

## Urban development together with society

Safe and secure urban development through both physical and social infrastructure advancement together with the local community

### Objectives

- We will strive to create communities in which people can live, work and relax in safety and security, with thoughtful consideration of disaster response and barrier-free systems.
- We will work to develop communities conducive to raising children and in which the elderly can live comfortably.
- We will communicate with the local communities involved in our main businesses, ascertain the impact of our business activities on human rights and the environment, and respond appropriately.

### Key performance indicators

- KPI 1** Deepen disaster prevention measures through a system for healthcare collaboration in the event of a disaster and use of neighborhood disaster prevention groups
- KPI 2** Number of buildings that are to take in stranded commuters or serve as tsunami evacuation sites under agreements with local government authorities
- KPI 3** Number of buildings recognized as barrier-free under Barrier Free Law
- KPI 4** Number of participants in seminars and events held by community development groups
- KPI 5** Number of participants in "Experience Nature" Projects (single year/cumulative)

# Urban development enables to live, work and relax—securely

## Holding disaster response drills in private-public collaboration

KPI 1

Mitsubishi Estate is carrying on its long history of disaster prevention measures, which started 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

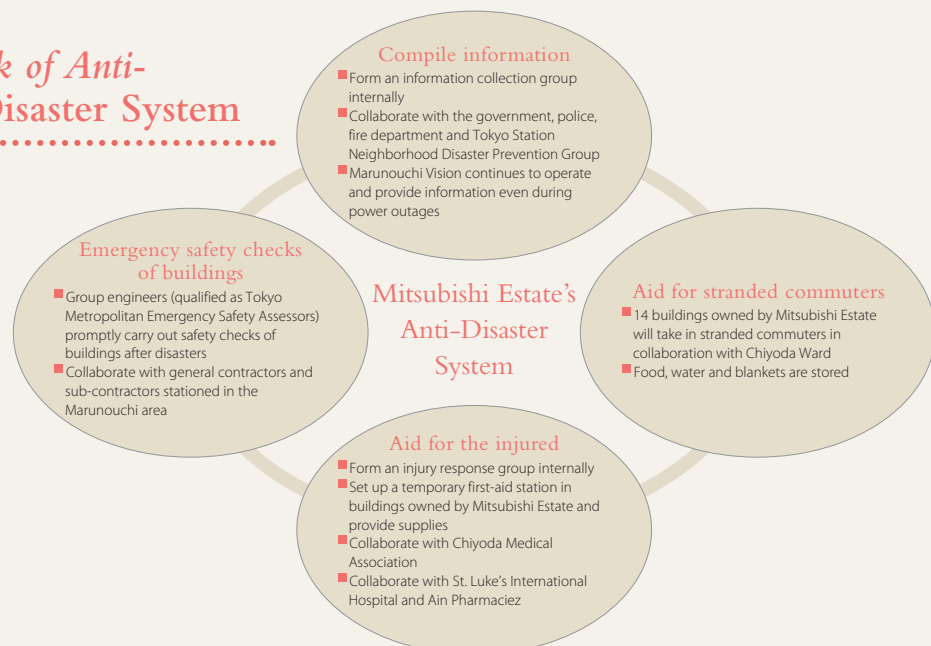


### Implementing a drill on healthcare collaboration in event of a disaster

About 70 people took part in a drill on healthcare collaboration in the event of a disaster, held with the Chiyoda Medical Association and Tokyo Station Neighborhood Disaster Prevention Group. This included about 30 doctors and nurses from the Association. Doctors gave lectures, and participants learned a series of disaster-response methods such as how to carry injured people to the temporary first-aid center, triage and provide first-aid.

