GROUP STATEMENT  “Bring affluence and comfort to urban living”

GROUP VISION  What we want to be

1 Philosophy
   Seeking to coexist in harmony with society, link diverse values, and achieve a sustainable society, as symbolized by the Mitsui Fudosan "△EARTH" logo, we will work to foster social and economic development as well as global environmental preservation.
   Under "△EARTH" we will aim for a society that enriches both people and the planet.

2 Evolution and value creation
   By bringing knowledge and experience together in diverse ways, we seek to advance the real estate business and create new value, both at home and abroad, proactively responding to global changes in social environments and market structures.

3 A profitable and growing Mitsui Fudosan Group
   We seek to create a profitable and growing Mitsui Fudosan Group, acting honestly and fairly to realize the capabilities of the entire organization.

GROUP MISSION  What is expected of us

1 Provide business and lifestyle-related solutions and services
   - Maximize urban value creation by providing secure, safe and attractive urban spaces and soft services that bring enrichment and comfort to urban living.
   - Provide variable and innovative solutions that stimulate the real estate investment market.

2 Work in partnership with customers from a global perspective
   - Treat customers as the business foundation on which to progress and develop the Company.
   - Propose and provide products and services by deploying the collaborative strength of the Group with a multidisciplinary approach that meets the real needs of customers.
   - Work in partnership with customers to raise brand value by continuously providing services that are highly valued by them.

3 Raise our corporate value
   - Raise corporate value through sustainable profit growth and continual innovation.
   - Optimize the allocation and use of available resources and pursue efficient operations.
   - Conduct operations while closely monitoring and managing business risks.

4 Create a strong corporate group by enhancing the capabilities of individuals
   - Seek to maintain a creative and pioneering spirit by integrating various skills and values.
   - Cultivate and institutionalize the professional capabilities of individuals to enhance our ability to create value-added products and services.
   - Maintain high awareness of ethical, disciplinary, and compliance issues, and act accordingly.

(Established: June 1999, Revised: April 2018)
### Aiming to Realize a Sustainable Society and Drive Sustainable Improvement of Corporate Value

#### Based on the VISION 2025 Long-Term Vision

**Steadily Advancing Toward Making “VISION 2025” a Reality**

Mitsui Fudosan Group believes that innovation of our real estate business and further globalization will be crucial to achieving sustainable growth into the mid-2020s and beyond. In order to execute strategies from a long-term perspective, we formulated the long-term vision: VISION 2025 in May 2018. In VISION 2025, we have stated three aims that articulate our vision for the Group: to successfully establish a sustainable society through the creation of neighborhoods, to harness technology to innovate the real estate business, and to evolve into a global company. In FY2019, we made steady progress toward realizing this vision by achieving significant growth of both our domestic and overseas business.

In the business domain of Office Buildings, construction of our two flagship properties Nihonbashi Takashimaya Mitsui Building and Nihonbashi Muromachi Mitsui Tower has been completed and both projects are proceeding extremely well. In March 2019, as TOKYO MIDTOWN HIBIYA marked its first anniversary, this large-scale mixed-used development recorded over 22 million visitors annually, remarkably outpacing the initial target of 12 million visitors and confirming our creation of innovative value as a community.

In the Nihonbashi district, our promotion of mixed-use neighborhood creation and provision of services unique to such a community are not only highly evaluated, but also have attracted foreign and IT companies to relocate to an area which previously saw few such corporate tenants. Also from April 2019, the Group launched the Nihonbashi Smart Energy Project. The installation of a large-scale gas cogeneration system in the basement of Nihonbashi Muromachi Mitsui Tower realizes Japan’s first optimally operated heat source facility capable of providing a stable supply of electricity and heat to an entire community, comprising the area surrounding Nihonbashi Muromachi including existing buildings. In the future, this project will not only greatly enhance urban resilience to disasters, but also complement our initiatives to achieve SDGs which aim at realizing a sustainable society.

Advancing our efforts to foster new industries through open innovation in the domain of life sciences, our Life Science Innovation Department launched the "Mitsui Lab & Office" in accordance with our basic philosophy as expressed in the "&" logo, we will meet the challenge of ESG issues and contribute to the realization of SDGs while the opening of new Mitsui Garden Hotels in Otemachi, contribution to Japan's competitiveness on the global stage.

Our Real Property business continues to enjoy results exceeding expectations at the Mitsui Shopping Park LALaport NAGOYA minato AQUILS, which opened in September 2018, while the opening of new Mitsui Garden Hotels in Otamachi, Gotanda, Nihonbashi and Kanazawa have been warmly received by guests and are contributing to the favorable business results of our Hotels and Resorts division.

Also our Housing Business has achieved strong results with a focus on high value-added properties which leverage our Group’s strengths of “large-scale and redevelopment,” “city center” and “high-end.” In FY2018, we maintained a high operating income ratio exceeding 9% in FY2018, while keeping our inventory trending at a low level. In response to the continuing population decline, low birthrates and the aging of society, we are focusing our attention on the qualitative changes in the needs of our customers and tackling new and growing business segments including student dormitories and serviced residences for seniors.

In the Group’s Overseas Business, 55 Hudson Yards, which was completed in Manhattan, New York City in autumn of 2018, is nearly fully leased with over 80% occupied by premium tenants, and in London, despite the continuing turmoil and uncertainty surrounding BREXIT, office space in our Television Centre Redevelopment Project is fully leased, and over 90% of residential housing has been sold. Also in Asia, the expansion of our business is proceeding extremely smoothly. For example in Taiwan, MITSUI OUTLET PARK TAICHUNG PORT, which opened last year, is already recording sales beyond planned targets, and in Bangkok, Thailand, our condominium business is booking impressive profits.

Thanks to the smooth progress of these and other domestic and overseas projects, the consolidated results of the final fiscal year of our business plan ending on March 31, 2019 showed operating income of 362.1 billion yen and profit attributable to the owners of the parent of 168.6 billion yen—both surpassing our planned targets and extending our run of record profits 5 to 10 consecutive years.

**“Real Estate as a Service” Growth Strategy for the Future**

With the aim of becoming a company that embodies the three objectives stated in VISION 2025, Mitsui Fudosan Group is endeavoring to drive the continuous evolution of our business and create innovative added value.

Amid the ongoing diversification of customer values and needs, we must constantly hone our competitive edge by providing services which respond to the business and daily lifestyles of each person. Based on a “real estate as a service” approach, or in other words, providing real estate to customers as a service rather than a thing, the Group is shifting from building the “hardware” of traditional space to providing the “software” of services and intangible value which enhances business and daily lifestyles. This creation of added value will deliver benefits above and beyond the utility of space including improvement of the productivity of workers and realizing comfortable and healthy lifestyles.

