

Activity Report

Communicating with Clients

■ "Five Eyes" to create quality residences

Mitsubishi Jisho Residence Co., Ltd. strives to ensure the quality of its residences and provide prestigious condominiums that give customers a comfortable standard of living and peace of mind. The Company uses "Five Eyes," a unique quality management standard used to ensure the quality of residences from various perspectives, to ensure that all customers continue to feel the same joy in their home, particularly as the purchase of a condominium is a satisfaction that should last a lifetime.

The Five Eyes are Check Eyes, Eco Eyes, Custom Eyes, Life Eyes and Community Eyes.



CHECK EYE'S

Check Eyes**Commitment to solid building quality**

Mitsubishi Jisho Residence checks quality from the design stage until after the move-in date and discloses information to customers in order to give residents a secure and comfortable lifestyle.



ECO EYE'S

Eco Eyes**Commitment to supporting affordable, pleasant, environmentally responsible lifestyles**

The company enhances environmental performance in condominiums with a range of approaches, such as offering features to raise the heat insulating effect, introducing eco-friendly appliances and making lifestyle proposals.



CUSTOM EYE'S

Custom Eyes**Commitment to providing homeowners with the pleasure of designing their own living space**

The company provides a wide range of services for each property by offering total coordinating by experts and giving the customer color choices and options to make creating their own home even more enjoyable.



LIFE EYE'S

Life Eyes**Commitment to safety and security to protect customers' lifestyles**

Mitsubishi Jisho Residence provides fire prevention and crime prevention measures based on the key words "protect," "monitor," and "prepare."



COMMUNITY EYE'S

Community Eyes**Commitment to prosperous, refined lifestyles throughout the lifespan**

Customers' lifestyles are supported through post-purchase services and management services in order to ensure that they can live in permanent security.

Mitsubishi Jisho Residence consistently follows the Five Eyes standards, which informs every aspect of The Parkhouse condominiums it develops, so that customers can always feel pride and happiness in their homes.

■ Introduction of NPS scheme to visualize customer satisfaction

Condominiums are a major lifetime purchase for the customer. Mitsubishi Jisho Residence has introduced the Net Promoter Score (NPS), a method of visualizing customer satisfaction, to ensure long-term customer satisfaction after the move-in date, not just before purchase. A questionnaire is given at each phase—the initial stage, contract conclusion, transfer, after service in first year and second year of residence—in which customers are asked to measure the degree to which customers would recommend the property and give reasons. The results are used as feedback for the relevant divisions. Occasionally, the company receives harsh opinions, but these are also shared with all project members, who use them as a valuable resource in its efforts to further boost customer satisfaction.

■ Eyes Plus to reflect customer opinions in products

Mitsubishi Jisho Residence's aspiration is to listen to customers' views and develop products that will truly delight them. The company launched Eyes Plus in June 2013 to give shape to this goal.

Eyes Plus is a program that ensures customer opinions are utilized in product development. Customer opinions obtained through various channels, such as interviews, questionnaires, views submitted to website columns, and opinions given after service visits and from the sales floor, are reflected in product development. These activities are based in the Eyes Plus Lab, the company's product development research lab. Actual products are created by combining customer opinions with professional expertise. The lab also serves as a venue for communication with customers by offering exhibitions of completed products and round-table talks examining prototypes.

Customers' perspectives are already being reflected in actual products. For example, Eyes Plus Kitchen, a kitchen design based on feedback from the Eyes Plus program, has already been implemented at number of properties, including The Parkhouse Yokohama Shinkoyasu Garden, which celebrated its grand opening in November 2013.



Eyes Plus Kitchen, launched in June 2013



Eyes Plus Shoe Storage, launched in April 2014

■ *sumai LAB*, a site for mutual communication, holds competition on lifestyle ideas and planning

MEC eco Life conducts research and makes proposals on the environment and design of The Parkhouse, a line of built-for-sale condominiums offered by Mitsubishi Jisho Residence. A competition for ideas on condominium lifestyle planning and designs was held in which scenarios and sketches depicting appealing lifestyles from the consumers' perspective were solicited.

