

# mitsui fudosan

## 2023-2024


CORPORATE PROFILE



# GROUP STATEMENT “Bring affluence and comfort to urban living”

## GROUP VISION What we want to be

### 1 Philosophy

Seeking to link diverse values, coexist in harmony with society and achieve a sustainable society, as symbolized by the Mitsui Fudosan “” 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)



## CONTENTS

### 03 Top Message

### 05 Sustainability Management/ Decarbonization Initiatives

### 06 Diversity & Inclusion/ Biodiversity Initiatives

### 07 Mitsui Fudosan’s Neighborhood Creation

- 09-10 Nihonbashi Revitalization Plan
- 11-12 Kashiwa-no-ha Smart City
- 13-14 Large-scale Projects in Tokyo
- 15-16 Global Initiatives

### 17 Business Fields

- 19-20 Office Buildings
- 21-23 Retail Properties
  - 24 Logistics Properties
- 25-26 Hotels and Resorts
- 27-28 Homes and Lifestyle
  - 29 Solution Partner
  - 30 Moving Into New Fields of Business
  - 31 New Business Development Initiatives
  - 32 DX (Digital Transformation) Initiatives
    - Space & Environment Institute
    - CARE DESIGN Department

### 33 Corporate Data/Executive Officers/ Domestic Network

### 34 Organization Chart

### 35 Major Group Companies

### 36 Financial Highlights

### 37 History

Top Message

<Right>  
Masanobu Komoda  
Chairman of the Board

<Left>  
Takashi Ueda  
President and Chief Executive Officer



Through the creation of neighborhoods,  
we will build a sustainable society.

Introduction

In our world, the digital realm and real life are coming together in new combinations and showing the way to new paradigms for living and working. The resulting new lifestyles and workstyles are, in turn, giving birth to a diversity of innovation including in fields such as virtual space, aerospace, and green energy. Today our society is demanding a serious commitment to innovation that will hone the edge of industrial competitiveness and create unrivalled added value.

In every chapter of our long history, Mitsui Fudosan Group has pursued value creation that shapes solutions to the challenges facing society. Our construction of the “hardware” of buildings and facilities and our “neighborhood creation” achievements in areas around the world have certainly earned us the right to be called a “real estate developer”. However, looking back on our legacy of value creation, we can see the true essence of our Group’s business. Through our pursuit of neighborhood creation, we ultimately contribute to the improvement of industrial competitiveness and creation of new industries as well as provide places for the enrichment and advance of people and society. I believe that Mitsui Fudosan Group could be better described as a “platformer” or an “industry developer”.

Another essential component of our business is our huge and diverse customer portfolio built over the decades. It is one of our most valued assets, and will be a major strength in the achievement of our future growth as a Group.

Mitsui Fudosan’s Roots, DNA,  
and Philosophy of the “& Mark”

In 2022, we celebrated the 400th anniversary of the birth of Takatoshi Mitsui, the founder of the Mitsui Group, and in 2023, we marked the 350th anniversary of our founder’s move from Ise-Matsuzaka to Edo (the old name of present-day Tokyo) and the opening of a clothing emporium in Nihonbashi.

Mitsui Echigoya, the clothing emporium founded by Takatoshi Mitsui in Nihonbashi, Edo in 1673, pioneered fair and affordable cash retail transactions under the slogan “cash sales at fixed prices” in an era when products were not on display, but stored in the back, and prices were often negotiated. This “customer-oriented approach” and “enterprising spirit” were first practiced by our founder in the Edo period. They have been passed down and still live in the DNA of Mitsui Fudosan.

Our DNA is symbolically crystallized in the Mitsui Fudosan “&” logo which encapsulates our philosophy and management vision. Rather than “Or” – a choice between different concepts, we welcome diversity, even if they comprise apparently conflicting ideals, and we seek to solve the conflicts and find coexistence with “&”. This is our management philosophy and our path to realizing a sustainable society. The logo and the management vision which it expresses were adopted on the 50th anniversary of our founding in 1991, decades before the world began talking about the importance of sustainability and ESGs.

In the past, for example, real estate development was equated with the destruction of nature. That is precisely why our Group cherishes the essence of our “& Mark Philosophy” – the coexistence of the global environment “&” local communities.

“Preserving & Revitalizing the Heritage while Creating the Future”, our Nihonbashi development concept is symbolic of this philosophy.

Mitsui Fudosan’s Neighborhood  
Creation Concept

We view our Group’s creation of value as driven by our dual creation of social value and economic value. Social value is created by the Group through our neighborhood creation activities and is defined as the tangible and intangible value that “moves the hearts and minds of people”, “enriches their lives” and contributes to the “realization of a sustainable society”.

•“People Play the Leading Role” in Our Neighborhood Creation

Responding to increasingly diverse and sophisticated customer needs in the future demands that we provide customers not only with space and other tangible “hardware” aspects of our business, but also provide quality of “living/lifestyle” and “office life” and other intangibles such as the “software” of services. In other words, our business is not to simply offer customers the tangible product of real estate, but to provide them with real estate as a service.

We call this “Real Estate as a Service”, and based on this way of thinking, we are sharpening the edge of our competitiveness by proactively accelerating the digital transformation of our business.

•Creation of Neighborhoods that Improve with Age

As we move forward with neighborhood creation with people in the leading role, the cities themselves must also evolve in response to changes in the people who come to visit, live and work in the city and changes in what they expect and want from the city. The passing years are engraved in the face of the city as memories of time, and can be measured in the growth of greenery.

By creating a high-quality community firmly rooted in the city and providing high-quality town management, the city becomes more attractive as the years go by. We call this process “improving with age”. Completion of the construction of buildings is not the goal, but rather the start of our approach to neighborhood creation.

Future Prospects and Initiatives

The current times demand that companies do not create only economic value, but also social value. Of course, pursuit of these values is compatible with our own aims. We believe that this simultaneous dual pursuit of creating economic value and solving social issues contributes to the realization of the sustainable society, and ultimately to the sustainable growth of the Group.

With the aim of further improving our corporate value, these are the issues that the Group should take the lead in tackling immediately.

•Realization of a Decarbonized Society

In the pursuit of our business, our Group is responsible for building and advancing social infrastructure. In crafting our response to climate change as one of our social responsibilities, we have positioned efforts toward decarbonization as our most important issue to address. In addition to setting medium- to long-term goals for reducing greenhouse gas emissions, our answer was to formulate the action plan which Mitsui Fudosan should implement as a leader in the real estate industry. In November 2021, we announced our Group Action Plan for realizing a decarbonized society with 2022 as the first year of its implementation.

The realization of a decarbonized society is both an issue that must be urgently addressed by the unified efforts of society and a challenge to be answered by the philosophy of “coexistence in harmony” expressed by our “&” logo. Endeavoring in unison with all our stakeholders, Mitsui Fudosan Group will reinforce our efforts and realize the Action Plan.