For our provision of real estate as a service, it will be especially important to promote the use of digital technology and to enhance the value of physical space. We will take proactive steps to further innovate our business. This includes the application of ICT to existing products and services, the fusion of real estate and ICT to create new businesses, and the utilization of data collected from office buildings, retail properties, housing and other physical space. At the same time, we will constantly seek ways to leverage the traditional strengths of the Group to further elevate the value of physical space by enhancing aspects that cannot be generated or improved by digital technology, for example, such as fostering encounters and interaction with people inside and outside the community.

On the global stage, our asset management create know-how and risk assessment capabilities forged in Japan as a comprehensive and integrated developer and our network of existing overseas partners are just few examples of the Group strengths which we will leverage to pave the way for new business opportunities and dramatically grow our overseas business.

Seeking to link diverse coexist in harmony with society and achieve a sustainable society – the core tenets of our corporate philosophy as symbolized by the Mitsui Fudosan “&” logo, we will meet the challenge of ESG issues and contribute to the realization of SDGs and the achievement of UN Sustainable Development Goals. Moreover, we will endeavor to further increase corporate value by completing the building of optimum corporate governance framework including strengthening internal controls. We look forward to your continued understanding and support.

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<td>Pursue common social value</td>
<td>Make innovative use of digital technology</td>
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**In accordance with our basic philosophy as expressed in the Group Statement, “Bring affluence and comfort to urban living”, we have contributed to the realization of sustainable societies through our corporate activities, especially neighborhood creation. Through our establishment of our own six priority goals, we shall continue to contribute towards the achievement of the Sustainable Development Goals (SDGs). In addition, based on the 5D Science and Technology Basic Plan advanced by the Japanese government, the Group is also aiming to realize an ultra-smart society. This societal transformation named “Society 5.0” will be driven by innovation, and the Mitsui Fudosan Group will utilize technology to the utmost to innovate the real estate business and contribute to the realization of an ultra-smart society.**
With our eyes fixed on a brighter future, we are driving the evolution of neighborhood creation.

In addition to our existing properties and facilities, Mitsui Fudosan Group is undertaking several new development projects of substantial scale with a focus on the central Tokyo area. In each of these projects, we are fully leveraging our strengths: the identification of areas with potential that can be enhanced by added value; the creation of a development concept that fits the area and the capability to realize it; and the creation of communities that increase in value over time and mature with age. While continuing to refine and advance our approach to Smart City development, we are maximizing the value of neighborhoods through further pursuit of “mixed use” development and the synergistic fusion of the “hardware” of facilities and amenities and the “software” of services and know-how.
Nihonbashi Revitalization Plan

Unifying local public and private sector endeavors for area revitalization and innovative neighborhood creation.

Nihonbashi, where Mitsui Fudosan has its roots. Based on the concept of “Proceeding to Create While Retaining and Reviving,” Mitsui Fudosan Group is pursuing the Nihonbashi Revitalization Plan. This labor of love and appreciation for over 300 years of history shared by the Mitsui Group and the Nihonbashi area aims at revitalizing the town and creating new attractions.

"To Create While Retaining and Reviving."

Our application of the concept of symbiosis transcends culture and tradition and extends to the local community, the heart and sensibilities of the Japanese people and historical buildings. We have delved deeply into the history of this area in our quest to restore Nihonbashi’s lost scenery, functionality and bustling vitality. Aiming at the pursuit of value creation demanded by the times while maintaining a long-term perspective, we are creating new attractive value. Our goal is “neighborhood creation” bursting with charm and vitality that will attract more and more people to Nihonbashi.

Nihonbashi Smart Energy Project

In collaboration with Tokyo Gas Co., Ltd., we have launched the Nihonbashi Smart Energy Project – the first to provide a stable supply of electricity and heat to the surrounding areas including existing buildings. The improved energy resilience and the shift to an energy model of locally produced for local consumption will contribute to the realization of a more eco-friendly neighborhood. In the future, Mitsui Fudosan and Tokyo Gas are moving forward with similar smart energy projects in Toyosu and other areas.

Constantly Evolving, the Nihonbashi Revitalization Project

Construction has been completed on the two projects that comprise the core of Stage II of the Nihonbashi Revitalization Plan: Nihonbashi Muromachi Mitsui Tower and Nihonbashi Takashimaya Mitsui Building. Featuring the installation of Japan’s first energy giant capable of supplying heat and power to an area inclusive of existing buildings, Nihonbashi Muromachi Mitsui Tower supports the activities of people in the entire community and advances our efforts to create neighborhoods of globalization-driven diversity. In Nihonbashi Takashimaya Mitsui Building, we are creating an office building that transcends its role as a workplace. Our aim is to evolve and enrich the office and transform it into a place for the pursuit of a fulfilling business lifestyle.

Fukutoku Garden

Adjoining Fukutoku Shrine, this plaza provides space for relaxation and activities, creating a place that will become a focal point for fostering a sense of community. Richly landscaped with trees and greenery along its perimeter, this is a precious green sanctuary where people can reconnect with the changing of the seasons and nature.

Nihonbashi Murohon Revitalization Project

In order to revitalize and beautify the Nihonbashi Revitalization Plan redevelopment area and the neighboring Nihonbashi Muromachi 1-chome and Nihonbashi Honmachi 1-chome areas, the charming streetscape of historic shops, stores, and alleys will be “retained,” and five Nihonbashi Murohon buildings will serve as platforms to attract restaurants, merchandise retailers and venture businesses to this area.
TOKYO MIDTOWN

Communicating "JAPAN VALUE" to the world

TOKYO MIDTOWN is the realization of a creative community unlike any other in the world – a place vibrant with values and sensibilities unique to Japan. Embodying the four concepts of “Diversity”, “Hospitality”, “Creativity”, and “Sustainability”, our TOKYO MIDTOWN brand continues to share our vision of the ideal city with the world.

VISION

Communicating "JAPAN VALUE" to the world.

Under the shared TOKYO MIDTOWN brand vision of creating and blending "JAPAN VALUE (innovative Japanese value, sensibilities, and ingenuity)" and communicating this concept to the world, Mitsui Fudosan aims to create neighborhoods that celebrate their unique character and will appreciate in value with the passing of every year.

VALUE

Providing value that leverages the character of the community.

By incorporating the four defining values of the TOKYO MIDTOWN brand: Diversity, Hospitality, Creativity, and Sustainability, and by adding value that leverages the distinctive personality and characteristics of each neighborhood, Mitsui Fudosan delivers magnetic qualities that reflect and augment the characteristics unique to the locale.

Diversity: To be open to everyone and include a wide range of values
Hospitality: To value elegance through sophisticated hospitality
Creativity: To be cutting edge in various fields and create innovative new movements
Sustainability: To take advantage of the environment and its surroundings, and to be part of the evolution of the town

Character Unique to the Neighborhood

By blending a variety of urban functionality and promoting interaction among a diversity of people, we develop communities that create future-oriented new values and experiences.

