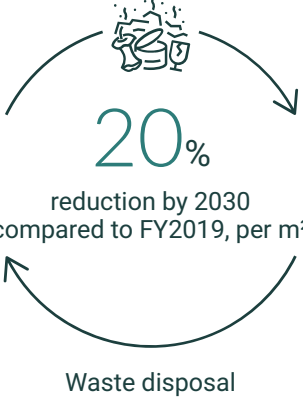
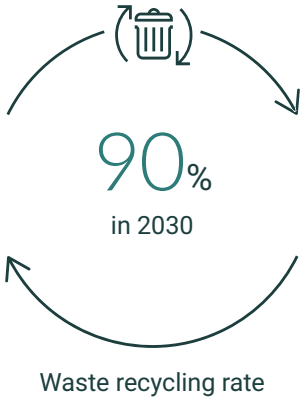
Promote waste recycling and reduction of emissions focusing on food and plastic items

Waste recycling rate

in 2030
90%

Waste disposal

by 2030
20% reduction (compared to FY2019, per m ²)



- Promote sustainable timber use

OUR ACTION



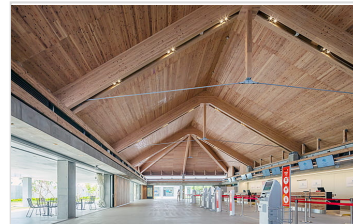
Reducing GHG Emissions and Promoting Utilization of Renewable Energy

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Reducing Waste and Increasing Recycling Rate

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Making Use of Japan-grown Timber to Promote Sustainable Use of Forest Resources

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Key Theme 1: Environment

Reducing GHG Emissions and Promoting Utilization of Renewable Energy

Reducing Greenhouse Gases and Promoting Use of Renewable Energy

As part of its effort to help realize a society with a low carbon footprint, The Mitsubishi Estate Group has set out Group-wide medium- to long-term greenhouse gas emissions reductions targets (approved by the SBT initiative*¹ in April 2019 as being based on scientific evidence) and is steadily working to achieve the targets. Moreover, in January 2020, Mitsubishi Estate joined RE100*² and made a commitment to introduce 100% renewable energy for the electricity used in its business activities by 2050.

These two goals are positioned as important parts of the Environment theme in the Mitsubishi Estate Group 2030 Goals for SDGs, and the Group is working together to deepen its initiatives in these areas.

*1 The Science Based Targets initiative is a joint initiative by the World Wide Fund for Nature (WWF), CDP (an international NGO that provides investors, companies, cities, states and regions with a global disclosure platform to manage their environmental impacts), UN Global Compact, and the World Resources Institute (WRI). The initiative encourages companies to set greenhouse gas emissions reduction targets based on scientific evidence, which are consistent with the level required under the Paris Agreement (limiting average global temperature rise due to climate change to well-below 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C.)



*2 RE100 is a global corporate initiative led by The Climate Group, an international NGO working to accelerate climate action, in partnership with CDP. RE100 brings together influential businesses committed to switching to 100% renewable energy for the electricity they use.

Introduction of Renewable Power in 18 Marunouchi Area Buildings and Yokohama Landmark Tower

Mitsubishi Estate announced it will use renewable energy-derived electricity ("renewable power") for all of its electricity in 18 office buildings it owns in the Marunouchi area (Otemachi, Marunouchi, and Yurakucho), along with the Yokohama Landmark Tower, from fiscal 2021 in order to meet targets on reducing CO2 emissions and increasing the percentage of renewable power. The total reduction in CO2 emissions for the 18 buildings in the Marunouchi area is expected to be approximately 160,000 tons annually, equivalent to around 80% of the CO2 emissions from the buildings Mitsubishi Estate owns in the area. The Mitsubishi Estate Group's renewable power percentage is also expected to increase to around 30%, and will meet the interim target (renewable power percentage of 25% by 2030) ahead of schedule.

The renewable power to be introduced will be sourced based on a contract that combines the green power sourced directly from the power generation facilities and the use of feed-in tariff (FIT) non-fossil fuel certificates with tracing information*, so all the buildings in the changeover can meet the RE100 standards. Since all the energy used in the buildings involved in the changeover will be renewable power, the tenant companies can freely state they are using renewable power without making any other special arrangements such as a memorandum.

Going forward, renewable power will be introduced in all the buildings owned by Mitsubishi Estate in the Marunouchi area in fiscal 2022, and the company also plans to actively introduce renewable power in other areas.

* Certificates for electricity from renewable energy sources covered by the feed-in tariff (FIT) system. Non-fossil fuel certificates with tracing information further identifies the renewable energy source from which the environmental value is derived.

See the following for the list of buildings to introduce renewable energy.

List of Buildings to Introduce Renewable Energy



Implementing the PPA Model in Logicross Ebina to Obtain Nearly ZEB

In November 2020, the construction of Logicross Ebina, a four-story logistics facility in Ebina, Kanagawa Prefecture, with a total floor area of around 64,200m², was completed. The facility is located 800 meters from the Ebina Interchange on the Metropolitan Intercity Expressway, and therefore convenient and easily accessible to other locations. In December 2020, as a new initiative in partnership with SymEnergy Inc., a PPA*¹ model self-consumption solar power generation facility ("PV facility") was installed on the roof and commenced operations. SymEnergy owns the PV facility, and all of the electricity it generates will be used in Logicross Ebina.

In addition, Logicross Ebina has obtained a five-star rating under the Building-housing Energy-efficiency Labeling System (BELS)*², and has been certified as a Nearly ZEB building, which means that its annual primary energy consumption is nearly zero.

Going forward, Mitsubishi Estate plans to obtain BELS certification as a general principle for the Logicross series of logistics facilities it develops.

*1 Power Purchase Agreement = a third-party ownership model for PV facilities

*2 A third-party certification system for evaluating and labeling energy efficiency based on the Ministry of Land, Infrastructure, Transport and Tourism's Evaluation Guidelines for Labeling Energy Efficiency Performance For Non-Residential Buildings.



Exterior of Logicross Ebina



Certification logo

Including CO₂ Emissions in Condominium Household Account Books to Raise Environmental Awareness

Since 2013, Condominium Household Account Books have been distributed to those considering buying a unit in The Parkhouse, a condominium sold by Mitsubishi Estate Residence, with the objective of communicating the environmental performance of the brand and stimulating energy-saving behavior. This account book presents approximation of utilities and other running costs to be incurred after moving into the condominium and communicates energy conservation performance in an easy-to-understand monetary value, thereby helping potential customers make more informed purchasing decisions.

In October 2021, Mitsubishi Estate Residence began an initiative in cooperation with MEC eco LIFE to note the CO₂ emissions for each unit in the Condominium Household Account Books. The aim is to increase customer awareness about reducing CO₂ by visualizing CO₂ emissions.

In December 2020, in recognition of these efforts, Mitsubishi Estate Residence and MEC eco LIFE were selected as the businesses that will jointly implement CO₂ reduction action (zero emission action) with the Tokyo Metropolitan Government (TMG) under the TMG's CO₂ reduction action (zero emissions) movement – a sustainable society created by consumers and businesses. The program is scheduled to last for three years until fiscal 2022, and Mitsubishi Estate Residence and MEC eco LIFE will continue to further these efforts as they work with the TMG while verifying the results of action.

Going forward, Mitsubishi Estate Residence plans to work on measures that include the introduction of ZEH-M features and renewable energy to achieve an average reduction of 3% per year in CO₂ emissions.

Key Theme 1: Environment

Reducing Waste and Increasing Recycling Rate

Initiatives at Mitsubishi Estate Headquarters

Under "Environment," one of the key themes in Mitsubishi Estate Group 2030 Goals for the SDGs, the Mitsubishi Estate Group has set targets of 90% for waste recycling and a 20% reduction in waste disposal (compared to FY2019, per m²). The Group is also aiming to recycle 100% of waste in the Marunouchi area (Otemachi, Marunouchi, and Yurakucho).

To meet these targets, in addition to introducing innovative technologies and revising methods of waste disposal, it is important for each and every one of us to make a conscious effort to reduce and sort waste, ensure appropriate recycling, and improve the recycling rate for resources. Japan's Basic Act on Establishing a Sound Material-Cycle Society stipulates a user-responsibility approach under which the waste generator bears responsibility for reduction, reuse, and recycle (3Rs). The Mitsubishi Estate Group is committed to collaborating with stakeholder tenants on 3R initiatives in order to work together to pass on a better society to the next generation.

Since February 2021, Mitsubishi Estate has been implementing an initiative to sort waste into 15 categories at its headquarters. In asking tenants to strengthen the sorting of waste, we worked with a manufacturer of fixtures to design and introduce a trash station that can hold 15 separate bins. The specifications will allow the bins to be integrated into a cabinet and, for hygiene considerations, there will be no flaps on the bin openings.

Examples of initiatives aimed at strengthening sorting of waste at Mitsubishi Estate headquarters

- **Creating an environment that facilitates sorting of recyclable waste:**

As most of the waste disposed of as combustibles is actually recyclable, trash stations that allow waste to be sorted into 15 separate bins have been provided in place of trash bins that were dedicated solely for combustibles.

- **Promoting recycling of mixed paper:**

Mixed paper that is not soiled or specially processed, such as envelopes and paper bags, can be recycled into toilet paper, and better sorting is effective for reducing combustible waste in offices. At the trash stations, mixed paper bins have been installed next to the combustible bins to make sorting easy.

- **Promoting recycling by sorting PET bottles into three separate bins:**

Empty PET bottles are sorted into the PET bottle bin, the caps go into a dedicated container, and the labels go into the waste plastic bin.

- **Establishing strict rules for sorting and disposing of lunchbox waste:**

The rules for sorting and disposing of waste in shared office kitchens have been enforced. Empty plastic lunchbox containers go into the waste plastic bin, leftovers go into the food waste bin, and disposable chopsticks and paper napkins go into the combustible bin. Leftover drinks and ice are disposed of in the sink.

See the following for the list of the 15 waste categories. (Sustainability Guide Vol.2)

Waste Separation at a Glance (PDF 1.28MB)



Initiatives in Collaboration with Tenants

Under "Environment," one of the key themes in Mitsubishi Estate Group 2030 Goals for the SDGs, the Mitsubishi Estate Group has set targets for waste recycling and reduction in waste disposal. The Group is also aiming to recycle 100% of its waste in the Marunouchi area (Otemachi, Marunouchi, and Yurakucho).

To meet these targets, in addition to the Mitsubishi Estate Group, the cooperation of tenants and other stakeholders is essential. Therefore, we began weighing the waste of each retail tenant in the Marunouchi Building in fiscal 2020. We are working with tenants to ensure thorough sorting of waste by assigning staff to support sorting, preparing manuals and videos, and raising awareness. As a result, the amount of kitchen and miscellaneous waste for incineration decreased, and the recycling rate for food waste increased 4.5% (compared to October – December, 2019).

Going forward, we will create a better society by striving to increase the recycling rate and reduce the volume of waste disposal with the understanding and cooperation of tenants to achieve a sound material-cycle society.

Key Theme 1: Environment

Making Use of Japan-grown Timber to Promote Sustainable Use of Forest Resources

Promoting Utilization of CLT to Further Expand Use of Japan-grown Timber

Japan's forests account for some two-thirds of the country's land mass, with their 40% being planted forests. Many such forests were planted after World War II, and today more than half of these planted forests are five decades old or more, having reached their harvestable age. Expanding the use of timber sourced from these forests not only helps promote Japanese forestry, but is also thought to contribute to the preservation of Japan's natural forests. Based on this perception, the Mitsubishi Estate Group has set out a goal to promote sustainable timber use under the key theme of Environment in the Mitsubishi Estate Group 2030 Goals for SDGs and is promoting the utilization of Japan-grown timber and certified timber.



CLT material image (courtesy of the Japan Cross Laminated Timber Association)

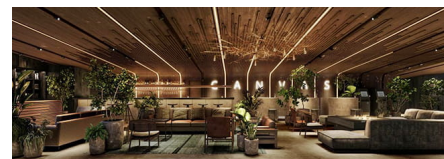
The Mitsubishi Estate Group has promoted the use of Japan-grown timber in construction projects for many years, including the active use of small-diameter trees and timber from forest thinning in 2×4 wooden-frame houses. In recent years, the Group has also been focusing efforts on expanding the use of cross laminated timber (CLT).

CLT consists of large-dimension wooden panels formed by laminating layers of sawn lumber perpendicular to one another. Compared with conventional wooden panels, its strength is more stable, and it also offers outstanding heat insulation. It is gaining attention as a construction material that will expand the applications of timber since it can be used not only for low-rise detached housing, but also for large-scale structures such as condominiums and office buildings.

Mitsubishi Estate formed the CLT Wood Promotion Unit, a dedicated department in fiscal 2017. The unit is working on research and development aimed at commercialization of CLT and has already implemented several projects. In order to further accelerate the initiative, Mitsubishi Estate established MEC Industry Co., Ltd. in January 2020 and began building a plant for timber processing in Yusui Town, Kagoshima Prefecture. The company engages in the production, processing, manufacturing, assembly, and sale of timber building materials, primarily 2×4s and CLT. In addition, the use of timber grown in Kagoshima, Miyazaki, and Kumamoto prefectures on the production line is believed to contribute to the goal of promoting sustainable timber use.

Developing Japan's First High-Rise Concrete-Wood Hybrid Hotel Using Hokkaido-Grown Timber

Mitsubishi Estate is debuting The Royal Park Canvas – Sapporo Odori Park, Japan's first high-rise hybrid hotel built of reinforced-concrete and wood using Hokkaido-grown timber, on October 1, 2021. Located in Sapporo, Hokkaido, the hotel will be operated by Royal Park Hotels and Resorts. The property features a hybrid wood building with the lower and middle floors constructed from reinforced-concrete with wooden ceilings; one floor in the mid-rise section built with a hybrid reinforced-concrete and wooden structure; and the upper floors constructed using an entirely wood-built structure. The property brings together all the advances in wood construction made by the Mitsubishi Estate Group to date.



A lounge furnished with Hokkaido-grown timber (artist's rendering)

Approximately 80% of the wood used as a structural material is Hokkaido-grown timber. The use of Sakhalin fir, which is the most abundant resource in any of Hokkaido's plantations, in various parts of the building, including the CLT flooring, contributes to promoting local industry and recycling forest resources. The interior designs of the hotel's guest rooms and lobby also make extensive use of timber, capitalizing on the local characteristics of Hokkaido. The project was selected for inclusion by the Ministry of Land, Infrastructure, Transport and Tourism in the Fiscal 2019 2nd Pilot Projects for Sustainable Buildings (Wooden Structure).

See the press release dated March 26, 2020 for more details.

[Press Release dated March 26, 2020 \(Japanese only\) \(PDF 2.22MB\)](#)



[\[Official website\] The Royal Park Canvas - Sapporo Odori Park](#)

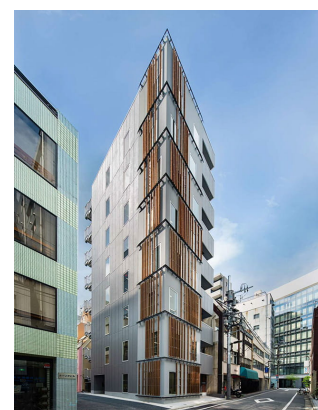


PARK WOOD Office Iwamotocho – an 8-story Office Building Built with CLT

PARK WOOD Office Iwamotocho, an 8-story office building using CLT as a structural material, was completed in March 2020. It is Japan's first office building over six stories to use CLT as a structural material and is also the Mitsubishi Estate Group's first office building to use CLT.

The building was selected for inclusion in the Ministry of Land, Infrastructure, Transport and Tourism's Fiscal 2018 Pilot Projects for Sustainable Buildings (Wooden Structure) and has attracted attention as a model for a high-rise non-residential building using CLT in a built-up area.

Incorporating knowledge gained from achievements in PARK WOOD Takamori, a previous rental apartment project, such as the installation of fire-proof floors, the completed office building delivers the warm feel of wood.

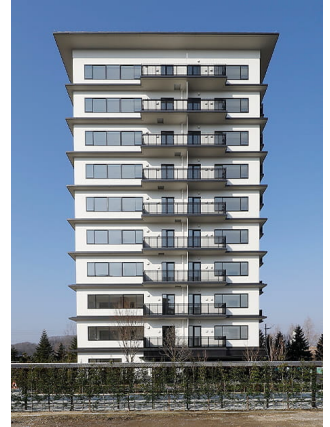


PARK WOOD Office Iwamotocho

PARK WOOD Takamori – Rental Apartments in Izumi-ku, Sendai City

PARK WOOD Takamori, a 10-storey apartment complex completed in Sendai City in February 2019, is Japan's first-ever high-rise building using CLT as a flooring material. From the design stage onward, features such as fire resistance, sound proofing, and earthquake resistance were repeatedly verified to realize a hybrid wood and steel-frame structure through the use of fireproof coatings and other materials.

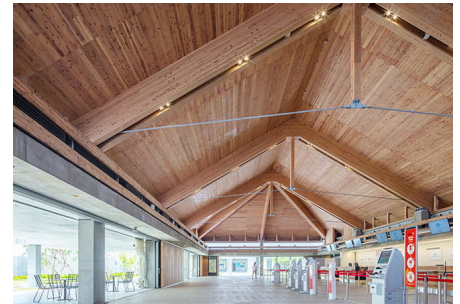
This project has helped to amass the processes and know-how in design and construction required for building using CLT, thus allowing the Mitsubishi Estate Group to utilize CLT in other projects going forward.



PARK WOOD Takamori

Miyako Shimojishima Airport Terminal

Miyako Shimojishima Airport Terminal opened in March 2019 on Miyako Island, Okinawa, where there is abundant nature. It is the first airport terminal in Japan to utilize CLT as a structural material for the roof. The CLT was produced with regional wood designated by Okinawa Prefecture, thereby contributing to the vitalization of the regional forestry industry. The project has also implemented a range of energy-saving measures and earned the Net Zero Energy Building (ZEB) recognition, the first for airport terminals in Japan.



Check in lobby using CLT as structural material for the roof



MITSUBISHI ESTATE GROUP 2030 GOALS FOR SDGs
Key Theme 2: Diversity & Inclusion

Urban development that responds to lifestyle and human resources trends and facilitates active participation for all

———— Related SDGs ————



Opportunities and Risks

Opportunities	Risks
<ul style="list-style-type: none"> ● Increasing demand for facilities and services to meet needs of global customers ● Alleviation of labor shortages through acceptance of foreign workers into Japan ● Rise in demand for facilities and services that respond to diverse lifestyles, workstyles, and consumption styles, such as the acceleration of teleworking and freelance working ● Growth in demand for facilities and services tailored to new needs due to demographic changes ● Increasing demand for facilities and services tailored to the concept of universal design, such as barrier-free layouts 	<ul style="list-style-type: none"> ● Increasing country-specific risks and compliance risks, including supply chain management ● Declining demand for facilities and services with inadequate provision for diversified needs ● Decreasing demand for facilities and services accompanying demographic changes (decline in working population, etc.) ● Decreasing user numbers and rise in vacancy rates in the event of a late response amid an increase in demand for facilities and services tailored to the concept of universal design, such as barrier-free layouts

Main Values Provided

- Borderless urban development with respect for diverse backgrounds worldwide
- Socially inclusive urban development
- Abundant and comfortable urban development responding to demographic and lifestyle changes

Targets

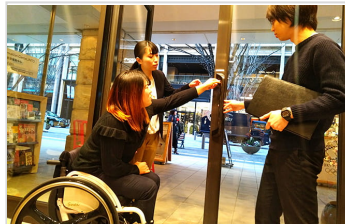
- Strengthen hospitality and realize stress-free cities
- Respect different lifestyles, local customs, religions, and sexual orientation
- Establish traceability of timber to be used in businesses

OUR ACTION



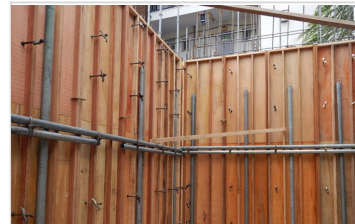
Initiatives to Support Active Participation by Diverse People

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Initiatives to Address Globalization

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Action on Human Rights and Supply Chain

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Key Theme 2: Diversity & Inclusion

Initiatives to Support Active Participation by Diverse People

Providing an Environment where People with Developmental Disabilities Can Live with Ease at The Green at Florham Park

Rockefeller Group International is the core company of the Mitsubishi Estate Group's operations in the United States. Engaging primarily in the real estate development and ownership and investment management businesses, it plays a key role in driving the Mitsubishi Estate Group's globalization. Rockefeller Group has been working in cooperation with its joint venture partners on The Green at Florham Park, a large-scale, mixed-use project combining offices, residential housing, and a hotel in Florham Park, New Jersey.



Exterior view of The Green at Florham Park

In October 2020, Rockefeller Group completed development of a 62-unit housing project dedicated to serving people with developmental disabilities seeking independent living opportunities and a high quality of life. In the past, there has been a lack of places where those with developmental disabilities can enjoy vibrant lives. The project has provided housing and an environment conducive to well-being and thereby enables the residents to enjoy their lives as active members of their local community.

This is an initiative which embodies the aim of contributing to a truly meaningful society through urban development as set out in the Mitsubishi Estate Group's philosophy, and recognized by Mark Taylor, the Mayor of Florham Park, as a "wonderful project for our community."

Video featuring the supportive housing project



Sunshine City Barrier-Free Information Site Opens

In November 2020, Sunshine City Corporation launched the Sunshine City Barrier-Free Information Website for wheelchair users and other physically-challenged people with the aim of ensuring a complex that anyone can enjoy. The website consolidates barrier-free information for the entire facility, enabling easier access to information.

A survey of the actual barrier free conditions within the complex was conducted in cooperation with the Japan Accessible Travel Organization and the organization WheelLog to check access from stations, accessibility to common areas and major facilities within the complex as well as ease of use of amusement facilities and restaurants. Photographs documented wheelchairs actually being used in restaurants.



In the production of the website, care was taken to create a website that can be easily used by people in need of such information with help from Mirairo Inc., which provides universal

design solutions. The website, which is now available, is designed with tabs for Play, Eat, Priority Restrooms, Barrier Free Information, and Access so that each type of information can be checked in a way that is easy to understand.

Sunshine City Barrier Free Information Website



Signing a "Female-Friendly Urban Development" Pact with Toshima-ku

To promote female-friendly urban development in tandem with the local community, Sunshine City has entered into an FF Partnership Pact (FF Pact) with Toshima-ku. Under the agreement, the two parties agree to collaborate on the following six themes:

1. Diverse life styles and work styles for women and the working generation.
2. Raising children and nurturing the next generation.
3. Health promotion and dietary education.
4. Supporting art and culture.
5. Realizing diversity.
6. Other wide-ranging supports for the child-raising and working-generation.



FF Partnership Pact

Sunshine City works to further strengthen its efforts to create urban environments that are friendly to women and the child-rearing generation.

Marunouchi Health Company, an App to Help Drive Health Awareness and Actions Among Companies and Individuals

Mitsubishi Estate established the Mitsubishi Estate Health Management Declaration in October 2016, articulating its commitment to contributing to society by promoting the health for the people who live, work, and relax in the city as well as its own employees.

As part of such initiatives, Mitsubishi Estate began providing the Marunouchi Health Company smartphone app aimed at improving corporate and individual health awareness and activities.



The Marunouchi Health Company app allows users to monitor their daily activities and receive original articles about health and information on health-related events. The more health-related activities users engage in, the higher their positions (health rank) advance within the app, which allows them to participate in original and special health-related experiences, such as "general manager-only" seminars and "executive-only" health-related tourism experiences.

The app is free of charge, and Mitsubishi Estate will continue to realize well-being and provide information throughout the service.

Inclu Marunouchi, a Center for Supporting the Employment of People with Disabilities

Tokyo's Marunouchi area has about 4,300 companies, each of which supports employee diversity and work-life balance while also providing a working environment that welcomes people with physical and mental disabilities.

The Mitsubishi Estate Group is creating communities it hopes will be areas in which anyone, regardless of disabilities, can work comfortably in the Marunouchi area. As part of these initiatives, the Group has been operating since October 2018 Inclu Marunouchi, a center for

supporting the employment of disabled people and providing information, on the fifth floor of the Shin-Kokusai Building, in cooperation with Startline Co., Ltd., a company offering consultation and support for disabled people.

Inclu Marunouchi provides companies with a wide range of support services utilizing the Marunouchi area's convenience and sense of community, such as providing information on employment for disabled people, offering satellite offices staffed with support staff and providing consulting services. Mitsubishi Estate works closely with companies using the center and develops new ideas and programs to create a working environment where employees with disabilities further demonstrate their abilities.

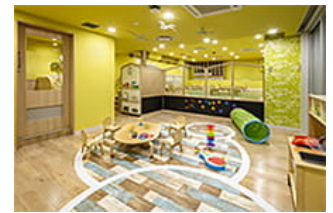
→ [Inclu Marunouchi \(Japanese only\)](#) 



Bright entrance of Inclu Marunouchi

Cotooffice, the Working Space with a Built-In Daycare Center

Businesses urgently need to address the shortage of daycare centers to support their child-rearing employees and avoid a loss or shortage of human resources resulting from extensions of childcare leave or resignation. Further, as many businesses make efforts directed at workstyle reform, it will be necessary to embrace further flexible workstyles through the introduction of telecommuting and utilization of diverse facilities and infrastructure. To meet these social needs, and to provide tenant companies and employees in the Marunouchi area a diversity of high-quality services, in April 2018 Mitsubishi Jisho Property Management opened a new business called "Cotooffice – Working with Your Children in the Office," a working space with a daycare center attached, at the Shin-Kokusai Building. It is the first such endeavor for the Mitsubishi Estate Group. In addition, Cotooffice Sanno Park Tower opened as a daycare center for residents of the Sanno Park Tower. Through the Cotooffice, Mitsubishi Jisho Property Management responds to the needs of those working for tenants in buildings managed by the company and provides a safe and secure childcare service with facilities on par with licensed daycare centers. It also works together with Mama Square, a company with experience managing childcare facilities on company premises, to provide safe, reliable childcare services.



Cotooffice in Shin-Kokusai Building

These facilities provide amenities such as laundry and diaper service, and a daycare app, at no extra charge, to reduce the burden on parents commuting to work with their children. They also offer unique education programs that take advantage of the unique features the Marunouchi area offers. These include an intellectual training program created in collaboration with Mitsubishi Ichigokan Museum, Tokyo, a nature program that gives children the chance to experience nature in the Marunouchi area, a green oasis within the city, and English programs for children. Such programs and services will not be limited to the Marunouchi area, but will be extended to buildings across Japan owned and managed by the Mitsubishi Estate Group.



Cotooffice in Sanno Park Tower

Workplace Childcare Center at the Gotemba Premium Outlet

The Gotemba Premium Outlet has over 300 tenants, each of which has many employees. However, there are no childcare facilities nearby because it is located far from an urban area. There was the need to create an environment where parents could work with peace of mind while raising their children.

Tenants complained that a lack of childcare made returning to work after childcare leave difficult. To resolve their concerns, Mitsubishi Estate-Simon, the operating company, opened an internal childcare center in September 2017. Anyone working in the facility can use the center regardless of their form of employment. It is also available to everyone in the community.

Reaction from users has been positive, with comments including, "I can work harder when my children are close by," and "I chose to work at the Outlet because they have a daycare center." The center both improved the work-life balance of the workers and helped the tenants secure human resources.



Key Theme 2: Diversity & Inclusion

Initiatives to Address Globalization

Enhancing Universal Design of JNTO Tourist Information Center (TIC) for Overseas Visitors

Commissioned by the Japan National Tourism Organization (JNTO), Mitsubishi Estate has been operating the JNTO Tourist Information Center for overseas visitors (JNTO TIC) in the Marunouchi area since January 2012.

Since its establishment, Mitsubishi Estate has put efforts into universal design that can be easily accessed by all people including overseas visitors that are elderly or have disabilities. In April 2019, Mitsubishi Estate further enhanced the universal design in terms of both the physical and human environment. In light of the recent increase in the number of elderly and disabled overseas visitors to Japan, Mitsubishi Estate entrusted supervision of the improvements to Inclu Marunouchi, a facility that supports employment for people with disabilities in the Marunouchi area, while also referring to feedback from travelers with disabilities.

In the physical environment, Mitsubishi Estate introduced tactile paving and Braille Neue, a new style of braille that can be read with both the eyes and the fingers by overwriting letters onto braille. Mitsubishi Estate also improved the human environment, which includes the staff of JNTO TIC taking the Universal Manners Test (UMT).

As a progressive tourist information service that can be used in comfort by all visitors to Japan, JNTO TIC will also work to share its knowledge on support for universal design in such ways as hosting inspection tours by tourism information centers from all over Japan.



Braille Neue, a new style of braille that can be read with both the eyes and the fingers



Staff from Inclu Marunouchi checking the braille

→ [Inclu Marunouchi, a Center for Supporting the Employment of People with Disabilities](#)

Enabling Easier Use of Commercial Facilities by International Visitors

Aqua City Odaiba, which is managed and operated by Mitsubishi Jisho Property Management, has introduced multilingual information personnel, floor guides, and a website, as well as a multilingual interpretation service*¹ in order to improve the services provided to international travelers, whose numbers have been increasing.

Additionally, we installed multilingual digital touch-panel signage in January 2014 in a program that qualified for the Tokyo Waterfront City MICE Hub Promotion Project*² promoted by the Tokyo Metropolitan Government, and in November of the same year we installed nighttime illumination along the West Promenade. Furthermore, in a program that qualifies for the Tokyo Waterfront City Hospitality Advancement Project,*³ we have stationed a tourist information android named Junko Chihira, developed by Toshiba, who speaks three languages (Japanese, English, and Chinese) at Aqua City Odaiba since November 2015. In March 2016, we increased the number of building information signs that accommodate four languages (five written languages: Japanese, English, Korean, and Chinese in simplified and traditional characters). In March 2019, we introduced a conversation-style AI concierge named "infobot," that speaks five languages (Japanese, English, Korean, and simplified and traditional Chinese) in a program that qualifies for the Tokyo Waterfront City Urban Development Project.*⁴ We have been promoting two-way communication of information through these efforts to provide multilingual support. At the same time, we not only provide information on the building, but have also included local tourism information to strengthen strategies promoting inbound tourism.



Junko Chihira, the tourist information android



Multilingual digital touch-panel sign

Furthermore, Mitsubishi Estate and Mitsubishi Jisho Property Management began distributing "Voice Translation for Customers," a proprietary translation app developed specifically for commercial businesses to serve customers, to approximately 45 commercial facilities in the Marunouchi and Yokohama areas in November 2016. This app is intended to improve the services provided to international tourists and foreign workers in these areas. It uses the multilingual voice translation app developed by the National Institute of Information and Communications Technology (NICT) as its underlying system. During its test period, feedback from roughly 1,000 commercial tenants was referenced, and 3,000 words and phrases useful for providing service were added.

- *1 This is a service that assists international travelers who speak English, Chinese, or Korean and have difficulty making themselves understood to store staff when they shop. It supports them by allowing store staff to communicate through a call center interpretation operator.
- *2 This is a project to subsidize private companies recognized as being highly effective contributors to establish the Tokyo Waterfront City as a MICE destination and international tourist hub – an initiative by the Tokyo Metropolitan Government to establish the Tokyo Waterfront City as a major center for MICE and international tourism. "MICE" is an acronym for "Meetings, Incentive travel, Conventions, and Exhibitions."
- *3 This is a subsidy system established by the Tokyo Metropolitan Government to facilitate the success of the 2020 Olympic and Paralympic Games and to establish the Tokyo Waterfront City as a MICE destination and international tourist hub by encouraging the creation of new tourism-related resources by private companies in the Tokyo Waterfront City and by developing a receptive environment for international visitors.
- *4 This is a subsidy system established by the Tokyo Metropolitan Government to support the efforts of private companies to improve support for diverse visitors, develop more comfortable spaces, and create a lively atmosphere that adds new appeal in the Tokyo Waterfront City to enhance its overall brand value when implementing development.

Universal Restaurant Embracing Diverse Food Cultures

Greater consideration for food cultures and religious food restrictions have become an issue in the hotel and restaurant industry. This is especially true for Muslim workers and visitors that only eat halal food, made without alcohol or pork. Few restaurants provide halal dishes, causing Muslims to feel anxious about their dietary restrictions.

Floral, a restaurant and banquet in the Yokohama Royal Park Hotel, caters to customers with a range of diets, including vegan and gluten-free, as well as halal, under the concept of "universal food and hospitality." The restaurant has put together a dedicated team for halal food in an effort to optimize the entire process from the purchase of food ingredients and seasonings to the management and preparation process, and the facilities and equipment. The restaurant has received halal certification from the Japan Halal Foundation, a public organization.



The menu is compatible with a wide range of diets.



Key Theme 2: Diversity & Inclusion

Action on Human Rights and Supply Chain

Conducting Corporate Human Rights Due Diligence to Engage in Business Activities with Respect for Human Rights

The Mitsubishi Estate Group has set diversity & inclusion as one of the key themes for the realization of the Mitsubishi Estate Group 2030 Goals for SDGs. Respect for human rights is an essential element in the realization of a sustainable world. In order to fulfill its duty to respect the basic human rights of all stakeholders, the Group formulated the Mitsubishi Estate Group Human Rights Policy in April 2018 and conducted corporate human rights due diligence. Taking the results into consideration, the Group decided to implement the following initiatives to provide solutions for social issues.

1. Using sustainably-sourced timber for concrete formwork panels

The concrete formwork panels^{*1} used in construction of offices and housing are made of lumber imported from Southeast Asia countries such as Malaysia and Indonesia. NGOs and other institutions have said that procurement of some of these materials involves illegal logging, including the taking of indigenous peoples' lands and the destruction of the environment.

From the perspectives of human rights and environmental protection, the Mitsubishi Estate Group uses timber that complies with the Sustainable Sourcing Code^{*2} (certified lumber or Japan-grown timber) or equivalent as the timber in its concrete formwork panels. The Group aims to achieve a usage rate of 100% by 2030.

*1 The plywood used as the formwork for pouring of ready-mixed concrete when constructing buildings.

*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.



Usage rate of lumber that complies with Sustainable Sourcing Code for Timber or equivalent



Example of formwork panels in use

2. Respect the human rights of foreign technical interns

The Group will request its suppliers to instruct and make known to their associates, where it is assumed that many technical interns work, matters in the activities of technical interns that often go unnoticed, such as issues related to pay and daily life, which were revealed in interviews conducted with foreign technical interns.

3. Corporate human rights due diligence concerning overseas businesses

When considering business activities in Asia, where there are many cases of human rights violations in general, the Group will conduct corporate human rights due diligence using checklists to confirm whether there were any issues such as forced evictions in the area. The result will be used in decision-making when participating in business activities.

Human Rights Initiatives



Ensuring Traceability in Newly-Built Condominiums for Sale

In its newly-built condominiums for sale, Mitsubishi Estate Residence is using concrete formwork panels* based on sustainable sourcing standards for timber and to ensure traceability.

To ensure traceability, all companies in each stage of distribution, including logging and supply, must be certified. Mitsubishi Estate Residence has been working to ensure traceability by using timber that has obtained FSC forest management certification, which confirms that forests are properly managed, and a FSC chain of custody (CoC) certification, which verifies that timber produced in FSC-certified forests is managed and processed appropriately in the subsequent stages of distribution. However, there were still many companies ranging from formwork processors to construction companies that have not obtained CoC certification. This was an issue because certification doesn't cover the entire distribution chain, which meant that traceability was not completely ensured.

To address this issue, Mitsubishi Estate Residence has started an initiative to ensure traceability throughout the supply chain by building a scheme to obtain third-party certification from Japan Gas Appliances Inspection Association, a third-party certification body, based on the use of materials certified under the Programme for the Endorsement of Forest Certification (PEFC), a global alliance of national forest certification systems that mutually endorses their certification systems. The initiative has commenced with The Parkhouse Komazawa Residence, construction of which is scheduled for completion in December 2021, and the traceability of the timber in concrete formwork panels in all buildings will be ensured in fiscal 2030. In order to strengthen the initiative, Mitsubishi Estate Residence will also aim to obtain international certification in addition to the third-party certification method in the future.

As a leading company in the newly-built condominiums for sale industry, Mitsubishi Estate Residence will strive to make this an industry-wide initiative by communicating the issues and solutions both internally and externally.

* The plywood used as the formwork for pouring of ready-mixed concrete when constructing buildings.

See the following press release for more details on the third-party certification scheme (case study of The Parkhouse Komazawa Residence) and the roadmap, etc.

Using Concrete Formwork Panels Based on Sustainable Sourcing Standards
and Ensuring Traceability in Newly Built Condominiums for Sale (Japanese only)





MITSUBISHI ESTATE GROUP 2030 GOALS FOR SDGs
Key Theme 3: Innovation

Innovative urban development that continuously renews society

— Related SDGs —



Opportunities and Risks

Opportunities	Risks
<ul style="list-style-type: none"> ● Decreasing cost of environmental countermeasures and investment with the advancement of technological innovation ● Rise in the efficiency and convenience of operating facilities through utilization of IT and robots ● Increasing need and opportunities for utilization in smart communities, residences, and offices 	<ul style="list-style-type: none"> ● Declining demand for brick-and-mortar stores and services accompanying the advance of online buying and selling, such as electronic commerce ● Decreasing demand for facilities and services due to late response to IT and digital innovation ● Loss of opportunities because of a late response amid an expansion in development opportunities and demand for smart communities, houses, and offices

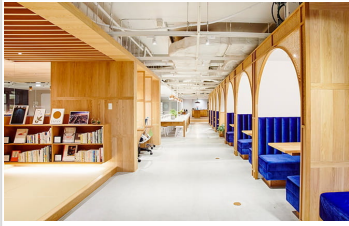
Main Values Provided

- Interactive, value-added urban development based on knowledge-building and networks
- Cutting-edge urban development with continual open innovation

Targets

- **Innovate business models and maximize performance**
- **Support the creation of new ideas and businesses from the perspective of urban development, contribute to the growth of cities and industries**

OUR ACTION



Operating Incubation Offices

[READ MORE →](#)



Using Cutting-Edge Technology and Robots

[READ MORE →](#)



Creating Innovation through Collaborations and Alliances

[READ MORE →](#)



Key Theme 3: Innovation
Operating Incubation Offices

EGG JAPAN – Helping New Businesses Set Up and Expand

Housed in the Shin-Marunouchi Building, Entrepreneur Group for Growing Japan (EGG JAPAN) is run by Mitsubishi Estate to assist growing companies from overseas and innovative Japanese venture companies as they create and expand new businesses. Providing such support helps to keep Marunouchi the world's business center of choice. EGG JAPAN is made up of the Business Development Office and the Tokyo 21c Club. The Business Development Office provides resident companies with a range of business support options such as introductions to experts and prospective clients and assistance with organizing events. The Tokyo 21c Club provides a platform for entrepreneurs, company managers in charge of new business and experts in various fields to build networks through events and seminars.



Lounge space

FINOLAB, a Company to Support FinTech Development

FinTech, new financial services that use IT, is a sector that is currently expanding rapidly. In collaboration with Information Services International-Dentsu (ISID), Mitsubishi Estate has been operating FINOLAB, The FinTech Center of Tokyo, Japan's first central point for FinTech, since 2016, thus supporting its ventures since the dawn of FinTech in Japan. In February 2017, FINOLAB expanded and relocated to the Otemachi Building and has continued to grow.

With further market expansion for FinTech forecast, Mitsubishi Estate incorporated the organization that manages the center to establish FINOLAB Inc. in July 2019 with the aim of establishing the framework to further accelerate open innovation centered on FinTech in diverse industries and areas and thereby driving the speedy creation of new businesses.

The new company will continue to manage and further strengthen the existing FINOLAB community. It works to construct the FINOLAB SANBOX, a base for business creation combining an online environment with physical facilities, and establish an infrastructure for quickly introducing and evaluating the latest FinTech services created by startups as a corporate user. Doing this will not only result in numerous innovations, but will also create a starting point for delivering services to the real world.



Entrance



Shared space

Global Business Hub Tokyo, a Shared Workspace Linking Otemachi with the World

The Global Business Hub Tokyo in the Otemachi Financial City Grand Cube is one of the largest business support facilities in Japan for startups and up-and-companies from Japan and overseas. The facility provides business matching events and high-quality networking opportunities, contributing to the development of business for the companies using it. The Global Business Hub Tokyo aims to help create the world's business center of choice in Otemachi, Tokyo.



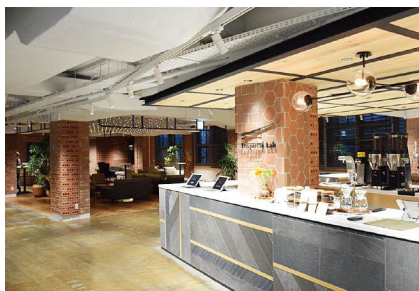
Terrace Lounge

* Run by the General Incorporated Association Global Business Hub Tokyo and staffed by Mitsubishi Estate

Inspired.Lab, an Open Innovation Hub That Encourages Collaborative Creation

Inspired.Lab is a co-working space established by Mitsubishi Estate together with SAP Japan Co., Ltd., a subsidiary of the software company SAP SE, in the Otemachi Building in February 2019. The space is occupied by technology startups and new business development teams from major corporations working on creating new businesses in cutting-edge areas such as AI, IoT, and robotics.

The facility contains a lounge space for stimulating interaction, workshop spaces to use for idea sharing, and a work area that can be used to create prototypes of ideas. Staff from SAP are also permanently onsite to provide both physical and human support for new business creation, including the provision of programs for discovering and developing innovation. Inspired.Lab helps its users test and verify their ideas in the facility, the building, and the surrounding area, thereby facilitating speedy commercialization. Since the facility began operating, a number of new businesses have come to fruition based on the open environment.




Entrance to Inspired.Lab



Work area

See the following for details of these service offices.

<p>xTech (Facility)</p>	
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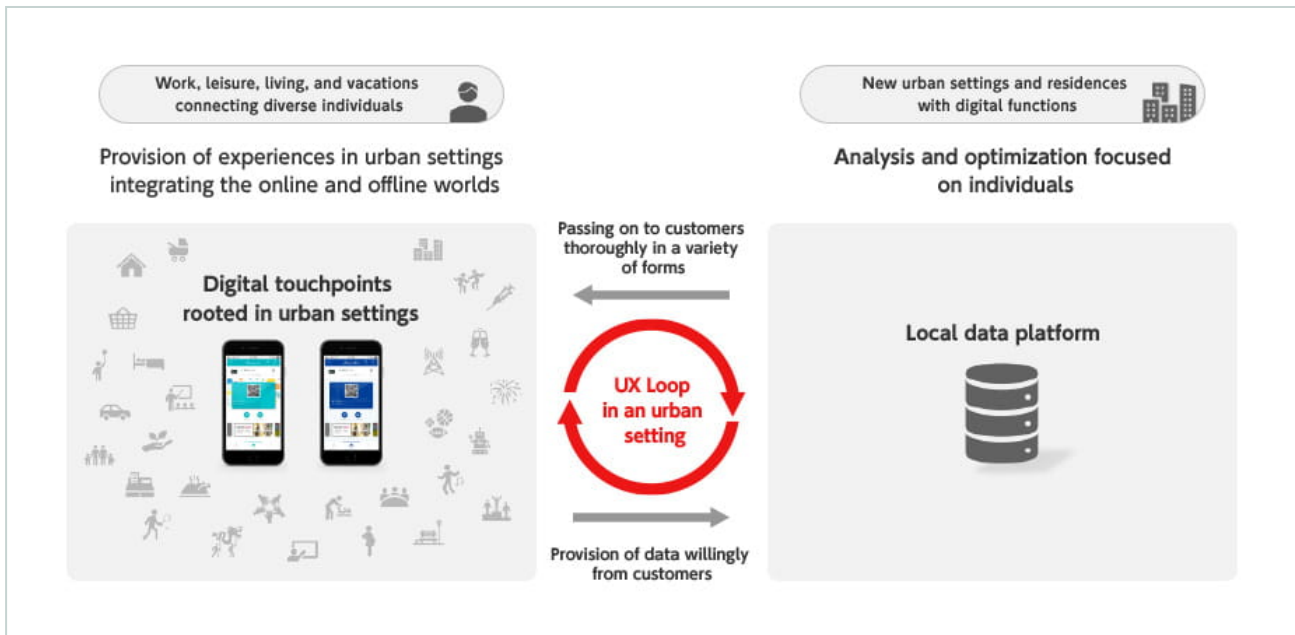
Key Theme 3: Innovation

Using Cutting-Edge Technology and Robots

Formulation of Digital Vision

In June 2021, we formulated the Mitsubishi Estate Digital Vision, which aims to create more livable urban environments for ordinary citizens through digital transformation. Under this vision, the Group will develop environments that allow users to enjoy experiences in urban settings while moving freely between online and offline worlds by extending the physical contact points with customers that it has built up in its real assets and diverse business portfolio. In addition, we will pass on the data accumulated through these experiences to users in the form of various optimized services and new service offerings. Mitsubishi Estate will evolve urban environments into platforms for new discoveries and inspirations by promoting the creation of environments where people and companies can assemble, meet, and interact both online and offline with other people and other companies.

As part of our efforts to realize this vision, we have built Machi Pass, a common authentication ID. Via this single common authentication ID and a password, users can take advantage, if they so wish, of a variety of services offered in an urban setting as well as receive optimized information and services based on such data as their user history and location information. This initiative will help evolve the urban setting into a place that provides enriched user experiences by accumulating and optimizing the experiences of individual customers as data and passing it on to them to facilitate even better experiences.



Next-Generation Urban Development Utilizing Robots and Digital Twins

In fiscal 2018, Mitsubishi Estate established a department to promote reforms to the business model using digital technology—in other words, digital transformation—across the Group. This department strives to build an eco-system for the co-creation of customer value as it works to accelerate cooperative venture and business tie-ins across industries.

We are working on next-generation urban development utilizing advanced technologies in cooperation with the national and Tokyo Metropolitan governments and other agencies.

In facility management, we are already achieving tangible results, including work efficiency improvements and cost reductions, at offices as well as at retail facilities, hotels, airports, and logistics facilities by coordinating autonomous robots, elevators, IoT sensors, 3D data, and other technologies to automate work processes that are seeing increasing labor shortages, such as security, cleaning, and transportation. We are also utilizing the 3D City Model promoted by the Ministry of Land, Infrastructure, Transport and Tourism to examine a wide range of new ways to use technology in the urban development field, including autonomous driving, disaster preparedness simulations, and the utilization of sensors, by linking unified data from inside and outside facilities.



Security robot SQ-2 (Otemachi Park Building)
Replacing human patrols and guards through advanced autonomous movement functions

Establishing Marunouchi Data Consortium Aimed at Creating New Value and Business for the Community through Data Utilization

Mitsubishi Estate and Fujitsu Limited established the Marunouchi Data Consortium in September 2019 with the aim of creating new value and business for the community through utilization of data. The consortium provides programs such as workshops and seminars that encourage co-creation so that companies and organizations can work in an integrated manner from generation of ideas through to field testing.

In fiscal 2019, the consortium launched projects that included one to obtain and use data related to activities in the Marunouchi area as well as an information bank project responsible for the distribution of personal data acquired with permission.

Through initiatives that include utilization of data, Mitsubishi Estate will proactively pursue the realization of the "smart city" in Marunouchi and other areas.

Utilizing IT in Condominium Management Streamlining Operations Using Chatbots

Mitsubishi Jisho Community, which manages condominiums for sale and lease, office buildings, and public facilities, began operating Chatbots, an automated conversation program using artificial intelligence (AI), on LINE in October 2019. Chatbots automatically reply to typical inquiries and requests from customers, business partners, real estate brokers, remodeling contractors, and others, resulting in reduced customer wait times. In so doing the company is working to increase service efficiency through the utilization of IT.

In addition, customers who belong to Mitsubishi Jisho Residence Club, the customers' membership organization across the Mitsubishi Estate Group, can receive information on the club's benefits and services in a timely manner on LINE.

In the future, Mitsubishi Estate is considering sending the regular notifications for each condominium via LINE and making it possible for customers to submit a variety of documents to the management association or the managing company via LINE as well.

Introducing Smartphone App Smart Rijikai

In November 2019, Mitsubishi Jisho Community began distributing Smart Rijikai ("Smart Management Association"), an iOS and Android app, as an initiative to improve service quality. The app is intended for the condominium management associations from which the company is entrusted with management operations, providing a service that makes it possible for them to view the agenda for administrative board meetings on the app and make resolutions after question and answer sessions. The association's administrative board members can take part in meetings online at a convenient time and are able to check materials, make comments, and exercise voting rights depending on the agenda.

Developing the Condominium Self-Management App KURASEL

Mitsubishi Jisho Community developed KURASEL, an app that makes it easier to manage condominiums, in service from November 2020. Although in the past there have been calls from condominium management associations to manage condominiums themselves or to reduce management costs, no products or services were available to meet their needs until now.

The app was developed by condensing condominium management expertise cultivated over 50 years enabling a wide range of functions: the management of complex information in the condominium management association (e.g. owner and resident information, contract and order management information); storage and viewing of board meeting materials; income and expenditure status; management of payments. All this can be centrally managed through the app via a smartphone or online. This makes it easier for condominium management associations to function without outsourcing work to a management company.

The provision of this brand-new service will reduce management costs, alleviate shortage of reserve funds for repairs, and contribute to solving social issues such as the shortage of human resources serving on the management boards of condominiums.

Key Theme 3: Innovation

Creating Innovation through Collaborations and Alliances

Development of OMY SDGs ACT5

The OMY SDGs ACT5 Executive Committee, composed of Mitsubishi Estate, The Norinchukin Bank, Nikkei Inc., Nikkei Business Publications, Inc., and others launched OMY SDGs ACT5 in fiscal 2020 to implement a variety of SDG-related activities in the Otemachi, Marunouchi, Yurakucho area, where approximately 280,000 workers and 4,300 companies are congregated. The project promotes corporate initiatives centered on the five SDG-related action themes, which are sustainable food, climate change and resource recycling, well-being, diversity & inclusion, and communication. The participating companies work together to verify the synergistic effects of corporate collaborations as they aim to build a model city of SDGs and drive social innovation.

In fiscal 2021, which is the second year of the project, with Mitsubishi Research Institute, Inc. as a new member of the Executive Committee, the team is working to launch an app that grants ACT5 Member Points for SDGs-related actions by individuals carried out in the Otemachi, Marunouchi, Yurakucho area. Using the app, individuals will be able to earn points for bringing their own bottles or purchasing locally produced groceries. Accumulated points can be exchanged for sustainable products or donated to organizations that contribute to achieving the SDGs. By continuously encouraging individuals to change their behavior through this initiative, the project aims to create a symbiosis triggering SDGs-related actions which lead to the next steps forward in this area.

Fiscal 2020 Results

- Actions: Developed 35 actions linked to ACT5
- Partners: Realized a partnership of 45 companies (not including the companies on the Executive Committee)
- Participants: A total of 8,000 people from throughout Japan participated through seamless utilization of virtual and in-person participation in response to the COVID-19 pandemic.

OMY SDGs ACT5 (Japanese only)



Tokyo Marunouchi Innovation Platform to Create Innovation through Industry, Government, Academia, and Local Neighborhoods Leveraging Urban Resources

The Association for Creating Sustainability in Urban Development of the Otemachi, Marunouchi, and Yurakucho Districts ("Ecozeria Association") established the Tokyo Marunouchi Innovation Platform (TMIP) in August 2019 to support innovation creation to solve social issues through collaboration between industry, government, academia, and local neighborhoods and deliver them to the global market.

TMIP is a member-based organization in which diverse stakeholders from industry, government, academia, and local neighborhoods participate and collaborate. Maximizing the resources and capabilities possessed by member companies and the assets of Tokyo's

Otemachi, Marunouchi, and Yurakucho neighborhoods (collectively known as the Otemachi, Marunouchi, Yurakucho area), it provides support for the business creation process from the formation of teams for collaboration through validation of idea feasibility. The goal is the creation of global innovation and businesses to solve social issues that cannot be solved by one company alone.



TMIP creates an environment that makes it easier to achieve the projects of member companies by hosting workshops and events to form an interactive community of members and by implementing initiatives to ease regulations and other measures. Working with partners, including innovation facilities and groups, venture capital, universities and research institutions, and government bodies in the Otemachi, Marunouchi, Yurakucho area as well as advisors in possession of cutting-edge expertise, TMIP is providing comprehensive support for innovation creation.

Tokyo Marunouchi Innovation Platform (TMIP)



Primary Initiatives in Fiscal 2020

Establishment of Marunouchi City DX Partners to Promote Urban Digital Transformation to Adapt to the "New Normal"

In January 2021, in collaboration with Tokyo Marunouchi Innovation Platform (TMIP), Mitsubishi Estate established Marunouchi City DX Partners, a consortium aimed at enhancing urban value through digital transformation (DX). As people's lifestyles and values change due to the COVID-19 pandemic, Marunouchi City DX Partners will develop urban DX services adapted for the "new normal" as City DX projects using the Marunouchi area (Otemachi, Marunouchi, Yurakucho) as a testing site and showcase for the implementation of digitization.

