

The Mitsubishi Estate Group aims to grow side-by-side with its business partners, and is committed 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 Action Guideline*, which all executive officers and employees placing orders with business partners must follow, to ensure that orders are placed with transparency and impartiality. The *Guideline* is intended to ensure objectivity and economic rationality, but also includes rules on environmental conservation, information management and avoiding any involvement with organized criminal elements.

When placing orders, the business organization and ordering organization are clearly separated. Appropriate ordering 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 three times in fiscal 2009) and holds discussions to verify total compliance in the order process.

Pursuing high-quality maintenance and management in the Building Management Business

The business partners 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 just as Mitsubishi Group employees do. 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 shared with all business partners' managers and on-site staff to ensure that the Group provides consistent services at all of its buildings. This enables the Group to work as one to maintain and improve high-quality management. With the understanding that business partners are key to building trusting relationships with clients, the Group strives to ensure that its management consistently meets the most exacting standards.

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

Award for distinguished condominium construction company

Mitsubishi Estate has established an award program to recognize construction companies as part of its effort to provide customers with high-quality condominiums.

The company gives a Gold Card to construction companies that have done a particularly impressive job based on the status of the construction work verified during construction and in the final inspection, as well as the handling of private viewing before the condominium is transferred to the customer. With the aim of raising the level of post-purchase services following transfer of the property to the customer, Mitsubishi Estate also awards construction companies that address customer concerns with particular skill.

In addition to these awards for specific properties, beginning in fiscal 2008 Mitsubishi Estate launched a program to recognize construction companies that had received a large number of awards for individual properties. The company uses diverse methods to continue raising quality.

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

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 to all of its shareholders and investors.

Company executives give briefings for shareholders, investors and analysts

The IR Office, set up within Mitsubishi Estate's Corporate Communication Department, is a dedicated organization with the 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 financial results 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 2009, the IR Office held about 400 such meetings. Company executives and general managers are also active participants in financial results briefings and analyst conferences. These opportunities for direct dialogue with shareholders and investors help to ensure that their views 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 the latest IR news. The company also proactively participates in seminars organized by the stock exchange and securities companies to provide briefings for individual investors to enhance information disclosure and make it more broadly accessible to the investor community. Mitsubishi Estate will continue its efforts to increase dissemination of IR information in English and augment its *Fact Book* to improve communication with overseas investors.



Financial results briefing

Mitsubishi Estate wins 14th JIRA IR Award

In November 2009, Mitsubishi Estate won the Japan Investor Relations Association's (JIRA) 14th IR Prime Business Award (fiscal 2009) for the first time. The IR Prime Business Award recognizes companies that are actively involved in IR activities and receive high marks from market participants. Mitsubishi Estate was highly praised for the commitment to IR shown by its executive team, as demonstrated by the president's personal participation in financial results briefings and other regular meetings.



Included in the DJSI for 10 consecutive years

In September 2009, Mitsubishi Estate was selected for inclusion on the Dow Jones Sustainability Indexes (DJSI) for the tenth year in a row.



FTSE4Good

Mitsubishi Estate selected for FTSE4Good Global Index for ninth straight year

In March 2010, Mitsubishi Estate was selected for inclusion in the FTSE4Good Global Index by the FTSE for the ninth straight year.