## Mitsubishi Estate's Framework of Anti-Disaster Measures and Anti-Disaster System

Mitsubishi Estate prepared the *Framework of Anti-Disaster Measures* to ensure that necessary measures are taken to protect human life and infrastructure in the event of a natural disaster or other emergency and to take appropriate and prompt recovery measures. The manual covers a wide range of measures in a detailed manner, including standard precautionary measures, assignment of responsibilities, plans for drills, plans for emergency measures in the event of a disaster and recovery measures. The Anti-Disaster System is put into action when a large-scale disaster occurs or is expected to occur. All employees then become first-responders as disaster response staff, and then promptly (1) collect information, (2) confirm the safety of buildings, (3) help injured people and (4) respond to stranded commuters.



# ling people safely and

## Supporting condominium management associations' emergency drills

The need to prepare and reinforce disaster response has heightened since the Great East Japan Earthquake struck in March 2011. Mitsubishi Jisho Community Co., Ltd. and Mitsubishi Jisho Residence Co., Ltd. work together at the request of condominium management associations to hold comprehensive emergency drills premised on survival after a disaster. In practicing assembly of the manhole toilets stored in the disaster prevention warehouse, for example, the drill participants confirm the manhole that would actually be used. Residents even practice using coagulants on the assumption that drainage pipes won't be available. By carrying out training that covers a wide range of potential scenarios, the Group helps to enhance the residents' ability to withstand a disaster.



executives and employees and many others from Group companies and other parties. In March 2014, the Company collaborated with the Chiyoda Medical Association and Tokyo Station Neighborhood Disaster Prevention Group in training on healthcare collaboration in the event of a disaster, providing support to stranded commuters and setting up volunteer centers. In September, the Company worked with St. Luke's MediLocus, a clinic with which an agreement for healthcare collaboration has been formed, as well as Ain Pharmaciez to carry out drills on medical activities in the event of a disaster.

In addition, Mitsubishi Jisho Sekkei Inc. and other group companies work together with local committees and NPOs to create space and communities along Marunouchi Naka Dori Avenue, which cuts through the center of the Otemachi, Marunouchi and Yurakucho district. In this way, the entire Mitsubishi Estate Group will strive to create safe and secure communities in which people can live, work and relax in Marunouchi, the heart of business in Japan where more than 230,000 people work.



### Implementing drills on supporting stranded commuters and setting up volunteer center

The Group collaborated with the Tokyo Station Neighborhood Disaster Prevention Group to implement drills on providing aid to stranded commuters and setting up a volunteer center. These practical drills were based on the Agreement to Receive Victims in the Event of a Large-Scale Disaster formed with Chiyoda Ward in August 2012.

Number of buildings that are to take in stranded commuters<sup>1</sup> or serve as tsunami evacuation sites<sup>2</sup> under agreements with local government authorities

KPI  
2

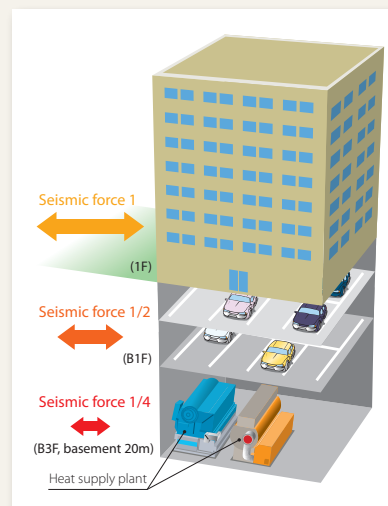
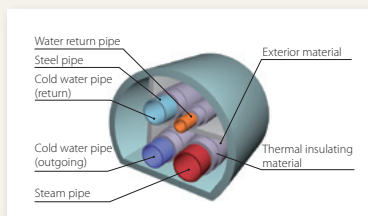
18 sites

1. 16 sites in Tokyo 2. 2 sites in Osaka

## District heating and cooling system resilient in the face of disasters

Marunouchi Heat Supply Co., Ltd. has not suspended its heat supply due to its own failures for the 37 years since it began providing district heating and cooling in 1976. The district heating and cooling plants are all underground, and at 20 meters underground, the seismic force is less than one-fourth of the above-ground impact. Moreover, the district heating and cooling pipes are laid in and protected by highly anti-seismic concrete culverts, and use full-penetration welding matching the standard at electric power plants. They are designed so that they will not be damaged even in an earthquake with a seismic intensity of more than seven, in keeping with government agency standards.

