

## &History The Mitsui Fudosan Group: A History of Value Creation



Since the beginning, the Mitsui Fudosan Group has been dedicated to creating value through the creation of neighborhoods. Our efforts support healthy lifestyles, and value a balance between society and the environment. Our history is a story of value creation, and our vision for the future promises to add exciting new chapters to that story. Let's take a closer look.



### Neighborhood Creation to Meet Future Needs

The Mitsui Fudosan Group has continued to create new lifestyles with forward-looking neighborhood creation.

1673



Echigo-ya clothing emporium in Edo Japan

### Enterprising Spirit and Dedication to Customers

Takatoshi Mitsui Founds Echigo-ya

Roughly 340 years ago, Takatoshi Mitsui founded the Echigo-ya clothing emporium in the Nihonbashi area of Edo, now Tokyo. Takatoshi revolutionized the business with fair and affordable cash transactions. Echigo-ya eventually grew to become Mitsui Company, and the Mitsui Fudosan Group inherited his enterprising spirit and dedication to customers.

1929



The new Mitsui Main Building (Chuo-ku, Tokyo)

## Built to Withstand the Strongest Earthquakes

### Mitsui's Symbol of Recovery

Approximately six years after the Great Kanto Earthquake, builders put the finishing touches on the Mitsui Main Building. This modern office building, famously built to withstand an earthquake twice as powerful as the 1923 temblor, rose from the rubble as a symbol of recovery, bringing hope and energy to the people of Tokyo. It is also where the roots of our commitment to safety and security can be found.

1941



## Mitsui Fudosan is Established

The Real Estate Department of Mitsui Company, which was founded in 1909, was responsible for managing Mitsui's real estate. In 1941 the department was split off as Mitsui Fudosan ("Mitsui Real Estate"). Since then, our mission has been to contribute to Japan's development, and through neighborhood creation, we continue making contributions to society.



The interior of Mitsui Fudosan at the time of its establishment

1950~



Keiyo Rinkai District

## Reclaiming Land from the Sea

### The Keiyo Rinkai District Land Reclamation Project

To meet the growing need for residential development and space for manufacturing facilities in the late 1950s, Mitsui Fudosan began work to reclaim Tokyo Bayfront land in the Rinkai District of Chiba Prefecture. This new concept of creating space instead of searching for it contributed to the formation of large-scale manufacturing complexes and industrial parks. Eventually, new residential developments and office buildings were established in this area, and today it is a place where numerous people live, work, and visit.

1960



Tokyo Disneyland under construction

\*Business entity: Oriental Land Company Co., Ltd.

©Disney

## Support for the Opening of Tokyo Disneyland \*

In 1960, Mitsui Fudosan participated in the founding of Oriental Land Co., Ltd. which today manages Tokyo Disneyland. After negotiations with Disney, Oriental Land finally opened the park in 1983. It was the first Disneyland to be located outside the US, and its opening after an extended period of gestation raised the curtain on a new era of entertainment in Japan.

1968



The newly-completed Kasumigaseki Building (Chiyoda-ku, Tokyo)

## Skyscrapers Make Urban Plazas a Reality

### The Kasumigaseki Building

The growth of buildings into skyscrapers was balanced by the creation of broad green spaces at their feet. The Kasumigaseki Building pioneered the era of ultra-high rise buildings in Japan, and was an epochal step forward in an urban renewal movement incorporating a vision of human and social potential.

1971



Mita Tsunamachi Park Mansion (Minato-ku, Tokyo)

## New Japanese Residential Concepts

### Mita Tsunamachi Park Mansion and Sun City

On the heels of the Kasumigaseki Building, Mitsui Fudosan pursued the creation of new value in residential environments with the construction of Mita Tsunamachi Park Mansion, Japan's first high-rise apartment complex. Our built-for-sale Sun City condominium pioneered the concept of neighborhoods whose attractiveness increases as they mature and age. To help create a neighborhood where, like a growing forest, people would gather to live and form a growing web of connections with others, the residents and others joined in the planting of around 50,000 trees. Today, Sun City is an oasis of green in a highly urbanized setting. Mitsui Fudosan continues to apply this concept of neighborhoods whose attractiveness increases as they mature and age in its neighborhood creation today.

1980



Sun City today, surrounded by trees (Itabashi-ku, Tokyo)

1981



The newly-opened LaLaport TOKYO-BAY (Funabashi City, Chiba)

## Creating New Lifestyles

### Mitsui Shopping Park LaLaport TOKYO-BAY

LaLaport TOKYO-BAY gave rise to a new lifestyle concept-weekend shopping excursions. LaLaport is more than a commercial facility; as a hub for the local community, it plays an important role in neighborhood creation.

1984



The Halekulani Hotel today (Oahu, Hawaii)

## Expanding Globally

### The Halekulani Hotel

Halekulani Corporation, a subsidiary of Mitsui Fudosan America, was established in 1984 as part of the Group's international expansion. The corporation thoroughly rebuilt and refurbished Hawaii's flagship Halekulani Hotel, and has managed it since then.

1986



Okawabata River City 21 (Chuo-ku, Tokyo)

## Solving the Challenges Facing Cities

### Okawabata River City 21

Okawabata River City 21, a major collaboration between the public and private sectors, was designed to address challenges faced by cities, including spiraling land prices and shrinking resident populations. With a full mix of residential, commercial, and office space as well as other urban amenities, the development is surrounded by abundant greenery and represents a futuristic waterfront development model.

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### Creating New Value in Harmony with History and Culture

The Mitsui Fudosan Group has revitalized neighborhoods, centralizing advanced functions while retaining the region's natural environment and culture.

1995



MITSUI OUTLET PARK OSAKA TSURUMI (Tsurumi-ku, Osaka)

#### Developing Japan's First Outlet Mall

MITSUI OUTLET PARK OSAKA TSURUMI

This was Japan's first outlet mall, following a trend that began in the US in the 1980s. Mitsui Outlet Parks feature daring new approaches and offer new value to society. These commercial facilities typify the Mitsui Fudosan Group's basic stance.



2001



## Japan's First Real Estate Securitization

After the collapse of Japan's speculative bubble, the real estate industry faced a pressing need to rethink their business model. To promote real estate securitization, Mitsui Fudosan created Nippon Building Fund Inc. and listed it on the Tokyo Stock Exchange Real Estate Investment Trust Securities Market (J-REIT). This move opened new avenues to procure funds to support neighborhood creation.

2004



COREDO Muromachi 1 and 3 (Chuo-ku, Tokyo)

## Retaining, Revitalizing, and Creating

### Nihonbashi Revitalization Plan

The Nihonbashi bridge, in the Tokyo district that shares its name, was the starting point of the five major highways that led to other parts of Japan from Edo. The district still boasts numerous historic structures and traditional neighborhoods featuring commercial establishments founded generations ago. Nihonbashi is the birthplace of the Mitsui Group and Mitsui Fudosan's home ground. The Nihonbashi Revitalization Plan brings together the public and private sectors with local residents to stimulate the neighborhood and generate new appeal. With a core concept of retaining, revitalizing, and creating, we are combining a "making things" hardware approach (city block redevelopment) with a "making experiences" software approach (community activities, events, and more). The plan began in earnest with the 2004 launch of the COREDO Nihonbashi shopping center. The transformation of Fukutoku Shrine into a new "regional community core" in the fall of 2014 marked the start of the plan's second stage. Going forward, we will aim to further enhance the energy level in Nihonbashi and do our part to reinforce Tokyo's international competitiveness through imaginative, distinctive neighborhood creation.

