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MITSUBISHI ESTATE

FACT BOOK 2003

Reference

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<http://www.mec.co.jp>

1. Highlights (Consolidated)

(Millions of yen)

	1999/3	2000/3	2001/3	2002/3	2003/3	2004/3 (Estimates)
Revenue from operations	565,259	574,396	630,990	631,564	681,726	676,000
Operating income	68,827	68,201	80,638	76,920	96,023	97,000
Income before taxes and special items	31,816	31,560	43,583	48,223	66,978	67,000
Net income	22,326	18,421	19,831	71,057	36,039	26,000
Total assets	2,283,773	2,285,771	2,535,262	3,035,794	3,007,927	3,025,000
Shareholders' equity	459,573	440,730	518,765	832,497	839,953	857,000
Interest-bearing debt	1,275,795	1,219,822	1,271,504	1,260,185	1,227,524	1,221,000
Cash flow from operating activities	-	72,401	107,642	104,106	134,606	62,300
Cash flow from investing activities	-	11,611	49,169	120,532	72,311	109,700
Cash flow from financing activities	-	57,331	32,706	35,150	38,901	19,400
EBITDA *	132,446	136,902	150,634	146,434	157,553	158,157
Return on assets *	3.4 %	3.2 %	3.6 %	2.9 %	3.3 %	3.3 %
Interest coverage ratio	1.7 times	1.8 times	2.4 times	2.5 times	3.4 times	3.4 times
Return on equity	4.9 %	4.1 %	4.1 %	10.5 %	4.3 %	3.2 %
Earnings per share (Yen)	17.19	14.18	15.26	54.70	27.61	20.52

* EBITDA = (Operating income + Interest income + Dividend income + Equity in net income of unconsolidated subsidiaries and affiliates + Depreciation)

* Return on assets = (Operating income + Interest income + Dividend income + Equity in net income of unconsolidated subsidiaries and

2. Total assets, capital investment and depreciation (Consolidated)

	1999/3	2000/3	2001/3	2002/3	2003/3	2004/3 (Estimates)
Total assets	2,283,773	2,285,771	2,535,262	3,035,794	3,007,927	3,025,000
Capital investment	150,326	102,160	105,644	124,443	128,807	100,000
Depreciation	58,397	62,703	64,713	65,082	56,122	57,000

(Millions of yen)

*2003/3 Capital investment 128,800 millions of yen	Mitsubishi Estate	Building Business	Marunouchi redevelopment construction cost = 34,800 Renewal cost = 18,200
	90,100	Other	Urban Development and Investment Management = 2,900
	38,600	Rockefeller Group, Inc. etc.	Rockefeller Group, Inc.=31,200

(Millions of yen)

*2004/3 Capital investment 100,000 millions of yen	Mitsubishi Estate	Marunouchi redevelopment	Marunouchi redevelopment construction cost = 20,000 Renewal cost = 20,000
	70,000	Other	Urban Development and Investment Management = 5,000
	30,000	Rockefeller Group, Inc. etc.	Rockefeller Group, Inc.=24,000 Marunouchi Heat Supply=3,600 Royal Park Hotels & Resorts=1,200

3. Interest-bearing debt (Consolidated)

	1999/3	2000/3	2001/3	2002/3	2003/3	2004/3 (Estimates)
Interest-bearing debt	1,275,795	1,219,822	1,271,504	1,260,185	1,227,524	1,221,000
Interest expense	44,348	40,317	36,310	32,552	29,647	29,500
Financial income and expense (net) *	39,637	36,008	32,533	29,930	27,028	27,700
Average interest rate *2	3.63 %	3.23 %	2.91 %	2.57 %	2.38 %	2.36 %
Debt equity ratio *3	2.77	2.76	2.45	1.51	1.46	1.42

*1 Financial income and expense = Interest income + Dividend income - Interest expense

*2 Average interest rate = Interest expense / Interest-bearing debt (average)

