

Investors Guide

Financial Results for FY2023

Financial Results and
Business Highlights



New Group Long-Term Vision,
& Innovation 2030

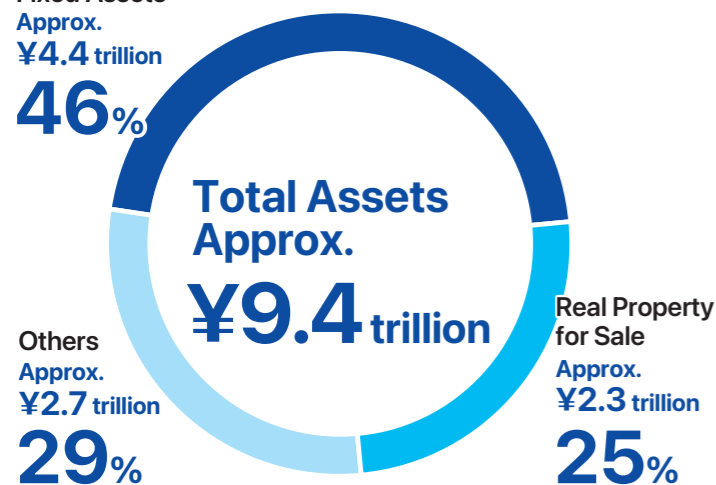


[For more details](#)

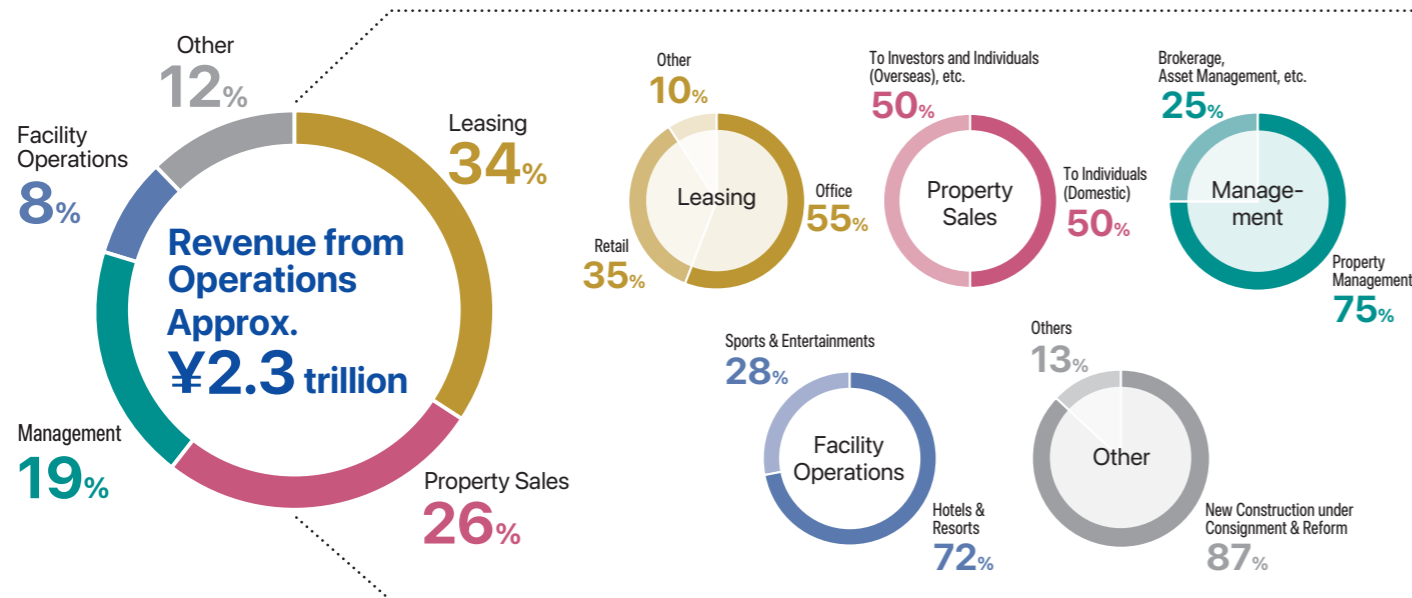
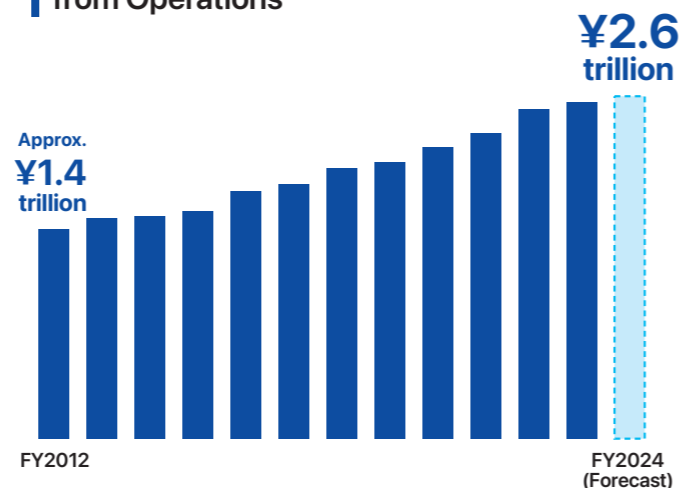
Business Overview