Under the Marunouchi City DX Partners consortium, TMIP will provide overall planning and operational support plus coordination to enable participating companies with unresolved issues and ideas to be realized to work on their projects in a consistent manner. All the while, Mitsubishi Estate will provide the sites for demonstration tests in a real urban space. In addition, Deloitte Digital, the digital consulting team of Deloitte Tohmatsu Consulting LLC, and Nomura Research Institute, Ltd., will also be involved as City DX advisors while startup partners will provide solution support depending on individual projects.

Two City DX projects were already launched in fiscal 2020, with an analysis of real behavioral data from visitors to the neighborhood and verification of visions for a new city in a digital space underway. The aim is to create multiple projects and implement them as regular services by March 2022.

→ See the following for other TIMP initiatives. 

Micro STARs Dev., a Pioneering Project to Rebuild the Yurakucho Area

Mitsubishi Estate launched Micro STARs Dev., a pioneering project aimed at rebuilding the Yurakucho area, on December 2, 2019. The Yurakucho area is a Japanese business center, but is also a place where unique personalities are drawn together through its diverse commercial, cultural, and artistic functions. Based on the concept that "people make the city shine," the project places human activities at the center of urban development and cultivates diverse people, ideas, experiences, and products, as it aims to create a framework for the stars of the next generation and achieve synergies with existing initiatives in the area. Through the project, Mitsubishi Estate will continue striving toward a new urban development model for the 2020s and beyond.

The Yurakucho Micro Food & Idea Market and the Yurakucho SAAI Wonder Working Community are central venues to this project. With its design based on the concept of "a market where curiosity meets up," the Yurakucho Micro Food & Idea Market is multi-functional market that anyone can visit. In addition to having retail and display areas and a stage where diverse events can be held, the market also provides a deli-style menu using ingredients fresh from various regional areas shipped via Sanchi-Chokuso Ainoribin, a joint food-logistics system.

The Yurakucho SAAI Wonder Working Community is a working community that is mainly for "intrepreneurs" (in-house entrepreneurs). It aims to foster individuality that is not restricted by conventional frameworks and serve as a hub where individuals can thrive in an era of side jobs and businesses.

Yurakucho Micro STARs Dev. (Japanese only)



Start of Joint Research to Promote Open Innovation with Yokohama National University

In April 2020, Mitsubishi Estate signed a joint research agreement with the Co-Innovation Laboratory at Yokohama National University, which conducts research on promoting open innovation and the creation of new industries and supports and trains entrepreneurs at the university. Mitsubishi Estate began collaborative efforts with the goal of promoting open innovation and forming a business ecosystem in Yokohama.

With the goal of turning Yokohama into a city of innovation, Mitsubishi Estate has been working with the City of Yokohama to operate YOXO BOX, a base for supporting venture corporations. The company also runs on its own YOXO BOX OFFICE, a base of activities for companies and entrepreneurs who will serve as the new leaders for Yokohama as an innovation hub.

A student venture corporation from Yokohama National University which performed very well in the 2019 YNU Business Plan Contest began working on expanding their business using YOXO BOX OFFICE as their base of operations.

Building on this joint research agreement, Mitsubishi Estate further supports the ideas of young entrepreneurs and plans to accelerate the pace of open innovation.



YOXO BOX exterior view



YOXO BOX interior view

→ [YOXO BOX \(Japanese only\)](#) 

Yokohama City University Minatomirai Satellite Campus Open at NANA Lv. Academia-Industry Innovation Base

Run by Mitsubishi Estate, NANA Lv. ("7th level") on the seventh floor of the Yokohama Landmark Tower is a project space for corporations and other organizations collaborating with Yokohama City University. The aim of the space is to help turn Yokohama into a city of innovation by producing many innovators, venture corporations, and new businesses.

The Yokohama City University Minatomirai Satellite Campus opened inside NANA Lv. in April 2020. The goal of the satellite campus is to engage in data science research, provide graduate education, promote interaction between researchers and project space users, and develop joint research through collaboration between the university and corporations, bringing about innovation.

With the support of the City of Yokohama Economic Affairs Bureau, Mitsubishi Estate will work with Yokohama City University to encourage corporate innovation.



Full-Scale Launch of Demonstration Tests at Umekita Sotoniwa Square

The joint venture of nine companies*¹ led by Mitsubishi Estate for the Umekita 2nd Project will conduct advance trials for future urban development in cooperation with local communities, government, and private-sector companies at Umekita Sotoniwa Square, an outdoor demonstration test site in Kita-ku, Osaka.

The joint venture is planning to manage and operate the urban park at the Umekita 2nd Project (tentative name), a redevelopment project in front of Osaka Station, based on the concept of fusing greenery and innovation. The joint venture has been selected as a partner*² for the Pioneering Project for Greening of the Umekita Area ahead of the advance opening of the community in 2024, and will be responsible for operating Umekita Sotoniwa Square for 1,000 days up until March 31, 2023.

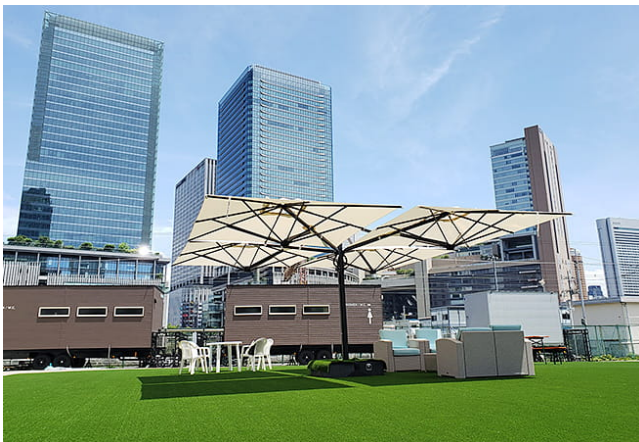
As part of the trial, Mitsubishi Estate and its partners will work on preparatory activities for park and area management to create a cutting-edge, attractive park area, which is the focus of the Umekita 2nd Project. We will also deepen our collaboration with diverse players with the aim of developing smart cities based on public-private partnerships using cutting-edge technology and the utilization of public, open space adapted to the new normal.

In the Umekita 2nd Project, the concept of greenery goes beyond simply ensuring that there are parks and green spaces. Rather, it is about building new relationships among the city, its inhabitants, nature, and the environment, and thereby developing an attractive urban area for the future. The joint venture will utilize the results of the trial to create Osaka MIDORI LIFE ("Osaka Green Life"), an innovative life model by creating an urban environment that is fused with nature and spaces and opportunities where diverse people can engage in new activities.

*1 Mitsubishi Estate Co., Ltd., Osaka Gas Urban Development Co., Ltd., ORIX Real Estate Corporation, Kanden Realty & Development Co., Ltd., Sekisui House, Ltd., Takenaka Corporation, Hankyu Corporation, Mitsubishi Estate Residence Co., Ltd., Umekita Development Specific Purpose Company (SPC funded by Obayashi Corporation)

*2 Composed of the eight companies in the joint venture, excluding Mitsubishi Estate Residence, plus Hibiya Amenis Corporation

Umekita 2nd Project



Demonstration test site for greenery



Utilization of open space

Creating New Business through Investment in Startup Companies and Venture Capital

In order to drive business model innovation for further growth in the 2020s, Mitsubishi Estate aims to improve existing businesses while moving forward with various initiatives to move into new growth areas.

As part of this effort, Mitsubishi Estate has been aggressively investing in start-up and venture capital companies both in Japan and overseas with the aim of delving into new businesses and creating synergies with existing ones. In addition to investing in fields that are

directly connected to real estate, the company is also investing in diverse sectors, including agriculture, renewable energy, live content, tourism, and healthcare. The Business Creation Department takes a central role in these efforts.

The company also utilizes its Corporate Accelerator Program to solicit ideas from venture companies with the goal of creating new business models to combine with our business assets as well as continuing the employee new business plan submission program.

These initiatives have resulted in over 10 billion yen in funding for creating new business. Moving forward, Mitsubishi Estate will continue to pursue new business opportunities in a wide range of sectors and cultivate future growth while seeking innovations to its business model and creating new value.

Mitsubishi Estate Accelerator Program Held to Create New Urban Visions

Mitsubishi Estate held the Mitsubishi Estate Accelerator Program again in fiscal 2020 aimed at the creation of new business through open innovation with start-ups. The program has been held each year since 2017 with the objective of reinventing the Mitsubishi Estate Group's business model. Mitsubishi Estate is the sponsor of the program, which provides start-ups with management resources such as funding, technology, and sales channels, and solicits business proposals from start-ups.

In fiscal 2020, given the current situation which called for rapid social and behavioral change, Mitsubishi Estate looked for start-ups that will be partners in facing challenges and proposing new urban visions. Eight companies were selected out of 110 business plan applications.

So far, a total of 24 companies out of approximately 650 applications have been selected under the Accelerator Program, including the current fiscal year. Going forward, Mitsubishi Estate will continue to deepen its co-creation with a diverse array of start-ups. It will concentrate efforts not only on strengthening competitiveness in existing business domains, but also on non-asset businesses and development of new business focusing on B2C or B2B2C.

See the following for more details about the eight companies selected in fiscal 2020.

the eight companies selected in fiscal 2020. (Japanese only)





MITSUBISHI ESTATE GROUP 2030 GOALS FOR SDGs

Key Theme 4: Resilience

Dynamic, flexible urban development that builds disaster-resilient communities and prioritizes safety and security

Related SDGs



Opportunities and Risks

Opportunities	Risks
<ul style="list-style-type: none"> ● Increasing need to acquire and lease real estate highly resilient to disasters (including urban floods) accompanying climate change ● Growing need to acquire and lease real estate highly resilient to disasters such as earthquakes 	<ul style="list-style-type: none"> ● Decreasing asset value and increasing expenses for maintenance and countermeasures due to intensifying and increasing in disasters (such as urban floods) accompanying climate change ● Fall in asset values and rise in expenses for maintenance and countermeasures due to disasters such as earthquakes ● Increasing renovation expenses and disaster countermeasures costs accompanying aging of buildings

Main Values Provided

- Sustainable, resilient, safe and secure urban development

Targets

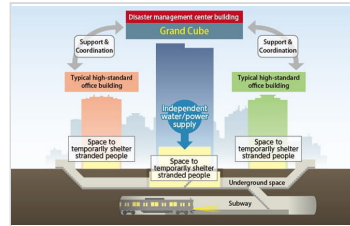
- Enhance disaster preparedness to minimize functional stagnation during disasters
- Enhance BCP function through hardware measures and strengthen neighborhood communication

OUR ACTION



Establishment of Disaster Preparedness and Mitigation Framework

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Initiatives to Enhance Disaster Preparedness in Buildings

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Key Theme 4: Resilience

Establishment of Disaster Preparedness and Mitigation Framework

Framework of Anti-Disaster Measures and Anti-Disaster System

In addition to basic policies and action guidelines for natural disaster and other crisis management, the Mitsubishi Estate Group has established the Emergency Response Manual setting out the details of action in an emergency. Mitsubishi Estate also has its own Framework of Anti-Disaster Measures to ensure that necessary countermeasures are taken to protect human life and infrastructure from disasters and to take appropriate and prompt recovery measures. This framework covers a wide range of measures in a detailed manner, including standard precautionary measures, assignment of responsibilities, plans for drills, plans for emergency measures in the event of a disaster, and recovery measures. The Anti-Disaster System is put into action when a large-scale disaster occurs or is expected to occur. The Disaster Management Headquarters is established, and the company will work with government officials, police, fire department, general contractors, sub-contractors, the Chiyoda Medical Association, and St. Luke's MediLocus to support stranded commuters, respond to the injured, and conduct emergency safety checks of buildings.

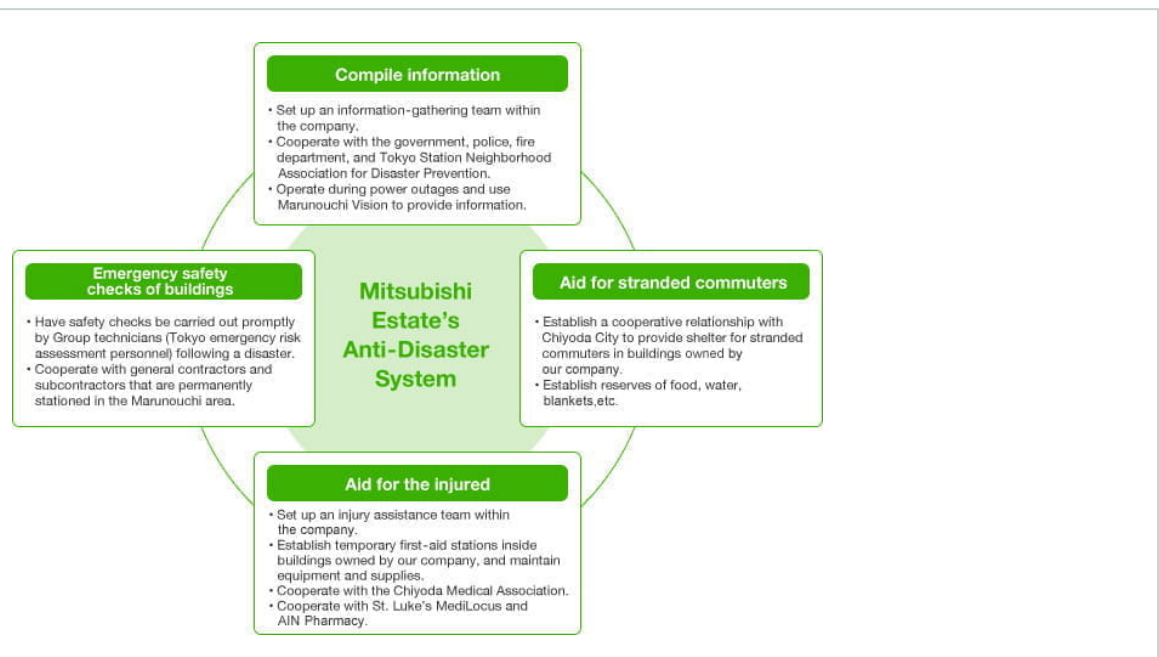
In 2012 the company formed an agreement with the Chiyoda-ku government to receive stranded commuters in the event of a large-scale disaster.

See the following for the number of buildings that have been designated as temporary shelters for stranded commuters.

ESG Data > S: Social data > (1) KPI > Resilient Urban Development



Anti-Disaster System



Business Continuity Plan

The Mitsubishi Estate Group has drafted a Business Continuity Plan (BCP) to prevent crucial operations from being interrupted if a disaster or accident occurs – and, if they are suspended, to enable their speedy resumption – and we established "Mitsubishi Estate Group Business Continuity Plan Guidelines" in October 2006.

In December 2012, we established "Mitsubishi Estate Business Continuity Plan Documents" and the "Mitsubishi Estate Group Guide to Preparing a Business Continuity Plan Document" in light of the Great East Japan Earthquake. By strengthening the bonds between the Business Continuity Plan and the Framework of Anti-Disaster Measures, we are ready to ensure both the safety of customers and Mitsubishi Estate Group employees as well as the business continuity of the Mitsubishi Estate Group in an emergency.

Furthermore, in light of changes in the social and business environment, we strive to continually upgrade the content of the Business Continuity Plan through PDCA cycles and will implement further improvements going forward in order to fulfill our social responsibility.

Prompt Building Diagnoses and Restoration Measures During Disasters

When a major disaster, such as an earthquake, occurs, prompt building diagnosis and restoration work are required. Mitsubishi Estate worked together with the group company Mitsubishi Jisho Sekkei Inc., developing a framework for cooperating with various construction companies and strengthening further our frameworks for ensuring the safety and security of tenant companies and visitors.

The Mitsubishi Estate Group owns and manages numerous large buildings in locations that include the Marunouchi area. Because building maintenance and other maintenance work occur on a daily basis, many construction companies have developed support systems. By taking advantage of the unique strengths of the Mitsubishi Estate Group, which has specialized technical personnel stationed in its buildings, we have established a framework for rapid building diagnosis and restoration in times of disasters on the basis of the cooperative relationships we have developed day after day.

In specific terms, our disaster preparedness measures involve collaboration with construction companies, including cooperation with building emergency risk assessment personnel as long as the companies' business continuity plans are not hindered (inspecting building exteriors, locations that pose fire hazards, and vital facilities); cooperation on emergency repairs to ensure building safety; cooperation on inspections to determine the level of damage to building facilities; cooperation on proposals for disaster recovery plans, and the provision of emergency response supplies.

Establishing Building Safety Management Systems and Independent Guidelines

Mitsubishi Estate has established a Safety Management Office within its Facility Management Planning Department, and we have partnered with Mitsubishi Jisho Property Management and other group companies to continuously carry out daily inspections and safety inspections at buildings all across the country that are managed and operated by the Mitsubishi Estate Group. Additionally, we carry out centralized management of activities and data at each location, including safety inspections and improvements, and implement preventive safety measures by sharing accident data within the Mitsubishi Estate Group, and providing instructions and support as necessary.

We collect building-related accident data, including data from other companies, in order to rapidly investigate the cause of accidents and determine whether corrective measures are required. This information is shared promptly to prevent the recurrence of accidents. Based on our experiences from the Great East Japan Earthquake, we organize this data according to what responses have been taken, what reinforcements are needed, and what items need to be reviewed, and we push for ongoing improvements to our safety response measures. We have also created Building Safety Design Guidelines that contain standards independently established by our company, guidelines stricter than the Building Standards Act and other laws and regulations, that are applied right from a building's design stage to preemptively avoid accidents, and we conduct reviews of these guidelines as needed.

Conducting Regular Lifesaving Classes for Employees

Mitsubishi Estate has been continuously conducting regular lifesaving classes (including AED training) for disaster response staff since September 2008, and we were recognized as a "Certified Excellent Lifesaving Class Attendance Business^{*}" by the Tokyo Fire Department in February 2009.

^{*} Granted to businesses with at least one qualified first aid instructor and where at least 30% of employees complete regular lifesaving classes



Regular lifesaving class in progress (fiscal 2019)

See the following for the rate of employees with first aid provider qualification

ESG Data > S: Social data > (1) KPI > Resilient Urban Development



Holding Comprehensive Emergency Drills in Private-Public Collaboration

Every September, Mitsubishi Estate holds comprehensive emergency drills with the participation of all of its executives and employees and many others from Group companies and other parties. This tradition dates back to 1923, when the Great Kanto Earthquake struck Tokyo and the Estate Department of Mitsubishi Goshi Kaisha, the precursor of Mitsubishi Estate, provided emergency aid, primarily from the former Marunouchi Building, which had been completed that year. Building on this experience, disaster response drills have been held regularly since 1926.

In 2019, the 93rd drill was carried out. Held in the neighborhood of Marunouchi, where the Mitsubishi Estate Group owns about 30 buildings, the drill assumed a scenario in which Marunouchi had been affected by an earthquake similar in magnitude to the Great East Japan Earthquake. With the invocation of the Anti-Disaster System, all employees took on their pre-planned roles as disaster response staff and practiced initial response, safety verification, information compilation, and equipment operations.

In fiscal 2019, in addition to annual training in the emergency healthcare collaboration with Chiyoda Medical Association and St. Luke's MediLocus and firefighting training carried out in collaboration with the responsible fire department and local firefighting brigade, Mitsubishi Estate conducted training on healthcare collaboration assuming emergency use of security robots with the ability of autonomous travel. Further, there was training on reception of foreigners in shelters for stranded commuters to ensure safety of tourists visiting Japan and foreign workers in an emergency.

In fiscal 2020, the drill was carried out based on the perspective of mitigating COVID-19 infection risk. It was implemented with the actual number of employees working based on infection control measures in mind and included an initial response in an environment with limited personnel and the collection and communication of information using tools such as the safety confirmation system and online conferencing.

Going forward, we will continue to work with the local fire department, as well as our buildings' corporate tenants, to keep enhancing the safety and security of Marunouchi and other neighborhoods where the Group has its presence by ensuring there are adequate systems in place for emergencies.

Testing Conducted for Disaster Dashboard 4.0 for Earthquake Directly Beneath Tokyo × Infectious Disease Control Measures × Digitization

As part of disaster preparedness efforts in the Otemachi, Marunouchi, Yurakucho area, Mitsubishi Estate conducted a verification test of Disaster Dashboard 4.0 in collaboration with the local Chiyoda-ku government, railway and bus operators, and building management from late-January through early-February 2021. Disaster Dashboard 4.0 further strengthens the functionality of the Disaster Dashboard 3.0 platform released in January 2020 for sharing information in the event of a disaster and delivering information to stranded commuters.

Many commuters are expected to be stranded in the area if an earthquake occurs directly underneath the capital. The test was implemented with the objective of achieving the information hub functionality in the next-generation disaster preparedness centers*¹ in the area with the purpose of supporting corporate BCPs, helping stranded commuters, and aiding in the transportation of the injured. Contactless check-in and check-out using QR codes were made available at shelters for stranded commuters that are offered in collaboration with the Chiyoda-ku government. In addition, mechanisms for managing the health status of the incoming people and contacting them individually were made possible as measures to control the spread of COVID-19. A verification test was conducted in which graphs showing the number of stranded commuters and vacancy information linked to the number of people accepted were displayed in real time on approximately 100 digital signage boards installed in the area as well as online screens.

While Mitsubishi Estate has signed an agreement with Chiyoda-ku to receive stranded commuters in the Otemachi, Marunouchi, Yurakucho area, going forward, the company will boost public-private and private-private partnerships through the Disaster Dashboard to realize next-generation disaster preparedness center functionality in the event of a major earthquake striking the capital. Further, it will facilitate an emergency rescue system for the injured using infection control measures, thereby continuing to further strengthen disaster preparedness in this area.

*1 Disaster preparedness centers intended to further enhance disaster contingency plans in the Otemachi, Marunouchi, Yurakucho area as detailed in the Urban Redevelopment Security Plan (explained later*²). In the event of a disaster, these centers provide wide area information and local information as needed to stranded commuters and emergency response agencies via information hub functionality to support rescue efforts of injured individuals and handling of stranded commuters. These centers could also be used for human interaction with emergency response agencies and emergency drills in the area at ordinary times.

*2 At the Otemachi-Marunouchi-Yurakucho Area Urban Redevelopment Security Plan Conference in March 2015, the plan of the same name was approved and launched. Revisions such as information hub functionality were added in March 2019.

Disaster Resilient Urban Development Leveraging Collaboration Between Mitsubishi Estate Residence and Academia

Mitsubishi Estate Residence and Kyorin University are collaborating on disaster prevention initiatives, contemplating what universities, local governments, and businesses can do to develop contingency plans for the local communities. Together with Portland State University in the U.S., Kyorin University has worked on the Disaster Resilient Urban Development fieldwork program since 2017 in the Sanriku region affected by the Great East Japan Earthquake and in Tokyo in preparation for an earthquake directly striking the capital. A part of this program entailed a tour in June 2019 of a condominium in Kanade no Mori, a residential district offered by Mitsubishi Estate Residence in Narashino, Chiba Prefecture. At this location, visitors studied the efforts by the Mitsubishi Estate Group and shared ideas on urban development focusing on disaster resilience. The company also held a workshop where local residents were invited to the university to work together and discuss disaster contingency plans for the town.



Industry and academia partnership agreement signing ceremony

In February 2020, a disaster contingency partnership agreement was signed as a way to further enhance disaster preparedness. In addition to emergency drills, workshops, and lectures, this initiative resulted in greater collaboration in the form of English versions of disaster preparedness tools designed for foreign nationals living in Japan, such as Sonaeru Drill (a disaster preparedness workbook) and Sonaeru Karuta (a disaster preparedness card game).

In order to build disaster-resilient communities, an approach articulated in Resilience, one of the Key Themes of the Mitsubishi Estate Group 2030 Goals for SDGs, the Group collaborates with its partners on disaster preparedness initiatives and promotes disaster resilient communities and urban development.



Portland State University-Kyorin University fieldwork (Sharing Mitsubishi Estate Group initiatives)



The English version of Sonaeru Drill was released to the general public on March 9, 2020.

The Parkhouse disaster preparedness program (Japanese only)



Participatory Emergency Drill Using Online Resources with Nearly 2,300 Households in Kanade no Mori

In March 2021, Mitsubishi Estate Residence and Mitsubishi Jisho Community conducted an online-focused emergency drill in the Kanade no Mori area in Narashino, Chiba, together with Kanade no Mori Partners, an area management organization.

The emergency drills in this area began with The Parkhouse Tsudanuma Kanade no Mori, a condominium offered by Mitsubishi Estate Residence, and this most current drill marks the sixth such drill. Currently, there are nearly 2,300 households participating, including those from properties sold and managed by other companies. Due to the growing COVID-19 pandemic, online resources were utilized, enabling us to continue this large-scale area emergency exercise.

The following three online programs were offered. The first was the Safety Confirmation Drill and Emergency Supply Storehouse/Regional Emergency Facility Live-Stream. During this program, activities related to operation of emergency response headquarters were streamed live, allowing residents to see and learn about a facet of operations that they usually do not have access to. The second program was Learning About Stockpiling and Cooperation for Families, where participants were encouraged to think about stockpiling supplies at home and assisting area residents. The third program was a demonstration entitled Stockpiling for Everyday Use, which was streamed from the homes of condominium residents, offering specific ways to stockpile necessities and inspiring them to take action.

The Mitsubishi Estate Group is focused on connecting the entire community in emergency preparedness and mitigation, promoting disaster-resilient urban development by collaborating and working together with many different people.

Additionally, the flood preparedness version of Sonaeru Karuta (a disaster preparedness card game) was created in February 2021 as a way to help deal with the recent frequent flooding, and is now available to the public.



Streaming the Safety Confirmation Drill



Online workshop

SONAERU KARUTA
103
水害

「内水氾濫」の特性を知ろう。

- 「内水氾濫」とは大雨の際、側溝や下水道などから雨水を排水しきれず起きる氾濫のことです。この氾濫は河川の近く以外でも起こります。
- 内水氾濫も含めたハザードマップを公表している自治体はまだ少ない。
- アスファルト舗装が多いため雨水が地中に浸み込みにくいことも一因。都市部の排水機能は、1時間あたりの雨量が50ミリ[※]を超えると処理できなくなると言われています。^{※出典：東京都下水道局}
- 内水氾濫は、地下への浸水による電気設備等の被害をもたらします。

どの班が使うの？
情報班
いつ使うの？
平常時

内水氾濫
下水道などの排水施設の能力を超えておこる氾濫



内水氾濫概念図

SONAERU KARUTA
103
水害

河川の氾濫だけじゃない。都市部特有の水害。

- 河川の氾濫と同時に警戒すべきは「内水氾濫」。統計では全国の浸水被害棟数の約70%[※]にあたるとも言われています。
- 電気や機械の設備に浸水すると、停電や断水などライフラインが寸断されます。しかも、復旧には時間がかかります。

※出典：国土交通省水害統計（平成20年～29年の10年間の合計）

被災地の声

エレベータが使えず、1階まで非常階段で降りるとエントランスに浸水して、外に出られなくなっていた。少し低くなっているマンションの入口から水が入ったと思う。(2019東京)

エントランスへの浸水は土嚢で防いだが、地下3階への浸水は予想外で、防げなかった。地下4階部分の貯水槽が満杯となった後も雨水の流入が続き、地下3階床面の貯水槽の蓋から水があふれた。電気・機械設備に冠水した結果、マンション全棟で停電となった。(2019神奈川)

被災初日に「電源は当然復旧しません」と貼り紙され、先が見えない状況だった。マンション確保等長期避難の準備を始めた住民もいた。(2019神奈川)

どの班が使うの？
情報班
いつ使うの？
平常時

Q都市部の水害の特徴や原因を知っていますか？

The water preparedness version of the Sonaeru Karuta card game was released on February 25, 2021.

For further details, see the March 15, 2021 release. (Japanese only)

Press Release dated March 15, 2020 (Japanese only)



Download SONAERU DRILL English version from the disaster preparedness program website

SONAERU DRILL English version





Key Theme 4: Resilience

Initiatives to Enhance Disaster Preparedness in Buildings

Top Level Seismic Performance to Withstand Megaquake (Seismic Intensity 7)

Buildings owned by Mitsubishi Estate in the Otemachi, Marunouchi, Yurakucho area have seismic performance that is at least equivalent to that set out in the Building Standards Act (new earthquake resistance standards), even for buildings that were built prior to the enactment of new earthquake resistance standards. Moreover, based on original standards for earthquake resistance formulated with Mitsubishi Jisho Sekkei that exceed those required by laws and regulations, Mitsubishi Estate has ensured that the seismic performance of ultra-high-rise buildings constructed since 2002 is 1.5 times higher than that of conventional skyscrapers and that it is possible to remain in the building even in a seismic intensity 7 megaquake.

Area BCP Initiatives Based on Area Disaster Prevention Buildings

Completed on April 1, 2016, the Otemachi Financial City Grand Cube is an ultra-high-rise building designed with advanced disaster preparedness functions that considered lessons learned following the Great East Japan Earthquake, which took place during the planning stage of its development. All conceivable flood damage measures were taken to minimize risk in the event of a flood, such as installing flood barrier panels, water-tight doors and other water barrier measures, and locating a stockpile warehouse and important offices (transforming equipment and disaster prevention center) on above-ground floors. Mitsubishi Estate has employed a full range of inventive methods in its quest to build an advanced disaster-resistant city. An urban water purification system was installed, which is a first for a private company, and also installed was a system that allows electricity, water and ventilation to function independently in the event infrastructure services are interrupted. Having learned from heightened demand for bathing in regions affected by the Great East Japan Earthquake, Mitsubishi Estate excavated out hot springs from a depth of 1,500 meters and opened a bathing facility. This facility will be made available for use by disaster relief personnel in emergencies and to improve hygiene.

The company has also developed collaborative systems for emergencies, such as an affiliation with St. Luke's MediLocus, an international medical facility.

As a result of these efforts, Grand Cube was designated a disaster response base by the Council for Area Development and Management of Otemachi, Marunouchi, and Yurakucho, and it will take an important role in improving disaster resilience for the area overall.

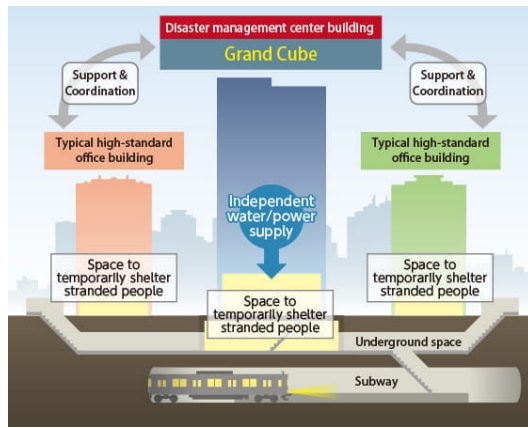
Details on functions for BCP and the safety, security and BCP of Mitsubishi Estate's office buildings are shown in the pages below.

Mitsubishi Estate Office Information
Otemachi Financial City Grand Cube / Full BCP Support



Mitsubishi Estate Office Information
Mitsubishi Estate's Concept of the Office Building—Safety, Security & BCP





"Disaster management center building" contributing to the BCP of the entire district



Exterior of Otemachi Financial City Grand Cube

Introducing Systems to Enable Timely Response to Earthquakes

Mitsubishi Estate has introduced varied systems to detect seismic disturbances, evaluate the level of damage automatically, and thereby enable a timely response in the event of an earthquake.

Installation of Yuremasu Seismographs

With the aim of conducting elevator safety shutdowns and preventing lock-in accidents whenever an earthquake occurs directly beneath Tokyo, Mitsubishi Estate has installed Yuremasu seismographs developed by Mieruka Bousai Co., Ltd. in various facilities in the Tokyo metropolitan area, operated by the Mitsubishi Estate Group. The system rapidly conveys seismic P-wave data measured at each facility to high-rise buildings in the Marunouchi area, making it possible to implement safety measures that include emergency shutdowns of elevators prior to the arrival of strong swaying.

Installation of Damage Level Evaluation System

Mitsubishi Estate has introduced a damage level evaluation system that ascertains a building's damage condition during an earthquake based on data from seismographs installed at several locations inside buildings, and then rapidly determines whether continued use is feasible. We have been installing this system in skyscrapers in the Otemachi, Marunouchi, Yurakucho, Yokohama, and Aoyama areas beginning with the Marunouchi Building, the Shin-Marunouchi Building, and the Marunouchi Park Building.

Introduction of Center Functionality

Mitsubishi Estate and Mitsubishi Jisho Property Management have introduced center functionality that allows for remote and integrated monitoring of buildings owned by the Mitsubishi Estate Group.

Reinforcing Communication Equipment

The Group also works to reinforce communication equipment (digital MCA and IP radio systems) in each company facility to address congestion of the general phone lines in the event of an emergency.

Countering Long-Period Ground Motion at Sunshine 60

The Great East Japan Earthquake, which struck in 2011, caused significant, lengthy continuous swaying of skyscrapers in the Greater Tokyo region as a result of long-period ground motion. There are concerns that damage could result from long-period ground motion that will occur during major earthquakes expected in the future.

In order to counter long-period ground motion at Sunshine 60 in Ikebukuro, Tokyo, Mitsubishi Jisho Sekkei Inc. launched a research society together with Sunshine City Corporation, the owner of Sunshine 60, and construction company Kajima Corporation, in order to research and investigate long-period ground motion, well ahead of the point when long-period ground motion was recognized as a major concern. Additionally, we developed Japan's first "damper assembly construction method"—an effective combination of three types of dampers based on the results of this research and investigation, and installed seismic strengthening measures at Sunshine 60. Construction was completed in 2016. Using this construction method, we achieved long-period ground motion countering that demonstrates greater earthquake resistance than the newest skyscrapers, and without affecting the building's tenants.

SUSTAINABILITY ACTIVITIES (ESG)

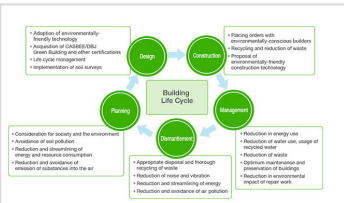
Environment

Sustainable Cities for a Sustainable Earth



Policies and Targets

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Promotion System

[READ MORE →](#)

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Information Disclosure Based on TCFD Recommendations

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Climate Change Strategies

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List of Buildings to Introduce Renewable Energy

[READ MORE →](#)



Reducing Waste and Preventing Pollution

[READ MORE →](#)



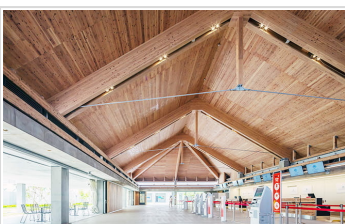
Conserving Water Resources

[READ MORE →](#)



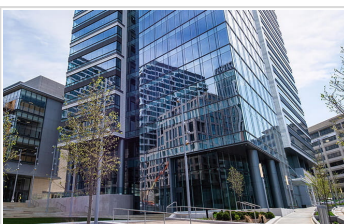
Preserving Biodiversity

[READ MORE →](#)



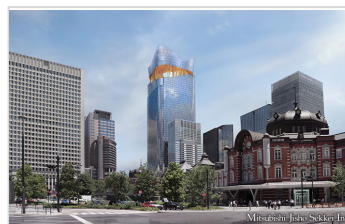
Promoting Sustainable Use of Wood

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Promoting Acquisition of Environmental Real Estate Certifications

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Adopting Sustainable Finance

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Environment Policies and Targets

Mitsubishi Estate Group Medium- to Long-Term Greenhouse Gas Emissions Reductions Targets (SBT-Approved)

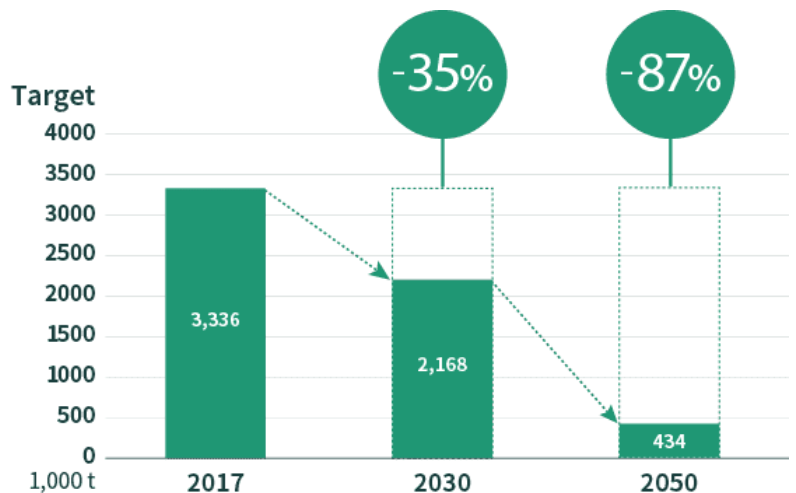
In March 2019, the Mitsubishi Estate Group established Group-wide medium- to long-term greenhouse gas emissions reductions targets, which were approved by the Science Based Targets (SBT) initiative* in April 2019 for being founded on scientific evidence. These targets also constitute one of the goals set out in Environment, one of the key themes of the Mitsubishi Estate Group 2030 Goals for the SDGs. The Group will further deepen its initiatives through such means as introducing renewable energy and utilizing new technologies, thereby contributing to the realization of a low carbon footprint society.



* The Science Based Targets initiative is a joint initiative by the World Wide Fund for Nature (WWF), CDP (an international NGO that provides investors, companies, cities, states and regions with a global disclosure platform to manage their environmental impacts), UN Global Compact, and the World Resources Institute (WRI). The initiative encourages companies to set greenhouse gas emissions reduction targets based on scientific evidence, which are consistent with the level required under the Paris Agreement (limiting average global temperature rise due to climate change to well-below 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C.)

Mitsubishi Estate Group Medium- to Long-Term Greenhouse Gas Emissions Reductions Targets

Mitsubishi Estate Co., Ltd. commits to reduce absolute scope 1+2+3 GHG emissions 35% by 2030 and 87% by 2050 from a 2017 base-year.



See the following for data on greenhouse gas emissions.

[ESG Data > Environmental Data](#) →

Joining RE100 to Achieve 100% Renewable Energy Use by 2050

The Mitsubishi Estate Group promotes sustainable urban development utilizing renewable energy with the aim of using 100% renewable electricity by 2050. As part of this effort, on January 31, 2020, Mitsubishi Estate joined RE100*, a collaborative initiative under which businesses commit to using 100% renewable electricity.

* RE100 is a global corporate initiative led by The Climate Group, an international NGO working to accelerate climate action, in partnership with CDP, an international NGO that provides investors, companies, cities, states and regions with a global disclosure platform to manage their environmental impacts. RE100 brings together influential businesses committed to switching to 100% renewable energy for the electricity they use.



Mitsubishi Estate Group Basic Environmental Policy

The Mitsubishi Estate Group has established the Mitsubishi Estate Group Basic Environmental Policy, which is based on its corporate mission. The entire Group works together to implement sound environmental management.

The Mitsubishi Estate Group has developed an environmental management system and strives to protect the environment by promoting environmental initiatives and reducing environmental impact, as well as complying with all environmental laws and regulations. Mitsubishi Estate is determined to ensure that its business activities play a leading role in the development of sustainable communities.

1. Building a low-carbon society

We are proactive about the efficient use of resources and energy, and encourage the use of renewable energy to contribute to the creation of a low-carbon society.

2. Creating a sound material-cycle society

We strive to reduce, reuse, and recycle in every stage of our business, including planning, development, design, construction, management and dismantlement, in order to contribute to building a sound material-cycle society.

3. Fostering harmony between nature and human society

We endeavor to foster new cultural values and to practice environmental responsibility by demonstrating concern for biodiversity and developing attractive urban spaces that harmonize with the surrounding natural environment, thus helping to build a society that lives in harmony with nature.

4. Promoting environmental communication

We proactively provide information on the environment and communicate with society on a broad range of issues in our efforts to coordinate and cooperate with a wide range of stakeholders.

5. Increasing employees' ecological awareness

In our efforts to increase employees' awareness of environmental conservation issues and ensure highly effective environmental activities, we provide environmental education and awareness programs, aiming to develop an ecologically aware workforce.

Established on May 1, 2004

Revised on January 1, 2006 and April 1, 2010

The Mitsubishi Estate Group Green Procurement Guidelines

The Mitsubishi Estate Group established the Green Procurement Guidelines as an active effort to be environmentally friendly and help reduce the burden on the global environment. The Guidelines promote green procurement, which refers to procurement or construction methods that use materials and equipment with a low environmental impact.

These Guidelines apply to all products, services, designs and construction work procured by the Mitsubishi Estate Group.

In April 2016, the Group also drew up the Paper and Printed Matter Procurement Guidelines to further those efforts.

The basic policies set out in the Green Procurement Guidelines are as follows.

- | | | |
|---|--|---|
| <p>01 Conservation of Energy and Resources</p> | <p>02 Reduction of Environment Pollutants</p> | <p>03 Preservation of Biodiversity</p> |
| <p>04 Long-Term Usability</p> | <p>05 Recyclability</p> | <p>06 Use of Recycled Material</p> |
| <p>07 Ease of Treatment and Disposal</p> | <p>08 Curtailment of Total Volumes Procured</p> | |

[Green Procurement Guidelines \(PDF 97KB\)](#)





Environment Promotion System

Environmental Promotion System

The Mitsubishi Estate Group sets out matters related to efforts to promote sustainability, including conservation of global environment, in the Mitsubishi Estate Group Sustainability Regulations. The Sustainability Committee, chaired by the President & CEO of Mitsubishi Estate with the Chief Sustainability Officer (the director in charge of the Sustainability Management and Promotion Department at Mitsubishi Estate) as deputy chair, meets twice a year as a rule to deliberate and report on climate change and other important issues related to sustainability. Prior to meetings of the Sustainability Committee, the Sustainability Subcommittee conducts preliminary discussions and reporting and compiles information on efforts to promote sustainability taken by business groups, etc. The deliberations of the Sustainability Committee are reported to and supervised by the Board of Directors.

Monitoring Group-Wide Environmental Initiatives

To monitor the progress of environmental initiatives across the entire Mitsubishi Estate Group, a survey is taken of all Group companies that share the Code of Conduct. The survey covers the progress of measures to reduce environmental impact.

Building and Implementing an Environmental Management System

Mitsubishi Estate has each of its Group companies implement an environmental management system (EMS), a mechanism for responding to global environmental problems and contributing to the sustainable development of society.

EMS provides companies with a framework to help achieve environmental goals effectively by setting specific targets and assessment systems and utilizing the PDCA cycle to ensure continual review and improvement. The Mitsubishi Estate Group establishes targets and works to improve its environmental performance by obtaining certification for ISO 14001, the international EMS standard, as well as establishing its own EMS, which complies with ISO 14001.

Implementation of Mitsubishi Estate Group's Environmental Management System (Status as of March 2020)

Organization	Environmental Policy	Environmental Targets and Initiative Results
Mitsubishi Jisho Sekkei (Architectural design & engineering business)*	PDF 20KB PDF	PDF 23KB PDF
Mitsubishi Jisho Community (Overall condominium and building management)	PDF 19KB PDF	PDF 30KB PDF
Royal Park Hotels and Resorts (Supervision and management of hotel business management, operation support) Royal Park Hotel	PDF 57KB PDF	PDF 34KB PDF

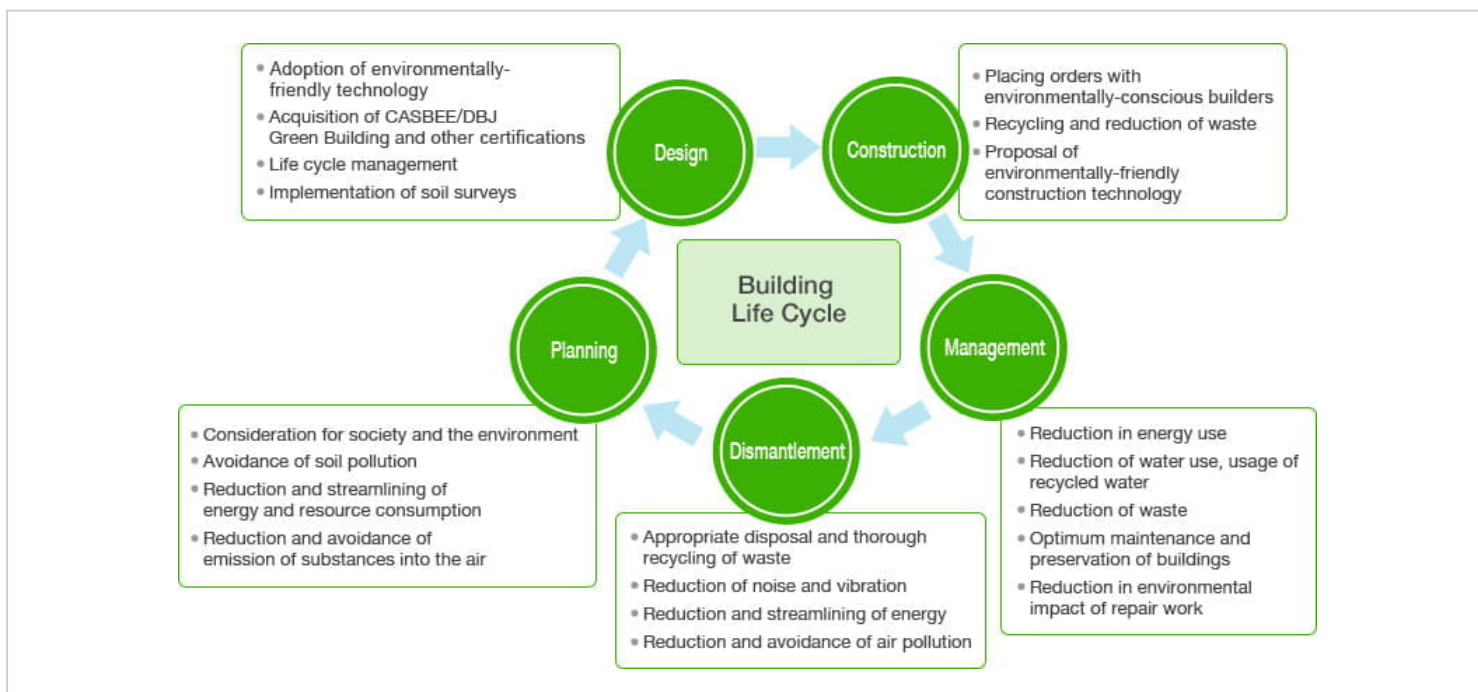
Organization	Environmental Policy	Environmental Targets and Initiative Results
Yokohama Sky Building (Office and commercial building administration and management)	PDF 330KB PDF	PDF 87KB PDF
Mitsubishi Estate Home (Custom-built housing business)	PDF 21KB PDF	PDF 62KB PDF

* ISO14001-certified organization

Approach to Building Life Cycle

The Mitsubishi Estate Group runs various businesses involved in the development, planning, construction and management of real estate and considers reducing environmental impact through Group-wide efforts as one of its duties. The Group Basic Environmental Policy aims to reduce the burden on the environment caused by buildings throughout their life cycle, from planning and design to operation and management and dismantlement. The entire Group works together to implement constructive and sustainable measures to that effect.

Environmental considerations during a building's life cycle



Environment

Information Disclosure Based on TCFD Recommendations

On February 3, 2020, Mitsubishi Estate announced its support for the recommendations of TCFD. In May 2020, the Company disclosed such information as governance, strategies, risk management, indicators and targets on climate change risks and opportunities in accordance with the framework recommended by TCFD. Going forward, the Company will consider expanding the scope of information to be disclosed as it works to further improve governance and business strategies pertaining to climate change based on the results of the scenario analysis.



* The Task Force on Climate-related Financial Disclosures (TCFD) was established by the Financial Stability Board (FSB) based on a G20 request to investigate how to disclose climate-related information and respond to financial institutions. The task force issued its final report in June 2017, encouraging companies and others to disclose climate change-related risks and opportunities.

[Information Disclosure Based on TCFD Recommendations \(PDF 980KB\)](#)





Environment
Climate Change Strategies

Basic Policy and Approach

The damage to human life and property caused by extreme weather events such as localized heavy rain is becoming more serious each year.

The real estate industry is known to emit a particularly large proportion of greenhouse gases as a percentage of all industries. The Mitsubishi Estate Group, which owns a large number of properties in and outside Japan, recognizes it has a great responsibility, and considers it essential to address climate change in order to achieve the Mission of Mitsubishi Estate Group, which is to contribute to society through urban development.

It is against this backdrop that, in order to identify the impact of climate change on business activities and take appropriate actions, the Group endorsed the TCFD Recommendations in February 2020 and implemented analysis and information disclosure^{*1} in line with the TCFD information disclosure framework (governance, strategy, risk management, and metrics and targets around climate-related risks and opportunities). Based on the results of this analysis, the Group will further strengthen its governance and business strategies related to climate change in order to appropriately manage and respond to climate-related transition risks (including regulatory, technological, market, and reputation risks) and physical risks (acute and chronic risks).

Moreover, collaboration with a broad range of external stakeholders is essential for the Group as it implements initiatives aimed at realizing a carbon-free society. To this end, Mitsubishi Estate has joined the Japan Climate Leaders' Partnership (JCLP)^{*2}, a coalition of companies acting against the climate crisis, and working to collaborate with other companies to enact policy proposals to the government with the aim of decarbonization.

The Mitsubishi Estate Group will respond steadily to climate change by deepening the initiatives it takes through its business activities in line with this basic policy and approach.

*1 Information Disclosure Based on TCFD Recommendations

*2 JCLP website

Goals and Achievement Status

Under the basic policy and approach described above, the Mitsubishi Estate Group has formulated medium-to-long term reduction targets for the Group's overall greenhouse gas emissions (reductions in CO2 emissions [Scope 1 + 2 + 3] of 35% by fiscal 2030 and 87% by fiscal 2050 compared with fiscal 2017. In April 2019, these targets were approved as being based on scientific evidence by the Science Based Targets (SBT) initiative.

Moreover, in January 2020, Mitsubishi Estate made a commitment to switching to renewable energy for 100% of the electricity it uses and joined RE100, a global collaborative initiative aimed at switching to electricity derived from renewable energy for 100% of the electricity used in business. With its participation in RE100, Mitsubishi Estate is committed to achieving targets of 25% renewable power by 2030 and 100% by 2050.



In order to achieve the targets above, the Group is implementing measures such as the use of high-efficiency equipment in the operation of office buildings, which is the Group's core business. In addition, given that factors such as external temperature and building operating conditions impact energy usage, we work with tenants to conserve energy and reduce GHG emissions. Moreover, we are switching the electricity used in buildings to electricity sourced from renewable energy, thereby reducing GHG emissions (Scope 2) and increasing the percentage of renewable power.

In fiscal 2021, Mitsubishi Estate introduced renewable power in 19 buildings, mainly in the Otemachi, Marunouchi, Yurakucho area, where the company owns and operates many buildings, and it plans to introduce renewable power to all the buildings it owns and operates in the area in fiscal 2022. This is expected to reduce Scope 2 emissions by around 30% (compared to fiscal 2017) and increase the renewable power ratio to around 30%.

The company is also installing solar power facilities at its distribution facilities and the Group's outlet malls to promote the use of sustainable energy and reduce GHG emissions.

See the following for data on GHG emissions and the ratio of renewable power.

[ESG Data > Environmental data](#)



Energy Management Initiatives

Introducing "Super Tube" to Enhance District Heating-Cooling and Cogeneration Systems

Since Marunouchi Heat Supply began operating in 1976, it has developed a district heating-cooling network in the Otemachi, Marunouchi, Yurakucho area and supported energy management for the entire area. The steam and cold water generated by its plants are supplied to buildings through underground tunnels and used for air conditioning. Most of the buildings the Group owns in this area benefit from this system.

At the end of December 2020, Marunouchi Heat Supply and Mitsubishi Estate completed the "Super Tube," a 250-meter long culvert running north to south along Marunouchi Naka-Dori Avenue, and began supplying energy via this tunnel the following January. The Super Tube, which is 30 meters underground, is highly earthquake-resistant and the heat supply pipes inside it form an arterial network that will underpin the stable supply of energy in the Otemachi, Marunouchi, Yurakucho area. The supply of heat generated by the high-efficiency equipment at the Marunouchi Nijubashi Building plant through the Super Tube will reduce CO2 emissions and increase energy efficiency in the Yurakucho district.

With the construction of the Super Tube, the steam network linking the Marunouchi 1-chome, Marunouchi 2-chome, and the Yurakucho districts is now complete, and the mutual backup function between plants in an emergency has also been strengthened. Moreover, the effective use of unused heat is being promoted through the supply of exhaust heat generated by the cogeneration system to multiple buildings in the area through the steam network.

Formulation of Smart Energy Urban Development Action 2050

In March 2021, Mitsubishi Estate and Marunouchi Heat Supply formulated Smart Energy Urban Development Action 2050, concentrating on the Otemachi, Marunouchi, Yurakucho area. The two companies will work on symbiotic and comprehensive energy policies that fully capitalize their management resources with the aim of next-generation urban development to maximize both environmental value and socioeconomic activity.

Central to Smart Energy Urban Development Action 2050 is the realization of an urban microgrid that will contribute to energy resilience, climate change countermeasures, and decarbonization in this area. The urban microgrid is a concept that integrates the use of self-owned power sources and renewable energy, which will be proactively brought in from outside. It also makes it possible to improve the efficiency of heat and power supply while making building energy consumption more efficient and smarter by maximizing the use of the district heating-cooling system. The creation of an urban microgrid contributes to climate change countermeasures and decarbonization during normal times, while also ensuring energy resilience to support business continuity in the area in the event of a major earthquake and other emergencies, thereby maximizing socioeconomic activity of this central business district.