Submissions based on the theme "richness of living together in a community" began to be accepted in July 2013 at *sumai LAB*, a web site created by MEC eco Life to facilitate interactive communication with customers, and via other channels. This attracted ideas on lifestyles from many different perspectives, such as communities that value personal ties in light of lessons learned from the Great East Japan Earthquake, as well as relationships in housing complexes as a distinct lifestyle model. In October 2013, seven winning entries were announced out of the 113 entries, including the grand prize-winning entry entitled "Desk Island." MEC eco Life will continue working to foster mutual communication and devise products that satisfy customers.

■ Preparing *Users' Smart Guide*

Mitsubishi Estate House Net Co., Ltd. has been providing the *Users' Smart Guide*, a guidebook for residents of its rental condominiums, since June 2012. The company distributes the guide to residents, primarily at the PARK HABIO condominiums, which were completed in and after October 2012. It is a single volume with the information deemed the most important based on the urgency and frequency of call center inquiries across topics.

The guide includes a variety of helpful information, such as a move-in checklist, an outline of move-in procedures, and basic rules for living in a rental condominium. It also covers maintenance methods, what to do when having problems, crime and fire prevention, and how to stay calm in an emergency.

This handbook has been enthusiastically received by residents for its easy-to-understand style and illustrations.



Users' Smart Guide

■ Voting for "best hotelier," going beyond job categories

The management philosophy at Royal Park Hotel Co., Ltd. is "best for the guest." The hotel believes that its value lies in valuing each and every encounter and providing a warm reception to each individual guest.

The Royal Park Hotel asked its customers to vote for the "best hotelier"—the staff whose memory remained with them—to commemorate the 25th anniversary of their founding in June 2014. In fiscal 2013, the vote was held three times and three staff members were chosen as "best hotelier."

Although some hotel staff have little opportunity to interact with customers, all staff were eligible for this vote to inspire the sense that all staff are working together to mark the 25th anniversary. In both the first and second rounds, a member of the kitchen staff won the vote for

outstanding ingenuity with food ingredients, and in the third round a banquet service staff member won.

This was a good opportunity to deepen communication with customers, and also served to raise staff motivation, gave staff an awareness of the aspects that customers most appreciated and created a mutual understanding of operations going beyond divisions and job categories. This program helped to refine hospitality as the Royal Park Hotel heads into another 25 years of outstanding service.

■ Aiming to raise customer satisfaction with architectural design and engineering operations

Mitsubishi Jisho Sekkei Inc. strives to raise customer satisfaction as part of its ISO 9001 quality management system. The company has compiled a list of "don'ts" in architectural design and engineering operations, and shared this information via intranet. In addition, review meetings are held for each project so that customer requests can be addressed across the company. Questionnaires are given to customers on the managers' manners and the design's quality and substance at each stage, from sales to completion, and this has raised customers' assessments.

■ Responding to problems with ingredients used and menu presentation at Royal Park Hotels

In November 2013 and April 2014 it was discovered that the ingredients being used in certain dishes were not accurately represented on menus at four hotels of the Royal Park Hotel Group. The Group sincerely apologizes for the trouble this incident caused to customers and everyone involved.

The Royal Park Hotel Group apologized and responded sincerely to the customers involved while reporting the matter promptly to Japan's Consumer Affairs Agency. In order to prevent similar problems from happening, it increased the rigor of the menu editing process, ensured that employee education was thorough, and took measures to establish a monitoring system for the Group.

Activity Report

Safe and Secure Urban Development

■ Implementation and updating of comprehensive emergency plans and establishment of *Framework of Anti-Disaster Measures*

Mitsubishi Estate has a long history of disaster prevention measures, starting with the 1923 Great Kanto Earthquake, when Mitsubishi Goshi Kaisha, as the company was then known, distributed drinking water and meals at the former Marunouchi Building and its environs and set up an emergency medical center. Ever since, for more than 90 years, Mitsubishi Estate has been holding comprehensive emergency drills every September with the participation of all of its executives and employees and many others from Group companies and other parties.