Year ended March 31, 2024 (FY2023)

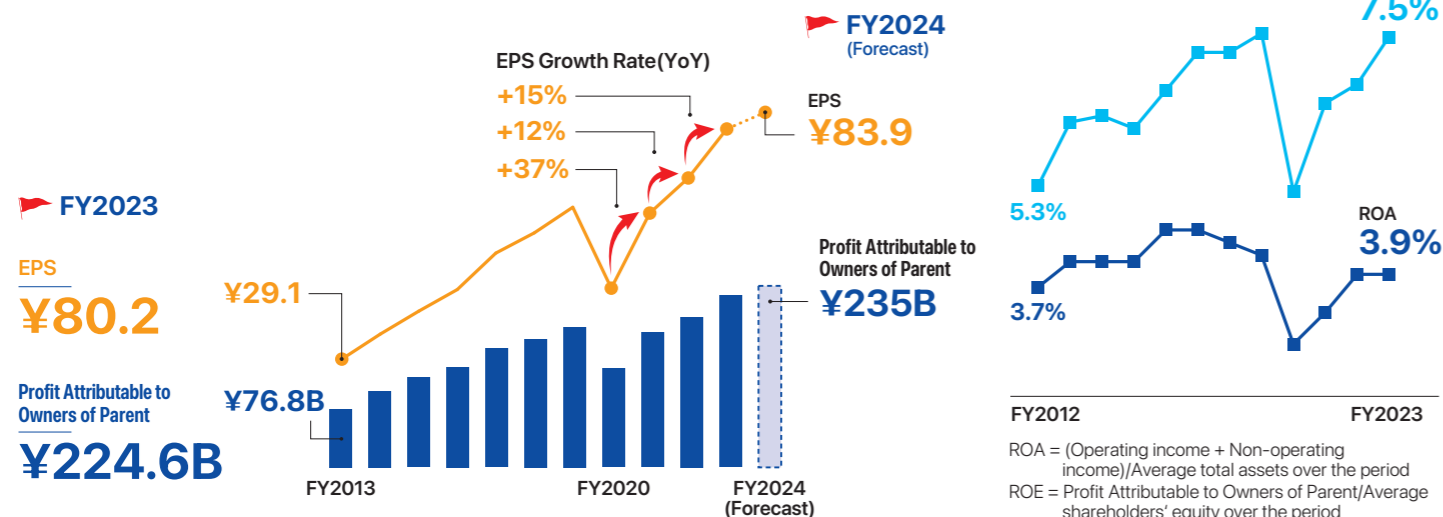
Tangible and Intangible Fixed Assets
Approx. ¥4.4 trillion