*3 Debt equity ratio = Interest-bearing debt / Shareholders' equity

4. Segment Information

(1) Revenue from operations (Millions of yen)
As percentage of total

	1999/3			2000/3		2001/3		2002/3		2003/3		2004/3 (Estimates)	
Building leasing	303,074	52.5%	Building business	300,713	51.0%	317,906	49.5%	327,422	50.8%	353,577	50.6%	351,000	50.7%
Development and sales	155,998	27.0%	Residential development	102,845	17.5%	132,916	20.7%	137,351	21.3%	158,516	22.7%	140,000	20.2%
Architectural	12,451	2.2%	Architectual & engineering	25,624	4.3%	15,616	2.4%	16,357	2.5%	18,488	2.6%	19,000	2.7%
Construction	48,450	8.4%	Real estate brokerage	73,286	12.4%	87,364	13.6%	79,690	12.4%	81,291	11.6%	85,000	12.3%
Other	57,125	9.9%	Custom-built housing	35,668	6.1%	37,148	5.8%	30,897	4.8%	34,095	4.9%	37,000	5.3%
			Hotel business	32,953	5.6%	32,604	5.1%	30,451	4.7%	29,308	4.2%	34,000	4.9%
			Other	18,103	3.1%	18,392	2.9%	22,182	3.4%	23,596	3.4%	26,000	3.8%
Eliminations or corporate	12,069		Eliminations or corporate	14,798		10,959		12,789		17,148		16,000	
	565,259			574,396		630,990		631,564		681,726		676,000	

(2) Operating income (Millions of yen)

	1999/3			2000/3		2001/3		2002/3		2003/3		2004/3 (Estimates)	
Building leasing	87,841		Building business	83,700		79,939		85,043		98,626		101,500	
Development and sales	4,466		Residential development	1,430		9,971		8,418		12,510		12,000	
Architectural	396		Architectual & engineering	2,163		32		708		242		0	
Construction	658		Real estate brokerage	4,585		6,275		1,163		2,254		2,500	
Other	4,796		Custom-built housing	8		586		1,165		875		0	
			Hotel business	599		698		404		523		1,000	
			Other	2,449		1,573		2,285		1,885		2,000	
Eliminations or corporate	18,422		Eliminations or corporate	17,760		15,227		11,621		15,371		18,000	
	68,827			68,201		80,638		76,920		96,023		97,000	

(3) Rate of return

	1999/3			2000/3		2001/3		2002/3		2003/3		2004/3 (Estimates)	
Building leasing	29.0%		Building business	27.8%		25.1%		26.0%		27.9%		28.9%	
Development and sales	2.9%		Residential development	-1.4%		7.5%		6.1%		7.9%		8.6%	
Architectural	3.2%		Architectual & engineering	8.4%		-0.2%		-4.3%		1.3%		0.0%	
Construction	-1.4%		Real estate brokerage	6.3%		7.2%		-1.5%		2.8%		2.9%	
Other	-8.4%		Custom-built housing	0.0%		1.6%		-3.8%		-2.6%		0.0%	
			Hotel business	-1.8%		2.1%		1.3%		1.8%		2.9%	
			Other	-13.5%		-8.6%		-10.3%		-8.0%		-7.7%	
	12.2%			11.9%		12.8%		12.2%		14.1%		14.3%	

(4) Depreciation (Millions of yen)

	1999/3		2000/3	2001/3	2002/3	2003/3	2004/3 (Estimates)
Building leasing	52,447	Building business	55,695	56,650	56,683	48,261	-
Development and sales	1,447	Residential development	886	887	881	674	-
Architectural	6	Architectural & engineering	27	44	179	94	-
Construction	328	Real estate brokerage	1,123	2,368	2,761	3,168	-
Other	3,745	Custom-built housing	134	154	181	171	-
		Hotel business	2,146	2,035	1,940	1,155	-
		Other	2,293	1,958	1,909	1,910	-
Eliminations or corporate	420	Eliminations or corporate	395	615	545	685	-
	53,932		62,703	64,713	65,082	56,122	57,000

(5) Operating income before depreciation (Millions of yen)