TOKYO MIDTOWN

Opened in Roppongi in 2007, TOKYO MIDTOWN is a large-scale mixed-use complex boasting an array of urban functionality from office and residential space to a hotel, retail shops, restaurants, and an art museum - all essential to an attractive life in the city. The insightful combination of these functions gives birth to the unique synergies of this urban community.

TOKYO MIDTOWN HIBIYA

Comprising office and retail facilities and serving as a hub for business networking, and more, TOKYO MIDTOWN HIBIYA is a large-scale mixed-use complex. Fully exploiting the incredible potential of the Hibiya area, this development will create future-oriented new values and experiences through its blend of diverse urban functions. Here we aim at creating a neighborhood that resonates with moments of elegance.
Bayside Neighborhood Creation

In the booming bayside area, the metro area’s largest next-generation city is on the rise.

Currently on the Tokyo Waterfront on the former location of the IHI Shipyards, the carefully planned arrangement of retail facilities, condominium towers, a university, offices and parks are fusing business-residential-recreation-academic functions together and creating a next-generation city. The Toyosu area is also playing a key role in our ambitious WANGAN ACTION initiative and paving the way for a brighter future. Here in the 2-Chome district of Toyosu, a new redevelopment is currently underway.

*Neighborhood Creation* Fusing Business, Housing, Recreation, and Academic Functions

Urban Dock LaLaport TOYOSU
Located in a beautifully landscaped waterfront setting on the former site of a shipbuilding yard, this large-scale retail facility is symbolic of the vibrant bayside area lifestyle.

Urban Dock Park City TOYOSU
Rising 52 stories above ground level, the tower is the centerpiece of this large-scale condominium complex of 1,481 residential units. Offering a superb setting facing the ocean and extremely convenient access to central Tokyo, this property boosts a residential environment like no other.

Toyosu Center Building/
Toyosu Center Building Annex
Featuring state-of-the-art security systems, this landmark building in front of Toyosu Station will headquarter IT enterprises at the cutting edge.

WANGAN ACTION
In pursuit of “proposals that enhance the happiness of residents”, we focus efforts on innovative ways to create more attractive communities. While fostering a love for their neighborhood and an enduring desire to live in this town, we endeavor to create attractive value.

Kashiwa-no-ha Smart City

Every step is leading to “A New Vision for the Cities of Tomorrow.”

Humankind must address numerous issues in the years ahead, including those related to the environment, energy, food, and health, and Japan feels duty-bound to help resolve them. Kashiwa-no-ha Smart City embodies that commitment, drawing on the partnerships among public, private, and academic sectors to create an open platform for all of humanity as well as a stage for resolving issues. We have set forth three themes of urban development: ‘Environmental Harmony,’ ‘Health and Longevity,’ and ‘Creation of New Industries.’ This city will continue to embody our “New Vision for the Cities of Tomorrow.”

Kashiwa-no-ha Neighborhood Creation

The grand opening of Gate Square presented the core district of a mixed-use development-type Smart City featuring a host of urban amenities, including housing, retail facilities, office buildings, hotels, and halls. In Stage II, we are developing a wide range of Smart City capabilities and will extend them to cover the entire new-town area (approximately 3 million m²). With the collaboration of the public, private, and academic sectors, we will leverage the community’s unique fusion of “work”, “live”, “play” and “study”, and its coexistence with a rich natural environment to further evolve and grow Kashiwa-no-ha Smart City.

Creating a New & Vibrant Community - Kashiwa-no-ha Kakedashi Yokocho
Under the elevated railway on the north side of Kashiwa-no-ha Campus Station and inspired by Japan’s lively “yokocho” alleyways with their street stalls and inviting little night spots, this retail facility has a total of 20 establishments including small bars, eateries and Runners Station. Attracting residents, local employees, university staff and students, and visitors with its lively and casual atmosphere and generating fresh interaction and communication, this venue aims at fostering and energizing the local community.

An Environmental-Symbiotic City
While seeking to employ renewable energy, we are also working to create energy locally and promoting “energy storage” by large-scale storage cells.

A City of Health and Longevity
For the creation of a town premised on preventative health care, we aim at providing voluntary programs designed to promote health and pre-empt disease with the eventual objective of decreasing future health insurance expenditures.

A City of New Industry Creation
Kashiwa-no-ha is developing a network of local and international entrepreneurs and experts to support new ventures that will create a prosperous future for the city.
Mitsui Fudosan's Global Initiatives

Exploiting know-how and business resources, we are building a global portfolio of stability and a rich growth outlook.

From our mixed-use building development business in major cities of Europe and North America to our hotel and residential property business in countries around the world, Mitsui Fudosan has been active on a global scale since 1972. Today, as we continue to enhance our portfolio of superior properties in the U.S. and Europe, we are also moving forward on development projects in the high-growth region of Asia.
Our pursuit of “sustainability and safety,” “amenities and efficiency” and “expansion and innovation” aims to provide hundreds of thousands of people, working for thousands of organizations in offices by Mitsui Fudosan, with venues where they can enjoy a variety of ways to spend time on and off the job, and will pave the way for more rewarding lifestyles.

Nihonbashi Muromachi Mitsui Tower
Chuo-ku, Tokyo (completed in March 2019)

Landmarks that bring new value to urban space.

As the center of corporate activities that connect people and the community, office buildings play various important roles. We continue to create new-generation landmarks that bring new value to the city.

Otemachi and Yaesu Area
Large-scale projects in the vicinity of Tokyo Station aim to elevate the global competitiveness and magnetism of the entire capital city.

WORK STYLING: Our New Service to Expand Workstyle Freedom for Corporate Clients

Since 2017, the WORK STYLING service has been offering multi-site shared offices to free corporate clients time and location restrictions and innovate styles of working. Offering a nationwide network of locations and a wide range of services, WORK STYLING is ready to support every imaginable business scenario facing today’s corporations and business persons. This service provides a place for new styles of working.

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With “Growing Together” as our core concept, we are introducing a new form of retail properties that are rooted in the local community and will grow together with our customers. We are developing and operating a wide variety of retail properties specifically designed for regions and communities all over Japan.

In addition to the 13 facilities in Japan, our MITSUI OUTLET PARK business is expanding worldwide with locations at Kuala Lumpur International Airport in Malaysia and in Linkou and Taichung in Taiwan with more scheduled to open in the future.

Mitsui Shopping Park Urban

Including multiple locations in the Ginza and Nihonbashi areas, there are 20 facilities in central Tokyo. Offering a lineup of attractive retail tenants bursting with originality, Mitsui Shopping Park Urban brings vibrancy to urban life.

Mitsui Shopping Park & mall

Mitsui Shopping Park &mall is a fashion e-commerce mall based on a new concept which enables enjoyment of the best parts of real store and online shopping at the same time.