Trend in Revenue from Operations

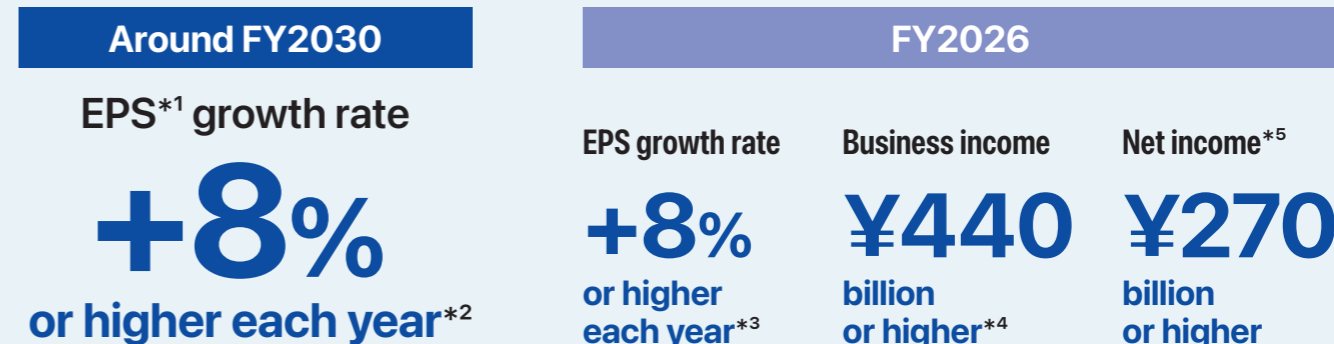


Performance Trends

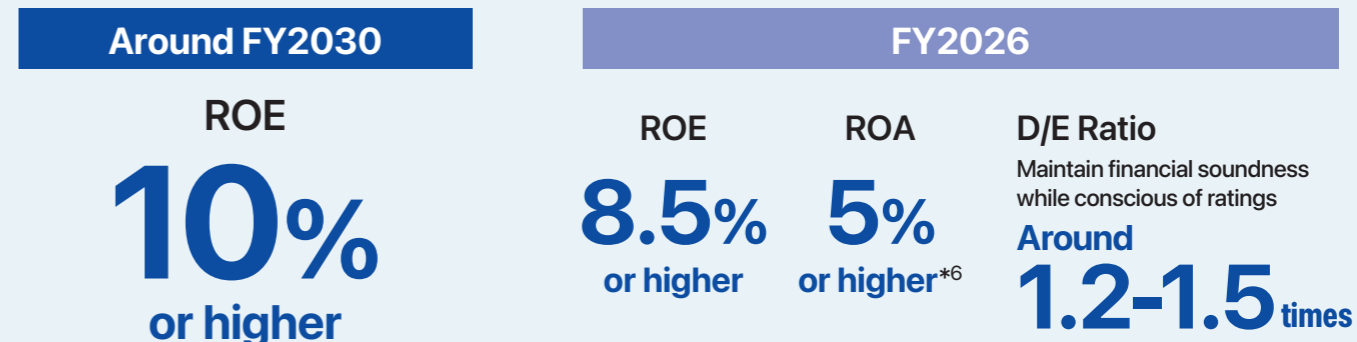


Management Goals & INNOVATION 2030

Growth Indicator



Efficiency Indicator



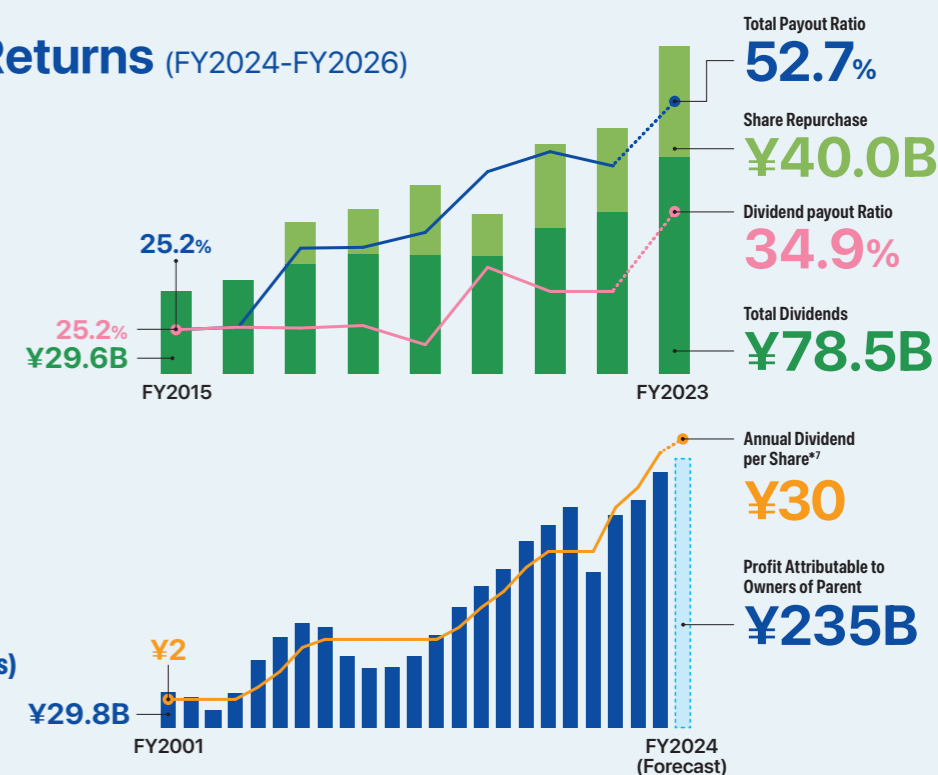
Shareholder Returns (FY2024-FY2026)

