

For the Mitsubishi Estate Group, CSR is epitomized by the Group's Mission, which is to help create a truly meaningful society by working to build attractive, environmentally sound communities where people can live, work and relax with contentment.

We put the Mitsubishi Estate Group Code of Corporate Conduct into practice on a daily basis and pursue a management strategy integrated with CSR to achieve our long-term vision. By doing so, we aim to completely integrate contribution to society and corporate growth and enhance corporate value in the fullest sense of the term.

The Spirit of Mitsubishi: The Three Principles

Shoki Hoko

Corporate Responsibility to Society

Strive to enrich society, both materially and spiritually, while contributing towards the preservation of the global environment.

Shoji Komei

Integrity and Fairness

Maintain principles of transparency and openness, conducting business with integrity and fairness.

Ritsugyo Boeki

Global Understanding through Business

Expand business, based on an all-encompassing global perspective.

The Mission of Mitsubishi Estate Group

We contribute to society through urban development.

By building attractive, environmentally sound communities where people can live, work and relax with contentment, we contribute to creating a truly meaningful society.

The Mitsubishi Estate Group Code of Conduct

In order to carry out the Group Mission, we pledge to observe the following Code of Conduct.

We will act with integrity.

We will base our conduct on laws and ethics, and always reflect with humility upon our behavior, valuing our communication with society and placing priority in our corporate activities on earning trust through fairness and transparency.

We will strive to earn the trust of our clients.

We will approach all objectives from our clients' point of view, providing safe and reliable products and services, and make information available as appropriate.

We will strive to create a vibrant workplace.

While aiming at personal growth, we will respect the human rights and the diversity of opinion of others, and increase our creativity and professionalism while displaying our collective strengths as a team.

Mitsubishi Estate Group Guidelines for Conduct



A Love for People
Forever Taking on New Challenges

Formulated: December 1, 1997 / Revised: August 1, 2002 / Revised: January 1, 2006

Operational Framework for CSR

Mitsubishi Estate takes an active, group-wide approach to CSR. The Group's CSR Committee is chaired by the company president and ensures group-wide implementation of CSR. The Compliance Subcommittee and the CSR & Environmental Sustainability Subcommittee serve as forums for detailed discussion to prepare for CSR Committee meetings.

CSR Committee

The CSR Committee, chaired by the company president and made up of executives in all business fields, including the major Group companies, discusses and shares information on issues related to CSR at the Mitsubishi Estate Group. In addition to two regular meetings a year, the committee also meets on an ad hoc basis.

Compliance Subcommittee

CSR & Environmental Sustainability Subcommittee

These subcommittees, made up of department managers in all business fields, discuss issues related to compliance and to implementation of environmental management.

Committee Secretariat: Legal & Compliance Department and CSR & Environmental Sustainability Department, Mitsubishi Estate



A Love for the City

The Mitsubishi Estate Group

2020 Long-term Vision

BREAKTHROUGH 2020

Orchestrating Comfortable Cities for the Future— We Create Ideal Urban Environments Worldwide

We have identified the following five values and five actions to articulate what we stand for and guide our actions as we pursue our mission and work to achieve our long-term vision.

Five Values	Five Actions	Page
Innovative	Continue to take on challenges as an innovative urban developer	P12
Eco-conscious	Aim for sustainable growth through advanced environmental initiatives	P18
Customer-oriented	Always think about customer value from a customer perspective	P24
Global	Develop human resources, structure and businesses suitable for global operations	P28
As One Team	Unite as one team and strive to realize BREAKTHROUGH 2020	P30

Medium-term management strategy (2014-2016)

Aiming for 3 years of growth in corporate and asset value

Business themes

- Strengthen urban and business development
- Take advantage of the strength of the group to provide solutions and services and to strengthen the value chain

Group-wide themes

1. Reinforce asset portfolio management and management structure
2. Business portfolio management
3. Group-wide management
4. Human resources development and deployment
5. Risk management and compliance
6. Environmental initiatives
7. Creation of vibrant workplaces and corporate culture

Overview of CSR Committee meetings held in fiscal 2013

First meeting (July 2013, regular meeting)

- Progress of Mitsubishi Estate Group's CSR initiatives and guidelines for future initiatives
- Fiscal 2012 compliance activities and plan for fiscal 2013 compliance promotion activities, other

Second meeting (February 2014, regular meeting)

- Mitsubishi Estate Group's response to restaurant menu labeling incidents
- Earthquake restoration support activities, other

The following two external experts participate as advisors in the regularly scheduled CSR Committee meetings.

Iwao Taka, Ph.D.