In 1981, Mitsubishi Estate prepared a disaster prevention manual, *Framework of Anti-Disaster Measures*, to ensure that necessary measures are taken to preserve human life and infrastructure in the event of a natural disaster, such as a major earthquake, fire or other emergency, and to take appropriate and prompt recovery measures. The manual is updated in an ongoing manner.

The manual includes items such as standard precautionary measures and assignment of divisions' and other organizations' responsibilities, plans for disaster prevention education and emergency drills, a storage system for food and equipment, a plan for prompt emergency steps and recovery measures in the event of a disaster, and a plan for emergency measures and recovery measures in the event of cautions and warnings of a Tokai earthquake.

In the event of a disaster, a Disaster Countermeasure Committee will be set up, chaired by the president, to take steps in accordance with the *Framework of Anti-Disaster Measures*. In addition, an emergency system has been prepared to ensure the whole company works as one in the event of a

disaster to respond to emergency situations. When the Great East Japan Earthquake struck in March 2011, the whole company responded smoothly and appropriately in line with the procedures in the manual.

■ Prompt building assessments and restoration after disasters

When major disasters such as earthquakes occur, a prompt response with building assessments and restoration work is essential. In addition to the specialized engineering staff at Mitsubishi Jisho Sekkei Inc., Mitsubishi Estate has built a cooperative system with construction companies to reinforce its efforts to ensure the safety and security of tenant companies and visitors.

The Mitsubishi Estate Group owns and manages many large buildings in the Marunouchi area and other districts. Accordingly, the Group has built a system in which many construction companies provide support with repair work, such as daily building maintenance. Utilizing the strengths unique to the Mitsubishi Estate Group, which has the advantage of specialized engineering staff posted in its buildings, the Group has developed a system for prompt building assessment and reconstruction in the event of a disaster, based on the cooperative relationships it builds on a daily basis.

Specifically, the Group works with a total of 22 construction companies so that it can respond in the event of a disaster with emergency safety checks of buildings (inspections of building exterior, areas at risk of fire and important equipment), emergency repairs to ensure building safety, inspections to assess damage to the building and its equipment, drafting of disaster recovery plans and provision of emergency response equipment, all without impeding companies' BCP programs.

Major emergency drill held utilizing stamp books

Mitsubishi Jisho Community Co., Ltd., which manages built-for-sale condominiums, held a large-scale emergency drill using stamp books in September 2013 at the Belista Higashi-Yodogawa Daido condominium complex in Osaka.



Firefighting drill using fire extinguishers

Since this was the first disaster drill held at this large-scale complex, which is home to many families, the company made it easy for participants by giving them stamp books that they could fill up at each stage of the drill, which also fostered a sense of community among residents. The drill aimed to strengthen ties among participants while practicing firefighting procedures using water extinguishers and resuscitation using AED.

The participants, a total of about 400 people from 140 households, lauded the training for providing a fun way to practice disaster drills. This event succeeded in creating the awareness that the management company and residents come together as a team to create a sense of security and safety in a condominium.

■ Sheltering stranded commuters in the event of a major disaster

In the event of a major disaster, many commuters are likely to be stranded in central Tokyo. In line with our view that safe and secure community development is our social responsibility, we voluntarily took in stranded commuters at Mitsubishi Estate buildings in 2011 when the Great East Japan Earthquake occurred. In order to enhance our disaster measures even further in affiliation with the community, we concluded a formal agreement with Chiyoda Ward in August 2012 to take in disaster victims in the event of a major disaster.

In the agreement, Chiyoda Ward designates buildings that will serve as temporary shelters to provide support for people affected by a disaster. Also under the agreement, we have borrowed Multi-Channel Access (MCA) wireless devices from Chiyoda Ward so that we can keep in close contact with the ward in the event of a disaster. Using the buildings designated as temporary shelters, Mitsubishi Estate will bring the entire area together to help stranded commuters.