Total payout return ratio
50%
or higher each period

Dividend payout ratio
Around **35%**
each period

Stable dividend increases linked to sustainable profit growth (continuous and progressive dividends)

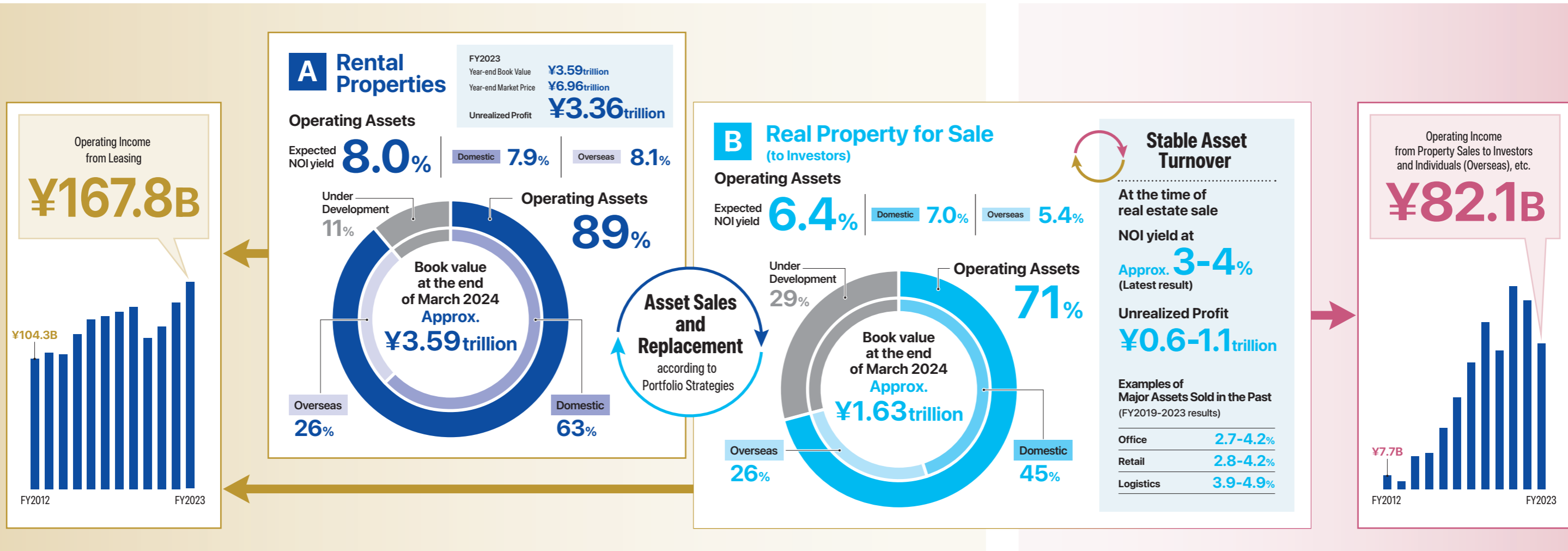
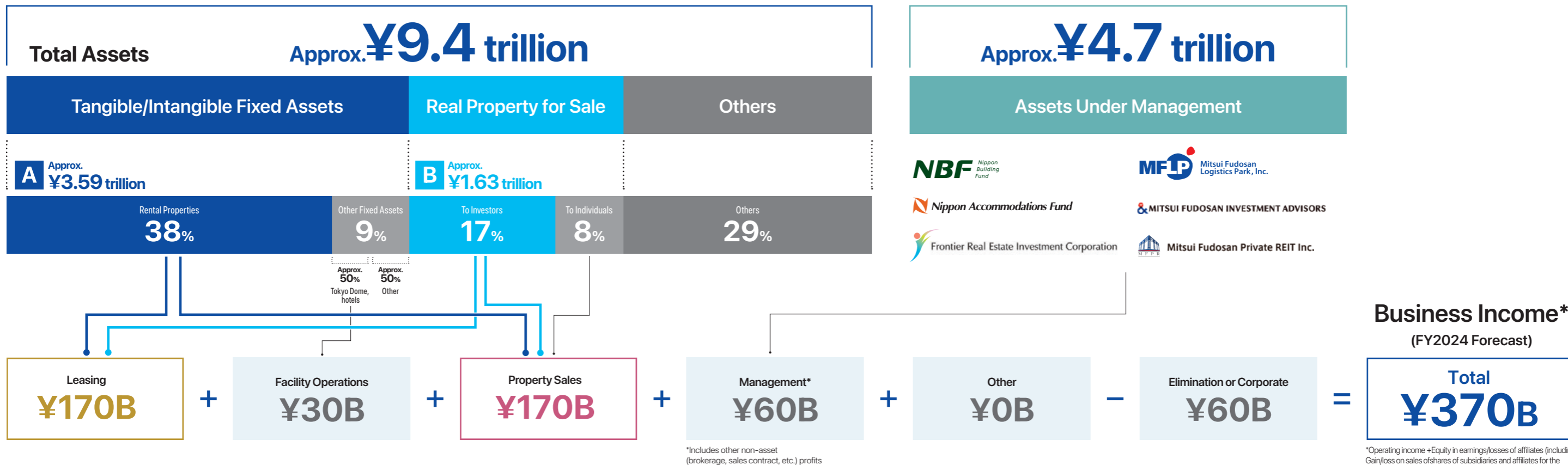
Flexible and continuous repurchase of own shares



