

Mitsubishi Estate Establishes

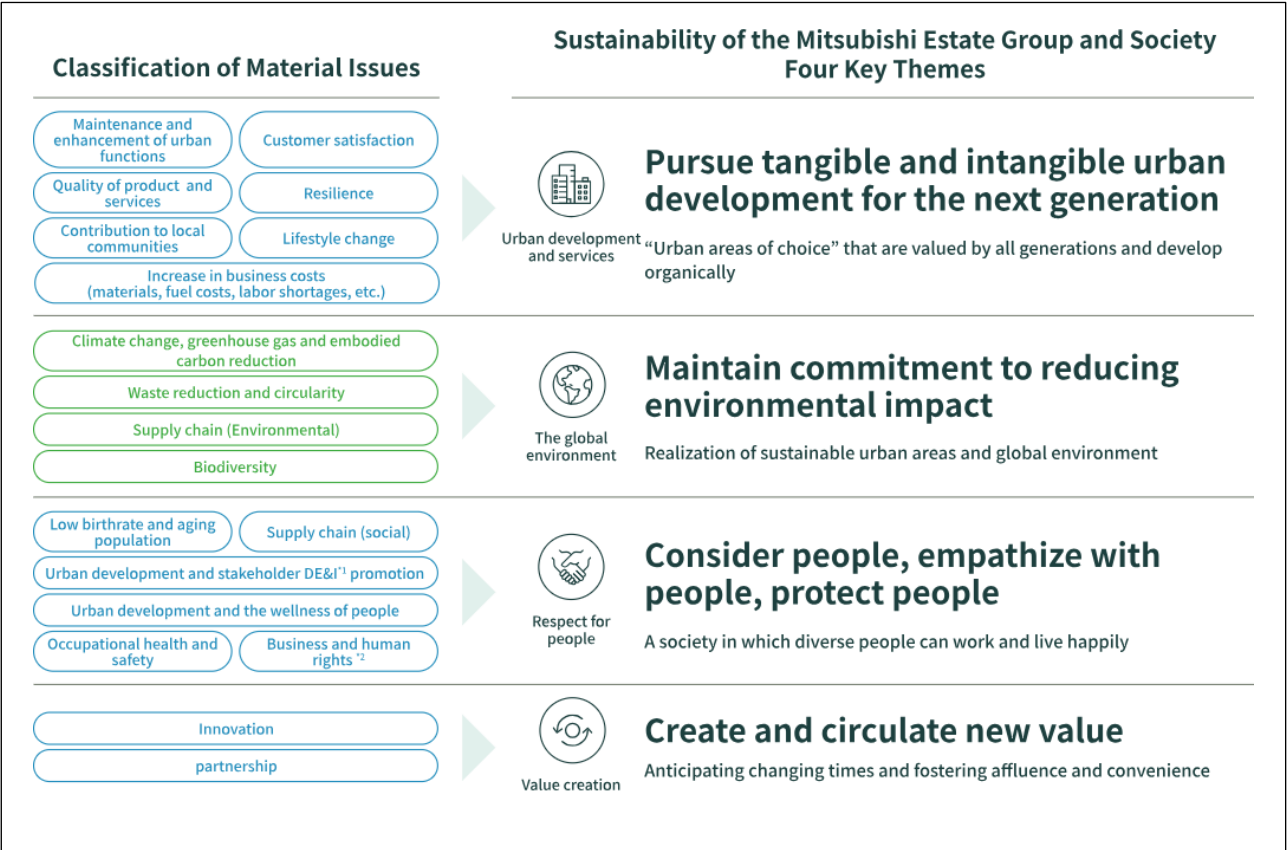
“Sustainability of the Mitsubishi Estate Group and Society: Four Key Themes”

Revision of Key Themes and Material Issues Related to Sustainability to Accelerate Contribution to Solving Social Issues through Business

Tokyo, Japan — Mitsubishi Estate Co., Ltd. announced today that it has revised its key themes and material issues related to sustainability in light of changes in the natural and social environment surrounding the Mitsubishi Estate Group and the growing complexity of the demands on companies related to sustainability.