•Diversity & Inclusion (D&I) Initiatives

The “&” mark also stands for “linking diverse values”. In recent years, this concept has been rephrased as “Diversity & Inclusion”, and underscored in our formulation of policy and initiatives with the aim of promoting diversity in our corporate management. In 2021, the Group formulated the Diversity & Inclusion Declaration and Initiative Policy with promotion of women’s empowerment positioned as a key theme with group-wide quantitative and qualitative targets.

Mitsui Fudosan Group recognizes that the most potent driving force behind the creation of corporate value is the asset of “people”. Through the unprecedented employment and empowering of global-oriented staff and women and the fusion of the diversity of their values and capabilities as a team, we aim to synergize and transform these human resources into a value-creation force; to take full advantage of the insights and know-how produced by their unique chemistry; and to create new business opportunities.

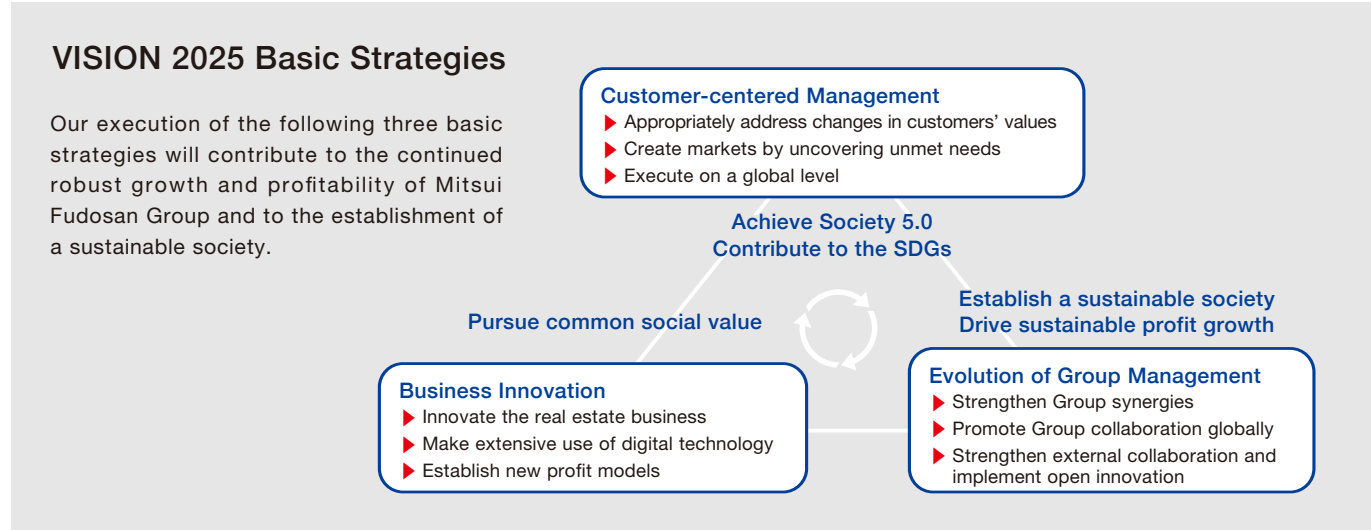
•Optimally Combining Real and Digital Environments in Neighborhood Creation

The COVID-19 pandemic has led to changes in the way we live and work. We believe that it is extremely important to recognize that these changes are irreversible and necessitate a transformation of our business models.

The usefulness of remote work came as one of the biggest realizations of the impact of the pandemic-driven changes, but there was also a renewed recognition that real space possesses value which cannot be replaced by that of the digital model. Examples of this unique value include innovation sparked by the interaction of people in a real space, the birth of new values from random encounters such as a casual chat, and impressive experiences that involve all the senses such as sports and entertainment.

Neighborhood creation in the post-corona era demands the optimization of our combination of real and digital environments. For the parts where digital is optimal, we must thoroughly utilize digital technology and the data collected in the city. Where real space is most suitable, the unique value of real space must be maximized.

In Conclusion



# Sustainability Management

In order to realize continuous value creation, the Mitsui Fudosan Group has positioned ESG (Environment, Society, and Governance) as a key management issue, and established six Materiality for the area in the Mitsui Fudosan's Group Long-term Vision formulated in May 2018. By further evolving neighborhood creation through the pursuit of these goals, the Group aims to achieve a sustainable society and drive sustainable profit growth.

## Mitsui Fudosan Group Approach to Sustainability Management

E  
Environment

S  
Society

G  
Governance

▶ Establish ultra-smart societies by creating neighborhoods

▶ Achieve a society where a diverse workforce can thrive

▶ Achieve health, safety and security in people's daily lives

▶ Create new industries through open innovation

▶ Reduce environmental impact and generate energy

▶ Continuously improve compliance and governance

### Drive evolution in the creation of neighborhoods

- Create communities closely tied to localities and promote high-quality town management
- Proactively harness new technologies to develop smart cities that serve as platforms for ultra-smart societies



# Decarbonization Initiatives

In November 2021, Mitsui Fudosan Co., Ltd. formulated a Group Action Plan to realize a decarbonized society. It provides a comprehensive and concrete strategy and sets higher medium- to long-term targets for greenhouse gas emissions than previous plans. (1) Improve the environmental performance of new and existing properties; (2) Supply “green electricity” in common areas and property owner utilization/areas; (3) Provide tenant companies and property purchasers with menus of options for further “greening”; (4) Secure the stable supply of renewable energy; (5) Endeavor to reduce CO<sup>2</sup> emissions during construction; [Other important initiatives] Forest utilization; Acquisition of external assessment/certification; Open innovation; Reinforcement of related internal corporate controls and systems; and “Neighborhood creation” initiatives. Currently we are moving steadily forward with implementation of initiatives with FY2030 as an interim target year, and are promoting actions that will contribute to realizing a decarbonized society by FY2050.

## Group Targets

Group-wide greenhouse gas (GHG) emissions 40% reduction by FY2030 (compared to FY2019), Net zero by FY2050



Our Group also proactively participates in various initiatives related to responding to climate change.

SCIENCE BASED TARGETS

RE 100

TCFD

CDP

Toward the Realization of a Decarbonized Society  
Click here for details of the Group Action Plan ↓  
[https://www.mitsui-fudosan.co.jp/english/esg\\_csr/carbon\\_neutral/](https://www.mitsui-fudosan.co.jp/english/esg_csr/carbon_neutral/)

# Diversity & Inclusion Policy and Initiatives

In the firm belief that human resources are the driving force behind the continued creation of new value, Mitsui Fudosan Group has positioned the promotion of diversity and inclusion as one of our key management strategies, and have unified our Group efforts to create an organization of human resources with diverse values, skills, and lifestyles and to motivate and empower each individual to fully display and employ their capabilities.

