

Corporate growth is only possible in an environment where all employees are able to work with enthusiasm and in good health, constantly developing their talents in pursuit of shared goals. The Mitsubishi Estate Group has established programs that help its employees become true professionals.

## Initiatives in Human Resource Development

### Reforming human resource development programs

Mitsubishi Estate believes that fostering excellent human resources is essential to the Group's sustainable growth and launched a reform of its human resource development programs in April 2009.

The company set up a working group to spearhead the reforms and defined Mitsubishi Estate's ideal employee as a person with the following five strengths: people skills, real estate skills, job performance skills, management skills, and global readiness. The company is endeavoring to raise performance as a professional organization with a distinctive personality, while individuals make the most of their own strengths. Mitsubishi Estate develops its employees' skills using multiple approaches, combining training programs with job rotations and coordinated programs at

the workplace level.

Mitsubishi Estate currently prioritizes the following four measures in its ongoing reform of human resource programs.

- (1) Rapid training programs (accelerated training)
- (2) Promotion of coordinated programs at the workplace level (PDCA efforts by organizations)
- (3) Development of programs to motivate employees to proactive efforts (incentives)
- (4) Rotations with a long-term perspective

### Cross-sectional task forces

Mitsubishi Estate has convened cross-sectional task forces regularly since September 2007 as an informal forum in which mid-career and junior employees can work with executive officers to

discuss and analyze management issues from a broad perspective apart from everyday job responsibilities. Starting in fiscal 2011, the cross-sectional task forces are also being implemented at some Group companies.

#### Objectives

- (1) To provide a place in which leadership can be exhibited through team operations
- (2) To encourage a crosscutting perspective and company-wide perspective through joint work with employees of different backgrounds
- (3) To raise participating employees' awareness of their potential as candidates for managerial positions through their interaction with executive officers, initiatives addressing company-wide issues and advice to managers
- (4) To raise management's awareness of the importance of fostering candidates for managerial positions

#### Members

Total number of teams: 2 (8 or 9 members per team)

#### Member breakdown

- Mentor (advisor) executive officer: 1
- Leaders: 2
- Members: 5 or 6

## Creating a Vibrant Workplace

### New business proposal and open job application system implemented

Mitsubishi Estate began a new business proposal and open job application system in fiscal 2009 as part of its measures to foster a vibrant workplace. The new business proposal system has attracted 12 applications thus far, of which two have passed the screening process and the final appraisal of business feasibility. A person to oversee each of the new businesses was chosen from within the company through the open job application system, and the company is working to translate businesses into reality. Mitsubishi Estate will continue the new business proposal

and open job application system this fiscal year to encourage employees to take up challenges and enhance the dynamism of the corporate climate.

### Employee social promotion opportunities provided in communication room

The Mitsubishi Estate Group has set up a communication room for Group employees in order to provide more opportunities for employees to communicate together and to foster a vibrant workplace.

In February 2011, the unveiling of the *junmai-shu* ("pure rice sake") "Marunouchi," completed in the brewer's rice growing

project, provided an opportunity for Group employees to socialize.

Mitsubishi Estate will continue to hold events in the communication room to deepen mutual understanding between departments and Group companies and help create a team spirit "As One Team."



Social for Group company employees

## Creating a Workplace That Respects Human Rights and Employee Diversity

### Ongoing human rights training

Mitsubishi Estate provides training on human rights during its rank-specific training for new hires and newly appointed section/division managers. Since fiscal 2007, the company has also given theme-specific group training intended for all employees. Sexual harassment prevention, the first of the topics addressed in the training, is an important issue in maintaining a positive workplace environment, and accordingly this training was given in fiscal 2010 to new hires and employees who had not yet attended due to transfer or other circumstances (99 participants).

In addition, a human rights lecture is held every December for senior staff such as the president, directors, and division managers, as well as Group company presidents. In view of the fact that it has been 100 years since Japan's annexation of Korea in fiscal 2010, Mitsubishi Estate invited

attorney Kou Eiki to give a lecture entitled, "The Annexation of Korea and the Legal Position of Koreans in Japan."