In the revisions, Mitsubishi Estate redefined the key themes related to sustainability, which have functioned as the focus for its provision of value to society, as “actions for realizing the sustainability of both the Group and society.” The aim is to integrate business and sustainability by increasing affinity with the Group’s core business of urban development.

■ New Key Themes and Material Issues Related to Sustainability



In order to help build a sustainable society, the Mitsubishi Estate Group has adopted “Be the Ecosystem Engineers” as the slogan expressing its vision for 2050 (Mitsubishi Estate Group Sustainability Vision 2050), which articulates the aspiration to be a corporate group (=engineers) that provides spaces and infrastructure (=ecosystems) where all actors (individuals, corporations, and more) are able to coexist sustainably and thrive together. Under this common basic policy, Mitsubishi Estate has now introduced a new framework for management with two strategic drivers (“increasing social value” and “increasing shareholder value”)*¹ incorporating these revisions to accelerate initiatives to solve social issues through the business activities of the entire Group. As a company that will be needed by the next generation, Mitsubishi Estate will implement this new framework to establish the sustainability of its business activities and help build a truly meaningful society.

■Process and Aims of the Revisions

In January 2020, the Group formulated its long-term management plan, adopting the practice of management focused on strategies for increasing both social and shareholder value as a means providing value to stakeholders over the long term. In the plan, key themes related to sustainability were established (Environment, Diversity & Inclusion, Innovation, Resilience) to serve as the focus for providing value to society through the Group’s business as part of its strategies for increasing social value.

As a Group with a mission to “contribute to society through urban development,” Mitsubishi Estate believes that the only way for it to develop sustainably into the future while increasing shareholder value and continuously returning value to stakeholders is to pursue a responsible business model that considers the needs of coming generations. Based on this belief, in the new revisions, the Group has established the following three responsibilities to serve as a bridge uniting the two strategies, further clarifying the connection between strategies for increasing social value and the Group’s business.

Responsibility to the next generation

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

Responsibility to the Earth

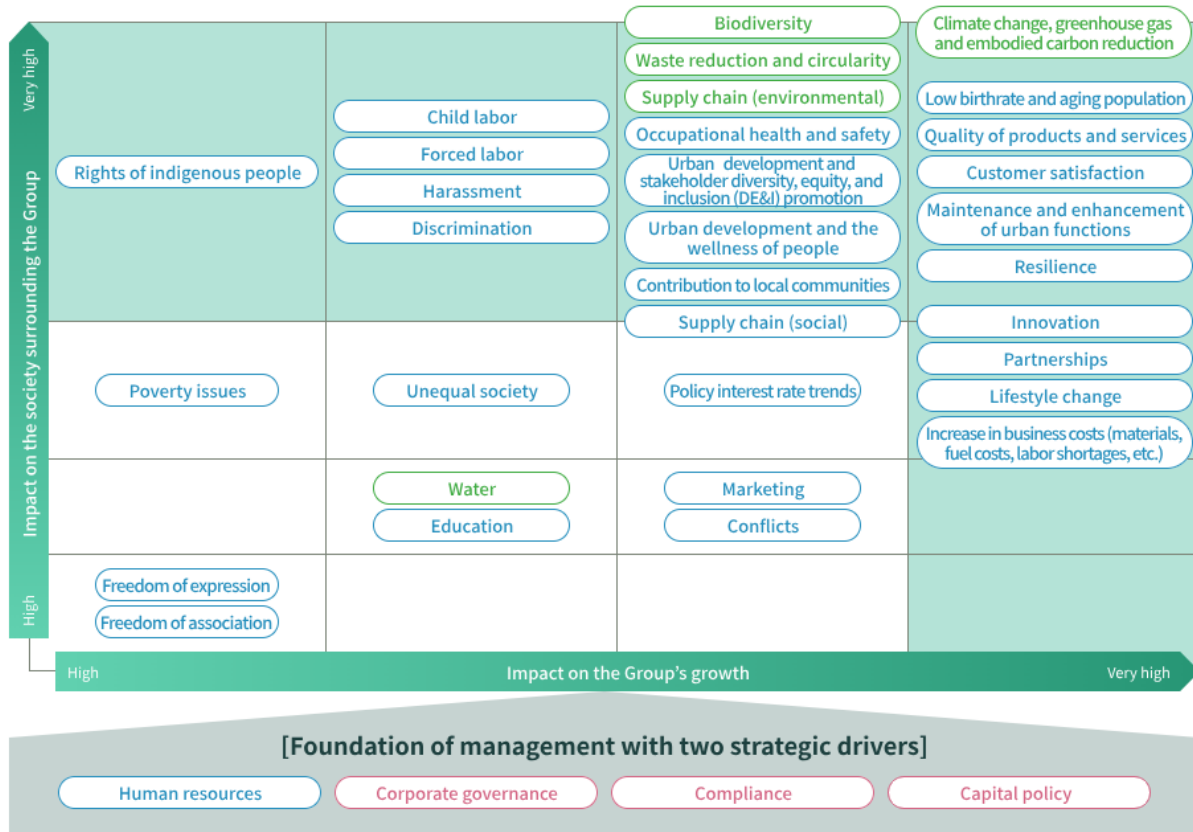
Continue to maintain the health of the global environment for the sustainability of the social and business environment

