



Urban development together with society

Safe and secure community 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 enabling people to live, work and relax—safely and securely

Holding disaster response drills in private-public collaboration

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

Mitsubishi Estate has been holding comprehensive emergency drills every September for more than 90 years with the participation of all of its executives and employees and many others from Group companies and other parties. This tradition dates back to 1923, when the Great Kanto Earthquake struck Tokyo and 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. The 2015 drill was held on September 1, at 30 buildings owned by the Group, assuming a scenario in which the Marunouchi area is affected by an earthquake similar in magnitude to the Great East Japan Earthquake. With the invocation of the Anti-Disaster System, all employees took the role of disaster response staff and practiced initial response, safety verification, information compilation and equipment operations. In addition, a drill on healthcare collaboration in the event of a disaster was held with medical professionals in the area, and Group engineers gave training in emergency safety checks of buildings. About 1,250 Group employees participated in the drill.

Using the occasion of the five-year mark since the Great East Japan Earthquake in March 2016, the Group used a closed building to hold an experiential disaster preparedness event for nearby employees. There were about 300 participants, which included office workers in the vicinity as well as day care workers and children. The closed building made real-life experiences possible, enabling participants to learn how safety devices on elevators function in the event of an earthquake and what points to watch out for when evacuating a building full of smoke due to a fire.

Scientists say that an earthquake could occur any time in the Tokyo metropolitan area. Precisely because of this area's diversity, the Group will continue to take the initiative to hold such training programs and events to help raise people's awareness of the need for disaster preparedness, while also conveying how well-prepared Marunouchi is.



Emergency safety checks of buildings



Medical support training at St. Luke's MediLocus



Triage space in Otemachi Building



Transport of the injured from Otemachi Building to Otemachi Financial City



Experiential disaster preparedness events for nearby office workers carried out in March 2016



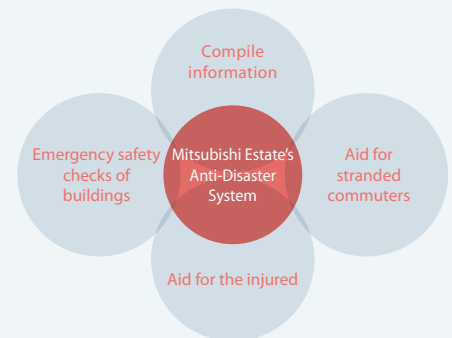
Number of buildings that are to take in stranded commuters¹ or serve as tsunami evacuation sites² under agreements with local government authorities

KPI 2 19 sites

1. 17 sites in Tokyo
2. 2 sites in Osaka

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

Mitsubishi Estate prepared its own *Framework of Anti-Disaster Measures* in 1981 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. The Disaster Management Headquarters is established and all employees then become first-responders as disaster response staff engaging in various operations.



Collaboration with Jiyou Gakuen started to enhance disaster preparedness at schools

In September 2015, Mitsubishi Jisho Residence Co., Ltd. formed a disaster preparedness agreement with Jiyou Gakuen, an educational institution that has from preschool to higher education offerings. The Group and Jiyou Gakuen have started a program to provide disaster preparedness education together in classes tailored to grade level, from elementary school to college.

The program aims to raise disaster preparedness levels while the students share their own thoughts and worries in a class characterized by two-way communication rather than taking a top-down approach. The Group also hopes that the knowledge obtained by engaging in this new initiative with students can be used to strengthen disaster preparedness for residences.

Before this agreement was concluded, Mitsubishi Jisho Residence held a workshop for 22 12th-grade high school students in July using Sonaeru Karuta, a disaster preparedness card game created by the

Group. In addition, in September workshops were held for 12th-grade female high school students in September and for university students in January 2016.

Mitsubishi Jisho Residence is also considering experiential programs to provide students with chances to try out emergency goods such as toilet coagulant as part of their schools' extracurricular education programs.