	1999/3		2000/3	2001/3	2002/3	2003/3	2004/3 (Estimates)
Building leasing	140,288	Building business	139,395	136,589	141,726	146,887	-
Development and sales	5,913	Residential development	544	10,858	9,299	13,184	-
Architectural	402	Architectural & engineering	2,190	12	529	336	-
Construction	330	Real estate brokerage	5,708	8,643	1,598	5,422	-
Other	1,051	Custom-built housing	126	740	984	704	-
		Hotel business	1,547	2,733	2,344	1,678	-
		Other	156	385	376	25	-
Eliminations or corporate	18,002	Eliminations or corporate	17,365	14,612	11,076	14,686	-
	122,759		130,904	145,351	142,002	152,145	154,000

(6) Capital expenditure (Millions of yen)

	1999/3		2000/3	2001/3	2002/3	2003/3	2004/3 (Estimates)
Building leasing	145,115	Building business	103,932	105,072	124,179	133,269	-
Development and sales	3,220	Residential development	1,332	2,854	329	915	-
Architectural	10	Architectural & engineering	76	146	328	365	-
Construction	131	Real estate brokerage	2,250	2,755	3,512	2,352	-
Other	1,363	Custom-built housing	274	343	95	113	-
		Hotel business	627	856	894	786	-
		Other	2,238	4,252	2,314	3,421	-
Eliminations or corporate	484	Eliminations or corporate	681	1,431	39	1,550	-
	150,326		111,412	117,714	131,615	142,775	-

(7) Total assets (Millions of yen)

	1999/3		2000/3	2001/3	2002/3	2003/3	2004/3 (Estimates)
Building leasing	1,662,684	Building business	1,539,678	1,611,727	2,216,571	2,277,103	-
Development and sales	309,239	Residential development	316,282	279,633	262,492	276,459	-
Architectural	13,035	Architectural & engineering	19,794	19,549	15,869	17,287	-
Construction	20,943	Real estate brokerage	53,169	70,874	80,391	70,299	-
Other	91,490	Custom-built housing	14,074	13,870	13,983	16,209	-
		Hotel business	42,304	42,527	32,325	31,197	-
		Other	140,839	119,807	97,599	100,643	-
Eliminations or corporate	186,380	Eliminations or corporate	159,629	377,273	316,559	218,726	-
	2,283,773		2,285,771	2,535,262	3,035,794	3,007,927	3,025,000

5. Major consolidated subsidiaries

(1) 2003/3

(Millions of yen)

	Share of MEC	Revenue from operations	Operating income	Income before taxes and special items	Net income	Total assets	Shareholders' equity	Interest-bearing debt	Depreciation
Mitsubishi Estate Co., Ltd.		397,102	66,806	44,020	24,590	2,604,167	846,266	1,059,815	38,973
Mitsubishi Jisho Sekkei, Inc.	100.00%	14,066	1,828	1,841	1,135	15,691	5,513	0	90
Mitsubishi Real Estate Services Co., Ltd.	100.00%	19,893	2,500	2,418	95	45,470	1,087	1,900	172
Mitsubishi Estate Home Co., Ltd.	100.00%	30,720	411	426	437	12,305	1,782	3,200	121
Yokohama Royal Park Hotel Co., Ltd.	100.00%	12,664	403	413	105	3,621	58	0	100
Aqua City Co., Ltd.	62.45%	5,566	645	439	252	31,693	13,059	3,048	1,247
Marunouchi Heat Supply Co., Ltd.	56.82%	11,934	2,113	1,904	1,084	22,791	12,635	9,053	1,937
Yokohama Sky Building Co., Ltd.	54.32%	8,067	2,362	1,103	628	64,953	3,960	39,595	2,409
Royal Park Hotel Co., Ltd.	48.61%	10,035	715	447	205	18,322	5,564	9,613	728
Rockefeller Goup, Inc.	100.00%	151,474	16,566	14,568	4,767	289,762	89,018	102,608	9,014
	-	681,726	96,023	66,978	36,039	3,007,927	839,953	1,227,524	56,122

2002/3 Exchange rate

¥/\$
 BS 119.90 PL 125.18

(2) 2004/3 (Estimates)

(Millions of yen)