LaLaport NAGOYA minato AQUILS
Nagoya City, Aichi (opened in September 2018)

LaLaport NUMAZU
Numazu City, Shizuoka (open in October 2019)

LaLaport TOKYO-BAY
Funabashi City, Chiba (opened in April 1981)

LaLaport EXPOCITY
Suita City, Osaka (opened in November 2015)

DiverCity Tokyo Plaza
Koto-ku, Tokyo (opened in April 2012)
MITSUI OUTLET PARK
Where just visiting is fun.

Enjoy shopping for brand-name items for reasonable prices in bright and open street scapes and malls. On holidays and at special events inspired by the local culture held at 13 facilities nationwide attract visitors to experience the lively atmosphere.

Mitsui Shopping Park &mall
Official Mitsui Shopping Park E-commerce Mall Site.

Keeping pace with the rapid changes in consumer shopping trends, Mitsui Fudosan Group has established a fashion e-commerce mall based on a new concept that enables enjoyment of the best parts of real store and online shopping at the same time. In the future, through the synergistic effects of our omni-channel platform that integrates real stores with the advantages of an e-commerce mall, we aim to create new shopping value together with customers and tenants.

&Mall DESK adds a new dimension of convenience to the &mall platform. Customers can drop by the &mall DESK and pick up products purchased at the &mall website, try on purchased apparel in the attached fitting room, and, if the size does not fit, exchange or return the item at the counter.

Unlike conventional e-commerce sites, &mall aims to be the online shopping choice of customers by providing the opportunity to try on the actual item.

*Service available at 16 facilities including all LaLaport shopping centers, LAZONA kawasaki plaza and DiverCity Tokyo (as of July 2019).

Mitsui Shopping Park &mall improves sales at stores by enabling sales of not only warehouse inventory, but also stock in real stores. Also store staff can use the e-commerce mall website to sell warehouse inventory when an item is out of stock at the store and avoid lost sales or to provide timely information about strong-selling items or fashion coordination proposals, empowering real stores with the synergistic effects of omni-channeling.

Mitsui Shopping Park Urban
Bringing elegant relaxation to the city.

From one-of-a-kind stores to shops featuring popular brands presented in new business formats, attractive tenants in line with the distinctive concept of each facility promise to add warmth and liveliness to your urban life.

LaLa terrace, LaLa garden
Liveliness, convenience and elegance to the town.

Shopping parks that bring liveliness to the town, enhance convenience of everyday life and offer an elegant lifestyle. We seek to create facilities that constantly deliver a new environment while offering various types of shops and services that respond to people’s needs.
We provide space and hospitality which fit the needs and expectations of each guest.

Mitsui Garden Hotels, hotels to remember.

Interiors that resonate with your tastes and sensibilities and facilities with functions that exceed expectations, all wrapped in an ambience of casual hospitality. Whether traveling for business or leisure, or a visiting from somewhere in Japan or overseas, Mitsui Garden Hotels promise a memorable stay.

THE CELESTINE HOTELS
where the hotel stay is the destination.

In selected locations offering incomparable tourism experiences and historical and cultural assets that define the community, THE CELESTINE HOTELS welcome guests with private space that embodies "omotenashi" – Japan’s unique approach to hospitality, promise comfort that invites guests to relax as if the hotel were their second home, and provide the irresistible experience of accommodations and services that capture essence of the locale.

Our invitation to experience resort life bursting with the signature natural beauty, color and character of each locale.

A vacation resort featuring a diversity of delicious cuisine, heartwarming service and a wide selection of fun activities, golf courses existing in perfect harmony with nature, and a resort home development offering a chance to own a resort residence nestled in natural beauty - this is a project designed to answer the leisure needs of our customers.
“Best Partner for Homes and Living”

Fully exploiting the vast and integrated strengths of Mitsui Fudosan Group, each of us fully recognizes and takes pride in our commitment to providing our customers with “high quality housing and comfortable living” with high-added value. In the future, we will continue to be the trusted and best partner for homes and living by providing a diversity of housing choices and a service lineup of breadth and depth to more fully satisfy our customers’ needs.

For anything related to “Homes & Living”, Mitsui Fudosan Group welcomes your inquiries.

Our Businesses

**MITSUI FUDOSAN GROUP**

Order-built housing, leasing/rental, land utilization, clinic/facility construction, and renovation – whatever our customers require, our expert staff respond with design and comfort which exceed expectations.

**Mitsui Fudosan Reform**

From renovating condominiums and detached housing with redesigned layouts and interiors to delivering corporate solutions to maximize the value of building assets for business and even specialized renovation of hospitals and clinics, we answer a broad range of needs with decades of experience and know-how.

**MITSUI FUDOSAN REALTY**

Our order-built homes are constructed using our original “Premium Monocoque wood frame construction method. Responding to each home-related desire of our customers with a real solution, we collaborate with our customers in the creation of their ideal home.

Large-scale Facility (wood) Construction

Mitsui Home also has abundant experience beyond specialty housing, for example, medical and welfare, cultural and commercial facilities.

Creating homes and value for generations to come.

Making the ideal residence and a home forever.

Leveraging the value of homes and neighborhoods and solving real estate issues.

**MITSUI FUDOSAN RESIDENTIAL**

“Appreciation with Age” is the heart of our mission. We believe that with every passing year, the love for your home should deepen, and both the value and joy of living in your neighborhood should grow. With this goal in mind, we respond to a broad diversity of customer needs with a complete lineup of services from land acquisition, planning and development to quality control, sales and contracts, and provide homes and living which are a step ahead of the times.

**MITSUI FUDOSAN RESIDENTIAL SERVICE**

The scope of work undertaken by condominium management associations is broad and often requires highly specialized know-how. As condominium management experts, we support the condominium management associations by providing condominium management services to maintain and protect the precious assets of our customers.

**MITSUI FUDOSAN RESIDENTIAL LEASE**

From product planning of condominium properties for rental and lease to consulting and operational management of the properties, our service is comprehensive. Since our establishment in 1986, our experience backed by a proud record of achievements has been providing owners with total support for utilization of their real estate while creating comfortable residential space for the people who make their home in the property.

**MITSUI FUDOSAN RESIDENTIAL**

Order-built & High-rise Residences* Park Court Hanarekyu The Tower

[Detached Housing] Fire Court Nakameguro

[Rental Housing] Park Axis Premier Nihombashi Marunouchi

[Senior Residences] Park ReStyle Haradayama

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**MITSUI FUDOSAN RESIDENTIAL**

[Interior Coordinator Salon] Live L&G

[Home renovation example]

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Making the ideal residence and a home forever.

Leveraging the value of homes and neighborhoods and solving real estate issues.