Sonaeru Karuta workshop



Students after the workshop

Operating the Mitsubishi Ichigokan Museum, Tokyo

Mitsubishi Estate runs the Mitsubishi Ichigokan Museum in the Marunouchi area of Tokyo. This museum, which primarily displays modern art dating from the 1850s to the 1950s, is housed in a solid building constructed in 1894 by Mitsubishi as the first Western-style office building. It was designed

by the English architect Josiah Conder at the invitation of the Japanese government. Some of the building's original architectural components from the time it was constructed, such as the handrails for the staircases, have been reused in the interior.

Message from the Director of Mitsubishi Ichigokan Museum



Akiya Takahashi
Director,
Mitsubishi Ichigokan
Museum, Tokyo

Meet a new side of yourself at Mitsubishi Ichigokan Museum

As a museum open to the community, Mitsubishi Ichigokan Museum aims to establish itself as "a museum at the center of urban life" by prioritizing cultural interaction with the people who work in or visit Marunouchi. New exhibitions are held three times a year, presenting a wide range of genres from paintings and graphic arts to crafts, design, fashion, and photography. Recent exhibitions have featured themes such as cities, women, and the interaction between east and west.

Under the brand slogan "meet a new side of yourself," we aim to operate the museum from a long-term, international perspective while working together and networking with museums in Japan and abroad and nearby cultural institutions.





Urban development conducive to child-rearing and an aging population

Marunouchi Kids Academy 2015 held

As in fiscal 2014, Mitsubishi Estate worked with the association Kodomo Kyoiku Sozo Kiko and Alpha Corporation Inc. to hold the Marunouchi Kids Academy 2015, a summer vacation event for the elementary school-age children of those who work in the Marunouchi area.

This program was started to address the need for working parents who did not have any place to send their children during summer vacation. Children commuted to Marunouchi together with their parents, and while parents went to their offices, they participated in a wide range of programs such as work experience and camp. Mitsubishi Estate will continue to augment its support of its diverse employees and create a community in which employees raising children can also thrive.



At the camp



At the lecture

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 from south to north 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, urban development programs have been underway in this area, in line with guidelines drawn up through public-private collaboration. 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 scheme of area management also made it possible to open pleasant, open-air cafes along the street, and a wide range of events are held along Marunouchi Naka-dori.

This initiative, which combines infrastructure improvements and area management activities, was recognized for its unified vision with the

Good Design Award in fiscal 2014. Mitsubishi Estate will continue to contribute to the creation of a pleasant community by utilizing the street space as a venue for exchange and socializing.



Marunouchi Naka Dori Avenue



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

KPI 3 → **13 buildings and projects**

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

KPI 4 → **6,741 people a year**

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 experiential tours with the goal of making Japan a place where urban and rural



Use of wood grown in Yamanashi Prefecture forests



Making Marunouchi junmai-shu sake



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.

Number of participants in "Experience Nature" Projects



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. The Group highlights the appeal of foods from the affected regions by developing new products and menus using ingredients from the Tohoku area

and holding the Reconstruction Marché, and continues to disseminate information and cultivate networks to support the Tohoku area's recovery. The Group will continue to offer programs to link the Marunouchi and Tohoku area.

* 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 Heartily Tohoku Project

One of the initiatives in the Rebirth Tohoku Food Project is the Eat Heartily Tohoku canned food series, original canned products developed jointly with chefs in Miyagi Prefecture in the Tohoku area and local marine processing companies in Ishinomaki and Kesenuma beginning in fiscal 2013. The goal is to support the marine product industry and marine processing industry in Miyagi Prefecture, and to foster a new community in the local area while also having an economic effect.