In order to realize the urban microgrid, Energy and Urban Development Action 2050 sets out three management strategies. These consist of (1) Supply management strategy: improving overall efficiency through integrated heat and power supply system and decarbonization of electricity and heat; (2) Supply and demand management strategy: improving energy management efficiency through smarter energy consumption in new and existing buildings; and (3) Linkage and business management strategy: participating in renewable energy projects and contributing to regional revitalization, collaborating with diverse energy businesses on verification. Measures will be implemented in these three directions. In addition, the Urban Energy Strategy Planning Department was established at Mitsubishi Estate on April 1, 2021, as the organization for implementing the measures and promoting studies in this area.

Outline of the Strategies

(1) Supply Management Strategy

Decarbonization of electricity (proactive introduction of renewable energy)	We will proactively introduce renewable energy in order to drive decarbonization of electricity.
Decarbonization of heat and construction of optimum energy portfolio	Together with optimizing the combined heat and power portfolio, we will promote decarbonization of heat, which will contribute to the overall portfolio.
Business continuity based on integrated heat and power and self-owned power sources; enhanced efficiency through area supply control	In addition to building a system that can supply each building with heat and electricity in an integrated manner, we will establish an autonomous emergency system through the ownership and operation of self-sustaining power sources and further improve efficiency in normal times through area supply control.
Area supply management and load levelling control using demand response ^{*1} , heat and power storage, and VPP ^{*2} , etc.	We will build systems that will manage heat and power supply within the area effectively, including coordinated supply among buildings and time band leveling, utilizing demand response, power and heat storage, VPP and other methods.

*1 Demand response: refers to changing power demand patterns by controlling energy usage volume on the energy consumer side

*2 Virtual Power Plant (VPP): A cloud-based distributed power plant that uses information technology to aggregate the capacities of different distributed energy resources and function as if it were a physical power plant

(2) Supply and Demand Management Strategy

An approach with long-term building stock in mind	We will manage from the perspective of the future building portfolio with an eye on the long-term rebuilding schedule in the area.
Making newly developed buildings emissions-free	For buildings developed in the future, we will study measures that contribute to maximizing energy conservation performance and make buildings emissions-free.
Improvement of energy consumption efficiency in existing buildings	We will make effectively timed investments that contribute to greater energy conservation and smarter building design and operation with an eye on the repair life cycle of existing buildings.

Upgrading of management through "BENI," an independently developed next-generation cloud-based BEMS platform	We are developing our own next-generation cloud-based building and energy management system (BEMS) that will contribute to improving the operational efficiency of the diverse parties involved in building operation, as well as visualizing and providing an overall picture for energy conservation activities.
Demand-side load management using demand response and power and heat storage, etc.	We will engage in energy demand-side load management using demand response, power and heat storage, and other methods to encourage more efficient energy use.

(3) Linkage and Business Management Strategy

Participation in renewable energy business and contribution to regional revitalization	In addition to participating in renewable energy projects across Japan, we will contribute to regional revitalization and local community development that helps to promote industry and create jobs in varied regions.
Development of cocreation with energy businesses	We will develop relationships for cocreation that go beyond business transactions as an energy consumer with businesses in energy-related fields, including power generation, transmission and distribution, electricity retail, gas supply, and aggregator business.
Promotion of collaborative verification and R&D in the Marunouchi area	We will provide our assets in the area as demonstration fields for the implementation and verification of new technologies, thereby contributing to their establishment.

Entry into the Biomass Power Generation Business

In May 2021, Mitsubishi Estate, Shizuoka Gas & Power Co., Ltd. K.K., and PROSPEC AZ Inc. established Higashi Matsuyama Biomass Power Generation, LLC, a joint venture company, marking Mitsubishi Estate's first foray into the biomass power generation business. The joint venture company will develop a biomass power generation plant with a power generation capacity of 1,990 kW in Higashi Matsuyama, Saitama Prefecture, at which it plans to commence operations in fiscal 2023. This business is a local closed-loop renewable energy power generation business that reuses wood materials from pruning urban waste matter, including roadside trees and trees in parks, as fuel. We expect the plant to generate approximately 15.0 GWh annually (equivalent to power for 4,800 households) and achieve CO2 emission reductions of approximately 6,900 tons per year.

In light of calls for achieving a decarbonized society and the rapidly rising interest in renewable energy in Japan and overseas, we plan to continue developing biomass power generation businesses throughout Japan at a rate of two or three per year. Through these efforts, we aim to realize a sustainable society (social value improvement) by contributing to the popularization of renewable energy.

Promoting Renewable Energy

Promoting Use of Renewable Power in Buildings

In achieving its medium-to-long term targets (SBTs) for greenhouse gas emissions reductions and the target for the ratio of renewable power (RE100), the Mitsubishi Estate Group believes that it is imperative to switch the electricity used in the buildings it owns and operates to electricity derived from renewable energy. Based on this recognition, the Group is steadily implementing a switch to renewable power.

In fiscal 2021, Mitsubishi Estate will switch to renewable power for all the electricity used in 18 buildings in the Marunouchi area (the Otemachi, Marunouchi, and Yurakucho districts), as well as in the Landmark Tower Yokohama and Dai Nagoya Building, including the electricity used by tenants. Further, in fiscal 2022, renewable power will be introduced in all the buildings it owns and operates in the Marunouchi area. Going forward, the company also plans to actively introduce renewable power in other areas.

See the following for the list of buildings to introduce renewable energy.

List of Buildings to Introduce Renewable Energy



Promoting Use of Renewable Power in Logistics Facilities

Mitsubishi Estate is working to install solar panels on the roof space of the Logicross series of logistics facilities it develops where such installations are possible. At Logicross Ebina, completed in November 2020, the initiative uses the PPA* model.

* Power Purchase Agreement = a third-party ownership model for self-consumption solar power generation facilities



Logicross Ebina Completed November 2020

Promoting Use of Renewable Energy at Premium Outlets®

Mitsubishi Estate • Simon, which operates Premium Outlets®, is working to develop facilities with an awareness of energy conservation. In February 2016, the company introduced carport-type solar power generators for captive consumption with generating capacity of 1 megawatt at its Ami Premium Outlet. This was followed by the installation of the same kind of facility at the Shisui Premium Outlet in December 2017.

The company also started purchasing green energy certificates in April 2016, as part of its initiative to contribute to more widespread use and expansion of renewable energy.



Shisui Premium Outlet's carport-type solar power generator for captive consumption

Investment in Venture Company Aimed at Commercialization of New Hydrogen Energy

Mitsubishi Estate has been promoting the development of low-carbon cities through the development and operation of buildings with high energy-saving performance and district heating and cooling projects. Moving forward, we believe that in order to achieve the CO2 emissions reduction targets for the entire Mitsubishi Estate Group and realize an even lower carbon society, it is necessary to expand the use of green energy that does not emit CO2 in addition to the energy-saving initiatives implemented so far.

Therefore, in January 2019, Mitsubishi Estate invested in Clean Planet Inc., a venture company involved in pioneering innovation in the energy sector. Clean Planet has developed a new hydrogen energy technology, in which the energy output per unit of hydrogen is far greater than conventional hydrogen energy. Mitsubishi Estate and Clean Planet will work together to commercialize new hydrogen energy with a goal of reducing the cost of electricity to one tenth of the current level. We will contribute to creating the foundation for the sustainable decarbonized society set out in the Paris Accord by expanding the use of this clean new hydrogen energy worldwide.



Contributing to environment- and people-friendly urban development through high-efficiency clean energy

Working Together with Tenants

Organizing Global Warming Prevention Council Meetings

Mitsubishi Estate has been organizing yearly Global Warming Prevention Council meetings since 2008, collaborating with the tenants in its buildings. The Council meetings are convened for an explanation of CO₂ emission reduction and energy-saving initiatives, based on the Tokyo Metropolitan Environmental Security Ordinance and the Energy Saving Act, and to provide updates on their progress. Mitsubishi Estate will continue this initiative to provide tenants with information on energy-saving activities underway in the building, their concrete reduction targets, and energy-saving methods that can thereby promote energy-saving activities together with its tenants.

Publication of the Sustainability Guide

Since fiscal 2019, Mitsubishi Estate and Japan Real Estate Asset Management have jointly published the Sustainability Guide, which is distributed to office tenants with support from Mitsubishi Jisho Property Management.

In order to realize the sustainable urban development and contribution to the SDGs set out by the Mitsubishi Estate Group, it is necessary to collaborate with all stakeholders involved in urban development and build cooperative relationships. The guide will primarily be utilized as a communication tool for promoting collaboration with office tenants to help facilitate a sustainable world.

● Main Topics

- Sustainability Guide Vol.1 (published 2019) : New office spaces and workstyle reform
- Sustainability Guide Vol.2 (published 2021) : What an office should be like in the "new normal" era · Recycling waste

Sustainability Guide Vol.1 (published 2019) (PDF 958KB)



Sustainability Guide Vol.2 (published 2021) (PDF 1.34MB)



Green Lease Program Benefits Both Owners and Tenants

Japan Real Estate Asset Management (JRE-AM), which provides asset management services for Japan Real Estate Investment (JRE), has been actively promoting renovations of equipment in building stock aimed at reducing environmental impact. Its aim is to build a portfolio that is highly rated by tenants and investors that prioritize environmental performance of buildings.

In general, building owners are reluctant to introduce environmental equipment renovations because they do not necessarily produce economic benefits commensurate with the investment. In these circumstances, JRE-AM has introduced a Green Lease Program under which a portion of the reduction in energy usage fees received by tenants is returned to building owners for a certain period. Taking advantage of the program, the company has been progressively converting lighting in tenant use areas to LED. This also has the advantage of dramatically reducing electricity fees for tenants, creating a "win-win" benefit for both tenants and building owners.

By expanding the Green Lease Program, JRE-AM will continue to provide value-added, environmentally-friendly real estate that contributes to CO₂ reduction.

Establishing New Green Lease Clause

In order to promote energy conservation in collaboration with tenants, Mitsubishi Estate has established a new green lease clause in its lease agreement template.

See the following for the percentages of agreements based on the green lease clause.

ESG Data > E: Environmental data > (2) Other



Energy Management Initiatives

Promoting the Use of Carbon Neutral City Gas

The Marunouchi Building and Otemachi Park Building began using carbon neutral city gas in March 2020, the first of its kind in Japan. The carbon neutral city gas derives from carbon neutral LNG purchased by Tokyo Gas from Shell Group with Shell Group's carbon credits used to offset the CO₂ emissions generated in all processes from exploration to use as fuel.

The carbon neutral city gas is being used in the hybrid power generation system installed in the Marunouchi Building in March 2019 and the gas co-generation system in the district heating and cooling plant in the Otemachi Park Building. As a result, significant reductions in CO₂ emissions have been achieved.

Also, with the goal of popularizing carbon neutral LNG and improving its utility value, Tokyo Gas, which procures and supplies carbon neutral LNG, along with four organizations that purchase the gas, established the Carbon Neutral LNG Buyers' Alliance in March 2021. In order to help achieve a carbon neutral society by 2050, alliance member organizations are working to promote carbon neutral LNG around the globe, as well as improve its evaluation by investing institutions, and establish the position of carbon neutral LNG among various domestic systems.



Logistics Facility Logicross Ebina Obtains Nearly ZEB

Logistics facility Logicross Ebina, completed in November 2020, obtained a five-star rating under the Building-housing Energy-efficiency Labeling System (BELS)^{*1}. Thanks to further use of renewable energy, it has been certified as a Nearly ZEB^{*2} building, which means that its annual primary energy consumption is nearly zero. This is the first property developed by Mitsubishi Estate that has obtained Nearly ZEB certification.

In addition to reduced primary energy consumption on the design facet, a collaborative initiative with renewable energy provider SymEnergy Inc. has implemented the installation of power purchase agreement (PPA) model self-consumption solar power generation equipment on the roof of its facilities, which generates electricity for use inside the property. We believe that the implementation of such a program has resulted in obtaining Nearly ZEB certification.

Going forward, Mitsubishi Estate plans to obtain BELS certification as a general principle for the Logicross series of logistics facilities it develops.

- *1 Stipulated by the Ministry of Land, Infrastructure, Transport and Tourism, BELS is a building energy efficiency labeling system where a third-party agency evaluates and certifies the energy-saving performance of newly built or existing buildings.
- *2 Buildings with annual primary energy consumption of net zero or less. Nearly net-zero-energy buildings are almost on a par with net-zero-energy buildings and satisfy both of the following two criteria in terms of energy consumption: (1) a reduction of more than 50% compared with standard primary energy consumption (excluding renewable energy) and (2) a reduction of more than 75% less than 100% more compared with standard primary energy consumption (including renewable energy)



Exterior of Logicross Ebina

Taking Measures for a Net Zero Energy Building (ZEB) at Miyako Shimojishima Airport Terminal in Okinawa

Opened in March 2019, the Miyako Shimojishima Airport terminal is Japan's first-ever airport terminal that has earned a Net Zero Energy Building (ZEB) rating. The Group has incorporated a range of sustainable, energy-saving measures. It was designed based on a plan that will make primary energy consumption around 68% less than a comparable structure built to the national standard, and for which the project was accredited with the ZEB Ready rating by the Agency for Natural Resources and Energy of Japan's Ministry of Economy, Trade and Industry. It has also earned the highest ranking of the Building-housing Energy-efficiency Labeling System (BELS), and is the first airport terminal in Japan to actively adopt CLT* as a structural material for its roof.



Projects Utilizing CLT



Diverse Initiatives to Improve Environmental Performance of Condominiums

Mitsubishi Estate Residence employs the Five Eyes process to ensure the quality of its residences. Eco Eyes is one of the five. The company uses various creative approaches to support eco-friendly, affordable lifestyles.

1. Soleco power systems save electricity and money

Soleco is an environmental system that balances environmental friendliness with affordability by reducing electricity costs for condominium units and shared areas. This is achieved by combining high-voltage collective power systems with solar power systems in condominiums.



2. Various techniques enhance insulation effectiveness

Mitsubishi Estate Residence uses a range of techniques to enhance insulation effectiveness, such as applying external and internal insulation, taking measures to prevent dew condensation and using multi-layered glass. In line with the 2013 energy conservation standards for residences that went into full effect on April 1, 2015, the company aims to earn insulation performance level 4 and primary energy consumption level 4 for all the residences for which it makes application for building confirmation thereafter.

In fiscal 2016, The Parkhouse Futakotamagawa Midori no Mori and The Parkhouse OIKOS Mikunigaoka were both certified as low-carbon buildings under Japan's Law on the Promotion of Low-Carbon Cities.

3. Highly efficient devices save energy

In the condominiums sold by Mitsubishi Estate Residence, high-efficiency equipment is adopted, such as shower heads that conserve hot water, faucets that conserve hot water, bathtubs that retain heat, and toilets that conserve water. This contributes to the creation of a pleasant lifestyle that takes both the environment and economy into account.

Obtaining Low-Carbon Building Certification for Condominiums

Mitsubishi Estate Residence began offering The Parkhouse Futakotamagawa Midori no Mori in Setagaya-ku, Tokyo in fiscal 2017, and The Parkhouse OIKOS Mikunigaoka in Sakai, Osaka in fiscal 2018, condominiums certified as "low-carbon buildings."^{*} All Futakotamagawa Midori no Mori condominium units are fitted with a central air-conditioning system known as Condominium Aerotech which maintains a comfortable temperature throughout the unit while OIKOS Mikunigaoka has installed ENE-FARM type S residential fuel cells. The adoption of these and multiple other cutting-edge environmental technologies are part of the company's efforts to make a low-carbon society a reality.

^{*} A system of certifications based on Japan's Law on the Promotion of Low-Carbon Cities given by government authorities to buildings in their jurisdiction which take extensive measures to reduce their carbon footprint.



The Parkhouse Futakotamagawa Midori no Mori / Photo of exterior



The Parkhouse OIKOS Mikunigaoka / CG image of expected exterior when complete

Combining Energy Saving and Energy Creation to Enable Sustainable Living The First ZEH-M Ready Feature for The Parkhouse Brand

As part of the Mitsubishi Estate Group initiative for sustainable urban development that proactively addresses climate change and environmental issues, Mitsubishi Estate Residence and Kintetsu Real Estate Co., Ltd. are adopting the ZEH-M Ready feature at The Parkhouse Shin-Urayasu Marine Villa residences which were offered for sale in late November 2020. This is the first condominium complex meeting ZEH-M Ready standards to be offered by The Parkhouse, the condominium series sold by Mitsubishi Estate Residence.

Net zero energy housing (ZEH) is a type of residence that aims to offset its annual primary energy^{*1} expenditure and graded standards have been set for reduction of primary energy consumption. The property has been evaluated by a third-party as reducing primary energy

consumption by 50% by enhancing the energy saving performance of the building and employing energy-creating equipment such as solar power generation, etc., to generate its own electricity.

This property meets the ZEH-M Ready standard thanks to a new energy management system developed in collaboration with Mitsubishi Estate Residence, Kintetsu Real Estate, Mitsubishi Electric Corporation, and the Kansai Electric Power Group (Next Power Company). The system combines (1) thermal insulation performance that meets the ZEH standard, (2) heat pump-type water heater group control system for effective use of solar power generation inside the building, (3) and a power supply framework that efficiently distributes solar power to each unit via a building-wide shared solar power generation and supply network. All of this reduces annual utility costs by approximately 38%*2 in each unit and savings of approximately 100,000 yen annually per unit.

This new style of environmentally-conscious condominium that combines energy saving and energy creation delivers environmentally-friendly, comfortable, and sustainable living.

*1 Primary energy refers to petroleum, natural gas, sunlight, and other naturally-derived energy sources. Primary energy consumption is calculated based on heating and cooling, ventilation, lighting, hot water supply, and five other categories.

*2 According to Next Power Company research.



A full-scale artist rendering of the project

Using ENE-FARM as a Standard Feature in All The Parkhouse Stage Detached Houses

Mitsubishi Estate Residence's The Parkhouse Stage series of detached houses have used ENE-FARM residential fuel cells as a standard feature*1 in all homes in the area supplied by Tokyo Gas or Keiyo Gas from the design stage which began in November 2017. ENE-FARM is a distributed energy system that is gentle on the global environment because it saves energy, cuts down on CO2 emissions and limits maximum power consumption.

ENE-FARM produces electricity by causing hydrogen taken from municipal gas supplies to react with oxygen in the air. The electrical power generated is used by households and the heat generated in the process is used to supply hot water. Since the electricity is used in the same place where it is produced, there are no supply losses. The heat generated while making the energy is also used without any waste, so it is a highly environmentally-friendly system.

ENE-FARM is equipped with a continued power generating function that operates even during power outages.*2 In the unlikely event of a power outage, it provides electrical energy to power lights and communication devices through a custom outlet. Hot water and heating connected to ENE-FARM can be used as well. Furthermore, when there is a water outage or a disaster, water can be drawn from the hot water tank and used for non-drinking purposes.

To create homes that are kind to the global environment, the company will continue to actively encourage the adoption of environmentally-friendly home equipment and devices in the future as well.

*1 Excludes areas not served by Tokyo Gas or Keiyo Gas.

*2 For ENE-FARM to produce energy during a power outage, ENE-FARM must already be producing electricity when the power outage occurs and the municipal gas and water utilities must still be supplied.



Exterior of The Parkhouse Stage Higashitotsuka using ENE-FARM for all homes

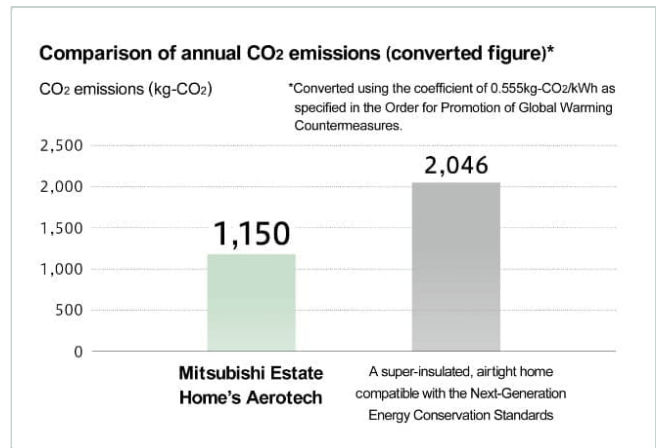
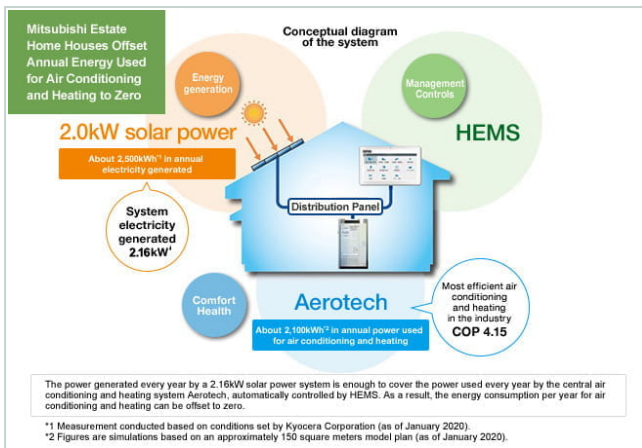
Combining Aerotech with Solar Power Generation to Meet Net Zero-Energy House (ZEH) Standards

Aerotech is a central air conditioning system that Mitsubishi Estate Home offers in its custom-built homes. It provides heating, cooling, and ventilation for the entire home using a single compact indoor unit. The Aerotech system delivers the industry's top-class heating and cooling efficiency that helps lower power consumption while allowing residents to set room temperatures individually across the entire residence, including the bath and toilet. It also contributes to preventing heatstroke and heat shock by minimizing temperature differences across the home. Since its debut in 1995, the system has been installed in more than 90% of the company's custom-built detached homes, and is in use in more than 10,000 houses. Building on a track record of 25 years since its release, the company is continuing to evolve as an entire-home air conditioning system pioneer.

Starting October 2019, Mitsubishi Estate Home, in collaboration with a service provider, began offering Zuttomo Solar for Aerotech, a service that provides free installation of solar power generation equipment for customers who purchase a detached custom-built home. By combining solar power generation with features such as Aerotech and the Home Energy Management System (HEMS), CO₂ emissions can be reduced by nearly 900 kg per year compared with homes heated and cooled using individual heat pump air conditioners. Furthermore, thanks to the annual power capacity delivered by the solar power generation system (approximately 2,500 kWh equivalent^{*}), annual heating and cooling energy expenditure (approximately 2,100 kWh equivalent^{*}) is essentially zero. Thanks to these features, we are able to meet the standards of the national Net Zero Energy House (ZEH) initiative (houses that achieve both near-zero or less net energy consumption per year and a comfortable indoor environment at the same time) promoted by the Japanese government.

Going forward, Mitsubishi Estate Home looks to promote its Aerotech and Zuttomo Solar for Aerotech services even further to provide customers with an energy efficient, comfortable home environment while contributing to the reduction of CO₂ emissions.

* Figures are simulations by Mitsubishi Estate Home assuming an approximately 150 square meters model plan (as of January 2020).



Initiatives proposed by the Architectural Design and Engineering Group; Environmental Architecture of Sharing Wellness and Happiness / Net Zero Energy Building (ZEB)

Mitsubishi Jisho Sekkei has defined "Environmental architecture" as architecture that allows residents and users to share wellness and happiness to offer high added value architectural design. It aims to be environmentally conscious, provide comfort, promote wellness, and deliver personal design for higher productivity. This new concept delivers the design of comprehensive environmental where interactions among people create new and diverse values.

Environmental Architecture of Sharing Wellness and Happiness



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- > **Comfort** Energy saving and improving productivity
- > **Wellness** Reducing absenteeism¹ and presenteeism²
- > **Diversity** Improving productivity through personal design

¹ Absenteeism: Being absent from work due to sickness
² Presenteeism: Physical or mental health issues reducing work productivity while at work

ZEB Initiatives—Achieving both Net Zero Energy Building and Comfort

In addition to improving "energy efficiency" toward ZEB, we are introducing a variety of environmentally friendly technologies in large-scale buildings with the aim of creating a highly comfortable working environment that provides diverse work styles and worker preferences. These technologies have been introduced through the development of new systems, the experimental stage, and the demonstration stage in small and medium-sized buildings, and we are working on the design of tenant office buildings with next-generation energy efficiency and comfort based on simulations and actual measurements.

Higashi-Gotanda 1-Chome Building Obtains ZEB Ready

Mitsubishi Jisho Sekkei was commissioned by the Japan Real Estate Investment Corporation (JRE) to examine the possibility of reducing CO2 emissions for its entire portfolio and to identify properties that could be converted to Net Zero Energy Buildings (ZEB)^{*1} while carrying out concrete examinations aimed at converting such properties to net-zero-energy buildings. Specifically, Mitsubishi Jisho Sekkei proposed methods for reducing CO2 emissions after analyzing building age, building envelope performance, building scale, and air conditioning and lighting systems. Based on the analysis results, JRE set a target of converting between five and ten of its properties to net-zero-energy buildings by 2030. As a first step toward achieving this target, JRE acquired ZEB Ready^{*2} certification at the design stage and a five-star rating under the Building-housing Energy-efficiency Labelling System (BELS) for its Higashi-Gotanda 1-Chome Building.

*1 Buildings with annual primary energy consumption of net zero or less

*2 As advanced buildings in anticipation of ZEB certification, buildings awarded ZEB Ready certification are those with primary energy consumption that has been reduced more than 50% compared with standard primary energy consumption, excluding renewable energy.



Publishing the Tokyo Metropolitan Environmental Security Ordinance Report on Measures against Global Warming

Please click below to view Mitsubishi Estate's Report on Measures against Global Warming.

Mitsubishi Estate Report on Measures against Global Warming (Japanese only) (PDF 2.17MB)



The Environmental Bureau of the Tokyo Metropolitan Government Public Report Data (Japanese only)





Environment

List of Buildings to Introduce Renewable Energy

In achieving its medium-to-long term targets (SBTs) for greenhouse gas emissions reductions and the target for the ratio of renewable power (RE100), the Mitsubishi Estate Group believes that it is imperative to switch the electricity used in the buildings it owns and operates to electricity derived from renewable energy. Based on this recognition, the Group is steadily implementing a switch to renewable power.

In fiscal 2021, Mitsubishi Estate will switch to renewable power for all the electricity used in 18 buildings in the Marunouchi area (the Otemachi, Marunouchi, and Yurakucho districts), as well as in the Landmark Tower Yokohama and Dai Nagoya Building, including the electricity used by tenants. Further, in fiscal 2022, renewable power will be introduced in all the buildings it owns and operates in the Marunouchi area. Going forward, the company also plans to actively introduce renewable power in other areas.

Buildings introducing renewable power in fiscal 2021

- Reduction in CO2 for 19 buildings* : 180,000 tons/year (estimated)

* total floor space approx. 2.5 million m²

Breakdown: Marunouchi area (18 buildings): Approximately 160,000 tons*

* Equivalent to around 80% of the CO2 emissions of buildings owned by the company in the Marunouchi area

Yokohama Landmark Tower: Approximately 20,000 tons

- Reduction in CO2 for Dai Nagoya Building: Approximately 6,500 tons/year (estimated)
- With this initiative, Mitsubishi Estate expects to achieve the renewable power ratio of approximately 30%, striking forward the Group's goals for the renewable power ratio (25% by 2030, 100% by 2050) set out in "Environment," one of the key themes under the Mitsubishi Estate Group 2030 Goals for SDGs, achieving the interim 2030 target well ahead of schedule.

Around Tokyo Station (Marunouchi / Otemachi / Yurakucho)



Marunouchi Building

Year of introduction: FY2021

[For additional details of this property](#)



Shin-Marunouchi Building

Year of introduction: FY2021

[For additional details of this property](#)



Mitsubishi Building

Year of introduction: FY2021

[For additional details of this property](#)



Marunouchi 2-chome Building

Year of introduction: FY2021

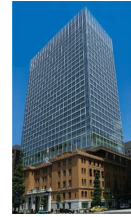
[For additional details of this property](#)



Marunouchi-Nakadori Building

Year of introduction: FY2021

[For additional details of this property](#)

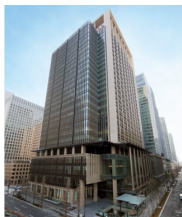


**The Industry Club of Japan,
Mitsubishi UFJ Trust And
Banking Building**

Year of introduction: FY2021

Acquisition of DBJ Green Building Certification

[For additional details of this property](#)



Marunouchi Eiraku Building

Year of introduction: FY2021

[For additional details of this property](#)



Marunouchi Oazo A District

Year of introduction: FY2021

[For additional details of this property](#)



Tokyo Building

Year of introduction: FY2021

[For additional details of this property](#)



Marunouchi Park Building

Year of introduction: FY2021

Acquisition of DBJ Green Building Certification

[For additional details of this property](#)



Shin-Tokyo Building

Year of introduction: FY2021

[For additional details of this property](#)



Shin-Kokusai Building

Year of introduction: FY2021

[For additional details of this property](#)



Kokusai Building

Year of introduction: FY2021

[For additional details of this property](#)



Marunouchi Nijubashi Building

Year of introduction: FY2021

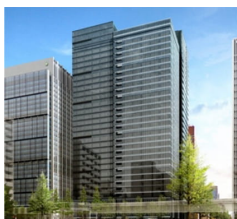
[For additional details of this property](#)



Otemachi Building

Year of introduction: FY2021

[For additional details of this property](#)



Otemachi Financial City Grand Cube

Year of introduction: FY2021

[For additional details of this property](#)



Otemon Tower-ENEOS Building

Year of introduction: FY2021

Acquisition of DBJ Green Building Certification

[For additional details of this property](#)



OTEMACHI PARK BUILDING

Year of introduction: FY2021

Acquisition of DBJ Green Building Certification

[For additional details of this property](#)

Yokohama



The Landmark Tower Yokohama

Year of introduction: FY2021

[For additional details of this property](#)



MARK IS Minatomirai

Year of introduction: FY2021

[For additional details of this property](#)

Chubu Area



Dai Nagoya Building

Year of introduction: FY2021

[For additional details of this property](#)

Please see the following page for more details about the Mitsubishi Estate Group's acquisition of environmental real estate certifications, including the Development Bank of Japan (DBJ) Green Building certification and the Comprehensive Assessment System for Built Environment Efficiency (CASBEE) certification.

[Promoting Acquisition of Environmental Real Estate Certifications](#)





Environment

Reducing Waste and Preventing Pollution

Policy on Waste Reduction, Preventing Pollution, and Reducing Use of Resources

The Mitsubishi Estate Group has set a policy creating a sound material-cycle society in the Mitsubishi Estate Group Basic Environmental Policy and strives to reduce, reuse, and recycle at each stage of business, including planning, development, design, construction, management, and dismantlement. The Group also works to reduce waste, pollution, and use of resources by increasing the lifespan of buildings, including the use of existing buildings through renovation.

Moreover, in the area of Environment, one of the Key Themes stated in the Mitsubishi Estate Group 2030 Goals for SDGs, the Group has set goals for increasing waste recycling rates and reducing emissions, mainly for food and plastic in the management and operation of its properties, and is working in collaboration with tenants and other stakeholders to achieve a material-cycle society.

Goals and Achievement Status

In waste reduction, preventing pollution, and reducing use of resources, the Group has set goals for 2030 in the area of Environment, one of the Key Themes set out in the Mitsubishi Estate Group 2030 Goals for SDGs. In concrete terms it has set targets for improving the waste recycling rate to 90% by 2030 and reducing waste emissions by 20% per m² compared to fiscal 2019. The Group is implementing initiatives utilizing Plan Do Check Act (PDCA) with the aim of achieving these goals.

The Group is working to create a sound material-cycle society by taking action in collaboration with diverse stakeholders, including both tenant companies and suppliers, as well as urban residents, building visitors and other stakeholders.

See the following for the data on reduction of waste.

ESG Data > E: Environmental data > (1) KPI



Reducing Waste

Recycling Lunch Box Containers as a Community with the Marunouchi Eco-Bento Project

In May 2016, Mitsubishi Estate launched the Marunouchi Eco-Bento Project to promote bento ("lunch box") container recycling involving the entire community, which is the first initiative of its kind in Japan.

The project introduced a special P&P Re-repack recyclable containers coated with plastic film for bento sold in the Marunouchi area. After finishing the bento, only the lid and removed film are discarded, while the container is returned to a collection box located in each building for recycling. Mitsubishi Estate coordinates with multiple shops in the planning and operation of the project as a property developer.

During the verification test conducted with 16 participating shops in 3 buildings over a two-month period starting in October 2015, 20.8% of containers were collected, reducing nearly 665 kg of CO₂ (equivalent to the amount absorbed by 48 cedar trees in one year). Participating shops mentioned that it was an easy way to contribute to society, resulting in more participating stores across a wider area as we launch the full-scale project. Currently, 15 shops in 11 buildings participate. There are plans to reach out to more shops in the future and install additional collection points in order to further reduce the impact on the environment.

Marunouchi Eco-Bento Project (Japanese only)

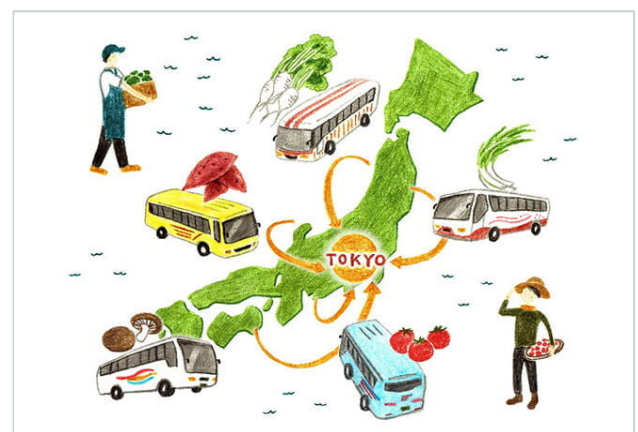


Sanchi-Chokuso Ainoribin—A New Way to Deliver Regional Specialties by Consolidating Freight and Passengers

The dwindling population in recent years has caused a labor shortage in the vehicle transportation industry, resulting in increasing transportation costs. With this in mind, Mitsubishi Estate started the new Sanchi-Chokuso Ainoribin distribution service in August 2018 to enhance agricultural product distribution and deliver regional specialties to Tokyo on a regular basis.

This project is operated in cooperation with JA-Zenchu (Central Union of Agricultural Co-operatives), the Norinchukin Bank, the Association for Creating Sustainability in Urban Development of the Otemachi, Marunouchi, and Yurakucho Districts ("Ecozzeria Association"), and Up Quality Inc. In

cooperation with bus companies from across the country, regional specialties are loaded into the trunk space of express passenger buses



and delivered to Marunouchi. These products are sold to workers and visitors at Bus Ainori Marché, farmers market style outlets set up in the Marunouchi area, as well as to restaurants and department stores.

This service makes it possible to offer specialty vegetables and other rare items that producers are generally unable to ship out of local areas due to minimal production, resulting not only in increased income among producers and a revitalizing of the community, but also offering the chance for consumers in the city to conveniently purchase fresh, high-quality produce. Because this initiative helps tackle many problems at once, such as reducing local food loss in the production area, increasing income for transportation companies, and reducing CO₂, we are considering ramping up such efforts in the future.

Initiatives for Effective Use of Building Stock

Effectively Using Building Stock with Building Renovation Business

Since May 2014, Mitsubishi Estate Residence has been involved in the Building Renovation Business (renovation and rental business using building stock), where small- and medium-sized buildings are renovated for earthquake resistance and to meet needs and then leased as rental properties such as offices and residences, including shared residences.

In June 2021, renovations on The ParkRex OHORIKOEN, a project which was the first lodging facility conversion, were completed in the Otemon neighborhood of Chuo-ku, Fukuoka, with FIKA Co., Ltd. unveiling its first hostel in the Western Japan area at the grand opening of UNPLAN Fukuoka.

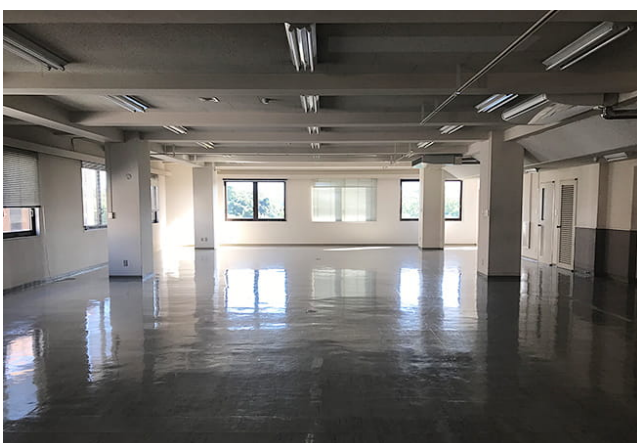
This property, a former office space owned by Blooming Nakanishi & Company, was rented and renovated by Mitsubishi Estate Residence, then sublet to FIKA which will operate it as a hostel. The renovation focused on utilizing the existing features and atmosphere of the building, while inaugurating the hostel front desk on the first floor, along with a café operated by FIKA and a renovated Blooming Nakanishi shop.

In addition, the company is promoting its Renovation Business, which buys individual units or whole buildings of existing condominiums to be renovated and resold, mainly in the Tokyo metropolitan area.

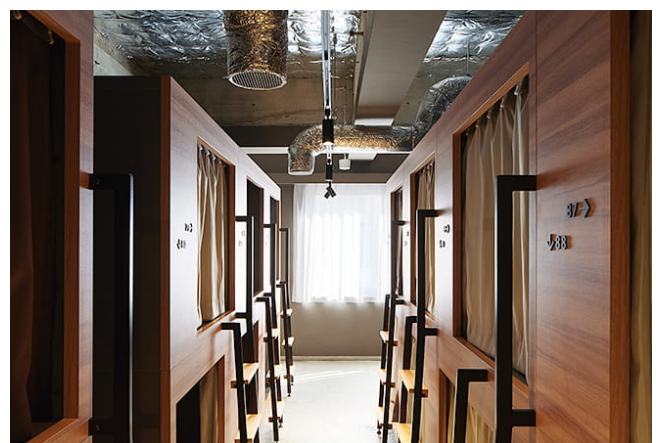
Renovation is environmentally friendly as it enables revival of buildings with less environmental impact than demolition and new construction. Moving forward, the company will continue promoting these businesses in its efforts to realize a sustainable society through the revitalization of the housing market and the effective utilization of existing building stock.

The ParkRex OHORIKOEN

Dormitory area



Before renovation



After renovation

Exterior (after renovation)



Building exterior after renovation



Renovated entrance

Major Renovation of Otemachi Building

In 2018, Mitsubishi Estate began a major renovation of the Otemachi Building, which had been completed in 1958 and is now more than 60 years old. In addition to an overall upgrade of the building itself, including improvements to the exterior walls and interior, and construction of a lounge and terrace, Mitsubishi Estate introduced features enabling venture companies and start-ups to interact with large companies. The project is another example of how Mitsubishi Estate responds to social demand for effective use of existing buildings, while creating a new value as a site for business creation.

The Otemachi Building has excellent transportation access as it is directly connected to Otemachi Station, where users can take five different subway lines. In addition, the building has large floor plates with a shape suitable for subdivision into small parcels to lease. Mitsubishi Estate opted for renovations so that it could quickly provide diverse interaction and open innovation in the Marunouchi area, bringing together the cutting-edge technologies of multiple companies.

This project represents how renovation can be leveraged for eco-friendly urban development, as it enables a reduction of waste and building materials compared to demolition and new construction. Mitsubishi Estate has also implemented environmentally-friendly measures that include energy conservation through introduction of LED lighting and adoption of window panes with superior insulation performance, solar fins, and the creation of Japan's largest rooftop garden on an office building.



Otemachi Building before renovation



Otemachi Building after renovation

Major office renovations begin at Warwick Court redevelopment project in the United Kingdom

Mitsubishi Estate London Limited, a Mitsubishi Estate affiliate company in the United Kingdom, launched a redevelopment project on Warwick Court in the City of London. Warwick Court is part of Paternoster Square (construction completed in 2003), the first office developed in the U.K. by the Mitsubishi Estate Group, and the new project also marks the first major office renovation the Group has undertaken in the United Kingdom.

One major feature of this project is sustainability and consideration of the environment. The building's existing exterior design and structural elements are used to the fullest extent during the course of refurbishment, with stone embellishments inside the entrance being repurposed. Meanwhile, facilities and elevators are to be replaced and private interior furnishings will be updated with the aim of earning a grade-A London office building rank. With these efforts, the project is planned to earn the BREEAM Excellent rating in building sustainability.

Construction is scheduled for completion in May 2022. Facilities that promote well-being and other amenities will be expanded, including terraces and bicycle parking lots, as well as facilities that support the diversity of area workers, all with the goal of creating an office with new value in a superior location.



Photo from the building front



Aerial photo
(the property is the square building on the lower left of the square)



View from the terrace

Preventing Pollution

Introducing Biodegradable Straws at Royal Park Hotels

The Mitsubishi Estate Group's Royal Park Hotels and Resorts introduced biodegradable straws in 2019 with the aim of promoting initiatives for the Sustainable Development Goals (SDGs), and the straws have now been introduced at its 13 hotels* around Japan.

Biodegradable straws are a product that has obtained the GreenPla® mark from the Japan BioPlastics Association (JPBA) and are made from plant-derived natural cycle resin using polylactic acid obtained from starch such as cornstarch. Royal Park Hotels and Resorts is working to reduce the impact on the natural environment from waste by replacing the approximately 280,000 plastic straws used annually with a plant-derived product.

* Sendai Royal Park Hotel, Royal Park Hotel (Tokyo), Yokohama Royal Park Hotel, The Royal Park Hotel Iconic Tokyo Shiodome, The Royal Park Hotel Tokyo Haneda, The Royal Park Canvas - Ginza 8, The Royal Park Canvas - Nagoya, The Royal Park Hotel Kyoto Sanjo, The Royal Park Canvas Kyoto Nijo, The Royal Park Hotel Iconic Osaka Midosuji, The Royal Park Canvas - Osaka Kitahama, The Royal Park Canvas Kobe Sannomiya, The Royal Park Hotel Fukuoka

Managing Hazardous Substances

The Mitsubishi Estate Group manages and disposes of hazardous substances appropriately in accordance with relevant laws and regulations. The Group carries out disposal and procedures appropriately in accordance with laws and regulations regarding the fluorocarbon refrigerants in air conditioners and PCBs used in electrical equipment and manage them rigorously to prevent leakage and release. The Group also conducts timely surveys to identify the presence of asbestos and soil contamination and implements the appropriate countermeasures and management according to the situation.

Preventing Water Pollution

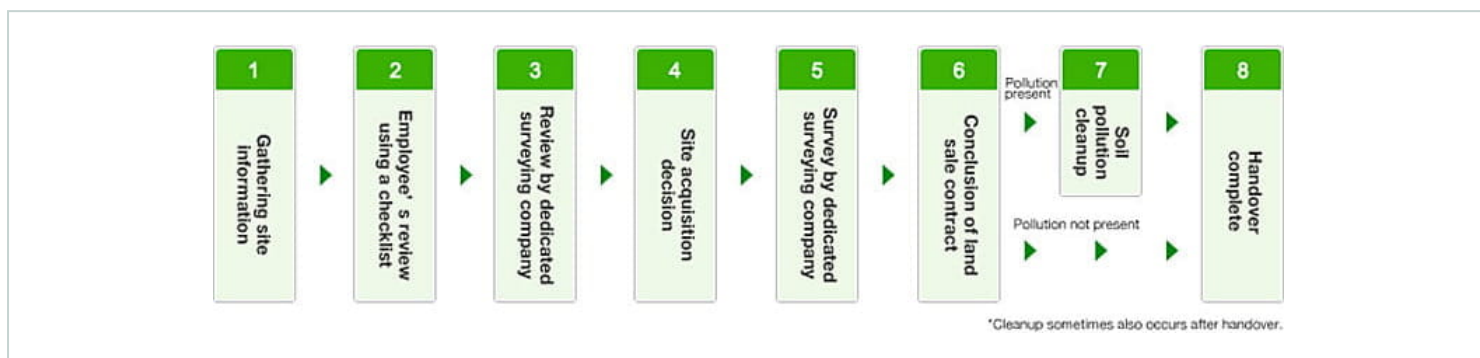
The restaurants and similar establishments above a certain size located in facilities managed and operated by the Mitsubishi Estate Group are subject to regulation by laws and ordinances related to water pollution. At facilities that are subject to the regulations, the Group has installed wastewater treatment facilities, and wastewater is treated to meet standards before being released into sewers and public waterways such as rivers and the sea.

Preventing Soil Pollution Around Condominiums

Mitsubishi Estate Residence conducts soil pollution studies prior to acquiring property for development, and we enact soil pollution prevention measures and remedies as needed.

The employee in charge uses a property acquisition checklist to review the property, and a further review of that information is carried out by a dedicated surveying company. The acquisition of property comes with the obligation to attach and submit the dedicated surveying company's survey report, and after making an acquisition decision, we are obligated to have a dedicated surveying company conduct a detailed survey (history survey) regardless of whether there is any danger posed by pollution. For the land sales contract, we clarify the duties and responsibilities of the land's seller with regard to pollution, and we implement whatever measures are necessary.

Assisting Customers During Condominium Site Acquisition





Environment

Conserving Water Resources

Basic Policy and Approach

The effects of climate change brought about by global warming have led to a greater risk of water shortages worldwide. In Japan, there are doubts about the continued stable supply of water from dams due to changing rainfall patterns in recent years. To mitigate the effect of water shortages on socio-economic activities and ensure the stable use of water, it is important to systematically promote the efficient use of water resources and enact strategies based on supply and demand considerations.

Based on this perception of the challenges, the Mitsubishi Estate Group will implement urban development along with building development and operation giving consideration to the efficient use of and preservation and conservation of water resources and will continue working in collaboration with tenants, joint venture partners, local people involved in urban development, and government agencies to use water efficiently and reduce usage.

Initiatives for Efficient Water Use

Each company in the Mitsubishi Estate Group has built an environmental management system (EMS) and manages and implements targets for environmental activities, including water management.

See the following for the Mitsubishi Estate Group's environmental management promotion system.

[Environmental Management Promotion System](#)



See the following for data on water use.

[ESG Data > Environmental Data](#)



Goals and Achievement Status

The Mitsubishi Estate Group sets goals in accordance with its business models. For example, installation of water-saving toilets as well as kitchens, wash basins, and showers that conserve hot water is standard in The Parkhouse series of condominiums supplied by Mitsubishi Estate Residence.

See the following for water-related data.

[ESG Data > E: Environmental data > \(2\) Other](#)



Implementing Water Risk Assessments

The Mitsubishi Estate Group periodically implements assessments of water stress and water risk for properties covered by SBTs in and outside Japan using Aqueduct, an assessment tool developed by the World Resources Institute (WRI).

The risk level does not rise to the "medium-high" category in any of the areas where the Group's properties are located. For the time being, it is considered that there are no major concerns related to water use and wastewater, etc. However, the Group will continue to monitor water use and risk level at each site every fiscal year.

When developing and operating real estate in regions rated as "high" or "extremely high" risk levels, where water stress or risk is high, the Group will strive for efficient water use to mitigate impact on the local environment and engage in the appropriate consultation and dialogue with external stakeholders to ensure the proper use of water.

See the following for the results of water risk assessment.

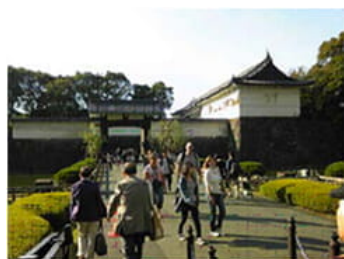
ESG Data > E: Environmental data > (2) Other



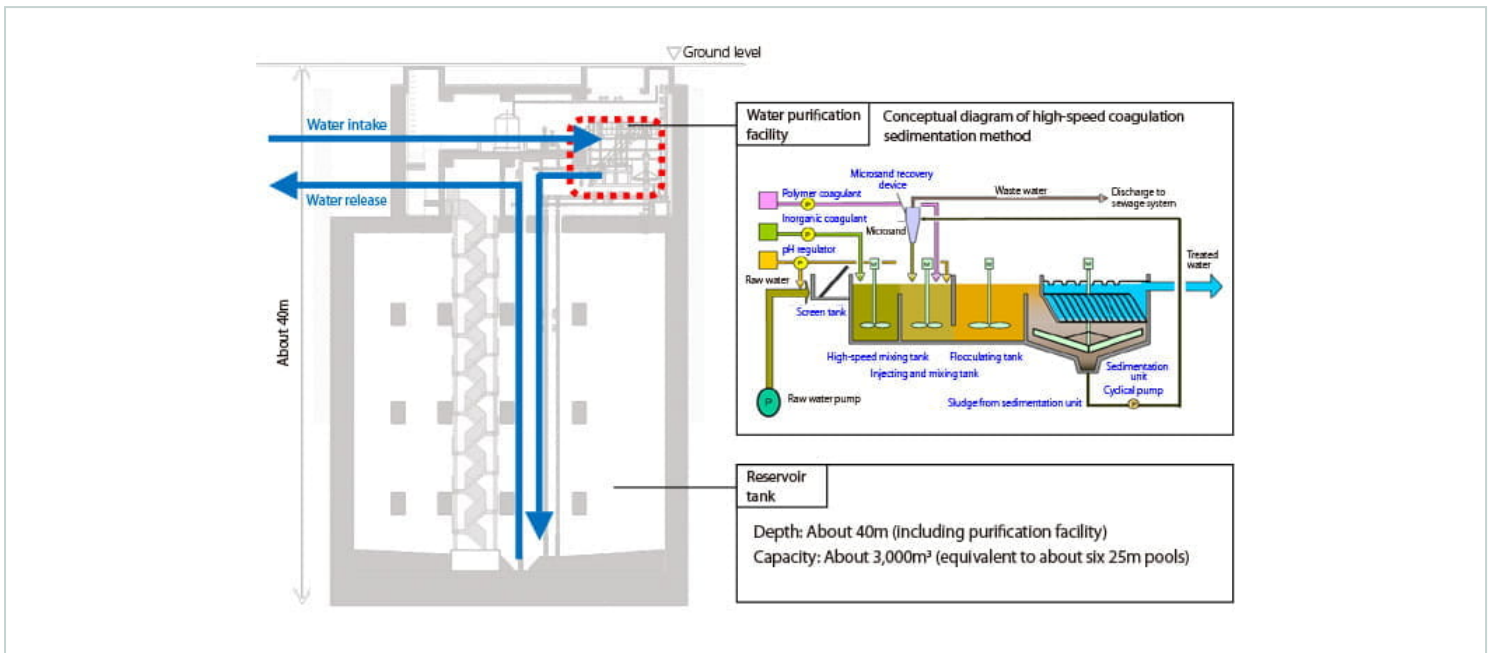
Initiatives for Improving Water Quality

Otemon Tower-ENEOS Building Equipped with Water Purification Facility for Imperial Palace Moat

The quality of the water in the Imperial Palace moat has deteriorated significantly as the result of a lack of fresh water. The Otemon Tower-ENEOS Building, which was completed in November 2015, is the first private-sector project to introduce a rapid water purification facility capable of purifying up to 500,000m³ of water per year to improve water quality in the Imperial Palace moat. Additionally, to prevent water from stagnating as a result of low water levels in the moat, the facility is also equipped with a massive water reservoir capable of replenishing water equivalent to about six times the volume of a 25m swimming pool. Since the completion of the project, the rapid water purification facility has been slowly but surely helping improve the quality of the water in the moat.



Cross-section view of purification and reservoir facility



Preserving Biodiversity



Initiatives for Efficient Use of Recycled Water

The Mitsubishi Estate Group uses recycled water obtained by processing cooling tower blowdown, tenant kitchen wastewater, and rainwater for flushing toilets and watering outdoor plantings.

Utilizing Recycled Water on Gyoko Dori Avenue in Public-Private Collaboration

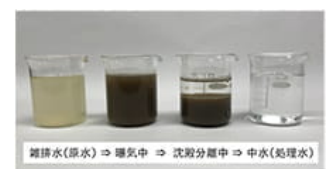
Gyoko Dori is an avenue stretching from the Marunouchi Central Gate of Tokyo Station to Hibiya Dori Avenue. Since fiscal 2010, in collaboration with the Bureau of Construction, Tokyo Metropolitan Government, Mitsubishi Estate has been implementing measures against the heat island phenomenon to curb increases in road surface temperature by sprinkling recycled water from the Marunouchi Building on this avenue. As the sprinkled water evaporates due to the high temperature it lowers the temperature of its surroundings, thereby decreasing the road surface temperature.

As part of this initiative, the Tokyo Metropolitan Government Bureau of Construction installed water retaining paving on the roadway that can store water within the paving of Gyoko Dori Avenue. Mitsubishi Estate installed equipment for sprinkling the recycled water from the Marunouchi Building on the road.

Utilizing Recycled Water at Sunshine City

Sunshine City employs a wastewater recycling system to recover water used in its building, using the activated sludge method which treats wastewater with the power of bacteria.