**MITSUI FUDOSAN RESIDENTIAL**

Order-built & High-rise Residences* Park Court Hanarekyu The Tower

[Detached Housing] Fire Court Nakameguro

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[Senior Residences] Park ReStyle Haradayama

Making the ideal residence and a home forever.

Leveraging the value of homes and neighborhoods and solving real estate issues.
Creating the optimal solution for your real estate challenges and demands.

In this era of rapid socio-economic changes, real estate-related challenges and demands of our clients are growing in diversity and complexity. The Solution Partner Division provides optimal solutions leveraging the integrated strengths and expertise of Mitsui Fudosan Group, always endeavoring to be your best partner.

Consult the Solution Partner Division
Leveraging Mitsui Fudosan Group’s expertise to provide clients with the best solution.

Customers’ Challenges and Demands

- Private-Public-Academia Collaboration
- Innovation
- Attracting highly skilled professionals
- SDGs initiative support
- Effective utilization of aging underused real estate
- Campus expansion, relocation and restructuring
- BCP support
- Alliance-building strategy
- R&D improvement
- Asset management challenges
- Branding
- Global business reorganization
- Workstyle reform
- Corporate pension fund challenges
- Business succession
- Inheritance measures

Transformation of University Real Estate Property into a Source of Revenue and a Site for Industry-Academia Collaboration

In 2017, Sophia University completed Sophia Tower (Sophia University Yotsuya Campus Building No. 6), a mixed-use facility with its higher floors occupied by office tenants. While the University benefits from the revenue generated by the leasing of office space and uses it toward the betterment of the educational and research environment, it also has realized an industry-academia collaboration, for instance, on senior consumption behavior research and other initiatives together with Aozora Bank which has located its head office in the buildings. Mitsui Fudosan serves as the University’s asset management advisory and provides operation and management services for the Building.

"Let’s": our asset management advisory service for individual customers.

Mitsui Fudosan Group provides consultation services to help individual real estate owners to optimize the management of their real estate assets, for instance, refurbishment of outdated facilities and inheritance-related measures. Based on Mitsui Fudosan Group’s vast proprietary data concerning the real estate market, life cycle costs and other related subjects, we perform analysis using the latest technology and provide the optimum customized solution to precisely fit the requirements of each customer.

New Approach to Reviving Aging Structures
The Proposal of REFINING ARCHITECTURE®

As one solution to the problem of aging real estate property and the related issues of facility deterioration, structural safety (substandard seismic performance), increasing number of abandoned houses, and falling rental prices, we propose “REFINING ARCHITECTURE”. By re-using the existing framework, the property can be “refined” for a lower cost than complete reconstruction with a reduced burden on the environment. Moreover, this approach enables structural upgrading for compliance with current building standards and regulations for seismic performance, facility renovation, and even design modifications within the restrictions of the existing structure. From clarification of the real estate issues facing customers to product planning and post-completion operation and management, Mitsui Fudosan Group will act as the one-stop solution provider for all real estate-related challenges.

"Neighborhood Creation"-type Logistics Facility Development

Mitsui Fudosan Industrial Park Haneda and Mitsui Fudosan Logistics Park Funabashi II (completed in October 2019) are examples of projects that demonstrate how the integration of our neighborhood creation philosophy in the development contributes to the vitalization and betterment of the overall locale. In collaboration with ANA HOLDINGS INC., we are developing Mitsui Fudosan Industrial Park Haneda which will contribute to industrial revitalization of the Haneda area. In the case of Mitsui Fudosan Logistics Park Funabashi, the facility also has an expansive green space of approx. 20,000m² and the Gate Building featuring a cafeteria, childcare center and other amenities.

Logistics Properties

Tomoni, Tsunagu.
Tomoni, Umidasu. (Connecting value together with customers. Creating new value together with customers)

In recent years, the demand for more efficient logistics properties has been increasing. To meet the demand, Mitsui Fudosan will continue to develop and provide advanced logistics properties. We will work as a true partner to solve the challenges of each customer by connecting various people, goods and things to deliver optimized solutions.

Mitsui Fudosan Logistics Park (MFLP) Ibaraki
Ibaraki City, Chiba (completed in September 2017)

Mitsui Fudosan Logistics Park (MFLP) Hino
Hino City, Tokyo (completed in October 2015)

Mitsui Fudosan Logistics Park (MFLP) Funabashi I
Funabashi City, Chiba (completed in October 2016)

Mitsui Fudosan Logistics Park (MFLP) Funabashi II
Funabashi City, Chiba (completed in October 2019)

Mitsui Fudosan Logistics Park (MFLP) Hino
Hino City, Tokyo (completed in October 2015)

Mitsui Fudosan Logistics Park (MFLP) Kawagoe
Kawagoe City, Saitama (completed in October 2018)

Mitsui Fudosan Logistics Park (MFLP) Haneda
Ota-ku, Tokyo (completed in June 2019)

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"Image for illustrative purposes only
Venture Co-creation

Creation of an open innovation ecosystem driven by a JPY 35 billion investment project and business development support.

Overview of Venture Co-creation Department

31VENTURES
Startups  Community  Finance  Support

BASE Q
Major Corporation  Accompanying Consultants  Q School  Q Lounge Community  Events

Partner

Participation

Operation  New Open Innovation Platform

Connecting venture businesses and major corporations to create new industries in Japan.

31VENTURES
"31VENTURES" - Mitsui Fudosan’s venture co-creation project was launched in April 2015. In addition to providing startups with a comfortable office environment, we will provide fully integrated venture capital service based on our broad experience, know-how and networks.

COMMUNITY
Forming an innovative startup-centric community that attracts entrepreneurs, enterprises and professionals.

FINANCE
Swift financial support for growing startups.

SUPPORT
Hands-on support utilizing the assets and resources of Mitsui Fudosan and a wide range of external professionals.

BASE Q
Launched in Tokyo Midtown Hibiya in May 2018, BASE Q is an open innovation-driven business creation hub where people gather to generate new value and solve social issues. By revitalizing the business creation hub and through the Innovation Building Program, this platform will contribute to innovation by major Japanese firms and to the rejuvenation of the Japanese economy.

BASE Q Innovation Building Program
Support from major corporations to solve the 3 key issues hindering innovation.

Organization/System Issues  Human Resource Issues  Community Issues

Q Accompanying Consultants  Q School  Q Lounge/Community  Q Events

Life Science Innovation Promotion Business

Constructing an eco-system to create new industries through innovation in the life science realm:
Mitsui Fudosan is fostering innovation by “building a community” in collaboration with Life Science Innovation Network Japan, Inc., “creating a place” for the construction of an eco-system which will create and foster new industries through innovation in the life science realm, and “providing funding” for limited partner (LP) investment in life science-related venture business. In May 2019, we launched the Mitsui Lab & Office business which rents a combination of full-scale wet labs and offices, further expanding our support of innovation in the life sciences.

