

## Safe and Secure Urban Development

The Mitsubishi Estate Group is committed to its Mission of creating a truly meaningful society through its unique approach to urban development. The Group believes that pursuing initiatives designed to ensure a community's safety and security so that it can respond swiftly in the event of unforeseen disasters and accidents is a vital responsibility.

### Ongoing Efforts to Prevent and Counteract Disasters

Mitsubishi Estate has a long history of disaster prevention measures, starting with the 1923 Great Kanto Earthquake when Mitsubishi Goshi Kaisha, as the company was then known, distributed drinking water and meals at the former Marunouchi Building and its environs and set up an emergency medical center. Every September, Mitsubishi Estate holds emergency drills with the participation of all of its executives and employees and many other related individuals.

In 1981, Mitsubishi Estate prepared a disaster prevention manual, Overview of Disaster Countermeasures, to ensure that necessary measures are taken to preserve human life and infrastructure in the event of a natural disaster, such as a major earthquake or fire or other emergency, and to take appropriate and prompt recovery measures. The manual is updated on an ongoing basis and sets out detailed and wide-ranging measures. It includes items such as standard precautionary measures and assignment of divisions' responsibilities, plans for disaster prevention education and emergency drills, a storage system for food and equipment, a plan for prompt emergency steps and recovery measures in the event of a disaster, and a plan for emergency measures in the event of cautions and warnings of a Tokai earthquake. In the event of a disaster, a Disaster Countermeasure Committee will be set up, chaired by Mitsubishi Estate's president, to take steps in accordance with the Overview of Disaster Countermeasures. In addition, an emergency system has been prepared to ensure the whole company works as one in the event of a disaster to respond to emergency situations.



Comprehensive emergency drills

### Emergency Response Guidelines Established

In the event of a crisis, a prompt and accurate response to the crisis would be essential to the sound continuation of the Mitsubishi Estate Group's business,

which is an important part of the company's social responsibility. In October 2005, the Mitsubishi Estate Group established Emergency Response Guidelines to address emergency situations. These guidelines lay out the initial response system in the event of an emergency, as well as basic policies for crisis management and a code of conduct that prioritize the preservation of human life. In accordance with these guidelines, the Group established an emergency contact tree in each business group and published and distributed wallet-size emergency contact cards to familiarize all employees with procedures. In April 2008, these guidelines were partially revised to reflect the introduction of the business group structure, and the compliance system of individual responsibility was also adjusted in part.



Emergency contact cards

### Guidelines for Business Continuity Plan

In October 2006, the Mitsubishi Estate Group created the Guidelines for the Mitsubishi Estate Group's Business Continuity Plan as part of its efforts to establish a business continuity plan (BCP). Taking the perspectives of diverse stakeholders such as clients and business partners, the BCP lays out the steps for preventing any interruption of important operations in the event of a disaster or accident and resuming important functions within an acceptable period in the event that these operations are unavoidably interrupted. Based on the Group's Mission, the BCP provides a guide for scrupulously preparing both facility and system infrastructure on a daily basis to ensure the survival and safety of the Group's clients and employees and the continuation and recovery of the clients' and Group's business, with priority given to the most important operational aspects. The BCP facilitates the fulfillment of the Group's social responsibilities. The company is working to establish a specific, sequential plan premised on an earthquake in the northern area of Tokyo Bay that builds on the aforementioned disaster response measures.

## Initiatives in the Building Business

### Building Safety Design Guidelines Implemented

Mitsubishi Estate has established its Building Safety Design Guidelines, which set standards that are more rigorous than Japan's Building Standards Law and other standards. The guidelines ensure that accident prevention begins at the building's design stage. Following these guidelines, the company reviews progress at every stage from planning and design to management and operations and strives to resolve any issues identified.

The company also continuously reviews its safety management system, with a focus on preparing for accidents and response system readiness.

### Integrated Management of Safety Information by the Building Safety Management Office

Mitsubishi Estate has set up a Building Safety Management Office in its Property Management Department to ensure that the Group provides integrated management of activities and information at all work sites and offers direction and support, such as inspections and repairs at all buildings that the company manages nationwide. This office facilitates information sharing across the Group regarding accidents within the Group and at other companies, and gives guidance and support for countermeasures as needed.

This office regularly conducts safety inspections as well as daily inspections of buildings.

The Building Safety Management Office compiles information on accidents at buildings, including those not managed by the Mitsubishi Estate Group, examines the cause and determines the need for action. With this office taking the central role in the company's analysis of accident information and its safety check system, accidents are prevented and the company is better prepared for disasters.