### Retaining

At Mitsui Fudosan, we see coexisting with traditional culture, historic structures, and regional communities, and preserving them for future generations, as our mission.



Buildings surrounding the Mitsui Main Building, an Important Cultural Property, were designed to harmonize with this historic structure



The Mitsui Memorial Museum houses a diverse collection of artworks

### Revitalizing

By studying history and adopting the knowledge of our forebears, we are working to restore lost aspects of neighborhoods and restore their vitality.



We helped restore the main building of



ECO EDO Nihonbashi is a summer event



2007

Fukutoku Shrine, whose history goes back more than a millennium

that revives the way Edo-era people kept cool, with a modern touch

Creating

With our eyes on the future, the Mitsui Fudosan Group creates value needed in every era, with respect for history and culture. Our goals range from revitalization of Nihonbashi to the revitalization of Japan as a whole.



A wide range of events to vitalize neighborhoods



Nihonbashi Information Center is staffed with foreign concierges



Tokyo Midtown (Minato-ku, Tokyo)

### Diversity and On the Green Are Neighborhoods Where the Natural Environment and the Local Community Coexist

Tokyo Midtown

Tokyo Midtown, which opened in 2007, exemplifies the Mitsui Fudosan Group's efforts to create neighborhoods. Situated on a large site that retains the greenery of the former Japan Defense Agency (JDA) facility, the mixed-use urban complex includes office, commercial, residential, and hotel space. It is a place where the new is coming into being continuously as people gather: design and art that convey Japanese values and sensibilities, seasonal events that stimulate the surrounding community, and more.



Greenery from the original site was relocated and retained



Approximately 40% of the developed area was reserved for open space with abundant foliage



21\_21 DESIGN SIGHT, a source for advanced design



Extensive green space provides a stage for a wide variety of events



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&History 01	1673 — 1986	&History 02	1995 — 2007	&History 03	2012 — 2019
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### Creating New Futures to Realize a Sustainable Society

Guided by its new vision, the Mitsui Fudosan Group, will endeavor to create smart neighborhoods to leverage human potential in new ways.







Kashiwa-no-ha Smart City (Kashiwa City, Chiba)



# Building Smart Cities to Address National Challenges

## Kashiwa-no-ha Smart City

Kashiwa-no-ha Smart City (Kashiwa City, Chiba) is a collaboration between the public, private, and academic sectors for advanced neighborhood creation. It is Japan's first mixed-use smart city development, with residential, office, commercial, hotel, meeting hall, and international exchange space. The development aims to actualize future concepts, and is designed to promote next-generation lifestyles and society under three themes: environmental harmony, health and longevity, and new industry creation. The Mitsui Fudosan Group aims to create such advanced neighborhoods in Japan and abroad to serve as model solutions for global challenges.

## Environmental Harmony Cities

Optimizing energy use throughout a neighborhood can resolve environmental and energy challenges and ensure secure lifelines when disasters occur. Using the most advanced technologies available, the Mitsui Fudosan Group is working to create neighborhoods that exist in harmony with the environment.



Kashiwa-no-ha Smart Center monitors regional energy supply and demand



Rooftop solar panels at LaLaport KASHIWANOHA

## Health and Longevity Cities

Our goal is to create neighborhoods where everyone from children to the elderly can lead healthy lives. To this end, we are collaborating with the public sector in such efforts as health businesses and model towns where these concepts can be field tested.



A-Shi-Ta health research stations promote wellness



A-Shi-Ta also offers unique health promotion programs

## New Industry Creation Cities

New industry creation cities are home to incubation facilities to support new businesses and entrepreneurs, as well as knowledge institutions such as universities and research institutes. They nurture and support new industries that will bring new vitality to Japan.



KOIL innovation center (Kashiwa-no-ha Open Innovation Lab)



International business contests are also held



The Three Core Concepts of Mitsui Fudosan Group Smart Cities

In addition to its Kashiwa-no-ha development, the Mitsui Fudosan Group is promoting smart city development in Nihonbashi (Chuo-ku, Tokyo); Hibiya (Chiyoda-ku, Tokyo), Yokohama (Yokohama City, Kanagawa Prefecture), and elsewhere, where we are undertaking to address the challenges facing humanity in the areas of smart energy, harmony with the environment, safety and security, health and longevity, and new industry creation. Our aim is to create people-centered, growing neighborhoods whose attractiveness increases as they mature and age.

- 1 Neighborhoods that respond to the challenges facing humanity
  - Challenges requiring response: energy, harmony with the environment, safety and security, health and longevity, new industry creation, etc.
- 2 Challenges requiring response: energy, harmony with the environment, safety and security, health and longevity, new industry creation, etc.
  - Goal: Green (energy-efficient, eco-aware) & Resilient
  - Neighborhoods where customers can experience the value that technology creates
- 3 Growing neighborhoods through synergistic value and town management
  - Create synergy through multiple use and enhance sustainable value-added through town management



MFLP Ibaraki, completed 2017 (Ibaraki City, Osaka Prefecture)



MFLP Inazawa, completed 2017 (Inazawa City, Aichi Prefecture)

### Advanced Logistics Facilities that Contribute to the Region and Enhance Working Environments

#### Mitsui Fudosan Logistics Park (MFLP)

MFLPs are advanced logistics facilities meeting recently diversifying requirements as a result of the growth of third-party logistics and e-commerce. As of the end of August 2018, there were 33 MFLPs in operation across Japan. These facilities contribute to their local communities in numerous ways, not only with more efficient distribution, but also as locations for green space and certified nursery schools. Furthermore, tenant companies create employment opportunities, and local contractors are hired for construction projects. MFLPs are also working to improve working environments in order to secure human resources. This can be seen in their activities to enhance shared spaces such as cafeterias, collaborate with personnel service companies to offer employment support, and offer exclusive discounts for LaLaport employees.



2015



## Mitsui Fudosan Co., Ltd. becomes a Olympic and Paralympic Games Tokyo 2020 Gold Partner

### Preparing for the Olympic and Paralympic Games Tokyo 2020

Mitsui Fudosan Co., Ltd. has signed a Tokyo 2020 Gold Partner agreement with The Tokyo Organizing Committee of the Olympic and Paralympic Games. As a Tokyo 2020 Gold Partner in the Real Estate Development, Mitsui Fudosan will engage in broad-based promotion of Japan's appeal, to contribute to the success of the Olympic and Paralympic Games Tokyo 2020.