In addition, various measures are taken to prepare for a disaster, such as ensuring a prompt response in the event of a disaster by stationing a specialist technician 24 hours a day, building a recovery system, maintaining stable power by multiplexing the plant's power sources, and taking steps to prevent water from inundating the culverts.





## Working with partners on a wide range of community-building events

Mitsubishi Estate positions the Marunouchi area as a hub for community-building activities carried out together with other groups in the neighborhood, bringing together people from diverse backgrounds to participate in activities that provide opportunities for networking and learning.

Number of participants in seminars and events held by community development groups

**KPI 4** **6,217** people a year

### CSV business 3X3 Labo, a hub for interaction in the heart of Marunouchi

3x3 Labo, which opened in January 2014, holds dynamic events on consecutive days, serving as a hub for interaction and activities going beyond the boundaries of specific industries and sectors.



Interactive global museum

Café library

### Food Education Marunouchi Project

Mitsubishi Estate has held the Food Education Marunouchi Project together with local restaurant chefs since 2008. Held in Tokyo's Marunouchi, home to more than 350 restaurants, this event is themed around new approaches to food in an urban community.



Marunouchi Gramme Marché sponsored by Marunouchi Gramme Marché Committee (Marunouchi Building, Tokyo)

### Eco Kids Explorers and school visits, linking people to the community

This environmental education program for children has been run by three local community development groups that Mitsubishi Estate participates in since 2006. The hands-on program gives children a chance to learn by playing with tree-climbing events that get them out in nature, a mock marché event for kids, and fun scientific experiment classes.



Environmental Patrol around Tokyo Station (clean-up activities)



Uchimizu (Water Sprinkling) Project

### Uchimizu (Water Sprinkling) Project in Otemachi, Marunouchi and Yurakucho

The Council for Area Development and Management of Otemachi, Marunouchi, and Yurakucho (OMY Council), which Mitsubishi Estate chairs, works with other groups to form an executive committee and sponsors the Uchimizu (Water Sprinkling) Project in Otemachi, Marunouchi and Yurakucho. This project aims to help alleviate the heat island phenomenon by sprinkling water, a traditional practice to lessen the summer heat.

### Mitsubishi Estate serves as Secretariat of Otemachi-Marunouchi Town Council

Mitsubishi Estate has served as secretariat of the Otemachi-Marunouchi Town Council, formed by companies, organizations and stores in the Otemachi and Marunouchi area, since the Council was established in 1957. In addition to holding various social events designed to deepen ties between members, the Council plays a role in reflecting the members' collective wishes in government measures and in working with the government to maintain public peace, prevent disasters and enhance the environment. A sub-group of the Council, the Committee for Neighborhood Improvement in the Otemachi and Marunouchi Area, has carried out environmental patrols every month since 2002 to beautify the area around Tokyo Station.

### Morning University of Marunouchi and Marunouchi Proficiency Exam

The Morning University of Marunouchi is a community university providing classes in the morning in the Otemachi, Marunouchi and Yurakucho area on the theme "enjoy our mornings." Since it opened in 2009, over 10,000 people have studied here. In addition, the Marunouchi Proficiency Exam was held for the seventh time in 2014. This test encourages people to learn about the history and many facets of Marunouchi, a global business town.



Morning University of Marunouchi





# Urban development conducive to child-rearing and an aging population

## Marunouchi Summer School

Children commute with parents, and parents go to their offices while children go to summer school

Mitsubishi Estate opened the Marunouchi Summer School in August 2014 together with Alpha Corporation Inc. as part of its support for working parents. Children commuted to Marunouchi together with their parents, and while parents went to their offices, they went to summer school to enjoy their summer vacation experiencing simple scientific experiments, making art and practicing English conversation. With the shortage of daycare opportunities for school children, working parents struggle to occupy their children during their summer break, and this summer school was an attempt to address this problem. Mitsubishi Estate aims to help foster working environments that not only support women, but also fathers and parents with children in elementary school.