## ■ Building safety and security examples

### ● Fall prevention measures

Height of railings is raised to prevent falls and drops from atriums and other areas.

### ● Shatterproof film for glass

Shatterproof film is installed on glass to minimize glass breakage and dropping in buildings in the event of an earthquake or other disaster.

### ● Exterior inspections

A visual check of building exteriors is conducted more than once a year, including signs posted on the exterior, to prevent accidents caused by the fall of exterior building materials.

### ● Standardizing signs

Mitsubishi Estate is preparing a Sign Design Book so that its informational signs are easy to understand and warning signs are standardized. In particular, the company is revising its signs displaying instructions on escalator use to prevent accidents.



Signs displaying instructions on escalator use

## Initiatives in the Residential Business

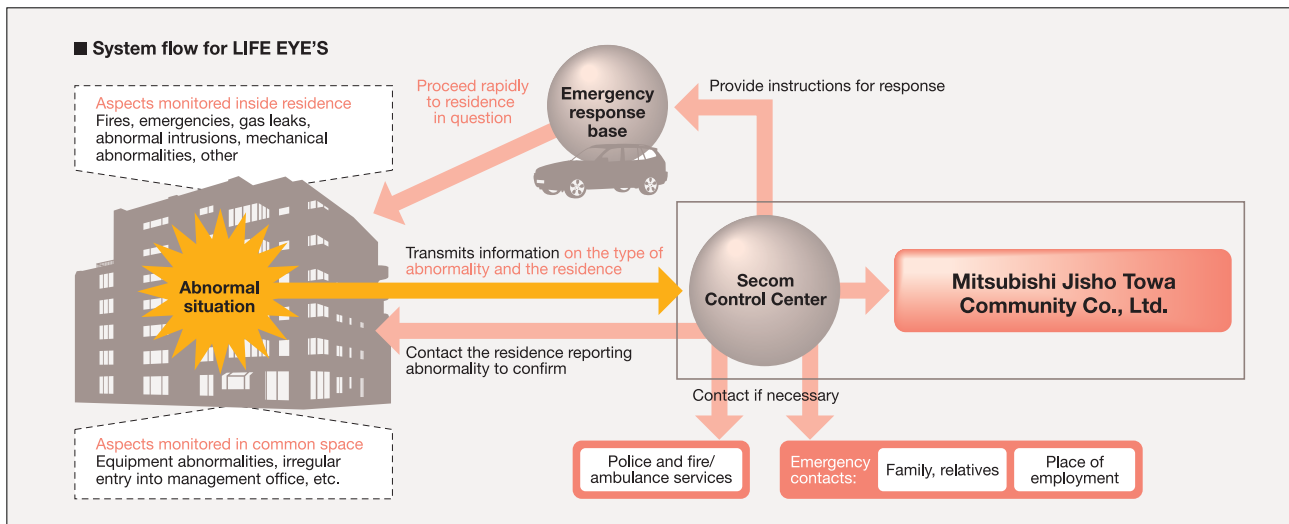
### Ensuring the Safety and Security of Condominium Clients

In January 2008, Mitsubishi Estate and Towa Real Estate Development Co., Ltd., jointly developed a new security system for condominiums called LIFE EYE'S, together with Mitsubishi Jisho Towa Community Co., Ltd., which provides comprehensive management for condominiums, and security company Secom Co., Ltd. Since spring 2008, the system has been installed in practically all of both companies' individual projects and joint developments sold in the Tokyo metropolitan area.

This security system includes individual residence security features for sending alerts in the case of anything abnormal happening in each residence, which ensures that the companies' response to clients is detailed and precise at each independent development project.



Magnetic sensor on a window



# Urban Development from the Client's Perspective

**Mitsubishi Estate takes advantage of every opportunity it has to communicate with clients to ensure that the living spaces it provides are satisfying. The Mitsubishi Estate Group always strives to respond to clients' views sincerely and promptly, and is committed to urban development that delivers great satisfaction and delight.**

### Initiatives in the Building Business

#### Initiatives in the Marunouchi Area

The Otemachi, Marunouchi and Yurakucho district is home to approximately 4,100 businesses in which more than 230,000 people work, and these businesses attract three times as many visitors. The redevelopment of the Marunouchi area in recent years has led to a dramatic increase in the number of people visiting the area for pleasure, in addition to the business people.

