

Cooperating with Business Partners

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 it also includes rules on environmental conservation, information management and avoidance of 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 Legal & Compliance Department. The Orders Surveillance Committee, chaired by the president, meets when orders for large projects are placed (it met four times in fiscal 2011) and holds discussions to verify total compliance in the order process.

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

Mitsubishi Estate thinks of the companies to which it outsources specialized work as important partners that have direct contact with clients, just as Mitsubishi Estate Group employees do. The Property Management and Office Leasing Group

outsources work such as facility operation and management, security and cleaning to its business partners, and as such, the Group's guidelines for management quality and services are shared with all their managers and on-site staff to ensure that the Group provides consistent services at all of its buildings. The Group strives to work with its business partners to share the same mindset and maintain and improve high-quality management.

In addition, Mitsubishi Estate partially revised its Business Partner Evaluation System in fiscal 2010 to clarify the evaluation items and criteria.

A briefing was held for business partners to explain these changes. As part of its quality management efforts through this system, in June 2012, Mitsubishi Estate presented an award to the company with the best practices, and it also held a reception to deepen trust. Recognizing how important relationships of mutual trust with its business partners are in providing high-quality management, Mitsubishi Estate is committed to building an even stronger relationship with each partner to ensure that its management consistently meets the most exacting standards.

Communication with business partners

Contact with business partners	Purpose and objective
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 share 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	In reference to the shared knowledge of management quality, analyze on-site conditions, hold discussions on improving quality and coordinate goals among supervisors

Award for distinguished condominium construction company

Mitsubishi Jisho Residence Co., Ltd. has established an award program to recognize construction companies as part of its efforts to provide customers with high-quality condominiums. The company gives a Best Quality Award to local heads of 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 on 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 Jisho Residence also awards construction companies that address customer concerns with particular skill.

In addition to these awards for specific properties, Mitsubishi Jisho Residence 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 to raise quality.

Serving Shareholders and Investors

The Mitsubishi Estate Group maintains good communication with shareholders, investors and all other 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 information that the Security Listing Regulations mandates 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 of disclosing appropriate information in a timely manner, publicizing management strategies, and providing feedback to views expressed in the capital markets. 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, holding conferences with analysts, giving facility tours, and actively meeting with institutional investors in and outside

Japan. In fiscal 2011, the IR Office held about 400 such events.

In fiscal 2011, the company announced long-term management strategies through fiscal 2020 and medium-term targets based on these strategies. Company executives and general managers participate in briefings on financial results and the Group's long- and medium-term management plans and in analysts' conferences. These opportunities for direct dialogue with shareholders and investors help to ensure that their views are incorporated into the management of the company.

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.



Briefing for analysts (May 2012)

Included in the DJSI



In September 2011, Mitsubishi Estate was selected for inclusion in the Dow Jones Sustainability Indexes (DJSI).

Included in FTSE4Good Global Index for 11th straight year



FTSE4Good

In March 2012, Mitsubishi Estate was selected for inclusion in the FTSE4Good Global Index for the 11th year in a row.