* 1: Earnings Per Share * 2: FY2023 (forecast as of February 9, 2024) – FY2030 (forecast) CAGR * 3: FY2023 (forecast as of February 9, 2024) – FY2026 (forecast) CAGR * 4: Operating income + Equity in earnings/losses of affiliates (including Gain/loss on sales of shares of subsidiaries and affiliates for the purpose of real estate sales) + Gain/loss on sales of fixed assets
* 5: Profit attributable to owners of parent * 6: Business income / Average total assets over period
* 7: In light of the stock split undertaken on April 1, 2024 at a ratio of three shares to one share, FY2001-FY2023 data is adjusted on a post-stock split basis and rounded to the nearest whole number.

Source of Our Profit

(FY2023)



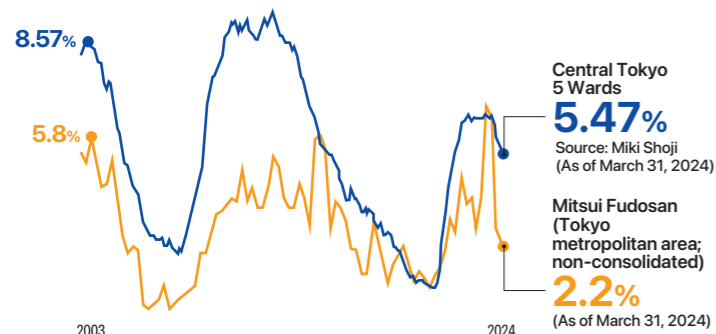
Market Potential

As of March 31, 2024, except as stated

Leasing

Office

Vacancy Rate



&WORK STYLING Corporate Shared Office

280,000 members

Approx. 19 times vs. FY2018
(As of April, 2024)

