



# Cutting-Edge Community Development

Innovative community development tailored to the era of globalism

## Basic Concept and Approach

Mitsubishi Estate seeks to practicing sustainable urban development that brings together people from all walks of life. In building innovative communities for the era of globalism, the company strives to create venues for interaction which support the growth of venture companies and the development of new intellectual value.

## Management System

The various departments of the Group, along with the Group companies that are engaged in a range of businesses relevant to community development, work hard to devise and implement diverse mechanisms to develop innovative communities designed to thrive in the era of globalism. The CSR Committee and CSR & Environmental Sustainability Subcommittee, which discuss CSR issues overall, each meet twice a year. They discuss and exchange information on the efforts of organizations within the Group to develop innovative communities.

\* Please refer to pages 10-11 for information on objectives and key performance indicators (KPI).

## 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. 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.

#### EGG JAPAN, a Community-Building Platform that Fosters Sustainable Development

Housed in the Shin-Marunouchi Building, Entrepreneur Group for Growing Japan (EGG JAPAN) is a community-building platform for businesses run by Mitsubishi Estate. 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.

#### Global Business Hub Tokyo, a Shared Workspace Linking Otemachi to the World

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.

Global Business Hub Tokyo has a floor space of 2,500 m<sup>2</sup>. In addition to 51 furnished sectional office units, it offers event space, conference rooms and a common-use lounge. In collaboration with EGG JAPAN, it also offers tenants opportunities for business networking. Conveniently located in Otemachi, the hub facilitates business expansion by supporting both physical and social infrastructure.

\* Run by the General Incorporated Association Global Business Hub Tokyo and staffed by Mitsubishi Estate Co., Ltd.

## EGG JAPAN



## Global Business Hub Tokyo





Open Lounge: A lounge exclusively for members that can be used for events and networking in addition to work



Reception (Open Booth): Free space for meetings

## FINOLAB, a Hub for the Fintech Industry

Fintech, new financial services that use IT, is a sector that is expected to expand rapidly. New York and London are attracting a growing number of fintech companies, and infrastructure such as support facilities is also being developed. On February 1, 2016, in collaboration with Dentsu Inc. and Information Services International-Dentsu, Ltd., Mitsubishi Estate opened the “FinTech Center of Tokyo, FINOLAB” in Otemachi’s Tokyo Ginko Kyokai Building to support the development of fintech ventures. Over the year since it was established, 35 start-up companies (of which five were foreign companies) and three corporate members participated in FINOLAB and achieved steady growth. On February 2, 2017, one year after it was first opened, FINOLAB moved to a larger space in the Otemachi Building, with floor area of approximately 23,000 square feet, 2.4 times as large as the previous space. Currently, thirty-seven start-up companies (including seven foreign companies) and six corporate members are participating.

FINOLAB aims to serve as a hub for fintech venture companies and industry activities. With this in mind, FINOLAB has event space with capacity for 80 people, meeting rooms, and cubicles where individuals can concentrate, in addition to regular office space. ISID, which runs the facility management office, and “Finovators”<sup>\*</sup> hold events and get-togethers for residents, and also offers company matching events and business consulting programs designed to facilitate collaborative projects with major companies and the creation of innovative services.

<sup>\*</sup> General Incorporated Association Finovators, a group established by professionals aspiring to create a business ecosystem that will revolutionize Japan’s financial sector

**FINOLAB**  
THE FINTECH CENTER of TOKYO

### Tenant’s Comment

**Hironobu Todoroki**  
Head of Corporate Management,  
Attorney at Law, General Counsel  
Liquid, Inc.



With the vision of helping clients “verify you are who you are,” we have developed a personal identification service using fingerprints. Using proprietary image analysis technology, this service enables the user to complete the process from identification to payment by simply lifting a finger. It has already been introduced at banks and theme parks, and we are launching a service for foreigners visiting Japan that allows them to use their fingerprint in place of a passport. FINOLAB is very attractive because it is located in a place where many of our clients do business; this raised the speed of our business, and the strength of the Marunouchi brand also enhanced our company’s reliability. Benefitting from the focus on fintech, our ties to other corporate residents have engendered many new business ideas. We have grown from four employees at our start to about 40 at this point as we build a new global verification infrastructure that we believe will be the new normal for the next generation.

