



Cutting-edge community development

Innovative community development tailored to the era of globalism

Objectives

- We will provide offices, housing and commercial facilities suited to a new work style utilizing information and communications technology.
- We will develop a forum for interaction and support venture companies and the creation of a new intellectual property.
- We will strengthen the appeal of Tokyo's Marunouchi area and enhance its competitive strengths compared to cities in Asia in cooperation with national and city governments.

Key performance indicators

- KPI 6** Number of offices of foreign financial companies in Otemachi, Marunouchi and Yurakucho area
- KPI 7** Number of companies participating in EGG JAPAN (Entrepreneur Group for Growing JAPAN)
- KPI 8** Number of buildings connected to optical fiber in Otemachi, Marunouchi and Yurakucho area

The globalization of Marunouchi

Bringing Marunouchi to the world and the world to Marunouchi— Creating future markets by providing business support

At Mitsubishi Estate, we believe that the key to international competitiveness in urban development is the value-generation capacity we can build into an area. That's why we work in so many different ways to ensure that the Marunouchi area's appeal can compete with any other top global city.

Urban development to foster sustainable development

Marunouchi is an urban community where the dynamic interaction and potent combinations of different elements creates new value. One of the initiatives that best illustrates Mitsubishi Estate's approach to Marunouchi is the Entrepreneur Group for Growing Japan (EGG JAPAN). This is a business development platform which supports overseas companies looking to enter Japan as well as small- and medium-sized venture companies in Japan that want to expand their business overseas.

Housed in the Shin-Marunouchi Building, EGG JAPAN is made up of the Business Development Office, which provides tenants with business development support tailored to their needs, and the Tokyo 21c Club, a members-only business club. The Business Development Office offers a range of business support options designed to create more business growth possibilities for tenants. These include introducing potential clients and experts, and providing support for PR and event planning. The Tokyo 21c Club counts among its roughly 600 members not only entrepreneurs and new business managers at large companies, but also a diverse range of professionals with expertise in intellectual property, funding, human resources, law, accounting, academics and more. This fosters the formation of new businesses and dynamic networking that transcends the barriers between individual companies and organizations. EGG JAPAN aspires to invigorate industry in Tokyo and throughout Japan, to help create jobs, and to attract more companies to the Marunouchi area in order to drive greater demand for office space.



EGG JAPAN

Marunouchi's globalization, by the numbers

Number of offices of foreign financial companies in Otemachi, Marunouchi and Yurakucho area

KPI 6 **72** offices

Number of companies participating in EGG JAPAN, of which the number in parentheses indicates foreign companies As of April 1, 2016

KPI 7 **32(23)** companies

Number of buildings connected to optical fiber in Otemachi, Marunouchi and Yurakucho area

KPI 8 **63** buildings



Launch of Global Business Hub Tokyo

Mitsubishi Estate is engaged in a wide range of initiatives to transform Marunouchi into a compelling urban center that can compete with any major city around the world. In July 2016, it opened the Global Business Hub Tokyo* in the Otemachi Financial City Grand Cube, an office building connected to Otemachi Station. The hub provides business support to up-and-coming companies from overseas and cutting-edge Japanese venture businesses.

As part of the Otemachi Chain Redevelopment Project, Mitsubishi Estate has established centers for international interaction and centers providing international medical services and financial education interaction. The new hub is designed to attract foreign companies and support new business creation, thereby helping to strengthen Tokyo's international competitiveness.

Global Business Hub Tokyo has a floor space of 2,500 m². In addition to 50 furnished sectional office units, it offers event space, conference rooms and a common use lounge. It also offers tenants business matching at events and opportunities for business networking, mostly in the Marunouchi area. Conveniently located in Otemachi, the hub facilitates business expansion by supporting both physical and social infrastructure. Utilizing the networks and expertise gained at EGG JAPAN, run by Mitsubishi Estate, the hub will provide various kinds of innovative businesses support.