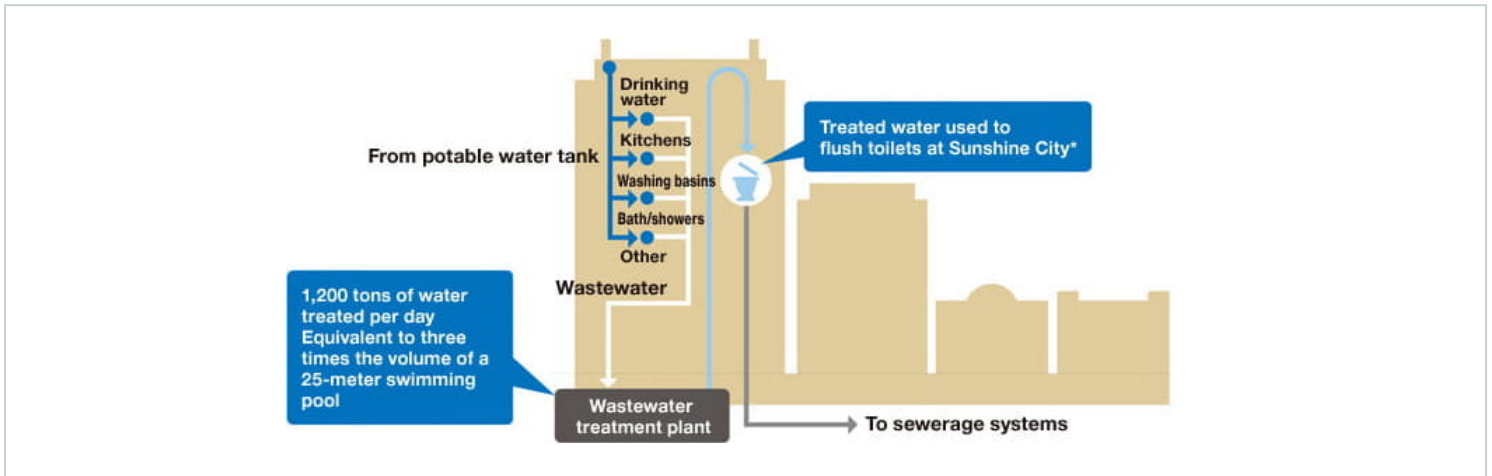
The treatment system was installed 40 years ago when Sunshine City was first built. It was the first recycled wastewater system installed in Japan for a single building. The treatment plant is located in the



Process for producing recycled water

3rd floor basement of the Sunshine 60 Building. In a single day it recovers up to 1,200 tons of wastewater from toilet sinks, kitchen wastewater, and drain water from the Hotel bathrooms. The treated recycled water is used to flush toilets inside the building.

Wastewater Recycling System



* Excluding water used in warm-water washing toilet seat



Environment

Preserving Biodiversity

Policy on Biodiversity

The Mitsubishi Estate Group has implemented a policy of reducing and avoiding the impact and fostering harmony between nature and human society as part of the Mitsubishi Estate Group Basic Environmental Policy. Through its business activities, the Group considers biodiversity and promotes the creation of an attractive society in harmony with nature.

In addition, the Group does not engage in development in areas designated as World Heritage Sites or in areas designated as I through IV under the International Union for Conservation of Nature (IUCN). When the Group engages in development of land likely to have an impact on biodiversity, it consults with governments, NGOs, and other external partners to take appropriate mitigation measures and remedial action.

In accordance with these policies, all Group companies consider biodiversity in the course of their business activities and develop biodiversity-friendly initiatives cooperating with NPOs and other external partners. The Group also promotes obtaining the Association for Business Innovation in harmony with Nature and Community's ABINC certification at properties with a certain amount of green space.

Through such initiatives, the Group strives to achieve a net positive impact. The Group also asks tier 1 suppliers as well as non-tier 1 suppliers to take similar initiatives aimed at a net positive impact as it works to achieve its goals throughout the value chain.

Goals and Achievement Status

As part of its efforts to ensure development in tandem with consideration for biodiversity, the Group promotes projects while holding hearings with governments and other external stakeholders starting from the project concept stage in order to comply appropriately with various environment-related laws and regulations (Forest Act, Urban Park Act and Natural Parks Acts, and Nature Conservation Act, etc.)

For example, before development, the Group works with governments to survey and provide specific protection for rare species, relocating them if necessary and periodically monitoring and reporting on them after relocation. For large-scale developments, the Group conducts an evaluation of the impact on the surrounding environment (an environmental assessment) in accordance with the Environmental Impact Assessment Act.

Moreover, Mitsubishi Estate Residence, which works on housing projects, has implemented the BIO NET INITIATIVE* as a program to plant trees and plants in a manner that will consider preserving biodiversity for all of its condominiums to be developed under The Parkhouse, the mainstream brand for the company's built-for-sale condominiums, regardless of the project size and land area. In implementing the initiative, the company has prepared biodiversity preservation guidelines composed of five main actions.

The guidelines incorporate actions such as not using invasive plants including specified foreign organisms and invasive alien species defined by the government, confirming the local plants around the project site and nurturing vegetation that is suitable for the area, and reducing chemical spaying as much as possible to lessen impact on earthworms and mole crickets, in addition to promoting the growth of

plants utilizing the vital energy of the soil. The plan is to reduce the impact on the habitat of plants and animals in the area around the development and provide stopovers for diverse organisms through planting and maintenance.

In this way, the program provides an environmentally-friendly habitat for these diverse organisms while reducing the impact on biodiversity, and thereby strives to achieve a net positive impact, including the creation of habitat for plants and animals in the surrounding area.

As of May 2020, there were more than 175 projects nationwide where BIO NET INITIATIVE has been adopted.

Five Actions and Specific Examples

Actions	Specific examples
(1) Protect	- Do not use invasive plants such as specified foreign organisms and invasive alien species defined by the government.
(2) Nurture	- Confirm the local plants around the project site and nurture vegetation that is suitable for the area. - Use Japanese native species for at least 50% of plantings.
(3) Connect	- Help to secure stopovers for birds and butterflies flying in the area by creating an affinity with street greenery in the neighborhood and incorporating local native species.
(4) Utilize	- Reduce heavy pruning as much as possible and utilize the natural shapes of the trees. - Reduce chemical spraying as much as possible to lessen impact on earthworms and mole crickets, in addition to promoting the growth of plants utilizing the vital energy of the soil.
(5) Reduce	- Control the incidence of weeds and reduce weed control costs through dense plantings of low shrubs and ground cover and the spreading wood chips, etc. on the surface to reduce exposure of the soil.

* The initiative commenced in February 2015.

See the following for more information on efforts related to the BIO NET INITIATIVE.

BIO NET INITIATIVE website (Japanese only)



Initiatives in the Marunouchi Area

Working to Improve the Waterfront Environment and Preserve the Ecosystem of the Imperial Palace Moat

In recent years, the biota of the Imperial Palace moat had become degraded, hindering the natural generation of its native water plants. In October 2017, Mitsubishi Estate signed an agreement with the Ministry of the Environment to promote use of natural resources of the Imperial Palace Outer Garden, and launched the Moat Project in May 2018. The project aims to improve the waterfront environment of the Imperial Palace moat and conserve the endangered rare water plant species. This is the first such project for a private company, implemented through a collaboration with NGOs and other institutions, including the Ministry of the Environment, the Nature Conservation Society of Japan, the National Institute for Environmental Studies (NIES) Center for Climate Change Adaptation (CCCA), and the Natural History Museum and Institute, Chiba.

Flora and fauna taken from the moat are transferred to a container biotope atop a building owned by Mitsubishi Estate or Hotoria Square*, thereby preserving it outside the area as alternatives to the Imperial Palace water environment.

Rare dragonflies such as the red damselfly are congregating in ponds where the water plants are transplanted, and the restoration of the Mizohakobe (waterwort) (*Elatine triandra var. pedicellata*), previously regarded as extinct in the 23 wards of Tokyo on the Tokyo Red List 2010, was successfully reintroduced in fiscal 2019.

In addition to restoring and preserving the water environment, including the rare flora and fauna, the project aims to build a biodiversity network in the neighborhood around the moat, thereby revitalizing the ecosystem that was once widespread in the area, as well as utilizing these activities to create a more attractive city.

* Hotoria Square is an eco-friendly green space of approximately 3,000 square meters located at the foot of the Otemachi Park Building and Otemon Tower-ENEOS Building in front of the Imperial Palace Outer Garden. Plantings mainly consist of native and local species that are found in the grove of the Imperial Palace. Also found in the square are a gently sloping body of water, stone walls, and nesting boxes for birds. Through these initiatives, Mitsubishi Estate is promoting environmental improvement and ecosystem preservation in the Marunouchi area of Tokyo.

→ Successful reintroduction of Mizohakobe (waterwort) (*Elatine triandra var. pedicellata*), an aquatic plant previously regarded as extinct in the 23 Tokyo wards, from mud in the Imperial Palace moat (Japanese only) [PDF](#)



Biomonitoring in the Marunouchi District

The Marunouchi District is bordered by the Imperial Palace and moat, Hibiya Park, and other green spaces that conserve the precious natural ecosystem in this urban neighborhood, making it a good place to observe varied animal and plant life throughout the year. Mitsubishi Estate has been running a biomonitoring survey in the Marunouchi district since 2009, in collaboration with the NPO Center for Ecological Education. It compiled the results of the survey and published the Marunouchi Living Things Handbook in June 2013. The Handbook provides information about the abundance of nature in the district and also suggests ways in which individuals can help protect biodiversity in their own areas. By doing so, the Handbook aims to function as a PDCA tool for ecosystem management in the district.

This initiative received positive feedback and won the Japan Committee for UNDB Award in the Tokyo Region Biodiversity Contest, held at the GTF Green Challenge Awards 2013 organized by the GTF Greater Tokyo Festival Executive Committee. The company will press on with its efforts to preserve biodiversity in the future.



Marunouchi Living Things Handbook (Japanese only)



Initiatives in Other Areas

Mitsubishi Estate Residence Obtains ABINC Certification (Condominium Category)

Mitsubishi Estate Residence has continued to obtain the Association for Business Innovation in harmony with Nature and Community's ABINC certification in the condominium category, certified annually since 2014, when this particular category was first launched.

Mitsubishi Estate Residence has been promoting BIO NET INITIATIVE, a biodiversity preservation program since February 2015 at The Parkhouse, the mainstream brand for the company's built-for-sale condominiums. Under this initiative, the company develops greenery plans for each condominium premise in a manner that will help preserve biodiversity. The company aims to obtain ABINC certification (condominium category) with projects that demonstrate particularly high levels of contribution to preservation of biodiversity.

We will continue to make efforts in environmentally friendly urban development and residential development for the preservation of biodiversity and sustainable use.

About ABINC certification (condominium category)

ABINC certification (condominium category) evaluates and certifies efforts at companies such as the creation of green spaces that consider biodiversity and the management and use of green spaces, from the four perspectives of creating environments that contribute to biodiversity, maintenance and management that considers biodiversity, communication activities, and other initiatives. Specifically, the 18 categories below have been established as the criteria for evaluation.

18 categories of ABINC certification (condominium category)

- | | | |
|--|--|--|
| 1 Size of area that contributes to biodiversity | 2 Cubic volume of greenery | 3 Creation of cohesive green spaces |
| 4 Depth of soil that supports plants | 5 Harmony with surrounding environment | 6 Creation of vegetation that is rooted in the community |
| 7 Creation of high-quality rooftop and wall greenery that contributes to preservation of biodiversity | 8 Consideration of animal habitat and movement routes | 9 Appropriate management of types and volumes of chemical substances used |
| 10 Consideration of water environment | 11 Consideration of the material cycle | 12 Monitoring of indicator organisms |
| 13 Measures to counter non-native species | 14 Qualifications of managers, etc. | 15 Collaboration with the community and experts |
| 16 System of resident, management association, and residential management trustee initiatives | 17 Promotion of environmental education programs | 18 Preservation of rare local species |

See the following for information on ABINC certification status.

ESG Data > E: Environmental data > (2) Other > 5. Green Building Certification →

List of Properties with DBJ Green Building and /ABINC Certifications (PDF 130KB)

PDF

Conservation and Protection Activities to Pass Down the Nature of Miyakojima, Okinawa Prefecture to the Next Generation

Shimajiri Airport Management, a member of the Mitsubishi Estate Group, has been operating the passenger terminal facilities at Miyako Shimajiri Airport Terminal in Miyakojima, Okinawa Prefecture, since March 2019. The Mitsubishi Estate Group initiated in July 2018 new activities to protect the rich natural environment of the Miyakojima area.

In May 2019, we collaborated with Miyakojima City, The Nature Conservation Society of Japan, the non-profit organization Miyako Island Sea Environmental Network, and Wild Bird Society of Miyako, among others, to conduct environmental conservation activities. Some 50 Mitsubishi Estate Group employees took part.

As part of the activities, we have been working to protect the grey-faced buzzard, an endangered migratory bird that migrates to Miyakojima. The area around Miyakojima is one of the most diverse bird habitats in Japan, and there have been confirmed sightings of grey-faced buzzards from all over Japan congregating and resting their wings in an area near the airport during October. We are establishing a forest suitable for grey-faced buzzards in which to rest. We also conduct clean ups of beaches where marine trash and microplastic flotsam are major concerns along with environmental training for Group employees to learn about the nature of Miyakojima.

The Mitsubishi Estate Group will continue to promote protection of the rich natural environment as well as development of the local economy.



Environmental training (fiscal 2019 event)



Beach cleanup to remove trash drifting in from Japan and overseas (fiscal 2019 event)

Sunshine Aquarium Coral Conservation Activities

Sunshine Aquarium, operated by the Mitsubishi Estate Group, is an urban aquarium located in a high-rise building, and it is the first of its kind in Japan. Conceived as an "oasis in the sky," its considerable ingenuity reveals the true form of living creatures in dynamic exhibitions that provide the sensations of the sky, light, water, and greenery. Since opening in 1978, it has served the four roles of an aquarium: social education, recreation, research, and nature protection. The aquarium is particularly focused on the conservation and protection activities and it has provided visitors with "impressive discoveries" to stimulate their interest in the biological environment. As part of its conservation efforts, the aquarium in 2006 launched the Coral Project in cooperation with Onna Village in Okinawa Prefecture, and has been implementing two initiatives: the Coral Restoration Project and the Coral Reef Regeneration Project.

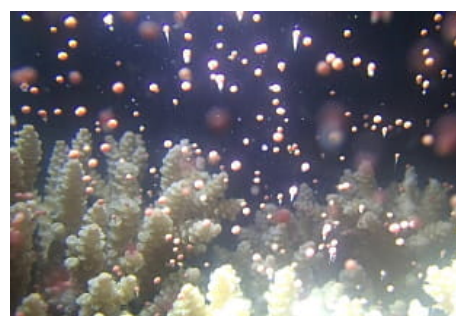
The coral reefs, which are the symbol of Okinawa's rich marine environment, are in a gradual decline due to factors such as coral bleaching caused by warming and abnormal occurrences of the crown-of-thorns starfish, the natural enemy of coral. The decline of coral also risks the destruction of the surrounding marine ecosystem, leading to seas that will be uninhabitable for living creatures. In order to remedy this situation, Onna Village in Okinawa Prefecture has been implementing coral conservation activities, led by the fishermen's cooperative, since 1969. In support of these activities, Sunshine Aquarium launched a permanent exhibition on the coral of Onna and commenced the Coral Restoration Project, under which the aquarium grows coral in tanks and then returns it to the seas of Okinawa. This makes it possible to preserve the DNA of the coral of the Onna Village even if the coral in the Onna sea is damaged due to natural disaster or environmental degradation. Since 2014, the aquarium has also implemented the Coral Reef Regeneration Project, which aims to regenerate coral reefs via sexual reproduction, with the fertilization of coral eggs by sperm. The aquarium will continue these activities into the future with the hope of restoring the coral reefs.



Coral returned in the Coral Restoration Project



Coral spawning in the Coral Reef Regeneration Project



Coral Project (Japanese only)



Initiatives at MARK IS Minatomirai

MARK IS Minatomirai is a commercial complex located in the Minatomirai area of Yokohama, Kanagawa. Based on the concept of a "life entertainment mall," it offers a variety of products and services so that all shoppers can enjoy a relaxing visit and find what they need to lead fulfilling lives.

Everyone's Garden is a nearly 1,000m² rooftop garden on the fifth floor that brings a lush green space to the city environment of Yokohama. Here, visitors will find a diverse variety of plant life with approximately 80 species, including over 30 types of fruit trees including citrus varieties, and various garden vegetables. In addition to the orchard and vegetable garden, there is also a vegetable garden terrace that visitors can use for things discovered and picked in the garden.

Everyone's Garden is a casual venue that offers city dwellers a rare chance to commune with the earth and nature. It is designed and operated as a place to be enjoyed by visitors while preserving biodiversity and significantly contributing to the environment.



Orchard



Vegetable garden



Vegetable garden terrace

Facility operation and management: Mitsubishi Jisho Property Management Co., Ltd.
Vegetable garden management: Green Wise Co., Ltd.

Biodiversity preservation initiatives at Everyone's Garden

1. Biodiversity conscious planting

The diverse environmental plan includes over 30 types of fruit trees, vegetation that bears fruit for creatures and serves as sources of nectar, along with vegetable gardens and small rice paddies, etc.

2. Human and creature friendly plant care methods

Garden management methods are planned and utilized to both care for the plants and create an environment where people, small birds, and insects can gather and rest.

3. Designed to attract living creatures

The garden is designed as an environment where small birds can feed, rest, and raise their young, coexisting with insects while exerting a positive influence on plants

4. Activities that teach about living things in a fun way

Rather than conventional environmental activities, activities are planned in a way so that visitors can enjoy nature while resulting in contributions to the environment.

* Check the MARK IS Minatomirai website for the latest event information, measures to prevent the spread of COVID-19, and opening hours. (Japanese only)

→ [MARK IS Minatomirai official website](#)

Watch the following video clip to learn more about living creatures at Everyone's Garden (Japanese only)

A Stroll in Everyone's Garden



MARK IS Minatomirai is ABINC certified by the Association for Business Innovation in harmony with Nature and Community.



MARK IS Minatomirai

Environment

Promoting Sustainable Use of Wood

Basic Policy and Approach

The Mitsubishi Estate Group has established a policy of fostering harmony between nature and human society as part of the Mitsubishi Estate Group Basic Environmental Policy. The Group is committed to no gross deforestation and promoting the sustainable use of wood as it considers biodiversity through its business activities.

Moreover, in the area of Environment, one of the Key Themes stated in the Mitsubishi Estate Group 2030 Goals for SDGs, the Group has set goals for promoting the sustainable use of wood and ensuring the traceability of wood used in business activities. It will continue working for sustainable uses of wood giving consideration to respecting human rights and protecting natural resources in areas where imported timber is harvested.

Targets and Status of Achievement

From the perspective of human rights and environmental protection, the Mitsubishi Estate Group uses timber based on the Sustainable Sourcing Code (certified timber or Japan-grown timber) or equivalent as the timber in the concrete wall panels used when building offices or housing with a target of achieving a usage rate of 100% by fiscal 2030 to eliminate forest destruction. Moreover, in the Mitsubishi Estate Group Green Procurement Guidelines, the Group stipulates use of timber products certified by forest certification systems that can verify that they are from properly managed forest resources, and mandates consideration given to promoting the use of Japan-grown timber. This applies to all of the products, services, designs, and construction procured by the Mitsubishi Estate Group, and the Group requests the cooperation of all suppliers.

The Group also complies with policies on the sustainable use of timber and forest-related laws and regulations and has developed mechanisms to monitor and ensure compliance.

See the following for the Mitsubishi Estate Group's latest Japan-grown timber usage rate.

[ESG Data > E: Environmental data](#)



Primary Initiatives

Promoting Use of Cross Laminated Timber (CLT)

The Mitsubishi Estate Group promotes sustainable manufacturing by using Japan-grown timber. In recent years, the Group has promoted the use of cross laminated timber (CLT) as a construction material that expands timber usage opportunities.

Promoting Utilization of CLT to Further Expand Use of Japan-grown Timber →

Making Use of Japan-grown Timber for Wall Frames and Structural Timber

Mitsubishi Estate Home actively utilizes Japan-grown timber with clear traceability in order to ensure the appropriate use of forest resources and the sustainable development of the timber industry. By using Japanese timber in a sustainable way, the company helps to create sound and well-maintained forests, contributing to a forest cycle of "plant, raise, use, and plant."

See the following for data on use of Japan-grown timber

ESG Data > E: Environmental data > (1) KPI > 2. Resources (Waste, Water, Forestry Resources, etc.) →

Initiatives with material for wall frames

Since 2015, due to reasons including the revision of Japan Agricultural Standards for Japan-grown lumber and jointed lumber, Mitsubishi Estate Home has created a system for the stable procurement of domestically grown timber produced under thorough quality management, through such means as individually measuring the strength of each Japanese cedar lumber used for wall frames.

Mitsubishi Estate Home began using Japan-grown timber for its wall frames in new homes using the 2×4 method in all homes as a standard practice from November 2018. As a result, the percentage of Japan-grown timber used for the structural timber in new custom-built homes has reached the highest level among 2×4 homebuilders in Japan (Calculated for Mitsubishi Estate Home One Order product).

See the following for usage rate for Japan-grown timber

ESG Data > E: Environmental data > (1) KPI > 2. Resources (Waste, Water, Forestry Resources, etc.) →



Example of construction of wall frames using Japan-grown timber (Ichikawa Home Gallery)

Projects to promote the use of Japan-grown timber

Mitsubishi Estate Group is working to promote efficient and increased use of timber grown in Yamanashi Prefecture through the initiative Project to Raise the Value of Japan-Grown Timber, in collaboration with the Group's initiative "**Experience Nature**" Project, which strives to promote interaction between urban and rural residents in Hokuto City, Yamanashi. In April 2018, Mitsubishi Estate began using FSC-certified Japan-grown timber for the laminated wood used in floor structures as a standard practice.* The Group promotes the responsible use of forests in a way that is both economical and sustainable, and is working to create a cyclical society that coexists with nature.

In addition, Mitsubishi Estate Housing Components is promoting the use of Japan-grown timber in structural parts of single homes. In August 2010, it acquired an international standard (FSC-CoC certification) so that it could distinguish between these and other products in the chain of custody.



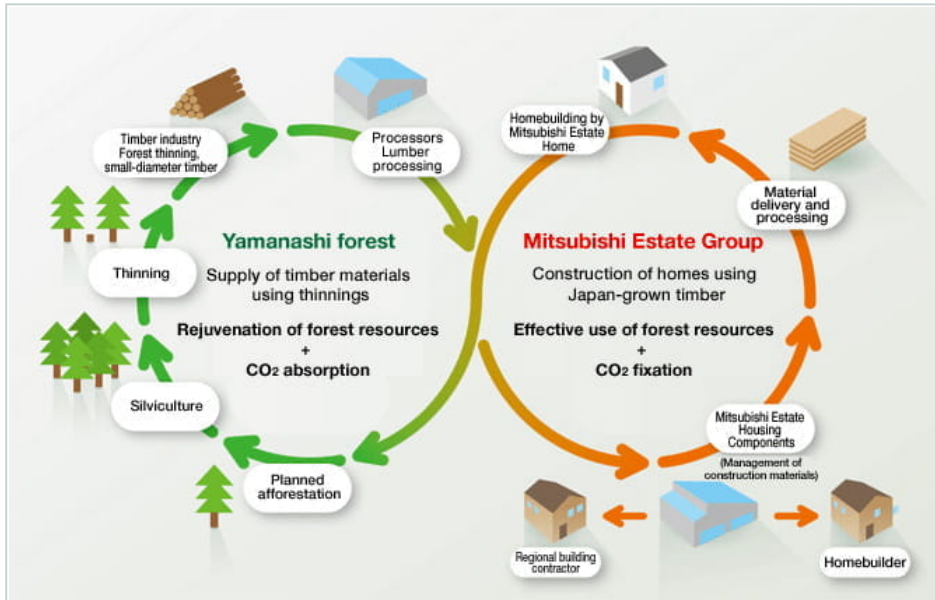
Example of use of Japan-grown timber

FSC-N002014

The FSC® (Forest Stewardship Council®) logo issued by the Forest Stewardship Council certifies that the wood or wood fibers used in a product were produced from forests managed properly in terms of the environment, society, and the economy. The mark provides a guarantee that the forest was assessed by an independent third-party organization based on principles and standards stipulated by the Council.

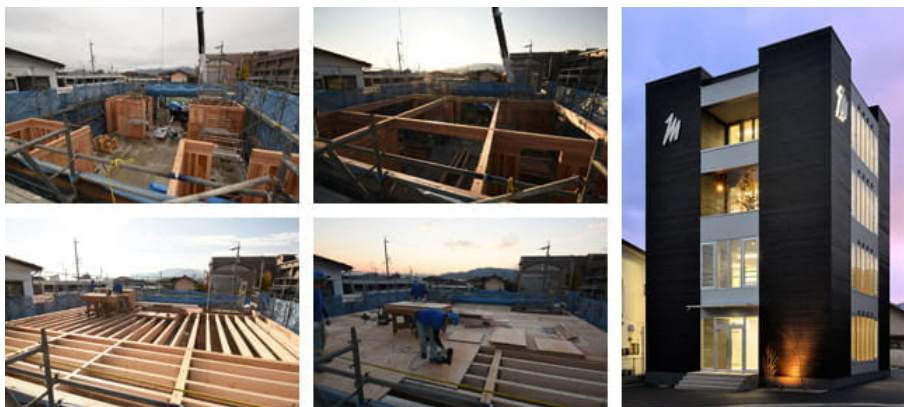
* Excludes some products

Building a network that can sustain a forest economy



Manufacturing Environmentally-Friendly, Highly Durable Wall Panels with High Yield Strength

Mitsubishi Estate Housing Components manufactures highly durable, high yield strength wall panels with approximately 14 times the strength of conventional panels for use in four-story wooden structures built with the 2x4 method. The panels use Shinshu larch for 24 mm thickness structural plywood, which is not normally used for houses. They also use domestic Japanese hinoki cypress and Japanese cedar for laminated wood and laminated wall supports. Additionally, 54% of the building's frame is made from Japan-grown timber, helping revitalize the domestic forestry industry. Furthermore, the insides of the wall panels are able to secure the equivalent of 68 tons of CO₂, making them environmentally-friendly wooden structures.



Construction using highly durable, high yield strength wall panels

Indoor Hut "HAKONOMA" Made of Japan-grown Timber

Sales of HAKONOMA, an indoor hut conceived by Mitsubishi Estate and Mitsubishi Estate Residence began at Mitsubishi Estate Home in September 2019.

Placing HAKONOMA in a living room or other space can bring division or closure within a space, creating a new "place of one's own" in a dwelling. HAKONOMA comes from the "Experience Nature" Project, which the Mitsubishi Estate Group has conducted for years in Yamanashi Prefecture to bring together urban and rural communities. The product is made using cedar wood produced in Yamanashi. Utilizing Japan-grown timber promotes cyclical use of forests, contributing to environmental preservation.

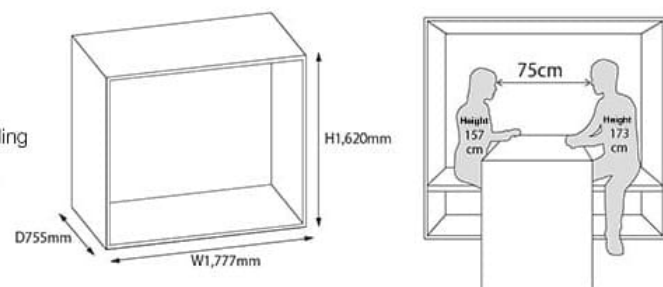
With COVID-19 resulting in a shift to working from home, Mitsubishi Estate Residence began offering HAKONOMA for work-from-home spaces in new condominiums beginning in June 2020.

[HAKONOMA website \(Japanese only\)](#)



Just the Right Size for Use at Home

HAKONOMA ensures a distance (45–75cm) that facilitates close communication when two people face one another in a space comfortable for adults. It also fits well inside a room and strikes a balance between being small enough to carry and install while enabling a sense of internal space. It's just the right size: not too big and not too small.



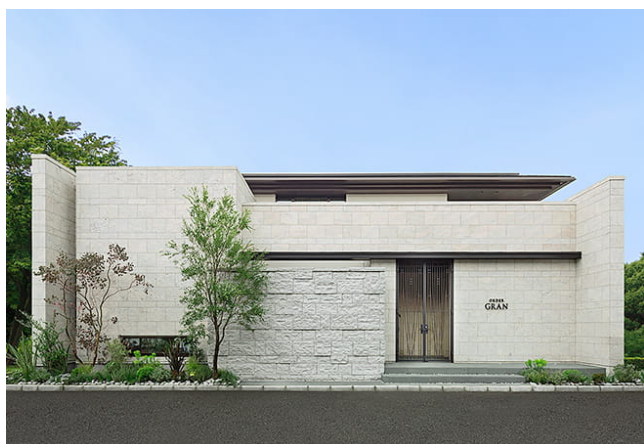
World's First Flat Mass Timber Construction Method developed and a new timber-constructed custom-built home brand is born

To meet the needs of customers who demand a greater level of freedom in their wooden homes, Mitsubishi Estate Home has developed the world's first patented technique called the Flat Mass Timber (FMT) Construction Method and unveiled ROBRA brand of wooden custom-built homes utilizing this method.

The FMT Construction Method is a hybrid technique that uses both wood and steel frames. By making the most of large cross-section laminated wood plank panels, a simple, strong design can be achieved with minimal intrusion of construction elements such as walls and

beams into living spaces. This method allows for greater freedom over designs, including dynamic concepts that allow myriad placement options. This is the world's first patented construction method, and was registered in October 2019.

ROBRA is the brand for wooden custom-built homes using the FMT Construction Method. Based on the brand concept, "turning wooden structures into art," it delivers style unconstrained by time and place, achieved inside single, large living spaces. Embracing the current worldwide shift toward wood in the construction industry, the brand offers the possibilities of environmentally friendly wood applications in fresh exterior design concepts. The company started offering ROBRA homes in September 2020, with its first model home debuting at Komazawa Stage 1 Home Gallery.



Structural body



Exterior view (artist's rendering)

Engagement with External Stakeholders

In September 2018, Mitsubishi Estate initiated the Construction and Real Estate Human Rights Due Diligence Study Group in which eight real estate and construction-related companies participate. As part of this initiative, the company holds study groups with other companies in these industries on the use of sustainably sourced timber from the perspective of environmental protection and respect for human rights. The aim of discussions at the study group is to deepen understanding about the risks of environmental destruction, including violation of human rights and destruction of forests and to expand the use of sustainably sourced timber going forward.

See the following for more details on the study group.

Launch of the Construction and Real Estate Human Rights Due Diligence Study Group








Environment

Promoting Acquisition of Environmental Real Estate Certifications

Policy on Obtaining Environmental Certifications

Mitsubishi Estate recognizes that addressing environmental and social considerations in real estate and indicating performance on these considerations externally is important to meet the expectations and demands of stakeholders such as tenants and investors. Therefore, the company has a policy of proactively obtaining environmental certifications whenever possible.

In Japan, Mitsubishi Estate has obtained certifications that include DBJ Green Building Certification, Comprehensive Assessment System for Built Environment Efficiency (CASBEE), and Building-Housing Energy-efficiency Labeling System (BELS), while the main certifications obtained overseas include Leadership in Energy and Environmental Design (LEED) and BRE Environmental Assessment Method (BREEAM) certifications.

Evaluation/Certification System	Overview
DBJ Green Building Certification	<p>DBJ Green Building Certification is a certification system established by the Development Bank of Japan (DBJ) in April 2011 as an initiative to support environmentally and socially conscious management of real estate. Based on a comprehensive assessment which covers such areas as environmental performance, disaster prevention, community considerations and other stakeholder engagement, the system evaluates and certifies real estate anticipated by society and the economy.</p> <p>→ DBJ Green Building Certification </p>
Comprehensive Assessment System for Built Environment Efficiency (CASBEE)	<p>CASBEE is a system for comprehensively assessing the quality of buildings, including interior comfort and consideration to landscape as well as environmental considerations such as energy conservation and use of materials and equipment with low environmental impact. It was developed by a research committee established for comprehensive environmental assessment of buildings in April 2001 as a collaborative project between industry, academia, and government under the auspices of the Ministry of Land, Infrastructure, Transport and Tourism, and has been continuously upgraded and maintained since.</p> <p>→ Institute for Building Environment and Energy Conservation </p>
Building-Housing Energy-efficiency Labeling System (BELS)	<p>BELS is a system for the assessment and certification of energy efficiency performance in newly built and existing buildings by a third-party organization. In April 2016, the scope of the system was expanded to residential buildings, and it was designated as one of the third-party certifications in the Guidelines on Building Energy Efficiency Labelling based on Article 7 of the Act on the Improvement of Energy Consumption Performance of Buildings (Building Energy Efficiency Act).</p> <p>→ Association for Housing Performance Evaluation and Labeling (Japanese only) </p>
Leadership in Energy and Environmental Design (LEED) certification	<p>LEED is a system for assessing environmental performance of buildings and site use developed and operated by the U.S. Green Building Council (USGBC).</p> <p>→ U.S. Green Building Council </p>
BRE Environmental Assessment Method (BREEAM) certification	<p>BREEAM is an environmental assessment system developed by Building Research Establishment Ltd. (BRE) in the UK in 1990 as a tool for assessing the sustainability performance of buildings, communities, and infrastructure.</p> <p>→ BREEAM </p>

Goals and Achievement Status

See the following for the status of environmental certification acquisitions.

[ESG Data > E: Environmental data > \(2\) Other > 5. Green Building Certification](#)



[List of Mitsubishi Estate Group Properties with DBJ Green Building and ABINC Certifications \(PDF 130KB\)](#)



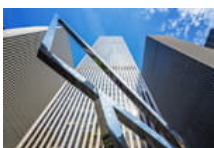
Efforts to Acquire Environmental Certification in Overseas Business

The Mitsubishi Estate Group operates globally. Since Mitsubishi Estate New York was established in 1972, we have expanded our real estate development and rental business in the U.S., the U.K. and other European countries, as well as Asia and Oceania, making the most of our track record and wide-ranging network. We are engaged in socially and environmentally conscious urban planning with people in these regions.

Initiatives in the United States

In the U.S., the Mitsubishi Estate Group carries out a wide range of projects, primarily through Rockefeller Group International. In addition to owning and running large-scale office buildings in areas including Manhattan in New York, Rockefeller Group operates a range of development projects around the country, including offices, distribution facilities, and residences. Logistics facilities in particular are expected to expand further due to the dramatic growth of e-commerce within the U.S. over the past few years. It aims to raise the value of real estate with a focus on environmental performance, and therefore works to acquire LEED certification on both its new development buildings and existing buildings.

Projects earning environmental certification (examples)



GOLD

1221 Avenue of the Americas, New York

This building was completed in 1972 in Manhattan. Although it was LEED certified in 2009 and awarded a Silver LEED rating in 2014, it was upgraded to a Gold LEED rating in 2019 for improvements made to use water more efficiently and for improvements in interior environmental performance through refurbishment of the lobby.



GOLD

Boro Tower, Virginia

Boro Tower is a 20-story, 41,000 square-meter office building co-developed with U.S. real estate company The Meridian Group as part of The Boro Project, a large-scale, mixed redevelopment project in Tysons, Virginia in the greater Washington, D.C. region. The building was completed in 2019 following environmentally-friendly plans and was awarded a Gold LEED rating.

Initiatives in Europe

Since the establishment of Mitsubishi Estate London in 1986, the Mitsubishi Estate Group has handled real estate leasing and development projects for office and leasing properties in central London and continental Europe. With an emphasis on the environmental aspects of its properties the Group has earned BREEAM certification for newly developed buildings as well as buildings already owned.

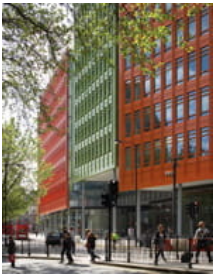
Projects earning environmental certification (examples)



Excellent (planned)

8 Bishopsgate (tentative name), London

8 Bishopsgate (tentative name) is a high-rise office building in London whose construction began in February 2019, expected to be completed in late 2022. The building is equipped with environment-friendly, sustainable features; for example, the closed double-skin glass façade, which provides good environmental performance and is easy to maintain, and advanced rainwater storage and harvesting systems. The project is expected to earn a BREEAM "Excellent" rating.



Excellent

Central Saint Giles, London

A joint redevelopment project with Legal & General, a major UK life insurance company, this complex covers a total floor area of 66,000m² and comprises offices, retail shops and residences. Construction was completed in April 2010. The project earned a BREEAM "Excellent" rating, the highest possible rating at the time of application.

Initiatives in Asia and Oceania

In Asia, the Group established the subsidiary Mitsubishi Estate Asia Pte. Ltd. in Singapore in 2008, followed by Mitsubishi Estate (Shanghai) Ltd. in China in 2013. The Group opened its Taiwan Representative Office in 2017 and established Mitsubishi Estate Taiwan Ltd. in 2018, PT. Mitsubishi Estate Indonesia and Mitsubishi Estate Vietnam Company Ltd. in 2019. The Group operates in the ASEAN area, including Singapore, Vietnam, Thailand, Malaysia, and the Philippines, and in China, developing office, residential, and retail properties.

Projects earning environmental certification (examples)



Daswin Project, Indonesia

This is an office building project being developed jointly with The Gesit Companies and Santini Group. The project was awarded Best Green Development in the PropertyGuru Indonesia Property Awards 2018 in recognition of its advanced environmentally-friendly initiatives. The project is also expected to be awarded a Gold Green Building rating by the Green Building Council Indonesia (GBCI).



CapitaSpring, Singapore

A joint complex redevelopment project with CapitaLand Group, this project has obtained a Platinum rating for the BCA Green Mark, a green building certification in Singapore, and a Gold PLUS rating for the BCA Universal Design Mark, a certification scheme for outstanding universal design.

Environment

Adopting Sustainable Finance


Mitsubishi Estate Green Bond Issued

The mission of the Mitsubishi Estate Group is to contribute to the creation of a truly meaningful society by building attractive, environmentally sound communities where people can live, work and relax with contentment.


In June 2018, in order to raise funds for the Tokyo Station Tokiwabashi Project currently underway in front of the Nihonbashi exit of Tokyo Station, Mitsubishi Estate issued the Mitsubishi Estate Green Bond, the first in Japan from an integrated real estate company. The Mitsubishi Estate Green Bond was issued based on a framework in accordance with the Green Bond Principles published by the International Capital Market Association (ICMA), and Mitsubishi Estate obtained an opinion on compliance with the principles from a third-party certification institution.

The Mitsubishi Estate Green Bond also obtained the highest GA1 rating in an R&I Green Bond Assessment carried out by Rating and Investment Information, Inc. which evaluates the extent to which proceeds from the issuance of a green bond are used to invest in projects that contribute to solving environmental problems.

Overview

Name	Mitsubishi Estate Co., Ltd. 127th unsecured corporate bonds (Mitsubishi Estate Green Bond)
Date of determination of issuance terms	June 20, 2018
Date issued	June 26, 2018
Maturity date	June 26, 2023
Term	5 years
Total amount issued	20 billion yen
Use of proceeds	All funds will be used to finance the construction of Tower A of the Tokyo Tokiwabashi Project facing Tokyo Station. → Project website (Japanese only) 
Bond rating	AA- (Rating and Investment Information, Inc.) A+ (Standard & Poor's Global Ratings Japan) A2 (Moody's Japan)

See the following press releases for your reference (Japanese only).

- [Announcement of the Issuance of Mitsubishi Estate Green Bond to Fund Construction of Tower A of the Tokiwabashi District Redevelopment Project in front of Tokyo Station \(PDF 270KB\)](#) 
- [Mitsubishi Estate Unveils New Name for Its Tokyo Tokiwabashi Project as "TOKYO TORCH" \(PDF 4.3MB\)](#) 
- [Mitsubishi Estate Completes Tokiwabashi Tower \(PDF 5.7MB\)](#) 

Third-Party Ratings Concerning Eligibility

Second party opinion

The bonds were issued based on a framework that followed the Green Bond Principles published by the International Capital Market Association, and the company obtained opinions from a third party certification organization regarding the bond's eligibility as a green bond.

Second Opinion from Sustainalytics (Japanese only)
(PDF 820KB)



Green bond assessment

The R&I Assessment evaluates the extent to which funds raised through green bonds are invested in business projects that solve environmental projects. This project received the highest rank of GA1 in the Assessment.

[R&I Green Bond Assessment] Mitsubishi Estate Co., Ltd.
Mitsubishi Estate Green Bond: GA1 Assessment
(PDF 799KB)



Ministry of the Environment issuance model cases

The company filed an application for the bond to be considered as a model case by the Ministry of the Environment for its Models of Green Bond Issuance in 2018. It was selected and has confirmed with the Ministry and its contractors that the bond complies with the Green Bond Guidelines 2017.

Pre-Issuance Report (Japanese only)
(PDF 1.37MB)



Mitsubishi Green Bond Investment Announcements

Please see the following press release for information on investors that have announced their investments in the Mitsubishi Estate Green Bond.

Announcement (3) of the issuance of the Mitsubishi Estate Green Bond to fund the Tower A of the Tokiwabashi District Redevelopment Project in front of Tokyo Station - Terms determined today with an issue amount of 2 billion yen and an interest rate of 0.09% (PDF 270KB)
(Japanese only)



Allocation Report

Mitsubishi Estate has confirmed that the funds procured from the issue of green bonds to finance the construction of the Tokiwabashi District Redevelopment Project Tower A in front of Tokyo Station have been used in full. The Finance & Accounting Department executive officer in charge of these matters has filed a management assertion regarding the appropriation of these funds.

Procured Appropriations	Appropriations Used	Appropriations to Be Used
19,931 million yen	19,931 million yen	0 million yen

As of July 17, 2020

Details of the Tokiwabashi District Redevelopment Project

- A large-scale redevelopment project covering a total area of 3.1 hectares, the largest in the vicinity of Tokyo Station. It includes the development of an approximately 390m super high-rise tower that will become a new landmark for the city of Tokyo and a spacious plaza measuring approximately 7,000m² that will transform the area in front of Tokyo Station, all of which will be developed and equipped in stages. The project is a designated project for the National Strategic Special Zone Program.
- The project will be carried out in stages over a 10-year period while maintaining and updating vital infrastructure functions including sewage pumps and transformer substations within the district.
- As a designated project for the National Strategic Special Zone Program, this project will be located in the middle of the Tokyo's chief business center and is positioned to be known as the Tokyo Global Financial Center. To that end it is intended to contribute to urban redevelopment in the following ways:
 1. Renewal of urban infrastructure, creation of a pedestrian network, preparation of a plaza, etc.
 2. Creation of a hub to enhance international competitiveness (finance/business exchange and urban tourism).
 3. Creation of superior disaster management and an eco-conscious urban environment.

→ TOKYO TORCH project website (Japanese only) [🔗](#)



A rendering of TOKYO TORCH overall at the time of its opening as seen from the Marunouchi side of JR Tokyo Station

DBJ Green Building Certification

Tower A for the Tokiwabashi District Redevelopment Project in front of Tokyo Station has been awarded the Development Bank of Japan (DBJ) Green Building certification as a building that exhibits the highest level of “environmental and social awareness” in Japan (certification obtained March 29, 2019). The structure was subsequently renamed Tokiwabashi Tower and awarded the DBJ Green Building certification upon its completion (certification obtained August 6, 2021).



Use of Sustainability Linked Loan

Mitsubishi Estate concluded the Japanese real estate industry's first loan agreement based on a sustainability linked loan (SLL) with The Norinchukin Bank.

Mitsubishi Estate established the Mitsubishi Estate Group Sustainability Vision 2050 with the aim of realizing a sustainable society and formulated Mitsubishi Estate Group 2030 Goals for SDGs in the Long-Term Management Plan 2030 as the milestones that define the themes and actions in working to achieve this vision. The Group has set out and works toward concrete numerical targets related to climate change. The vision and initiatives were evaluated as contributing to solving climate change issues, which The Norinchukin Bank considers important, leading to the conclusion of the loan.

An SLL aims to support environmentally and socially sustainable business activities and growth by establishing sustainability performance targets (SPTs) based on the borrower's management strategy and linking the loan terms to the achievement of the SPTs. The loan established the Group's targets on CO2 emissions (target for 2030: 30% reduction from 2017) and renewable electricity rate (target for 2030: 25%), which were set out in Mitsubishi Estate Group 2030 Goals for SDGs as the SPTs. Mitsubishi Estate plans to use a portion of the funds obtained from the loan for initiatives contributing to expanding the introduction of renewable electricity and reducing CO2.

On conclusion of this loan agreement, a third party opinion on the alignment of the loan with the SLL Principles and the appropriateness of the SPTs established was obtained from Japan Credit Rating Agency, Ltd.

Overview of the Loan

- Execution date: May 29, 2020
- Loan period: 11 years and three months
- Amount: 11.5 billion yen
- Application of funds: Long-term working funds

Third party opinion from Japan Credit Rating Agency, Ltd. (Japanese only)

[PDF](#)

Announcement on Entering into Sustainability Linked Loan Agreements (Japanese only)

[PDF](#)

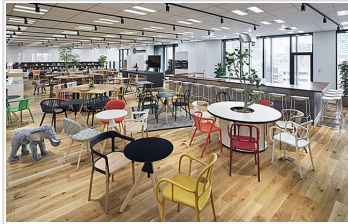


SUSTAINABILITY ACTIVITIES (ESG)
Social



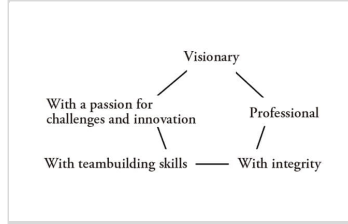
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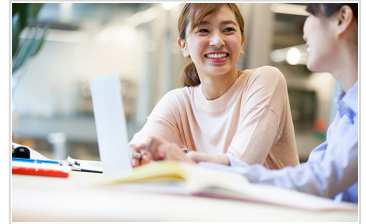
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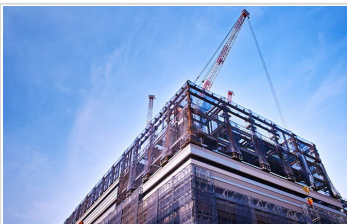
Human Resource Development

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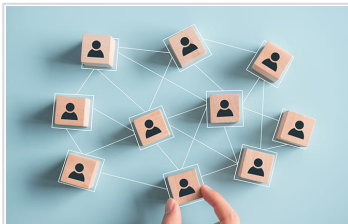
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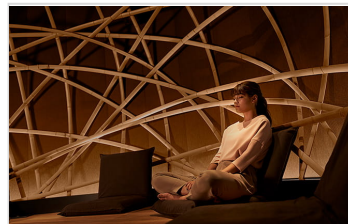
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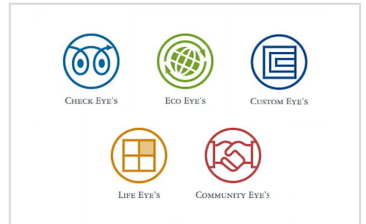
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Social Contribution Activities / Support for Communities

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Goals and Achievement Status

See the ESG data page for our progress in achieving diversity-related goals.

[ESG Data > Social Data](#)



Empowerment of Women

Establishment of Action Plan to Promote Women's Success

Mitsubishi Estate has established and published an action plan in accordance with Japan's Act on the Promotion of Female Participation and Career Advancement in the Workplace.

The action plan sets out targets and specific initiatives aimed at achieving a positive working environment for women in accordance with the objective of the Act, which is to promote women's participation and advancement.

Overview of Action Plan

Period of the Plan

April 1, 2021 – March 31, 2026

Objectives

1. Raise the percentage of female employees at the level of section head, who are candidates for management, to about 30% by fiscal 2025, with the aim of bringing the percentage of female employees who are managers to more than 10% by 2030.
2. Raise the percentage of eligible men taking childcare leave to more than 75% by fiscal 2025 with an eye on achieving 100% by fiscal 2030.

Initiatives

1. Create an environment that makes it easier for women to continue working.
 - Host forums (roundtable discussions, lectures, etc.) providing information facilitating work-balance with child rearing as well as career development for female employees who are taking childcare leave or who have returned to work for a certain period after returning.
 - Provide interviews with human resources divisions/departments on return to work from childcare leave.

- Raise awareness of the reemployment program and leave system in conjunction with the transfer of a spouse.
2. Initiatives to raise the percentage of men taking childcare leave.
- Monitor the use of childcare leave by male employees whose spouse has given birth and encourage them to take the leave.
 - Host roundtable discussions, etc. by male employees who have taken childcare leave to encourage men to take the leave.

The full text of the action plan is available here.

Action Plan based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace (Japanese only) (PDF 231KB)



Hiring of Persons with Disabilities

Mitsubishi Estate actively seeks to hire persons with disabilities, in response to social demands to ensure their employment opportunities. The company strives to create a workplace in which all employees can demonstrate their unique skills without regard to their disability and provide the environment they need for success.

Programs to Foster Work-Life Balance

In order to provide a workplace where each individual employee can perform to potential, Mitsubishi Estate believes that it is important to respect their individuality and values and ensure a balance between work and home life. Mitsubishi Estate has established a range of programs to provide employees with diverse work styles options. These include flex-time schedule and teleworking programs for all employees, leave of absence and shortened work hours allowing for childcare and nursing care, and hourly paid vacation programs. The company also offers a reemployment program where employees who have resigned due to the transfer of a spouse or other reasons can apply to be rehired if they meet certain criteria.

List of work-life balance and employee health promotion programs and welfare initiatives (Mitsubishi Estate)

Name of program	Overview of program
Flextime program	Working hours are as follows - Core time (time period when eligible employees are required to attend work) 10:00 – 15:00 - Flexible time (time period when eligible employees can work according to their choice) Period for starting work: 06:00 – 10:00, period for ending work: 15:00 – 20:00
Childcare leave of absence	Can be used until the end of the fiscal year in which the child turns three years old (14 days of paid leave from the day on which childcare leave starts) * The legally stipulated period in Japan is until the child's first birthday as a general rule (or until the child turns two years old as a maximum in special circumstances).
Nursing care leave of absence	Can be used for a maximum of three years (can be divided into shorter durations up to three times)
Nursing care leave of absence for children	Can be used until the end of the March after the child enters the third grade in elementary school Can be used as a special paid leave of absence until the child enters elementary school
Nursing care leave of absence for family	Can be used as a special paid leave of absence
Shortened work hours for childcare	Can be used until the end of the March after the child enters the third grade in elementary school Daily work hours can be shortened by up to 2.5 hours in increments of 15 minutes

Name of program	Overview of program
Shortened work hours for nursing care	Can be used within three years of the start of use for each person in the eligible family Daily work hours can be shortened by up to 2.5 hours in increments of 15 minutes
Flextime program for pregnant women, those caring for children and those nursing family members	Can be used during pregnancy Can be used until the end of the March after the child enters the third grade in elementary school Can be used within three years of the start of use for each eligible person in the family (Work hours can be shortened by up to 2.5 hours in increments of 15 minutes)
"Refresh" vacations	Special paid vacations are given every five years after five consecutive years of employment Company pays travel costs after 25 years of consecutive employment (upper limit imposed)
Accumulated vacation	Employees can accumulate up to 90 days of paid vacation that was not used. This can be used for the employee's or family member's illness, a spouse's childbirth, to participate in volunteer activities, childcare or nursing care for family members, among others.
Reemployment program	Can be used following the specified interview when an employee resigned due to childcare, nursing care for family members, changing jobs, or starting a business
Leave system for the transfer of a spouse	Leave can be taken to accompany a spouse on a relatively short transfer (overseas traineeship/study of approximately 1–2 years)
Transfer system in conjunction with the transfer of a spouse	An employee in a position that does not normally involve transfers can transfer within the Group when wishing to relocate due to the transfer* of a spouse only when it is organizationally feasible *Limited to Japan
Hourly paid leave program	Paid leave is available in one-hour units (using eight hours is equivalent to using one day of paid leave)
Teleworking program	It is possible to work at a location other than the company, such as a satellite office affiliated with the company or at home
Expense subsidy program based on cafeteria plan	The program provides subsidies for expenses on employee health promotion activities (sports activities and checkups not covered by insurance, etc.)
Consultations with occupational health physician	An initiative to provide consultations with an occupational health physician for employees, including managers, who have exceeded the 80 hours of statutory monthly overtime work
Positive Off Movement	An initiative to set targets for the number of days of paid leave taken and to encourage employees to take paid leave

Support for Combining Work with Raising Children

Mitsubishi Estate has established a general action plan compliant with the Japanese law called "Act on Advancement of Measures to Support Raising Next-Generation Children," to help its employees balance work and childcare. The company is recognized as a childcare-supportive company by the Ministry of Health, Labour and Welfare and received Kurumin Mark certification in 2017.

As part of its efforts to support childcare, the Mitsubishi Estate Group launched a new business in 2018 to operate its own daycare centers at its properties, in addition to temporary daycare services using contracted daycare centers. It also provides support such as subsidies for the cost of babysitting, as well as opening a center that helps employees find daycare services for their children. Information on programs available for childcare is provided on its intranet site for pregnancy, childbirth, and childcare information.

