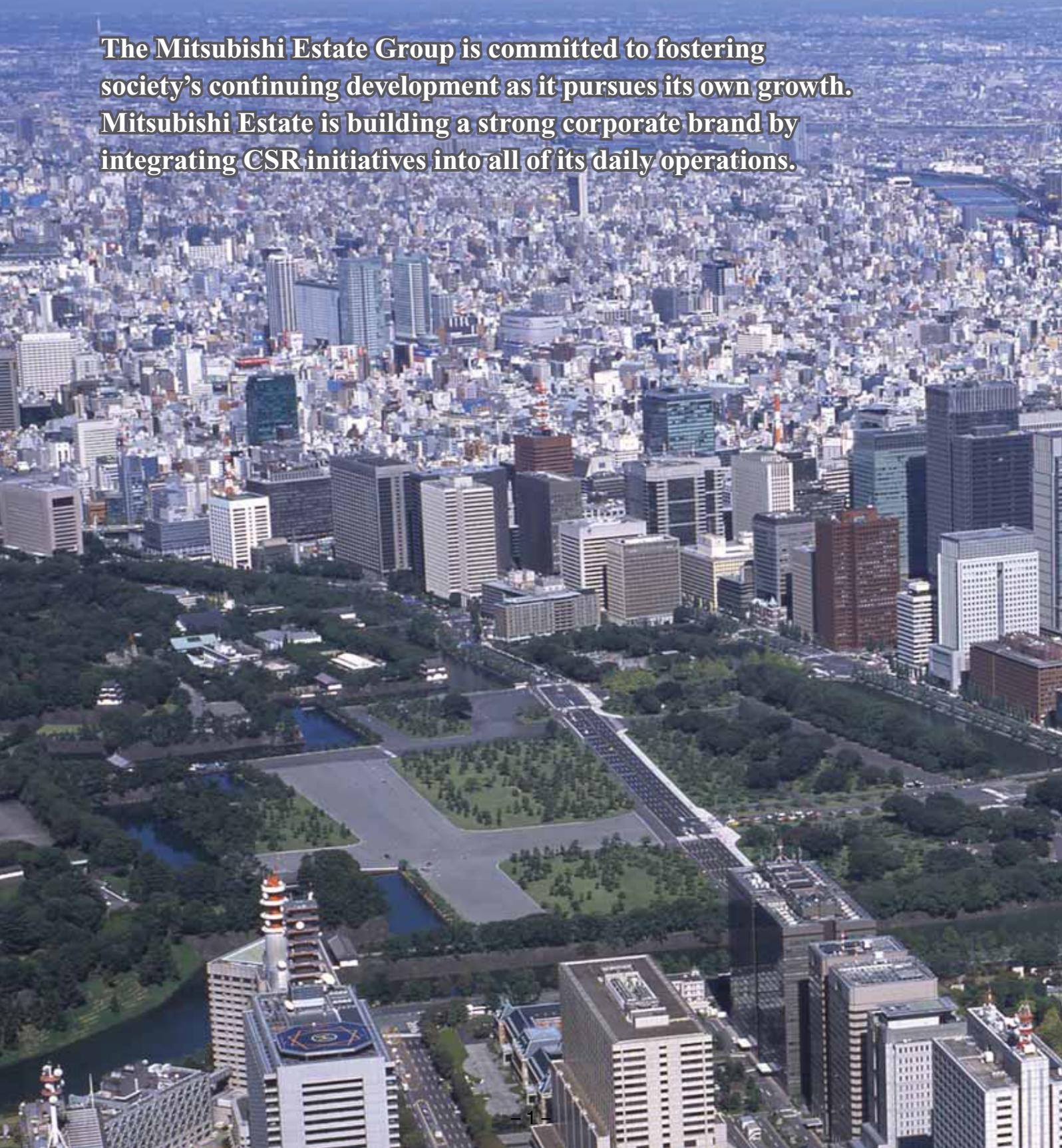




# A Love for People A Love for the City

Forever Taking on New Challenges—The Mitsubishi Estate Group

**The Mitsubishi Estate Group is committed to fostering society's continuing development as it pursues its own growth. Mitsubishi Estate is building a strong corporate brand by integrating CSR initiatives into all of its daily operations.**



# The Mitsubishi Estate Group CSR Report 2008

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# Message from the President



**“Our unique brand of urban development delivers both new value and superior environmental performance, all the while aiming to create cities with timeless appeal.”**

*Keiji Kimura*

Keiji Kimura  
President & CEO  
Mitsubishi Estate Co., Ltd.