### Comment from Staff

**Tatsuya Nishiji**  
Office Leasing and Tenant Relations Department  
Mitsubishi Estate Co., Ltd.



Given the results of FINOLAB’s first year in the Tokyo Ginko Kyokai Building, we significantly increased the number of private rooms, which is a requirement for obtaining a financial license, in the move to a larger space in February 2017. Instead of a suite of homogenous offices, the new space was designed with cubicles where individuals can concentrate, sofas and beanbag seats so that tenants can choose their work environment depending on their needs. With about 50 corporate members participating, we are seeing an increase in the number of members from non-financial sectors, such as manufacturing. We believe our service will help match more fintech start-ups with state-of-the-art technology and major companies looking for new business opportunities. We hope to build on this experience and develop new services for Marunouchi, a district that is always one step ahead.

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



**72** offices

Number of companies participating in EGG JAPAN,  
of which the number in parentheses indicates  
foreign companies (As of April 1, 2017)



**33(21)** companies

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

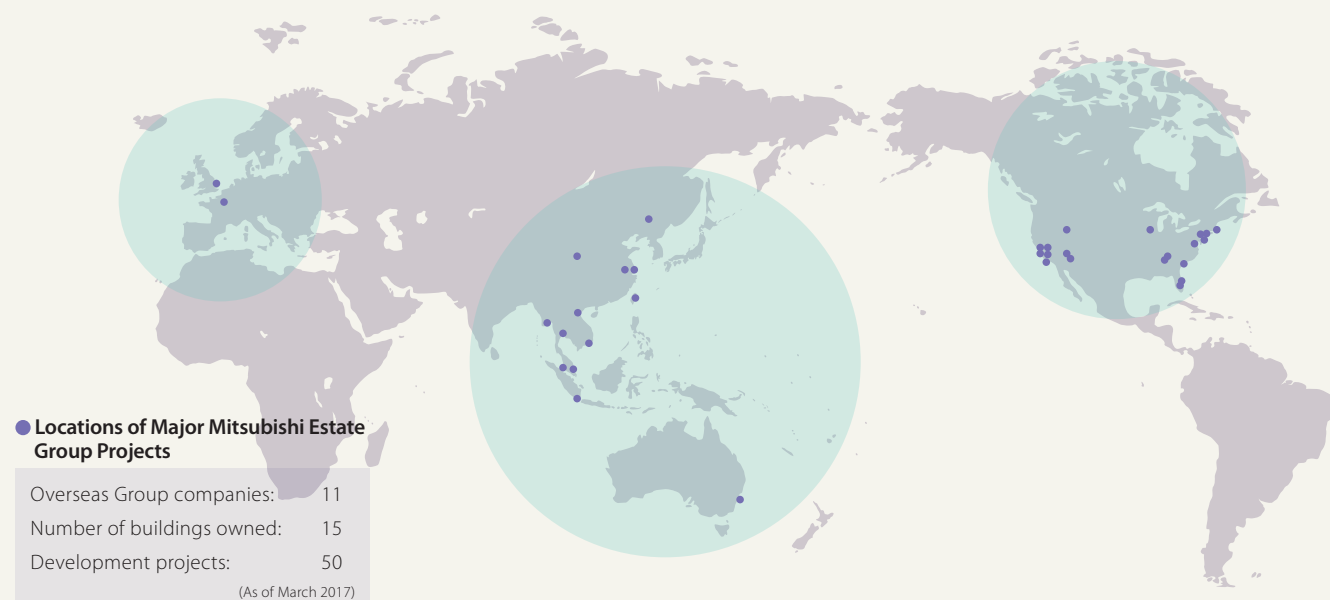


**62** buildings



# 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

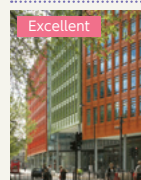
### Acquiring environmental certification when developing new properties

The Mitsubishi Estate Group has participated, through Mitsubishi Estate London Limited, in the Paternoster Square Redevelopment Project and the Bow Bells House Redevelopment Project in the City of London, and the Central St. Giles Redevelopment Project in the West End. In April 2016, the Group completed 8 Finsbury Circus, also in the City, a redevelopment of an office building. Currently, we own nine office buildings in London and one in Paris. In 2016, Mitsubishi Estate London started work on 245 Hammersmith Road, a joint redevelopment project in the district of Hammersmith, a major transport hub in western London. The project is being designed to earn a BREEAM\* "Excellent" rating, as part of the company's effort to demonstrate the superior environmental performance of its properties by acquiring environmental certifications.