In the summer school session, companies in the Otemachi, Marunouchi and Yurakucho area provided programs such as English classes and food education, and also helped children make robots and name plates for their free-choice homework assignments.



My own "break and make" PC robot



Practicing paper marbling and making name plates

## Community project to support women's health

### Marunouchi Infirmary opened

As part of its Food Education Marunouchi project, Mitsubishi Estate opened the "Marunouchi Infirmary" nine times in fiscal 2014. This program gave health measurements and nutritional guidance geared toward women to complement regular health checkups. Over 1,000 working women, primarily in their 30s, participated, and feedback was very favorable.



Seminar on nutrition and health knowledge for women



Food counseling with a nutritionist while checking a questionnaire on eating habits

## Creating an "urban salon" in the middle of the business district to provide a pleasant space to socialize

The 1.2 kilometer Marunouchi Naka Dori Avenue extends right through the center of the Otemachi, Marunouchi and Yurakucho district, Japan's main business district, where about 230,000 people work. Since the 1990s, the public and private sectors have worked together to develop this area, in line with guidelines drawn up by the Advisory Committee on Otemachi-Marunouchi-Yurakucho Area Development, made up of the Tokyo Metropolitan Government, Chiyoda Ward, local councils and JR East Japan. Mitsubishi Estate has also worked to improve the landscape of Marunouchi Naka Dori, together with Mitsubishi Jisho Sekkei, and has implemented designs that make the roads and city streets better places for interaction. For example, sidewalks were widened. In addition, Mitsubishi Estate has made the area more accessible by eliminating differences in ground level at building entrances and exits and improving the slope of sidewalks as barrier-free measures. This initiative, which combines infrastructure improvements and area management activities, was recognized for its unified vision with the Good Design Award in fiscal 2014.



Number of buildings recognized as barrier-free under Barrier Free Law

**KPI 3** 8 buildings and projects

activities, was recognized for its unified vision with the Good Design Award in fiscal 2014.

# Cooperating with local communities



## “Experience Nature” Project brings together urban and rural communities

The Mitsubishi Estate Group established the Mitsubishi Estate Group Guidelines on Social Contribution Activities in April 2008. In that same period, members of Mitsubishi Estate’s CSR Department participated in a tour of villages facing the problem of aging and declining populations. These tours were held by the NPO Egao Tsunagete (which literally means “connecting smiles” in Japanese), established in 2001 with the aim of revitalizing rural communities through human networking. Empathizing with this NPO’s initiatives and activities, Mitsubishi Estate chose the village of Masutomi, Sutama-cho, located in Hokuto City in Yamanashi Prefecture, out of five potential locations, and this eventually led to the “Experience Nature” Project. Since then, the Company has

held a wide range of experience-based tours with the goal of making Japan a place where urban and rural communities recognize the problems they each face and help to revitalize on another. Mitsubishi Estate has also promoted events and programs that integrate local resources and the Group’s management resources to develop products such as homebuilding materials using timber grown in Yamanashi Prefecture forests and a *junmai-shu* sake named Marunouchi. In recent years, the Company has proactively undertaken projects tied to its business activities. Mitsubishi Estate will continue to support activities to foster ties between urban and rural communities and build a more sustainable society in collaboration with Egao Tsunagete’s programs that provide opportunities for city residents to interact with people in rural areas.