## Wonder and dreams, confidence and security — for everyone in every community

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At the Mitsubishi Estate Group, we constantly strive to fulfill the three basic commitments of our mission—to act with integrity, to earn the trust of our clients and to create a vibrant workplace—as stipulated in our Code of Conduct, revised in 2005. Social responsibility is at the heart of our corporate management, and our most important task now and in years to come is to demonstrate this in all of our business activities. This is the key to strengthening our bonds with customers and all other Mitsubishi Estate Group stakeholders.

In September 2007, the Mitsubishi Estate Group made a clear declaration of its corporate commitment with its new brand slogan, “A Love for People and A Love for the City.” Corporate social responsibility (CSR) is at the heart of this slogan, which expresses the added value that our firm offers.

“A Love for People” conveys the Mitsubishi Estate Group’s desire to inspire love and wonder and to offer confidence and security to all of its stakeholders. “A Love for the City” illustrates the company’s basic commitment to raising overall community value, not just the value of individual buildings.

At Mitsubishi Estate, we wholeheartedly embrace the challenge of increasing a city’s intrinsic value. The many years that Mitsubishi Estate has spent on urban development projects in the Otemachi, Marunouchi and Yurakucho district, which stretches across about 120 hectares, offer a perfect example of these efforts. We consider all of the people who work, shop and dine in the district to be stakeholders of the Mitsubishi Estate Group. We recognize that the appeal of the city will only continue to grow if it keeps offering new value. Naturally, in planning or coordinating community development, it is essential for us to be mindful of people’s desire to live in harmony with the environment. Mitsubishi Estate cooperates with local landowners and government agencies to find ways to link individual environmental efforts together for the total progress of the greater community.

## Leveraging the Group’s overall management expertise to foster eminently livable communities

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The Mitsubishi Estate Group’s new Medium-Term Management Plan, launched in fiscal 2008, addresses four changes in the business environment: globalization, the securitization of real estate, the accelerated pace of informatization and harmonious environmental co-existence. As the real estate industry changes at an ever faster speed, we understand how important it is to be dynamic, innovative and ready for every challenge. It is also, of course, vital to take the customer’s perspective. We are determined to integrate CSR into all of our business activities, and our mindset about responsibility is shaped by our vision of becoming a real estate company for the new age: “a global real estate solutions provider—development as a core driver.” This is the

Mitsubishi Estate Group’s goal for the future. Total urban development means that the developer’s job does not stop with the infrastructure; the evolving knowledge and management aspects are crucial. Our various internal functions and all Group companies are involved in this process. The entire Group works as one team, with each person acting with an open mind and contributing to our collective strength.

The Izumi Park Town in Miyagi Prefecture’s Sendai City, a development project that the Mitsubishi Estate Group has been involved with for more than 30 years, demonstrates this sort of teamwork. Starting with new ideas for urban functions and ways for residents to relax, we have continuously worked to develop a community that is convenient and full of amenities such as workplaces, hospitals, schools, recreation facilities and waterfront sanctuaries. Through Izumi Park Town Service Co., Ltd., the town management company that acts as intermediary for resident activities and maintains and manages the town’s environment, Mitsubishi Estate today is still creating a community and an environment that continue to grow and change with the needs of residents.

## Sharing environmental awareness with users while raising the environmental quality of buildings

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The Mitsubishi Estate Group has made a clear commitment to proactively address environmental problems in its new Medium-Term Management Plan. Measures to counteract global warming are one of the most important issues for the Group. We have proactively implemented energy-saving specifications in buildings in our recent redevelopment projects around the Marunouchi area. The culmination of these efforts, the Shin-Marunouchi Building which opened in 2007, brings together all these specifications, including rooftop greening, solar panels, the use of Low-E glass which impedes heat transmission, and automatic blinds to block outdoor heat. Combined, these innovations have succeeded in dramatically reducing CO<sub>2</sub> emissions. Notably, the company is also working closely with tenants of existing buildings on energy-saving initiatives. At the Mitsubishi Estate Group, revitalizing a community and reducing its environmental impact are one and the same thing.

These efforts to address environmental problems also extend to Mitsubishi Estate’s residential business, where the company is moving into the eco-housing market to better respond to customers’ rising environmental awareness. There are many promising technologies available, such as solar heat generation and heat pumps, although these raise the initial costs of homeownership. To help customers understand the benefits of these technologies over the lifetime of their home, Mitsubishi Estate carefully explains how they can help reduce environmental impact and lower electricity and gas bills.

