





A Love for People A Love for the City

Forever Taking On New Challenges

— The Mitsubishi Estate Group





Editorial Policy

The Mitsubishi Estate Group began publishing its Environmental Report in fiscal 2000 to provide an overview of its environmental initiatives. Beginning in fiscal 2005, the Group expanded the coverage of the report to include corporate social responsibility and began calling it the CSR Report.

The organizations covered in this report are Mitsubishi Estate and the 44 Group companies listed below.

Business Group	Company Name	Business Segment
	Mitsubishi Estate Building Management Co., Ltd.	Building Business
Property Management and Office Leasing	Mitsubishi Jisho Property Management Co., Ltd.	
	Hokuryo City Service Co., Ltd.	
	Yuden Building Kanri Co., Ltd.	
	Grand Parking Center Co., Ltd.	
	Tokyo Garage Co., Ltd.	
Commercial Asset Management and Development	Marunouchi Heat Supply Co., Ltd.	
	Sunshine City Corporation	
	Sunshine BS Corporation	
	Sunshine Enterprise Corporation	
	lkebukuro District Heating and Cooling Co., Ltd.	
	Tokyo Kotsu Kaikan Co., Ltd.	
	Marunouchi Direct Access Limited	
	Mitsubishi Jisho Retail Property Management Co., Ltd.	
	Yokohama Sky Building Co., Ltd.	
Retail Property	Yokohama Swimming Center Co., Ltd.	
	IMS Co., Ltd.	
	Chelsea Japan Co., Ltd.	
	Izumi Park Town Service Co., Ltd.	
Residential Development	Mitsubishi Jisho Community Co., Ltd. ¹	Residential Business
	MT Community Staff Co., Ltd.	
	Ryoei Life Service Co., Ltd.	
	Higashinihon Kaihatsu Co., Ltd.	
	MEC Urban Resort Tohoku Co., Ltd.	
	Mitsubishi Estate Home Co., Ltd.	
	Mitsubishi Estate Housing Components Co., Ltd.	
	Mitsubishi Jisho Residence Co., Ltd.2	
	Towa Nasu Resort Co.	
	MEC eco LIFE Co., Ltd.	
	Mitsubishi Jisho Investment Advisors, Inc.	Investment Management
Investment Management	Japan Real Estate Asset Management Co., Ltd.	
Architectural Design and	Mitsubishi Jisho Sekkei Inc.	Architectural Design
Engineering	MEC Design International Corporation	
Hotel Business	Royal Park Hotels and Resorts Co., Ltd.	Hotel Business
	Yokohama Royal Park Hotel Co., Ltd.	
	Tohoku Royal Park Hotel Co., Ltd.	
	Royal Park Shiodome Tower Co., Ltd.	
	Royal Park Hotel Co., Ltd.	
	Royal Park Hotel Management Co., Ltd.	
Real Estate Services	Mitsubishi Real Estate Services Co., Ltd.	Real Estate Services
	Mitsubishi Jisho House Net Co., Ltd. ³	
Corporate Group	MEC Information Development Co., Ltd.	Other
	Keiyo Tochi Kaihatsu Co., Ltd.	
	MEC Human Resources, Inc.	

In addition, the report covers some initiatives of the Rockefeller Group, a U.S.-based subsidiary, and MEC UK Limited, a UK-based subsidiary.

- Note: Business segments were changed in April 2011 as below:

 The Custom-Built Housing Business was integrated into the Residential Business.

 The Urban Development and Investment Management was renamed the Commercial Property Development and Investment.

 The Investment Management Business was established by separating the investment management business in Japan from the Commercial Property Development and Investment.
- Development and Investment.

 1 Renamed from Mitsubishi Jisho Towa Community Co., Ltd. on April 1, 2011

 2 Established on January 1, 2011 by integrating the residential businesses of Mitsubishi Estate Co., Ltd., Mitsubishi Real Estate Services Co., Ltd., and Towa Real Estate Development Co., Ltd.