## Promotion of Active Participation by Women

- The Group has unified efforts behind the high priority initiative of promoting the active participation of women and has formulated two axes of action and eight measures that have been formulated to achieve empowering women.
1. Create workplace environments where people can continue to work for a long time, respecting the diversity of lifestyles and values including those regarding childcare and nursing care, regardless of gender.
  2. Reform organizational awareness to eliminate bias and barriers to women empowerment, improve the motivation of women to actively participate, and support their pursuit and formation of careers.

**Selected as a “Nadeshiko Brand” for the Second Consecutive Year in 2023**  
In 2023, in recognition of our efforts to encourage the success of women in the workplace, Mitsui Fudosan was selected for the second consecutive year in as a Nadeshiko Brand. The “Nadeshiko Brand” is a joint initiative by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE) to select listed enterprises for their outstanding efforts in empowering working women.

## Health Management

Employee health and safety is an important issue for our management, and accordingly, we have established policies and set quantitative targets for health management. In addition, we have developed “&well”, a health management support service for both inside and outside the company.

**Selected for the first time as a 2023 Health & Productivity Stock constituent**  
Recognized for various initiatives promoting employee health and encouraging health and productivity management, Mitsui Fudosan was selected for the first time ever as a 2023 Health & Productivity Stock constituent jointly by Japan's Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE). In addition, METI and the NIPPON KENKO KAIGI (a public-private health promotion organization) certified Mitsui Fudosan's listing as a “Health and Productivity Management Organization (Large Enterprise Category, White 500)” for the seventh consecutive year.

# Biodiversity Initiatives

Our March 2023 formulation of the Mitsui Fudosan Group Biodiversity Policy reflects the group-wide importance placed on protection of biodiversity in the pursuit of business. Mitsui Fudosan has joined the 30by30 Alliance and is engaged in various sustainable forestry projects including the conservation of approximately 5,000 hectares of group-owned natural forests in Hokkaido with consideration of their role as habitat for biodiversity. In addition to the preservation of the iconic four rows of ginkgo trees in the Jingu Gaien redevelopment project, planting of a diversity of trees and other flora is planned for the area. We currently plan to increase the number of trees at the site from 1,904 to 1,998 trees, which will increase the ratio of greenery from the current status of approximately 25% to approximately 30%. Moreover, the planned replacement of trees nearing end of life, etc. with young trees over the next century will promote a healthy green cycle for the area.



For more information about the Sustainability Management of Mitsui Fudosan Group, please refer to information available at the links below:

**Sustainability Management**  
[https://www.mitsui-fudosan.co.jp/english/esg\\_csr/](https://www.mitsui-fudosan.co.jp/english/esg_csr/)

**The Story of Our Journey to Sustainability**  
[https://www.mitsui-fudosan.co.jp/esg\\_csr/news/](https://www.mitsui-fudosan.co.jp/esg_csr/news/)  
(Japanese only)

**Creation of “Never-ending forests”**  
[https://www.mitsui-fudosan.co.jp/and\\_forest/english/](https://www.mitsui-fudosan.co.jp/and_forest/english/)

# MITSUMI FUDOSAN'S NEIGHBORHOOD CREATION



**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.

09-10 | Nihonbashi Revitalization Plan

11-12 | Kashiwa-no-ha Smart City

13-14 | Large-scale Projects in Tokyo

15-16 | Global Initiatives

# Nihonbashi Revitalization Plan

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

Based on the concept of “Preserving and Revitalizing the Heritage while Creating the Future” Mitsui Fudosan Group is pursuing the Nihonbashi Revitalization Plan in a united effort with public, private and local interests. This is a labor of love and appreciation for over 300 years of history shared by the Mitsui Fudosan Group and this area. The diversification of town functionality through mixed-use redevelopment and the creation of new vibrancy will both revitalize the district and bring out new attractive qualities in this unique quarter.



COREDO Muromachi 1 and COREDO Muromachi 3 received the Good Design Award 2015

## “Nihonbashi Revitalization Plan”: Neighborhood Creation

As the origin point for the “Five Highways” that have radiated from the capital since Edo times and a key center for land and water trade, Nihonbashi thrived as a national hub and magnet for people and goods. However, its prosperity faded in the second half of the 1990’s, following the collapse of Japan’s economic bubble and a financial crisis. The Revitalization Plan was established by the coming together of Nihonbashi residents, businesses and local government with a shared sense of urgency and a desire to “bring prosperity back to Nihonbashi”.

### “Nihonbashi Revitalization Plan”: Vision

#### The Road to the Future Starts in Nihonbashi

Nihonbashi in the Edo period served as the starting point for five major roads, so it was a gathering place for people and goods from all over Japan. This made it a highly innovative district and through this interaction and exchange it gave rise to new industries and cultures. Mitsui Fudosan wants to reestablish in contemporary times the centrality Nihonbashi once enjoyed and with the world as its stage. We aim to make the district a place where people from all over the world gather and interact, as well as be a starting point for broadcasting new, forward-looking values globally.

## “Nihonbashi Revitalization Plan”: Timeline

In 2019, “Nihonbashi Revitalization Plan” launched the 3<sup>rd</sup> Stage. In the first two stages, the plan tackled “Diversification of Town Functionality”, “Neighborhood Creation Exploiting Nihonbashi’s Inherent Attractiveness” and “Industry Revitalization/Innovation Promotion”.

### 1<sup>st</sup> Stage

Development of mixed-use properties contributed to diversification of urban functionality.  
(COREDO Nihonbashi, Nihonbashi Mitsui Tower, COREDO MUROMACHI 1)

### 2<sup>nd</sup> Stage

Neighborhood creation fusing the tangible and intangible at a high level.  
(COREDO MUROMACHI 2, 3 and Terrace; Fukutoku Shrine, Fukutoku Garden, etc.)

### 3<sup>rd</sup> Stage

Original Nihonbashi value is based on an approach of “Understand, Collaborate, Communicate”.

## “Nihonbashi Revitalization Plan”: Development Concept

### “Preserving and Revitalizing the Heritage while Creating the Future”

“Coexistence and Harmony” with local communities, the Japanese spirit, heritage properties and the underlying culture and traditions. “Value Creation” demanded by the times. Aiming to achieve these objectives, our initiatives to create neighborhoods brimming with charm and vibrancy are revitalizing Nihonbashi with a new magnetism that attracts and excites the many people who visit and work in Nihonbashi.

## Nihonbashi Neighborhood Creation:

### “Preserving and Revitalizing the Heritage While Creating the Future”

In the 2nd Stage of Nihonbashi Revitalization Plan which started in 2014, neighborhood renaissance that fuses tangible and intangible aspects was promoted under the four key concepts: creating business clusters, neighborhood renaissance, in harmony with the community and reviving the aquapolis. The diversification of urban functionality, enterprises and people in the district, and its development as a vital and welcoming international stage continue to progress.

#### Industry Creation

Leveraging Nihonbashi’s many historic and distinctive ties with the pharmaceutical industry, efforts are being made to promote industry creation in the field of life science innovation.