In a collaboration between the government and private sector, Mitsubishi Estate is constructing an underground pedestrian network to improve access to public transportation in the area. In 2007, the Tokyo Station Marunouchi Underground Plaza and the Gyoko Dori Underground Passage were completed during the renovation of the Shin-Marunouchi Building. The company is currently expanding the underground

pedestrian spaces near Tokyo Station, and ensuring that more infrastructure is barrier-free. Glass showcases were put up along the Gyoko Dori Underground Passage for use as a gallery displaying art work, making this area into a venue for popularizing art and culture.

Mitsubishi Estate is integrating pedestrian space above ground as well, including space along Marunouchi Naka Dori Road and the open spaces of buildings' outdoor facilities. The company is endeavoring to enhance the city's comforts and amenities through daily management as well by sponsoring special events.

### Initiatives in the Hotel Business

#### Ensuring That Guests are Always Delighted

The Royal Park Hotels and Resorts Co., Ltd., a Mitsubishi Estate subsidiary, has been carrying out company-wide programs since 2005 to enhance guest delight, an essential factor in overall customer satisfaction, in accordance with its management philosophy "the best for the guest."

Guests demand that hotels offer even better service—in other words, a higher level of hospitality—and these programs enable the Royal Park Hotels chain to satisfy their expectations.

To achieve guest delight, top-level meetings attended by the president, directors and hotel managers, core leader meetings attended by core leaders in the divisions, and regular meetings attended by the hotels' administrators are held to identify service issues and decide on improvement measures, and take steps to redress problems. Examples of situations that were improved thanks to customer comments are shared with the group and reflected in operations.



Tokyo Station Marunouchi Underground Plaza

## ■ Initiatives at hotels

The Royal Park Shiodome Tower provides an example of these initiatives. Every two months, this hotel identifies an issue related to better serving guests and holds activities designed to improve guest delight. The Yokohama Royal Park Hotel holds Smile Leader Meetings every month with the aim of enhancing care for guests by emphasizing the importance of smiling in the workplace. Further, the Royal Park Hotel has an internal trainer run practical training sessions on guest services once a month with an emphasis on accurately gauging guests' feelings. The hotel staff also engages in an ongoing service improvement initiative, where each person proposes ways to improve care that reflect the opinions offered by guests in conversations every day. These ideas for improvements are then adopted throughout the hotel. One of the things the Sendai Royal Park Hotel has done to delight guests, on its tenth anniversary in 2005, was to set up an anniversary desk to accommodate guests celebrating their anniversaries there. An anniversary designer, a staff member dedicated to this purpose, plans celebrations for the guests' anniversaries.

## Voice

### Programs by Royal Park Hotel's Quality Improvement Committee



#### Mika Shimizu

Front Reception Assistant Manager  
Front Rooms Division  
Royal Park Hotel Co., Ltd.

The Royal Park Hotel strives to improve service by setting up subcommittees within the Quality Improvement Committee on the three issues of taste, atmosphere and service. The hotel staff themselves propose ideas on ways to improve service, based on customer opinions, to the Quality Improvement Committee, and the committee considers service improvements based on these proposals.

One example of a way in which we improved service is the change in the bell staff's uniform. Customers felt that the bell staff greeting customers in the entrance and lobby should change their uniforms in the summer, so we proposed that the bell staff wear summer uniforms to give a better sense of the season. In summer 2008, our guests were greeted by staff in summer uniforms.

## Feature

### Royal Park Hotels takes first place in J.D. Power Asia Pacific 2007 Japan Hotel Guest Satisfaction Index Survey

In December 2007, the international customer satisfaction research and consulting firm, J.D. Power Asia Pacific, Inc., ranked Royal Park Hotels highest overall (a ranking shared with Associa Hotel & Resorts) in the J.D. Power Asia Pacific 2007 Japan Hotel Guest Satisfaction Index Survey in the category of hotels in the 15,000 yen to less than 35,000 yen/overnight stay range, among 24 hotel brands in this category. This survey was based on responses to a survey given on the Internet to 12,070 people over the age of 18 throughout Japan in September – October 2007 regarding their level of satisfaction with experiences and service at hotel group chains in Japan.

Source: J.D. Power Asia Pacific 2007 Japan Hotel Guest Satisfaction Index Survey

Category of hotels in the 15,000 yen to less than 35,000 yen/overnight stay range; results based on responses from 12,070 people regarding their experiences at hotels over the past year.