 3 Renamed from Towa Real Estate Brokerage Co., Ltd. on April 1, 2011

 $\label{thm:environmental} Environmental performance data \ primarily covers the following organizations, which are$ among those that have acquired ISO14001 certification.

- Property Management and Office Leasing Group and Commercial Asset Management and Development Group of Mitsubishi Estate Co., Ltd.
- Yokohama Sky Building Co., Ltd.
- Mitsubishi Jisho Towa Community Co., Ltd.*
- Mitsubishi Jisho Sekkei Inc.
- Mitsubishi Estate Home Co., Ltd.
- Royal Park Hotels and Resorts Co., Ltd.
- Royal Park Hotel Co., Ltd.
- * Renamed Mitsubishi Jisho Community Co., Ltd. in April 2011

This report covers fiscal 2010 (April 1, 2010 to March 31, 2011), but also includes information pertaining to other fiscal years.

Reference guidelines

- Sustainability Reporting Guidelines 2006, Global Reporting Initiative (GRI)
- Environmental Reporting Guidelines (2007 edition), Ministry of the Environment, Japan

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Publication date: December 22, 2011

The next issue is scheduled for publication in December 2012.

Production overseen by:

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We continue to deepen ties with our stakeholders as we strive to create growth for all.

Contributing to earthquake and tsunami reconstruction and building a more vibrant society: Living up to our Group Mission

Our hearts go out to all those suffering from the Great East Japan Earthquake, and we pray for a fast recovery in all the areas affected.

A safe society that is resilient in the face of disaster and environmentally sustainable has never been more earnestly desired than at this point in Japan's history. This is precisely why we now reaffirm that the definition of our social responsibility is our Group Mission: "By building attractive, environmentally sound communities where people can live, work and relax with contentment, we contribute to creating a truly meaningful society." This is what motivates us every day to bring together all of our strengths as a Group to help with reconstruction in the affected regions, as we continuously strive to build a truly vibrant society.

Cutting-edge safety and environmental performance in urban development demonstrated by the Marunouchi Redevelopment Project

The redevelopment of the Otemachi, Marunouchi and Yurakucho district puts our Group Mission into practice and symbolizes our approach to urban development.

Ever since we built the Mitsubishi Ichigokan in 1894 as Marunouchi's first office building, we have been involved in the development and reconstruction of this area, a place which has always been at the center of the Japanese economy. We have introduced cutting-edge urban functions by innovating with the changing times.

With the Marunouchi Redevelopment Project, launched in 1998, we created a sense of vitality and excitement in the streets by redeveloping the area around Tokyo Station in the first stage of the project. In the second stage, begun in 2008 and ongoing, we aim to expand and deepen the redevelopment to create new forms of value. As such, we opened the Mitsubishi Ichigokan Museum, which serves as a hub of history, art and culture.

In tandem with this kind of innovation, in the Redevelopment Project we also focus on creating environmentally sound communities. In addition to using the most advanced environmental technologies in each of our own buildings, we have established an organization to promote environment-friendly urban development, bringing together industry, government, and academic parties with the public to consider the future of the entire area. Thus, we are pursuing various environmental initiatives in both the "hard" aspects like equipment and facilities and the "soft" aspects like partnership and social initiatives. Moreover, we established the Mitsubishi Estate Group Long-term Environmental Vision to articulate the Group's collective approach, and also introduced the environmental slogan "For Sustainable Cities, For the Sustainable Earth" to communicate our initiatives and improve environmental awareness both internally and externally.

Our focus on community building is also effective in building a safer society. We have not only reinforced the disaster prevention measures we take in our buildings, but have also strengthened the "soft" aspect of our efforts, for example, by holding comprehensive emergency drills and conducting regional networking to increase preparedness for large-scale disasters. This kind of preparation proved to be highly helpful when the massive earthquake hit in March, as we were able to provide shelter overnight to many people who were stranded in the center of Tokyo.