Support for Combining Work with Nursing Care for Family Members

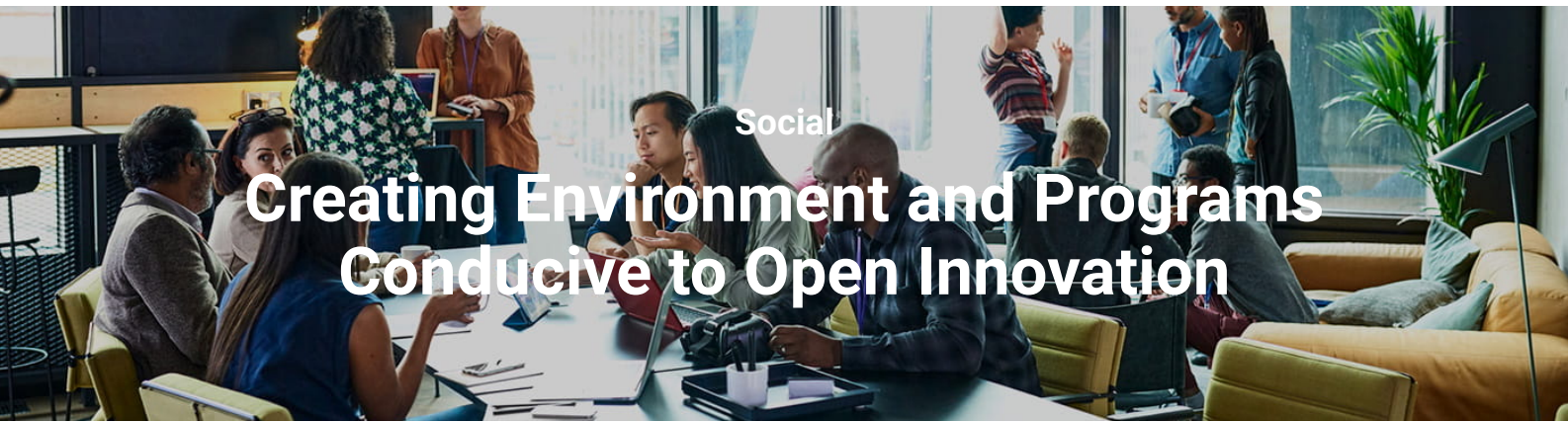
Mitsubishi Estate also offers a range of programs to support employees who are providing nursing care for their family. Employees can take nursing care leave or work shorter hours while nursing family members. In addition, a nursing guidebook is issued and internal seminars are held to offer information on caring for family members.

Support for Employees' Life Plans

Mitsubishi Estate has set a retirement age of 60, but has introduced a job matching program to reemploy employees that want to continue working after retirement age.

This program enables employees of retirement age who meet certain standards to continue working, which not only supports employees' life plans, but also enables veteran employees to pass on the skills, expertise and personal connections built up over years of experience, thus helping to maintain service quality. Currently, these veterans are registered as advisors.

At the same time, expectations for this second phase of life are varied, and individuals make diverse choices. For this reason, the company provides life planning seminars, training on planning for life after retirement. In addition, the second life support program has been set up, enabling employees two years away from retirement to embark on a fulfilling "second life" with early retirement.



Creating Environment and Programs Conducive to Open Innovation

Programs to Encourage Open Innovation

In order to promote business in a social and economic environment that is changing at an increasingly rapid speed, Mitsubishi Estate is engaging in business model innovation. In October 2019, Mitsubishi Estate established new personnel programs for the purpose of encouraging open innovation and expanding further the possibilities for independent career choices by individuals.

New Business Proposal Program

Mitsubishi Estate operates a new business proposal program with the aim of creating new businesses from employee ideas. Since fiscal 2017, the company has been holding the New Business Development Seminar with external instructors for employees that are interested in new business, thereby boosting the its support for employees who want to create businesses independently.

Secondary Job Program (from January 2020)

Mitsubishi Estate has established a secondary job program* based on a permit system to help employees maximize their own potential through diverse experience and encourage them to accept various challenges that lead to their growth or career advancement. In so doing, the company aims not just to help the knowledge and connections obtained through a secondary job be returned into the core business, but also to create an environment for employees to work with more satisfaction through self-actualization.

* Excludes businesses that involve a conflict of interest with Mitsubishi Estate, such as competitors. Working hours up to 50 hours in any single month.

Open Recruitment of Human Resources with Secondary Jobs and Dual Employment in Some Businesses (from October 2019)

In some of its businesses, primarily new ones, Mitsubishi Estate has begun accepting human resources with secondary jobs and dual employment* through open recruitment to hire a broad range of human resources that possess knowledge not present in its existing businesses. As the first step, in the meditation studio operation business, which was established in April 2019 through the new business proposal program, Mitsubishi Estate recruited and employed* human resources with responsibility for planning brand and marketing strategy from among human resources with secondary jobs and dual employment.

* Assumes once weekly employment based on an individual outsourcing agreement with Mitsubishi Estate.

Creating an Office Environment that Leads to Value Creation

Initiatives at Mitsubishi Estate Head Office

In January 2018, Mitsubishi Estate relocated its head office with the aim of realizing an office that continually creates new value.

The new head office's concept is encapsulated in the statement "Borderless! × Socializing!"

It signifies our commitment to create a venue for generating new value through creating spaces where people can truly connect with one another without borders and fully demonstrate their strengths. We will continue putting this aspiration into practice as part of our work style reforms for productivity and employee health advancement.

At the same time as continuously implementing reform of the office environment and systems, Mitsubishi Estate will also build on the achievements, knowledge, and expertise it has obtained based on innovative approaches such as verification testing held at the head office and utilize them in proposals to customers, planning for new office buildings, and urban development.



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Free-address work environment

Employees can choose locations on any given day from a host of different seating options, including low tables, high tables, large and individual desks, to match their workstyle preferences. Efforts are also made to reduce paper and digitalize documents, eliminating more than 70% of document storage cabinets compared with pre-relocation.



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Internal staircase to eliminate borders between floors

Private stairways have been installed so that employees can move freely between floors, bypassing the building's common areas. This encourages spontaneous communication, promotes health and mitigates the risks posed by loss or theft of confidential materials.



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SPARKLE Cafeteria

The cafeteria serves free breakfast for a healthy start to the day. Employees can also use the cafeteria as a workplace, encouraging the creation of new ideas and insights.



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Common area doubled

One-third of the new head office is allocated to a common area, which is double the area of that found in the previous head office. This creates opportunities for inspiration through discussion and increases motivation and productivity.

Initiatives at Mitsubishi Estate Residence Headquarters

Mitsubishi Estate Residence moved its headquarters in January 2019 as an opportunity for work style reforms, and has implemented various steps to upgrade the office space in the new headquarters building.

In order to continuously generate attractive products and services, it is important for the company to activate communication, not only among employees but also from people outside the company. With this in mind, Mitsubishi Estate Residence set up a one-floor working space that has no pillars and allows employees from all departments to work in the same space. In addition, it is taking various steps to create connections with people from outside of the company. In particular, by focusing on spaces where people get together, it has set an internal kitchen to create an entirely new communication space. For the purpose of creating offices that provide opportunities for new value creation, the company introduces cutting-edge technology and services, such as the use of IoT experiences and delivery boxes in the office.



New headquarters office with an emphasis on spaces for people to gather

Initiatives at Mitsubishi Real Estate Services Headquarters

Mitsubishi Real Estate Services works on creating offices that lead to work style reforms, such as raising productivity and promoting diversity. These efforts, prompted by the headquarters move in May 2018, are based on the "real breakthrough" concept in which the walls between sections are torn down.

A one-floor office with no walls has created an environment in which employees across divisions can easily communicate with one another, and the flow of people in the office has also been improved by placing office equipment in optimal positions. In addition, "free address" workspace and mobile work systems have been introduced to give employees more options about where they work. All employees are given laptops, smartphones and beacons to ensure that these systems function well. A location management system that identifies the location of employees within the office in real time, a "print anywhere" system, and a conference room reservation system aimed at raising the efficiency of conferences were also introduced.



Three lounges promote communication

In addition to these office environment improvements, a café lounge, library lounge, and relax lounge have been set up, with an aim to enhance communication by providing employees with places to interact and recharge.



Human Resource Development

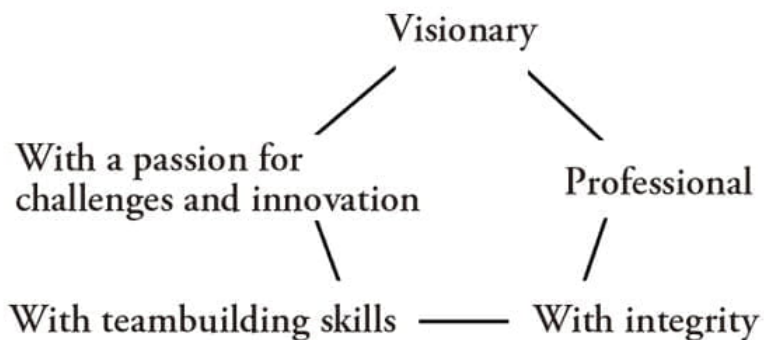
Basic Policy and Approach

Mitsubishi Estate believes that human resources are an essential management asset and recognizes that employee growth is crucial to the Group's continued growth.

It has defined the ideal traits it seeks in its human resources: visionary, professional, with integrity, team-building skills, and a passion for challenges and innovation.

Mitsubishi Estate develops its employees' skills using multiple approaches in line with each individual's career stage, combining training programs with job rotations and coordinated programs at workplaces.

The Five Traits



Initiatives for Human Resource Development

Human Resource Development Programs

Mitsubishi Estate provides a range of training to recognize positions according to the growth stage and develop the skills of employees. The company supports individual growth through provision of programs such as joint Group training for new hires and newly appointed managers and skill development programs to help individual employees acquire the knowledge and skills they need and to encourage independent and self-directed study.

Target	Level-specific training	Capacity development program		Programs to support acquisition of qualifications	
Directors	Director program	Group company executive management skill training program		<ul style="list-style-type: none"> Registered Real Estate Broker license ARES Certified Master qualification Condominium Manager Facility Manager Certified Building Administrator Real Estate Consulting Master Real Estate Appraiser Redevelopment Planner Other 	
Level 3 Management career	Level 3 New management career training	Capacity development program <ul style="list-style-type: none"> Logical thinking Presentation 			
Level 2 Management career	Level 2 New management career training	Human resource development training	Global human resource development <ul style="list-style-type: none"> Short-term posted training to business schools and other locations Trainee system Short-term language training Study abroad Programs to improve language skills 		
Level 1 Management career	Level 1 New management career training	New manager training (organized Group-wide)			Evaluator training
Level 3 Professional career	Level 3 New professional career training	<ul style="list-style-type: none"> Accounting & finance Basic real estate Marketing Facilitation Labor Standards Act Financial strategy Human resource development (coaching, behavior evaluation) Organizational development (leadership) Management strategy Global economy 			
Level 2 Professional career	Level 2 New professional career training	<ul style="list-style-type: none"> Authority and responsibilities, required roles, Companies Act, etc. Risk management Compliance 			
Level 1 Professional career	3rd Year training	2nd Year training	New recruit training		<ul style="list-style-type: none"> General corporate law Human rights awareness & diversity SDGs Digital transformation (DX), and new business creation (design thinking, etc.)

Offering a Wide Range of HR Development and Training Programs

The Mitsubishi Estate Group carries out a wide range of training programs to develop employees' capabilities and raise their awareness about compliance and human rights.

In addition to basic skill development programs, Mitsubishi Estate has established a range of elective skill development programs that give employees the opportunity to choose at their own initiative.

Internship Program

Mitsubishi Estate runs an internship program to help interns understand the nature of the job and the industry.

Mitsubishi Estate Group-Wide Training

- New recruit training/New recruit follow-up training/Self-care training
- 2nd Year training/3rd year training
- Joint time management training
- Marketing
- Presentation training
- Logical thinking training
- Practical coaching training
- Business law training
- Financial affairs & Accounting training
- New manager training/New manager follow-up training

Global Human Resource Development Initiatives

As part of the Global Basic Skill Strengthening options to develop human resources capable of thriving on the global stage, Mitsubishi Estate provides programs such as short-term overseas language training and has introduced a system to subsidize second-language studies. Additionally, under the Global Business Skills Strengthening option, employees can take part in a training system where they gain practical experience at Group companies in the U.S., the U.K. and Asia. There are also study-abroad and business school programs available so they can develop the capabilities needed to perform in a global environment.

In addition to medium and long-term dispatch programs, there is also a lineup of short-term programs lasting approximately one month, making it easy for employees who are unable to leave the workplace for long periods of time to participate. Moreover, internal debriefing sessions are held after the training so that results and lessons can be shared widely with other employees, helping everyone see how a global mindset is relevant to their own work.

Mitsubishi Estate will continue to augment its training programs in and outside of Japan to ensure that they are useful to and available to employees in a wide range of positions.

Consultations for Career Development

At Mitsubishi Estate, employees set goals for their own work, their contributions to the organization, and their skill development. They then review their achievements every six months via management by objective (MBO) consultations with supervisors. They also confirm the evaluation of their performance in these consultations, and salary changes are decided based on the results of these appraisals. The company also holds human resource consultations with every employee (with the exception of Level 3 management career employees and re-employed contract employees), aiming to solicit their views and requests of the company as well as to promote skill development.



Social Human Rights Initiatives

Policy on Human Rights

As a member of society, the Mitsubishi Estate Group is keenly aware of the importance of respect for human rights. To fulfill our responsibility to respect the basic human rights of all stakeholders, not only those involved in Group businesses, we set up the Mitsubishi Estate Group Human Rights Policy on April 1, 2018. The Policy was formulated and published under the name of the President & Chief Executive Officer of Mitsubishi Estate Co., Ltd. following deliberation by the Executive Committee and Board of Directors, and has been communicated to parties both in and outside the Group.

Respect for human rights is part of the Mitsubishi Estate Group Guidelines for Conduct, which all employees are expected to follow on a daily basis. These Guidelines stress the importance of respect for human rights and diversity, which means that employees show concern for human rights and the environment in the course of their business activities. The Human Rights Policy adds to this by mandating respect for the fundamental human rights of all the stakeholders involved in the Group's businesses, throughout its supply chain. The Mitsubishi Estate Group does not tolerate any form of discrimination and human rights violations based on nationality, race, color, language, religion, sex, gender, sexual orientation, gender identity, age, political or other opinion, national or social origin, property, disability, birth, class or other status in its corporate activities, and is committed to ensuring equal opportunity.

Mitsubishi Estate Group Guidelines for Conduct (excerpt)

4. Respect for human rights and diversity

We respect human rights and believe that diversity maximizes value.

1. We respect human rights at all times.
2. We reject discrimination and harassment in any form.
3. We strive to establish a creative and competitive organization that safeguards and respects the beliefs of the individual as reflected in the diverse communities in which we work and live.
4. We foster an open corporate culture in which all employees are encouraged to speak freely.

Mitsubishi Estate Group Human Rights Policy (excerpt)

We uphold and respect international standards related to human rights. These include the International Bill of Human Rights, which sets out the fundamental human rights possessed by all the people of the world, and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, which contains requirements concerning fundamental rights in the workplace (freedom of association, right to collective bargaining, prohibition of forced labor, effective abolition of child labor, and prohibition of discrimination in recruitment and occupation). Moreover, we have formulated this policy based on the UN Guiding Principles on Business and Human Rights.

We help ensure that respect for human rights is actively practiced in all business activities, and that such activities do not infringe on the human rights of other people. If such activities nevertheless result in a violation of the human rights of others, efforts shall be made to minimize the negative impact.

We carry out human rights due diligence in order to minimize any negative impact caused by human rights violations occurring as a result of the Group's business activities. We maintain a framework for human rights due diligence and make improvements to the framework on an ongoing basis or if problems arise in order to improve its efficacy.

Furthermore, in the event that the activities of a business partner or any other individual or organization affiliated with the Mitsubishi Estate Group directly have a negative impact on the human rights of others, even if we were not directly involved in fostering such a negative impact, we shall endeavor to make improvements together with stakeholders to ensure respect for human rights and eliminate all violations.

Mitsubishi Estate Group Human Rights Policy (PDF 36KB)



Mitsubishi Estate Group UK Modern Slavery Act Statement

Mitsubishi Estate has issued the statement to comply with Article 54 of the UK Modern Slavery Act 2015. The aim is to identify slavery and human trafficking risks in the Mitsubishi Estate Group and its supply chain, in addition to outlining the Group's initiatives to prevent and mitigate these risks.

Mitsubishi Estate London Ltd's Slavery and Human Trafficking Statements



Promotion System

The Human Resources Compliance & Diversity Promotion Office in the Human Resources Department of Mitsubishi Estate Co., Ltd. implements activities to promote and ensure respect for human rights in collaboration with relevant departments of Group companies.

Mitsubishi Estate holds an annual meeting of its Human Rights Education & Diversity Promotion Committee (chaired by the director in charge of human resources) to review the status of its human rights and diversity promotion initiatives, exchange views on ways to improve programs, review that fiscal year's activity plan and share knowledge on recent human rights conditions and promotion of diversity.

The Mitsubishi Estate Group has joined the Tokyo Industrial Federation for Human Rights, the Corporate Federation for Dowa and Human Rights Issues, Osaka, and the Mitsubishi Human Rights Enlightenment Council. In addition to participating in training on social integration and other human rights issues, the Group is committed to addressing human rights issues, and participates in activities such as information gathering to expand this training to Group companies.

Initiatives for Human Rights Due Diligence

Mitsubishi Estate has established the Human Rights Education & Diversity Promotion Committee and is working to ensure human rights are respected across the Group. The company also conducts human rights due diligence by looking at Group-wide issues and analyzing them by dividing the business into three areas: real estate development business, international business, and hotel business. In 2017, Mitsubishi Estate hired expert consultants and lawyers to conduct document-based research to assess human rights risk and identified the following as priority human rights issues.

- (1) Forced labor and child labor
- (2) Working conditions and working environments for employees
- (3) Safety of users
- (4) Discrimination against users
- (5) Impact on indigenous peoples and local communities
- (6) Breach of personal information
- (7) Working conditions and working environments for the workers of suppliers

Mitsubishi Estate Group Initiatives

The Mitsubishi Estate Group is working to prevent damage to health caused by excessive work, promote work-life balance, and prevent workplace harassment.

Occupational Health and Safety / Health Management →

Promoting Diversity →

Employment and Labor Relations →

Initiatives in Real Estate Development Business

Launch of the Construction and Real Estate Human Rights Due Diligence Study Group

In September 2018, as a facilitator, Mitsubishi Estate launched the Seminar on Construction and Real Estate Human Rights Due Diligence Study Group, drawing participation from eight real estate and construction companies.

The United Nation's Guiding Principles on Business and Human Rights call on companies to not only to avoid causing and exacerbating a direct negative impact on human rights, but also to avoid and reduce infringements of a wide range of human rights along the value chain. In

light of this, Mitsubishi Estate launched the study group in collaboration with other companies in the real estate and construction industries with an aim of developing mechanisms for human rights due diligence that encompass the entire supply chain.

At the study group, participants identify the impact that business activities have on human rights and study relevant laws to address them, in order to fulfill the Guiding Principles on Business and Human Rights' requirement and taking responsible steps to "avoid infringing on the human rights of others" and "address adverse human rights impacts with which they are involved."

Respecting the Human Rights of Foreign Technical Interns

The Group conducts interviews with foreign technical interns and requests its suppliers to instruct and make known to their associates, where it is assumed that many technical interns work, matters in the activities of technical interns that often go unnoticed, such as issues related to pay and daily life. More specifically, the Group has included these requirements in quotation specifications distributed from April 2020 onwards to keep construction companies informed.

Using Sustainably-Sourced Timber for Concrete Formwork Panels

The concrete formwork panels^{*1} used in construction of offices and housing are made of lumber imported from Southeast Asia countries such as Malaysia and Indonesia. NGOs and other institutions have said that procurement of some of these materials involves illegal logging, including the taking of indigenous peoples' lands and the destruction of the environment.

From the perspectives of human rights and environmental protection, the Mitsubishi Estate Group uses timber that complies with the Sustainable Sourcing Code^{*2} (certified lumber or Japan-grown timber) or equivalent as the timber in its concrete formwork panels. The Group aims to achieve a usage rate of 100% by 2030. Mitsubishi Estate has requested construction companies to comply by including the requirements in quotation specifications distributed from April 2020 onward.

*1 The plywood used as the formwork for pouring of ready-mixed concrete when constructing buildings.

*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.

Initiatives in International Business

When considering business activities in Asia, where there are many cases of human rights violations in general, the Group will conduct corporate human rights due diligence using checklists to confirm whether there were any issues such as forced evictions in the area. The result will be used in decision-making when participating in business activities. More specifically, based on the concept of Free, Prior and Informed Consent (FPIC), the Group checks on such matters as whether there are opportunities for free discussion in a safe place, whether dialogue is one-sided, whether there is any threatening language or conduct or any forced or violent exclusion, and whether relocation to an alternative location with an appropriate standard of living is guaranteed. In addition, the Group gives special attention to women, children, the elderly, indigenous people, migrants, ethnic and tribal minorities, and other socially-vulnerable individuals and groups as they are particularly susceptible to human rights violations.

Initiatives in Hotel Business

Royal Park Hotels and Resorts, the company which operates 13 hotels in Japan, introduced certified wine and Fairtrade coffee in fiscal 2019 in order to implement initiatives for the sustainable development goals (SDGs).

Fair trade is an approach to trade that aims to improve the lives of producers and workers in developing countries that are in a weak position by consistently purchasing raw materials and products from developing countries at a fair price. As a hotel chain, Royal Park Hotels and Resorts endorses this approach and has introduced Fairtrade^{*1} and Fair For Life^{*2} certified wines at its full-service hotels and premium limited-service The Series hotels, and Fairtrade coffee at its full-service hotels.

The company has also provided information on Fairtrade products to restaurants occupying its hotels as tenants.

***1 Fairtrade certification**

A system that certifies product raw materials comply with the economic, social, and environmental standards stipulated by Fairtrade International, including guarantee of minimum prices, safe working environment, and preservation of soil, water resources, and biodiversity, in their production, export and import, processing, and manufacturing, and that the raw materials and products of developing countries are traded under fair terms and conditions.



***2 Fair For Life certification**

A certification system for fair trade and responsible supply chains by ECOCERT (established in 1991 in France), a world-leading certification organization with 23 branches around the world which provides a variety of organic certifications for agricultural and other products in over 80 countries.



Ensuring Traceability in Newly-Built Condominiums for Sale

In its newly-built condominiums for sale, Mitsubishi Estate Residence is using concrete formwork panels^{*1} based on sustainable sourcing standards for timber and to ensure traceability.

To ensure traceability, all companies in each stage of distribution, including logging and supply, must be certified. Mitsubishi Estate Residence has been working to ensure traceability by using timber that has obtained FSC forest management certification, which confirms that forests are properly managed, and a FSC chain of custody (CoC) certification, which verifies that timber produced in FSC-certified forests is managed and processed appropriately in the subsequent stages of distribution. However, there were still many companies ranging from formwork processors to construction companies that have not obtained CoC certification. This was an issue because certification doesn't cover the entire distribution chain, which meant that traceability was not completely ensured.

To address this issue, Mitsubishi Estate Residence has started an initiative to ensure traceability throughout the supply chain by building a scheme to obtain third-party certification from Japan Gas Appliances Inspection Association, a third-party certification body, based on the use of materials certified under the Programme for the Endorsement of Forest Certification (PEFC), a global alliance of national forest certification systems that mutually endorses their certification systems. The initiative has commenced with The Parkhouse Komazawa Residence, construction of which is scheduled for completion in December 2021, and the traceability of the timber in concrete formwork panels in all buildings will be ensured in fiscal 2030. In order to strengthen the initiative, Mitsubishi Estate Residence will also aim to obtain international certification in addition to the third-party certification method in the future.

As a leading company in the newly-built condominiums for sale industry, Mitsubishi Estate Residence will strive to make this an industry-wide initiative by communicating the issues and solutions both internally and externally.

* The plywood used as the formwork for pouring of ready-mixed concrete when constructing buildings.

See the following press release for more details on the third-party certification scheme (case study of The Parkhouse Komazawa Residence) and the roadmap, etc.

Using Concrete formwork Panels Based on Sustainable Sourcing Standards and Ensuring Traceability in Newly Built Condominiums for Sale
(Japanese only) (PDF 869KB)

Establishment of Help Line on Human Rights

The Mitsubishi Estate Group has set up a helpline as a way for its employees to report any compliance issues including human rights violations, breaches of Code of Conduct and Guidelines for Conduct. It is available to Group full-time temporary and part-time employees. Investigation and fact confirmation are carried out concerning each report received and response measures are taken as necessary to improve the workplace environment. The Company's Legal & Compliance Department receives the reports through an external contractor and works with the Group companies that are subject of the reports, while protecting the privacy of the callers and whistleblowers, guaranteeing confidentiality and ensuring they receive no unfavorable treatment in the workplace. A dedicated compliance helpline has also been set up for external users such as suppliers and other business partners.

In-house Educational Activities

Ongoing Human Rights Programs

The Mitsubishi Estate Group provides training on human rights as part of its training for new employees on an ongoing, Group-wide basis. New employees learn about the Group's approach and initiatives on human rights as well as its Human Rights Policy, deepening their understanding of human rights.

Mitsubishi Estate carries out management career training on the prevention of workplace harassment including bullying and harassment and the reporting procedures for such incidents. Human rights lectures are also given every year to executives such as the company's president, directors and department managers, as well as Group company presidents.

Moreover, the Group provides training to instill the Mitsubishi Estate Group Rules on Prevention of Harassment. Mitsubishi Estate and some Group companies also carry out training on themes such as social integration. These training sessions all seek to cultivate a greater sense of human rights by raising participants' awareness of discrimination.

Calling for Human Rights Education Slogans

The Mitsubishi Estate Group solicits suggestions for human rights education slogans every year. The winning entry will be published in *mec's*, the Group's communication magazine, providing an opportunity for readers to reflect on human rights.

Regular Dialogue with External Stakeholders

Mitsubishi Estate Co., Ltd. engages in regular exchanges of opinions and dialogue with stakeholders, including NGOs and experts, in order to appropriately address a variety of issues, particularly human rights and environmental problems in its own operations and supply chain. The input obtained through these dialogues is used to improve and upgrade initiatives.



Basic Policy and Approach

In order to help realize a sustainable and truly meaningful society through its business activities, the Mitsubishi Estate Group believes it is important to promote efforts across the supply chain. As such, the Group established the Mitsubishi Estate Group CSR Procurement Guidelines based on the Code of Conduct and Guidelines for Conduct. The CSR Procurement Guidelines have been published on the corporate website, and disseminated to the Group's major business partners. These guidelines set out requirements on compliance with laws and regulations, respect for human rights, practice of corporate ethics, protecting the environment and reducing environmental impact, guaranteeing information security and establishing a risk management system as matters to be observed by the Group. The Group also requests its suppliers to respect these matters and to practice likewise.

The Group also strives to disseminate the guidelines to its suppliers' business partners so that they understand and cooperate with its spirit and content, and will continue to promote efforts to fulfill its social responsibility across the supply chain with the aim of realizing a sustainable society.

Establishment of CSR Procurement Guidelines

The Mitsubishi Estate Group believes that, in order for it to contribute to the creation of a truly meaningful society through its business activities, it is crucial that it ensure responsible procurement not only for itself but also in cooperation with business partners across the entire supply chain. Based on this idea, in April 2016, it established the Mitsubishi Estate Group CSR Procurement Guidelines.

The Mitsubishi Estate Group CSR Procurement Guidelines

The Mitsubishi Estate Group is committed to its mission of contributing to society through urban development and works to achieve it by putting into practice the Mitsubishi Estate Group Code of Conduct and Mitsubishi Estate Group Guidelines for Conduct. In order for the Group to contribute to the creation of a truly meaningful society through its business activities, we consider it essential that the Group work with its business partners to promote socially responsible procurement at all stages of the supply chain. With this recognition, the Group has established the CSR Procurement Guidelines, a set of guidelines to promote CSR procurement activities.

The Mitsubishi Estate Group requests all business partners to read these guidelines to gain an understanding of both their spirit and content so that the Group and its business partners are able to act according to the guidelines at all stages of the supply chain.

CSR Procurement Standards

1. Comply with Legal and Social Norms

- We comply with both local laws and regulations in the countries and regions in which we do business, as well as with international agreements and social norms.

2. Respect Human Rights

- We respect the human rights of our employees; maintain appropriate working hours; allow sufficient holidays and vacation time; and make every effort to create healthy and safe working environments for employees.
- We respect human dignity and diversity; strictly prohibit any behavior or discriminatory language that violates human rights and/or causes emotional or physical suffering, including discrimination with regard to gender, ethnicity, nationality, age, religion, disability, marital status, physical appearance, or sexual orientation; and have zero tolerance for harassment of any kind.
- We strictly prohibit unfair labor practices of any kind, including child and forced labor.

3. Practice Corporate Ethics

- We engage only in fair and equitable business activities. We do not engage in practices that interfere with free competition or in inappropriate competition practices.
- We establish a framework for internal reporting to prevent problems from arising and to ensure that potential problems are detected early on. At the same time, we protect the anonymity of those filing internal reports and assure employees that they will not suffer retaliation or any other type of punishment for reporting problems.
- We uphold Japan's Anti-Organized Crime Law and eschew all contact with organized criminal elements.
- We make every effort to disclose corporate information in a timely and appropriate fashion.
- We make every effort to prevent any form of corruption, including bribery and other such practices.

4. Ensure and Improve Product Quality

- In delivering products and services, we establish appropriate quality control and assurance systems and ensure that we deliver the level of quality that customers demand, while continuously working to improve the quality of our products.
- We make every effort to deliver products that perform to higher safety standards than socially required or expected. We also make public the results of our product safety surveys as needed.
- We make every effort to deliver products and services at an appropriate, competitive market price and meet construction deadlines with appropriate management of our work process.

5. Protect the Environment and Reduce Environmental Impact

- We make every effort with all of our products, services, designs, and construction work to uphold the Mitsubishi Estate Group Green Procurement Guidelines.
- At every stage of our production and construction work, we exclude the use of raw materials produced by illegal means; actively seek materials for use that are certified or otherwise traceable; and make every effort to engage in sustainable production and procurement.

6. Guarantee Information Security

- We establish and enforce management systems to ensure that information assets (confidential information, personal information, intellectual property, etc.) either entrusted to us by business partners or other third parties or belonging to the Group are appropriately managed and protected. We take every precaution to prevent inappropriate disclosure of information, including taking measures to protect against threats to our computer networks, to ensure that these information assets are not leaked or used in an unfair or inappropriate manner.

7. Establish Disaster Risk Management Systems

- We actively prepare for disaster by incorporating disaster risks into our business continuity plans (BCP).

In effect as of April 1, 2016

CSR Procurement Guidelines (PDF 195KB)



Mitsubishi Estate Group Order Action Guidelines

In accordance with the Mitsubishi Estate Group's Mission and Code of Conduct, Mitsubishi Estate has established the Order Action Guidelines, which all executive officers and employees placing orders with business partners must follow, to ensure that orders and contracts are administered with transparency and impartiality. The Guidelines are intended to ensure objectivity and economic rationality, but they also include rules on environmental conservation, information management and avoidance of any involvement with organized criminal elements. These Order Action Guidelines are shared by the entire Group, and order and contract processes are established and administered to suit the businesses of individual companies based on them.

The Mitsubishi Estate Group applies the same approach as in the Mitsubishi Estate Group Code of Conduct to its suppliers in regards to environmental problems, labor problems, corruption and other issues.

At Mitsubishi Estate, when orders are placed with construction companies, the business organization and ordering organization are clearly separated. Appropriate orders and contracts are ensured by requiring that employees use a check sheet to self-verify compliance, after which Mitsubishi Estate's Legal & Compliance Department provides objective confirmation. The Orders Surveillance Committee, chaired by the president, meets when orders for large projects are placed and holds discussions concerning compliance. It met three times in fiscal 2019.

Promotion System

The Sustainability Management and Promotion Department, which is in charge of sustainability overall, and the Human Resources Department, which is in charge of human rights and diversity, take the lead in supply chain management. Important matters are deliberated at the Sustainability Committee and the Sustainability Subcommittee, and outstanding Group initiatives are reported and shared at the committee and subcommittee. The Sustainability Management and Promotion Department also compiles the CSR Procurement Guidelines.

Mitsubishi Estate engages in appropriate ordering and contracting. This includes the separation of the business organization and the ordering organization when placing orders with construction companies and the use of a self-check sheet for a self-inspection of compliance status, the results of which are reviewed objectively by the Legal & Compliance Department. When placing particularly large construction orders, the Orders Surveillance Committee chaired by the President & Chief Executive Officer meets to deliberate from the perspective of compliance.

See the following for the system related to human rights.

Human Rights Initiatives



Primary Initiatives

Notification in and outside of the Group on the Guidelines and Definition of Key Suppliers

In order to ensure the dissemination of its CSR Procurement Guidelines and Green Procurement Guidelines both in and outside of the Group, Mitsubishi Estate publishes these guidelines on its corporate website. The Company also requests its suppliers to guide and inform their partner companies by distributing the CSR Procurement Guidelines together with quotation guidelines.

Mitsubishi Estate defines its major business partners applicable to the following conditions as key suppliers and notifies them of the CSR procurement guidelines:

1. Suppliers with which it has signed contracts to receive services, goods, etc. in exchange for payment and,
2. Suppliers who provide services or products that may be regarded by third parties as services or products carried out or provided by Mitsubishi Estate Group itself.

Going forward, Mitsubishi Estate will strive to make the CSR Procurement Guidelines known throughout the supply chain, including the supply chain outside Japan.

Number of global key suppliers notified of the CSR procurement guidelines:

Fiscal 2016: 3,326

Fiscal 2017: 721 (added anew)

Fiscal 2018: 792 (added anew)

Fiscal 2019: 459 (added anew)

Fiscal 2020: 838 (added anew)

[The Mitsubishi Estate Group Green Procurement Guidelines](#)



Evaluations of Business Partners in Each Business

Business	Social and environmental assessment
Building Business	Mitsubishi Estate has adopted an evaluation system for subcontractors that assesses from multiple perspectives the quality, safety and hygiene, and environmental initiatives of construction companies engaged in subcontracted work in its Building Business. The subcontractors are given feedback on the results of the assessment, and asked to make improvements if necessary.
Condominium Business	Mitsubishi Estate Residence utilizes a Contractor Interview Sheet when selecting new subcontractors with which to partner, and confirms the subcontractors' conditions, including the headquarter organization's on-site support system. In addition, in order to enhance the quality of construction and ensure safety and hygiene on-site, the company asks the subcontractors to submit work schedules and construction plans to ensure in advance and places orders with an appropriate construction schedule. The company also strives to make improvements by ensuring good communication with subcontractors, such as holding meetings before the start of work and regular meetings during construction at each site and evaluating the contractor when the work is completed.
Custom-Built Housing Business	Mitsubishi Estate Home has established guidelines for its initiatives with business partners that take into account the unique characteristics of its business. The basic order unit price that will serve as the benchmark is set in agreement with the supplier as we strive to ensure equitability for the supplier. Business partners in the architecture, facility and electronics industries are evaluated comprehensively and fairly on the basis of a questionnaire given to the employees who are their point of contact, and also taking into account the number of customer referrals, workmanship and credit conditions. The number of buildings with which they will be entrusted is decided based on this evaluation along with the fixed unit price. In addition, clearly separating the manufacturer's product costs and the distribution costs until the product reaches the final delivery destination raises the transparency of product costs and distribution costs, enabling a fair evaluation of the material supplier and the manufacturer. When deciding on construction amounts, the costs of construction and operating expenses are accounted for separately, and efforts are made to prevent simple price competition.

Improving Quality and Safety during Condominium Remodeling

The employees of Mitsubishi Jisho Community work together with partner companies which deal directly with clients to improve quality, safety and customer service etiquette when it comes to repair work which must be performed while clients are in residence.

The company constantly aims to raise the level of construction quality by, for example, using the company's exclusive skills testing and registration system for technicians (private license system) and sharing aftercare case studies with partner companies once repair work is complete. They also put the safety of clients first during construction and work with partner companies to create work sites that are safe, secure and pleasant for all involved. In addition to all this, since 2011 the company has conducted a customer service questionnaire every year after the completion of a large-scale repair project, the results of which are used to provide feedback to partner companies and help improve customer service.

Every year from July to August, the company works with business partners to organize the Work Quality & Safety Promotion Rally, where it shares its goals of increasing customer satisfaction levels and carrying out safe and high-quality construction projects. The company also takes the opportunity to publicly acknowledge outstanding field representatives and people who performed excellently in the technical skills examination.

Organizing Registered Contractor Workshops in the Custom-Built Housing Business

Since 1998, Mitsubishi Estate Home has organized registered contractor workshops for all subcontractors including artisans (workers with specialized skills related to building) and managers from partner companies. The workshops allow the company to guide and support participants as the master contractor, helping them learn about health and safety and how to improve safety, quality and appropriate behavior at construction sites.



Social Employment and Labor Relations

Promotion of Dialogue with Employees and Labor Union

Mitsubishi Estate supports the right to group negotiation and emphasizes problem-solving together with labor unions. The company forms labor agreements with the Mitsubishi Estate Labor Union and discusses issues that need to be resolved and the right course of development for the company to take on the basis of trust, in order to build positive relationships.

Moreover, in terms of labor hours, the company and labor union have signed the statutory agreement on overtime work (known as "36 Agreement") and work together to set internal management standards based on labor-management consultations to avoid excessive working hours for employees.

Mitsubishi Estate also holds a Labor Council as a forum for regular management dialogue on employee health and safety with the union whereby they report and discuss union members' requests and needs concerning these issues. Through these activities, Mitsubishi Estate strives to improve its workplaces and systems so that the needs of all union members can be reflected.

Equitable Salary System

At Mitsubishi Estate, regular wage raises were discontinued in 2000, and a salary increase system based on skill development was adopted. A performance-based bonus system based on MBO and an objective performance evaluation and promotion system have also been adopted to raise employees' motivation to improve their work and skills. There are no salary discrepancies based on gender.

Payment of Fair Wages

The Mitsubishi Estate Group ensures payment of the minimum wage or above based on the laws in each of the countries where it conducts business.

See the following for initial salary for new graduate recruits at Mitsubishi Estate Co., Ltd. and the comparison to minimum wage.

[ESG Data > Social Data](#)



Retirement Allowance Program

Mitsubishi Estate has established a defined-benefit lump sum retirement grant program and a corporate pension program.



Occupational Health and Safety / Health Management

Occupational Health and Safety Policy on Occupational Health and Safety

Beyond complying with the Labor Standards Act and other labor-related laws and regulations, the Mitsubishi Estate Group proactively takes various steps to maintain and promote the health of its employees.

Mitsubishi Estate Home Co., Ltd. conducts risk assessment regarding occupational health and safety for new and existing projects during formulation of its annual health and safety management plan and during hazard prediction activities on construction sites. The company implements safety measures on construction sites after identifying risks arising from the work and analyzing the possibility of occurrence and degree of impact.

Primary Initiatives

Participating in External Groups

To respond appropriately to the demands of society and employees, the Group proactively participates in workshops, conferences, and initiatives on labor standards and will continue to improve its efforts by incorporating outside knowledge.

Response to Industrial Accidents

In cases of accidents or incidents leading to injuries or fatalities, we identify the cause(s) through such means as interviews and surveys of the employees involved and strive to prevent recurrence by considering and promoting improvement measures.

See ESG data for number of industrial accidents.

[ESG Data > Social Data](#)



Preventing Excessive Work

The Mitsubishi Estate Group strives to comply with local laws regarding working hours and overtime in each country where it conducts business. The Group has also taken various initiatives to reduce excessive working hours.

Mitsubishi Estate has introduced a work management system that is linked with computer log-on/off times so that supervisors can follow employees' work conditions. Supervisors also meet one-on-one with their subordinates to discuss workload and task difficulty so they can understand conditions that may impact their health. Any employee, including those in managerial positions, who works more than 80 hours of overtime in a month is encouraged to have a checkup with an occupational physician. This is a part of Mitsubishi Estate's commitment to helping employees manage their health.

In order to promote work-life balance, the company adopted a flex-time schedule for all employees in fiscal 2016 and implemented initiatives such as the "positive off movement" to help employees make plans to take days off and encourage them to take paid leave. In fiscal 2017, the company introduced an hourly paid leave program and a tele-working program. The company is also making efforts to create a healthy and innovative working environment led by the B×S Promotion Committee, an organization under the direct supervision of the President established in the same year.

Managing Employee Health through Medical Examinations

Mitsubishi Estate carries out a scheduled medical examination once a year for all employees to help them maintain and improve their health. In 2016, the company added electrocardiographs and stomach ultrasounds (for persons 35 and older) to further improve detection of lifestyle diseases. We also take the time to provide follow-up examinations, urgent examinations and meetings with occupational physicians depending on the results of the medical examinations. To improve the screening rate, individual notices with information about medical examinations are sent to people who miss their examinations.

Health Management

Policy on Health Management

Mitsubishi Estate advocates health management, in which it considers employee health from a management perspective and works on it strategically. Based on this perspective, Mitsubishi Estate established the Health Management Declaration in October 2016 to systematize initiatives and plans the company and the health insurance union has carried out thus far, articulate the top management's commitment, and ensure further improvements in maintaining and improving employee health.

Mitsubishi Estate Health Management Declaration

Mitsubishi Estate believes that the source of corporate vitality is maximizing employee performance through both mental and physical health.

With the aim of creating a vibrant workplace advocated in the Mitsubishi Estate Group Code of Conduct, the company will further develop the activities to maintain and improve employee health that it has worked on thus far and continue to promote health as we work together with the health insurance union, the Mitsubishi Estate Labor Union, employees and their families.

In addition, based on the Mission of the Mitsubishi Estate Group to contribute to society through urban development, we will continue contributing to the society at large by supporting health promotion for the people who live, work and relax in the communities.

In implementing its health management, Mitsubishi Estate has appointed the executive with responsibility for human resources as the health management promotion officer. The company also makes commitments to safety and hygiene in its labor agreements and strives to protect employee health and safety through health checkups and safety education.

Health Management 2030

Complementing the ESG initiatives in the Long-Term Management Plan 2030, Mitsubishi Estate has formulated Health Management 2030, a set of health-related KPIs, and is working to achieve improvements in employees' health.

Health Management 2030 KPIs

	KPI	Results	2025 targets	2030 targets
Lifestyle diseases	Percentage of high-risk group for metabolic syndrome (aged 40 or older*) *Percentage of individuals whose results of their regular health checkup for any of the categories affecting the determination of lifestyle diseases reached or exceeded the level at which medical attention is recommended	FY2020: 39.5% FY2019: 36.4%	25.6%	14.6% (equivalent to national average; approximately 60% of FY2019 percentage)
	Percentage of healthy group (aged 40 or older*) *Percentage of individuals whose results of their regular health checkup for all of the categories affecting the determination on lifestyle diseases were within normal levels	FY2020: 10.1% FY2019: 8.9%	20.85%	32.8% (equivalent to national average; approximately 370% of FY2019 percentage)
Malignant growths (cancer)	Cancer screening rate	-	Cancer screening rate: 90% (every year from FY2021 – FY2030)	
Mental health	High stress group	5.5%	Maintain percentage of high stress group at 10% or lower (national average: 10%) (every year from FY2021 – FY2030)	

Primary Initiatives

Initiatives on Employee Health Promotion

Beginning in fiscal 2017 a subsidy program was set up for health-promoting programs (sports activities, checkups not covered by health insurance, etc.) for employees with the "Cafeteria Plan."^{*1} Under the plan, the company provides a free breakfast to prevent missed meals.

It also strives to raise employees' awareness of health by holding health-related in-house exercise events and seminars, including a physical improvement competition.^{*2}

*1 This program enables employees to use points allotted to them to choose programs from a menu set by the company (sports activities, checkups not covered by health insurance, etc.).

*2 Five-member teams representing each department compete for rankings, with changes in fat and muscle mass and number of steps taken over the last two months converted into points.

Initiatives on Health Issues (Lifestyle Diseases, Cancer, and Mental Health)

Lifestyle Diseases

- Mitsubishi Estate analyzes health screening results and in collaboration with the health insurance union provides measures for employees at risk of lifestyle diseases (programs designed to prevent more severe disease*1) and encourages individual participation in specific health guidance to improve overall participation.

Cancer

- In addition to making mandatory the screening for the five cancers recommended for screening in Ministry of Health, Labour and Welfare guidelines according to employees' age, Mitsubishi Estate has established a system to subsidize the cost of screening for other cancers with the aim of early detection and early treatment.

Mental Health

- In order to strengthen the consultation system from the perspective of improving mental health, Mitsubishi Estate has included psychiatrists as occupational physicians.
- Since fiscal 2016, Mitsubishi Estate has expanded systems for absence and leave due to injury and illness and established a return to work support program for employees with mental illness that have required a long-term absence or leave.
- In addition to providing mental health training for newly hired employees and newly appointed managers by advising physicians, Mitsubishi Estate implements regular education on mental health for managers, including e-learning.

*1 Programs designed to prevent more severe disease: lifestyle improvement and guidance programs provided by medical institutions

Winning Recognition under the Certified Health & Productivity Management Outstanding Organizations Recognition Program

Mitsubishi Estate has been recognized as an outstanding organization in health management under the Certified Health & Productivity Management Organization Recognition Program run by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.

See the following for the latest information on the certification.

[External Evaluations of ESG Performance](#)



Addressing Infectious Diseases and Other Global Health Issues

The Mitsubishi Estate Group regards health problems due to infectious diseases such as the recent COVID-19 pandemic as well as HIV/AIDS, tuberculosis, and malaria as a global issue. In order to protect employees from these kind of health problems, the Group instructs expatriate employees and their accompanying family members to receive the vaccinations recommended by government quarantine stations for each destination prior to travel. In the location of an overseas posting, we also provide medical consultation services, which include hospital arrangements, and ensure to make clean, safe, serviced apartments and condominiums available. Through these activities, we provide support for employees and their families to live overseas in good health and safety.



Social Enhancing Customer Satisfaction

Basic Policy and Approach

The Mitsubishi Estate Group has made clear in the Group Code of Conduct that it strives to earn the trust of its clients and works to create safe, reliable and improved products and services through communication with its customers.

Mitsubishi Estate Group Declaration on Customer Respect

The Mitsubishi Estate Group established the Mitsubishi Estate Group Declaration on Customer Respect on April 1, 2018.



Mitsubishi Estate Group Declaration on Customer Respect (PDF 61KB)



Information on Activities Related to the Declaration (Follow-up Activities) (PDF 146KB) (Japanese only)



Promotion System

When the Group receives comments or complaints from clients, the customer service personnel of each Group company receive them and, routinely, field staff are sent to the site to handle issues in person. The opinions received from clients are attended to sincerely, fairly, and impartially. Mitsubishi Estate collects matters that should be handled by the whole Group, reports them to management, and makes the necessary changes in its business activities. For items where correction is needed, the relevant departments all work together to handle the matter promptly.

Primary Initiatives

Implementing Tenant Satisfaction Surveys

Mitsubishi Estate implements customer satisfaction surveys for with the tenants of its office buildings. The surveys mainly check the level of satisfaction with the management and operating systems of each building, and the company makes improvements as needed based on the survey results.

See the following for the survey implementation rate.

ESG Data > S: Social data > (2) Other > 2. Diversity > Employee satisfaction and customer satisfaction



Responsible Advertising Activities

Mitsubishi Estate Residence Co., Ltd. has created a "Real Estate Advertisement Creation Manual" that we revise as necessary. We interpret the regulations and conduct our business in conformance with our obligations established by the real estate advertising rules set forth in the "Fair Competition Codes Concerning Indication of Real Estate" and "Fair Competition Codes Concerning Limitations on Premiums Provided by Real Estate Businesses." In view of specific cases experienced in the course of conducting our business, we have clarified our policies with regard to various scenarios and have compiled them in an easy-to-understand, practical manual.

It can be used as a guide for sales activities and designing advertisements, of course, but we also provide it to people associated with the real estate business to be applied as a reference manual for conducting activities in an autonomously ethical manner. We strive to ensure we never betray our customers' trust by encouraging false expectations or by failing to inform customers of things that would be to their disadvantage.

"Five Eyes" to Create Quality Residences

Mitsubishi Estate Residence proposes the peace of mind and quality required in condominiums with five areas of focus using "Five Eyes," an original system for all properties it offers under its The Parkhouse brand of condominiums for sale (some features available only in the Tokyo metropolitan area).

Five Eyes



- Check Eyes: Mitsubishi Estate Residence's original quality management and performance labelling system
- Eco Eyes: cutting-edge environmental specifications
- Custom Eyes: consultancy to help create a comfortable home including interior design
- Life Eyes: a security system jointly developed with Mitsubishi Jisho Community and the security company Secom Co., Ltd.
- Community Eyes: 24-hour, 365-day condominium management support for continued peace of mind after moving in

"Five Eyes" Creating Quality in our Residences



Introducing the NPS Scheme to Increase Client Loyalty in the Condominium Business

For our clients, the purchase of a condominium is a life-changing decision. Mitsubishi Estate Residence has introduced the Net Promoter System (NPS) to measure client loyalty not only before they make the purchase but also after they move in. Surveys are administered to clients at every phase – from the initial visit to contract signing to handing over, a year after moving in and two years after moving in – to gauge client endorsement levels. The reasons given are also noted and presented to the relevant departments as feedback to help improve products and services. While the comments received are occasionally harsh, the NPS scheme is still a valuable resource that helps the company boost client loyalty even higher.

See the following for evaluation results.

[ESG Data > S: Social data > \(2\) Other > 2. Diversity > Employee satisfaction and customer satisfaction](#)



Owner's Survey

Mitsubishi Estate Home carries out owner's surveys to improve customer satisfaction and archives the results in a database that it shares with the rest of the company. The company is focused on strengthening its customer service via its home consulting services, which is a core component of its residential program starting from the initial stage and extending long after purchase. The survey results show that these efforts are paying off. We will strive to further increase customer satisfaction going forward through strengthening service capabilities and product design from the customer's perspective.

See the following for survey results.

[ESG Data > S: Social data > \(2\) Other > 2. Diversity > Employee satisfaction and customer satisfaction](#)

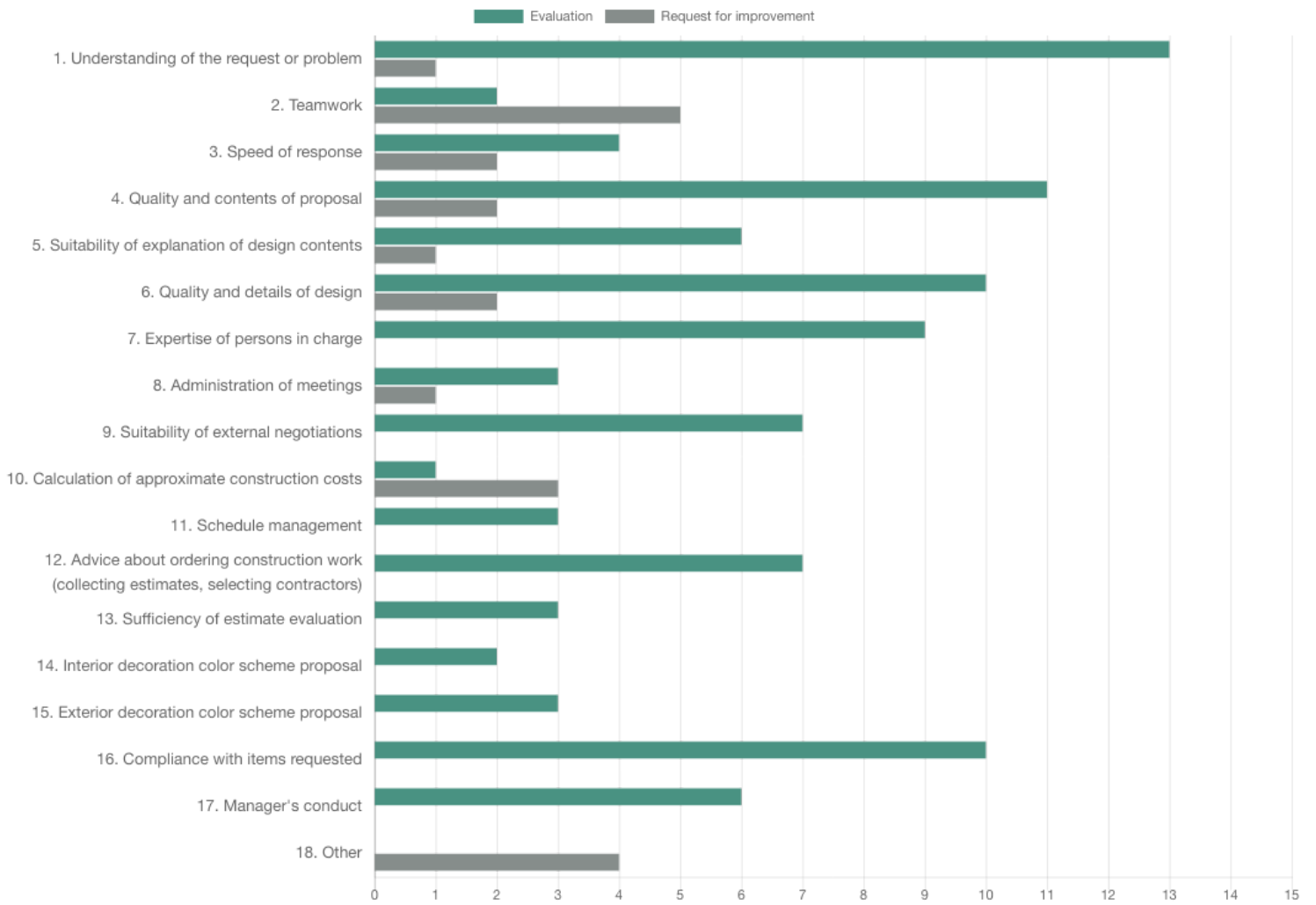


Improving Client Satisfaction with Architectural Design Management Operations

Mitsubishi Jisho Sekkei strives to improve client satisfaction as part of its ISO 9001 quality management system. The company has compiled a list of "Don'ts" for design management operations which is shared on the company's intranet. Moreover, when a project is complete, the whole project is analyzed and assessed using the level of compliance with the client's requests as the standard.