Mitsui Link Lab Shikiba (tentative name)

Space & Environment Institute

New value creation begins here.
The Space & Environment Institute was founded in 1991 as an in-house think tank for Mitsui Fudosan. Through surveys and research based on unique concepts that are not limited to traditional real estate business, we provide information and solutions with the goal of supporting new value creation for the Mitsui-Fudosan Group.

CARE DESIGN Department
Planning Ahead for an Aging Society: CARE DESIGN.
The graying of society has generated new and diverse needs for society as a whole. Care Design not only conducts surveys and research on these needs in the fields of health care, medical care and nursing but also provides solutions with respect to the creation of homes, services and neighborhoods by utilizing related cutting-edge know-how and collaborating closely with Mitsui Fudosan Group companies.
Corporate Data
- Trade Name: Mitsui Fudosan Co., Ltd.
- Head Office: 1-1, Nihonbashi-Muramoto 2-chome, Chu-ku, Tokyo
- Date of Establishment: July 15, 1941
- Capital: 339,766 million yen (as of March 31, 2019)
- Annual Sales (Consolidated): 1,811,195 million yen (FY 2018 performance)
- Number of Shareholders: 30,595 (as of March 31, 2019)
- Number of Employees: 1,577 (as of March 31, 2019)
- Website: https://www.mitsufudosan.co.jp/

Executive Officers

Managing Directors, Corporate Auditors
- Chairman of the Board and Chief Executive Officer: Hiromichi Iwasa
- President and Chief Executive Officer: Masanobu Komoda
- Managing Director and Executive Vice President: Yoshikazu Kato
- Managing Director: Masako Egawa
- Corporate Auditor (Outside Auditor): Kenji Iino
- Managing Director: Masafumi Nogimori
- Managing Director: Takashi Yamamoto
- Managing Director: Hiroyuki Ishigami
- Managing Director: Yasuo Onozawa
- Managing Director: Akira Ikeda
- Managing Director: Hideki Moriya
- Managing Director: Shoichiro Kawamoto
- Managing Director: Mitsuhiro Kodama
- Managing Director: Retsu Togashi
- Managing Director: Osamu Kozaki
- Managing Director: Makoto Tokuda
- Managing Director: Ikuo Mori
- Managing Director: Motoyasu Kato
- Managing Director: Kazunori Yamashita
- Managing Director: Takashi Funura
- Managing Director: Yugo Ono
- Managing Director: Tatekazu Nakamura

Managing Officers
- Managing Director: Yoshikazu Kitahara
- Executive Vice President: Masanobu Komoda
- Executive Vice President: Hiromichi Iwasa
- Executive Vice President: Tooru Kamura
- Executive Vice President: Tooru Kamura
- Executive Vice President: Shoichiro Kawamoto
- Executive Vice President: Mitsuhiro Kodama
- Executive Vice President: Retsu Togashi
- Executive Vice President: Osamu Kozaki
- Executive Vice President: Makoto Tokuda
- Executive Vice President: Kazunori Yamashita
- Executive Vice President: Takashi Funura
- Executive Vice President: Yugo Ono
- Executive Vice President: Tatekazu Nakamura

Group Officers
- Group Senior Officer: Yasuhiro Yamashiro
- Group Senior Officer: Tooru Inoue
- Group Senior Officer: Hidetaka Moriya
- Group Senior Officer: Akira Ikeda
- Group Senior Officer: Takao Yamada
- Group Senior Officer: Shuji Tomikawa
- Group Senior Officer: Yosuke Seko
- Group Senior Officer: Hisashi Osawa
- Group Senior Officer: Mitsunori Kodama

Domestic Network
- Head Office: 1-1, Nihonbashi-Muramoto 2-chome, Chu-ku, Tokyo 103-0022
  Tel: 81(3)3646-3131
- Hokkaido Branch: Sapporo Mitsui JP Building 4-1, Nishi, Kitano, Chuo-ku, Sapporo City, Hokkaido 060-0002
  Tel: 81(11)231-2481
- Tohoku Branch: Sendai Hon-machi Mitsui Building 4-6, Hon-cho 2-chome, Aoba-ku, Sendai City, Miyagi 980-0014
  Tel: 81(22)711-1131
- Chiba Branch: Chiba Chuo Tenjin Building No.1 11-1, Chuo 1-chome, Chuo-ku, Chiba City, Chiba 260-0013
  Tel: 81(43)221-1331
- Yokohama Branch: Yokohama Mitsui Building 1-2, Takashima 1-chome, Nishi-ku, Yokohama City, Kanagawa 220-0011
  Tel: 81(45)680-5711
- Chubu Branch: Nagoya Mitsui Main Building 24-30, Meiji Mirama 1-chome, Nagakuma-ku, Nagoya City, Aichi 450-0003
  Tel: 81(52)586-1767
- Kansai Head Office: Midousuji Mitsui Building 1-3, Bungo-machi 4-chome, Chuo-ku, Osaka City, Osaka 541-0051
  Tel: 81(6)6205-6701
- Kyoto Branch: Kyoto Mitsui Building 8 Nginatobako-cho, Shijodori-Karasuma Higashi-ku, Shimogyo-ku, Kyoto City, Kyoto 600-8008
  Tel: 81(7)52-45-4733
- Chugoku Branch: Nakamachi Mitsui Building 9-12, Nakamachi, Naka-ku, Hiroshima City, Hiroshima 730-0037
  Tel: 81(82)420-1111
- Kyushu Branch: Hakata Mitsui Building 10-1, Kami Gofuku-machi, Hakata-ku, Fukuoka City, Fukuoka 812-0036
  Tel: 81(92)271-3871

Organization Chart

*Information current as of April 1, 2019
Major Group Companies

OFFICE BUILDINGS
NBF Office Management Co., Ltd. Mitsui Fudosan Facilities Co., Ltd.
Nippon Building Fund Management Ltd. Mitsui Fudosan Facilities West Co., Ltd.
Mitsui Fudosan Building Management Co., Ltd.

RETAIL PROPERTIES
Mitsui Fudosan Retail Management Co., Ltd. Mitsui Fudosan Frontier REIT Management Inc.

HOMES AND LIVING
Mitsui Fudosan Accommodations Fund Management Co., Ltd. Mitsui Fudosan Residential Services Co., Ltd.
Mitsui Fudosan Reform Co., Ltd. Mitsui Fudosan Residential Lease Co., Ltd.
Mitsui Fudosan Residential Co., Ltd. Mitsui Home Co., Ltd.

HOTELS AND RESORTS
Ise-Shima Resort Management Co., Ltd. Narita Sports Development Co., Ltd.
Kyushin Kaihatsu Inc. Mitsui Fudosan Hotel Management Co., Ltd.
Daisaama Golf Co., Ltd. MITSUI-NO-MORI Co., Ltd.

