

The Mitsubishi Estate Group's fiscal 2012 CSR activities are described below.

CSR initiatives		Fiscal 2012 initiatives and results
Priority CSR issues for the near term		
Promoting environmental management	Promoting environmental management and providing environmental education	<ul style="list-style-type: none"> • Research on environmental technology related to energy-saving homes with lower CO₂ emissions • Establishment of the Environment Promotion Liaison Organization, which cuts across business groups • Release of publication entitled <i>Mitsubishi Estate Group's Environmental Initiatives</i>, a tool for environmental education
	Setting up and running system for compliance with environment-related laws	<ul style="list-style-type: none"> • Appropriate response to energy conservation laws and Tokyo Metropolitan environmental regulations • Maintenance of business offices certified by the Tokyo Metropolitan Government as top or near-top-level (four top-level buildings, three near-top-level buildings and two near-top-level facilities [district heating and cooling facility]) • Sharing of energy conservation expertise within the company through the Energy Conservation Promotion Liaison Group
	Initiatives by business groups	<ul style="list-style-type: none"> • Building Business: Promotion of sustainable urban development within the Marunouchi area, adoption and demonstration of cutting-edge technology, including in existing buildings, cooperation with tenants (In the Marunouchi Eiraku Building and other buildings, the perimeter annual load [PAL], an indicator of a building's thermal insulation performance, was reduced by more than 25% [Level 3]) (In the Marunouchi Eiraku Building and other buildings, energy use for facility systems overall, or ERR, was reduced by more than 35% [Level 3]) • Commercial Property Development and Investment Business: Assessment of environment-friendly buildings and certification; four buildings have earned Development Bank of Japan Green Building Certification (Toyosu 3-2 [Platinum], Toyosu, Kojimachi, Nihonbashi), and Kojimachi Front has earned certification from Mitsui Sumitomo Bank [Gold] • Residential Business: Use of environmentally friendly design and reusable energy in affiliation with MEC eco LIFE and Mitsubishi Jisho Residence (solar power hot water system, start of distribution of Condominium Household Account Books) Grades for energy conservation measures in Housing Performance Indication System: Grade four has become the standard specification for built-for-sale condominiums • Custom-built Home Business: Raising percentage of Japan-grown timber used (50% Japan-grown timber usage rate) Smart Aerotech R&D project to achieve zero-energy homes won the first House of the Year in Energy award • Architectural Design and Engineering Business: Addressing environmental certification systems and advanced environmental proposals to customers Preparation of an environmental design manual, <i>Key Environmental Points</i>, to share expertise on environmental design
Promotion of new social contribution activities utilizing management resources	Implementing groupwide social contribution initiatives	<ul style="list-style-type: none"> (1) "Experience Nature" Project (Hokuto City, Yamanashi Prefecture) • Experience-based tours (12), with new projects such as natural energy field trips and furniture-making using thinned wood • Promotion of business affiliations (expansion of tours for Residence Club members, applications for FSC-certified structural plywood by Mitsubishi Estate Home • Dialogue and interaction with community (two Masutomi Women's exchange meetings)
	Pursuing collaboration with local communities on projects that demonstrate the uniqueness of the Mitsubishi Estate Group	<ul style="list-style-type: none"> (2) Support for Great East Japan Earthquake recovery • Rebirth Tohoku Food Project held on an ongoing basis (third event "Chef's Ties," fourth event "Eat Heartily Miyagi Market" and fifth event "Earthquake-Affected Region Support Weeks") • Participation in regional revitalization matching event "Yuinoba" sponsored by the Reconstruction Agency; canned food produced by factories in affected region were purchased as emergency provisions (3) Cultural and artistic support in Marunouchi • Mitsubishi Ichigokan Museum, Geidai Arts in Tokyo Marunouchi, Art Award Tokyo, etc. (4) Other • Mitsubishi Estate Artium (Fukuoka, in the IMS building) won the 2012 Mécénat Award, the Future Vessel Award
Creating a more vibrant workplace and fostering a dynamic workforce	Creating a workplace in which employees are motivated and able to exercise their skills	<ul style="list-style-type: none"> • People with disabilities account for 1.79% of workforce (Mitsubishi Estate on a non-consolidated basis) (Legally recommended employment rate was 1.8% as of March 31, 2013) • Mitsubishi Estate Group joint training implemented (joint training by Group including training for new hires and third-year training) • Promotion of global human resources development (employees sent to China for short-term training and overseas for business school, as well as to exchange programs with EU business people) • English conversation lessons held internally with foreign employees • As a mental health measure, Group companies held joint training and provided information on line care (in which supervisors help their direct reports manage stress) and self-care
	Creating a workplace where human rights and diversity are always respected Supporting an open-minded, forward-thinking organization	<ul style="list-style-type: none"> • Construction of a dormitory for single new Group employees (this dormitory housed 57 male new employees of nine Group companies, including Mitsubishi Estate, in fiscal 2013) • Ongoing implementation of New Business Proposals and Open Job Application System • Cross-sectional Task Force (CST) held to give mid-level and young employees (including Group company employees) opportunities to make recommendations to management • Ongoing implementation of the internal Hito-Machi Award (227 entries from 25 Group companies in 2012, the second year) • Employee Lounge event encouraging interaction between Group employees held (five times in fiscal 2012)
Basic themes		
CSR overall	Promoting CSR communication	<ul style="list-style-type: none"> • Publication of CSR report in printed form, online version and English online version, and communication of CSR initiatives through SRI questionnaires, etc. • Ongoing education for employees to enhance CSR awareness through internal CSR liaison groups and CSR promotion months
Corporate governance	Reinforcing internal controls Strengthening risk management	<ul style="list-style-type: none"> • Risk management activities using PDCA approach, with an emphasis on risk in business divisions • Risk Management Committee launched to further improve effectiveness of risk management • System for prevention of corruption and guidelines for social media use are established in response to social trends
Compliance	Building and setting up compliance system	<ul style="list-style-type: none"> • In order to further improve compliance in the Group overall, shared training tools for the Group developed, and measures for activities promoting compliance, such as training for help lines and sexual harassment monitors, implemented
Cooperating with customers Cooperating with business partners	Standing in the shoes of our customers Promoting initiatives to improve safety and security	<ul style="list-style-type: none"> • Maintain and improve service quality in line with customer needs as identified in customer satisfaction questionnaire; employee award system Mitsubishi Estate Residence: Residence Club formed, corporate and marketing manager's NPS (net promoter score) monitored on an ongoing basis, value chain of housing-related Group companies reinforced • Royal Park Hotels ranked No. 1 in customer satisfaction for the sixth straight year in JD Power's Japan Hotel Accommodation Customer Satisfaction Survey • Safety and security measures from perspective of customers, business partners and employees implemented on an ongoing basis • Improvements to operational quality and service through awards for cooperating companies, ongoing implementation of fair assessments of contracting companies
	Aiming for development together as a partner	
Cooperating with shareholders and investors	Ensuring timely and appropriate information disclosure	<ul style="list-style-type: none"> • Proactive participation in corporate briefings for individual investors held by securities companies and others • Holding of financial briefings and meetings with domestic and overseas institutional investors • Provision of accurate and prompt information to all stakeholders, not only shareholders and investors • Regular feedback internally, such as outside response to release of financial statements, and sharing of information both internally and externally

* Please refer to the Japanese website version of this report for information on our fiscal 2013 strategies and initiatives. <http://www.mec.co.jp/j/csr/policy/pdf/trackrecord.pdf>