2018



TOKYO MIDTOWN HIBIYA (Chiyoda-ku, Tokyo)

## Creating Future-Oriented Experiences and Values While Leveraging Unique Neighborhood Characteristics

### TOKYO MIDTOWN HIBIYA

TOKYO MIDTOWN HIBIYA had its grand opening on March 29, 2018, in Tokyo's Hibiya district, which has a long history as an area for arts, culture, and entertainment. The new complex is a mixed-use city promoting synergy between a diverse spectrum of culture, styles, and talent from around the world. In addition to office and retail space, restaurants, and a cinema complex, it serves as a nexus of commercial collaboration to support the formation of new industries. TOKYO MIDTOWN HIBIYA preserves the character and history of its namesake district and offers visitors high-quality experiences. Its aim is to realize a vision of creating future-oriented experiences and values.



An urban landscape with abundant parks



**TOKYO MIDTOWN  
HIBIYA**

2019



## The 2nd Stage of the Nihonbashi Revitalization Plan: Flagship project accelerating Nihonbashi's globalization

### Nihonbashi Muromachi Mitsui Tower

Nihonbashi Muromachi Mitsui Tower, the flagship project of the 2nd Stage of Nihonbashi Revitalization Plan, was completed on March 28, 2019. Nihonbashi was the starting point for five major highways leading out of the capital during the Edo era, and flourished as a center of commerce and culture. With the aim of creating while retaining and reviving the area, Mitsui Fudosan began collaborating with government, private enterprise, and local residents to promote the Nihonbashi Revitalization Plan. This ambitious plan has as its core the concept of retaining, revitalizing, and creating the future. Development in Stage 2 was completed based on the four key areas of industry creation, neighborhood creation, community cohesion and renewal of an aqua metropolis. Through development of mixed-use facilities combining tangible and intangible aspects across a substantial area, the goal is to create a neighborhood in which a diverse population of residents, users, and visitors bring life and energy to the area.

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Toward developing mixed-use facilities to energize people of diverse values, and enhancing disaster preparedness and environmental performance in urban areas.



Nihonbashi Muromachi Mitsui Tower stands at the corner of Chuo-dori and Edo-dori Avenues, and is a major new addition to the Nihonbashi area, which lies between the Kanda and Tokyo Station areas. The building features a hall and conference facilities suitable for a wide range of uses, a large outdoor plaza with an extensive roof and landscaping rich in greenery to provide liveliness, and a commercial area with 31 shops, including eslite spectrum nihonbashi and another Japan-first outlet. Through its mixed-use and intangible value-added features, the building exemplifies a mixed-use facility development that will energize a diverse range of visitors. Moreover, the development includes an energy plant that is part of the Nihonbashi Smart Energy Project. Under this project, the first in Japan, the plant is capable of supplying not only the building but the surrounding area with electric power and heat on a stable basis. This enhances energy resilience with uninterrupted energy supply in emergencies,\* as well as energy efficiency and CO<sub>2</sub> reduction for eco-friendly neighborhood creation. Mitsui Fudosan will continue to promote Urban Smart Cities to meet ESG challenges.

\*Energy resilience: robustness of energy supply networks

▶ Nihonbashi Muromachi Mitsui Tower (Chuo-ku, Tokyo)



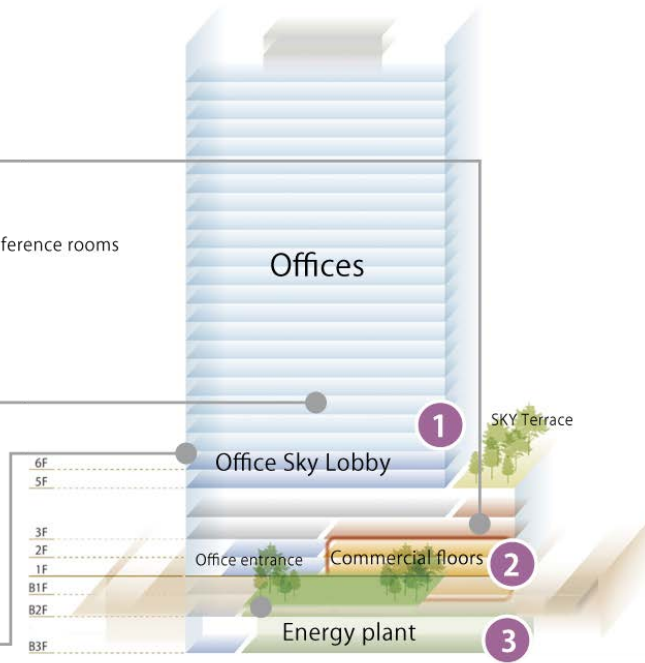
3F: Muromachi Mitsui Hall & Conference  
Main hall (approx. 375 m<sup>2</sup>) and three conference rooms



5F to 25F: office floors



5F to 6F: Office Sky Lobby



## (1) Office Sky Lobby



Expanded membership facilities and services for tenant enterprises with diverse workstyles

To create more richly evolved offices serving not only as places to work, but as places to actualize enriched business life, we offer Mitsui Office for Tomorrow, a shared space on the fifth and sixth floors where tenant enterprise members can access facilities and services.



▶ Lounge space



▶ Conference room foyer

## (2) Commercial floors

### COREDO 室町テラス

COREDO Muromachi Terrace September 2019 grand opening  
31 shops including eslite spectrum nihonbashi and another Japan-first outlet

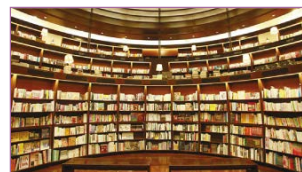
We're giving customers a new experience in historic, traditional Nihonbashi, with places where they can spend quality time. These include two shops opening in Japan for the first time (one of them being eslite spectrum nihonbashi), five opening for the first time in the Kanto area, 10 opening for the first time in commercial facilities, and 10 with unique new business models. In all, there are 31 shops offering first-class domestic and international dining as well as merchandise and experiences for the discerning.



▶ B1 commercial facility Lively dining floor with direct subway access



▶ 1F commercial facility Comfortable gathering space connected to the lively plaza



▶ 2F eslite spectrum nihonbashi



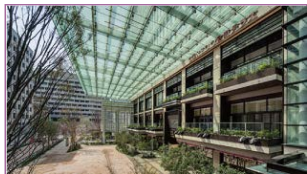
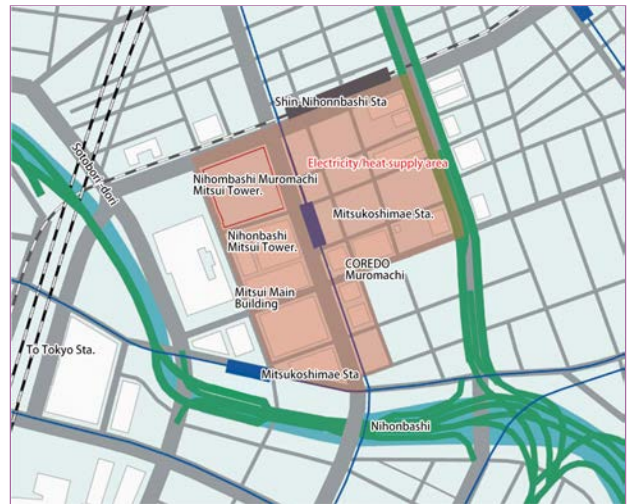
▶ A lifestyle and reading culture wonderland and a source for creative and diverse cultural information

### (3)Energy plant



The Nihonbashi Smart Energy Project is renewing the energy supply of the entire Nihonbashi area and promoting Urban Smart Cities

Mitsui Fudosan, in collaboration with Tokyo Gas Co., Ltd., has built an energy plant in the complex to supply energy to nearby buildings and commercial facilities on an ongoing basis, not only in emergencies. This is the first energy network of its kind in Japan. Generating power with gas from a medium-pressure line, which is highly reliable in disasters, ensures stable energy supplies and enhanced, multifaceted energy resilience, and contributes to the creation of reliable, safe neighborhoods. The aim is to realize local energy consumption supported by local production, with energy efficiency and CO<sub>2</sub> reduction for eco-friendly neighborhood creation, by making effective use of waste heat produced during the power generation process.