The first series of these canned goods won the Fiscal 2014 Good Design Award and the Japan Management Association's KAICA Project Special Award. In November 2015, the first and second series of original canned goods won an award in the Agricultural, Forestry and Fishery Product Category in the Food Action Nippon Award 2015.*

In fiscal 2015, two types of real French canned goods were developed for the third series. The first product is a curry made of Ishinomaki frigate tuna and tomatoes. The dish combines the small frigate tuna, a major catch at Ishinomaki Port on the coast of Miyagi Prefecture, with low-acid tomatoes grown also in Ishinomaki, and it is flavored with nine spices and a ginger-soy specialty sauce made by the processing company Kinoya Ishinomaki Suisan. The other product is a lobster bisque with Kesenuma shark, made with shark meat. Kesenuma is a city known as the best producer of sharkfin in Japan, and the shark meat is an ingredient often used to make high-quality processed fish products. The recipe cooks it with soy milk cream, and a matured oyster sauce—a product of the processing company Ishiwata Shoten—adds to the flavor. Both of these superb products are the result of collaboration between chefs in the Marunouchi Chef's Club and local chefs in Miyagi and the integration of products made by processing companies.

* Held by the Food Action Nippon Award 2015 Committee and co-sponsored by the Ministry of Agriculture, Forestry and Fishery



Food Action Nippon Award 2015 award ceremony



Seapal Pier Onagawa and Izumi Park Town Tapio sign sister facility agreement

In January 2016, a "sister facility agreement" was signed between Seapal Pier Onagawa, a tenant-type commercial area run by Onagawa Mirai Sozo Co., Ltd., located in Onagawa, Miyagi Prefecture, and Izumi Park Town Tapio (Sendai, Miyagi Prefecture), a commercial complex run by Mitsubishi Jisho Retail Property Management Co., Ltd.

As part of its support for the regions affected by the Great East Japan Earthquake, the Group supported preparations to open Seapal Pier Onagawa. With the aim of providing support that could contribute to sustainable development, Group employees visited the site many times and talked with local residents directly to offer the Group's expertise in facility management.

Seapal Pier Onagawa opened in December 2015. The Group signed a sister facility agreement to continue this connection created through the recovery aid. With Izumi Park Town Tapio taking the central role, the Group will take initiatives supporting the development of both Onagawa and Sendai.



Photo courtesy of "Onagawa Sanpo" by Mayumi Suzuki

Seapal Pier Onagawa



Izumi Park Town Tapio



Signing ceremony for sister facility agreement, with the mascot Seapal-chan

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 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 to construction and completion, not only the items stipulated in the Japanese government's Housing Performance Indication System, but also items under its own standards. Information on this process is disclosed to customers.



Eco EYE'S

Eco Eyes

Commitment to supporting affordable, pleasant, environmentally responsible lifestyles

The company delivers condominiums built in line with the ideal of a home that is gentle on both the environment and the resident, where people can live in an environmentally friendly way without having to take on any major burdens.



CUSTOM EYE'S

Custom Eyes

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

The company helps with the home's design after the contract is signed until the home is handed over, aiming to spread the joy of creating a living space that is unique to each resident, giving them the pleasure of selecting and creating their own home.



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” so that customers can live safely and with peace of mind.



COMMUNITY EYE'S

Community Eyes

Commitment to prosperous, refined lifestyles throughout the lifespan

Mitsubishi Jisho Residence wants to continue to foster customer ties that last for the long term, from the time they begin living in their condominium. The company builds personal relationships with residents and provides extensive support to help them live with peace of mind.

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 customers with our services and enhancing our appeal to customers through our services, the Residence Lounge offers a wealth of information and services for every phase of residence, including condominium purchase, brokerage, consultations on custom homes, condominium management, renovations, and rental operations. The knowledgeable concierges attentively provide detailed information to meet customer requests. Beginning in September 2015, membership was expanded to include



Mitsubishi Jisho Residence Lounge

residents of The Parkhabio, the Group's rental condominium. The Mitsubishi Estate Group pursues lifetime value for customers in its residential business, and to this end the Group provides high added value that truly lasts.

