



SUSTAINABILITY ACTIVITIES (ESG)
ESG Data

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](#)