- ▶ A large outdoor plaza (approx. 1,500 m<sup>2</sup>) with an extensive roof and landscaping rich in greenery to provide liveliness
- ▶ Gas cogeneration



## The Largest Project in Manhattan by a Japanese Company: 55 Hudson Yards Completed in October 2018

This property is one of a group of buildings comprising Hudson Yards, the largest-scale mixed use redevelopment project in Manhattan. At approximately 118,000 m<sup>2</sup> of floor area, 55 Hudson Yards is the largest ever office building development by a Japanese company in Manhattan. This state-of-the-art office building is adjacent to the nearest subway station and Hudson Boulevard Park at its main entrance. The building features excellent vistas of the Hudson River to the west and Hudson Boulevard Park to the east, with an expansive 360 degree terrace at the top of the podium and additional tower and podium terraces to make the most of the views. It offers superior environmental performance and is expected to achieve LEED Gold certification, a floor plate that allows an efficient layout, and a stunning exterior that incorporates the historic cast iron architecture, which was widely used in the Manhattan/SoHo area in the 19th century. The total project value is approximately ¥150 billion, of which Mitsui Fudosan's share is 90%. Tenants are mainly financial companies and major law firms, which represent two of Manhattan's main business sectors.



■ Hudson Yards



## A Large-scale Neighborhood Creation Project for London: Television Centre Redevelopment Project Phase 1, Completed November 2018

Television Centre is located approximately 3.7 miles (approximately 6 km) west of London's West End, and forms part of a wider regeneration area. The Mitsui Fudosan Group has been pushing the redevelopment project forward after acquiring the site and buildings from the UK public broadcaster the British Broadcasting Corporation (BBC) in July 2012. Combined with the redevelopment project at the adjacent White City Place, acquired from the BBC in June 2015, the total site area of approximately 1,338,000 ft<sup>2</sup> (approximately 124,000 m<sup>2</sup>) and total floor space of approximately 4,263,000 ft<sup>2</sup> (approximately 396,000 m<sup>2</sup>) is the largest-ever city development in London by a Japanese company. Television Centre is a transformation of the recording studios and offices once used by the BBC into a mixed-use facility comprising of offices, residential housing, a hotel, and other facilities. The original building and many iconic features, which many will remember as features of the BBC, have been largely retained thereby creating new charm and value in a British heritage.



▶ Television Centre Redevelopment Project



## New Urban Functions Sustain Hibiya's Starring Role in Japan's March Toward the Future



Hibiya has a long history, dating to the Meiji era, as a setting for social gatherings and relaxation. It also played a key role in Japan's modernization. The famed Rokumeikan, a Western-style guest house for foreign visitors, stood in Hibiya, as well as the storied Imperial Hotel, said to be the first of its kind in Japan. Tokyo Midtown Hibiya, which opened on March 29, 2018, inherits Hibiya's living history and traditions, and aims to realize a vision of creating future-oriented experiences and values.

This large-scale multifaceted facility is equipped to serve in diverse capacities with commercial, office, gathering and event space, and more. To realize the Mitsui Fudosan Group's concept of neighborhoods whose attractiveness increases as they mature and age, the complex utilizes new-generation HiDAX-R seismic-energy damping systems, which have gained worldwide attention for their damping efficiency. Tokyo Midtown Hibiya also boasts top-class safety and business continuity infrastructure. Moreover, it is equipped to contribute to the security of the surrounding neighborhood in the event of a disaster. For example, it can serve as a shelter for up to 3,000 persons if public transportation is disabled.



Innovative gathering spaces attract diverse individuals and give rise to new industries

Bringing a new nexus for arts and culture to a district famous since the Showa era for its cinemas and theaters

Hibiya has a long history as a gathering place for domestic and foreign individuals of distinction. To leverage Hibiya's potential as a birthplace for new industries, we designed Tokyo Midtown Hibiya to serve as a place where people from around the globe with diverse culture, styles, and talents can gather and interact.

Hibiya acquired its reputation as a center for entertainment in the Showa era, with numerous cinemas and theaters, including the renowned Tokyo Metropolitan Hibiya Public Hall and the Tokyo Takarazuka Theater. Tokyo Midtown Hibiya will continue this tradition, coordinating with the district to promote Hibiya as an arts, culture, and entertainment center.



► **Hibiya Step Plaza**

A stairway leads to a circular plaza roughly 30 meters across, suitable for various events and activities



► **BASE Q**

With its Hall, Kitchen, Studio, Lounge, and Café, BASE Q is an ideal springboard for business collaboration.



► **TOHO Cinemas Hibiya**

This cinema complex is the largest in central Tokyo, with 13 screens and approximately 2,800 seats.



► **Atrium**

A three-story atrium has the feel of a theatrical space and makes for a suitable entrance to an entertainment complex.

## Urban Settings with Greenery and Open Spaces Make Fulfilling Places to Live, Work, and Visit



Hibiya is more than a center of commerce, business, and culture. It is adjacent to Hibiya Park, a precious environmental resource in central Tokyo, and a place where visitors can enjoy a lush natural setting.

Mindful of its relationship with the adjoining Hibiya Park, the designers of Tokyo Midtown Hibiya were careful to augment the existing greenery on the site by selecting from tree species present in the park, to create a unified feel with the park foliage.

Approximately 2,000 m<sup>2</sup> of greenery was deployed on site, not only around the structures but in the Parkview Garden (sixth floor) and the Sky Garden (ninth floor), as well as on the roof and walls of the structure. At the same time, pedestrian-only walkways were derived from the surrounding road network, and numerous installations of foliage and benches were placed along the way, creating relaxing green spaces.

By taking into account the proximity of the foliage in Hibiya Park, carrying out planting based on existing species, and taking other measures to create new green spaces, we formed a network of foliage in the Hibiya area, helping to create spaces where birds and other wildlife can coexist with people.



► **Parkview Garden**

Greenery and water features on the terrace give visitors the sense that they are part of Hibiya Park with its stunning foliage spread out below.



► **Wall and roof foliage**

Wall and roof foliage extends from Parkview Garden (6th floor) to Sky Garden (9th floor)



► **Sky Garden**

This aerial oasis of greenery is located near ninth floor office space and adjacent to the Sky Lobby.