Client Survey in Design Management Operations

Evaluation and Requests for Improvement when Ordering Designs or Construction / Fiscal 2020 survey



Number of respondents: 23



Social Contribution Activities / Support for Communities

Basic Policy and Approach

The Mitsubishi Estate Group has set out to "contribute to creating a truly meaningful society through urban development" as stated in its Group mission. The Group has also established the Mitsubishi Estate Group Code of Conduct to articulate the actions needed to implement the carrying out of this mission. Further, it has implemented the Mitsubishi Estate Group Guidelines for Conduct which set out the specific standards of conduct in order to realize "who we aspire to be, how we aspire to be perceived, and what we should do in order to achieve these aspirations," as established in the Code of Conduct. The Group Guidelines stipulate the realization of sustainability, and we endeavor to ensure continued enhancement of corporate value, sustainable social development, and conservation of the global environment by creating long-term value through sound business practices.

In addition, the Group established its Guidelines on Social Contribution Activities in April 2008, revising the Social Contribution Activity Philosophy (created in 1994) from viewpoints including changing social issues and the necessity of implementing Group-wide initiatives. Group companies abide by these guidelines when conducting their activities as they engage in their respective businesses.

We also implement community investment, engage with NGOs, and participate in initiatives to better contribute to the society. Our focus areas – harmony with the local community, support for culture and the arts, environmental conservation, and social welfare – are set out in the Group Guidelines and linked to the Group's business strategy.

Mitsubishi Estate Group Guidelines on Social Contribution Activities

1. Solutions to social issues together with corporate growth

As a good corporate citizen, we work to resolve social issues with the added benefit of achieving corporate growth through such activities.

2. Development of activities characteristic of the Mitsubishi Estate Group

We carry out unique social contribution activities, both within and outside its business spheres, which are characteristic of the Group and utilize its management resources.

3. Ties with community

We engage in transparent and fair activities in affiliation with various groups, based on equal footing, trust and dialogue.

4. Priority areas

We prioritize harmony with the local community, support for culture and the arts, environmental conservation and social welfare.

Goals and Achievement Status

In the Long-Term Management Plan 2030, the Mitsubishi Estate Group sets out sustainability, providing solutions for the social issues of the times, as one of the focuses of its provision of value through business activities. As such, the Group has established the Mitsubishi Estate Group 2030 Goals for the SDGs in order to guide its actions in this area. The Group aims to achieve the policies and targets it has set out under the four key themes of the environment, diversity & inclusion, innovation, and resilience.

The Group will also promote initiatives with an eye on these key themes in its social contribution activities. We will engage in autonomous activities in the areas of harmony with local communities, support for culture and the arts, environmental conservation, and social welfare, the four priority areas under the Mitsubishi Estate Group Guidelines on Social Contribution Activities. In addition, we will work to enhance the value of the neighborhoods and create economic benefits through partnership and collaboration with diverse stakeholders, including NGOs, NPOs, and the public and private sectors, while continuing to contribute to solving social issues by joining and supporting a variety of organizations.

Supporting Employee Volunteer Activities

The Mitsubishi Estate Group is working to create an environment that makes it easy for people to volunteer, such as by establishing Volunteer Support Programs available to employees including Group companies.

Overview of Main Programs

Program	Overview
Days off for volunteering	Employees can use their accumulated days off (special PTO) for volunteering
Social learning	Employees can volunteer during working hours
Volunteer insurance*	The company provides insurance that compensates for accidents during volunteering (also for family members)
Activity fee subsidy*	The company partially subsidizes volunteer participation and travel expenses (also for family members)
Subsidy program for travel expenses to volunteer in disaster-affected areas (scope of eligible activities revised in 2018)*	The company partially subsidizes travel expenses for volunteering related to disasters covered under the Disaster Relief Act (also for family members)

* Program including Group company employees

See the following for the usage results of these programs.

ESG Data > S: Social data > (2) Other > 2. Diversity > Number of employees using personnel programs



Building Communities

EAT&LEAD – Providing Opportunities to Build "Standards of Value for Happiness" through Food

Mitsubishi Estate launched the Food Education Marunouchi Initiatives, a project addressing urban and food issues in 2008. The company has since developed numerous food-related programs in the area working in partnership with producers, consumers, and restaurants with the aim of creating a physically and mentally healthier society. These initiatives include the inauguration of the Marunouchi Chef's Club^{*1} and Will Conscious Marunouchi^{*2}, as well as hosting more than 200 events in the Marunouchi area.



With the desire to continue to lead and set the pace for the development of venues where each individual can achieve personal happiness and growth through healthy eating habits, Mitsubishi Estate is relaunching the project under the name EAT&LEAD.

Under the EAT&LEAD project, Mitsubishi Estate will develop a variety of workshops and programs dealing with food based on the three actions of increasing receptivity to food, increasing awareness of food consumption, and raising understanding of the cycle of support and growth. The aim is to help each individual examine their own measure of happiness and create opportunities for them to enhance self-fulfillment while creating a richer future together. EAT&LEAD will be based at MY Shokudo Hall & Kitchen, a hall with an attached kitchen nestled on the 3rd floor in TOKYO TORCH Tokiwabashi Tower (completed June 30, 2021) located in front of the Nihombashi Exit of Tokyo Station. Mitsubishi Estate will nurture connections among food professionals, rural regions, and consumers while promoting programs designed to pinpoint changing values and address social issues yet to be explored.

*1 [Marunouchi Chef's Club](#)

Chaired by Yukio Hattori, who is actively involved in a wide variety of food-related fields, and mainly composed of chefs who own restaurants in the Marunouchi area, the Marunouchi Chef's Club was established in February 2009 with the aim of proposing and disseminating ideas about food.

*2 [Will Conscious Marunouchi](#)

A project aimed at supporting working-age women to learn together about the options for a more fulfilling future. In partnership with various companies, the goal is to create a model case for a society that enables women to work long term in good health through urban development while building upon the knowledge and opinions obtained from the Marunouchi Infirmary survey.

[EAT&LEAD website \(Japanese only\)](#)

The Marunouchi Infirmary for Working Women

As part of Will Conscious Marunouchi, a project that helps working women prepare for life events in the future, Mitsubishi Estate has organized the Marunouchi Infirmary, which since 2014 provides health measurements and counseling for women. This year, a face-to-face survey of the diets, health and work environments of working women in their 20s and 30s was conducted. This resulted in the release of the White Paper on 1,000 Working Women, the first such study of its kind in Japan. This paper sounded the alarm about underweight women. Surveys and interviews of over 1,800 women also revealed that poor nutrition and a lack of both sleep and exercise are serious concerns. In response to these results, the Marunouchi Infirmary held events to support women's health in the Marunouchi area, and solutions are presented in collaboration with restaurants, service stores, government agencies, manufacturers, and doctors.



In 2015, Marunouchi Infirmary developed the New Habit Method following a series of experiments to encourage healthy habits and behavioral changes. Behavior guidelines were proposed to redress the three major shortages that working women experience, and to help them have long and healthy careers. The five recommendations are: eat a breakfast that includes protein, eat healthy snacks, take light exercise, reduce caffeine, and get six or more hours of sleep every night. These recommendations were compiled into the Conscious Woman Diary in an easy-to-carry pamphlet that allows women to conveniently check off their daily health habits, and also includes short informational articles targeting women. Since 2018, the pamphlet has been distributed to about 1,000 women, including Mitsubishi Estate Group employees as well as office workers and shop staff in the Marunouchi area, encouraging them to make voluntary changes including following the program for one month.



The Group will continue to support working women with their life events and their futures.

Participating in the Japan Health Industry Federation

With an aging population, Japanese society faces the challenges of extending healthy life span while keeping social security costs low.

Mitsubishi Estate Co., Ltd., the Nippon Telegraph and Telephone Corporation (NTT), Renaissance Incorporated, and Toppan Printing Co., Ltd. established the Japan Health Industry Federation in October 2019 as a venue for inter-industry exchange consisting mainly of companies and industry groups. They meet with the goal of promoting all industries involved in extending healthy life spans in Japan (healthy longevity industries). Mitsubishi Estate's board chairperson serves as the vice president of the association.



The Japan Health Industry Federation engages in activities that go beyond the boundaries of various industries involved in extending healthy longevity, working to solve social issues on which the public and private sectors are united, all with the goal of extending healthy life spans in Japan and promoting healthy longevity industries.

Japan Health Industry Federation (Japanese only)



Establishing the Marunouchi Work Culture Lab to Create New Workstyles

In July 2020, Mitsubishi Estate established Marunouchi Work Culture Lab, a project to verify and analyze workstyles that enhance both well-being^{*1} and productivity, in partnership with Itoki Corporation, Kao Corporation, TOHO-LEO Corporation, and Nishikawa Co., Ltd. In light of changing social conditions under the COVID-19 pandemic in which new and unconventional ways of working are being tested, the project aims to propose a work culture for this new age.

The premise for the project is the concept that well-being and sustainable corporate growth are compatible if the goals of each individual employee are linked to the corporate vision and the workstyle can be freely chosen in a way that maximizes each individual's abilities. In implementing the project, scenarios were identified based on worker attitude surveys and interviews with experts in various fields in addition to the knowledge cultivated by the five companies taking part. These scenarios were then put through verification testing and analysis to obtain a variety of insights.

Mitsubishi Estate serves as the executive office for the project. For Mitsubishi Estate, the Marunouchi Work Culture Lab forms part of its Marunouchi Health Company^{*2}, a smartphone app Mitsubishi Estate offers to help promote healthy lifestyle choices. Based on results of the surveys with app users, Mitsubishi Estate proposes new workstyles using facilities it operates and manages.

*1 The Marunouchi Well-Being Declaration, recommendations aimed at promoting health management made at a private study group on health management held in April 2017 led by corporate executives in the Marunouchi area, sets out that each company will become an organization in which each and every employee can be energetic and reach their full potential, as it works to combine employee well-being with sustainable corporate growth.

*2 Mitsubishi Estate began providing the Marunouchi Health Company smartphone app designed to help improve health awareness and activities in April 2019. Users can accumulate "health points" by logging their daily exercise and health data, such as weight and blood pressure on the app, and by taking part in health-related events. They advance within the app according to the number of points obtained, which allows them to participate in more health-related experiences the more they advance.

[Marunouchi Health Company website \(Japanese only\)](#) 

Area Management Led by the Council for Area Development and Management of Otemachi, Marunouchi and Yurakucho

In July 2018, the Council for Area Development and Management of Otemachi, Marunouchi and Yurakucho (OMY Council), which is made up of landowners in the Otemachi, Marunouchi and Yurakucho districts (also known collectively as "OMY area"), celebrated the 30th anniversary of its founding. Mitsubishi Estate serves as the presiding company of the Council. For more than 30 years, since the establishment of its predecessor organization in July 1988, the Council has set up infrastructure for urban space as well as promoting safe and secure urban planning that is sustainable and resilient in the wake of disasters. The objective is to create communities by developing and utilizing urban spaces appropriately and effectively.



Urban Terrace on Marunouchi Naka-Dori Avenue

The NPO OMY Area Management Association (also known as "Ligare") was also established in 2002, with the goal of raising the area's value not only through the creation of physical facilities and spaces, but also via social initiatives, including the provision of corporate networking events, generation of local vitality, managing banners in the area, and support for the operation of community buses. Ligare manages Urban Terrace, in which the street space on Marunouchi Naka-Dori Avenue opened for pedestrians, allowing them to enjoy various events on the streets. It has also extended the scope of its activities to include Destination Marketing/Management Organization (DMO) Tokyo Marunouchi, which aims to invite international conferences and other meetings, incentives, conferences and events (MICE) to the area.

In addition, the Association for Creating Sustainability in Urban Development of the Otemachi, Marunouchi and Yurakucho Districts (also known as the "Ecozzeria Association") works on business creation aimed at realizing a sustainable society. The association operates the 3×3 Lab Future, a hub for interaction in the community, that is a "third place," neither home nor office, and holds seminars and workshops on a variety of social issues such as the environment and energy, regional revitalization, women's empowerment, and biodiversity. 3×3 Lab Future generates cycles of innovation by creating interaction between diverse human resources cutting across industry and sector boundaries, including government and academic institutions as well as private-sector companies.



Marunouchi Naka-Dori Avenue becomes increasingly important as the center of the area's vitality (left: around 1967; right: around 2018)

Council for Area Development and Management of Otemachi, Marunouchi and Yurakucho



Various Events and Field Tests Implemented in the Otemachi, Marunouchi, Yurakucho Area

Three urban development organizations – OMY Council, Ligare, and the Ecozzeria Association – have jointly organized a range of annual events and programs in the OMY area. These include Eco Kids Explorers & Visiting Lectures, experience-based educational programs for children, and the OMY Summer Festival. During the festival, an event called "Uchimizu" is held. *Uchimizu* is one of Japan's traditional lifestyle practices and means sprinkling water to cool the ground. Purified recycled water made from building wastewater is used for the event to help alleviate the "heat island" phenomenon.

The second Marunouchi Street Park, an event which began in 2019, was held in 2020. In light of the impact of COVID-19, the 2020 event was themed "Let's go out on the street!" and offered various outdoor programs taking place on the Marunouchi Naka-Dori Avenue, in a manner

that avoids crowded places, closed spaces, and close-contact settings. The avenue was divided into sections based on three concepts to provide open road spaces where people can enjoy and relax.

The event also hosted verification testing, including measurement of the effects of natural grasses and mist spraying devices in improving an extremely hot environment.

Marunouchi Naka-Dori Avenue has always been a space for relaxation based on public-private sector cooperation. However, in response to the impact of COVID-19, new trends are beginning to emerge in the ways the road is used, including the relaxation of road occupation permit standards by the government, which allow the customer seating areas of some of the stores along the road to be extended for this event. Moreover, as part of the efforts to avoid crowded places, a special website designed for the field test made it possible to check congestion levels in each section in real time.

Through such events and field tests, Mitsubishi Estate will continue to promote sustainable development of attractive urban space in partnership with visitors and workers in the area.



Eco Kids Explorers (fiscal 2019 event)



Uchimizu event at the OMY Summer Festival (fiscal 2019 event)

Initiatives to Connect with Community and the Next Generation under the TOKYO TORCH Project

Mitsubishi Estate is undertaking the Tokyo Tokiwabashi Project (now known as TOKYO TORCH), a redevelopment project for the Nihombashi Exit of Tokyo Station. Under the redevelopment project, Mitsubishi Estate has been implementing a variety of initiatives aimed at 2027 and the more distant future are being implemented in line with the five keywords of "sustainable," "socializing," "smart," "sightfeeling," and "story."

Under the Japan Nationwide Bridge Project, Mitsubishi Estate works in partnership with 47 Kai* and tours well-known bridges in all 47 Japanese prefectures to hold bridge clean-up events before the completion of TOKYO TORCH in 2027. The aim of the project is to develop new communities through the clean-up events, and to help make Japan and its regional areas vibrant as the social circles created through the events expand. The project kicked off in November 2018 and had toured eight locations as of November 2019.



Tokiwabashi bridge clean-up, the first event in the Japan Nationwide Bridge Project

* 47 Kai: An association that aims to act as a liaison between local public servants in Japan's 47 prefectures and central government ministries and agencies

Mitsubishi Estate is also implementing initiatives aimed at young people who will lead the next generation based on the theme of connecting the next generation with resources, material things, knowledge, experience, and thoughts we want to pass on.

In September and October 2019, Mitsubishi Estate organized touring lectures at junior high schools. The goal was to create an opportunity to think about work as well as the future Tokyo Station square and the future Japan through lectures by Mitsubishi Estate and discussions and presentations by students. In June 2019, Mitsubishi Estate also hosted fifty-five sixth-grade students from Tsubame City Tsubame-higashi Elementary School at the TOKYO TORCH presentation room and held the Children and Adults Dream Exchange Program. Mitsubishi Estate employees talked about the company's urban development efforts and their pride in the TOKYO TORCH project while the elementary school students introduced the local attractions of Tsubame City, and then both children and adults discussed the future.



Elementary school students from Tsubame City taking part in the Children and Adults Dream Exchange Program (fiscal 2019 event)

[TOKYO TORCH project website \(Japanese only\)](#)



"Experience Nature" Project Brings Together Urban and Rural Communities

The Mitsubishi Estate Group works with the NPO Egao Tsunagete (which literally means "connecting smiles" in Japanese), located in Hokuto City, Yamanashi Prefecture, on the "Experience Nature" Project, with the goal of making Japan a place where urban and rural communities help to revitalize one another.

The "Experience Nature" Project is designed to promote interactions between urban and rural communities to help them identify issues they face and work together to solve them. To date, we have held diverse hands-on tours and developed products such as home building timber using Yamanashi Prefecture-produced lumber and *junmai-shu* sake Marunouchi.

In fiscal 2017, to celebrate the 10th anniversary of the project, *junmai-shochu* Otemachi, a distilled rice liquor was released. It is made of the rice grown in Yamanashi's Hokuto City in the regenerated terraced fields that had been abandoned. The rice that did not meet the standard for *junmai-shu* sake was effectively utilized to produce the *junmai-shochu*. This *shochu* was developed with a brewery in Hokuto City using natural yeast (*hanakoubou*) obtained from sunflowers, the official flower of Hokuto City, in collaboration with the Department of Fermentation Science at Tokyo University of Agriculture.

In addition, at the "Mitsubishi Estate Group Forest," a neglected forest in Hokuto City that had been poorly managed, prospective and new employees of Mitsubishi Estate Group companies carried out reclamation and forest thinning as part of their training, providing them with a valuable opportunity to learn about local resources, traditions, and culture.



["Experience Nature" Project \(Japanese only\)](#)



Giving Back to the Land Project

Life in the city is possible thanks to regional crops, water, air, the people who help maintain them, and a variety of other factors these places provide. However, such areas face various problems such as a declining population, aging population, and a lack of successors to carry on the work. In order to tackle these problems and help regional communities remain sustainable, Mitsubishi Estate established the Giving Back to the Land project in 2020, based on the concept of "A Love for the Land — a Love for People and a Love for the City." The project takes place in the Yatsugatake area straddling Yamanashi and Nagano prefectures. Mitsubishi Estate has built a relationship with local NPOs and governments in this area through the "Experience Nature" Project that has been implemented for some time in Hokuto City, Yamanashi Prefecture.

The Compost Project began as a pilot program to help develop a recycling-oriented society that uses unutilized resources in the area. The project also contributes to the formation of a local community as participants work together with farmers to make compost out of fallen leaves generated and disposed of in the area. In addition, the Compost Project has also begun trialing the use of the compost it produces mixed with overgrown *Trapa japonica* plants* partially removed from the moats of the Imperial Palace Outer Gardens, where Mitsubishi Estate has been implementing its Moat Project as a way to help preserve that ecosystem. The delicious vegetables grown using this compost are consumed in urban areas, forming a resource-recycling model in which cities and regions work together.

* *Trapa japonica* is an annual aquatic plant in the Lythraceae family with leaves that float on the surface of the water. The moat in the Imperial Palace Outer Gardens is overgrown with this species, completely covering the surface of the water and blocking sunlight, thereby impacting the ecosystem. On the other hand, the presence of *Trapa japonica* serves as a shelter for smaller organisms hiding from larger ones. The volume of this plant has various effects on the ecosystem, which is why it is also called an "ecosystem engineer."

Quest Education — A Next-Generation Career Training Program for Junior and Senior High School Students

Since 2019 Mitsubishi Estate has participated as a supporting company in the Quest Education next-generation career training program for junior and high school students to learn about corporate activities and society.

Active learning, where children study intensely in an independent, interactive fashion, is garnering much attention in these ever-changing, unpredictable times. The program, run by Educa & Quest Inc., provides junior and senior high school students with an in-class internship opportunity, where they explore studies as a company member for one year to respond to challenges posed by these companies. Junior and senior high school students from 201 schools from 31 prefectures across the country have participated in the program (as of April 2021, see official program website for details). When the program is completed, participating schools from all over Japan gather to present their results which are then awarded by the companies and judges.

During the idea phase of the program, Mitsubishi Estate employees visit in-person or virtually some of the schools, participating in discussions with students and providing feedback on their presentations. These sessions provide students with meaningful opportunities to learn and sharpen their problem-solving skills by interacting with working members of society. Interacting with students and learning from their strong, flexible thinking also helps foster a new mindset among employees that can result in their personal growth. We look forward to continuing this initiative as a new opportunity to educate both the next generation and Mitsubishi Estate employees.

Quest Education



Official Partner of the Japanese Para-Sports Association

Mitsubishi Estate became the official partner of the Japanese Para-Sports Association, also known as the JPSA, in April 2019.

The JPSA was established as the umbrella group for promoting the growth of parasports in Japan thanks to the 1964 Tokyo Paralympics Games. The Mitsubishi Group supports the JPSA cause of creating a vibrant, inclusive society, and together with the JPSA is actively engaged in efforts to grow para-athlete sports. Group employees also support parasports events as volunteers and spectators to add to the excitement.



Support for Culture and the Arts

Operating the Mitsubishi Ichigokan Museum, Tokyo

Mitsubishi Estate operates the Mitsubishi Ichigokan Museum, Tokyo in the Marunouchi area of Tokyo. It presents three different exhibitions each year focusing on modern art dating from the late 19th to early 20th century. The museum is housed in a stately red brick building that was constructed in 1894 by Mitsubishi – the first office building in Marunouchi – and then restored in 2009. The museum opened in spring the following year. It was designed by the English architect Josiah Conder at the invitation of the Japanese government. Some of the building's original architectural components, such as the stone handrails for the staircases, have been reused.



Exterior of Mitsubishi Ichigokan Museum, Tokyo



Restored bank lobby now in use as Café 1894

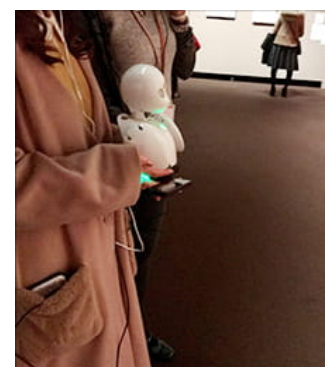


Former bank lobby

Empathy Week held at Mitsubishi Ichigokan Museum

Mitsubishi Ichigokan Museum has been holding "Empathy Week" coinciding with Human Rights Week since 2017. The program aims to create a spirit of caring and empathy in an environment where people with and without disabilities can share an appreciation of art. People with a disability certificate and one attendant are given free entry to the museum during this week, and visitors are encouraged to allow one another to view the art in comfort.

In fiscal 2020, the museum used the avatar robot OriHime to conduct remote gallery talks, providing the opportunity to appreciate art for people unable to go out. In one case, a homebound individual was able to visit the museum with a family member visiting the museum by connecting with OriHime. Through the avatar robot, they enjoyed talking as if they



Enjoying art via OriHime

were actually looking around the museum together, and one of them commented they were very happy to be able to visit their favorite museum despite being unable to go out. It was an opportunity to reaffirm the potential of remote viewing that anyone can enjoy anywhere.

* See the [Ori Laboratories Inc.](#) website for more details about the avatar robot OriHime.

Free Talk Day

In response to visitors' demand such as, "We would be able to enjoy art even more if we could exchange our thoughts while viewing the works of art," and requests for time slots in which visitors with small children can enjoy art care-free, we have been holding a Free Talk Day once per month since 2017. The Free Talk Day falls on Mondays, the day the museum is normally closed, so visitors can speak freely as they view exhibits in galleries.

* The Free Talk Day program is currently suspended to prevent the spread of COVID-19. Please check the Mitsubishi Ichigokan Museum's website for the status of future operations.

Mitsubishi Ichigokan Museum, Tokyo



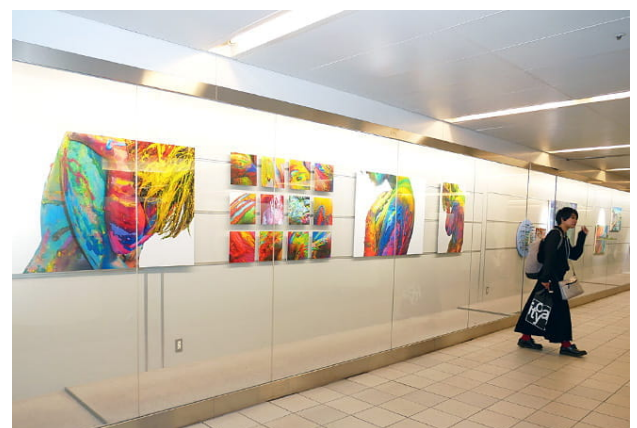
La Folle Journée Tokyo

La Folle Journée Tokyo is a classical music festival held at the Tokyo International Forum since 2005. Staged at various venues in the heart of Tokyo during the Golden Week holidays, the festival has established itself as a new-style music event and has contributed to vitalizing the Marunouchi area and sharing its culture. Mitsubishi Estate has participated as a sponsor since its inception and has helped organize associated classical music programs in the Marunouchi area, at venues such as the Marunouchi and Shin-Marunouchi Buildings. The entire area is involved in the music festival and has been working to create an attractive and vibrant neighborhood.

In fiscal 2020, the music festival was suspended due to the COVID-19 pandemic. However, over three days, from May 2 to May 4, 2020, Mitsubishi Estate held the Marunouchi Golden Week Music Festival 2020, that allowed music from a variety of genres to be enjoyed entirely online. This event delivered high-quality music to audiences through various initiatives, including young artists performing live from home via smartphone livestreams, as well as online streaming of a rich variety of authentic classical music, including piano, chamber music, and orchestras.

Art Award Tokyo Marunouchi

Art Award Tokyo Marunouchi aims to discover, nurture, and support the talent of young artists, and to contribute to enlivening the area through art. Graduation and diploma projects created by undergraduate and master course students at major art universities around Japan are selected and exhibited in the Marunouchi, Yurakucho, Otemachi area. Awards are given to talented artists with great future prospects. Since this award was established in 2007, it has functioned as a gateway for young artists. The exhibition has resulted in artists participating in individual and group exhibitions, and some are active in various fields. Mitsubishi Estate has been a special sponsor, with the Mitsubishi Estate Co., Ltd. Prize established in fiscal 2012.



Art Award Tokyo Marunouchi (fiscal 2019 event)

In 2020, as well as taking rigorous measures to control the spread of COVID-19, we enhanced the online environment. This has allowed users to enjoy the exhibition by viewing images of exhibited works on the official website and experience the same response as if they were actually there. In addition to providing the enjoyment of experiencing art at home, we will continue our activities to support artists aimed at creating a place for the discovery and active participation of new talent, which we have cherished for 14 years.

GEIDAI ARTS in Marunouchi

Mitsubishi Estate has held GEIDAI ARTS in Marunouchi in partnership with Tokyo University of the Arts since 2007. This event supports young, up-and-coming artists and provides visitors to the Marunouchi area the opportunity to enjoy fine arts through various types of experiential art events.

In fiscal 2020, the 14th event was held based on the theme of "Art Vaccine" with the aim of enabling the relationship between art and the city in the "new normal" era. The event created opportunities for students of Tokyo University of the Arts to widely disseminate their diverse and innovative ideas, techniques, and intellects, and for many people to enjoy art. The University of the Arts Auction, which sells works and exclusive rights to performances produced by the students and very popular in previous years, was held in a format that allowed participants to join in with peace of mind, which included holding the auction in person and online, taking into account new lifestyles.



GEIDAI ARTS in Marunouchi (fiscal 2019 event)

* Each of the programs were held with adequate measures taken to curb the spread of COVID-19, including temperature checks and disinfection, ensuring social distancing among performers and staff, and restricting the number of people entering venues.

Supporting Orchestras

Mitsubishi Estate has supported the NHK Symphony Orchestra, Tokyo, as a special corporate supporter since 1991 as one facet of its continuing support for culture and fine arts. Mitsubishi Estate has also supported the Japan Philharmonic Orchestra as a special member since 1998, and the Tokyo Philharmonic Orchestra as a corporate supporter since 2007.

Establishing MAGUS Co., Platform for Japan's Art Scene

In March 2021, Mitsubishi Estate, Warehouse TERRADA, TSI Holdings Co., Ltd., and Tokyu Corporation formed a consortium to establish MAGUS Co. as a platform provider specializing in information about art. The aim is to connect people and companies through art-related media to create a new community and new economic zone for art.

While "art" is becoming a keyword of the times in Japan, the reality is that the domestic art market is still small relative to the size of the economy. By proactively connecting the world with Japan and buyers with creators, MAGUS will contribute to making art more accessible and transforming society so that companies and individuals support artists and purchase their work on a daily basis. The company will operate business consulting and seminars that utilize art for business and develop a media business that communicates the diverse enjoyment of art.

Mitsubishi Estate has been incorporating art into urban development for many years, believing that art is not only culture but also promotes communication and awareness among workers, which frees their thinking and leads to tolerance for diverse values. Through its investment in MAGUS, Mitsubishi Estate will continue to utilize art in urban planning and development and strengthening relationships with customers going forward with the aim of creating an enriched society.

Social Welfare

Basic Policy and Approach in Urban Development

The Mitsubishi Estate Group has set out to "create a truly meaningful society" as its Group Mission by "building attractive, environmentally sound communities where people can live, work and relax with contentment," based on the Three Principles, which is the management philosophy of the Mitsubishi Group.

In order to further promote this mission, the Mitsubishi Estate Group focuses on sustainability in urban development, including urban regeneration, taking into consideration social needs such as disaster preparedness and barrier-free access in all properties as part of the planning phase and guide the development and operation phase as well as the prevention of the spread of infectious diseases and thereby allowing diverse people – regardless of nationality, race, color, language, religion, sex, gender, sexual orientation, gender identity, age, political or other opinions, national or social origins, property, disability, birth, class, or other status – to live, work and relax with contentment.

Moreover, to facilitate use by many people, we consider access to public transport during design and development stages in all properties as we select development sites and make investments. We also consider planning and design that allows individual users to live in comfort when proceeding with development and refurbishment.

Supporting Children with Disabilities through Kira Kira Art Competition

Mitsubishi Estate established the Kira Kira Art Competition in 2002, with the desire to support the full potential of children with disabilities. It began with 496 works submitted in the first competition, a number that rose to 1,140 from 38 prefectures in fiscal 2020, its 19th year.

The Award for Excellence-winning works, which are selected through a screening process, are exhibited in nine venues across Japan, from Sapporo to Fukuoka, and all entries, including the Award for Excellence-winning works, are published on the dedicated website. In fiscal 2020, in a collaboration with OMY SDGs ACT5, we held the first Marucube Judging Session with the participation of workers and visitors in the Marunouchi area. In addition, in a new format for the COVID-19 pandemic, the award ceremony was held online and streamed from the Tokyo venue (Marucube, 1F, Marunouchi Building) during the exhibition period.

The Kira Kira Art Competition has been selected for the "beyond2020" program in which the government recognizes cultural programs contributing to the creation of legacy that is proud of the next generation and suited to a mature society, making full use of Japan's rich and diverse regional cultures. Past submissions have been featured in publications, including pamphlets and calendars for corporations. Moreover, some of the winners of this competition are registered as an artist with Artbility^{*}, an art library operated by the social welfare corporation Tokyo Colony, as they continue to develop their creative activities. An exhibition featuring works by these Artbility artists was held at the same time as the Award for Excellence exhibition at the Tokyo venue.

The competition is an opportunity to appraise and discover the rich talents of disabled children, and Mitsubishi Estate continues to provide support with the hope of expanding the breadth of artistic activities and helping them thrive.

* An art library established in April 1986 by Tokyo Colony, a Kira Kira Art Competition partner, to help people with disabilities gain income and increase social inclusion. The library currently stocks about 5,500 works by some 200 artists. The works are lent out for a fee for use in publications and other media.

Outline of the 19th Kira Kira Art Competition

- Call for artwork (July-September)** : A total of 1,140 submissions were received
- Judging (October)** : Some 309 people took part in the Marucube Judging Session and the Mitsubishi Estate Group Judging Session over three days
- Exhibition of Award for Excellence winners (October-December)** : The 51 Award for Excellence winners were exhibited at nine venues across Japan (Sapporo, Sendai, Tokyo, Yokohama, Nagoya, Osaka, Hiroshima, Takamatsu, and Fukuoka)
- Award ceremony (February)** : Held online in a new format in light of the COVID-19 pandemic. Award for Excellence winners and representatives from their schools were invited to attend the ceremony virtually, which included messages from the judges, live performance by professional musicians, and a live broadcast of the exhibition.

- Judges** :
- O JUN (artist; professor, Tokyo University of the Arts)
 - Michiko Aoyagi (associate professor, Tokyo University of the Arts; pedagogy researcher)
 - Katsuya Nishida (graphic designer, Katsuya Nishida Design Office)
 - Hirokazu Takahashi (director, Artbility, Tokyo Colony)
 - Junichi Yoshida (President & CEO; Mitsubishi Estate Co., Ltd.)
 - Reiichi Noguchi (senior curator; Mitsubishi Ichigokan Museum, Tokyo)

* Titles and affiliates are as of the time the 19th competition was held.



Exhibition (Tokyo venue: Marucube, Marunouchi Building)



First round of judging



Marucube Judging Session



Virtual award ceremony

* The exhibition was held with adequate measures taken to curb the spread of COVID-19, which included temperature checks and disinfection, ensuring social distancing among staff, and restricting the number of people entering the venue.

The Mitsubishi Estate Shall We Concert Brings Live Music to Children with Disabilities

Mitsubishi Estate holds the Mitsubishi Estate Shall We Concert for students at special needs schools, who have few opportunities to leave their school and experience live music. This reflects our viewpoints of supporting culture and fine arts, and social welfare, two of the priority fields of Mitsubishi Estate's social contribution activities. The goals of this concert are for professional musicians to visit these schools to share the fun and charm of music, and to provide opportunities for children to learn about instruments and music. These concerts started in fiscal 2004, and were held at three schools in fiscal 2020, bringing live music to a total of 94 schools and more than 10,000 students to date.

Mitsubishi Estate works together with schools to decide the concert programs. These are not limited to classical music, as they sometimes include music from Studio Ghibli or Disney films, songs students learn in school, and school songs. These events also include opportunities for students to engage in group performances together and see musical instruments up close. The concerts also include explanations of the compositions and instruments between performances. The students experience the music by singing, dancing, or clapping in tune with the rhythm.

In fiscal 2020, due to the impact of COVID-19, there were fewer visits than planned. However, concerts were held following full consultation with schools to ensure thorough measures against infection, such as the wearing of surgical masks by performers and restrictions on audience numbers.

FY2020 schools

Tokyo Metropolitan Shirasagi Special Needs Education School
 Tokyo Metropolitan Machida-no-oka Gakuen Special Needs
 Education School and its Yamazaki Branch
 Tokyo Metropolitan Musashidai Gakuen Special Needs Education
 School Fuchu Branch (sent video)

Performers

- Japan-Austria Cultural Association (violin, cello, piano, marimba, harp, etc.)
- Music Players Okawaridan (violin, trumpet, saxophone, tuba, percussion, piano)

Table for Two Delivering School Lunches to Children in Developing Countries

Sparkle, the employee cafeteria at the Head Office of Mitsubishi Estate, has been taking part in Table for Two, a program that supports children in developing countries, and encourages employees to help solve social issues through the purchase of eligible menu items.

Table for Two is an initiative being run by the non-profit organization Table for Two International. The program aims to help improve the health of people in both developing and developed countries simultaneously. When eligible health-conscious menu items are purchased, 20 yen per meal is donated and the contribution is utilized toward providing school lunches for children in developing countries in Africa and Asia. The donation for one meal is the equivalent of one school lunch for the children.

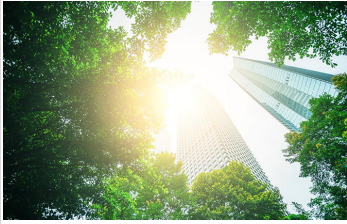
Sparkle has taken part in Cup for Two, which is a program for beverages only, since February 2018, right after the relocation of the Head Office, and had implemented the donation program for the purchase of smoothies. Starting from April 2019, the cafeteria expanded the program to include some of the items on the lunch menu as well, introducing a full-scale Table for Two program. From the introduction of the program up to March 2021, there had been donations of 395,620 yen, equivalent to 19,781 meals.





SUSTAINABILITY ACTIVITIES (ESG)

Governance



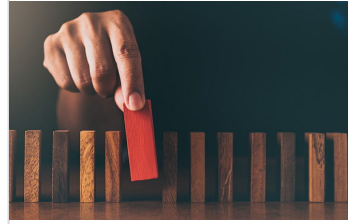
Corporate Governance

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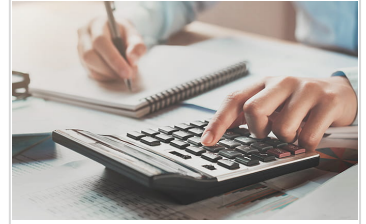
Compliance

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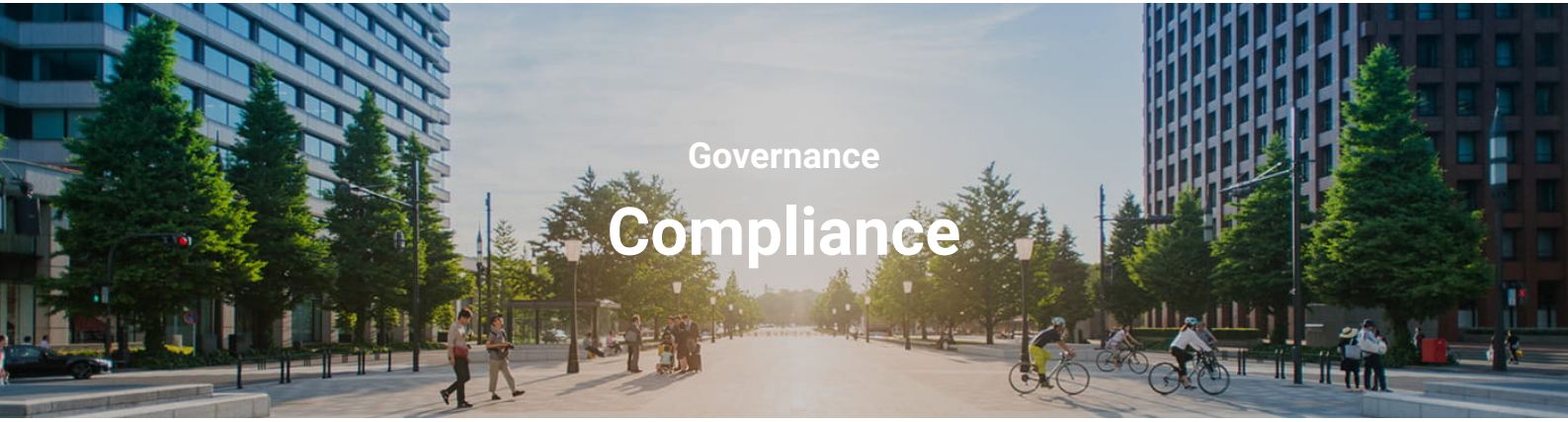
Risk Management

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Governance Compliance

Compliance Approach and Policies

The Mitsubishi Estate Group believes that compliance does not simply involve legal compliance, but is also defined as adherence to internal rules and corporate ethics.

After Mitsubishi Estate was found to have violated some stipulations of the Commercial Code of Japan in 1997, the Mitsubishi Estate Group Basic Mission and Mitsubishi Estate Group Code of Corporate Conduct were formulated to reflect the company's resolve to never repeat the same mistakes. The Code of Conduct and Basic Mission were revised in 2006 as part of a serious and humble response to the discovery of soil and groundwater contamination problems at Osaka Amenity Park (OAP) in 2005.

The company regards compliance as one of its most pressing issues to address. Moreover, as the company continues to expand its businesses domestically and internationally, its social responsibilities increase in sophistication and global scale. This has led to a greater need for the whole Group to share a sense of values and a standard of conduct. This is why the Mitsubishi Estate Group Guidelines for Conduct were revised in April 2018 with the hope that they will increase true corporate value by being applied to the daily actions of individual employees and executive officers.

The Mitsubishi Estate Group aspires to build trusting relationships with its stakeholders through a highly transparent management system and reinforced compliance. Not only does the Group comply with laws and regulations but it also works hard to meet all the expectations of clients and society as it strives to achieve its basic mission of contributing to society through urban development. The Group also identifies and responds appropriately to various business risks.

Mitsubishi Estate Group Guidelines for Conduct (Extract)

1. Compliance

We comply with all laws and regulations, and respect the social norms in the areas in which we conduct business. We establish and abide by corporate ethics, and respond to the expectations of a changing society. In addition:

1. We engage fairly in all business dealings
2. We manage and safeguard information appropriately
3. We engage in efforts to prevent corruption in any form
4. We refuse any and all criminal activities in our business dealings, and
5. We are highly sensitive and responsive to societal changes.

System for Promoting Compliance

Mitsubishi Estate's compliance system has its roots in the determination of its executives and employees to improve their awareness and reform the organization after the company was found in violation of some stipulations of the Commercial Code of Japan in 1997. The Code of Corporate Conduct was formulated to define the company's basic commitment to reform, and was further refined in 2002. Group-wide reform was implemented, with all employees sharing the sense of urgency. In July 2005, a Compliance Advisory Committee consisting of external experts was formed on a temporary basis to review the compliance system in light of the soil and groundwater contamination problems discovered at Osaka Amenity Park. This committee worked to improve the corporate culture, for example, by revising the Code of Conduct.

In April 2018, the Mitsubishi Estate Group Guidelines for Conduct were revised and the company stepped up its compliance practices to meet changing demands in society and an expansion in business areas.

The current compliance promotion system is administered by the Risk Management & Compliance Committee and the Risk Management & Compliance Subcommittee. The Risk Management & Compliance Committee is chaired by the president of Mitsubishi Estate and comprises the executives from respective functional and business groups as well as the Corporate Group and discusses issues concerning Group compliance and risk management. The Risk Management & Compliance Subcommittee, which comprises general managers, holds discussions before the committee meets. In addition, an executive director has been appointed by decision of the Board of Directors as the Executive Director of Compliance to take responsibility for overseeing and promoting compliance. All Mitsubishi Estate departments and Group companies are working closely with the Legal & Compliance Department, which serves as the executive committee, to pursue compliance in a coordinated manner.

Besides the normal reporting lines provided through the help line and other systems for consultation regarding and reporting of compliance violations by Group employees, temporary employees, and part-time employees, and various other part-time staff, the Group has established procedures for direct consultation and reporting to the Legal & Compliance Department at Mitsubishi Estate. Depending on the substance of the inquiries, they are studied and the situation is confirmed with the aim of improving the working environment. When a compliance violation is suspected, a meeting of the Disciplinary Committee is held as needed to take the appropriate action. In an unlikely event of a serious compliance violation, action is taken in accordance with the Emergency Response Manual.

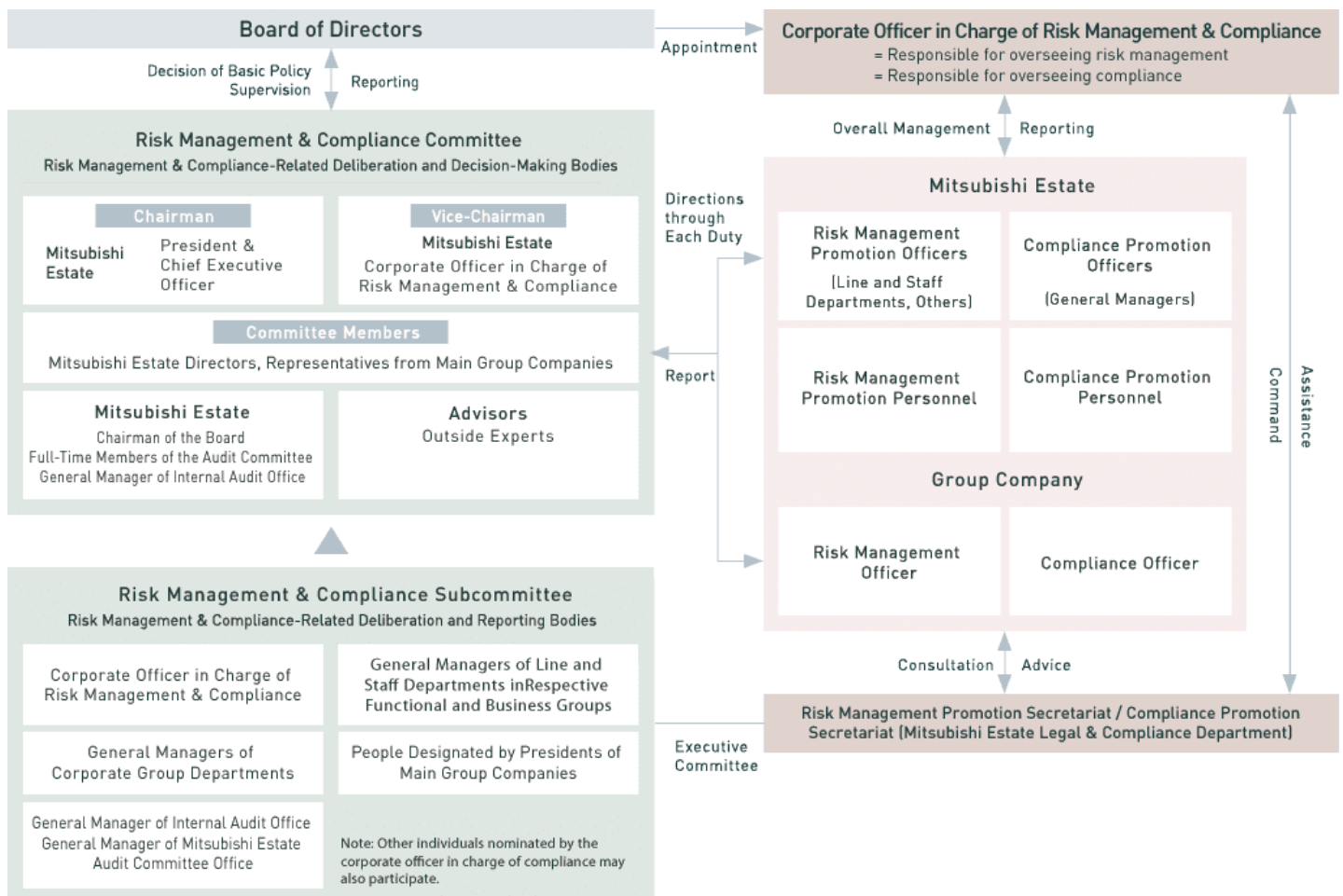
In accordance with the Mitsubishi Estate Group Management Rules, systems for consultation and reporting have been established for any compliance violations that occur at Group companies.

A compliance survey is implemented for all Group officers and employees, including Group employees, temporary employees, part-time employees, and various other part-time staff, every two years to conduct a regular internal review of the status of adherence to the Mitsubishi Estate Group's Basic Mission, the Code of Conduct, and Guidelines for Conduct. In addition, in order to promote understanding of the Code of Conduct, the Group obtains a pledge from employees as an expression of adherence to the guidelines.

Compliance Advisory Committee



Mitsubishi Estate Group Risk Management and Compliance System (as of April 2021)



Compliance Advisory Committee

In October 2004, the company premises were searched as a result of its violation of the Real Estate Brokerage Act by selling the OAP Residence Tower, a condominium in Osaka with known soil contamination issues, without informing clients. This was known as the OAP Incident.

Although the OAP Incident was legally dismissed in June 2005, the company reflected deeply on its actions and set up the Compliance Advisory Committee in response, under the direct supervision of the company president. The Committee was chaired by Professor Taka of the School of Economics and Business Administration of Reitaku University and was tasked with offering recommendations concerning the checking, strengthening and improving of the compliance system to prevent a recurrence of such an incident. It was also asked to give suggestions on how to improve the corporate culture.

In December of the same year, after seven rounds of deliberation, "Recommendations for Improving the Character of the Mitsubishi Estate Group - Lessons from the OAP Incident" were compiled and issued as a report in January the following year.

Recommendations for Improving the Character of the Mitsubishi Estate Group - Lessons from the OAP Incident (PDF 48KB)
(Japanese only)



An overview of the committee is provided below. Titles and departments stated are as they were at the time.

Advisory Committee Overview

1. The objective for establishing the Advisory Committee

To obtain recommendations on checking, improving and strengthening the compliance system and advice on improving corporate culture from the objective viewpoints of external experts to prevent a recurrence of the OAP Incident and other incidents.

2. The position of the Committee within the organization

An advisory committee under the direct supervision of the company president.

* The president received the findings and recommendations of the Compliance Advisory Committee and deliberated on them and decided on concrete plans along with the CSR Committee, an existing company decision-making body.

3. Members

Committee Chairman	Iwao Taka [Professor, School of Economics and Business Administration, Reitaku University]
Committee Members (in Japanese alphabetical order)	One Akiyama [President, IntegreX Inc.] Toshiko Katayama [Lawyer, Katayama, Kuroki and Hiraizumi Law Office] Kakutaro Kitashiro [Chairman of the Board, IBM Japan, Ltd. Chairman, Japan Association of Corporate Executives] Kenji Koroyasu [Lawyer, Tokyo Eiwa Attorneys at Law. Former superintending prosecutor, Osaka High Public Prosecutors' Office]
Attendees from the company	Keiji Kimura [President & CEO] Nobuyuki Iizuka [Executive vice-president/corporate officer in charge of Compliance] Seiichiro Suzuki [Senior executive officer/officer in charge of CSR Promotion] * Also attended by personnel who were not officers in charge of departments as necessary

4. Period of activity

July–December 2005 (6 months) Met on average once a month

5. Executive Committee

CSR Department, Planning Division

History of Compliance Advisory Committee Meetings

1st Meeting: Compliance Advisory Committee

1. Date and time

July 15, 2005 (Fri) 15:00 - 16:40

2. Location

Main Office Conference Room, Mitsubishi Estate

3. Attendees (titles omitted)

Committee Chairman	Iwao Taka [Professor, School of Economics and Business Administration, Reitaku University]
Committee Members (in Japanese alphabetical order)	One Akiyama [President, IntegreX Inc.]
Attendees from the company	Keiji Kimura [President & CEO] Nobuyuki Iizuka [Executive vice-president/corporate officer in charge of Compliance] Seiichiro Suzuki [Senior executive officer/officer in charge of CSR Promotion]

4. Deliberations (summary)

The Committee deliberated on how the Compliance Advisory Committee should proceed and finalized the following items as deliverables.

- (1) **Revising the Mitsubishi Estate Group Code of Conduct**
- (2) **Formulating guidelines for the sale of residential buildings**
- (3) **Creating a report on the findings of the Compliance Advisory Committee**

They also decided to publicize the details of discussions held by the Committee in summary form.

2nd Meeting: Compliance Advisory Committee

1. Date and time

August 11, 2005 (Thu) 13:30 - 15:35

2. Location

Main Office Conference Room, Mitsubishi Estate

3. Attendees (titles omitted)

Committee Chairman	Iwao Taka [Professor, School of Economics and Business Administration, Reitaku University]
Committee Members (in Japanese alphabetical order)	One Akiyama [President, IntegreX Inc.] Toshiko Katayama [Lawyer, Katayama, Kuroki and Hiraizumi Law Office]
Attendees from the company	Keiji Kimura [President & CEO] Nobuyuki Iizuka [Executive vice-president/corporate officer in charge of Compliance] Seiichiro Suzuki [Senior executive officer/officer in charge of CSR Promotion]

4. Deliberations (summary)

The Executive Committee explained the following issues to committee members and an exchange of ideas was held.

- (1) **The history of Mitsubishi Estate's compliance structure**
 - They explained the history and status of existing initiatives such as the Mitsubishi Estate Group Code of Conduct, the regulations and organization of the Compliance Committee and the kinds of training provided.
- (2) **The OAP Incident**
 - They provided an overview and history of the OAP project.
- (3) **The Investigative Committee for the Explanation of Important Matters**
 - They introduced the newly-formed Investigative Committee for the Explanation of Important Matters which is responsible for revising the key points and ensuring the thoroughness of the material created when drawing up contracts and explanatory documents about important matters during the sale of residential buildings.
 - They also pointed out differences in knowledge of residential buildings between business operators and purchasers and the need for the persons responsible for marketing to pay attention to their speech and conduct.
- (4) **Compliance policies for ordering construction work**

(5) The State of Emergency Guidelines**(6) Exposing potential risks****(7) Meeting to exchange ideas between mid-level employees**

- In early August, Committee Chairman Professor Taka met with 30 mid-level employees from Mitsubishi Estate and the Mitsubishi Estate Group to exchange ideas. The ideas received on the occasion were explained and then discussed among the committee members and the decision was made to reflect the ideas in future training sessions.