Professor, Faculty of Economics and Business Administration, Reitaku University, and Professor, School of Economics and Business Administration, C. Hiroike Graduate School, Reitaku University

Setsuko Egami

Professor, Faculty of Sociology, Musashi University

Mitsubishi Estate Group's Relationships with Stakeholders

The Mitsubishi Estate Group's business is built upon the foundation of its relationships with a wide variety of stakeholders, including customers, shareholders, local communities, government and local authorities, business partners, and executives and employees and their family members.

Business activities in urban development involve many stakeholders by their very nature, and the Mitsubishi Estate Group has the responsibility to pursue its business activities while living up to the trust placed in it by these stakeholders. The Group holds dialogue with stakeholders in various formats, and carries out many programs to reflect these opinions in its management.



Globally, populations are becoming more urban, birthrates are declining and demographics are graying. There is also a growing appeal for smart urban planning that ensures resilience in the face of natural disasters. Addressing these vast social changes, the Mitsubishi Estate Group takes the long view in its business.

The Group analyzes social trends in urban planning and the various problems facing society, and then identifies the opportunities and risks with the most materiality for the Group. Its various businesses then work together across the value chain to help build the sustainable society of the future, seeking to achieve long-term growth for the Group by making significant social contributions.

Social and environmental trends

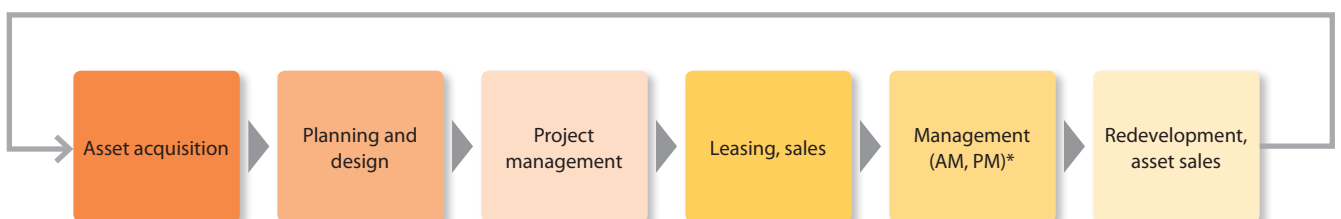
- Global population growth and urbanization
- Declining birth rate and aging society in Japan, as well as decline in the working-age population
- Women's social advancement and diversification of working styles
- Aging infrastructure and growing need for safety and security
- Intensifying competition among Asian cities
- Creation of a global digital network
- Development of technology capable of replacing human labor
- Emergence of a global community that is active 24 hours a day
- Growing corporate influence and development of citizen sector
- Expanding influence of generation with acute social sensitivities
- Need for rejuvenation of community vitality
- Rising resource and energy prices
- Increasingly visible signs of climate change
- Shortages of water resources and food
- Heightened concerns over sustainability of biodiversity and resources