► **Pedestrian walkway with abundant greenery**

Route 136 in Chiyoda was converted to a pedestrian walkway with abundant foliage selected from the species in the park, creating a feeling of unity with the park.

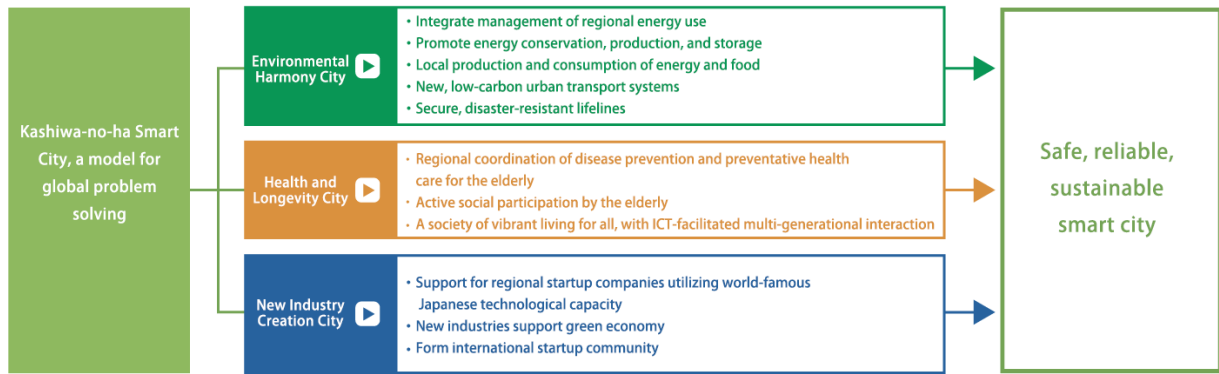


A Neighborhood Suitable as a Model For a Sustainable Global Future, Structured Through Collaboration Between the Public, Private, and Academic Sectors



The Mitsui Fudosan Group is positioning the concept of model smart cities as a response to a wide range of social challenges, including environmental challenges, a super-aging society, and economic stagnation. We are promoting the development of next-generation neighborhoods with participation from the public, private, and academic sectors. Kashiwa-no-ha Smart City, in Kashiwa City, Chiba prefecture, is adjacent to Kashiwanoha-campus Station on the Tsukuba Express line. The project saw its full-scale launch in 2011 and offers three models for social problem solution: Environmental Harmony City, Health and Longevity City, and New Industry Creation City. These models are structured as flat platforms open to anyone wishing to participate in neighborhood creation, including universities, enterprises, and citizens. Our goal is to achieve independent neighborhood creation to establish an image of a global future, sustainable in both tangible and intangible terms.





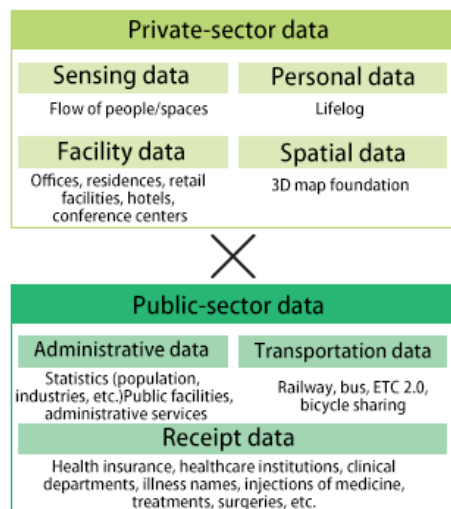
## Public-private Partnerships for a Data-driven Compact City

The Kashiwa-no-ha area, which covers a two-kilometer radius around Kashiwanoha-campus Station, is home to university complexes, hospitals, LaLaport KASHIWANOHA, and other facilities. Kashiwa City, Mitsui Fudosan, and the Urban Design Center Kashiwa-no-ha (UDCK)\* have teamed up to form the Kashiwa-no-ha Smart City Consortium for further development of the area. Centered on the station, the area is a hub for people, goods, and information, and the consortium is making use of this attribute to build a platform that brings together data from both the private and public sectors. By incorporating the latest technologies, such as AI and IoT, the consortium is seeking to build a Station-centered Smart Compact City. In 2019, the consortium was selected as an advanced smart city model project by the Ministry of Land, Infrastructure, Transport and Tourism, in line with its pursuit of the so-called Society 5.0.

\* UDCK is a hub for neighborhood creation jointly run by seven organizations from the public, private, and academic sectors: University of Tokyo, Chiba University, Kashiwa City, Kashiwa Chamber of Commerce and Industry, Tanaka Region Hometown Council, Metropolitan Intercity Railway Company, and Mitsui Fudosan. Based in the Kashiwa-no-ha district of Kashiwa City in Chiba Prefecture, UDCK undertakes research into city planning, conducts social experiments, supports civic activities, and communicates relevant information to the public sphere.

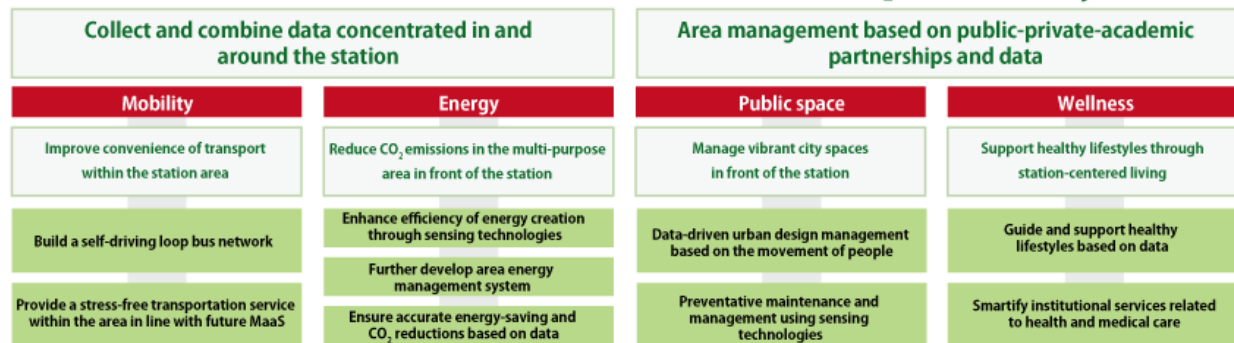
The Kashiwa-no-ha Smart City Consortium is building a public-private data platform that collects private-sector data, such as that related to people, environments, and facilities in the Kashiwanoha area, and public-sector data, collected through various administrative services. Not only will this promote the distribution of decentralized personal data among service-industry businesses, it will enable the creation of a decentralized data management system that returns personal data to the individual. In addition to the analysis and use of public and private data, by incorporating AI, IoT, and other advanced technologies, the consortium is working to uncover new applications and services.