Nihonbashi Life Science Hub

#### Coexistence with the Area

This district renaissance respects the communities and cultures inherited from the past while establishing functions and mechanisms that enable visitors, residents and workers to pursue their lives with confidence and peace of mind.



Fukutoku Shrine

#### Neighborhood Renaissance

Leveraging the charming network of alleyways and backstreets alive with history and culture gives birth to a townscape that invites wandering and discovery.



Nihonbashi Nakadori

#### Renewal of the Aqua Metropolis

In 2011, Nihonbashi Dock underwent major renovation and improvement, opening the way for river bus transport and sightseeing cruises from the district. Once a former hub of river and bay area trade, Nihonbashi is again a vibrant center of activity in the Aqua Metropolis of Tokyo.



NIHONBASHI MEGURU FES

## Three Priority Initiatives Driving the Nihonbashi Renaissance

Using our “Understand, Collaborate, Communicate” approach to neighborhood renaissance and based on the three priority initiatives, the 3rd Stage of the Nihonbashi Revitalization Plan aims at realizing a town where people, goods and ideas from around the world gather, interact and create innovative value for the future.

#### River and Waterside Regeneration



Looking across Nihonbashi toward Hakozaki  
\*Image for illustrative purposes.

Nihonbashi riverside development aims at creating a park-like promenade which offers enjoyment of the sky, water, and greenery, and aspires to become a new Tokyo landmark, electric with the energy of many visitors.

#### A Focus on Tomorrow’s Innovative Industries



X-NIHONBASHI BASE by Mitsui Fudosan – Event space in the heart of space industry co-creation cluster  
Initiatives will focus on new strategic areas like aerospace, mobility, food, and life science, with the aim of promoting industry-creation distinctive to Nihonbashi.

#### A Vital and Welcoming International Stage



Nihonbashi Mitsui Hall

Taking advantage of the convenience of transportation and the strengths of hardware and software, the entire city has become an event venue. We aim to hold an event that has the power to communicate internationally, which is a fusion of business and entertainment.

## SDG Initiatives

### With companies in the Nihonbashi area playing a central role in area-wide promotion of SDGs, “Nihonbashi Sustainability Project 2023” has begun.

In the Nihonbashi area, where there is a concentration of long-established stores that have been in business since the Edo period, companies from diverse industries that serve as the engine driving Japan’s economy, and retail and other businesses that have taken advantage of area redevelopment to launch operations, Mitsui Fudosan has launched a new project to promote understanding and engagement in the SDGs and CSR initiatives undertaken by these businesses. From summits for sharing corporate initiatives, exploring co-creation and developing human resources to workshops for children with the aim of fostering consciousness and participation in social contribution activities and classes to cultivate thinking about the future based on various global themes, this project will serve as platform for year-round local events aimed at contributing to realizing a sustainable society.



Nihonbashi Sustainable Summit



Nihonbashi International School Project

\*Details of the plan may be subject to change in the future.

# Kashiwa-no-ha Smart City

## This City's Development Linked to the Global Future

Environment, energy, food, health—humankind has many problems it must overcome, and Japan is facing them a step ahead of the world. It is with this sense of mission that Kashiwa-no-ha is building a stage for solutions, with open platforms available to all based on partnerships between the public, private and academic sectors. Based on the three themes of “Environmental Harmony”, “Health and Longevity”, and “New Industry Creation”, Kashiwa-no-ha Smart City is making our vision of the global future a reality.



Kashiwa-no-ha Smart City

## Neighborhood Creation That Leads to our “New Vision for the Cities of Tomorrow”

In order to meet the challenges that Japan is taking on to build a better future for the world, we have chosen three neighborhood creation themes for urban development: the “Environmental-Symbiotic City”, which coexists in harmony with our planet; “A City of Health and Longevity”, where people of all ages can enjoy a healthy and secure life; and “A City of New Industry Creation”, which develops new growth fields that will be the source of new vitality for Japan. In pursuit of the optimal solutions to these three challenges, we are leveraging the “hardware” of infrastructure, the “software” of services, and the power of the hearts and minds of the people who live, work and visit Kashiwa-no-ha Smart City, are making our “New Vision for the Cities of Tomorrow” a reality.



Kashiwa-no-ha Smart Center

### Environmental Harmony

Mitsui Fudosan is making the city's energy conservation, creation and consumption more visible for residents. While seeking to employ renewable energy, we are also working to create energy locally and promoting “energy storage” by large-scale storage cells.



A-Shi-Ta - Community Health Promotion Laboratory

### Health and Longevity

We are creating neighborhoods premised on preventative health care. We are contributing to the health of the city by providing voluntary programs designed to promote health and pre-empt disease with the eventual objective of decreasing future health insurance expenditures.



KOIL Factory

### New Industry Creation

New and vital businesses such as membership-based shared work space, shared rental housing for students and researchers from abroad, and international business competitions are jump starting open innovation in Japan, and Mitsui Fudosan is actively supporting their creation and growth.

## Station-centered Smart Compact City

The area centered on the station is a hub for people, goods, and information. With the aim of further development of the city, the “Kashiwa-no-ha Smart City Consortium” is making use of this attribute to build a data 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 data-driven Station-centered Smart Compact City.

### Mitsui Garden Hotel Kashiwa-no-ha Park Side

Located on the premises of one of the leading cancer hospitals in Japan — the National Cancer Center Hospital East (hereinafter referred to as NCC East Hospital), the hotel improves convenience and accessibility for outpatients and families visiting hospitalized patients. By providing nearby availability of quality accommodations we aim to enable more people to receive treatment at NCC East Hospital.



Mitsui Garden Hotel Kashiwa-no-ha Park Side

### Worry-free stay with medical care and support in collaboration with the hospital

The hotel offers convenient and comfortable accommodations for cancer patients with care and support provided in cooperation with the National Cancer Center Hospital East. In addition to 24-hour support for cancer patients and their families, and emergency response by care staff if feeling unwell, there is an expanded hospital outpatient area and the introduction of wearable device system to streamline reception and treatment.



### Mitsui Link-Lab Kashiwanoha 1

Taking full advantage of a location near Japan's leading academia and medical facilities, this “seeds proximity type” rental laboratory and office facility is planning to have various experimental equipment installed to enable the pursuit of advanced research and development. In addition, the facility will provide industry-academia-medical partnership support services unique to a seeds proximity type facility, such as mediation of clinical trials, in collaboration with the adjacent National Cancer Center.



Mitsui Link-Lab Kashiwanoha 1

### KOIL MOBILITY FIELD

KOIL MOBILITY FIELD is a development and verification field to facilitate the safe testing of robots under development, which has been a challenge for Japan's robot-related industries which are expected to see growth in in automated driving, micro mobility, drones and other areas.