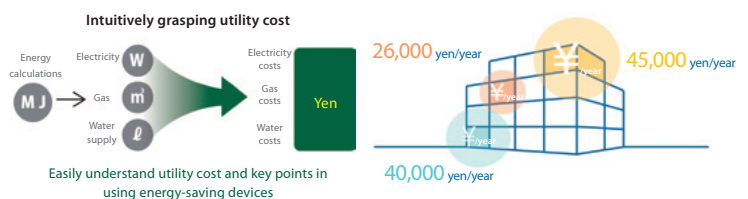
Condominium Household Account Books

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.

This first attempt in the industry has won acclaim for stimulating customers' environmental awareness and creating new standards for selecting condominiums. It was selected for the fiscal 2015 Good Design Best 100, and was chosen from the top 100 for the Design for the Future Award (Ministry of Economy, Trade and Industry's Information Policy Bureau Director's Award). In addition, the Group won the Environment Minister's Award for Global Warming Prevention Activity in fiscal 2015 for its ongoing efforts extending to 8,000 houses.



Sendai Royal Park Hotel's restaurant with no menu

Sendai Royal Park Hotel proposed a new style of dining based on the concept of a restaurant with no menu, beginning in January 2016. This brings to life the idea of Kazuyuki Ikeda, the hotel's head chef and head chef at Chef's Terrace, that food should be enjoyed with the five senses, using sight, hearing and smell too, as well as his goal to create a space for food in which conversation with customers can also be enjoyed.

The restaurant does not have a detailed menu, but instead customers choose their preferred fish and meat from a "marché area" and the chef uses the best cooking techniques to prepare a dish with these ingredients, which is then served on a counter facing an open kitchen. On evenings when customers want to enjoy wine, they can choose hors d'oeuvres such as uncured ham and escargot from the hors d'oeuvres area, or select sweets and flavored tea from the a la carte menu when they have a taste for something sweet. This eating space enables guests to eat what they want, when they want.

The restaurant offers a range of locally-produced ingredients in season that give a taste of the bounty of the land and sea of Tohoku, and serves dinners during which customers can talk with the chefs.



Experiential events held in collaboration with tenant shops

IMS Co., Ltd. holds experiential events that deepen communication with customers in collaboration with tenant shops in the "field life zones" of the commercial complex IMS (Fukuoka, Fukuoka Prefecture). Utilizing the expertise of the stores, which sell fitness wear and outdoor and cycling products, IMS has launched the IMS Jogging Circle, Mountain Climbing Club and Handcrafts Club. IMS staff are actively involved in running events, which builds a trusting relationship with the shops and also provides a valuable opportunity to directly identify customers' needs while talking with them. Given customers' demand for added value in each product in the form of experiences



Jogging Circle



Handcrafts Club

and stories, new endeavors will be sought out for this commercial facility which can create fans through direct interaction between customers, shops and the facility.

Reconstruction of Dai Nagoya Building to carry on a half century of history

Since it was built in 1962, the Dai Nagoya Building has been beloved as the face of the area in front of Nagoya Station and a symbol of the city. In the redevelopment of this building, Mitsubishi Estate gave priority to carrying on the history of the former building, which witnessed the history of the area for 50 years. The familiar name of the building was kept and the name plate on the exterior of the new building used the same font. In addition, the mosaic mural in the entrance hall and the marble—symbols of the former building—were reused in the new building. Nagoya City made an exception and allowed the old address system to be used unchanged, so the former building name plate with the building name and location could be hung at the office entrance to greet the returning tenants. The new building integrates old-fashioned and familiar parts with a sophisticated new design that has been praised by local residents for its nostalgic feel and capacity to recall the past. This building began creating a new history in fall 2015 as a space that connects the past and the future.



Building name plate using same font as former Dai Nagoya Building

Mosaics in entrance hall reusing symbolic parts of old building



Former



New

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' service and the design's quality and substance at each stage, from sales to completion, and this has raised customers' assessments.