■ Problems with the company noted during the idea exchange meeting

- The negative effects of the company's headquarters system
- The lack of a generational balance in the personnel structure
- The need for greater clarity in the decision-making process
- The lack of leadership provided by superiors

5. Other opinions

It was pointed out that training is of vital importance since it not only spreads awareness of compliance but also encourages self-reliance and a reformed mindset among individual employees.

3rd Meeting: Compliance Advisory Committee

1. Date and time

August 24, 2005 (Thu) 16:00 - 18:10

2. Location

Main Office Conference Room, Mitsubishi Estate

3. Attendees (titles omitted)

Committee Chairman	Iwao Taka [Professor, School of Economics and Business Administration, Reitaku University]
Committee Members (in Japanese alphabetical order)	One Akiyama [President, IntegreX Inc.] Toshiko Katayama [Lawyer, Katayama, Kuroki and Hiraizumi Law Office] Kakutaro Kitashiro [Chairman of the Board, IBM Japan, Ltd. Chairman, Japan Association of Corporate Executives] Kenji Koroyasu [Lawyer, Tokyo Eiwa Attorneys at Law. Former superintending prosecutor, Osaka High Public Prosecutors' Office]
Attendees from the company	Keiji Kimura [President & CEO] Nobuyuki Iizuka [Executive vice-president/corporate officer in charge of Compliance] Seiichiro Suzuki [Senior executive officer/officer in charge of CSR Promotion]

4. Deliberations (summary)

The Executive Committee explained the following issues to committee members and an exchange of ideas was held.

(1) Conflict of Interest manuals and their application in the Fund Business and other businesses

- Plans to add information about conflicts of interest in the Fund Business and other businesses to a compliance handbook were explained.

(2) Exposing problems through in-house consultations and group questionnaires

- The Mitsubishi Estate Group's system for eliminating ties to organized crime was explained.
- Examples of inquiries received through the internal company helpline (internal reporting) system were provided and it was agreed that the responses given were generally conscientious. However, it was noted that the penalties for compliance violations set out in regulations needed further explanation.
- The need to adopt a no-tolerance approach to sexual harassment and abuses of power in particular was noted.
- It was suggested that a questionnaire be administered to measure employee satisfaction levels.
- Proposals were made concerning a revision of the contents of the compliance handbook.
- Concerning the implementation and importance of compliance, the point was made that there might be a difference in real intentions as opposed to public attitudes. Thus, it was suggested that creating a detailed manual would be effective at spreading awareness of compliance among employees and officers.

4th Meeting: Compliance Advisory Committee

1. Date and time

September 27, 2005 (Tue) 13:00 - 16:00

2. Location

Main Office Conference Room, Mitsubishi Estate

3. Attendees (titles omitted)

Committee Chairman	Iwao Taka [Professor, School of Economics and Business Administration, Reitaku University]
Committee Members (in Japanese alphabetical order)	One Akiyama [President, IntegreX Inc.] Toshiko Katayama [Lawyer, Katayama, Kuroki and Hiraizumi Law Office] Kakutaro Kitashiro [Chairman of the Board, IBM Japan, Ltd. Chairman, Japan Association of Corporate Executives] Kenji Koroyasu [Lawyer, Tokyo Eiwa Attorneys at Law. Former superintending prosecutor, Osaka High Public Prosecutors' Office]
Attendees from the company	Keiji Kimura [President & CEO] Nobuyuki Iizuka [Executive vice-president/corporate officer in charge of Compliance] Seiichiro Suzuki [Senior executive officer/officer in charge of CSR Promotion]

4. Deliberations (summary)

The Executive Committee explained the following issues to committee members and an exchange of ideas was held.

(1) The OAP Incident

- It was explained that the company was conducting an internal investigation into the OAP Incident and that a report would be provided once it was ready.

(2) The formulation of guidelines for the sale of residential buildings

- An explanation was given about the Investigative Committee for the Explanation of Important Matters which was started by the head office of the Residential Business. The approach of widely communicating even information that clients might consider negative was also explained.
- Committee members expressed a certain level of approval for this initiative.

- Committee members then pointed out the following and made the following recommendations.

Actively disclosing information that clients may consider negative is important for the sustainable development of the company.

Explanations should be given to clients in a way they can understand, which means a system to facilitate the provision of such explanations is essential. Consideration should be given to concrete plans that take the viewpoint of clients into account such as checks by parties outside the company.

Along with the preparation of a manual, the company's sense of values based on viewing matters in the client's position should be reflected in the structure instead of being left solely to the individual's mindset. This is necessary in order for those in charge of development and individuals responsible for marketing to share that sense of values.

It is important to share information between parent companies and subsidiaries, as well as to reform the mindsets of subsidiaries and parent companies which may inhibit that process.

(3) Revising the Code of Conduct

- The course of action for the revision of the Basic Mission and the principles for action were explained.
- The reform proposal was positively evaluated for its easy-to-disseminate ideas.
- It was explained that more detailed Guidelines for Conduct would be considered in the future.

5th Meeting: Compliance Advisory Committee

1. Date and time

October 21, 2005 (Fri) 14:00 - 17:00

2. Location

Main Office Conference Room, Mitsubishi Estate

3. Attendees (titles omitted)

Committee Chairman	Iwao Taka [Professor, School of Economics and Business Administration, Reitaku University]
Committee Members (in Japanese alphabetical order)	Toshiko Katayama [Lawyer, Katayama, Kuroki and Hiraizumi Law Office] Kakutaro Kitashiro [Chairman of the Board, IBM Japan, Ltd. Chairman, Japan Association of Corporate Executives] Kenji Koroyasu [Lawyer, Tokyo Eiwa Attorneys at Law. Former superintending prosecutor, Osaka High Public Prosecutors' Office]
Attendees from the company	Keiji Kimura [President & CEO] Nobuyuki Iizuka [Executive vice-president/corporate officer in charge of Compliance] Seiichiro Suzuki [Senior executive officer/officer in charge of CSR Promotion]

4. Deliberations (summary)

The Executive Committee explained the following issues to committee members and an exchange of ideas was held.

(1) The formulation of guidelines for the sale of residential buildings

- A report was given on the decisions made by the Investigative Committee for the Explanation of Important Matters and the overhaul of the sales manual.
- The Compliance Advisory Committee evaluated these measures as effective for the formulation of guidelines for the sale of residential housing. It was decided that improvements would be made to the details continuously to meet changing social attitudes.

(2) The OAP Incident

- A report was made on the status of the internal company investigation into the OAP Incident.
- A request was made for a report on selected problems from the investigation to be compiled and provided by the next committee meeting.

(3) Revising the Code of Conduct

- The Executive Committee reported on reform proposals and decided to review them before the next meeting of the Compliance Advisory Committee based on recommendations made by committee members.

6th Meeting: Compliance Advisory Committee

1. Date and time

November 18, 2005 (Fri) 14:00 - 17:00

2. Location

Main Office Conference Room, Mitsubishi Estate

3. Attendees (titles omitted)

Committee Chairman	Iwao Taka [Professor, School of Economics and Business Administration, Reitaku University]
Committee Members (in Japanese alphabetical order)	One Akiyama [President, IntegreX Inc.] Toshiko Katayama [Lawyer, Katayama, Kuroki and Hiraizumi Law Office] Kakutaro Kitashiro [Chairman of the Board, IBM Japan, Ltd. Chairman, Japan Association of Corporate Executives] Kenji Koroyasu [Lawyer, Tokyo Eiwa Attorneys at Law. Former superintending prosecutor, Osaka High Public Prosecutors' Office]
Attendees from the company	Keiji Kimura [President & CEO] Nobuyuki Iizuka [Executive vice-president/corporate officer in charge of Compliance] Seiichiro Suzuki [Senior executive officer/officer in charge of CSR Promotion]

4. Deliberations (summary)

The Executive Committee explained the following issues to committee members and an exchange of ideas was held.

(1) Revising the Code of Conduct

- The final draft was put together based on recommendations from the company and the Compliance Advisory Committee. It was decided that a report would be made on the topic at the 7th Compliance Advisory Committee meeting following a formal decision by the CSR Committee, the company's decision-making body.

(2) Report on Findings

- Committee members also pointed out the following and made the following recommendations regarding the contents of the report on their findings.

Create a timeline of the OAP Incident, point out problems and confirm strategies to prevent a recurrence.

For the explanation of important matters, introduce initiatives that are already under way as examples of concrete strategies that take client viewpoints into account.

Specify how the department responsible for compliance will be involved.

Create a system for the proper communication of items to be handed over in long-term projects.

- It was decided that the details of the courses of action listed above would be determined by the Compliance Advisory Committee at their 7th meeting and that Professor Taka, the Committee Chairman, would put together the report of findings. It was also determined that a final report on findings would be compiled once the draft had been discussed with each committee member.

7th Meeting: Compliance Advisory Committee

1. Date and time

December 22, 2005 (Thu) 15:00 - 18:00

2. Location

Main Office Conference Room, Mitsubishi Estate

3. Attendees (titles omitted)

Committee Chairman	Iwao Taka [Professor, School of Economics and Business Administration, Reitaku University]
Committee Members (in Japanese alphabetical order)	One Akiyama [President, IntegreX Inc.] Toshiko Katayama [Lawyer, Katayama, Kuroki and Hiraizumi Law Office] Kakutaro Kitashiro [Chairman of the Board, IBM Japan, Ltd. Chairman, Japan Association of Corporate Executives] Kenji Koroyasu [Lawyer, Tokyo Eiwa Attorneys at Law. Former superintending prosecutor, Osaka High Public Prosecutors' Office]
Attendees from the company	Keiji Kimura [President & CEO] Nobuyuki Iizuka [Executive vice-president/corporate officer in charge of Compliance] Seiichiro Suzuki [Senior executive officer/officer in charge of CSR Promotion]

4. Deliberations (summary)

1. Mitsubishi Estate's internal audit structure was explained.
2. The Executive Committee explained the following issues to committee members and an exchange of ideas was held.

(1) Revising the Code of Conduct

- A report was made on the formal decision taken by the CSR Committee, the company's decision-making body, and an explanation was given of how the information would be communicated throughout the company going forward.

(2) Report on Findings

- Committee members discussed the contents of the report on findings prepared by Professor Taka, the Committee Chairman.
- Based on the opinions offered in this session, it was determined that the Committee Chairman would recompile the report, receive feedback from individual committee members and create a final report on findings.

Reinforcing Compliance

Preventing Corruption

The Mitsubishi Estate Group has declared that it will carry out equitable, transparent corporate activities with a primary emphasis on earning trust. The Group's Guidelines for Conduct forbid not just actions that could be construed as collusion with government officials or other actions considered illegal, but also entertainment and gift-giving that goes beyond the bounds of social convention.

When providing support related to the activities of political groups, the Group ensures it is appropriate in accordance with relevant laws and regulations such as the Political Funds Control Act and the Public Offices Election Act, as well as internal regulations such as the Mitsubishi Estate Group Guidelines for Conduct.

Moreover, in 2013, the Group established the Mitsubishi Estate Group Basic Regulations on the Prevention of Corruption to put in place a system to prevent corruption across the organization. In 2018, the Group established and published the Mitsubishi Estate Group Anti-Corruption Guidelines. The Guidelines document expectations of business partners with the aim of ensuring compliance throughout the supply chain based on the cooperation of all of the Group's business partners.

Mitsubishi Estate Group Guidelines for Conduct



Mitsubishi Estate Group Anti-Corruption Guidelines (PDF 246KB)



Consultation and Reporting

In addition to establishing a help line as a point of contact for consultation on matters relating to compliance, including corruption prevention, the Mitsubishi Estate Group has set up a help line exclusively for business partners to receive consultations and reports from business partners of Group companies.

Risk Assessment

The Group has established and operate the Rules on Corruption Risk Assessment and Corruption Due Diligence, which require that the risk of corruption be assessed for each contract and mandate due diligence in the case of counterparties with which transactions are deemed high risk.

In 2017, an external organization assessed the Mitsubishi Estate Group's corruption prevention system as a whole. The Group has been working to further strengthen the corruption prevention system by responding to the issues identified through the assessment.

Monitoring

The Risk Management & Compliance Committee monitors the operational status of the corruption prevention system each year, and the status of monitoring by the Risk Management & Compliance Committee is also reported to the Board of Directors.

Also, in order to maintain and continue the effectiveness of the corruption prevention system, the Group implements internal audits periodically to assess and review the corruption prevention management system.

Education

The Mitsubishi Estate Group conducts varied training to ensure that the rules on corruption prevention are thoroughly understood. The Group provides training on corruption prevention to officers and employees and obtains pledges on the Guidelines on the Prevention of Corruption from officers and employees. The Group also holds annual lectures on corruption prevention, particularly for departments and Group companies engaged in international business.

Violation of Laws and Regulations on Corruption

The Group was not subject to any fines or penalties for corruption in fiscal 2020.

See the following for information about violation of laws and regulations on corruption.

ESG Data > G: Governance-related data > (2) Other > 2. Risk Management and Compliance



Measures Against Organized Criminal Elements

The Mitsubishi Estate Group clearly stipulates its refusal to countenance any relationship whatsoever with organized criminal elements in its Guidelines for Conduct. Mitsubishi Estate's Legal & Compliance Department serves as a special department to take resolute measures for the Group, in cooperation with the police, in the event of any contact from criminal elements.

Augmenting the Help Line

The Mitsubishi Estate Group has established a compliance help line to receive inquiries and consultations on compliance issues. Officers and employees can consult the help line about suspected compliance violations or other issues of concern that have to be addressed, such as harassment, human relationships in the workplace, labor relations, and corruption. Group company employees, temporary employees, part-time employees, and various other part-time staff can also use the help line. In January 2018 the Mitsubishi Estate Group help line consultation window was changed and unified with external organizations to make it possible for it to receive calls on weekday evenings and weekends and holidays as well. To ensure that employees know about the help line, information is provided in the Compliance Newsletter and on posters.

There were 44 reports via the Mitsubishi Estate Group help line in fiscal 2020. About half of the 44 reports were anonymous, and about half were made under the caller's name. Depending on the substance of the consultations received, they are studied and the situation is confirmed to respond appropriately and improve the workplace environment. Of the consultations for which the response was completed in fiscal 2020, 25 cases were identified as problems in need of improvement as a result of a study and confirmation of the situation. Depending on the results, the Group took the appropriate actions such as providing guidance for the person involved.

See the following for the number of reports to the help line.

ESG Data > G: Governance-related data > (2) Other > 2. Risk Management and Compliance



The Mitsubishi Estate Group has also established help lines at individual Group companies and regularly collates data to confirm trends. In fiscal 2020, there were 88 consultations.

In addition, a help line exclusively for business partners has been set up to receive consultations and reports on compliance from the business partners of Group companies.

Occurrences of Serious Compliance Violations

In the event of compliance violations, the Mitsubishi Estate Group takes disciplinary action against the offender in accordance with the nature of the violation.

See the following for occurrences of serious compliance violations.

[ESG Data > G: Governance-related data > \(2\) Other > 2. Risk Management and Compliance](#)



Publishing the Compliance Guidebook

To accompany the revision of the Mitsubishi Estate Group Guidelines for Conduct in April 2018, the Compliance Guidebook was revised and published as a training tool. The Guidebook uses illustrations and a Q&A format to explain the Mitsubishi Estate Group's five most important values in an easy-to-follow format. It was distributed to all Group officers and employees and helps to increase knowledge and understanding of what compliance involves.

Providing Risk Management and Compliance Training

The Mitsubishi Estate Group uses opportunities such as training sessions for new hires and new managers to provide training to ensure risk management and compliance awareness among all executives and employees.

In particular, new hires from major Group companies participate in joint training together to learn about the Code of Conduct and basic compliance issues.

Moreover, Mitsubishi Estate provides compliance education during training for newly appointed managers and level 2 professional career hires, and also provides all employees and officers, including outside directors, with training in risk management and compliance via e-learning.

See the following for the risk and compliance e-learning attendance rate.

[ESG Data > G: Governance-related data > \(2\) Other > 2. Risk Management and Compliance](#)



Holding Risk Management and Compliance Lectures

Every year, Mitsubishi Estate holds risk management and compliance lectures for managers and executives, including those at Group companies. The lecture topic is chosen from genres related to risk management and compliance, in light of social conditions during that particular year. Mitsubishi Estate is working to strengthen risk management and compliance through this lecture initiative as well as the training described above.

Compliance Surveys

The Mitsubishi Estate Group gives compliance surveys every two years to its approximately 16,000 executive officers and employees (including temporary employees) to ascertain the extent to which they are aware of compliance issues. The Group analyzes the survey results to identify overall trends and characteristics of each business group and company, and provide feedback to each workplace to help maintain and strengthen the compliance system as well as reporting the results to management.

Including Compliance and Risk management Criteria in Personal Evaluations

In order to ensure that each and every employee has aware of compliance and risk management and acts with integrity as a member of the Mitsubishi Estate Group, we have included evaluation criteria related to compliance and risk management in our personnel evaluations. Specifically, in accordance with the The Spirit of Mitsubishi: The Three Principles and The Mitsubishi Estate Group Code of Conduct, the achievement levels are defined for each position and grade, including whether the employee is acting with an awareness of compliance, identifying and avoiding risks, and preventing recurrence. All employees are evaluated once a year on the status of achievement, and the results are taken into consideration for salary increases.

Through these personnel evaluations, each and every employee will strengthen their awareness and consciousness as a member of the Mitsubishi Estate Group, and by acting in a fair and transparent manner, we will strive to earn the trust of our many stakeholders.



Governance Risk Management

Risk Management Approach and Policies

The Mitsubishi Estate Group has established the Mitsubishi Estate Group Risk Management Rules and has set up and operates a risk management system to manage risk in all its business activities. The Group systematically carries out risk management programs, focusing on the following two types of activities.

Risk Management Activities

01

Risk Management Activities of Respective Individual Business and Functional Groups and Group Companies

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 or business group ascertain the status of risk management activities of different business companies under the jurisdiction of each group and provide coordination and support.

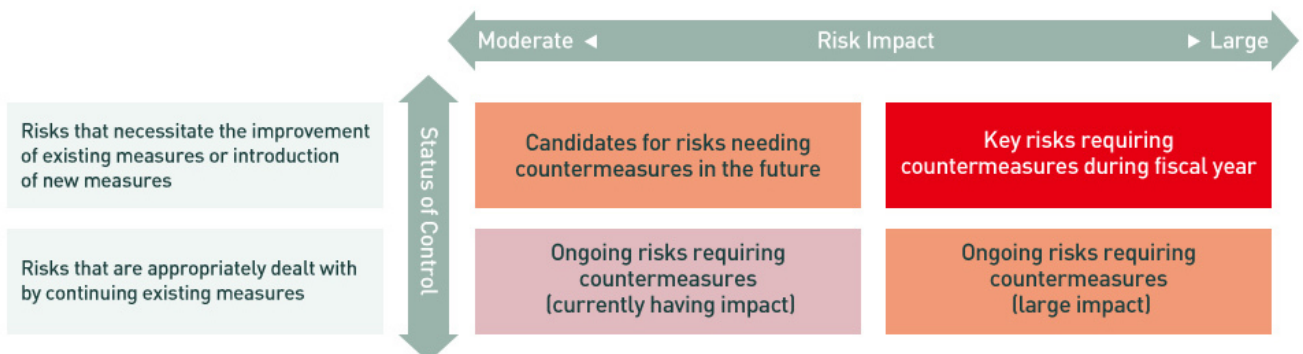


02

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.

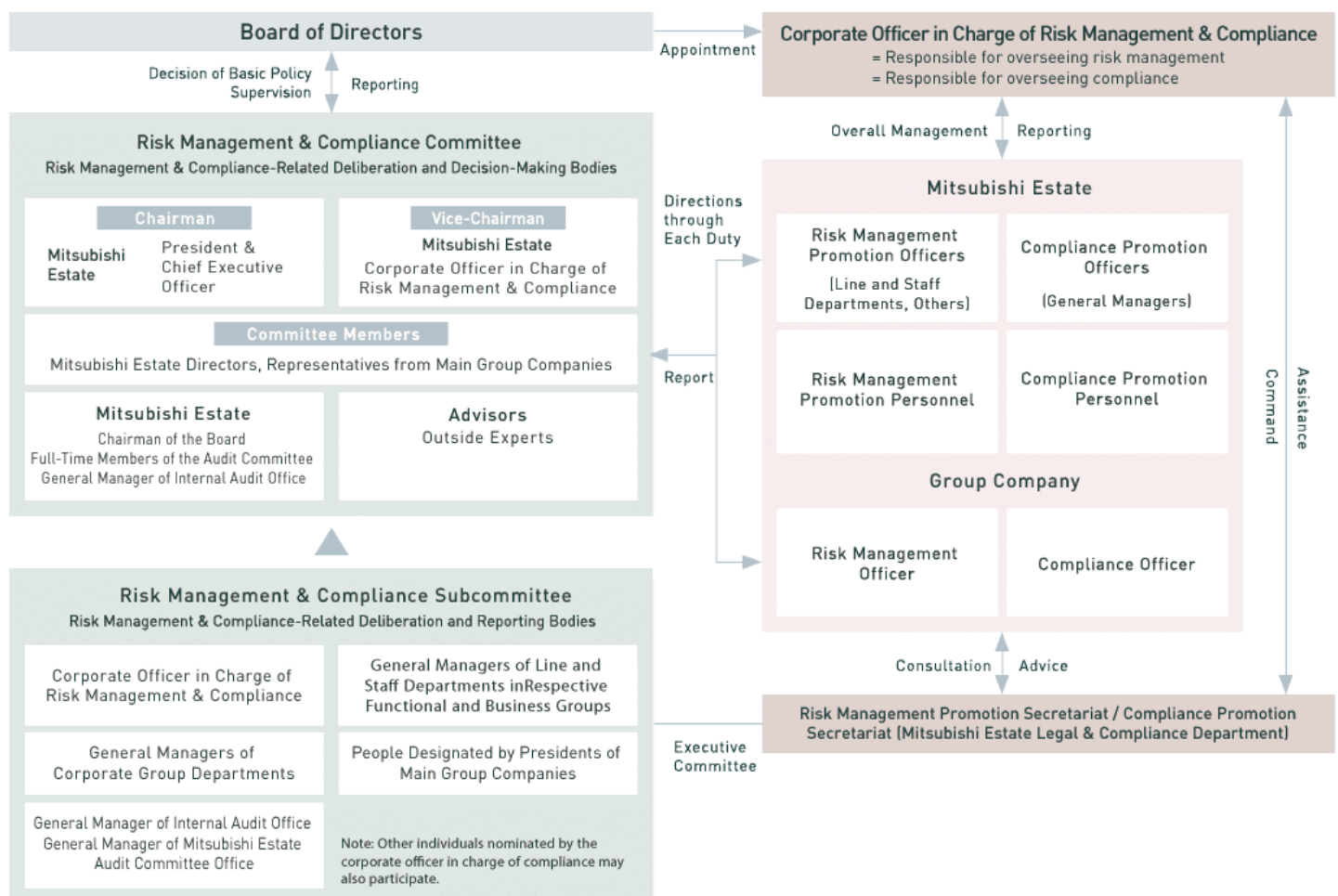
Risk Map



System for Promoting Risk Management

Mitsubishi Estate has 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 at Mitsubishi Estate is appointed by resolution of the Board of Directors to take responsibility for overseeing risk management, and general managers of each 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. The Risk Management & Compliance Committee reviews the effectiveness of the risk management process as needed and its findings will be reported to the Board. We have also established and implemented action guidelines, contact and initial response systems, and business continuity planning for use in times of crisis.

Risk Management and Compliance System (As of April 2021)



Risk Management Related to Investment Projects

Among the various risks recognized by the Mitsubishi Estate Group, risks related to investment projects are based on the assessment of business viability by company-wide research functions and under investment decision rules of the Strategic Investment Office. Prior to the deliberation of important investment projects by the Executive Committee, which is chaired by the president & CEO of Mitsubishi Estate and is responsible for strategic planning for the entire Group and monitors the progress of each business toward realizing this strategy, 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 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 aspect of premises, 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 Management Initiatives

Holding Risk Management and Compliance Lectures

Mitsubishi Estate holds risk management and compliance lectures for managers and executives, including those at Group companies. The lecture topic is chosen from genres related to risk management and compliance, in light of social conditions in that particular year.

Dealing with Major Risks

Below are some examples of 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 Related to the COVID-19 Pandemic	<p>In fiscal 2020, the COVID-19 pandemic had a particularly adverse impact on the Group's hotel, retail facility, and airport operation businesses. In fiscal 2021, the pandemic has the potential to continue to adversely impact the Group's business promotion and performance, primarily in the aforementioned businesses.</p>
Risks of Natural and Man-Made Disasters, etc.	<p>The occurrence of such natural disasters as earthquakes, floods, or climate change or man-made disasters including accidents, fires, or the spread of infectious diseases may impact the performance, financial position, or other aspects of the Group's business. The Group is redeveloping its properties to install advanced disaster-management functions and has established disaster-response measures through area management.</p>
Risks of Fluctuations in the Real Estate Market	<p>The real estate market is closely correlated with movement in the economy. Deterioration in the economy has a strong impact on declines in real estate prices and rental fees and the increase in vacancy rates. In view of this correlation, the basic policy of the Group is to conclude relatively long-term lease contracts with customers in its office building leasing business. The prospects of stable lease revenue mitigate to a certain degree the risk of sharp movements in the economy.</p>
Risks of Fluctuations in Exchange Rates	<p>In addition to those held in Japan, the Group is developing and holding assets in the United States, Europe, and Asia, for which the book values and income are accounted for in local currencies. Consequently, any fluctuation in exchange rates would affect the yen conversion rate used for foreign currency-denominated assets and liabilities and business transactions. The Group minimizes these risks of fluctuations in interest rates using such methods as borrowing funds in local currencies when procuring assets overseas.</p>
Risks of Increases in Interest Rates	<p>The Group acquires funding for its operations by borrowing from financial institutions or issuing corporate bonds. The Bank of Japan (BOJ) has implemented a policy of quantitative and qualitative monetary easing in response to the credit crunch in financial markets and the slowdown in the global economy. Should interest rates rise, however, because of a change in the BOJ's policy or a deterioration in the demand–supply balance for Japanese government bonds (JGBs) caused by growth in the issuance of JGBs, it may negatively affect the performance, financial position, or other aspects of the Group's business.</p> <p>The Group hedges interest rate risk on a certain portion of its variable interest rate financing through interest rate swaps to convert its interest rate payments into fixed payments. In the future, the Group plans to manage its interest rate risk by procuring funds based on a consideration of its fixed and variable interest rate borrowings and its outstanding corporate bond balances.</p>
Risks of Information Security	<p>In light of society's growing concerns over the appropriate protection of personal information and information management, the Mitsubishi Estate Group will establish rules related to information management and thoroughly reinforce its information management structure. At the same time, the Group will take steps to ensure appropriate responses in accordance with laws and regulations, such as the Act on the Protection of Personal Information.</p> <p>Moreover, in order to raise the IT security level of the entire Group, we have positioned our DX (Digital Transformation) Promotion Department at the center of efforts to standardize the Group's IT systems and make them more secure. We are also enhancing collaboration among DX Promotion Department personnel and between the department and external security companies, thereby providing Groupwide support.</p>

Emerging Risks for the Mitsubishi Estate Group's Business

Risks	Explanation of risks and business background	Impact on business	Action to mitigate risk
Information security risk	<p>Unauthorized access to information systems and data related to personal information, etc. of tenants of office buildings and commercial facilities and purchasers of condominiums, information leaks, etc.</p>	<p>The Mitsubishi Estate Group holds a vast amount of customer and business partner data, including personal information related to the tenants of office buildings and commercial facilities and the purchasers of condominiums, as well as information on orders placed with construction companies for new construction.</p> <p>Information leaks or threats of unauthorized access lead to a decline in corporate credibility, which could in turn impact on business profit.</p>	<p>In light of society's growing concerns over appropriate information management and protection of personal information, the Mitsubishi Estate Group comprehensively revised its rules related to information management (rules on information management, information systems, and personal information) in 2018 and updated its information management systems to ensure scrupulous management. The Group also strives to ensure strict information management through continuous monitoring and audits.</p> <p>Moreover, in order to raise the IT security level of the entire Group, Mitsubishi Estate's DX (Digital Transformation) Promotion Department, a dedicated unit for promoting IT security and digital transformation, is leading the implementation of measures such as the following.</p> <ul style="list-style-type: none"> ● Implementation of third-party security assessments ● Standardization of Group IT systems through construction of BCP response and implementation of drills at least once a year ● Strengthening security ● Strengthening the support system for the entire Group by boosting IT security personnel in the DX Promotion Department and increasing collaboration with external security companies ● Conducting annual IT security drills for all Mitsubishi Estate Group employees with the aim of increasing employee awareness of IT security
Business continuity risk due to natural disasters, etc.	<p>Climate change-driven natural disasters, which include flooding due to abnormal weather and sudden heavy rain, typhoons, and hurricanes, have become more severe in recent years. It is thought this could impact on the business continuity of the offices and commercial facilities operated by the Company, and this has been identified as an emerging risk.</p>	<p>Abnormal weather, such as sudden heavy rain, thought to be due to climate change, could damage the offices and commercial facilities operated by the Company. If the Company is forced to suspend operations of its facilities due to this damage, the number of people using urban areas and facilities will decrease, and it will be harder to lease facilities to tenants, which could make it difficult to continue the business. In addition, if it is difficult to continue the business, it is also assumed there could be an impact on rental profits.</p>	<p>The Mitsubishi Estate Group has installed advanced disaster prevention functions in the urban areas it develops and the buildings it operates as well as taking disaster response measures through area management.</p> <p>For example, in order to minimize the risk of flooding in office buildings it constructs, the Group takes all possible flood control measures including installing waterstopping equipment such as tide plates and watertight doors, and locating stockpile stores and key sites (e.g. power receiving and transforming equipment and disaster prevention centers) on above-ground floors. The Group has also been devising ways to develop highly disaster-resilient urban areas, such as installing systems in which electricity, water, and ventilation all function independently even when infrastructure supplies are cut in a disaster.</p> <p>The Mitsubishi Estate Group has established the Mitsubishi Estate Group Business Continuity Plan Guidelines, the Mitsubishi Estate Business Continuity Plan Documents, and the Mitsubishi Estate Group Guide to Preparing a Business Continuity Plan Document. By strengthening the bonds between the Business Continuity Plan and the Framework of Anti-Disaster Measures, we are ready to ensure both the safety of customers and Mitsubishi Estate Group employees as well as the business continuity of the Mitsubishi Estate Group in an emergency.</p> <p>Mitsubishi Estate Co., Ltd. has been implementing a variety of disaster prevention drill initiatives.</p> <ul style="list-style-type: none"> ● Every year, Mitsubishi Estate holds its comprehensive disaster prevention drill with the participation of all its officers and employees as well as Group companies and related parties to minimize damage and ensure a rapid response in the event of a disaster. ● As a disaster prevention initiative in the Otemachi-Marunouchi-Yurakucho area, Mitsubishi Estate conducted verification testing of Saigai Dashboard 4.0 in collaboration with Chiyoda-ku, railway companies, bus operators, building operators, and others. This has realized contactless reception in facilities for stranded commuters using QR codes and visualization of congestion around facilities.

Risks	Explanation of risks and business background	Impact on business	Action to mitigate risk
			<ul style="list-style-type: none"> ● The company held an initial response drill for head office employees based on the action plan for after an automatic announcement by the disaster system, in which a fifth generation mobile communications system (5G) was used for the first time in Japan. With cooperation from SoftBank Corp., Mitsubishi Estate installed Odekake 5G, a portable 5G facility that can be used locally for 5G communications, and verified a system for monitoring evacuation centers in real time using AI video analysis software. The information that was visualized in real time included the number of evacuees and rescue workers in evacuation centers, status of crowding in evacuation centers, results of rescue worker identification using facial recognition, and results of detection of people in need of being rescued.

Business Continuity Plan Initiative and Review

The Mitsubishi Estate Group has drafted a Business Continuity Plan (BCP) to prevent crucial operations from being interrupted if a disaster or accident occurs – and, if they are suspended, to enable their speedy resumption – and we established "Mitsubishi Estate Group Business Continuity Plan Guidelines" in October 2006.

In December 2012, we established "Mitsubishi Estate Business Continuity Plan Documents" and the "Mitsubishi Estate Group Guide to Preparing a Business Continuity Plan Document" in light of the Great East Japan Earthquake. By strengthening the bonds between the Business Continuity Plan and the Framework of Anti-Disaster Measures, we are ready to ensure both the safety of customers and Mitsubishi Estate Group employees as well as the business continuity of the Mitsubishi Estate Group in an emergency.

Furthermore, in light of changes in the social and business environment, we strive to continually upgrade the content of the Business Continuity Plan through PDCA cycles and will implement further improvements going forward in order to fulfill our social responsibility.



Governance
Tax Transparency

Policy on Tax Transparency

The Mitsubishi Estate Group states that it will engage in fair and transparent corporate activities in the Mitsubishi Estate Group Code of Conduct and the Mitsubishi Estate Group Guidelines for Conduct, and considers it is important to act in compliance with corporate ethics and internal rules, beyond merely complying with legal requirements. Based on this concept, the Mitsubishi Estate Group complies with the matters listed below and engages in appropriate, fair, and highly transparent tax practices.

1. Compliance with tax laws and conformity with international standards

Each Mitsubishi Estate Group company complies with laws, regulations, and rules related to tax in each country where they engage in business activities as well as implementing tax practices in conformity with standards and guidelines published by international organizations (e.g., OECD, EU, the United Nations). Each Group company also ensures that it will file and pay taxes by the deadline stipulated in each country.

2. Sound relationships with tax authorities

The Mitsubishi Estate Group maintains sound and normal relationships with tax authorities and does not provide unjustified benefits.

3. Implementation of appropriate tax treatments

The Mitsubishi Estate Group responds appropriately to changes in the tax system and tax administration in each country to ensure appropriate tax treatments.

4. Prevention of unfair tax avoidance measures

The Mitsubishi Estate Group does not engage in unfair tax avoidance measures, such as use of tax havens for the purpose of tax avoidance.

5. Transfer pricing

In its transactions with foreign parties, the Mitsubishi Estate Group takes into consideration the arm's length price (ALP) and appropriately distributes profits based on the functions, assets, and risks of each subsidiary in each country.

Governance System

In order to ensure appropriate and fair financial reporting in accordance with the policy set out above, the Mitsubishi Estate Group has formulated and operates the Mitsubishi Estate Group Basic Guidelines on Internal Control Regarding Financial Reporting (Basic Rules) based on the Basic Policy of Establishment of the Internal Control System (resolution of the Board of Directors). These guidelines stipulate the following roles and responsibilities for financial reporting.

Roles and responsibilities stipulated in the guidelines

- Mitsubishi Estate Co., Ltd. Representative Corporate Executive Officer, President & Chief Executive Officer ("the President")
 - Establishes and operates internal control system in order to ensure reliability of financial reporting at the Mitsubishi Estate Group.
- Mitsubishi Estate Co., Ltd. Board of Directors
 - Supervises establishment and operation of internal control system related to Mitsubishi Estate Group financial reporting by the President.
- Mitsubishi Estate Co., Ltd. Audit Committee
 - Monitors and verifies the establishment and operation of internal control system related to Mitsubishi Estate Group financial reporting by the Board of Directors and the President.
- Mitsubishi Estate Co., Ltd. Internal Audit Office
 - Evaluates status of establishment and operation of internal control system related to Mitsubishi Estate Group financial reporting and promotes improvements as necessary.

For Audit Committee audits, the Committee receives reports on the audit plan, audit implementation system, and audit results from the Independent Auditor and the Internal Audit Office, and reports on the status of settlement of accounts at the end of quarterly and annual financial periods from the Finance & Accounting Department. The Audit Committee reports the results of Audit Committee audits to the Board of Directors.

In addition, the evaluations of the status of establishment and operation of the internal control system related to Mitsubishi Estate Group financial accounting conducted by the Internal Audit Office assess the effectiveness of the internal control system related to financial reporting with a focus on the tax calculation processes and other business processes that result in highly significant account items. This is reported to the Board of Directors by the President.

The substance of financial reporting (the consolidated financial statements) is audited by the Independent Auditor, and audit reports are received as follows.

- Independent Auditor's Report
 - See pages 105–111 of the Integrated Report 2021. [PDF](#)

Disclosure of Tax Payments

[Click here for the Mitsubishi Estate Group's tax payment record.](#)



E: Environmental data

S: Social data

G: Governance-related data

E: Environmental data

(1) KPI

1. Climate Change (GHG Emissions, Energy Use)

	Targets	Target year	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Unit	Boundary
GHG emissions reduction in line with the SBT commitment to address climate change	From base year (FY2017*) (1) 35% reduction (2) 87% reduction *FY2017 actual: 3,336,472t-CO2	(1) 2030 (2) 2050	3,336,472	3,588,345	4,038,584	3,533,468	t-CO2	100% of Mitsubishi Estate Group*
Renewable Energy Rate	(1) 25% (2) 100%	(1) 2030 (2) 2050	-	1.3%	1.1%	3.1%		100% of Mitsubishi Estate Group*
Energy consumption	-	-	-	1,138,078	1,242,153	1,024,802	MWh	
- Renewable energy consumption	-	-	-	14,685	14,005	31,804	MWh	
- Renewable electricity usage	-	-	-	12,585	11,731	29,242	MWh	
- Renewable Energy Certificate usage	-	-	-	2,100	2,274	2,562	MWh	

* As a general rule, target group companies are selected based on actual control approach. Properties in which the Mitsubishi Estate Group's ownership or trust beneficiary rights are less than 50% are not included in data calculations.

(However, under GRESB, properties in which the Mitsubishi Estate Group's ownership or trust beneficiary rights are 20% and over are included.)

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

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

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

*2 Completed in 2002 onward

*3 Floor area: 100,000m² or more

(2) Other

Basic Data on Target Properties

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

Independent assurance has been obtained for fiscal 2019 and 2020 results in (1) through (3) below.

Independent Third-Party Assurance Report



1. Climate Change (GHG Reduction and Energy Management)

GHG Emissions

	Fiscal 2017 (base year)				Fiscal 2018				
	Emissions (t-CO ₂)	Per unit (t-CO ₂ /m ²)	Percentage of total emissions	Percentage of Scope 3 breakdown	Emissions (t-CO ₂)	Per unit (t-CO ₂ /m ²)	Percentage of total emissions	Percentage of Scope 3 breakdown	Change from 2017 (base year)
Total GHG emissions (Scope 1+Scope 2+Scope 3)	3,336,472	0.4935	100%	-	3,588,345	0.5316	100%	-	7.5%
Scope 1	120,634	0.0178	3.6%	-	108,289	0.0160	3.0%	-	-10.2%
- CO ₂	119,989	-	3.60%	-	107,011	-	2.98%	-	-
- CH ₄	0	-	0.00%	-	0	-	0.00%	-	-
- N ₂ O	0	-	0.00%	-	0	-	0.00%	-	-
- HFCs	645	-	0.02%	-	1,278	-	0.04%	-	-
- PFCs	0	-	0.00%	-	0	-	0.00%	-	-
- SF ₆	0	-	0.00%	-	0	-	0.00%	-	-
- Other	0	-	0.00%	-	0	-	0.00%	-	-
Scope 2	575,262	0.0851	17.2%	-	564,033	0.0836	15.7%	-	-2.0%
Scope 1 + Scope 2	695,896	0.1029	20.9%	-	672,322	0.0996	18.7%	-	-3.4%
Scope 3	2,640,576	-	79.1%	100%	2,916,023	-	81.3%	100%	10.4%
- Category 1: Purchased goods and services	74,329	-	2.23%	2.8%	77,035	-	2.15%	2.6%	3.6%
- Category 2: Capital goods	990,329	-	29.68%	37.5%	975,004	-	27.17%	33.4%	-1.5%
- Category 3: Fuel and energy-related activities not included in Scope 1 or Scope 2	84,675	-	2.54%	3.2%	77,488	-	2.16%	2.7%	-8.5%
- Category 5: Waste generated in operations	45,571	-	1.37%	1.7%	19,401	-	0.54%	0.7%	-57.4%
- Category 6: Business travel	1,151	-	0.03%	0.0%	1,227	-	0.03%	0.0%	6.6%
- Category 7: Employee commuting	1,768	-	0.05%	0.1%	1,885	-	0.05%	0.1%	6.6%
- Category 11: Use of sold products	1,398,021	-	41.90%	52.9%	1,714,888	-	47.79%	58.8%	22.7%
- Category 12: End-of-life treatment of sold products	44,732	-	1.34%	1.7%	49,095	-	1.37%	1.7%	9.8%

	Fiscal 2019					Fiscal 2020				
	Emissions (t-CO ₂)	Per unit (t-CO ₂ /m ²)	Percentage of total emissions	Percentage of Scope 3 breakdown	Change from 2017 (base year)	Emissions (t-CO ₂)	Per unit (t-CO ₂ /m ²)	Percentage of total emissions	Percentage of Scope 3 breakdown	Change from 2017 (base year)
Total GHG emissions (Scope 1+Scope 2+Scope 3)	4,038,584	0.5320	100%	-	21.0%	3,533,468	0.4526	100%	-	5.9%
Scope 1	118,351	0.0156	2.9%	-	-1.9%	116,914	0.0150	3.31%	-	-3.1%
- CO ₂	117,264	-	2.90%	-	-	117,264	-	3.25%	-	-
- CH ₄	0	-	0.00%	-	-	0	-	0.00%	-	-
- N ₂ O	0	-	0.00%	-	-	0	-	0.00%	-	-
- HFCs	1,087	-	0.03%	-	-	2,185	-	0.06%	-	-
- PFCs	0	-	0.00%	-	-	0	-	0.00%	-	-
- SF ₆	0	-	0.00%	-	-	0	-	0.00%	-	-
- Other	0	-	0.00%	-	-	0	-	0.00%	-	-
Scope 2	584,832	0.0770	14.5%	-	1.7%	488,695	0.0626	13.83%	-	-15.0%
Scope 1 + Scope 2	703,184	0.0926	17.4%	-	1.0%	605,609	0.0776	17.14%	-	-13.0%
Scope 3	3,335,400	-	82.6%	100%	26.3%	2,927,858	-	82.86%	100%	10.9%
- Category 1: Purchased goods and services	87,211	-	2.16%	2.6%	17.3%	55,037	-	1.56%	1.9%	-26.0%
- Category 2: Capital goods	1,134,531	-	28.09%	34.0%	14.6%	1,266,641	-	35.85%	43.3%	27.9%
- Category 3: Fuel and energy-related activities not included in Scope 1 or Scope 2	132,683	-	3.29%	4.0%	56.7%	117,993	-	3.34%	4.0%	39.3%
- Category 5: Waste generated in operations	21,762	-	0.54%	0.7%	-52.2%	15,129	-	0.43%	0.5%	-66.8%
- Category 6: Business travel	1,254	-	0.03%	0.0%	9.0%	1,301	-	0.04%	0.0%	13.1%
- Category 7: Employee commuting	2,848	-	0.07%	0.1%	61.1%	2,936	-	0.08%	0.1%	66.0%
- Category 11: Use of sold products	1,905,897	-	47.19%	57.1%	36.3%	1,420,533	-	40.20%	48.5%	1.6%
- Category 12: End-of-life treatment of sold products	49,214	-	1.22%	1.5%	10.0%	48,289	-	1.37%	1.6%	8.0%

* Target group companies are based on actual control standard. As a general rule, facilities in which the Mitsubishi Estate Group's ownership or trust beneficiary rights are less than 50% are not included in data calculations.

* Categories 4/8/9/10/13/14/15 are excluded from the scope of calculation for reasons including (1) there is no emission source, (2) they are included in Scope 1 2 or other category, or (3) their contribution within the entirety is negligible.

Breakdown of Energy Consumption

	Fiscal 2018		Fiscal 2019		Fiscal 2020	
	Electricity equivalent (MWh)	GJ equivalent value	Electricity equivalent (MWh)	GJ equivalent value	Electricity equivalent (MWh)	GJ equivalent value
Scope 1						
- Gas	585,394	2,107,418	628,481	2,267,417	615,532	2,215,915
- Heavy Oil	7,470	26,891	6,645	23,921	6,021	21,675
- Other Oil	4	13	730	1,560	2,026	7,292
Scope 2						
- Electricity	-	-	1,242,153	-	1,024,802	-
- Steam	-	-	111,208	400,350	80,357	289,286
- Steam Water	-	-	11,498	41,394	13,629	49,064
- Cold Water	-	-	105,480	379,727	104,312	375,525

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

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

	Fiscal 2018					
	Floor area (1,000m ²)	GHG emissions (t-CO ₂)	Per unit (t-CO ₂ /m ²)	Energy use (GJ)	Per unit (GJ/m ²)	Number of target properties
Office buildings	5,051	485,312	0.1	5,564,242	1.1	51
Commercial facilities	1,024	90,812	0.09	1,443,189	1.41	20
Hotels	149	13,043	0.09	251,669	1.69	11

	Fiscal 2019					
	Floor area (1,000m ²)	GHG emissions (t-CO ₂)	Per unit (t-CO ₂ /m ²)	Energy use (GJ)	Per unit (GJ/m ²)	Number of target properties
Office buildings	4,596	356,063	0.08	3,255,690	0.71	51
Commercial facilities	1,727	154,535	0.09	1,551,447	0.90	29
Hotels	212	36,722	0.17	328,227	1.55	12

	Fiscal 2020					
	Floor area (1,000m ²)	GHG emissions (t-CO ₂)	Per unit (t-CO ₂ /m ²)	Energy use (GJ)	Per unit (GJ/m ²)	Number of target properties
Office buildings	4,667	307,934	0.07	2,960,906	0.63	53
Commercial facilities	1,831	137,402	0.08	1,412,010	0.77	29
Hotels	336	15,830	0.05	176,634	0.53	14

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

*2 Other uses not included in calculations for table above

2. Waste and Resources

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

	Fiscal 2018			Fiscal 2019			Fiscal 2020		
	Waste generated (t)	Recycled volume (t)	Recycling rate	Waste generated (t)	Recycled volume (t)	Recycling rate	Waste generated (t)	Recycled volume (t)	Recycling rate
Copier and office automation paper	742	649	87.4%	678	678	100%	509	509	100%
Confidential documents (bulk processed documents)	992	659	66.4%	113	113	100%	166	166	100%
Magazines, pamphlets, and colored paper	2,437	2,253	92.4%	2,470	2,470	100%	1,756	1,756	100%
Newspapers and flyers inserted in newspapers	1,191	1,076	90.4%	695	695	100%	526	526	100%
Corrugated cardboard	10,255	9,419	91.8%	11,096	11,096	100%	8,361	8,361	100%
Miscellaneous paper	3,143	2,328	74.1%	2,015	2,015	100%	1,843	1,843	100%
Other combustible waste (paper waste and miscellaneous waste)	15,454	1,094	7.1%	13,342	675	5.1%	8,768	680	7.8%
Kitchen waste (tea leaves, leftover food, cigarette butts, etc.)	20,070	3,855	19.2%	9,716	3,276	33.7%	5,472	1,892	34.6%
Trees, grass, and fibers, etc.	1,253	69	5.5%	1,016	43	4.3%	633	330	52.0%
Jars	2,462	2,319	94.2%	1,282	1,282	100%	655	655	100%
Cans	3,142	3,060	97.4%	847	847	100%	517	517	100%
Plastic bottles	3,122	2,553	81.8%	1,497	1,497	100%	858	858	100%
Cooking oil	249	237	95.3%	224	224	100%	209	209	100%
Lunch box packaging	1,203	662	55.0%	1,402	775	55.3%	767	472	61.5%
Other (waste plastic)	6,191	2,441	39.4%	4,006	2,420	60.4%	3,093	1,782	57.6%
Other (fluorescent lights)	68	35	51.1%	58	58	100%	17	17	100%
Other (industrial waste)	818	554	67.7%	1,478	1,093	74.0%	4,137	2,741	66.2%
Other (includes waste that cannot be sorted into the above)	1,804	661	36.7%	149	97	64.8%	461	322	69.9%

	Fiscal 2018			Fiscal 2019			Fiscal 2020		
	Waste generated (t)	Recycled volume (t)	Recycling rate	Waste generated (t)	Recycled volume (t)	Recycling rate	Waste generated (t)	Recycled volume (t)	Recycling rate
Japan total	74,595	33,923	45.5%	52,081	29,351	56.4%	38,750	23,636	61.0%
Overseas total	-	-	-	2,033	527	25.9%	471	106	22.5%
Grand Total	74,595	33,923	45.5%	54,114	29,878	55.2%	39,221	23,742	60.5%

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

Waste Generated by Type of Property

	Fiscal 2018			
	Floor area (1,000m ²)	Waste generated (t)	Per unit (kg/m ²)	Number of target properties
Office buildings	5,051	36,780	7.3	47
Commercial facilities	1,024	7,218	7.0	20
Hotels	149	25,520	171.2	11

	Fiscal 2019			
	Floor area (1,000m ²)	Waste generated (t)	Per unit (kg/m ²)	Number of target properties
Office buildings	5,244	35,611	7.7	54
Commercial facilities	1,059	15,045	8.7	20
Hotels	212	1,809	8.5	12

	Fiscal 2020			
	Floor area (1,000m ²)	Waste generated (t)	Per unit (kg/m ²)	Number of target properties
Office buildings	4,667	21,424	4.6	59
Commercial facilities	1,831	15,907	8.7	25
Hotels	336	1,329	4.0	15

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

*2 Other uses not included in calculations for table above

Hazardous Substance Emissions

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Boundary
Nox (t)	4.7	3.1	4.3	Mitsubishi Estate
Sox (t)	0.0	0.0	0.0	Mitsubishi Estate
PCBs (t) ^{*1}	3.2	116.2	28.9	Mitsubishi Estate
Asbestos (t) ^{*2}	52.0	104.3	557.1	Mitsubishi Estate

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

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

3. Water

Water Usage

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

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

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

Water Usage by Type of Property

	Fiscal 2018					
	Floor area (1,000m ²)	Water withdrawal (m ³)	Per unit (m ³ /m ²)	Water discharge (m ³)	Per unit (m ³ /m ²)	Number of target facilities
Office buildings	5,051	4,010,966	0.79	3,774,352	0.75	51
Commercial facilities	1,024	1,210,212	1.18	1,307,182	1.28	20
Hotels	149	396,446	2.66	434,601	2.92	11

	Fiscal 2019					
	Floor area (1,000m ²)	Water withdrawal (m ³)	Per unit (m ³ /m ²)	Water discharge (m ³)	Per unit (m ³ /m ²)	Number of target facilities
Office buildings	4,596	3,094,801	0.67	3,005,493	0.65	51
Commercial facilities	1,727	2,072,191	1.20	1,996,223	1.16	29
Hotels	212	426,987	2.01	416,383	1.96	12

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

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

*2 Other uses not included in calculations for table above

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

Overall risk ^{*1}	Number of target properties	Percentage	Water withdrawal (m ³)	Water discharge (m ³)	Water consumption (m ³)
0-1 Low	6	5.4%	350,900	350,900	0
1-2 Low-medium	106	94.6%	6,147,658	5,370,472	777,186
2-3 Medium-high	0	0.0%	0	0	0
3-4 High	0	0.0%	0	0	0
4-5 Extremely high	0	0.0%	0	0	0
Total	112	100%	6,498,558	5,721,372	777,186

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

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

*3 Analysis scope: properties covered by the SBT scope in fiscal 2019

4. Energy Saving

Rate of Facilities with Energy-Saving Equipment Adopted/Installed

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

*1 Completed in 2002 onward

*2 Floor area: 100,000m² or more

*3 Only includes The Parkhouse brand properties supplied by Mitsubishi Estate Residence

5. Green Building Certification

Comprehensive Certification

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Boundary
CASBEE certification (includes self-certifications and expired certifications)					Mitsubishi Estate Group ^{*1}
- Number of certified properties	7	8	10	12	
- Total floor area of certified properties (m ²)	1,029,650	1,203,704	1,247,375	1,280,499	
- Certification rate (ratio of total floor area to SBT-target properties)	15.4%	18.0%	16.6%	16.4%	
Development Bank of Japan (DBJ) Green Building certification					Mitsubishi Estate Group ^{*1}
- Number of certified properties	8	8	9	11	
- Total floor area of certified properties (m ²)	951,213	951,213	962,693	1,068,980	
- Certification rate (ratio of total floor area to SBT-target properties)	11.2%	13.8%	12.8%	13.7%	
LEED					Mitsubishi Estate Group ^{*1}
- Number of certified properties	2	2	2	2	
- Total floor area of certified properties (m ²)	408,665	408,665	408,665	408,665	
- Certification rate (ratio of total floor area to SBT-target properties)	6.1%	6.1%	5.4%	5.2%	
Total					Mitsubishi Estate Group ^{*1}
- Number of certified properties ^{*2}	11	12	15	18	
- Total floor area of certified properties ^{*2} (m ²)	1,666,378	1,840,432	1,895,583	1,994,267	
- Certification rate (ratio of total floor area to SBT-target properties)	24.9%	27.5%	25.2%	25.5%	
SBT-target floor area ^{*3}	6,704,442	6,693,542	7,534,201	7,807,417	Mitsubishi Estate Group ^{*1}

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

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

*3 Only includes properties eligible for certification

Comprehensive Energy Efficiency Certification

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

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

Biodiversity Certification

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

6. Other

Environmental Accidents or Violations of Environmental Laws and Regulations

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

Environmental Management System Certification

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

Biodiversity Exposure & Assessment

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

* World Heritage sites

E: Environmental data

S: Social data

G: Governance-related data

S: Social data

(1) KPI

Diversity & Inclusion

	Targets	Target Year	Fiscal 2018	Fiscal 2019	Fiscal 2020	Boundary
Paid leave utilization	5% increase from fiscal 2018 (66.0%)	2020	72.9%	68.0%	59.8%	Mitsubishi Estate
Average number of used paid leave days	12 or more	Every year	13.6	12.4	10.8	Mitsubishi Estate
Ratio of female new graduate hires	Above 30%	Fiscal 2030 ongoing goal	31.4%	37.8%	37.8%	Mitsubishi Estate
Ratio of female managers	Above 10%	2030	5.9%	5.8%	7.1%	5 Group companies*
Rate of male employees taking childcare leave of absence	100%	2030	12.6%	17.1%	42.4%	5 Group companies*
Rate of female employees taking childcare leave of absence	100%	Fiscal 2030 ongoing goal	100%	98.7%	100%	5 Group companies*
Rate of reinstatement to work after maternity/childcare leave	100%	Fiscal 2030 ongoing goal	96.7%	93.8%	94.8%	5 Group companies*
Employment rate of persons with disabilities	2.20%	Fiscal 2020 ongoing goal	2.22%	2.23%	2.20%	5 Group companies*

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

Health Management

	Targets	Target Year	Fiscal 2018	Fiscal 2019	Fiscal 2020	Boundary
Percentage of high-risk group for metabolic syndrome	(1) 25.6% (2) 14.6% (equivalent to national average; approximately 60% of FY2019 percentage)	(1) Fiscal 2025 (2) Fiscal 2030	-	36.4%	39.5%	Mitsubishi Estate* ¹
Percentage of healthy metabolic group	(1) 20.85% (2) 32.8% (equivalent to national average; approximately 370% of FY2019 percentage)	(1) Fiscal 2025 (2) Fiscal 2030	-	8.9%	10.1%	Mitsubishi Estate* ¹
Cancer screening rate	90.0%	Every year from FY2021 – FY2030	-	-	80.7%	Mitsubishi Estate* ¹
High stress group	Maintain percentage of 10% or lower (national average: 10%)	Every year from FY2021 – FY2030	-	5.5%	4.7%	Mitsubishi Estate* ²

*1 Applies to head and branch office employees

*2 Includes seconded staff

Resilient Urban Development

	Targets	Target Year	Fiscal 2018	Fiscal 2019	Fiscal 2020	Boundary
Rate of employees with first aid provider qualification	100%	Fiscal 2030 ongoing goal	64.0%	61.0%	63.0%	3 Group companies*

* Mitsubishi Estate, Mitsubishi Jisho Retail Management, Mitsubishi Jisho Property Management

Other

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

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

*2 Completed in 2002 onward

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

(2) Other

1. Human Resources

I) Mitsubishi Estate Group Employment Conditions

Number of employees

	Fiscal 2016		Fiscal 2017		Fiscal 2018		Fiscal 2019		Fiscal 2020	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Total number of employees	8,496	100%	8,726	100%	9,715	100%	9,859	100%	10,301	100%
(Men)	6,150	72.4%	6,259	71.7%	6,962	71.7%	7,023	71.2%	7,125	69.2%
(Women)	2,346	27.6%	2,467	28.3%	2,753	28.3%	2,836	28.8	3,176	30.8%

* The number of companies covered may differ depending the fiscal year

* Calculated total number of employees may differ from the figures reported in the financial report since some companies do not provide data by gender.