Public-private data platform  
(decentralized data management system)



Goal : Effectively use dispersed key facilities, promote environment and health-based interaction, and achieve self-sufficient city management

# Station-centered Smart Compact City



## Mobility

### Introduction of self-driving buses

We have invested in Advanced Smart Mobility Co., Ltd., a start-up from the University of Tokyo that conducts R&D on self-driving systems with a view to commercialization. In fiscal 2019, we began demonstrating and trialing operations of a self-driving bus along a 2.6-kilometer route between Kashiwanoha-campus Station and the University of Tokyo's Kashiwa-no-ha Campus. Looking ahead, we will keep working with Advanced Smart Mobility to carry out R&D and continue trial operations.

### Introduction of MaaS

We have signed a collaborative agreement with and invested in MaaS Global Ltd., operator of the world's first real MaaS platform. Following demonstrations with MaaS Global and transportation businesses in the Kashiwa-no-ha area, we will look to make practical use of MaaS from a consumer-oriented, neighborhood creation perspective. We will work to ensure that MaaS creates a more comfortable environment for people living and working in the area, and that it is more than simply a form of transport.

## Public space

### Monitoring activity and utilizing data through installation of AI camera and sensors

By installing around 30 AI camera near facilities, parks, and other public spaces around the station, we will be able to analyze the flow of people to monitor congestion, and in turn watch over children and elderly citizens.

### Preventative maintenance and management using sensing technologies and AI analysis

As part of our efforts towards preventative maintenance and management, we will use sensing technologies to collect, analyze and monitor data on cavities under road surfaces, uneven roads, sewage pipes, and manholes. Central management of this data will allow us to assess risks, estimate causes, and make the necessary repairs in advance.

## Energy

### Introduction of an automatic degradation sensing system for solar panels

We will make use of an IoT-connected maintenance and management platform that, by attaching sensors to each individual solar panel, will enable us to monitor the system's power generation status and automatically detect any dirt or degradation. This will reduce inspection and regular replacement costs, and maximize power generation efficiency.

### Building an energy-related data platform for facilities in the area

We will make improvements to existing Advanced Energy Management Systems, and combine energy data, weather data, and human movement data to enhance the accuracy of projected power demand in the area, and thereby optimize our power pooling systems.

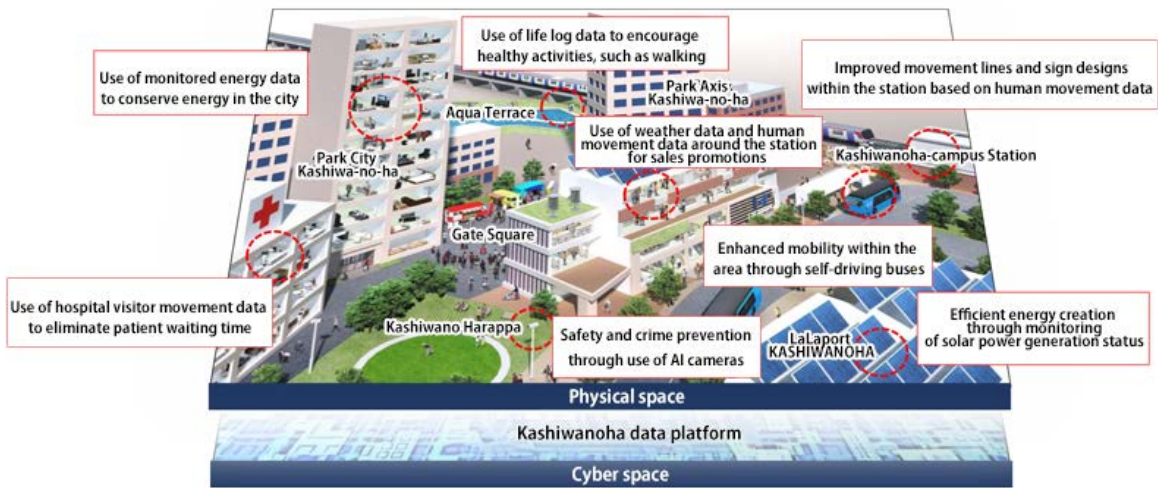
## Wellness

### Reducing patient waiting time by utilizing the movement data of hospital visitors

We will use individual recognition tags attached to patients' medical files to automatically record and accumulate information on their position within the hospital. This will enable us to ascertain the most congested locations and times, and we hope this will allow us to reduce waiting time stress and increase the total number of medical examinations.

### Providing health and advice services through use of diverse data

Utilizing our network at A-Shi-Ta, a community health promotion laboratory, we will collect the health data and medical care receipt data of patients through their wearable devices and sheet-type pressure sensors, allowing us to offer them optimal health and advice services.



## Children are the Power that Will Shape the Future. In a Society of Working Parents, We Create Neighborhoods Where Children Can Be Raised with Peace of Mind



In February 2018, tenants began occupying rental condominiums designed for those raising children, at the large-scale Park City Kashiwa-no-ha Campus The Gate Tower West. The goal was to create residences that help parents address such challenges as extended waiting periods for nursery school admission, and a lack of child-rearing environments designed to support working parents. Along with an on-site nursery school and after-school care facility for elementary school students, the complex features a pediatrics clinic and facilities for ill and convalescing children. The residence will provide an environment that is fully-equipped to enable even working parents to raise children with peace of mind.

### Cicol Nursery School and Cicol After School support working parents

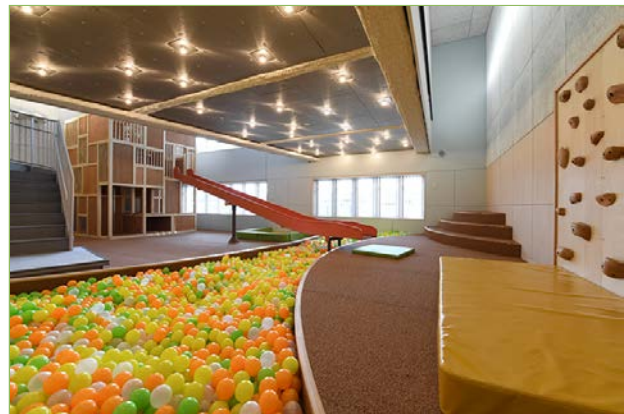
Cicol Nursery School is a non-registered entity offering child care services during regular operating hours as well as temporary care and night care until 22:00. Cicol After School is a facility designed for elementary school students and cultivates their capacity to be active in international society.



► Cicol Nursery School

### Parents can work and keep an eye on their children at Cicol Park and Cicol Work

These facilities include Cicol Park, an indoor play land with a wide range of toys for children to enjoy, and Cicol Work, a space where parents can work while monitoring their children.



► Cicol Park

## Pediatric care day and night, 365 days a year

Caps Clinic Kashiwanoha offers pediatric medical services day and night, 365 days a year. Ohana Kids Care, located next door, is equipped to care for ill and convalescing children.



### ► Caps Clinic Kashiwanoha

Kashiwa-no-ha Campus Clinic is a member of the Sesame Street Pediatric and Dental Education Program from Sesame Workshop, a US non-profit organization.





## Harnessing the Power of Sports in Neighborhood Creation

Sports not only improves the mental and physical health of people through actions such as doing, watching, and supporting, it also creates new connections and has the power to revitalize communities. The Mitsui Fudosan Group Statement includes our aim "to bring affluence and comfort to urban living." In line with this, our goal is to create neighborhoods whose attractiveness increases as they mature and age, and we see sports as an important element in creating attractive neighborhoods. Consequently, we are promoting neighborhood creation that harnesses the power of sports.