Material opportunities and risks

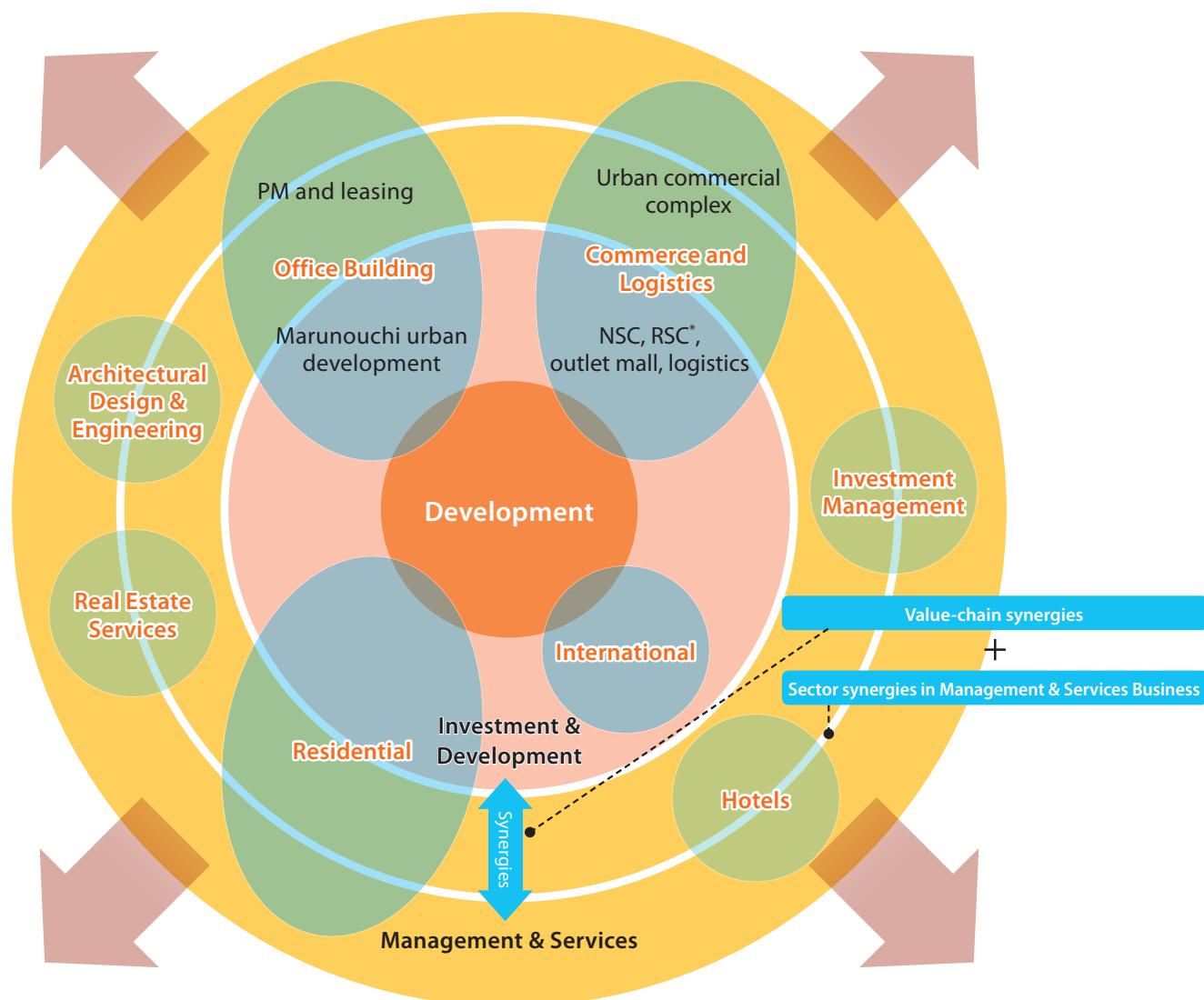
- Improvements in external environment including upturn in rents and lower vacancy rates due to Tokyo's winning bid for the 2020 Olympic and Paralympic Games
- Rise in real estate prices due to ongoing economic recovery in Europe and the U.S.
- Growing demand in real estate market in Asian countries
- Energy conservation and greater use of renewable energy
- Response to changing social conditions, such as declining birth rate and aging society
- Ongoing trend of higher construction costs
- Possibility of diminished presence for Tokyo as a result of the emergence of other Asian cities
- Impact of disasters in Tokyo metropolitan region

Reinforcing the value chain

- Create customer-oriented value by integrating our properties and services
- Provide optimal services to create and support ideal urban environments
- Work steadily to create a wide network and loyal fan base of the Mitsubishi Estate Group



* AM: Asset management
PM: Property management



* NSC: Neighborhood shopping complex
RSC: Regional shopping complex

Major Group Companies (as of July 1, 2014)

Building Business

Sunshine City Corporation
Mitsubishi Estate-Simon Co., Ltd.
Yokohama Sky Building Co., Ltd.
Tokyo Kotsu Kaikan Co., Ltd.
Mitsubishi Jisho Property Management Co., Ltd.
Hokuryo City Service Co., Ltd.
Mitsubishi Jisho Retail Property Management Co., Ltd.
IMS Co., Ltd.
Yuden Building Kanri Co., Ltd.
Grand Parking Center Co., Ltd.
Tokyo Garage Co., Ltd.
Marunouchi Heat Supply Co., Ltd.
Ikebukuro District Heating and Cooling Co., Ltd.
O.A.P. D.H.C. Supply Co., Ltd.
Minato Mirai 21 D.H.C. Co., Ltd.
Marunouchi Direct Access Limited
Marunouchi Hotel Co., Ltd.

Residential Business

Mitsubishi Jisho Residence Co., Ltd.
Mitsubishi Estate Home Co., Ltd.
Mitsubishi Estate Housing Components Co., Ltd.
Prime Truss Co., Ltd.
Izumi Park Town Service Co., Ltd.
Mitsubishi Jisho Community Holdings Co., Ltd.
Mitsubishi Jisho Community Co., Ltd.
Mitsubishi Jisho Marubeni Residence Services Co., Ltd.
MT Community Staff Co., Ltd.
Hokkaido Benny Estate Co., Ltd.
Higashinihon Kaihatsu Co., Ltd.
MEC Urban Resort Tohoku Co., Ltd.
Towa Nasu Resort Co.
Sakura Golf Development Co., Ltd.
MEC eco LIFE Co., Ltd.
Ryoei Life Service Co., Ltd.
Tsunagu Network Communications, Inc.

International Business

Rockefeller Group, Inc.
Mitsubishi Estate New York Inc.
Mitsubishi Estate London Limited
Mitsubishi Estate Asia Pte. Limited
Mitsubishi Estate (Shanghai) Ltd.

Investment Management

Mitsubishi Jisho Investment Advisors, Inc.
Japan Real Estate Asset Management Co., Ltd.