Number of employees by location (Fiscal 2020)

Japan	UK	US	Singapore	Total
9,476	81	379	46	9,982

Number of employees and percentage by business division (fiscal 2020)

	Number of employees	Percentage
Commercial Property Business	3,865	38.7%
Residential Business	3,365	33.7%
International Business	365	3.7%
Investment Management	301	3.0%
Architectural Design and Engineering	1,400	14.0%
Other	373	3.7%
Corporate Group (Mitsubishi Estate)	313	3.1%
Total	9,982	100%

Number of new hires and people leaving the company

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
New employees	870	1,448	1,146	700
Number of employees leaving company (including those retiring at mandatory retirement age)	761	894	748	372

II) Mitsubishi Estate Employment Conditions (As of March 31, 2021)
Workforce breakdown

	Fiscal 2016		Fiscal 2017		Fiscal 2018		Fiscal 2019		Fiscal 2020	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Men	1,257	79.5%	1,245	78.1%	1,249	77.1%	1,233	75.7%	1,201	72.7%
(Of which, regular employees)	1,107	70.0%	1,097	68.8%	1,108	68.4%	1,080	66.3%	1,093	66.2%
- Of which, managers	693	43.8%	706	44.3%	690	42.6%	668	41.0%	650	39.4%
- Of which, non-manual employees	414	26.2%	391	24.5%	418	25.8%	412	25.3%	443	26.8%
(Of which, short-term contract workers)	150	9.5%	148	9.3%	141	8.7%	153	9.4%	108	6.5%
Women	325	20.5%	350	21.9%	372	22.9%	396	24.3%	450	27.3%
(Of which, regular employees)	220	13.9%	228	14.3%	283	17.5%	306	18.8%	330	20.0%
- Of which, managers	32	2.0%	39	2.4%	42	2.6%	39	2.4%	39	2.4%
- Of which, non-manual employees	188	11.9%	189	11.8%	241	14.9%	267	16.4%	291	17.6%
(Of which, short-term contract workers)	105	6.6%	122	7.6%	89	5.5%	90	5.5%	120	7.3%
Total	1,582	100%	1,595	100%	1,621	100%	1,629	100%	1,651	100%
(Of which, regular employees)	1,327	83.9%	1,325	83.1%	1,391	85.8%	1,386	85.1%	1,423	86.2%
- Of which, managers	725	45.8%	745	46.7%	732	45.2%	707	43.4%	689	41.7%
- Of which, non-manual employees	602	38.1%	580	36.4%	659	40.7%	679	41.7%	734	44.5%
(Of which, short-term contract workers)	255	16.1%	270	16.9%	230	14.2%	243	14.9%	228	13.8%

Workforce profile, by age bracket (fiscal 2020)

	Total		20-29		30-39		40-49		50-59		60 and over	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Men	1,201	72.7%	149	58.9%	311	68.4%	238	69.0%	458	85.0%	45	76.3%
Women	450	27.3%	104	41.1%	144	31.6%	107	31.0%	81	15.0%	14	23.7%
Total	1,651	100%	253	100%	455	100%	345	100%	539	100%	59	100%

Percentage of female managers

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Female employees as percentage of all employees	22.5%	23.4%	24.3%	27.3%
Female subsection chiefs as percentage of all subsection chiefs	12.4%	14.8%	15.4%	14.5%
Female managers as percentage of all managers	5.5%	5.4%	5.5%	5.7%
Female junior managers as percentage of all junior managers	17.0%	15.9%	15.4%	14.5%
Female middle managers as percentage of all middle managers	2.9%	3.1%	3.0%	4.5%
Female senior managers as percentage of all senior managers	0.0%	0.4%	0.4%	0.4%
Female non-back office managers as percentage of all non-back office managers	4.9%	4.7%	5.0%	5.2%
Female employees in STEM-related positions as percentage of total STEM positions	-	-	-	26.4%

New hires and people leaving the company

	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
New employees	63	64	90	104	115
(Breakdown by gender)					
- Male percentage	-	-	-	-	74.8%
- Female percentage	-	-	-	-	25.2%
(Breakdown by age)					
- Percentage of < 30 years old	-	-	-	-	44.3%
- Percentage of 30-50 years old	-	-	-	-	26.1%
- Percentage of > 50 years old	-	-	-	-	29.6%
(Breakdown by nationality)					
- Percentage of Japanese nationality	-	-	-	-	97.4%
- Percentage of other nationalities	-	-	-	-	2.6%
(Breakdown by positions)					
- Percentage of non-managers	-	-	-	-	74.8%
- Percentage of junior managers	-	-	-	-	5.2%
- Percentage of middle managers	-	-	-	-	6.1%
- Percentage of senior managers	-	-	-	-	13.9%
New graduate hires	28	33	35	37	45
- Male percentage	75.0%	60.6%	68.6%	62.2%	62.2%
- Female percentage	25.0%	39.4%	31.4%	37.8%	37.8%

	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Mid-career hires	6	3	23	22	36
- Male percentage	83.3%	100%	4.3%	36.4%	80.6%
- Female percentage	16.7%	0.0%	4.3%	63.6%	19.4%
Rehired contract employees	29	28	32	45	34
- Male percentage	-	-	-	-	85.3%
- Female percentage	-	-	-	-	14.7%
Number of employees leaving company (including those retiring at mandatory retirement age)	43	38	49	77	48
(Breakdown by gender)					
- Male percentage	-	-	-	-	83.3%
- Female percentage	-	-	-	-	16.7%
(Breakdown by age)					
- Percentage of < 30 years old	-	-	-	-	2.1%
- Percentage of 30-50 years old	-	-	-	-	2.1%
- Percentage of > 50 years old	-	-	-	-	95.8%
(Breakdown by nationality)					
- Percentage of Japanese nationality	-	-	-	-	100%
- Percentage of other nationalities	-	-	-	-	0.0%
(Breakdown by positions)					
- Percentage of non-managers	-	-	-	-	22.9%
- Percentage of junior managers	-	-	-	-	12.5%
- Percentage of middle managers	-	-	-	-	18.8%
- Percentage of senior managers	-	-	-	-	45.8%
Percentage of employees leaving for personal reasons	0.2%	0.6%	1.2%	1.2%	0.1%
Total employee turnover rate	0.2%	0.6%	1.2%	5.6%	3.4%

Average number of years of continuous service by gender

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

Labor union

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Labor union members as percentage of employees*	71.7%	70.0%	70.3%	74.8%
- Numerator	615	630	657	713
- Denominator	858	900	934	953

* Excluding employees in managerial positions

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

2. Diversity

Health & safety (Employee)

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Boundary
Total accidents	2	1	2	1	Mitsubishi Estate
- Deaths	0	0	0	0	
- Lost working time	0	1	0	0	
- Total working days lost	0	71	0	0	
Absentee rate	0.91%	0.94%	0.67%	0.76%	Mitsubishi Estate
Injury rate	0.001%	0.0005%	0.001%	0.0005%	Mitsubishi Estate
Lost day incident rate* ¹	0%	2.316%	0%	0%	Mitsubishi Estate
Lost-time injury frequency rate (LTIFR)	1.35%	0.66%	1.30%	0.63%	Mitsubishi Estate
Medical examination rate	-	97%	100%	100%	Mitsubishi Estate
Average hours of overtime per month	-	20.3	19.9	21.4	5 Group companies* ²
Percentage of employees taking health and safety training* ³	93.2%	95.0%	100%	100%	Mitsubishi Estate
Number of employees taking health and safety training* ³	41	19	21	25	Mitsubishi Estate

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

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

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

Employee satisfaction and customer satisfaction

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Boundary
Employee satisfaction/percentage of high ratings ^{*1}	-	-	84.5%	86.7%	Mitsubishi Estate
Overall customer satisfaction with sales/percentage of high ratings ^{*2}	-	82.6%	86.4%	86.7%	Mitsubishi Estate Residence
Overall customer satisfaction with sales/percentage of replies	-	100%	100%	100%	Mitsubishi Estate Residence
Customer satisfaction with sales service/percentage of high ratings ^{*3}	91.0%	91.0%	91.5%	94.4%	Mitsubishi Estate Home
Customer satisfaction with buildings/percentage of high ratings ^{*3}	83.0%	95.0%	83.0%	88.0%	Mitsubishi Estate Home

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

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

*3 Percentage of answers in top 2 (Satisfied and Moderately satisfied) out of 5 evaluation levels

Number of employees using personnel programs

	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Unit	Boundary
Number of employees taking childcare leave of absence	-	-	109	116	151	people	5 Group companies ^{*1}
Number of employees taking nursing care leave of absence	-	-	0	0	2	people	5 Group companies ^{*1}
Number of employees working shorter hours for childcare and nursing care	-	-	126	108	120	people	5 Group companies ^{*1}
Number of employees using volunteer leave	2	8	28	10	0	Total number of people	Mitsubishi Estate
Number of employees using social learning ^{*2}	5	7	1	0	0	Total number of people	Mitsubishi Estate
Number of employees using volunteer insurance	13	8	2	12	1	Total number of people	Mitsubishi Estate Group
Number of employees using subsidies for volunteering	87	36	16	17	0	Total number of people	Mitsubishi Estate Group
Number of employees using subsidy program for travel expenses to volunteer in disaster-affected areas ^{*2}	17	10	5	3	0	Total number of people	Mitsubishi Estate Group

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

*2 Program that allows volunteering during working hours

Human resource development

	Fiscal 2018	Fiscal 2019	Fiscal 2020	Unit	Boundary
Training time per employee per year	12.4	14.0	14.4	hours per year	5 Group companies [*]
Training cost per employee per year	77,747	66,501	56,078	yen per year	5 Group companies [*]

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

Human rights

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

Percentage of employees taking training programs (Mitsubishi Estate)

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

Resilience

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

*1 Completed in 2002 onward

*2 Floor area: 100,000m² or more

Annual salary of employees (Mitsubishi Estate)

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

Initial salaries at Mitsubishi Estate

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Unit
Initial salary (monthly salary)	240,000	240,000	260,000	260,000	yen
Comparison to minimum wage*	164%	160%	171%	169%	yen

* Calculated with reference to the Regional Minimum Wage Revision Conditions data (Tokyo metropolitan area) published by the Ministry of Health, Labour and Welfare

Provision of work opportunities (Mitsubishi Estate)

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Number of students hosted for internships	61	68	71	71

Supply chain management

	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Number of key suppliers notified of the CSR procurement guidelines	3,326	721	792	459	838

E: Environmental data

S: Social data

G: Governance-related data

G: Governance-related data

(1) KPI

1. Corporate Governance

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

2. Risk Management and Compliance

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

* Excludes advisors and dispatched employees. Outside Directors included.

(2) Other

1. Corporate Governance

I) Attendance at Board of Directors and Each Committee Meetings (Fiscal 2020)

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

	Title	Name	Outside director	The Board of Directors		Audit Committee		Nominating Committee		Remuneration Committee	
				Attendance	Attendance percentage	Attendance	Attendance percentage	Attendance	Attendance percentage	Attendance	Attendance percentage
1	Chairman of the Board	Hiroataka Sugiyama		9/9	(100%)	-	-	-	-	-	-
2	Director	Junichi Yoshida		9/9	(100%)	-	-	-	-	-	-
3	Director	Junichi Tanisawa		9/9	(100%)	-	-	-	-	-	-
4	Director	Tetsuji Arimori		9/9	(100%)	-	-	-	-	-	-
5	Director	Hiroshi Katayama		9/9	(100%)	-	-	-	-	-	-

	Title	Name	Outside director	The Board of Directors		Audit Committee		Nominating Committee		Remuneration Committee	
				Attendance	Attendance percentage	Attendance	Attendance percentage	Attendance	Attendance percentage	Attendance	Attendance percentage
6	Director	Bunroku Naganuma		9/9	(100%)	-	-	-	-	-	-
7	Director	Jo Kato		9/9	(100%)	15/15	(100%)	-	-	-	-
8	Director	Toru Okusa		9/9	(100%)	15/15	(100%)	-	-	-	-
9	Director	Tsuyoshi Okamoto	○	9/9	(100%)	-	-	5/5	(100%)	6/6	(100%)
10	Director	Shin Ebihara	○	9/9	(100%)	-	-	5/5	(100%)	6/6	(100%)
11	Director	Tetsuo Narukawa	○	9/9	(100%)	15/15	(100%)	-	-	6/6	(100%)
12	Director	Masaaki Shirakawa	○	9/9	(100%)	-	-	5/5	(100%)	6/6	(100%)
13	Director	Shin Nagase	○	9/9	(100%)	15/15	(100%)	-	-	-	-
14	Director	Setsuko Egami	○	9/9	(100%)	-	-	5/5	(100%)	6/6	(100%)
15	Director	Iwao Taka	○	9/9	(100%)	15/15	(100%)	-	-	-	-
Total				135/135	(100%)	75/75	(100%)	20/20	(100%)	30/30	(100%)

II) Remuneration

Remuneration of Directors and Corporate Executive Officers

	Fiscal 2018				
	Fixed remuneration (millions of yen)	Performance-based remuneration (millions of yen)	Total (millions of yen)	Number of target persons	Average per person (millions of yen)
Directors	397	-	397	12	33
- In-house Director	289	-	289	4	72
- Outside Director	107	-	107	8	13
Executive officers	568	573	1,142	14	82

	Fiscal 2019				
	Fixed remuneration (millions of yen)	Performance-based remuneration (millions of yen)	Total (millions of yen)	Number of target persons	Average per person (millions of yen)
Directors	368	-	368	11	33
- In-house Director	260	-	260	3	87
- Outside Director	108	-	108	8	14
Executive officers	551	529	1,081	13	83

	Fiscal 2020				
	Fixed remuneration (millions of yen)	Performance-based remuneration (millions of yen)	Total (millions of yen)	Number of target persons	Average per person (millions of yen)
Directors	365	-	365	10	37
- In-house Director	257	-	257	3	86
- Outside Director	108	-	108	7	15
Executive officers	620	545	1,166	15	78

Remuneration paid to Chairman of the Board and CEO

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

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

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

Number of shares of the Company held by Directors

	Title	Name	Outside director	Term of office served as Director (years)	Number of shares held (thousand)
1	Chairman of the Board	Hiroataka Sugiyama		14	56.5
2	Director	Junichi Yoshida		5	64.1
3	Director	Junichi Tanisawa		7	44.4
4	Director	Tetsuji Arimori		3	33.9
5	Director	Hiroshi Katayama		5	31.8
6	Director	Hitoshi Kubo		0	3.2
7	Director	Jo Kato		10	58.1
8	Director	Noboru Nishigai		0	28.2

	Title	Name	Outside director	Term of office served as Director (years)	Number of shares held (thousand)
9	Director	Tsuyoshi Okamoto	○	2	0.4
10	Director	Shin Ebihara	○	6	-
11	Director	Tetsuo Narukawa	○	3	-
12	Director	Masaaki Shirakawa	○	5	-
13	Director	Shin Nagase	○	5	0.1
14	Director	Setsuko Egami	○	6	1.2
15	Director	Iwao Taka	○	5	0.4
Average			-	5.1	26.8

* As of June 29, 2021

Number of shares of the Company held by Corporate Executive Officers

	Title	Name	Number of the shares of the Company held (thousand)
1	Representative Corporate Executive Officer, President & Chief Executive Officer	Junichi Yoshida	64
2	Representative Corporate Executive Officer, Deputy President	Junichi Tanisawa	44
3	Representative Corporate Executive Officer, Executive Vice President	Tetsuji Arimori	33
4	Representative Corporate Executive Officer, Executive Vice President	Hidemi Waki	42
5	Representative Corporate Executive Officer, Executive Vice President	Futoshi Chiba	31
6	Representative Corporate Executive Officer, Executive Vice President	Hiroshi Katayama	31
7	Representative Corporate Executive Officer, Executive Vice President	Kenji Hosokane	27
8	Senior Executive Officer	Keiji Takano	20
9	Senior Executive Officer	Atsushi Nakajima	22
10	Senior Executive Officer	Yuji Fujioka	21
11	Senior Executive Officer	Bunroku Naganuma	22
12	Senior Executive Officer	Toru Kimura	26
13	Senior Executive Officer	Yutaro Yotsuzuka	15
14	Senior Executive Officer	Ikuo Ono	23
15	Corporate Executive Officer	Hitoshi Kubo	3
Average			28.3

* As of June 29, 2021

III) Number of Directors by Gender

	Male		Female		Total	
	Number	Percentage	Number	Percentage	Number	Percentage
In-house Director	6	40.0%	1	6.7%	7	46.7%
Outside Director	8	53.3%	0	0.0%	8	53.3%
Total	14	93.3%	1	6.7%	15	100%

* As of March 31, 2021

2. Risk Management and Compliance

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

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

(Unit: Millions of yen)

	Fiscal 2019
Japan	43,264
US	1,184
UK	1,176
Singapore	81
Other	92
Total	45,797



SUSTAINABILITY ACTIVITIES (ESG)

Independent Third-Party Assurance Report

Independent Assurance

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

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

[PDF](#)

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

[PDF](#)

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

[PDF](#)

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

[PDF](#)



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ESG Content Index

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GRI Standards Content Index

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Information Disclosure in Accordance with the SASB Standards

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* E: Environment, S: Social, G: Governance

	Relevant items	Policies	Management structure	Initiatives
E	Climate Change Response	<ul style="list-style-type: none"> → Policies and Targets → Climate Change Strategies > Basic Policy and Approach → Information Disclosure Based on TCFD Recommendations 	<ul style="list-style-type: none"> → Promotion System 	<ul style="list-style-type: none"> → Climate Change Strategies → List of Buildings to Introduce Renewable Energy
	Water Usage	<ul style="list-style-type: none"> → Policies and Targets → Conserving Water Resources > Basic Policy and Approach 	<ul style="list-style-type: none"> → Promotion System 	<ul style="list-style-type: none"> → Conserving Water Resources
	Preventing Pollution	<p>* The applicable materials under building administration are VOCs, and they are managed appropriately according to management guidelines based on laws and regulations.</p>	<ul style="list-style-type: none"> → Promotion System 	<ul style="list-style-type: none"> → Conserving Water Resources → Reducing Waste and Preventing Pollution
	Effective Use of Resources (Including Waste Reduction)	<ul style="list-style-type: none"> → Policies and Targets → Reducing Waste and Preventing Pollution > Policy on Waste Reduction, Preventing Pollution, and Reducing Use of Resources 	<ul style="list-style-type: none"> → Promotion System 	<ul style="list-style-type: none"> → Reducing Waste and Preventing Pollution
	Preserving Biodiversity	<ul style="list-style-type: none"> → Policies and Targets → Preserving Biodiversity > Policy on Biodiversity 	<ul style="list-style-type: none"> → Promotion System 	<ul style="list-style-type: none"> → Preserving Biodiversity
	Environmental Management	<ul style="list-style-type: none"> → Policies and Targets 	<ul style="list-style-type: none"> → Promotion System 	<p>–</p>
S	Supply Chain Management	<ul style="list-style-type: none"> → Supply Chain Management > Basic Policy and Approach 	<ul style="list-style-type: none"> → Supply Chain Management > Promotion System 	<ul style="list-style-type: none"> → Supply Chain Management > Primary Initiatives
	Customer Relations	<ul style="list-style-type: none"> → Enhancing Customer Satisfaction > Basic Policy and Approach → Stakeholder Engagement 	<ul style="list-style-type: none"> → Enhancing Customer Satisfaction > Promotion System → Stakeholder Engagement 	<ul style="list-style-type: none"> → Enhancing Customer Satisfaction > Primary Initiatives → Stakeholder Engagement
	Labor Practices	<p>–</p>	<p>–</p>	<ul style="list-style-type: none"> → Employment and Labor Relations → Promoting Diversity
	Occupational Health and Safety	<ul style="list-style-type: none"> → Occupational Health and Safety / Health Management > Policy on Occupational Health and Safety → Occupational Health and Safety / Health Management > Policy on Health Management 	<p>–</p>	<ul style="list-style-type: none"> → Occupational Health and Safety / Health Management
	Human Rights	<ul style="list-style-type: none"> → Human Rights Initiatives > Policy on Human Rights 	<ul style="list-style-type: none"> → Human Rights Initiatives > Promotion System 	<ul style="list-style-type: none"> → Human Rights Initiatives

	Relevant items	Policies	Management structure	Initiatives
S	Human Resource Development & Retention	→ Human Resource Development > Basic Policy and Approach	—	→ Human Resource Development > Initiatives for Human Resource Development
	Social Contribution Activities	→ Social Contribution Activities / Support for Communities > Basic Policy and Approach	—	→ Social Contribution Activities / Support for Communities
G	Corporate Governance	→ Investor Relations > Corporate Governance > Corporate Governance System	→ Investor Relations > Corporate Governance > Corporate Governance System	→ Investor Relations > Corporate Governance
	Appointment, Dismissal and Nomination of Corporate Executive Officers	→ Mitsubishi Estate Co., Ltd. Corporate Governance Guidelines P3 (PDF 321KB)	→ Investor Relations > Corporate Governance > Corporate Governance System → Corporate Governance Report P7 (PDF 2.9MB)	→ Investor Relations > Corporate Governance > Corporate Governance System > Reasons for the Appointment of Corporate Executive Officers → Reasons for the Nomination of Candidates for Directors (See the notice of convocation of the ordinary general meeting of shareholders)
	Corporate Executive Officer Remuneration	→ Investor Relations > Corporate Governance > Remuneration → Mitsubishi Estate Co., Ltd. Corporate Governance Guidelines P3 (PDF 321KB) → Corporate Governance Report P19 (PDF 2.9MB)	→ Investor Relations > Corporate Governance > Remuneration → Mitsubishi Estate Co., Ltd. Corporate Governance Guidelines P3 (PDF 321KB)	→ Investor Relations > Corporate Governance > Remuneration → Corporate Governance Report P17 (PDF 2.9MB)
	Internal Controls	→ Compliance > Compliance Approach and Policies	→ Compliance > System for Promoting Compliance	→ Compliance > Reinforcing Compliance
	Management Auditing	→ Corporate Governance Report P15 (PDF 2.9MB)	→ Corporate Governance Report P15 (PDF 2.9MB)	→ Corporate Governance Report P15 (PDF 2.9MB)
	Risk Management	→ Risk Management > Risk Management Approach and Policies	→ Risk Management > System for Promoting Risk Management	→ Risk Management > Risk Management Initiatives
	Disaster Response & BCP	→ Risk Management > Business Continuity Plan Initiative and Review → Key Theme 4: Resilience > Establishment of Disaster Preparedness and Mitigation Framework → Key Theme 4: Resilience > Initiatives to Enhance Disaster Preparedness in Buildings	→ Risk Management > Business Continuity Plan Initiative and Review → Key Theme 4: Resilience > Establishment of Disaster Preparedness and Mitigation Framework → Key Theme 4: Resilience > Initiatives to Enhance Disaster Preparedness in Buildings	→ Risk Management > Business Continuity Plan Initiative and Review → Key Theme 4: Resilience > Establishment of Disaster Preparedness and Mitigation Framework → Key Theme 4: Resilience > Initiatives to Enhance Disaster Preparedness in Buildings
	Information Security	→ Risk Management > System for Promoting Risk Management	→ Risk Management > System for Promoting Risk Management	→ Risk Management > Risk Management Initiatives
	Compliance	→ Compliance > Compliance Approach and Policies	→ Compliance > System for Promoting Compliance	→ Compliance > Reinforcing Compliance
	Preventing Corruption	→ Compliance > Reinforcing Compliance > Preventing Corruption	→ Risk Management > System for Promoting Risk Management	→ Compliance > Reinforcing Compliance
Materiality		→ Material Issues of the Mitsubishi Estate Group → Mitsubishi Estate Group 2030 Goals for SDGs	→ Material Issues of the Mitsubishi Estate Group → Mitsubishi Estate Group 2030 Goals for SDGs	→ Material Issues of the Mitsubishi Estate Group → Mitsubishi Estate Group 2030 Goals for SDGs
	Stakeholder Engagement	→ Stakeholder Engagement → Investor Relations	→ Stakeholder Engagement → Investor Relations	→ Stakeholder Engagement → Investor Relations

Relevant items		Policies	Management structure	Initiatives
G	Rules and Policies	→ Mitsubishi Estate Group ESG-Related Rules and Policies		
	Results and Data	→ ESG Data		
	Editorial Policy	→ Editorial Policy		



Information disclosure regarding sustainability at the Mitsubishi Estate Group references the GRI Sustainability Reporting Standards.

General Disclosures

1. Organizational profile

GRI standards	Requirements		Website
GRI 102: General Disclosures 2016	102-1	Name of the organization	→ Corporate Information > Profile of Mitsubishi Estate > Corporate Data
	102-2	Activities, brands, products, and services	→ Our Business
	102-3	Location of headquarters	→ Corporate Information > Profile of Mitsubishi Estate > Corporate Data
	102-4	Location of operations	→ Corporate Information > Profile of Mitsubishi Estate > Corporate Data
			→ Our Business > International Business
			→ International Business
	102-5	Ownership and legal form	→ Corporate Information > Profile of Mitsubishi Estate > Corporate Data
	102-6	Markets served	→ Our Business
			→ Our Business > International Business
			→ Corporate Information > Profile of Mitsubishi Estate > Group Companies
	102-7	Scale of the organization	→ Corporate Information > Profile of Mitsubishi Estate > Corporate Data
→ Investor Relations > Financial Information > Financial Highlights			
102-8	Information on employees and other workers	→ ESG Data > Social Data	
102-9	Supply chain	→ Sustainability Activities (ESG) > Social > Supply Chain Management	
102-10	Significant changes to the organization and its supply chain	No applicable significant changes.	
102-11	Precautionary Principle or approach	→ Messages > Message from the President	
		→ Messages > Messages from the Director Responsible for Sustainability and an Outside Director	
		→ Sustainability Activities (ESG) > Governance > Risk Management	
		→ Sustainability Activities (ESG) > Social > Human Rights Initiatives	

GRI standards	Requirements		Website
GRI 102: General Disclosures 2016	102-12	External initiatives	→ Sustainability Management > Participation in Global Initiatives
			→ Sustainability Management > External Evaluations of ESG Performance
			→ Sustainability Activities (ESG) > Social > Human Rights Initiatives
	102-13	Membership of associations	→ Sustainability Management > Stakeholder Engagement > Partnerships with Outside Organizations














2. Strategy

GRI standards	Requirements		Website
GRI 102 : General Disclosures 2016	102-14	Statement from senior decision-maker	→ Messages > Message from the President
			→ Messages > Messages from the Director Responsible for Sustainability and an Outside Director
	102-15	Key impacts, risks, and opportunities	→ Messages > Message from the President
			→ Mitsubishi Estate Group 2030 Goals for SDGs > Material Issues of the Mitsubishi Estate Group
			→ Mitsubishi Estate Group 2030 Goals for SDGs > Key Theme 1: Environment
			→ Mitsubishi Estate Group 2030 Goals for SDGs > Key Theme 2: Diversity & Inclusion
			→ Mitsubishi Estate Group 2030 Goals for SDGs > Key Theme 3: Innovation
			→ Mitsubishi Estate Group 2030 Goals for SDGs > Key Theme 4: Resilience
			→ Information Disclosure Based on TCFD Recommendations
			→ Sustainability Activities (ESG) > Governance > Risk Management

3. Ethics and integrity

GRI standards	Requirements		Website
GRI 102 : General Disclosures 2016	102-16	Values, principles, standards, and norms of behavior	→ Sustainability Management > Corporate Philosophy and Sustainability Vision
			→ Sustainability Management > Value Creation Model
			→ Sustainability Management > Mitsubishi Estate Group ESG-Related Rules and Policies
	102-17	Mechanisms for advice and concerns about ethics	→ Sustainability Activities (ESG) > Governance > Compliance

4. Governance

GRI standards	Requirements		Website
GRI 102 : General Disclosures 2016	102-18	Governance structure	→ Investor Relations > Corporate Governance > Corporate Governance System 
	102-19	Delegating authority	→ Sustainability Management > Sustainability Promotion System
	102-20	Executive-level responsibility for economic, environmental, and social topics	→ Sustainability Management > Sustainability Promotion System
	102-21	Consulting stakeholders on economic, environmental, and social topics	→ Sustainability Management > Stakeholder Engagement
	102-22	Composition of the highest governance body and its committees	→ Investor Relations > Corporate Governance > Overview of Corporate Governance System 
			→ Corporate Governance Report > Items Relating to Functions of Business Execution, Audit and Supervision, Nomination, and Decision on Remuneration, etc. (Overview of Corporate Governance Structure) P21 (PDF 2.9MB) 
	102-23	Chair of the highest governance body	→ Investor Relations > Corporate Governance > Corporate Governance System 
			→ Investor Relations > Corporate Governance 
			→ Corporate Governance Report > Overview of Business Management Organization and Other Corporate Governance Systems Related to Managerial Decision-Making, Business Execution, and Management Supervision P7 (PDF 2.86MB) 
	102-24	Nominating and selecting the highest governance body	→ Mitsubishi Estate Co., Ltd. Corporate Governance Guidelines P3 (PDF 332KB) 
			→ Reasons for the Nomination of Candidates for Directors (See the notice of convocation of the ordinary general meeting of shareholders) (PDF 1MB) 
			→ Investor Relations > Corporate Governance > Corporate Governance System > Reasons for the Appointment of Corporate Executive Officers 
	102-25	Conflicts of interest	→ Corporate Governance Report > Status of Implementation of Measures Related to Shareholders and Other Stakeholders P25 (PDF 2.9MB) 
	102-26	Role of highest governance body in setting purpose, values, and strategy	→ Sustainability Management > Sustainability Promotion System
	102-27	Collective knowledge of highest governance body	→ Mitsubishi Estate Co., Ltd. Corporate Governance Guidelines P6 (PDF 321KB) 
102-28	Evaluating the highest governance body's performance	→ Investor Relations > Corporate Governance > Initiatives to Strengthen Corporate Governance > Evaluation of the Effectiveness of the Board of Directors 	
102-29	Identifying and managing economic, environmental, and social impacts	→ Sustainability Activities (ESG) > Governance > Risk Management	
		→ Corporate Governance Report > Basic Policy and Status of Implementation of the Internal Control System P29 (PDF 2.9MB) 	
102-30	Effectiveness of risk management processes	→ Sustainability Activities (ESG) > Governance > Risk Management	

GRI standards	Requirements		Website
GRI 102: General Disclosures 2016	102-31	Review of economic, environmental, and social topics	The following bodies deliberate upon impacts, risks, and opportunities. <ul style="list-style-type: none"> · Executive Committee (as a general rule, meets once a week) · Risk Management & Compliance Committee (as a general rule, meets four times a year) · CSR Committee (as a general rule, meets twice a year)
	102-32	Highest governance body's role in sustainability reporting	→ Sustainability Management > Sustainability Promotion System
	102-33	Communicating critical concerns	→ Sustainability Activities (ESG) > Governance > Risk Management
			→ Sustainability Activities (ESG) > Governance > Compliance
	102-34	Nature and total number of critical concerns	Undisclosed for reasons of confidentiality.
	102-35	Remuneration policies	→ Investor Relations > Corporate Governance > Remuneration > Policy Concerning Decisions on the Amounts of Remuneration, etc, Paid to Officers
			→ Mitsubishi Estate Co., Ltd. Corporate Governance Guidelines P3, P8 (PDF 321KB)
			→ Corporate Governance Report > Disclosed Policy for Deciding the Amounts or Calculation Method of Remuneration P19 (PDF 2.9MB)
	102-36	Process for determining remuneration	→ Corporate Governance Report > Disclosed Policy for Deciding the Amounts or Calculation Method of Remuneration P19 (PDF 2.9MB)
102-37	Stakeholders' involvement in remuneration	→ Investor Relations > Corporate Governance > Remuneration > Policy Concerning Decisions on the Amounts of Remuneration, etc, Paid to Officers	
		→ Corporate Governance Report > Disclosed Policy for Deciding the Amounts or Calculation Method of Remuneration P17 (PDF 2.9MB)	
102-38	Annual total compensation ratio	Undisclosed for risk management reasons.	
102-39	Percentage increase in annual total compensation ratio	Undisclosed for risk management reasons.	

5. Stakeholder engagement

GRI standards	Requirements		Website
GRI 102 : General Disclosures 2016	102-40	List of stakeholder groups	→ Sustainability Management > Stakeholder Engagement > Mitsubishi Estate Group's Relationships with Stakeholders
	102-41	Collective bargaining agreements	→ Sustainability Activities (ESG) > Social > Employment and Labor Relations > Promotion of Dialogue with Employees and Labor Union
	102-43	Approach to stakeholder engagement	→ Sustainability Management > Stakeholder Engagement > Mitsubishi Estate Group's Relationships with Stakeholders
			→ Mitsubishi Estate Group 2030 Goals for SDGs > Material Issues of the Mitsubishi Estate Group
102-44	Key topics and concerns raised	—	

6. Reporting practice

GRI standards	Requirements		Website
GRI 102 : General Disclosures 2016	102-45	Entities included in the consolidated financial statements	→ Editorial Policy
	102-46	Defining report content and topic boundaries	→ Editorial Policy
			→ ESG Data > Environmental Data
			→ ESG Data > Social Data
	102-47	List of material topics	→ ESG Data > Governance-related Data
			→ Mitsubishi Estate Group 2030 Goals for SDGs
			→ Mitsubishi Estate Group 2030 Goals for SDGs > Material Issues of the Mitsubishi Estate Group
	102-48	Restatements of information	Not applicable within the given period
	102-49	Changes in reporting	Not applicable within the given period
	102-50	Reporting period	→ Editorial Policy
	102-51	Date of most recent report	→ Editorial Policy
	102-52	Reporting cycle	→ Editorial Policy
	102-53	Contact point for questions regarding the report	→ Editorial Policy
	102-54	Claims of reporting in accordance with the GRI Standards	The Sustainability Report is created with reference to GRI standards.
102-55	GRI content index	→ Index > GRI Standards Content Index	
102-56	External assurance	→ Independent Third-Party Assurance Report	
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	→ Mitsubishi Estate Group 2030 Goals for SDGs
			→ Mitsubishi Estate Group 2030 Goals for SDGs > Key Theme 1: Environment
			→ Mitsubishi Estate Group 2030 Goals for SDGs > Key Theme 2: Diversity & Inclusion
			→ Mitsubishi Estate Group 2030 Goals for SDGs > Key Theme 3: Innovation
			→ Mitsubishi Estate Group 2030 Goals for SDGs > Key Theme 4: Resilience
	103-2	The management approach and its components	→ Sustainability Management > Sustainability Promotion System
103-3	Evaluation of the management approach	The Sustainability Committee and Sustainability Subcommittee formulate measures to promote sustainability through deliberations and reporting.	

Material Topics

Economic

GRI standards	Requirements		Website
GRI 201: Economic Performance	201-1	Direct economic value generated and distributed	→ ESG Data > Social Data
	201-2	Financial implications and other risks and opportunities due to climate change	→ Sustainability Activities (ESG) > Environment
			→ Mitsubishi Estate Group 2030 Goals for SDGs
	201-3	Defined benefit plan obligations and other retirement plans	→ Sustainability Activities (ESG) > Social > Employment and Labor Relations > Retirement Allowance Program
201-4	Financial assistance received from government	Forestry Agency and Ministry of Land, Infrastructure, Transport and Tourism subsidy programs are utilized for the use of cross laminated timber (CLT). *Some information is undisclosed as details are subject to confidentiality.	
GRI 202: Market Presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	→ Sustainability Activities (ESG) > Social > Employment and Labor Relations > Payment of Fair Wages
			→ ESG Data > Social Data
202-2	Proportion of senior management hired from the local community	—	
GRI 203: Indirect Economic Impacts	203-1	Infrastructure investments and services supported	→ Sustainability Activities (ESG) > Environment
			→ Sustainability Activities (ESG) > Social > Social Contribution Activities / Support for Communities > Building Communities
→ Mitsubishi Estate Group 2030 Goals for SDGs > Key Theme 3: Innovation > Using Cutting-Edge Technology and Robots			
203-2	Significant indirect economic impacts	Since the impact measurement method is not specified, there is no information to disclose at the present time.	
GRI 204: Procurement Practices	204-1	Proportion of spending on local suppliers	When expanding businesses in domestic and foreign locations, a certain amount of money is spent on local suppliers, but it is difficult to calculate the proportion of spending in the accounting system.
GRI 205: Anti-corruption	205-1	Operations assessed for risks related to corruption	→ Sustainability Activities (ESG) > Governance > Compliance > Reinforcing Compliance
			→ Sustainability Activities (ESG) > Governance > Risk Management > Risk Management Initiatives
	205-2	Communication and training about anti-corruption policies and procedures	→ Sustainability Activities (ESG) > Governance > Compliance > Reinforcing Compliance
→ Sustainability Activities (ESG) > Governance > Risk Management > Risk Management Initiatives			
205-3	Confirmed incidents of corruption and actions taken	→ Sustainability Activities (ESG) > Governance > Compliance > Reinforcing Compliance	
GRI 206: Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	→ Sustainability Activities (ESG) > Governance > Compliance > Reinforcing Compliance

GRI standards	Requirements		Website
GRI 207: Tax 2019	207-1	Approach to tax	→ Sustainability Activities (ESG) > Governance > Governance > Tax Transparency > Policy on Tax Transparency
	207-2	Tax governance, control, and risk management	→ Sustainability Activities (ESG) > Governance > Governance > Tax Transparency > Governance System
	207-3	Stakeholder engagement and management of concerns	→ Sustainability Activities (ESG) > Governance > Governance > Tax Transparency > Governance System
	207-4	Country-by-country reporting	→ ESG Data > Governance-related Data

Environmental

GRI standards	Requirements		Website
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Undisclosed due to the difficulty of obtaining the values.
	301-2	Recycled input materials used	Undisclosed due to the difficulty of obtaining the values.
	301-3	Reclaimed products and their packaging materials	Undisclosed due to the difficulty of obtaining the values.
GRI 302: Energy 2016	302-1	Energy consumption within the organization	→ ESG Data > Environmental Data
	302-2	Energy consumption outside of the organization	→ ESG Data > Environmental Data
	302-3	Energy intensity	→ ESG Data > Environmental Data
	302-4	Reduction of energy consumption	→ ESG Data > Environmental Data
	302-5	Reductions in energy requirements of products and services	→ Sustainability Activities (ESG) > Environment > Climate Change Strategies > Energy Management Initiatives
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	→ Sustainability Activities (ESG) > Environment > Conserving Water Resources
	303-2	Management of water discharge-related impacts	→ Sustainability Activities (ESG) > Environment > Conserving Water Resources
	303-3	Water withdrawal	→ ESG Data > Environmental Data
	303-4	Water discharge	→ ESG Data > Environmental Data
	303-5	Water consumption	→ ESG Data > Environmental Data
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	→ Sustainability Activities (ESG) > Environment > Preserving Biodiversity

GRI standards	Requirements		Website
GRI 304: Biodiversity 2016	304-2	Significant impacts of activities, products, and services on biodiversity	<ol style="list-style-type: none"> 1. We employ IPM (integrated pest management) to control pests in green areas and endeavor to reduce the amount of chemicals sprayed and minimize their effects. 2. The Group has established the Mitsubishi Estate Group Alien Organisms Response Manual and works to eliminate specified non-native species while conserving indigenous species. 3. We monitor biodiversity in the wider Marunouchi area regularly and publish the results in the "Biodiversity in Marunouchi" handbook. 4. Mitsubishi Estate Residence implements the BIO NET INITIATIVE, a greening project aimed at preserving biodiversity, in an effort to carry out biodiversity-conscious residential development.
	304-3	Habitats protected or restored	→ Sustainability Activities (ESG) > Environment > Preserving Biodiversity > Working to Improve the Waterfront Environment and Preserve the Ecosystem of the Imperial Palace Moat
			→ Sustainability Activities (ESG) > Environment > Preserving Biodiversity > Sunshine Aquarium Coral Conservation Activities
			→ Sustainability Activities (ESG) > Environment > Preserving Biodiversity > Conservation and Protection Activities to Pass Down the Nature of Miyakojima, Okinawa Prefecture to the Next Generation
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	At Hoteria Square, an eco-friendly green space next to the Otemachi Park Building, Mitsubishi Estate has been working to conserve rare water plants restored from mud taken from the Imperial Palace moat in collaboration with the Ministry of the Environment. According to the most recent study (news release dated July 31, 2020 (japanese only) (PDF)), three types of water plants noted in the Tokyo Red List have been found in mud taken from the moat, including two species designated respectively as extinct and semi-extinct in the 23 wards of Tokyo.	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	→ ESG Data > Environmental Data
	305-2	Energy indirect (Scope 2) GHG emissions	→ ESG Data > Environmental Data
	305-3	Other indirect (Scope 3) GHG emissions	→ ESG Data > Environmental Data
	305-4	GHG emissions intensity	→ ESG Data > Environmental Data
	305-5	Reduction of GHG emissions	→ ESG Data > Environmental Data
			→ Sustainability Activities (ESG) > Independent Third-Party Assurance Report
	305-6	Emissions of ozone-depleting substances (ODS)	The amount of CO2 that leaked as a result of fluorocarbon emissions in fiscal 2020 was 1,348.2t-CO2.
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	For the administration of buildings, the relevant materials under the Air Pollution Control Law are in compliance with the law and we submit written reports.	
GRI 306 : Waste 2020	306-1	Waste generation and significant waste-related impacts	→ Sustainability Activities (ESG) > Environment > Reducing Waste and Preventing Pollution
	306-2	Management of significant waste-related impacts	→ Sustainability Activities (ESG) > Environment > Reducing Waste and Preventing Pollution
	306-3	Waste generated	→ ESG Data > Environmental Data
	306-4	Waste diverted from disposal	→ ESG Data > Environmental Data

GRI standards	Requirements		Website
GRI 306 : Waste 2020	306-5	Waste directed to disposal	→ ESG Data > Environmental Data
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	There were no fines or sanctions due to major violations of environmental laws in fiscal 2020.
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	→ Sustainability Activities (ESG) > Social > Supply Chain Management > Notification in and outside of the Group on the Guidelines and Definition of Key Suppliers
	308-2	Negative environmental impacts in the supply chain and actions taken	Each business group has put a business partner evaluation system in place and communicates with business partners through methods such as providing feedback. The details of evaluations are undisclosed due to risks to client confidentiality.

Social

GRI standards	Requirements		Website
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	→ ESG Data > Social Data
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Life insurance, compensation for illness and disabilities, retirement benefits, employee stock ownership plan, housing assistance (Applies only to Mitsubishi Estate. Individual Group companies have the discretion to determine benefits on their own.)
	401-3	Parental leave	→ Sustainability Activities (ESG) > Social > Promoting Diversity > Programs to Foster Work-Life Balance
GRI 402: Labor / Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Although here are no written rules and they can differ depending on the details, the minimum notice period is two weeks, and major events such as those accompanying a change in work regulations may require a period of over one month. (For Mitsubishi Estate alone.)
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	→ Sustainability Activities (ESG) > Social > Occupational Health and Safety / Health Management
	403-2	Hazard identification, risk assessment, and incident investigation	→ Sustainability Activities (ESG) > Social > Occupational Health and Safety / Health Management
	403-3	Occupational health services	→ Sustainability Activities (ESG) > Social > Occupational Health and Safety / Health Management
	403-4	Worker participation, consultation, and communication on occupational health and safety	→ Sustainability Activities (ESG) > Social > Occupational Health and Safety / Health Management
	403-5	Worker training on occupational health and safety	→ Sustainability Activities (ESG) > Social > Occupational Health and Safety / Health Management
	403-6	Promotion of worker health	→ Sustainability Activities (ESG) > Social > Occupational Health and Safety / Health Management

GRI standards	Requirements		Website
GRI 403: Occupational Health and Safety 2018	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	→ Sustainability Activities (ESG) > Social > Occupational Health and Safety / Health Management
	403-8	Workers covered by an occupational health and safety management system	→ Editorial Policy
	403-9	Work-related injuries	→ Sustainability Activities (ESG) > Social > Occupational Health and Safety / Health Management
			→ ESG Data > Social Data
403-10	Work-related ill health	→ Sustainability Activities (ESG) > Social > Occupational Health and Safety / Health Management	
		→ ESG Data > Social Data	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	→ Sustainability Activities (ESG) > Social > Human Resource Development > Initiatives for Human Resource Development
			→ ESG Data > Social Data
	404-2	Programs for upgrading employee skills and transition assistance programs	→ Sustainability Activities (ESG) > Social > Human Resource Development > Initiatives for Human Resource Development
404-3	Percentage of employees receiving regular performance and career development reviews	→ Sustainability Activities (ESG) > Social > Human Resource Development > Initiatives for Human Resource Development	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	→ ESG Data > Social Data
			→ Investor Relations > Corporate Governance > Corporate Governance System 
405-2	Ratio of basic salary and remuneration of women to men	→ Sustainability Activities (ESG) > Social > Employment and Labor Relations > Equitable Salary System	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	→ ESG Data > Governance-related Data > 2. Risk Management and Compliance
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	→ Sustainability Activities (ESG) > Social > Human Rights Initiatives > Policy on Human Rights
			→ Sustainability Activities (ESG) > Social > Human Rights Initiatives > Initiatives for Human Rights Due Diligence
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	→ Sustainability Activities (ESG) > Social > Supply Chain Management > Establishment of CSR Procurement Guidelines
			→ Sustainability Activities (ESG) > Social > Supply Chain Management > Notification in and outside of the Group on the Guidelines and Definition of Key Suppliers
			→ Sustainability Activities (ESG) > Social > Human Rights Initiatives > Policy on Human Rights
			→ Sustainability Activities (ESG) > Social > Human Rights Initiatives > Initiatives for Human Rights Due Diligence

GRI standards	Requirements		Website
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	→ Sustainability Activities (ESG) > Social > Supply Chain Management > Establishment of CSR Procurement Guidelines
			→ Sustainability Activities (ESG) > Social > Supply Chain Management > Notification in and outside of the Group on the Guidelines and Definition of Key Suppliers
			→ Sustainability Activities (ESG) > Social > Human Rights Initiatives > Policy on Human Rights
			→ Sustainability Activities (ESG) > Social > Human Rights Initiatives > Initiatives for Human Rights Due Diligence
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	The Group has established the Mitsubishi Estate Group CSR Procurement Guidelines and requests that subcontractors responsible for security services adhere to these guidelines. Training is left to the discretion of the subcontractor so there is no information to disclose at the present time.
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	When considering business activities in Asia, where there are numerous cases of human rights violations, the Group will conduct corporate human rights due diligence in the area using checklists to confirm whether there are any issues such as forced evictions. The results will be used in decision-making when participating in business activities. These checks are performed based on the concept of Free, Prior and Informed Consent (FPIC), with special attention given to women, children, the elderly, indigenous people, migrants, ethnic and tribal minorities, and other socially-vulnerable individuals and groups particularly susceptible to human rights violations.
GRI 412: Human Rights Assessment 2016	412-1	Operations that have been subject to human rights reviews or impact assessments	→ Sustainability Activities (ESG) > Social > Human Rights Initiatives > Initiatives for Human Rights Due Diligence
	412-2	Employee training on human rights policies or procedures	→ Sustainability Activities (ESG) > Social > Human Rights Initiatives > Ongoing Human Rights Programs
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	→ Sustainability Activities (ESG) > Social > Human Rights Initiatives
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	→ Sustainability Activities (ESG) > Social > Social Contribution Activities / Support for Communities
	413-2	Operations with significant actual and potential negative impacts on local communities	Since the methods to evaluate negative impact are yet to be established, there is no information to disclose at the present time.
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	→ Sustainability Activities (ESG) > Social > Supply Chain Management > Notification in and outside of the Group on the Guidelines and Definition of Key Suppliers
	414-2	Negative social impacts in the supply chain and actions taken	We engage in communication as necessary, such as requesting that suppliers who provide goods that use specified raw materials (e.g. palm oil in detergents) disclose and improve traceability. The details of communications and the results of evaluations are undisclosed since they are believed to be subject to confidentiality.
GRI 415: Public Policy 2016	415-1	Political contributions	Undisclosed because the disclosure of the relevant information is believed to be subject to confidentiality.
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	→ Mitsubishi Estate Group 2030 Goals for SDGs > Key Theme 4: Resilience

GRI standards	Requirements		Website
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no major violations concerning health and safety in fiscal 2020.
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	→ Sustainability Activities (ESG) > Social > Enhancing Customer Satisfaction > Responsible Advertising Activities
	417-2	Incidents of non-compliance concerning product and service information and labeling	There were no major violations concerning product and service information and labeling in fiscal 2020.
	417-3	Incidents of non-compliance concerning marketing communications	There were no major violations concerning marketing communications in fiscal 2020.
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no major violations involving complaints resulting from breaches of customer privacy and losses of customer data in fiscal 2020.
GRI 419: Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	There were no major violations that resulted in serious fines or sanctions in fiscal 2020.



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Information Disclosure in Accordance with the SASB Standards

Information Disclosure Based on SASB Standard

The SASB (Sustainability Accounting Standard Boards) Foundation was founded in 2011 as a not-for-profit with the mission to establish and maintain industry-specific standards that assist companies in disclosing financially material, decision-useful sustainability information to investors.

SASB has developed a set of 77 industry-specific standards (SASB Standard) since it was founded in 2011.

SASB standards can help investors by encouraging reporting that is comparable, consistent, and financially material, thereby enabling investors to make better investment and voting decisions.

[FY2019 Information Disclosure Based on SASB Standard \(PDF 276KB\)](#)

PDF

[FY2018 Information Disclosure Based on SASB Standard \(PDF 176KB\)](#)

PDF



The back cover shows the award-winning works of art from the fiscal 2020 19th Kira Kira Art Competition held by Mitsubishi Estate for children with disabilities.