## Creating a vibrant workplace

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Article 3 of the Mitsubishi Estate Group's Code of Conduct commits the company to creating a vibrant workplace. The company's managers play a vital role in creating an environment in which motivated employees can perform to the best of their abilities. In meeting the needs of a diverse society, it is essential to promote internal communication and provide an environment in which employees can demonstrate their collective strength. As outlined in the new Medium-Term Management Plan, "as one team" is a key phrase in realizing the Group's vision for the future. Mitsubishi Estate will continue to foster a vibrant workplace by improving both the facility and systemic aspects of the work environment.

## Compliance at the Mitsubishi Estate Group: Acting with integrity for the customer and the community

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The majority of Mitsubishi Estate's social contributions are made through its core business, but I believe that companies must care for social needs even in areas not

directly related to their business. The difficult economic environment in Japan today has led to a tendency for this sort of compassion to be forgotten by corporate management, but even supporting modest civic programs and providing a place for children to express themselves can have a major effect in changing society for the better.

As part of this belief, the Mitsubishi Estate Group has sponsored an art contest for disabled children since 2002, and hopes to continue this program supporting children's talents for many years to come.

Needless to say, management that prioritizes compliance is essential in earning the trust of a wide range of stakeholders and building strong relationships with everyone with an interest in our company. As we have continued to assert, the Mitsubishi Estate Group believes that compliance is not simply a matter of obeying the law, but rather fully meeting the needs of its customers and the larger society. Toward this end, we will keep working to ensure profound communication with our customers by striving to see things from their point of view. Urban development is a never-ending enterprise, and thus the Mitsubishi Estate Group's relationship with its customers and society will always have a bright future. I hope to impress this on all employees, and ensure that we always develop communities that leave significant value to future generations.

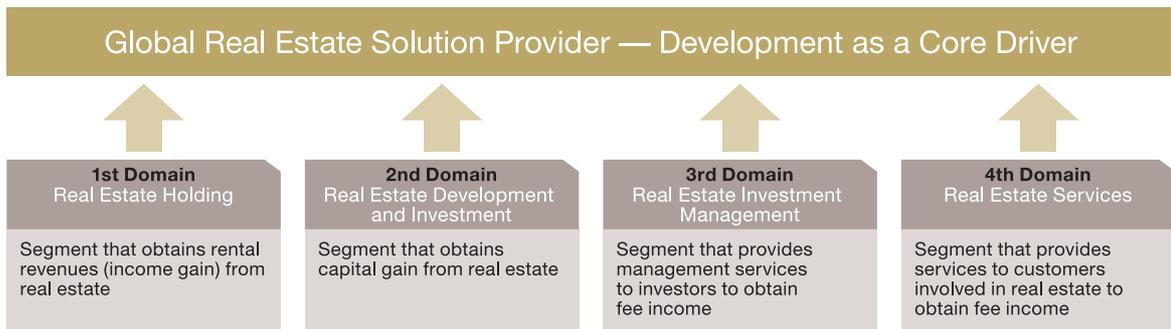


## New Medium-Term Management Plan “Action 2010” (2008-2010)

### ■ Changes in the business environment affect the Group

Globalization	Real Estate Securitization	Growth in the Pace of Informatization	Harmonious Environmental Co-Existence
Globalization of real estate investors (funds), customers and competition	Growth in asset management needs such as pensions, government funds, etc., and diversification of real estate players	Due to IT innovations, accelerating speed and greater degree of change in markets, etc.	Increasing global awareness of the need to tackle environmental problems

### ■ Mitsubishi Estate’s Future Visions and Four Business Domains in “Action 2010”



### ■ Keywords for Helping to Realize Future Visions

Innovative	Eco-conscious	Global
For an innovative and creative Mitsubishi Estate Group	Symbolizing harmonious environmental co-existence in which the Mitsubishi Estate Group is proactively involved	Meaning the global Mitsubishi Estate Group
<b>As one team</b>	For the Mitsubishi Estate Group united as one in pursuit of future targets	

### ■ Practical Action Items

	1st Domain Real Estate Holding	2nd Domain Real Estate Development and Investment	3rd Domain Real Estate Investment Management	4th Domain Real Estate Services
<b>I</b> Action Items for Each Business Domain	I. 1. Maximizing asset value held in Marunouchi and other locations	I. 2. Reinforcing development and risk-management capability	I. 3. Building global platform	I. 4. Aiming to be a leading service provider that contributes to advancing development
<b>II</b> Action Items for Strengthening Segment / Cross-Sectional Competitiveness	II. 1. Globalize Each Segment			
	II. 2. Strengthen Each Segment, Leveraging Development Capabilities			
	II. 3. Further Develop Company-Wide, Proposal-Based Marketing			
<b>III</b> Management Infrastructure Action Items	III. 1. Reinforcing Management, People and Organization Infrastructure			
	III. 2. Active Measures toward Harmonious Environmental Co-Existence			