We believe that sparing no effort when it comes to safety and the environment is not only essential to the Group's continued existence but is also the driver of new growth. Mitsubishi Estate will continue to take innovative steps that define the best practices of our times, as we seek to make the Otemachi, Marunouchi and Yurakucho district a model city in terms of environmental responsibility and disaster preparedness.

Increasing the appeal of cities by pursuing our customers' hopes and dreams

The Mitsubishi Estate Group established the Mitsubishi Estate Group Vision: BREAKTHROUGH 2020, a long-term vision starting from fiscal

2011, to guide our efforts to pursue our unique brand of urban development over the long term. The plan includes a slogan that articulates our long-term vision: "Orchestrating comfortable cities for the future—we create ideal urban environments worldwide." It also specifies the five values of "innovative," "eco-conscious," "customeroriented," "global" and "As One Team," together with corresponding actions to take.

Among these, the "customer-oriented" value expresses our commitment to constantly identifying with customers and continually working to create the value they require. This is much more than just building beautiful office buildings and condominiums. We do this by engaging with our customers, learning about their hopes and dreams, to ensure that our efforts actually reflect the desires of the people who live and work in the communities we develop. This is the key to improving the Mitsubishi Estate Group's unique appeal.

Enhancing the competitiveness of Japan's cities to build a stronger economy and energize our society

When it comes to our perspective on "global" value, we refer to our profound aspiration to help energize Japan's society and economy by actively pursuing globalization. Our approach emphasizes two parallel strategies: "out-in," which means helping to attract both corporate investment and human talent to Japan; and "in-out," which means leveraging Japan's advantages in overseas markets.

On the "out-in" front, the value and appeal of Japan's cities must be improved to attract foreign companies and investors as well as tourists. For example, take our plans to open medical facilities and financial education and exchange centers for visitors from other countries in the Otemachi, Marunouchi and Yurakucho district. We are endeavoring to strengthen international competitiveness by augmenting urban functions in a variety of forms.

In the "in-out" direction, we are developing office buildings, commercial complexes and condominiums in fast-growing major cities in Asia, as well as Europe and the U.S. We intend to ensure that our business takes root in the local culture and climate by partnering with leading local companies and building trust. This will enable us to contribute to local communities through urban development, just as we do in Japan.

Creating greater value by bringing together the Group's strengths "As One Team"

The Mitsubishi Estate Group's value chain supports these initiatives. The Group boasts comprehensive expertise ranging from planning and development, leasing and sales, facility management and maintenance, to area management.

I believe that executives like myself are responsible for bringing together this value chain and the human resources that support it "As One Team" that works seamlessly across Group companies and departments to create greater value. The cross-sectional task forces (CSTs) we started in fiscal 2007 were expanded to include Group company employees in fiscal 2011. The CSTs bring together junior and mid-career employees to discuss management issues and make suggestions to top executives, who also serve as mentors to the CSTs. This is another measure designed to bring together the Group's strengths. Our Japanese advertising campaign ("Check it out! Mitsubishi Estate.") launched in fiscal 2010 was one of the proposals from the CST program developed to communicate the Group's engaged stance and openness to individual customers.

Pursuing new social contributions that make the most of management resources

Social contribution programs that make the most of management resources are also pursued "As One Team." The "Experience Nature" project, a project based in Hokuto City in Yamanashi Prefecture, was started in 2008 to foster interaction between urban and rural communities. The project involves not only employees, but also Marunouchi district workers and customers of the Residential Division, and is helping to revitalize the community by linking Yamanashi Prefecture's timber and food products to the Mitsubishi Estate Group's business activities.

A corporate group that encourages new energy and growth by staying connected with people

At the Mitsubishi Estate Group, all of us are committed to remembering how important it is to stay connected with people and the society as a whole. Naturally, this means we treat compliance as the most fundamental management issue as we strive to meet the needs of our clients and the broader society. We are working hard to be a corporate group that encourages new energy and growth, while deepening ties with all of our stakeholders, in order to realize our brand statement, "A Love for People, A Love for the City."

Hirotaka Sugiyama

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September 2011