* Run by the General Incorporated Association Global Business Hub Tokyo

Global Business Hub Tokyo



Terrace Lounge



BD Office: Office spaces available in different sizes, to accommodate from 2 to 20 people



Community Lounge

Context for efforts to globalize Marunouchi

Mitsubishi Estate believes that the value created by urban planning is the key to global competitiveness. We strive to create communities that dynamically harmonize diverse elements and create new value. Mitsubishi Estate plays an active role in providing business development support to foreign companies looking to enter the Japanese market and small- and medium-sized venture companies in Japan aspiring to expand overseas. These efforts are intended to ensure that Marunouchi, the heart of the Japanese business world in central Tokyo, continues to attract businesses establishing a foothold in Asia.

A new shared work space for fintech firms

In February 2016, Mitsubishi Estate opened the "FinTech Center of Tokyo, FINO LAB" in Marunouchi with the cooperation of Dentsu Inc. and Information Services International-Dentsu, Ltd.

Financial technology ("fintech"), a new industry integrating IT and financial services, is in the spotlight, especially in the U.S. and Europe, and fintech businesses are expected to grow rapidly in Japan, as well. FINO LAB, opened for fintech companies, is a shared-service office providing furnishings such as desks and chairs, as well as IT equipment. In addition to shared work space, seminar rooms are also available. This is expected to spur innovation among users of the lab, as well as to engage users and others in collaborative efforts. Moreover, the "Finovators,"* a group established by professionals aspiring to create a business ecosystem that will revolutionize Japan's financial sector, have set up their base here, where they plan to employ their impressive networks and expertise to mentor fintech companies.

FINO LAB aims to bring together fintech companies in the Otemachi area, the center of Japan's financial industry, expecting to create new businesses by capitalizing on synergies with the major

companies that drive the Japanese economy. By creating a place where people can interact across company lines, Mitsubishi Estate will strive to develop a community with a focus on the people playing a leading role in spurring the cycle of innovation and corporate growth.

* General Incorporated Association Finovators

FINOLAB

THE FINTECH CENTER OF TOKYO



A bit of hospitality for travelers from around the world: Japanese culture experience corner set up at tourist information center

Mitsubishi Estate helps to operate the Tourist Information Center (TIC) in the Shin-Tokyo Building, where it has set up a corner where foreign visitors in Marunouchi can experience aspects of Japanese culture such as the kimono, free of charge and without reservations.

Here, visitors can put on a simplified kimono that goes on easily over their clothes, and then take a commemorative photograph on Marunouchi Naka Dori Avenue.

In Marunouchi, history and modernity blend together seamlessly. The Imperial Palace gives a taste of the Edo period, the Mitsubishi Ichigokan Museum and Tokyo Station evoke the Meiji and Taisho periods, and the surrounding streets are full of skyscrapers. This service was created based on staff ideas, hoping to delight travelers with a chance to take a commemorative photograph against a background of the Marunouchi streets, with their multifaceted allure.

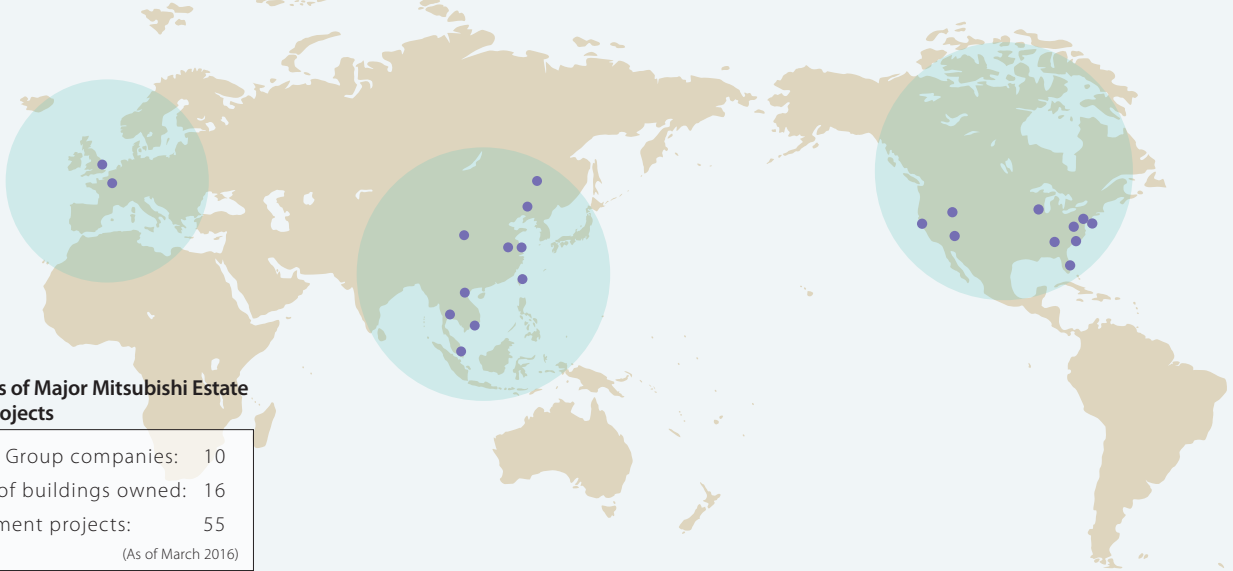
The number of tourists in Marunouchi using this modest service has increased, and it has helped to deepen their understanding of the appeal and history of Japan and the Marunouchi area. All of the staff at the center work together to augment its service.





