

Cooperating with Business Partners

The Mitsubishi Estate Group works to grow side-by-side with its business partners, based on its commitment to building an equitable, trusting relationship with every business partner.



Compliance in the Order Process

In accordance with the Mitsubishi Estate Group's Mission and Code of Conduct, Mitsubishi Estate has established the Order Placement Protocol, which all executive officers placing orders with business partners must follow, to ensure that orders are made with transparency and impartiality. The Protocol is intended to ensure objectivity and economic rationality, but also includes guidelines on environmental conservation measures, information management and blocking any involvement from organized criminal elements.

The business organization and order placement organization are clearly separated under the Protocol, and appropriate order placement is ensured by requiring employees to use a check sheet to self-verify compliance at each stage of the order process. The results are then confirmed by Mitsubishi Estate's CSR Department. The Orders Surveillance Committee, chaired by the president, meets when orders for large projects are placed (met five times in fiscal 2008) and holds discussions to verify total compliance in the order process.

Initiatives in the Building Business

Aiming for High-Quality Maintenance and Management

The partner companies to which Mitsubishi Estate's Property Management and Office Leasing Group outsources specialized work, such as facility operation and management, or security and cleaning, have direct contact with clients. The Mitsubishi Estate Group believes that their role in serving clients is every bit as important as the Group's own. The Group's guidelines for management quality and services are used by all partner companies' managers and on-site supervisors to ensure that the Group provides consistent services at all of its buildings. This enables the Group to work together in maintaining and improving its dedication to quality management. With the understanding that partner companies are key to building trusting relationships with clients, the Group uses the following four approaches to communicate with its partners and manage all of its buildings to the same high level of quality.

Communication tools with partner companies	Objectives
1 Quality management evaluation system for partner companies	Improve quality through meetings with partner companies and evaluations
2 On-site monitoring	Standardize a high level of quality through mutual confirmation of conditions on site and sharing successful initiatives
3 Interviews of managers	Share knowledge of the management quality that the Mitsubishi Estate Group requires and promote communication among managers
4 Goal coordination among supervisors	Coordinate the goals between supervisors after analyzing on-site conditions and holding discussions on improving quality

Partners in urban development

Takao Tsuda
Division Manager,
Tokyo No. 3 Business Division
Sanko Inc.



We have been responsible for the cleaning and management of the Marunouchi Building, as well as other structures owned by Mitsubishi Estate, since the building opened in 2002. We strive to provide high-quality services as a partner in urban development, and constantly ask ourselves what more we can do for clients, just like Mitsubishi Estate does.

Serving Shareholders and Investors

The Mitsubishi Estate Group maintains good communication with its stakeholders by proactively disclosing corporate information in a timely manner.

Information Disclosure and IR

Committed to Prompt, Accurate and Impartial Disclosure

Following its own Disclosure Regulations, Mitsubishi Estate publishes the information that the Security Listing Regulations mandate for timely release through TDnet (Timely Disclosure Network), a system operated by the Tokyo Stock Exchange, as well as via other channels. Mitsubishi Estate is committed to the prompt, accurate and impartial disclosure of information for all of its shareholders and investors.

Senior Management Briefings for Shareholders, Investors and Analysts

The IR Office has been set up within Mitsubishi Estate's Corporate Communication Department as a specialized unit with a mission to disclose appropriate information in a timely manner, publicize management strategies, and provide feedback to views expressed in the capital market. The IR Office provides accurate and impartial information to customers and the mass media, as well as to shareholders, investors and analysts.

The IR Office's main IR activities consist of updating the Investor Relations page on Mitsubishi Estate's website, holding earnings briefings twice a year as well as conferences with analysts, giving facility tours, and actively meeting with institutional investors in and outside Japan. In fiscal 2008, the IR Office held over 300 such meetings. Company executives and general managers are also active participants in earnings briefings and analyst conferences. These opportunities for direct dialogue with shareholders and investors help to ensure that the views of the public are incorporated into the management of the company.

In April 2009, Mitsubishi Estate renewed the Investors Relations page on its website to better meet investor needs and improve convenience with the addition of a function that enables users to quickly identify and access up-to-date IR news. In addition, Mitsubishi Estate held corporate briefings

for individual investors at seminars sponsored by securities exchanges and securities firms in October 2008 and June 2009. This was part of the company's efforts to disclose information that is easy for a wide range of investors to understand.

Mitsubishi Estate will continue its efforts to increase dissemination of IR information in English and augment its *Fact Book* to improve its communication with overseas investors.



President briefs investors and analysts on financial performance

Mitsubishi Estate wins first place in its category in Awards for Excellence in Corporate Disclosure

In October 2008, the Security Analysts Association of Japan ranked Mitsubishi Estate first in its Awards for Excellence in Corporate Disclosure in the housing and real estate category (the sixth time that it has won and the second year in a row). Research analysts evaluate 215 companies in 13 industries for their voluntary, proactive disclosure activities and choose the best companies in each business category. Mitsubishi Estate received high praise for its management commitment to outstanding IR.

IR tools

- Annual reports
- *Fact Book*
- Corporate profile
- Financial statements (quarterly)
- Financial reports and interim reports
- Internal controls reports
- "To Our Shareholders" (twice a year)
- CSR reports
- Reports on corporate governance
- Investor Relations page at Mitsubishi Estate website (English) www.mec.co.jp/e/investor/
- Other



Investor Relations page

Quarterly information is published on the Mitsubishi Estate website. The "IR Office Report" is issued as an internal publication providing feedback from investors.