KOIL MOBILITY FIELD

### KOIL TERRACE

Designed to accommodate a variety of workstyles, KOIL TERRACE features a variety of space including a five-story atrium that overflows with an open feeling, a lounge where people can take in Kashiwanoha's scenery, and a relaxation room. The pleasant waterscape spreads out before the offices, creating a place where people can enjoy working surrounded by a rich, natural environment.



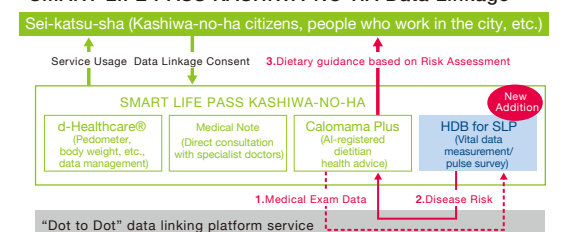
KOIL TERRACE

## SDG Initiatives

### SMART LIFE PASS KASHIWA-NO-HA portal site for enhanced convenience of healthcare-related services for consumers who live and work in Kashiwa-no-ha.

SMART LIFE PASS KASHIWA-NO-HA was launched in November 2020 as a portal site offering healthcare-related services to consumers who live and work in Kashiwa-no-ha. It currently offers services such as d-Healthcare® for managing data such as exercise (pedometer) and body weight, Calomama Plus (health advice provided by an AI-registered dietitian), and Medical Note (allows users to directly consult specialist doctors). NTT DATA's Health Data Bank has been newly added to the menu of services as HDB for SLP. Services that are a part of SMART LIFE PASS KASHIWA-NO-HA can share access to personal data by utilizing the proprietary, highly safe network environment, which offers potential for developing new services. Personal data cannot be shared across services without the user's consent.

#### SMART LIFE PASS KASHIWA-NO-HA Data Linkage



# Large-scale Projects in Tokyo

## Value and sensibilities drive our development of Central Tokyo and the Bay Area.

TOKYO MIDTOWN, embodying value and sensibilities unique to Japan in a city unlike any other in the world. Tokyo Waterfront, creation of a neighborhood which brings reimagined value to the bayside area. Mitsui Fudosan is introducing the world to visions of the ideal city.

## TOKYO MIDTOWN YAESU

Yaesu, the gateway to Japan, is a hub of diverse mobility connecting the town to the entire nation. The concept of the TOKYO MIDTOWN YAESU is “JAPAN Presentation Field: Where Japan’s dreams come together and develop into the world’s dreams”. The objective is to create a neighborhood where people, information, goods and experiences gather from all over Japan and the world, interact, and produce new value, which is communicated around the world.



### Eco-friendly Neighborhood Creation for a Decarbonized Society

At TOKYO MIDTOWN YAESU, measures to pave the way for the achievement of a decarbonized society including green electricity supply and installation of EV charging stations are provided according to the needs of tenant companies. In addition, the adoption of high-efficiency equipment and control systems using presence and luminance sensors have reduced annual primary energy consumption in office premises by more than 50% compared with conventional buildings, positioning this property as one of the largest ZEB Ready certified office buildings in Japan.



TOKYO MIDTOWN YAESU (completed in August 2022)



5F Open-air terrace



2F Office lobby



2F Yaesu Public

## 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 received the Good Design Award 2007



Shops & Restaurants



The Ritz-Carlton, Tokyo



Suntory Museum of Art © Keizo KIOKU



Grass Square

## 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.



TOKYO MIDTOWN HIBIYA



Park View Garden



TOHO Cinemas Hibiya, Premium Theater



Atrium



Hibiya Step Square

## Bay Area Neighborhood Creation

On the former site of the IHI Shipyards in the Toyosu area, retail facilities, condominium towers, a university, offices and parks are energizing the advance of the waterfront district as a next-generation city complete with residential, office and other urban functions. Every year the residential population and visitor volume to the area are increasing and driving the continued growth and vibrancy of the district.



Toyosu Bayside Cross (opened in October 2020)



Urban Dock Park City TOYOSU received the Good Design Award 2008



Urban Dock LaLaport TOYOSU received the Good Design Award 2007



Mitsui Garden Hotel Toyosu Premier (Opened in August 2020)

### 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.

# Global Initiatives

Leveraging our know-how and management resources,  
we are building a stable and growing portfolio around the world.

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 with development projects in the high-growth region of Asia.

## ASIA



- 1 Mitsui Shopping Park LaLaPort TAICHUNG  
[Retail Facility] Taichung, Taiwan (Opened in 2023)
- 2 Ascott Thonglor Bangkok  
[Serviced apartment building] Bangkok, Thailand (Opened in 2022)
- 3 Piermont Grand  
[Executive condominiums] Punggol, Singapore (Completed in 2023)
- 4 RMZ Ecoworld 30  
[Office] Bangalore, India  
(Phase 1 completed in 2023 : Phase 2 completion scheduled in 2024)
- 5 Mitsui Shopping Park LaLaport Shanghai Jinjiao  
[Retail Facility] Shanghai, China (opened in 2021)
- 6 MGH Mitsui Garden Hotel Taipei Zhongxiao  
[Hotel] Taipei, Taiwan (opened in 2020)
- 7 Mitsui Shopping Park LaLaport Kaohsiung (Tentative Name)  
[Retail Facility] Taiwan/Kaohsiung (planned opening in 2026)

## EUROPE



- 8 Television Centre Redevelopment Project/  
White City Place Redevelopment Project  
[Office/Residential/Hotel] London, U.K.  
(Television Centre: Total completion of Phase 1 in 2018, 1 Wood Crescent (completed in 2023),  
White City Place Gateway Central and Gateway West (completed in 2022))
- 9 One Angel Court  
[Office/Retail] London, U.K.(completed in 2017)