\* UK's Building Research Establishment's environmental assessment program for buildings

### Projects Earning Certification

**BREEAM®**



#### 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 66,000m<sup>2</sup> and comprises offices, retail shops and residences. Construction was completed in April 2010. The project earned a BREEAM "Excellent" rating, which was the highest possible at the time of application.



#### 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, the highest possible at the time of application.

### 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.

### Comment from Staff



**Hitoshi Sakagami**  
Mitsubishi Estate London Limited

In addition to the completion of the 8 Finsbury Circus project, which we finished in 2016 as an independent project, we have started development projects in a joint venture with local partners with whom we have developed good relationships over many years. Going forward, we hope to contribute to community development in London by cooperating with government bodies, related stakeholders and local partners.



## 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, the Group runs approximately 30 development projects in 10 states in the U.S., including offices, distribution facilities and residences. It 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

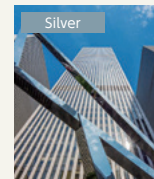
### Working with the Community

#### Supporting the children of public elementary school Charles A. Dorsey School

RGI sponsors volunteer activities helping students and other people at Charles A. Dorsey School, a public elementary school in Brooklyn, New York. RGI donated a painting on canvas done by 12 RGI employees in April 2016 and a bench set up in the school yard in August 2016. A coat drive held that winter resulted in the donation of 80 children's coats. RGI will continue to deepen its interaction with the school and provide ongoing support.



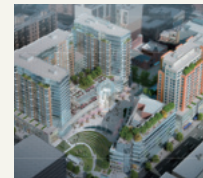
### Projects Earning Certification



Silver

#### 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.



#### Flushing Commons, New York

This is a large-scale development consisting of residences, offices, commercial facilities, a public square, parking lots and a YMCA. This development has two phases, the first of which was completed in June 2017. The project aims to earn a Silver LEED rating for building and land use measures taken in consideration of energy conservation and the environment.

### Comment from Staff



**Frederic (Rick) Z. Sondik**  
Rockefeller Group International Inc.

We are working on the Flushing Commons project, a complex development in Queens, New York, consisting of residences, offices, commercial facilities, a public square, parking lots and a YMCA. This project will be completed over two phases. In the first phase, residences, offices and the commercial facility was completed in June 2017. The Rockefeller Group and our partners in this project aim to revitalize communities by pursuing an environmentally friendly approach to development.

## 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, Malaysia and Indonesia. We work actively to acquire Green Mark certification\* for our development projects.

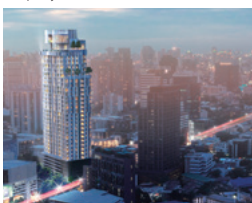
We also established Mitsubishi Estate (Shanghai) Ltd. in 2013 and are involved in built-for-sale condominium projects in Shanghai, Suzhou and Chengdu and the development of a commercial complex in Taiwan. We strive to develop high-value-added communities that are environmentally sound.

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

### Working with the Community

#### Expansion of built-for-sale condominium business in Thailand to a total of nine projects

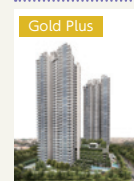
In March 2016, Mitsubishi Jisho Residence established Premium Residence, the first built-for-sale condominium company established in Thailand by a Japanese company, joining forces with the local developer, AP (Thailand) Public Company Limited. Four employees were sent over to the new company in Bangkok. In the RHYTHM Ekkamai



The RHYTHM Ekkamai project; all 326 units sold in six days

project, sales began in September 2016, and all 326 units were sold in six days. Mitsubishi Jisho Sekkei Inc. won acclaim for the concept design it proposed. The company has now jointly implemented nine such projects with AP, and it hopes to capitalize on the expertise built up in Japan as it delivers new value to Bangkok's housing market.

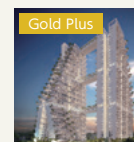
### Projects Earning Certification



Gold Plus

#### 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.



Gold Plus

#### 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.

### Comment from Staff



**Ryuichi Shibata**  
Mitsubishi Estate Asia Pte. Ltd.

Interest in the environment is growing by the day in southeast Asian countries. Based in Singapore, we operate in this region primarily via partnerships with local companies. We will continue to tap the Mitsubishi Estate Group's collective capabilities and bring our expertise together with that of our local partners to build more eco-friendly communities.