Use of wood grown in Yamanashi Prefecture forests

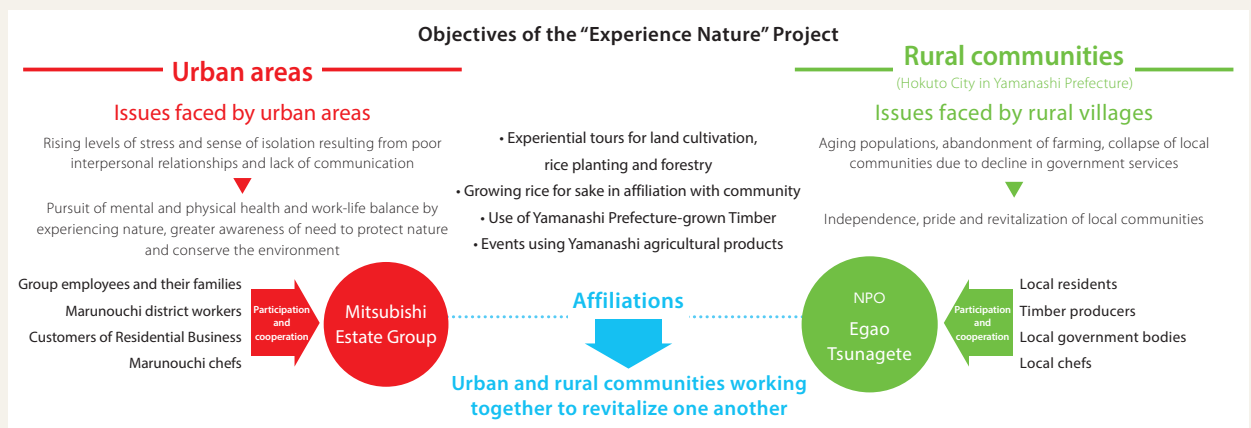


Marunouchi junmai-shu sake

KPI  
5

Number of participants in “Experience Nature” Projects

Single year: **459**  
Cumulative: **1,774**



## NPO Egao Tsunagete offers a wide range of programs to link urban and rural areas

The NPO Egao Tsunagete, established in 2001, raises rice and vegetables on the Egao Farm, farmland cultivated by volunteers from urban areas. The NPO also runs programs fostering interaction between cities and rural areas such as its Green Tourism project, which primarily promotes exchanges between Yamanashi Prefecture and Tokyo. These programs have earned high marks, and in 2014 alone won three major awards: a special prize at the Ninth Ecotourism Awards, grand prize in the “food bridge” category in the 43rd Japan Agriculture Awards and grand prize in the Second Nikkei Social Initiative Awards.



Hisashi Sonehara, Director of NPO Egao Tsunagete



Nikkei Social Initiative Awards

## Labeling correction for agricultural products grown by Egao Tsunagete

Agricultural crops grown by the NPO Egao Tsunagete had previously been labeled with the notice that no pesticides or chemical fertilizers were used during the growing period, but it was discovered that this labeling was inappropriate because the culture soil

used to grow the seedlings of rice and some vegetables included chemical fertilizers. Similarly, since the junmai-shu sake Marunouchi used this group’s rice for sake, its labeling was not accurate. We deeply regret any inconvenience this may have caused.

Initiatives to support reconstruction following the Great East Japan Earthquake

## Supporting producers in the Tohoku area with Rebirth Tohoku Food Project



The Mitsubishi Estate Group has worked with the Marunouchi Chef's Club\* since November 2011 to administer the Rebirth Tohoku Food Project. This project supports the food and food brands of the Tohoku area, which was severely damaged in the Great East Japan Earthquake, and aids the economic recovery of the area. The Group highlights the appeal of foods from the affected regions by developing new products and menus and

holding the Reconstruction Marche, and continues to disseminate information and cultivate networks to support the Tohoku area's recovery.

\* The Marunouchi Chef's Club was formed in February 2009, coordinated by Mitsubishi Estate, as a project to make proposals and spread information about food with participation from 26 chefs working in the Marunouchi area with expertise in Japanese, French, Italian and Asian cuisines.