LOGISTICS PROPERTIES
Mitsui Fudosan Logistics REIT Management Co., Ltd.

GLOBAL
Mitsui Fudosan America, Inc. Mitsui Fudosan Taiwan Co., Ltd.
Mitsui Fudosan (U.K.) Ltd. Mitsui Fudosan (Shanghai) Consulting Co., Ltd.
Mitsui Fudosan (Asia) Pte. Ltd. Mitsui Fudosan Consulting (Beijing) Co., Ltd.
Mitsui Fudosan Asia (Malaysia) Sdn. Bhd. Mitsui Fudosan Consulting (Guangzhou) Co., Ltd.
Mitsui Fudosan Asia (Thailand) Co., Ltd.

OTHERS
Daichi Engei Co., Ltd. Mitsui Fudosan Architectural Engineering Co., Ltd.
Tsunamachi Club Co., Ltd. Mitsufudosan TG Smart Energy Co., Ltd.
Tokyo Midtown Management Co., Ltd. Mitsui Fudosan Investment Advisors, Inc.
Mitsui Designtec Co., Ltd.

Financial Highlights

(Consolidated)

<table>
<thead>
<tr>
<th></th>
<th>FY2013</th>
<th>FY2014</th>
<th>FY2015</th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue from Operations (Total sales) (Unit: billion yen)</td>
<td>1,515,252</td>
<td>1,529,036</td>
<td>1,567,869</td>
<td>1,704,416</td>
<td>1,751,114</td>
<td>1,861,195</td>
</tr>
<tr>
<td>Leasing</td>
<td>449,699</td>
<td>464,842</td>
<td>509,178</td>
<td>536,518</td>
<td>558,166</td>
<td>603,284</td>
</tr>
<tr>
<td>Property Sales</td>
<td>409,466</td>
<td>425,442</td>
<td>391,577</td>
<td>488,710</td>
<td>499,607</td>
<td>530,766</td>
</tr>
<tr>
<td>Management</td>
<td>314,230</td>
<td>317,818</td>
<td>334,652</td>
<td>347,672</td>
<td>353,813</td>
<td>377,490</td>
</tr>
<tr>
<td>Mitsui Home</td>
<td>237,068</td>
<td>242,150</td>
<td>247,455</td>
<td>247,185</td>
<td>252,180</td>
<td>261,720</td>
</tr>
<tr>
<td>Other</td>
<td>104,787</td>
<td>78,782</td>
<td>85,104</td>
<td>84,320</td>
<td>87,346</td>
<td>87,950</td>
</tr>
<tr>
<td>Operating Income</td>
<td>172,567</td>
<td>186,074</td>
<td>202,482</td>
<td>232,698</td>
<td>245,902</td>
<td>262,147</td>
</tr>
<tr>
<td>Operating income margin</td>
<td>11.4%</td>
<td>12.2%</td>
<td>12.9%</td>
<td>13.7%</td>
<td>14.0%</td>
<td>14.1%</td>
</tr>
<tr>
<td>Ordinary Income</td>
<td>144,587</td>
<td>163,373</td>
<td>182,521</td>
<td>219,607</td>
<td>240,341</td>
<td>254,106</td>
</tr>
<tr>
<td>Profit Attributable to Owners of Parent</td>
<td>144,587</td>
<td>163,373</td>
<td>182,521</td>
<td>219,607</td>
<td>240,341</td>
<td>254,106</td>
</tr>
<tr>
<td>Rate of return on equity</td>
<td>6.3%</td>
<td>6.2%</td>
<td>6.2%</td>
<td>6.7%</td>
<td>7.4%</td>
<td>7.4%</td>
</tr>
<tr>
<td>Total Assets</td>
<td>4,548,822</td>
<td>5,067,187</td>
<td>5,363,477</td>
<td>5,551,751</td>
<td>6,284,723</td>
<td>6,802,731</td>
</tr>
<tr>
<td>Net Assets</td>
<td>1,325,420</td>
<td>1,932,084</td>
<td>1,989,041</td>
<td>2,056,931</td>
<td>2,287,700</td>
<td>2,420,804</td>
</tr>
<tr>
<td>Net Income per Share</td>
<td>87.50</td>
<td>103.89</td>
<td>117.722</td>
<td>131,815</td>
<td>155,874</td>
<td>168,661</td>
</tr>
<tr>
<td>Payout Ratio</td>
<td>25.1%</td>
<td>24.1%</td>
<td>25.2%</td>
<td>25.5%</td>
<td>25.4%</td>
<td>25.7%</td>
</tr>
</tbody>
</table>

Revenue from Operations / Operating Income / Profit attributable to owners of parent

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<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Income</td>
<td>186</td>
<td>100</td>
<td>117</td>
<td>131</td>
<td>155</td>
</tr>
<tr>
<td>Profit attributable to owners of parent</td>
<td>202</td>
<td>202</td>
<td>232</td>
<td>245</td>
<td>262</td>
</tr>
</tbody>
</table>

*Year ending March 31.
History

1670

- Opening of the "Echigo-ya" clothing store in Nihonbashi by Takatoshi Mitsui, founder of the House of Mitsui

1914

- Establishment of Mitsui Company and its real estate section

1929

- Completion of "Mitsui Main Building" (Tokyo)

1940

- Separation of real estate division from the Mitsui Company, establishment of Mitsui Fudosan Co., Ltd.
- with 3 million yen in capital, wholly owned by the Mitsui family

1949

- Listing of stock

1956

- Liquidation and absorption of the "Mitsui Company" by Mitsui Fudosan

1960

- Start of development and sales of residential and vacation property
- Start of development and sales of condominiums
- Completion of "Kasumigaseki Building", the first skyscraper in Japan (Tokyo)

1968

- Completion of "Mita Tsunamachi Park Mansion" (Tokyo)

1970

- Completion of "Mitsui Tsunamachi Park Mansion" (Tokyo)

1973

- Establishment of "Mitsui Fudosan America, Inc.

1974

- Completion of "Shinjuku Mitsui Building" (Tokyo)
- Establishment of "Mitsui Home Co., Ltd.