# BE THE CHANGE

さあ、街から世界を変えよう。

"BE THE CHANGE: Cities Start World Changes." With this slogan, and with Communicate, Connect, and Accept as themes, we aim to change ourselves and generate positive change in people, communities, and society with neighborhood creation as our point of departure.

### Mitsui Fudosan Sports Academy for Tokyo 2020

Mitsui Fudosan Sports Academy invites world-class athletes to give talks on Olympic and Paralympic competition, and offer students a chance to experience these events themselves. These classes are held at elementary and junior high schools in areas where Mitsui Fudosan is creating neighborhoods, and commercial facilities including LaLaport locations and Mitsui Outlet Parks throughout Japan. Direct contact with accomplished athletes creates personal connections between many different people, including local children, and stimulates the neighborhood community. Our aim is for these effects to form an intangible legacy that is sustainable into the future.

### Nihonbashi city dressing for Tokyo 2020

From October 28, 2017—exactly 1,000 days before the opening of Olympic Games Tokyo 2020—to the following November 29, Mitsui Fudosan carried out a city dressing campaign in Nihonbashi using the games logo and images of athletes. Nihonbashi supported the games with a project named WE MAKE 2020. It was an experiential event showing that everyone—that is, not just athletes but spectators and supporters— will have an important part to play in the Tokyo 2020 Games.



▶ Climbing Academy



▶ Mitsui Main Building Dressing



▶ Dressing concept



東京2020ゴールド街づくりパートナー

Mitsui Fudosan supports the Olympic and Paralympic Games Tokyo 2020 as a Gold Partner in the Real Estate Development category.

## Beautification of Competition Venue Leaves a Legacy of Litter-free Neighborhood Culture for Future Generations



On August 18 and 19, 2017, as one part of our environmental conservation activities, we carried out a program dubbed KEEP THE STADIUM CLEAN at Chichibunomiya Rugby Stadium, in conjunction with the opening four matches of the Japan Rugby Top League. The program's aim was to cultivate a litter-free neighborhood culture in and around the competition venue, and to communicate this to the surrounding community to leave this culture as a legacy for future generations. Students and athletes volunteered to participate, and invited the approximately 19,000 spectators to join in picking up litter after the matches. Over two days, 13,500 trash bags were distributed. Many spectators accepted trash bags and helped tidy up the stadium. We plan to extend this beautification program to other sports events.

### Intangible Legacy





### 1. Gathering at venue



Participants are oriented to the day's activities.

### 2. Inviting volunteers to participate



Stadium visitors are invited to take a trash bag and participate. Athletes also took part.



### 3. Trash bag distribution complete



These students and athletes volunteered to distribute trash bags.

### 4. Activity promotion using stadium



During half time, as well as at other points during the matches, the stadium monitor displayed an appeal for volunteers to help pick up litter.

### 5. Post-competition



Spectators and other volunteers picked up every piece of litter.



## Creating a sustainable local society based on never-ending forests

In July 2017, Mitsui Fudosan and Minato Estate Co., Ltd., which cultivates and manages forest land, concluded an agreement with Shimokawa Town, Hokkaido, to engage in comprehensive coordination to create a sustainable regional society based on never-ending forests.

- ◆ Sustainable forest management
- ◆ Sustainable consumption and production with appropriate utilization of forest resources
- ◆ Climate change response and energy security from multifaceted forest functions

The agreement seeks to achieve:



▶ Signing ceremony with Shimokawa Town, Hokkaido

## Preserving the Tokyo Metropolitan Water Conservation Forest



### Tokyo Waterworks: Enterprise Forest

To preserve the upper reaches of the Tama River for the future, the Tokyo Metropolitan Government Bureau of Waterworks has formulated a plan to involve average citizens in creating water conservation forests. Creating forests with citizens, enterprises, and many others promotes understanding of the importance of preserving water resources. Mitsui Fudosan agrees with the goals of this plan. In June 2017, it acquired naming rights for one part of Tokyo Waterworks: Enterprise Forest from the Bureau of Waterworks, and in collaboration with the bureau, implemented a forest preservation work experience program for Group employees. Through this and other program features, the Mitsui Fudosan Group is working to preserve water conservation forests.



### Experiencing work in water conservation forests

Since 2017, Company employees have been carrying out forest preservation activities at Mitsui Fudosan & EARTH FOREST TOKYO in Koshu City, which is located in Yamanashi Prefecture. In 2019, they cleared forest ground cover, and through their experience of the culture and nature of the Okutama area, were able to study the importance of preserving watershed forests.





## A Diverse Menu of Events to Unite the Local Community and Communicate the Appeal of Edo Culture and the Nihonbashi Area



Along with the Nihonbashi Preservation Council, local organizations, and enterprises, Mitsui Fudosan is a participant in the ECO EDO Nihonbashi Steering Committee, supporting events aimed at stimulating the Nihonbashi district. These events convey to modern people the spirit of coexistence that was so important during the Edo era, and create new styles that truly reflect Nihonbashi. A diverse range of events is held on an ongoing basis throughout the year to communicate this allure, helping to bring visitors to the district, encouraging interchange, and contributing to economic knock-on effects.

The 2016 Nihonbashi Cherry Blossom Festival, held from March to April, was honored with the Minister of Economy, Trade and Industry's Prize for Excellence, awarded by the Japan Association for the Promotion of Creative Events (JACE) for the event's effectiveness in city-branding over a wide area. Furthermore, Mirai Kidai Shoran ("Nihonbashi Future"), an audiovisual work shown during the Nihonbashi Kidai Festival (September to October 2016) received the Prize for Excellence in an Audiovisual Work at the Golden Cube Awards, hosted by the Japan Institute of Architects (JIA). The video presented elementary school students' conception of what they would like to see in a future Nihonbashi, in the style of an Edo-era picture scroll.



### ▶ Nihonbashi Cherry Blossom Festival 2017

Nihonbashi is renowned for its many cherry tree viewing spots. This event invites visitors to enjoy artistic flower viewing courtesy of digital technology, eat different types of food along the way, search for hidden treasure, and more.



### ▶ ECO EDO Nihonbashi 2017 Edo Summer: An Appeal to the Senses

This event featured goldfish scooping, paper lanterns, summer kimonos, and other ways people in the Edo era kept cool during a Nihonbashi summer. The event was held for the tenth time in 2017.



### ▶ Nihonbashi Kidai Festival

Visitors to this autumn festival can enjoy Nihonbashi's traditional culture and fascinating streets, thanks to collaboration between old established shops and local enterprises. The festival was held for the second time from October 20 to November 7, 2017.