Retail

Number of Domestic Facilities



Approx. 2,500 tenants
(As of October 1, 2023)

Approx. 10,300 stores
(As of October 1, 2023)

National Commercial Sales Ranking

4 out of Top 10 Facilities Owned by Mitsui Fudosan

Store sales Rankings, FY2022		
2nd	LAZONA Kawasaki Plaza	¥85.7B
4th	Lalaport TOKYO-BAY	¥68.2B
6th	Mitsui Outlet Park KISARAZU	¥59.2B
8th	Mitsui Outlet Park JAZZ DREAM NAGASHIMA	¥54.4B

Source: SENKEN SHIMBUN
*Excerpt from our facilities only

Logistics

Facilities under development or operation in Japan and overseas



Total **67** properties
Over **¥850.0** billion cumulative investment

Approx. **5.3** million m² total floor space

Leased properties
Almost fully occupied (Mitsui Fudosan)

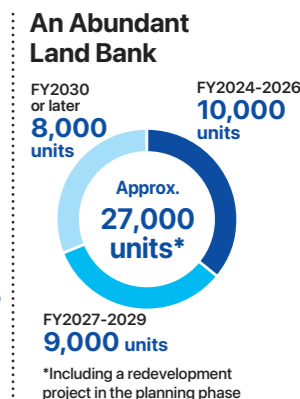
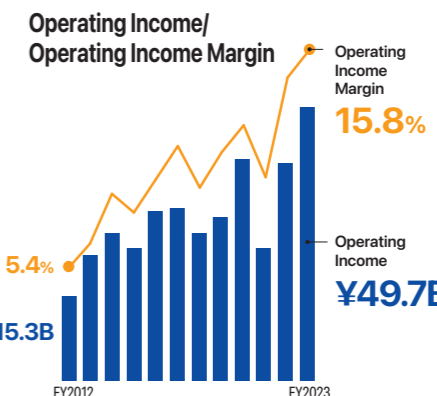
Tokyo Metropolitan Area
9.3% vacancy rate (Market) Source: CBRE

Property Sales to Individuals

Number of Condominium Contracts Posted **3,650** units

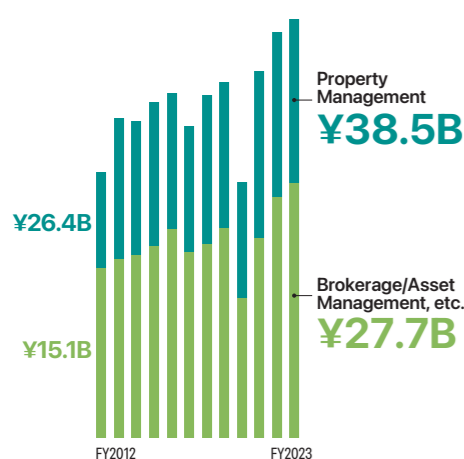
Contract Progress Rate **Approx. 84%**

Market share of high-grade condominiums (over ¥200 million/unit)
Over 50% of the Group (Source: MERCURY FY2023)



Management

Operating Income



Property Management

Rental Parking (Repark)
Approx. 250K units*
三井のリパーク Mitsui Car Park Leasing

Contracted Operation and Management (e.g., Office, Retail, Housing)

Condominiums Managed
Approx. 290K units*

Leasing Housing Units Managed
Approx. 150K units*

*FY2023

Brokerage

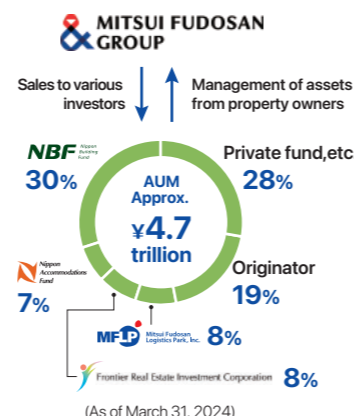
Brokerage for Individuals (Rehouse)
Approx. 38,700 units* handled for individuals

No. 1 for 37 consecutive years (FY1986-FY2022)