1980

- Establishment of "Left" system of joint development

1981

- Opening of first retail property in Japan: "LaLaport TOKYO-BAY" (Chiba)

1984

- Opening of first hotel in Japan: "Mitsui Garden Hotel Osaka Yodoyabashi" (Osaka)
- Opening of "Halekulani" (Hawaii)

1986

- Acquisition of "1251 Avenue of the Americas" (New York)

1987

- Opening of "Waikiki Parc Hotel" (Hawaii)

1988

- Start of development and sales of condominiums
- Start of development and sales of residential and vacation property

1990

- Opening of "Alpark" (Hiroshima)
- Creation of new corporate logo

1991

- Full completion of "Okawabata River City 21, West Block" (Tokyo)

1993

- Opening of "Shonan Village" (Kanagawa)

1994

- Listing of stock

1996

- Registration of "Mitsui Main Building" as an Important Cultural Property
- Opening of "MITSUI OUTLET PARK YOKOHAMA BAYSIDE" (Kanagawa)

1999

- Completion of "Sapporo Josei" (Tokyo)

2000

- Opening of "Mitsui Garden Hotel Ginza Premier" (Tokyo)
- Launch of Long-term Business Plan "Challenge Plan 2008"

2001

- Completion of "Nihonbashi 1-chome Mitsui Building" (COREDO Nihonbashi) (Tokyo)

2002

- Opening of "MITSUI OUTLET PARK OSAKA TSURUMI" (Osaka)

2003

- Launch of Medium-to Long-term Business Plan "Innovation 2017"
- Launch of Long-term Business Plan "New Challenge Plan 2016"

2004

- Opening of "MITSUI OUTLET PARK SENDAI PORT" (Miyagi)

2005

- Opening of office in Shanghai, China
- Completion of "Nihonbashi Mitsui Tower" (Tokyo)
- Completion of "Mitsui Garden Hotel Ginza Premier" (Tokyo)
- Establishment of Mitsui Fudosan Residential Co., Ltd.

2006

- Opening of "Urban Dock LaLaport TOYOSU" (Tokyo)
- Opening of "Millennium Mitsui Garden Hotel Tokyo" (Tokyo)
- Opening of "MITSUI OUTLET PARK YOKOHAMA BAYSIDE" (Kanagawa)

2007

- Opening of "Kashiwa-no-ha Smart City "Gate Square" (Chiba)
- Completion of "Okawabata River City 21, West Block" (Tokyo)
- Completion of "Toranomon Hills" (Tokyo)
- Completion of "Muromachi Chibagin Mitsui Building" (Tokyo)

2008

- Opening of "Mitsui Garden Hotel Kyoto Shinmachi Bettei" (Kyoto)
- Completion of "Mitsui Garden Hotel Osaka Premier" (Osaka)

2009

- Opening of "MITSUI OUTLET PARK SAPPORO KITAHIROSHIMA" (Hokkaido)

2010

- Opening of "MITSUI OUTLET PARK YOKOHAMA BAYSIDE" (Kanagawa)
- Opening of "Shonan Village" (Kanagawa)

2011

- Opening of "Alpark" (Hiroshima)

2012

- Completion of "Alpark" (Hiroshima)
- Launch of Medium-to Long-term Business Plan "Innovation 2017"
- "MITSUI OUTLET PARK KISARAZU" (Chiba)
- "Nihonbashi Mitsui Tower" (Tokyo)

2013

- Completion of "TOKYO MIDTOWN" (Tokyo)
- Completion of "Kashiwa-no-ha Smart City "Gate Square" (Chiba)

2014

- Opening of "Mitsui Garden Hotel Osaka Premier" (Osaka)
- Completion of "Mitsui Garden Hotel Kobe Shinkansenguchi" (Kobe)
- Completion of "Mitsui Garden Hotel Tokyo" (Tokyo)

2015

- Opening of "Kashiwa-no-ha Smart City "Gate Square" (Chiba)

2016

- Completion of "Kashiwa-no-ha Smart City "Gate Square" (Chiba)

2017

- Completion of "Kashiwa-no-ha Smart City "Gate Square" (Chiba)

2018

- Completion of "Kashiwa-no-ha Smart City "Gate Square" (Chiba)

2019

- Completion of "Kashiwa-no-ha Smart City "Gate Square" (Chiba)

2020

- Opening of "MITSUI OUTLET PARK SAPPORO KITAHIROSHIMA" (Hokkaido)
- Completion of "Kashiwa-no-ha Smart City "Gate Square" (Chiba)
2015
- Launch of Medium- to Long-term Business Plan “Innovation 2017 (Stage II)”
- Full completion of “Park City OSAA” (Tokyo)
- Opening of “MITSUI OUTLET PARK KOTA SERANGAN” (Kuala Lumpur)
- Opening of “MITSUI OUTLET PARK HOKURIKU OYABE” (Toyama)
- Opening of “LaLaport ESIMA” (Karagawa)
- Opening of “EXPOCITY” (Osaka)
- Opening of “MITSUI OUTLET PARK LINKOU” (Taiwan)
- Opening of “AMANEMU” (Mie)
- Completion of “270 Brannan Street” (San Francisco)
- Completion of “Fukutoku Garden” (Tokyo)
- Opening of “LaLaport SHONAN HRATSUKA” (Karagawa)
- Opening of “WORK STYLE” (Tokyo)
- Opening of “HOTEL THE CELESTINE KYOTO GION” (Kyoto)
- Opening of “Mitsui Shopping Park &mall”
- Completion of “TOKYO MIDTOWN HIBIYA” (Tokyo)
- Completion of “msb Tamachi Tamachi Station Tower South” (Tokyo)
- Announcement of “VISION 2025” – The New Mitsui Fudosan Group Long-term Vision
- Completion of “Nihonbashi Takashimaya Mitsui Building” (Tokyo)
- Opening of “LaLaport NAGOYA minato AQUA” (Aichi)
- Completion of “55 Hudson Yards” (New York)
- Opening of “Mitsui Garden Hotel Nihonbashi Premier” (Tokyo)
- Completion of “Shibashin M-SQUARE Bright” (Tokyo)
- Completion of “Ideo Sukhumvit 93” (Bangkok)
- Completion of “Prologis Park MFLP Kawagoe” (Saitama)
- Completion of “Shinbashin M3 Building” (Osaka)
- Third Stage: Expansion of “MITSUI OUTLET PARK KASARAZU” (Chiba)
- Completion of “Television Centre Redevelopment Project (Phase 1)” (London)
- Opening of “MITSUI OUTLET PARK TACHUNG PORT” (Taichung)
- Opening of “Mitsui Garden Hotel Kanazawa” (Ishikawa)
- Completion of “Yomuri Namiki-dori St. Building” (Tokyo)
- Completion of “Nihonbashi Munemachi Mitsui Tower” (Tokyo)
- First Stage & Second Stage: Renewal opening of “Mitsui Shopping Park LaLaport YOKOHAMA” (Karagawa)
- Completion of “Isebo New Rama 9” (Bangkok)
- Completion of “Elia Del Moss” (Bangkok)
- Opening of “Mitsui Garden Hotel Fukutsuka Gion” (Fukutsuka)
- Completion of “Mitsui Fudosan Industrial Park (MFIP) Haneda” (Tokyo)
- Opening of “Halekulani Okinawa” (Okinawa)
- Opening of “Mitsui Garden Hotel Kyoto Station” (Kyoto)

Properties are identified by their current names.