Attorney Kou Eiki's lecture

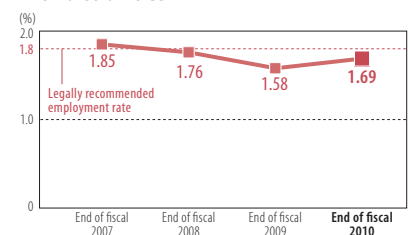
### Encouraging respect for human rights and diversity

Mitsubishi Estate holds a meeting of its Human Rights Education Committee (chaired by the director in charge of human resources) once a year to look at the status of its human rights initiatives in daily operations and human rights training, exchange views on ways to improve programs, discuss that fiscal year's activity plan, and review reports on recent human rights conditions.

### Hiring of people with disabilities

Mitsubishi Estate actively promotes the hiring of persons with disabilities, in accordance with the normalization concept advocated by the United Nations. As of the end of fiscal 2010, Mitsubishi Estate employed 29 people with disabilities (1.69% of the workforce), falling short of the legally recommended employment rate of 1.8% (which would be 30 employees), due to the retirement of employees and other developments. Mitsubishi Estate plans to expand its hiring of people with disabilities going forward.

#### Employment rate of persons with disabilities



## Supportive Workplaces for Employees

### Specific programs for work-life balance

Mitsubishi Estate has established programs for childcare leave and family care leave, as well as shorter work hours for childcare and family care, so that its employees can choose the work schedule that best fits their lifestyle and achieve a balance between work and home life.

Employees can take childcare leave until the end of March after the child turns three, and can work shorter hours for childcare activities until the child has completed the third grade of elementary school. Mitsubishi Estate also implements other initiatives to support childcare, such as temporary daycare services using contracted daycare centers and subsidies for the cost of babysitting.

Mitsubishi Estate has established a general action plan so that employees can balance work and childcare and created a Childbirth and Childcare Guidebook covering the company's support programs, which is available on the Intranet.

#### Number of employees taking childcare and nursing care leave

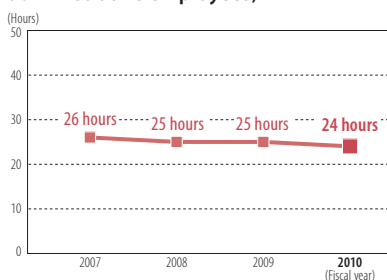
	FY2008	FY2009	FY2010
Childcare leave of absence	18	13	6
Shortened work hours for childcare	11	21	18
Nursing care leave of absence	1	0	1

### Reducing overtime hours

Mitsubishi Estate has made Wednesdays "no overtime days" to help prevent long work hours and overwork. In 2010, the company started a new initiative on this front, setting "intensive no overtime days" on the third Wednesday of every month and every Wednesday in November.

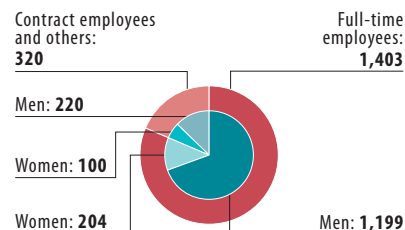
In addition to these initiatives, all supervisors meet one-on-one with their subordinates to discuss workload and task difficulty as well as their health. Any employees with a tendency to overwork are cautioned, while those who work more than 80 hours of overtime per month are asked to have a checkup with an occupational physician. Mitsubishi Estate is earnestly striving to optimize the working hours situation for employees.

#### Overtime hours worked, per month, per person (career track and administrative employees)



### Workforce profile

The breakdown of Mitsubishi Estate's employees is as follows.



\* As of March 31, 2011 (Including employees seconded to Group companies)

### Managing employee health with medical checkups

Mitsubishi Estate gives regular medical checkups to all employees once a year to maintain and promote employee health. The company has expanded examinations for lifestyle diseases, and employees are given secondary exams and special exams as the results warrant. Beginning in fiscal 2005, the period in which employees can see a doctor was expanded to three months, with those who were yet to see a doctor notified individually. As a result of these efforts, the examination rate improved 2.31 points in fiscal 2010 over fiscal 2009 to 92.08%.