REALPLAN Mitsui Rehouse

*FY2023

Asset Management

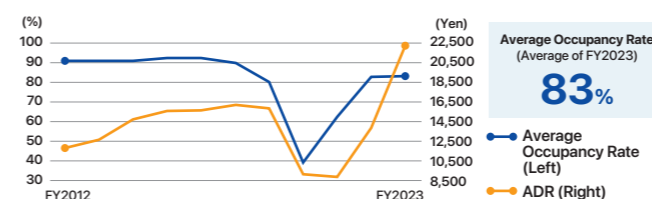


(As of March 31, 2024)

Facility Operation

Hotels and Resorts

Trends in Occupancy Rates/ADR (Lodging-focused hotels)



Facilities Directly Operated by the Company (Domestic and overseas)

53 facilities **Approx. 13,300** rooms

910K Mitsui Garden Hotel members
Twice members as many as 2018 year-end (As of March 31, 2024)



Tokyo Dome



Adjacent to 3 stations on 4 lines, for convenience of transportation

Tokyo Station	Approx. 6 minutes
Haneda Airport	Approx. 45 minutes
Narita Airport	Approx. 50 minutes

Visitors (FY2019)

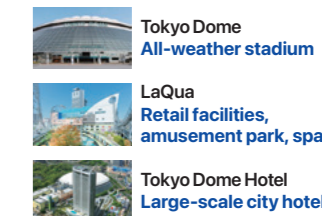
Approx. 40M people/year

In central Tokyo
A spacious site covering

Approx. 13 hectares

Facility Overview

Plentiful Facilities That Meet the Needs of Diverse Visitors



Overseas

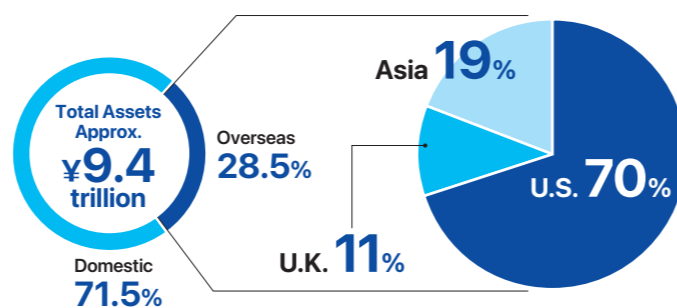
Expansion of Overseas Projects

	Number of properties in operation as of end of Mar., 2024.			Number in future development pipeline*		
	Europe and America	Asia	Total	Europe and America	Asia	Total
Office	(16)	(1)	17	(+9)	(+1)	+10
Retail	(-)	(8)	8	(-)	(+5)	+5
Leasing Housing	(13)	(-)	13	(+22)	(+1)	+23
Hotel/SA/Logistics	(2)	(9)	11	(+3)	(+5)	+8

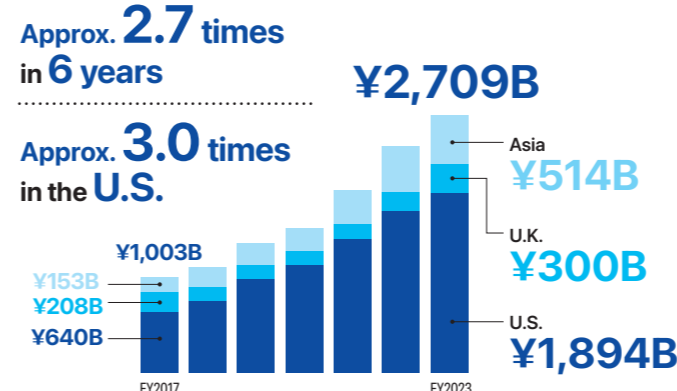
*Plans for the next phase and expansion of existing properties are counted

Breakdown of Group Assets by Area

As of March 31, 2024



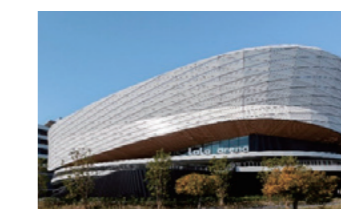
Growth of Overseas Assets



Facility Operation

LaLa arena TOKYO-BAY Completed in Apr. 2024

Further promote neighborhood creation with "excitement" by leveraging the power of sports and entertainment



Large multipurpose arena with a seating capacity of 10,000



Basketball game (image)



Music Concerts (image)