Overseas Business Development Areas

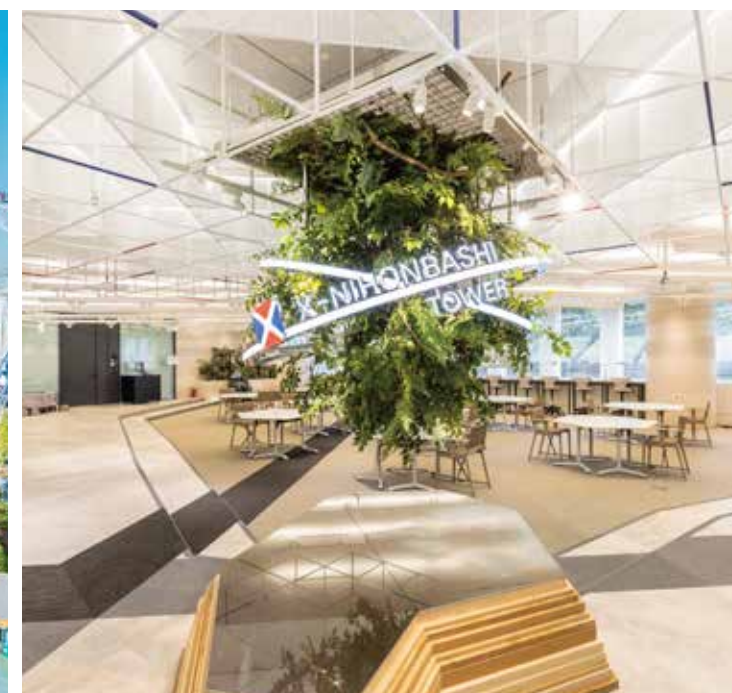
## NORTH AMERICA



- 10 Halekulani  
[Hotel] Honolulu, U.S. (opened in 1984)
- 11 Halepuna Waikiki  
[Hotel] Honolulu, U.S. (opened in 2019)
- 12 50 Hudson Yards  
[Office] New York, U.S. (completed in 2022)
- 13 55 Hudson Yards  
[Office] New York, U.S. (completed in 2018)
- 14 1251 Avenue of the Americas  
[Office] New York, U.S. (acquired in 1986)
- 15 Torrey View  
[Laboratory & Office] San Diego, U.S.  
(completion scheduled in 2023)

\*The above includes partially rendered images for illustrative purposes only.

# Our Businesses



## Business Fields

- |                             |  |
|-----------------------------|--|
| 19-20   Office Buildings    | 29   Solution Partner                        |
| 21-23   Retail Properties   | 30   Moving Into New Fields of Business      |
| 24   Logistics Properties   | 31   New Business Development Initiatives    |
| 25-26   Hotels and Resorts  | 32   DX (Digital Transformation) Initiatives |
| 27-28   Homes and Lifestyle | Space & Environment Institute                |
|                             | CARE DESIGN Department                       |

Nighborhood creation is evolving by meeting new challenges that redefine “real estate”.

Mitsui Fudosan pursues mixed-use neighborhood creation that uniquely integrates our development of office buildings, retail facilities, logistics, hotels and resorts and homes. In addition, we enhance neighborhood creation through the provision of the intangible value of services, sports and entertainment. Transcending the conventional framework of real estate, we are driving the evolution of neighborhood creation by seeking new challenges in fields ranging from sports and entertainment to the life sciences and space business.

# Office Buildings

“Mitsui Office” anticipates today’s diversifying workstyles and workplaces with innovative fusion of space and services – a total environment that maximizes the vibrancy of the unique color each individual brings to their work. This solution sees the workplace as more than simply a place to work. Here people spend time in a variety of on- and off-the-clock scenes and get together to share, create and mutually inspire each other. Mitsui Office is a place where office workers experience this new lifestyle.



- 1

Mitsui Main Building  
(Mitsui Honkan)  
(Registered as Important Cultural Property)  
Chuo-ku, Tokyo  
(completed in March 1929)

Nihonbashi Mitsui Tower  
Chuo-ku, Tokyo  
(completed in July 2005)  
received the Good Design Award 2006
- 2

TOKYO MIDTOWN YAESU  
Chuo-ku, Tokyo  
(completed in August 2022)

- 3

Nihonbashi Muromachi Mitsui Tower  
Chuo-ku, Tokyo  
(completed in March 2019)
- 4

Otemachi One  
Chiyoda-ku, Tokyo  
(completed in February 2020)
- 5

Kasumigaseki Building  
Chiyoda-ku, Tokyo  
(completed in April 1968)

## Unparalleled Neighborhood Creation Project Connected to Hibiya Park Tokyo Cross Park Vision

Promoted by ten companies including Mitsui Fudosan Co., Ltd., Uchisaiwaicho 1-Chome District Project will be the largest development in central Tokyo, with a total floor area of 1.1 million square meters, and will be connected to the approximately 16-hectare Hibiya Park. The site will comprise three zones — North Zone, Central Zone, and South Zone — and will contain offices, commercial facilities, hotels, and residential units.

### Three “crosses” (connections) of the Tokyo Cross Park Vision

Connect Hibiya Park and the surrounding district

New urban nodes to bring and connect a huge variety of people from Tokyo’s central regions

Co-creation with the 10 companies



\*Image for illustrative purposes.

## Diversity of Services for Diversifying Tenant Needs



Under our “Colorful Work Project” slogan, Mitsui Fudosan is keeping an attentive ear to customer needs and an eye on changes around the world as we aim to promote expanded workstyle flexibility. Through this initiative, Mitsui Fudosan will provide services that support the maximization of the performance of tenant companies.

### WORK STYLING

Our New Shared Office Service to Expand Workstyle Freedom

Since debuting in 2017, WORK STYLING services have been responding to the new and evolving workstyles of today’s corporations and business persons by providing a wide range of services through a nationwide network that currently exceeds over 140 locations.



WORK STYLING Tokyo Midtown (Roppongi)



WORK STYLING Tokyo Midtown



WORK STYLING Otemachi



WORK STYLING SOLO facility interior Shin-Yurigaoka

### &well

Comprehensive platform providing one-stop support for health and productivity management.

Since 2019, we have been providing “&well”, a solution platform that comprehensively supports corporate management, human resource management, and employees. From the identification of related issues and the provision of appropriate measures to the visualization and assessment of “health behavior”, the platform broadly contributes to the advance of corporate health management. The “&well” platform aims to provide employees with services and activities that are “enjoyable to start and continue because we do them together”, for example, the “&well Walk” walking events. In these events, employees form teams, and compete to achieve the highest average step count. With expert knowledge provided under the supervision of the Nonprofit Organization Kenkoiei, these and other activities are designed to encourage a fundamental change in employee health-related attitudes and behavior. By providing informative articles, quizzes, and more, the platform creates opportunities for employees to think about their health. “&well” services are many and varied ranging from real-world activities such as on-site health screening events held in Mitsui Fudosan-owned office building to online events. Services for human resources and health coordinators include full coverage of the Survey on Health and Productivity Management (HR reports and consulting) to assist enterprises gain certification as a Health & Productivity Management Outstanding Organization. Through services including report generation to support resolution of health management issues, digitalizing health checkup data, stress checks, and provision of specific health guidance, “&well” supports the promotion of corporate health management with solution tailored to suit the needs of individual enterprises.



&well Summer Festival



### &BIZ

Portal site to enrich the lives of people working at Mitsui Offices on and off the clock.

The portal provides a variety of information and links to sites on the web, and free newsletter enabling employees of tenant companies to find more fulfillment in Life (private) and Business (work).



### Membership-based services and facilities for tenant companies

Facilities and services for tenant companies provide their employees with an environment that instills the desire to come to the office and find fulfillment in work and life.

Spacious meeting rooms for large-capacity gatherings are available for various purposes such as conferences and seminars.



Rental conference rooms



Time in the refreshment room not only improves concentration, but also provides a place to exercise before, during, or after work to support a healthy body.