### Eat Healthily Tohoku Project

One of these initiatives is the Eat Healthily Tohoku canned food series, original canned products developed jointly with Tohoku area chefs and local marine processing companies in Ishinomaki and Kesennuma. The two types of canned goods in the first series, launched in March 2014, earned high acclaim, winning the Fiscal 2014 Good Design Award and the Japan Management Association's KAIKA Project Special Award. In March 2015, the second series of original canned goods was launched. Events were held in the Maru Cube and in the Marunouchi Café Ease on the first floor of the Marunouchi Building.

The Mitsubishi Estate Group will continue to implement these initiatives linking Marunouchi and the regions affected by the earthquake.



Tasting event



Swordfish in Kesennuma, which boasts the largest catch in Japan



### Second series of Eat Healthily Tohoku original canned food series

The second series of original canned goods developed for the Eat Healthily Tohoku project was launched in March 2015. Created with the cooperation of marine processors in Ishinomaki and Kesennuma, located along the coast of Miyagi Prefecture, these two products were a cream stewed coho salmon produced in Ishinomaki with yuzu flavor and a stew of Kesennuma swordfish prepared in a Mediterranean style. These products are prepared using simple Italian cooking methods that draw out the delicious flavors of the ingredients: the delicate flesh and reliable taste of Ishinomaki coho salmon and the lightness of Kesennuma swordfish, despite its fat. Satisfying menus were devised, such as adding short pasta to the canned goods to make a one-dish main course or simply pairing with toasted bread for the perfect combination.

### Comments from producer

While coho salmon produced in Miyagi prefecture, which once boasted a 90% share of Japan's coho catch, is very popular as sashimi, when heated it gives off a particularly fishy flavor and hardens. For this reason, it is almost never used in canned goods, which must be heated for a long time to sterilize. This made us very nervous about whether we could actually succeed when we heard about the idea of creating a canned product with coho salmon, by removing the skin and bones so that it would be soft and less fishy. However, thanks to the enthusiasm of the chefs, as well as their guidance, we succeeded in creating an unprecedented product. Because of the earthquake, Japan-caught coho salmon lost market share to inexpensive imported salmon. My hope is that this project will not stop with the development of delicious canned goods, but contribute to the development of the entire coho salmon industry.



Michihito Matsutomo  
Kinoya Ishinomaki Suisan Inc.



# 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 continue to give customers comfort and peace of mind with every passing year. 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 described below.



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.

Five Eyes provides evidence of painstaking attention to detail, ensuring that The Parkhouse condominiums are residences for a lifetime. The Five Eyes standards are consistently followed in developing condominiums.

## Putting hospitality into practice with the Mitsubishi Jisho Residence Lounge

The Mitsubishi Estate Group opened the Mitsubishi Jisho Residence Lounge on the first floor of the Shin-Yurakucho Building by the JR Yurakucho Station. This one-stop help desk provides a variety of information and services related to residences to customers, bringing together all the strengths of the Group's companies involved in the residential business. With the aim of familiarizing new customers with our services and enhancing our appeal to customers already in residence who already know about our services, the Residence Lounge offers a wealth of information and services for every phase of residence, including purchase, brokerage, custom homes, condominium management, renovations, rental operations and sales. The knowledgeable staff attentively provide detailed information to meet customer requests.

The Mitsubishi Estate Group pursues lifetime value for customers in its residential business, and to this end the entire Group works together to build a value chain and provide high added value that lasts a lifetime.



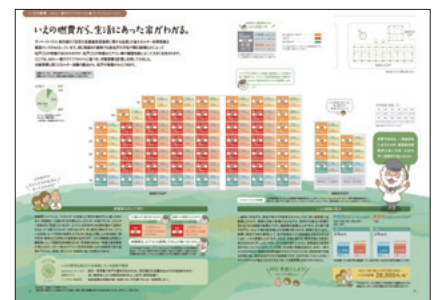
Mitsubishi Jisho Residence Lounge

## Condominium Household Account Books

As part of the “Eco Eyes” initiative, Mitsubishi Jisho Residence Co., Ltd. and MEC eco LIFE Co., Ltd. have been distributing Condominium Household Account Books to potential The Parkhouse condominium buyers, a program that started in June 2013. These account books make it easy to ascertain the cost of condominium living after moving in.