Web [http://www.jdpower.co.jp/jdp\\_e/index.html](http://www.jdpower.co.jp/jdp_e/index.html)

# Communication with Clients

The Mitsubishi Estate Group communicates with a diverse range of customers in its extensive urban development efforts, including its building business and residential business. The Group not only strives to satisfy its clients' demands, but also incorporates their views into the way it does business.

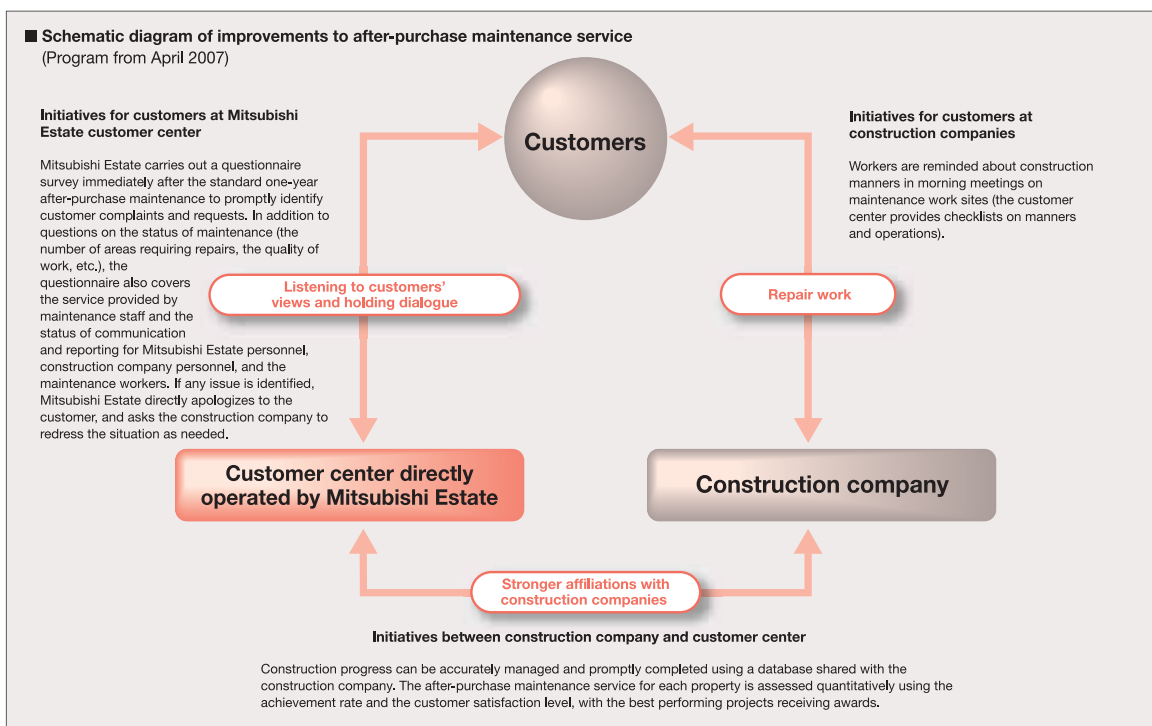
## Initiatives in the Residential Business

### Programs to Improve After-Purchase Maintenance Services for Condominiums

Mitsubishi Estate actively listens to the views of buyers who have purchased its condominium units, to improve its services and better respond to their needs. In addition, by strengthening affiliations with construction companies, the company is working to improve after-purchase maintenance services (see the diagram below).



Morning meeting before after-purchase maintenance work



## Feature

### Customer satisfaction survey based on guidelines

The Rockefeller Group, a Mitsubishi Estate subsidiary with headquarters in the U.S., actively communicates with its tenants to ensure that its 80 years of experience in real estate ownership and management delivers the maximum level of satisfaction. The Property Management Office (PMO) carries out surveys to solicit tenant feedback on their satisfaction with air conditioning and heating, lights, cleanliness and security, based on the guidelines shown to the right.

### Overview of PMO Tenant Relation Guidelines (excerpt)

- Property Manager (OM) and Assistant Property Manager (APM) meet all tenant representatives upon first assuming duties at the building and contact them at least every two weeks to maintain relations.
- Tenant representatives are encouraged to visit the Property Management Office (PMO) on occasion to "put a face to the name" of the people they deal with regularly via e-mail and telephone.
- Tenant handbooks are available and distributed by the PMO staff appropriately or upon request.
- Tenant Satisfaction Surveys are distributed quarterly soliciting opinions regarding Building Services. Surveys are collected, reviewed and areas of concern are addressed.