## Promoting New Industry Formation by Bolstering Our Life Science Facility



Life Science Innovation Network Japan (LINK-J), whose key members include Mitsui Fudosan and interested members of academia, was founded in 2016. The network promotes exchange, collaboration, education, and support activities in order to build ecosystems and advance open innovation in a wide range of life sciences, including medicine, personalized medicine, drug discovery, medical devices, healthcare IT, and even preventative treatment, presymptomatic diagnosis, and healthy longevity. The network bases its activities in Nihonbashi, an area associated with the pharmaceutical industry since the Edo period. In order to promote new business creation through open innovation in the life sciences, LINK-J has signed a Memorandum of Understanding with various universities and organizations in both Japan and overseas to promote commercialization and industrialization in the life science field.



Nihonbashi Life Science Bldg.

Nihonbashi Life Science Hub



Akihiko Soyama  
President and Chief  
Executive Officer of LINK-  
J

Sarah Haywood  
Chief Executive  
Officer of  
MedCity

## Aiming to Make Nihonbashi Japan's Safest Neighborhood, Large-scale Disaster Preparedness Training Was Held with Local Residents



Nihonbashi Muromachi Area Management and Mitsui Fudosan hosted disaster preparedness training on March 7, 2017. Nihonbashi is an area with a diverse mix of people, including business proprietors, company employees, local residents, and visitors. Disaster preparedness training involving only facility and business proprietors may be unlikely to produce an adequate response in the event of a real disaster. To address this challenge, the joint drill involved the entire neighborhood and saw participation from approximately 1,200 people, including local school children, business proprietors in COREDO Muromachi, employees working in Nihonbashi Mitsui Tower, and local residents. To encourage greater disaster awareness, for the first time participants were able to experience a simulated large-scale earthquake in virtual reality, and other experiential disaster simulations. The effort contributed to greatly enhancing local disaster response capabilities, and to making Nihonbashi Japan's safest neighborhood.



► This "earthquake chair" simulates the effects of a temblor based on data from major quakes

This small simulator brings home the importance of disaster preparedness. Participants have a vivid, virtual-reality experience of the violent shaking of a major earthquake, based on actual data.



▶ **Rescue, relief, first aid, and moving drills**

Participants learned how to use crowbars, wood and other implements to free trapped people, how to move the injured using blue tarps, and other practical knowledge and techniques.



▶ **Food distribution courtesy of Ninben**

Ninben is a famed purveyor of dried bonito flakes, a key element of Japanese cuisine. The business dates to 1699, and today COREDO Muromachi features one of their shops. During the drill, Ninben distributed approximately 200 servings of miso soup flavored with seaweed.



▶ **Creating a disaster map of the Nihonbashi Muromachi area**

Participants walked the streets to confirm the locations of shelters, fire hydrants, and other relevant points. The resulting data, along with information concerning what actions to take during a disaster, and points to note when seeking shelter, were incorporated into a disaster response map.

◀◀ &Forest Preserving Precious Forest Resources for the Future

&People Diverse Workstyles Utilizing Diverse Human Resources ▶▶

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## The WORKSTYLING Project Explores the Future of Work and Receives Fiscal 2017's Good Design Award



Mitsui Fudosan's Multi-Site Shared Office WORKSTYLING Project, which was launched to help realize new ways of working, won the fiscal 2017 Good Design Award. As society ages and the working population continues to shrink, enterprises must enhance productivity and utilize a diverse range of human resources. Furthermore, excessive working hours represent a challenge. We have entered an era that calls for work that is unprecedentedly efficient as well as creative.

WORKSTYLING responds to these social trends and offers new solutions to a wide range of workspace challenges. The project's recognition with the Good Design Award reflects the high evaluation it has received as a service that enables employees of large enterprises to practice a diverse range of workstyles.



### Spaces that allow free choice of workstyle

WORKSTYLING is a shared office system for employees from a wide range of enterprises. It enables employees to use teleconferencing and other advanced technologies without restriction by time or location. WORKSTYLING offices are also equipped with advanced security systems. In response to input from enterprises, in fiscal 2018 we launched WORKSTYLING FLEX, which offers additional flexibility with respect to user numbers and contract terms. The goal of WORKSTYLING is to drive the evolution of the workplace.

As of January 2020, the network has grown to 50 locations in major cities throughout Japan, with 500 member enterprises and more than 100,000 registered users. WORKSTYLING gives employees more freedom, and offers new ways of working that



▶ WORKSTYLING FLEX

free them from long commutes, and enable them to combine work with child or family care.

## Implementing the Telework Days Plan

In 2017 and 2018, to help accelerate acceptance of telecommuting, WORKSTYLING introduced "Telework Days" at selected locations for customers wishing to telecommute. This initiative is also intended to support the Olympic and Paralympic Games Tokyo 2020 through various working styles, and going forward, will be further enhanced.

## Membership-based Facilities and Services for Tenant Companies mot. Mitsui Office for Tomorrow



As workstyle reforms continue to gather pace, Mitsui Fudosan hopes to be able to cater to the needs of office workers and, with more free time due to increased productivity, provide them with things to do. To do so, we began mot. Mitsui Office for Tomorrow, a selection of membership-based facilities and services for tenant companies that respond to employees' needs, allowing them to live a more comfortable life as an employee. In addition to the Nihonbashi Takashimaya Mitsui Building and Nihonbashi Muromachi Mitsui Tower, we plan to incorporate this new service into our future large-scale office buildings. Through this new service, we hope to build environments that enable employees to be more creative and more comfortable, and thereby create people-centric neighborhoods.



*mot.* Park

Free lounge



*mot.* Personal

Individual booths



*mot.* Conference

Rental meeting rooms



*mot.* Fitness

Member's fitness area



*mot.* Member's Lounge

Member's lounge

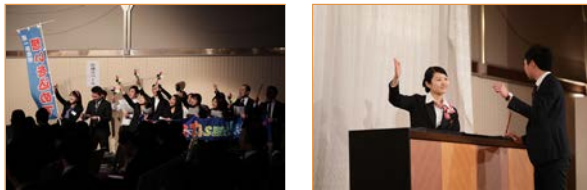
Workplaces that Bring Smiles to Employees Are Good for Customers Too.  
Let's Be Sure to Work Happy



The Mitsui Fudosan Group believes that when our employees, as well as those of our valued partners working in customer contact positions in hotels and commercial facilities, are able to enjoy their jobs with a smile, the result is enhanced customer service. As such, working to devise systems, settings and other measures to enhance employee satisfaction (ES) leads to customer satisfaction (CS).

**Enhanced ES means greater CS**

Through events such as the All-Out CS Contest (for all hotels under management), the MGH Award, and numerous incentive and other systems, we are working to raise ES and thereby CS, with gratifying results.



▶ All-Out CS Contest (Mitsui Fudosan Hotel Management)



This Credo summarizes the policies followed by employees of The Celestine Hotels and Mitsui Garden Hotels (Mitsui Fudosan Hotel Management)

**Mitsui Fudosan creates work environments with appeal**



▶ Employee lounge, Urban Dock LaLaport TOYOSU

At Urban Dock LaLaport TOYOSU and other commercial facilities, we are renovating employee lounges with a relaxing café concept, to enhance their effectiveness as spaces for rest and rejuvenation. Going forward, we will continue our efforts to create work environments that raise employee motivation.



▶ Employee lounge, LaLaport SHIN MISATO



▶ Women's powder room for employees, LaLaport SHIN MISATO