	Share of MEC	Revenue from operations	Operating income	Income before taxes and special items	Net income	Total assets	Shareholders' equity	Interest-bearing debt	Depreciation
Mitsubishi Estate Co., Ltd.		382,000	71,000	47,500	20,000	2,619,000	857,000	1,065,000	40,300
Mitsubishi Jisho Sekkei, Inc.	100.00%	15,408	1,443	1,443	797	16,488	6,310	0	120
Mitsubishi Real Estate Services Co., Ltd.	100.00%	18,752	1,207	1,092	230	42,000	1,318	1,600	150
Mitsubishi Estate Home Co., Ltd.	100.00%	33,750	127	117	106	12,411	1,888	3,200	116
Yokohama Royal Park Hotel Co., Ltd.	100.00%	13,534	25	29	21	3,577	80	0	154
Aqua City Co., Ltd.	62.45%	5,513	526	359	206	31,063	13,277	3,726	1,130
Marunouchi Heat Supply Co., Ltd.	56.82%	12,013	1,169	1,004	582	24,700	13,300	10,310	2,206
Yokohama Sky Building Co., Ltd.	54.32%	8,001	1,966	683	368	62,245	4,328	37,269	2,416
Royal Park Hotel Co., Ltd.	48.61%	10,448	1,069	818	398	18,481	5,962	8,479	750
Rockefeller Goup, Inc.	100.00%	154,370	16,880	13,954	4,631	290,959	95,820	95,348	8,734
	-	676,000	97,000	67,000	26,000	3,025,000	857,000	1,221,000	57,000

2004/3 Exchange rate

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 BS 120.00 PL 120.00

6. Building business (Unconsolidated)

(Thousands of square meters)

	1999/3	2000/3	2001/3	2002/3	2003/3	2004/3 (Estimates)
(1) Total operating floor space *						
Owned by MEC	3,079	3,117	2,988	2,953	3,103	3,055
Subleasing	559	643	542	596	580	580
Total	3,638	3,760	3,530	3,550	3,684	3,636
(2) Office vacancy rate (All uses in Japan)	8.05 %	9.71 %	4.82 %	4.43 %	5.64 %	7.20 %
(3) Average rent (All uses in Japan)	¥25,213	¥22,760	¥23,143	¥23,062	¥22,817	¥22,200

* (1) Before FY 2000, operating floor space includes buildings in all divisions.

Since FY 2001, operating floor space consists of buildings in Building Business Division only.

(2) Office vacancy rate at the end of March 2003 excludes Hibiya Park Building.

7. Residential development division (Unconsolidated)

	1999/3		2000/3		2001/3		2002/3		2003/3		2004/3 (Estimates)	
(1) Revenue	Millions of yen	Units	Millions of yen	Units	Millions of yen	Units	Millions of yen	Units	Millions of yen	Units	Millions of yen	Units
[Condominiums sold]	53,307	1,084	66,394	1,316	82,366	1,955	96,535	2,096	122,048	2,437	111,070	2,370
[Single-family homes sold]	10,171	199	7,823	163	5,152	125	3,315	83	4,271	103	4,614	108
		Lots		Lots		Lots		Lots		Lots		Lots
[Developed lots sold]	12,508	350	8,837	316	8,430	286	4,159	182	5,845	347	2,116	100
Residential-use	10,120	339	8,119	312	5,857	281	4,159	182	5,630	346	1,716	99
Business-use	2,388	11	718	4	2,573	5	0	0	215	1	400	1
[Other]	11,008		1,778		23,352		18,770		9,822		5,700	
Total	86,994		84,832		119,300		122,779		141,986		123,500	
(2) Inventory	Millions of yen	Units	Millions of yen	Units	Millions of yen	Units						
[Condominiums]	13,603	278	7,751	184	7,506	180	6,279	139	5,634	122	-	-
[Single-family homes]	2,662	76	3,079	86	2,652	88	1,813	60	1,174	35	-	-
Total	16,265		10,830		10,158		8,092		6,808		-	
(3) Gross margin of condominiums	12.2 %		12.2 %		19.1 %		20.0 %		22.7 %		21.0 %	
(4) New supply of condominiums	1,075 units		1,984 units		2,353 units		3,087 units		1,885 units		3,494 units	