Sharing Mitsubishi Estate Group's urban development with the world

The Mitsubishi Estate Group operates globally. Since Mitsubishi Estate New York was established in 1972, we have expanded our real estate development and rental business in the U.S., the UK and Asia, making the most of our track record and wide-ranging network. We are engaged in socially and environmentally conscious urban planning with people in these regions.



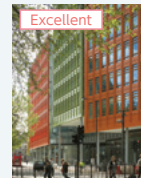
Europe

Acquiring environmental certification when developing new properties

In London, the Mitsubishi Estate Group has participated, through Mitsubishi Estate London Limited, in the Paternoster Square Redevelopment Project, the redevelopment of a complex in the financial center of the City of London, the Bow Bells House Redevelopment Project, a joint project with Mitsubishi Corporation, and the Central St. Giles Redevelopment Project, a complex development project in the West End. In April 2016, the Group completed 8 Finsbury Circus in the City of London, a redevelopment of an office building. Currently, we own eight office buildings in London, UK, and one in Paris, France, and we continue to make aggressive investments. When developing new properties, we proactively seek BREEAM* certification.

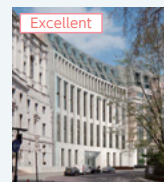
* UK's Building Research Establishment's environmental assessment method for buildings

Projects earning certification



Central St. Giles, London

A joint redevelopment project with Legal & General, a major UK life insurance company, this complex covers a total floor area of 66,000m² and comprises offices, retail shops and residences. Construction was completed in April 2010. On application, this project earned an assessment of "Excellent," the highest ranking in the BREEAM certification program.



8 Finsbury Circus, London

This project is a redevelopment of an office building located in the City of London, completed in April 2016. It achieved a BREEAM "Excellent" rating.

Working with the community

Cooperation with charity event "Cycle to MIPIM"

Mitsubishi Estate London Limited co-sponsors "Cycle to MIPIM," a charity event held every March in which participants cycle about 1,500 km from London to Cannes. The event coincides with MIPIM, the world's largest real estate



convention, held in Cannes. Two employees rode in the event. The sponsorship money and the contributions collected by the riders are given to charity groups that support adoptions for disadvantaged children in the UK.

Comments from staff



Shinichi Kagitomi
Mitsubishi Estate London Limited

Thirty years have passed since Mitsubishi Estate established its London branch. During this time, the global business environment has changed significantly, and work styles have also evolved with technological progress. Mitsubishi Estate leverages the resources it has built up locally over many years and takes the initiatives to drive further business growth, always considering ways to contribute to the surrounding area and the lives of the people who work here.

United States



Enhancing the value of real estate through environmental performance

In the U.S., the Mitsubishi Estate Group carries out a wide range of projects, primarily through the Rockefeller Group International Inc. (RGI). In addition to owning and running large-scale office buildings in areas such as Manhattan in New York, Mitsubishi Estate runs approximately 30 development projects in 10 states in the U.S., including offices, distribution facilities and residences. The Group aims to raise the value of real estate with a focus on environmental performance and therefore works to acquire LEED certification* on its new development buildings and existing buildings and to improve existing LEED scores.