Membership-based fitness gym



### SDG Initiatives

## Rolling Out Power Greening to Three Major Metropolitan Areas

Mitsui Fudosan has concluded a comprehensive agreement on greening power\*1 with Chubu Electric Power Miraiz Co., Inc. and the Kansai Electric Power Company. From the spring of 2022, we have been able to provide green power to common areas and tenant premises of major facilities owned and subleased by Mitsui Fudosan in the areas. With the addition of the Chubu and Kansai regions to the Green Energy Supply Service\*2 that started with tenant companies in the Tokyo metropolitan area, the platform rollout extends to the three major metropolitan areas. Development in the three major metropolitan areas largely completes the support system for customers to solve issues related to RE100 and ESG, expanding service provision to approximate. 180 facilities and accelerating the rollout of power greening to all our owned facilities in Japan by 2030.

\*1 Equivalent to the amount of electricity used by Mitsui Fudosan in shared common spaces (includes some partially owned areas; excludes electricity generated by each facility).  
\*2 Green Energy Supply Service: This service independently established by Mitsui Fudosan essentially supplies renewable energy in office and other buildings through the use of non-fossil fuel certificates. It is compliant with international standards such as RE100, and features flexibility regarding the ratio of green power, etc.



LaLaport Expo City  
\* Information as of September 2022.

# Retail Properties

Growing  
Together

With “Growing Together” as our core concept, we are introducing a new form of retail properties that are rooted in the local communities 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.

8 Toyama

MITSUI OUTLET PARK HOKURIKU OYABE

9 Aichi

Mitsui Shopping Park LaLaport NAGOYA minato AQUUS  
Mitsui Shopping Park LaLaport AICHI TOGO  
RAYARD Hisaya-odori Park

10 Mie

MITSUI OUTLET PARK JAZZ DREAM NAGASHIMA

11 Shiga

MITSUI OUTLET PARK SHIGA RYUO

12 Hyogo

Mitsui Shopping Park LaLaport KOSHIEEN  
MITSUI OUTLET PARK MARINE PIA KOBE  
(Temporarily closed for renovation and expansion)

13 Osaka

Mitsui Shopping Park LaLaport IZUMI  
Mitsui Shopping Park LaLaport EXPOCITY  
Mitsui Shopping Park LaLaport SAKAI  
Mitsui Shopping Park LaLaport KADOMA  
MITSUI OUTLET PARK OSAKA KADOMA

14 Okayama

MITSUI OUTLET PARK KURASHIKI

15 Fukuoka

Mitsui Shopping Park LaLaport FUKUOKA

5 Saitama

Mitsui Shopping Park LaLaport SHINMISATO  
Mitsui Shopping Park LaLaport FUJIMI  
Mitsui Shopping Park LaLa garden KAWAGUCHI  
Mitsui Shopping Park LaLa garden KASUKABE  
MITSUI OUTLET PARK IRUMA

6 Kanagawa

Mitsui Shopping Park LAZONA kawasaki plaza  
Mitsui Shopping Park LaLaport YOKOHAMA  
Mitsui Shopping Park LaLaport EBINA  
Mitsui Shopping Park LaLaport SHONAN HIRATSUKA  
Mitsui Shopping Park LaLa terrace MUSASHIKOSUGI  
MITSUI OUTLET PARK YOKOHAMA BAYSIDE

7 Shizuoka

Mitsui Shopping Park LaLaport IWATA  
Mitsui Shopping Park LaLaport NUMAZU

1 Hokkaido

MITSUI OUTLET PARK SAPPORO KITAHIROSHIMA  
Mitsui Shopping Park Urban Akarenga Terrace

2 Miyagi

MITSUI OUTLET PARK SENDAI PORT  
Mitsui Shopping Park LaLa garden NAGAMACHI

4 Tokyo

Mitsui Shopping Park Urban Dock LaLaport TOYOSU  
Mitsui Shopping Park LaLaport TACHIKAWA TACHIHI  
Mitsui Shopping Park LaLa Terrace MINAMI SENJU  
DiverCity Tokyo Plaza  
MITSUI OUTLET PARK TAMA MINAMI OSAWA  
RAYARD MIYASHITA PARK  
Mitsui Shopping Park Urban COREDO Muromachi & COREDO Muromachi Terrace  
Mitsui Shopping Park Urban Nihonbashi Mitsui Tower,Mitsui Building No. 2  
Mitsui Shopping Park Urban COREDO Nihonbashi  
Mitsui Shopping Park Urban GINZA Velvia-kan  
Mitsui Shopping Park Urban GINZA Namikidori Building  
Mitsui Shopping Park Urban GINZA TRECIOUS  
Mitsui Shopping Park Urban ZOE Ginza  
Mitsui Shopping Park Urban GINZA GLASSE  
Mitsui Shopping Park Urban GINZA KOMATSU  
Mitsui Shopping Park Urban Kojun Building  
Mitsui Shopping Park Urban GINZA gCUBE  
Mitsui Shopping Park Urban Nitta Building  
Mitsui Shopping Park Urban akasaka Biz Tower SHOPS&DINING  
Mitsui Shopping Park Urban KASUMI DINING  
Mitsui Shopping Park Urban Okachimachi Yoshiike Main Store Building  
Mitsui Shopping Park Urban Ikebukuro GLOBE  
Mitsui Shopping Park Urban Shinjuku Nakamura Bldg.  
Mitsui Shopping Park Urban Iidabashi Sakura Terrace

3 Chiba

Mitsui Shopping Park LaLaport TOKYO-BAY  
Mitsui Shopping Park LaLaport KASHIWANOHA  
MITSUI OUTLET PARK MAKUHARI  
MITSUI OUTLET PARK KISARAZU

Mitsui Shopping Park LaLaport

More and more convenient and lively.

Fashion, F&B and entertainment are all found under one roof in these regional shopping centers. New developments are underway all around in Japan. There will be a lot more than shopping to offer, and our malls are designed to be a core of the local communities.

LaLaport KADOMA & MITSUI OUTLET PARK OSAKA KADOMA  
Kadoma City, Osaka (opened in April 2023)

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

LaLaport FUKUOKA  
Fukuoka City, Fukuoka (opened in April 2022)

LAZONA kawasaki plaza\*  
Kawasaki City, Kanagawa (opened in September 2006)  
received the Good Design Award 2007

DiverCity Tokyo Plaza\*  
Koto-ku, Tokyo (opened in April 2012)

\* Though this facility does not have “LaLaport” in its name, this regional shopping center is under the management of the brand.

MITSUI OUTLET PARK

Where just visiting is fun.

These facilities allow you to enjoy reasonably priced shopping for brand-name items in the midst of bright and open-air streetscapes. Through events and other occasions at 13 facilities that draw on the local culture, we create lively spaces where people assemble.