Stranded commuters sheltered after the Great East Japan Earthquake

■ Revisions to BCP initiatives

In October 2006, the Mitsubishi Estate Group created the Guidelines for the Mitsubishi Estate Group's Business Continuity Plan as part of its efforts to establish a business continuity plan (BCP) to prevent any interruption of important operations in the event of a disaster or accident and rapidly resume important functions in the event that these operations are unavoidably interrupted. In December 2012, responding to lessons learned in the Great East Japan Earthquake, Mitsubishi Estate established its *Business Continuity Plan Document* and drafted the *Mitsubishi Estate Group Guide to Preparing a Business Continuity Plan Document* for its Group companies. These documents are regularly reviewed and updated to enhance their conformity with the *Framework of Anti-Disaster Measures*. Maintaining daily readiness using a PDCA cycle approach, we ensure that we are prepared to ensure the safety of Mitsubishi Estate Group customers and employees. We will continue to improve the BCP to fulfill our social responsibilities.

■ Building safety management initiatives

Mitsubishi Estate has established a Building Safety Management Office in its Office Building Management Department to carry out daily checks and safety inspections in all of the buildings that the Group manages nationwide, working closely with Group companies such as Mitsubishi Jisho Property Management. The office also takes an integrated approach to managing information and activities at each site, such as safety inspections and renovations, and shares information on accidents within the Group, providing guidance and support as needed.

This office compiles information on accidents at buildings, including those not managed by the Group, examines the causes, and promptly determines whether countermeasures should be taken. In light of experience gained in the Great East Japan Earthquake, the company is re-examining its safety measures to ascertain which issues are being properly addressed and which should be enhanced or reviewed for further improvement to ensure an even higher level of safety. In order to prevent accidents, Mitsubishi Estate has devised the Building Safety Design Guidelines, its own standards that are more rigorous than Japan's Building Standards Act and other regulations, to ensure safety from the design stage. These guidelines are updated regularly.

■ More AEDs added to buildings

The disaster control centers in each of Mitsubishi Estate's buildings have been equipped with automated external defibrillators (AEDs) since 2004 to ensure readiness in the case of emergencies. Since March 2009, as use of AEDs has become more common, the company has provided additional AEDs for the entrance lobbies and other places in its buildings so that tenants and visitors can access them easily. We will continue to install them as new buildings are completed.

Responsible Information Provision for Everyone

■ Building signage planning and universal design

Town and building signage must be easy for everyone to understand, even at first glance. Accordingly, Mitsubishi Estate has created a *Sign Design Book* and applied it to install standardized signage on the inside and outside of its buildings, primarily in the Otemachi, Marunouchi and Yurakucho district. The company takes care to create informational signs with color and design concepts that make them very easy to understand. Since 2010, the company has been installing signage for the underground passageways and facilities to provide clearer guidance.

Mitsubishi Estate has also been proactive in installing signage in multiple languages. Based on the findings of a survey that 70% of tourists in Japan speak Chinese or Korean, signs along Marunouchi Naka Dori Avenue in particular are written in Chinese and Korean, as well as Japanese and English. The signage at the entrance of buildings in the Otemachi, Marunouchi and Yurakucho district displays the building name in four languages.

Through efforts like these, we work to ensure that all visitors can enjoy walking through the district with peace of mind.



Multilingual map

Area guide sign

■ Responsible advertising activities

Mitsubishi Jisho Residence Co., Ltd. has prepared a *Real Estate Advertising Production Manual* and revises it as necessary. This manual explains advertising rules for real estate such as the Fair Competition Code for Real Estate Representation and the Fair Competition Code on Restrictions on Premium Offers in the Real Estate Industry, while organizing it so that it is tailored to actual operations. This manual explains ways of handling various cases, given cases experienced thus far, in a succinct and easily applicable manner.

This manual is used not only as a guidebook for advertising production and sales, but also as a reference enabling people working in the real estate industry to act independently in accordance with high ethical standards. Mitsubishi Jisho Residence ensures that its staff never betray trust by conveying anything that might give the customer unrealistic expectations or by concealing information that could be disadvantageous to the customer.