Architectural Design and Engineering

Mitsubishi Jisho Sekkei Inc.
MEC Design International Corporation

Hotel Business

Royal Park Hotels and Resorts Co., Ltd.
Yokohama Royal Park Hotel Co., Ltd.
Tohoku Royal Park Hotel Co., Ltd.
Royal Park Hotel Management Co., Ltd.
Royal Park Hotel Co., Ltd.

Real Estate Services

Mitsubishi Real Estate Services Co., Ltd.
Mitsubishi Jisho House Net Co., Ltd.

Other

MEC Human Resources, Inc.
MEC Business System Solutions Co., Ltd.
Keiyo Tochi Kaihatsu Co., Ltd.
Tokyo Ryutsu Center Inc.

In order to help build the sustainable society of the future, the Group must identify the issues it is best positioned to address and ensure that its business operations help provide the needed solutions. It is also requisite that the Group move steadily ahead with these initiatives and faithfully report the results to the public.

The Mitsubishi Estate Group has been holding a series of discussions with stakeholders to select the key CSR themes that the Group should address over the medium to long term.

Process of selecting important CSR themes

STEP 1

Select themes to be evaluated

In addition to the 46 material aspects laid out in the fourth edition of the GRI Guidelines (G4), we also considered aspects specific to the Group in light of social problems, the Group's strategies and business environment, and selected potentially important CSR themes. After identifying the boundaries or scope of influence for each, we shared the evaluation method group-wide.

STEP 2

Initially evaluate important themes

We assessed the potential important CSR themes selected in step 1 in terms of their materiality to the Group through internal discussion and questionnaires to managers, and devised tentative theories on their relevance to stakeholders.

Working group for selecting key CSR themes formed (May 2014)

A working group was formed to consider the issues with the most materiality to the Group. With the CSR & Environmental Sustainability Department serving as the secretariat, members were chosen from relevant divisions, particularly the Corporate Group, and they discussed important CSR themes from various perspectives.



Questionnaire given to stakeholders (from June 2014)

In order to reflect public opinion, approximately 70 stakeholders with strong ties to the Group, including customers, business partners, shareholders and investors, were asked to fill out a questionnaire and assess the importance of the respective themes.

Web-based questionnaire

Questionnaire form (Japanese, English)



Yoshiaki Okada
General Manager,
CSR & Environmental
Sustainability Department
Mitsubishi Estate Co., Ltd.

Fostering capacity to consider social and environmental issues

In today's increasingly interconnected world, neither companies nor individuals can face social and environmental problems with indifference. The definition of corporate social responsibility has expanded to include the creation of shared value through core businesses. At the Mitsubishi Estate Group, we identify CSR themes with materiality for the Group through dialogue with stakeholders, aiming to address social and environmental issues head-on in all of our businesses. In doing so, we strive to integrate business operations with CSR using the PDCA management cycle. Our corporate brand slogan, "A Love for People, A Love for the City," is naturally deepening into a commitment to social and environmental issues, as well.

STEP 3

Reflect public opinions

In order to reflect a broad range of public opinion, we gave a questionnaire to stakeholders on the importance of the potential important CSR themes. We also conducted individual interviews with external experts and dialogues with top management (roundtable discussions). This deepened understanding of the relevance of each theme from stakeholders' perspective.

STEP 4

Finalize key themes

The themes with the most materiality are decided based on the questionnaire results and stakeholders' opinions (planned for September 2014). After they are selected, implementation systems are set up for each theme, specific action plans and key performance indicators are set, and initiatives are developed further in the PDCA cycle.

Interviews with experts and dialogues

Four experts in each field were interviewed individually to obtain a panoramic perspective on key CSR themes. In July 2014, three experts were invited to hold discussions with three Mitsubishi Estate managers (we plan to report on this in more detail in the 2015 CSR Report).



Theme: What are the important issues in the Mitsubishi Estate Group's implementation of CSR?

Date: July 30, 2014 (Wednesday)

Experts participating (no particular order)

Iwao Taka, Ph.D. (Mitsubishi Estate CSR Committee external advisor)
Professor, Faculty of Economics and Business Administration, Reitaku University, and Professor, School of Economics and Business Administration, C. Hiroike Graduate School, Reitaku University

Mariko Kawaguchi Chief Researcher, Research Division of Daiwa Institute of Research Ltd.
Chief Executive, Japan Sustainable Investment Forum

Ryuichi Horie Principal, CSR Design Green Investment Advisory, Co., Ltd

Experts participating

Hiroataka Sugiyama, President & CEO

Yutaka Yanagisawa, Deputy President

Junichi Yoshida, Senior Executive Officer

Facilitator

Takehiko Mizukami, CSV/Shared Value Consultant, Cre-en Inc.