

The meaning of “Creating Shared Value” for the Mitsubishi Estate Group

This report emphasizes the concept of “Creating Shared Value” (CSV). Some outsiders occasionally misunderstand CSV and criticize the stance of companies that emphasize it. This is because they interpret CSV as a calculating approach in which companies decide to address a certain social issue when it seems profitable to do so, but ignore others where there is no advantage for them. The Mitsubishi Estate Group’s stance is not that simple. When any social issue comes up as the Group interacts with its various stakeholders, the Group considers it in terms of whether taking up the challenge would be socially worthwhile. If the Group decides that it would be worthwhile, it tackles the issue boldly. I have observed Mitsubishi Estate’s decision-making process in a range of situations now, and I can say that the question of whether it is socially worthwhile has always been the starting point of the discussion. However, this alone is not what makes Mitsubishi Estate’s approach to CSV so outstanding—its true value is demonstrated in the process following the decision.

The more worthwhile a thing is, the more important it is not to give up on it halfway—the effort must be sustained. This requires the company to ensure that not only external stakeholders, but also investors, understand and agree that addressing the issue is worthwhile. For this reason, once Mitsubishi Estate begins an initiative, the company examines every aspect and utilizes the strengths of NPOs to make the initiative even better. Mitsubishi Estate’s approach to CSV involves thoroughly soliciting wisdom and persevering with its initiatives while making constant refinements. One example is the “Experience Nature” Project, launched five years ago. Its impressive results speak to Mitsubishi Estate’s commitment.



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Steadily developing and exploring CSR activities for sustainable corporate success



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Mitsubishi Estate’s CSR activities have encompassed education programs for its businesses units and Group companies, building systems of information sharing and collaboration, and preparation of operation manuals and standards. In this process, everyone from staff to directors has consistently explored CSR, considering what the company should really accomplish with CSR. The “Creating Shared Value” concept laid out in this CSR report provides one answer to this question. The report expresses the firm resolution to integrate economic value and social value. Real estate development is a business that utilizes natural resources and transforms environmental resources by giving them added value. It is intrinsically a business that consumes many resources, and I believe that acknowledging this fact has led Mitsubishi Estate to its firm conviction that, in essence, creating social value is the only way to sustainably create economic value and ensure long-term corporate success.

Noteworthy initiatives include the Group’s efforts to develop new technologies based on its long-term environmental vision. The company also laid out a scheme based on resolving social issues for its urban development business. Also worth special mention are its efforts to revitalize the domestic timber industry, protect biodiversity and promote domestically-grown timber resources. Mitsubishi Estate’s initiatives are all steadily gaining ground.

Benefitting from external insights



Professor Iwao Taka and Professor Setsuko Egami, the external advisors on our CSR Committee, always provide precise opinions and observations on the social issues that the Mitsubishi Estate Group is called on to address. This leads to lively debate and new insights.

With a shift in the significance of our activities from CSR to CSV, the sustainability of our activities becomes increasingly important. This means that the meaning of our activities moves and deepens from the world of “charity” and “obligation” to a company’s “value-creating activities.” In other words, linking these activities to our core businesses is the key to ensuring the sustainability of our success.

It has become even more essential that the Group utilize its management resources and create new forms of shared value while tackling social issues with resolve and making constant refinements. We will continue to implement our basic mission to contribute to society through urban development while addressing the vital needs of the age, aspiring to sustainable corporate and social development.

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