* An environmental certification system administered by the U.S. Green Building Council

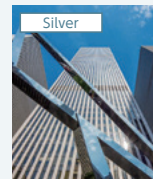
Working with the community

Support for sick children through the Make-A-Wish Foundation

RGI has partnered with the NPO Make-A-Wish Foundation, which supports seriously ill children, and collects donations for the foundation from employees. The Make-A-Wish Foundation is a philanthropic organization that aims to grant the wishes of children with illnesses that are difficult to treat. For example, Jonathan, shown in the photograph (far left), received support from Make-A-Wish thanks to donations from RGI employees, and his wish to visit Japan was granted. RGI employees are extremely interested in this initiative, and donations from all employees totaled US\$62,250 (about 6.3 million yen), enough for Make-A-Wish to help Jonathan and five other children.



Projects earning certification



1221 Avenue of the Americas, New York

This building was completed in 1972 in Manhattan. Although it was LEED certified in 2009, it was awarded a Silver LEED rating in 2014 for improvements made to use water more efficiently.



Florham Park, New Jersey

This is a major development consisting of offices, hotels, commercial facilities and homes. The BASF headquarters building in Florham Park earned a Double Platinum LEED rating and was recognized as one of the most sustainable office projects in North America.

Comments from staff



Daniel Bower

Rockefeller Group International Inc.

Currently, we are busy with a large-scale renovation of 1271 Avenue of the Americas. This project will not only raise the value of the building, which is an iconic Manhattan landmark, but also reduce energy use by more than 30% compared to before. With this improvement, we aim to raise the rating of the building from LEED Silver to LEED Gold.

Asia



Environmentally sound community planning in growing Asia

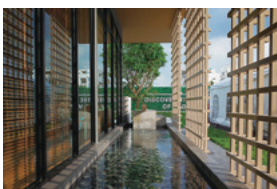
Mitsubishi Estate Asia was established in 2008. Currently, we operate office and housing development businesses in Singapore, Vietnam, Thailand and Malaysia. We work actively to acquire Green Mark certification* for our development projects. We also established Mitsubishi Estate (Shanghai) Ltd. in 2013 and are involved in built-for-sale condominium projects in Shanghai, Suzhou and Chengdu and the development of a commercial complex in Taiwan. We strive to develop high-value-added communities that are environmentally sound.

* An environmental assessment program for buildings run by Singapore's Building and Construction Authority

Working with the community

First built-for-sale condominium company established in Thailand by a Japanese company

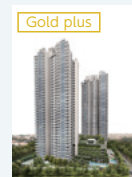
In March 2016, Mitsubishi Jisho Residence established Premium Residence, the first built-for-sale condominium company established in Thailand by a Japanese company, joining forces with the local developer, AP (Thailand) Public Company Limited. Four employees were sent over to the new company in Bangkok. The need for built-for-sale condominiums is rising in Thailand's leading city as incomes rise, people migrate to the city and nuclear families become more common. With



Life Pinklao sales center, incorporating Japan's tastes

the establishment of the company, Mitsubishi Jisho Residence will be able to capitalize upon the expertise built in its joint endeavors with AP since 2014 while offering new value to Bangkok's housing market and providing products that make life more convenient for city dwellers.

Projects earning certification



Sky Vue, Singapore

Sky Vue is a built-for-sale condominium complex jointly developed by Mitsubishi Estate Asia and CapitaLand Group. The complex earned Green Mark Gold Plus certification.



Sky Habitat, Singapore

Sky Habitat is a built-for-sale condominium complex jointly developed by Mitsubishi Estate Asia, CapitaLand Group and Shimizu Corporation. It also earned Green Mark Gold Plus certification.

Comments from staff



Ryuichi Shibata

Mitsubishi Estate Asia Pte. Ltd.

Concern about the environment is growing day by day, not only in Singapore, but in other Southeast Asian countries as well. Mitsubishi Estate does business in the region primarily via partnerships with local companies. We aim to share our expertise with our partners and to benefit from theirs, as well, while working together to build more environmentally friendly cities.