Responsibility as a leading company

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

In revising the key themes and material issues related to sustainability, Mitsubishi Estate identified the social issues that are deeply related to the Group’s business, with reference to international standards on disclosure of sustainability information, information from ESG evaluation organizations, global megatrends, the Group’s management philosophy, and other factors, while conducting interviews with internal and external stakeholders. The company then mapped and prioritized social issues along the two axes of “impact on the society surrounding the Group” and “impact on the Group’s growth.”

Mitsubishi Estate Group's Material Issue Matrix



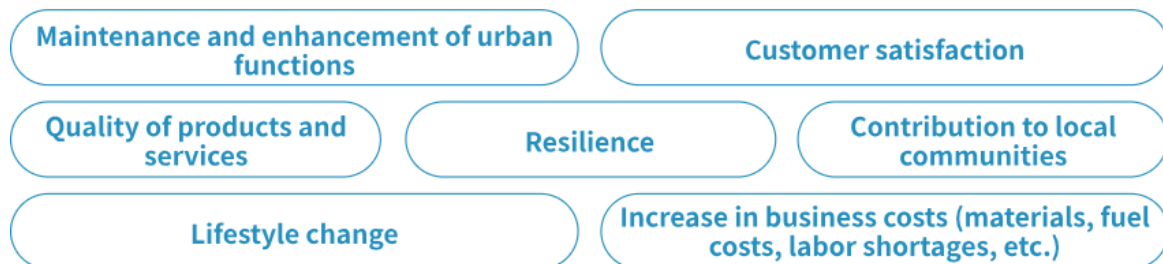
As a result, the company identified the items assessed as having a particularly large impact on each axis as the Group's new material issues. It then grouped and organized similar items into the four areas of urban development and services, the global environment, respect for people, and value creation, thereby formulating "Sustainability of the Mitsubishi Estate Group and Society: Four Key Themes."

