

Opinions by the External Advisors on the CSR Committee



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Uncompromising honesty

The Mitsubishi Estate Group manages its CSR in keeping with its mission “to contribute to society through urban development.” The phrase “through urban development” is not equivalent to “through the real estate business.” “Urban development” implies more broad-ranging, multi-faceted activity that is gentle on the environment and society and helps people realize their dreams. This report was written to convey this point to a wide audience. Over the past year, I have observed the Group’s initiatives as an external advisor. I came away with the impression that the Group always acts in keeping with its CSR management. This is because the Group always ensures that its three core values of “act with integrity,” “trust from clients” and “vibrant workplace” permeate both its business activities and CSR activities.

Of course, these three core values do not guarantee that the Company is always perfect. Last fiscal year, unfortunately, Mitsubishi Jisho Residence discovered a defect in the construction of condominiums it was selling at that time. This error was the fault of the construction contractor, but Mitsubishi Jisho Residence disclosed the problem to the buyers and decided to rebuild the condominiums.

I believe that companies must practice “uncompromising honesty.” Seeing the Mitsubishi Estate Group’s response from close-up reaffirmed my belief that the Group’s mission, “to contribute to society through urban development,” is much more than a slogan.



Setsuko Egami

Professor, Faculty of Sociology, Musashi University

Readiness to commit to the global society

As companies expand their operations globally today, their business activities are carried out in societies and markets in which political, economic, human rights, environmental and technical problems are intertwined in complex ways. Thanks to legal reforms, mechanisms ensuring sound disclosure of financial information now ensure that companies are held accountable in this area. This is welcome, but it did not put an end to social problems generated by non-financial factors. Disclosure of non-financial information related to decision-making, corporate philosophy, management principles and organizational culture is extremely important. Moreover, solid improvements in the overseas sales ratio are indispensable to a company’s sustainable growth. Therefore, establishing global corporate governance systems is an urgent issue for Japanese companies.

Mitsubishi Estate describes its resolution to do so in this report. Its management policy is to pursue CSR activities that are integrated with its business operations, as laid out in its long-term plan, and to make this a key contributor to corporate value. In this scheme, Mitsubishi Estate takes up the challenge of resolving global social issues through its corporate activities, and by doing so, seeks to achieve economic growth. I have had the chance to see reports on the Group’s specific CSR activities and witness its work from the front lines for over eight years, and it seems to me that this decision was built upon the painstaking implementation of these CSR activities and their results, as well as the resolution to continue them.

I believe that this new CSR management is essentially a commitment to the global society.

Benefiting from external insights



Junichi Yoshida

Senior Executive Officer responsible for CSR and Environmental Sustainability, Mitsubishi Estate Co., Ltd.

Professor Iwao Taka and Professor Setsuko Egami, the CSR Committee’s external advisors, give specific and accurate opinions and perceptions based on social trends on the issues that the public expects the Group to act on. This leads to important observations in sustainably advancing CSR activities that are integrated with business operations.

Over the past few years, we have seen the concept of creating shared value (CSV) take hold as a means for companies to address social issues through their core business by creating new value, thereby contributing to corporate revenue. We believe that our mission of contributing to society through urban development is equivalent to the CSV concept.

We will continue to live up to the expectations and trust of our stakeholders and faithfully and diligently implement CSR management with the aim of achieving the sustainable growth of the Group and the broader society through urban development.