The account book presents “home fuel consumption,” which shows the electricity charges for air conditioning and heating depending on use of condominium's energy-saving features; “lifestyle fuel costs” for electricity costs for electrical appliances such as lighting, water and sewage costs and gas rates and “other costs,” which covers maintenance costs for the condominium. This gives a full picture of the total costs of living in a condominium.

Household energy consumption is shown as lighting and heating costs (fuel costs), which makes it easier to understand practically. This helps customers considering a purchase to get a better idea of what costs will be after moving in. Before, this was hard to envision, but with the new account books, customers can make better-informed purchase decisions.



### Our starting point was smiles over the dinner table

The Royal Park Hotel Co., Ltd. is engaged in a variety of volunteer activities, including annual dinner parties at Tokyo Seifuen, a special home for the elderly, which are held with the collaboration of the All Japan Chefs Association. In 2014, 58 residents and 5 staff members of the home, including Tokyo Seifuen's director, were entertained at the dinner. The Royal Park Hotel's professional chefs were able to tailor meals for the residents' likes and dislikes, calorie requirements, salt content and allergies, and even provided special meals for people who needed them in minced or liquid form. The residents were pleased to eat food different than their regular fare and enjoyed themselves immensely. Tokyo Seifuen's director later wrote: "On the day of the dinner party, a male resident who had been discharged from the hospital because he was near the end of his life was able to eat some of his meal, even if it was just a small amount. He applauded for you all and seemed so happy. He passed away peacefully just four days later, so the meal with you turned out to be his last big feast. It was bittersweet, but I'm so happy he was able to participate."

This activity enables our volunteer staff to remember their roots as chefs who desire to provide hospitality without seeking any recompense. We will continue to host dinner parties that bring out smiles throughout the hall.



Dinner party

### Creating a commercial complex that wins long-term tenant loyalty

Mitsubishi Jisho Retail Property Management Co., Ltd. has created the SUNAMO Roundtable Discussion for store managers with the aim of making the Minami-Sunamachi Shopping Center SUNAMO in Koto Ward, Tokyo, a place that wins loyalty from everyone who works there so that they will want to stay for the long term.

At the first meeting, the managers held group discussions and made proposals for a year-long theme to be used for SUNAMO's sixth anniversary. The theme was then chosen on the basis of store staff vote. At the second meeting, some managers wanted to go more in-depth and discuss events run by the facility, so each team discussed plans for New Year's events. Bringing up views that only tenants with close interaction with customers can have and sharing clear sales targets raised motivation and the desire to get more involved in the facility's management. The tenants were also pleased with the meetings as they provided opportunities for communication with other stores that they do not usually have.



Participants discussing a theme for the year

### 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" mainly 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.

### Comments from staff

#### Dinner party at special home for the elderly takes us back to our roots as chefs

The wish to move people, please them and make them happy explains why we continue to work as chefs. These aspirations are what brought us into this profession. Hospitality is the desire to entertain without seeking any return. Our activities at Tokyo Seifuen refresh these feelings, which we tend to forget in the daily grind, reminding us of our roots.

We are also happy when residents choose our hotel for a dinner or lunch with their family on a special excursion day. When we see how they have put on makeup and their favorite clothes and are enjoying a little luxury in such high spirits, we are glad that we have continued with this activity.

We will continue to prepare meals with pride and self-confidence in our role as Royal Park Hotel chefs.



Royal Park Hotel volunteer members  
Masaki Matsuyama, Head, Cooking Department  
Masami Yasutomi, Yoshikazu Matsui, Ryuichiro Terahara, Chefs, Cooking Department  
Makoto Morita, Cooking Department  
Takayuki Mitsui, Teruaki Yone, Garage Management Section, Facility Management Department