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

(1) Pursue tangible and intangible urban development for the next generation

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

Material issues:



(2) Maintain commitment to reducing environmental impact

Vision: Realization of sustainable urban areas and global environment

Material issues:

Climate change, greenhouse gas and embodied carbon reduction

Supply chain (environmental)

Waste reduction and circularity

Biodiversity

(3) Consider people, empathize with people, protect people

Vision: A society where diverse people can work and live happily

Material issues:

Low birthrate and aging population

Supply chain (society)

Urban development and stakeholder DE&I promotion

Urban development and the wellness of people

Industrial safety and health

Business and human rights

(4) Create and circulate new value

Vision: Anticipating changing times and fostering affluence and convenience

Material issues:

Innovation

Partnership

*Specific businesses, initiatives, targets, etc. related to each key theme will be disclosed as needed on the corporate website and in the Integrated Report, etc.

Reference

Mitsubishi Estate Group Sustainability website:

<https://mec.disclosure.site/e/sustainability/key-themes/>

*1 Framework of management with two strategic drivers

Under its Long-Term Management Plan 2030, the Mitsubishi Estate Group is committed to management focused on strategies for increasing both social and shareholder value.

In addition to this, the Company has now introduced the concept of Return to Basics, reaffirming that the Group as a whole will seek to enhance the “earning capability” of its real estate business in the areas of development, operation, sales, fee business, fund management, and corporate functions.

Mitsubishi Estate Group Sustainability Vision

Be the Ecosystem Engineers *

Responsibility to the next generation

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

Responsibility to the Earth

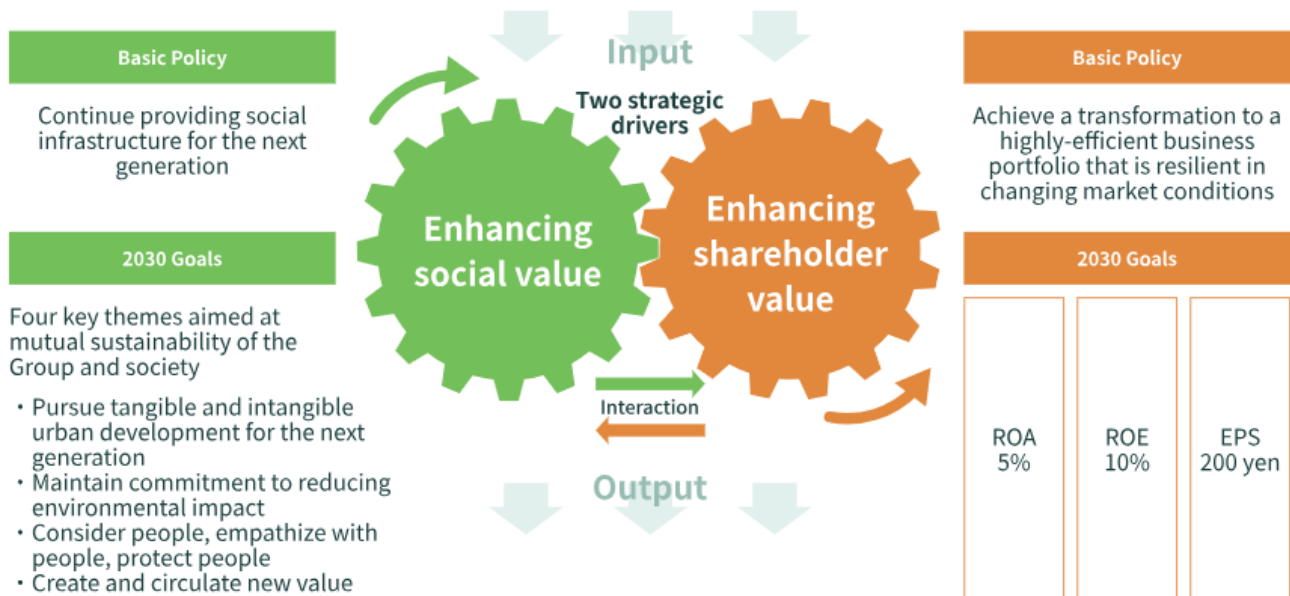
Continue to maintain the health of the global environment for the sustainability of the social and business environment

Responsibility as a leading company

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

Return to Basics

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



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