

Mitsubishi Estate IR Day

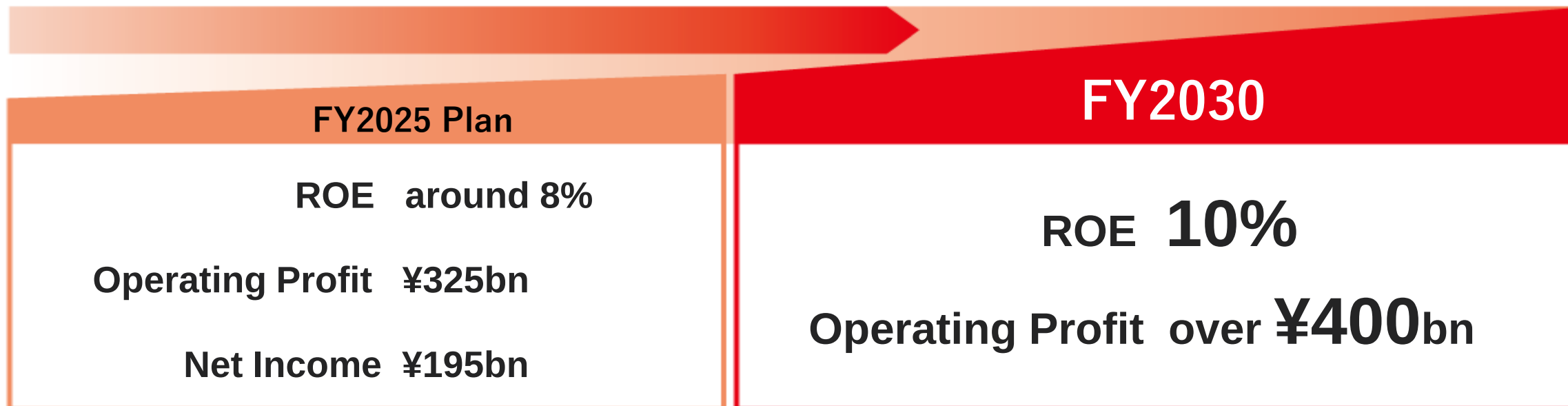
CEO Session

December 5, 2025



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Growth Strategy for Achieving 10% ROE

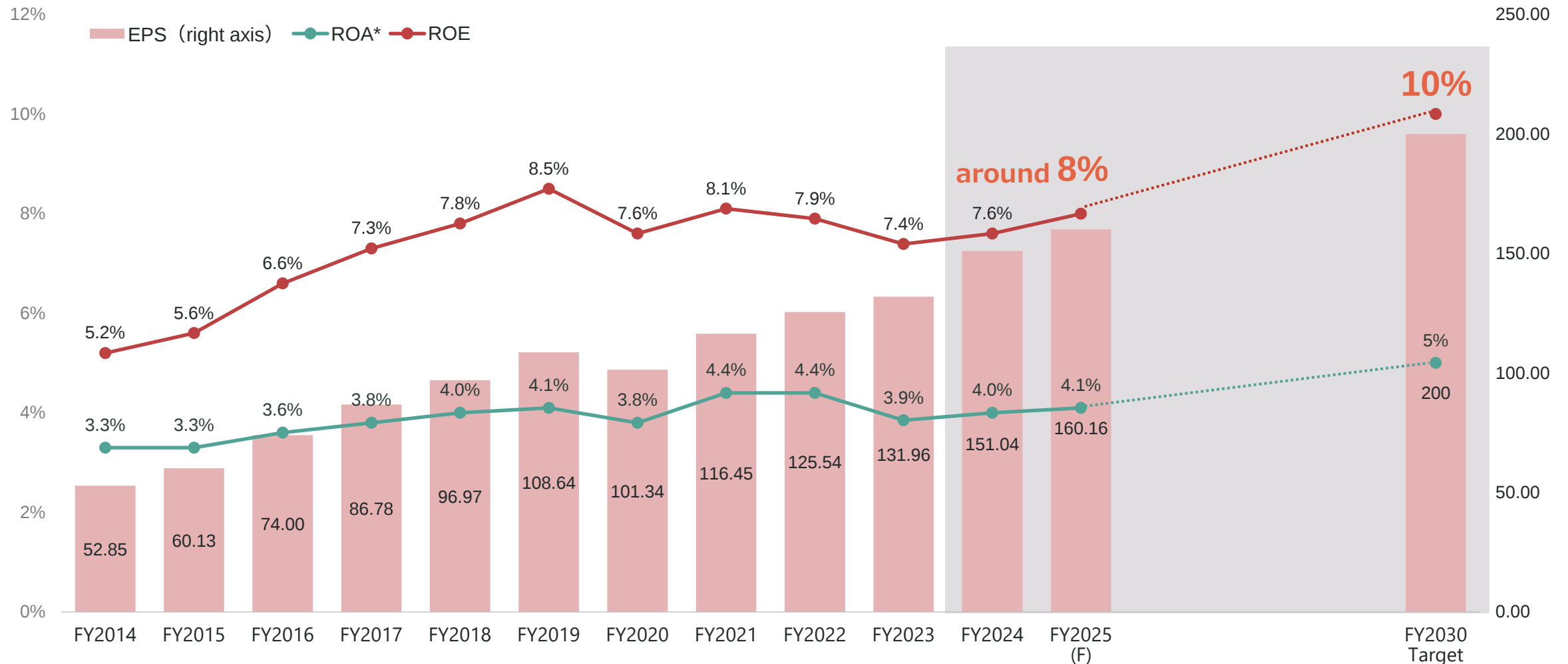


ROE Improvement Strategy

1. Growth in Operating Profit
2. Pursuing Efficiency through Asset Sales
3. Managing Equity (Commitment to Shareholder Returns)

ROE around 8% in FY2025.

Steadily progressing toward achieving 10% ROE.



* ROA = Business Profit / Total assets (average)