MITSUI OUTLET PARK YOKOHAMA BAYSIDE  
Yokohama City, Kanagawa (opened in June 2020)

MITSUI OUTLET PARK JAZZ DREAM NAGASHIMA  
Kuwana City, Mie (opened in March 2002)

MITSUI OUTLET PARK KISARAZU  
Kisarazu City, Chiba (opened in April 2012)

MITSUI OUTLET PARK HOKURIKU OYABE  
Oyabe City, Toyama (opened in July 2015)

MITSUI OUTLET PARK SAPPORO KITAHIROSHIMA  
Kitahiroshima City, Hokkaido (opened in April 2010)

Mitsui Shopping Park Urban

Bringing an elegant relaxation to the city.

Mitsui Shopping Park Urban

RAYARD

Our singular approach to structuring our retail offerings including shops that can be found nowhere else and innovative business formats define our diverse solutions to enrich the lives of office workers and customers living in the city center. We are moving forward with the building of facilities that both brighten and energize life in the city.

COREDO Muromachi Terrace  
Chuo-ku, Tokyo (opened in September 2019)

RAYARD MIYASHITA PARK  
Shibuya-ku, Tokyo (opened in July 2020)

RAYARD Hisaya-odori Park  
Nagoya City, Aichi (opened in September 2020)

LaLa terrace, LaLa garden

Liveliness, convenience and elegance to the town.

Mitsui Shopping Park

LaLa terrace

Mitsui Shopping Park

LaLa garden

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.

LaLa terrace MUSASHIKOSUGI  
Kawasaki City, Kanagawa (opened in April 2014)

LaLa garden KAWAGUCHI  
Kawaguchi City, Saitama (opened in November 2008)

21

22

## Initiatives to Improve Shopping Convenience

### 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.



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.

### LaLaport CLOSET

A New Paradigm for Shopping

In addition to pick-up, fitting and return of products purchased through &mall, the popular service &mall DESK offers online reservation of fitting rooms serving multiple stores and fashion advice based on 3D data measurements.



### Mitsui Shopping Park App

The official app for serving Mitsui Fudosan Group commercial facilities

In April 2023, the renovated Official Mitsui Shopping Park App with expanded functionality was released as a support tool that makes shopping and dining at Mitsui Shopping Park more enjoyable, economical, and smoother.



## SDG Initiatives

### &EARTH Clothing Support Project ~Bring a Smile to the World with Your Clothes~ Unneeded clothing is collected and donated to refugees and disaster victims in countries all over the world.

In this project, people are encouraged to bring their unneeded clothing to retail facilities operated by the Mitsui Fudosan Group where they are collected and then donated to people in need in South America, Asia, Africa and other countries all over the world through the NPO Japan Relief Clothing Center. Our clothes are also needed locally for preserving life rather than some fashion value. Also, by promoting reuse of clothing, we contribute to the reduction of waste and consequently, the burden on the environment.



## Logistics Properties

“Connecting with customers. Creating new values”. In response to the growing demand for logistics facilities, Mitsui Fudosan has continued to develop and provide advanced logistics properties.

Working as a true partner to solve the challenges of each customer, we connect various people, goods and things to deliver optimized solutions.

### MFLP FUNABASHI —“Neighborhood Creation”-type logistics facility

With the completion of MFLP FUNABASHI III and MFLP FUNABASHI & PARK, a green space of about 20,000m<sup>2</sup> open to the community, the MFLP FUNABASHI “neighborhood creation”-type logistics facility project which started in 2013 has been completed. After over 8 years of development, the facility boasts approximately 700,000m<sup>2</sup> of total floor space. Local residents can take advantage of the sports facility Mitsui Fudosan Ice Park Funabashi and other attractive facilities at MFLP FUNABASHI & PARK. Also in collaboration with the nearby Mitsui Shopping Park LaLaport TOKYO-BAY, the complex is hosting events that are energizing the area and community. With the aim of coexisting with the local community and the environment, we will contribute to the achievement of SDGs by developing logistics facilities that contribute to the creation of neighborhoods which improve with every year.



Mitsui Fudosan Logistics Park (MFLP) FUNABASHI

### Automation of the majority of warehouse work showcased in the opening of the EC Automation Logistics Center.

Opened in November 2022 as a logistics base for Mitsui Shopping Park’s official online shopping site “&mall”, the “EC Automation Logistics Center” introduced automated systems within the MFLP FUNABASHI III facility. Soon the facility began utilizing these systems in its own operations. Future plans include proposing the joint use of this automated logistics center to other e-commerce businesses. Through this initiative, MFLP is evolving into a rental logistics storage asset with even higher added value.



EC Automation Logistics Center

### Green Energy Logistics Center\* with Effectively Zero CO<sub>2</sub> Emissions \*Registered trademark

Featuring a roof with a photovoltaic power system, on-site power generation and supply, and green energy supply service enabling use of renewable energy for 100% of the electricity consumed at the facility, MFLP EBINA I is helping tenant companies address the RE100 and ESG issues. This environmentally conscious property boasting its green infrastructure is adjacent to Ebina Interchange on the Ken-O Expressway, contributing to reduction of the environmental load generated by transportation (completed in September 2022).



Mitsui Fudosan Logistics Park EBINA I



Mitsui Fudosan Logistics Park ICHIKAWASHIOHAMA II  
(MFLP ICHIKAWASHIOHAMA II)  
Ichikawa City, Chiba  
(completed in March 2022)



Mitsui Fudosan Logistics Park FUNABASHI III  
(MFLP FUNABASHI III)  
Funabashi City, Chiba  
(completed in June 2021)



Mitsui Fudosan Industrial Park HANEDA  
(MFLP HANEDA)  
Ota-ku, Tokyo  
(completed in June 2019)



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

# Hotels and Resorts

## Hospitality and Beyond

ときめきも、超えていく。

Welcome to the next stage of Hotels and Resorts from Mitsui Fudosan.

More than just the destination at journey's end, this is the beginning of a wealth of scenes to enjoy for a lifetime.

Mitsui Fudosan aims to create hotels and resorts where guests and the staff who welcome them co-create unforgettable moments to excite and warm the heart with happiness. Celebrating diversity, Mitsui Fudosan hotels and resorts are evolving and flexibly anticipating the changes of the time. Providing new value in hospitality to exceed your expectations, we are moving even closer to the heart's desire of our guests.



Mitsui Garden Hotel Yokohama Minatomirai PREMIER

### Lodging-focused Hotels Provide Profound Relaxation for Everyone

Mitsui Fudosan Group proudly presents three hotel brands that provide every guest with a serene visit that will delight every sense and exceed every expectation.



### Resort Hotels Where Guests Fully Enjoy the Natural Beauty Unique to the Locale

Mitsui Fudosan Group is developing high-class residential-style resort hotels that offer enjoyment of cuisine made from local ingredients, heartwarming hospitality, and a wide selection of activities.



### World-class Luxury Hotels

Together with the Mitsui Fudosan Group's flagship luxury hotels, we are developing businesses with luxury brands around the world.



### Golf Courses that immerse the visitor in natural beauty

From casual resort courses to formal membership-only courses, our golf courses answer diverse guest needs with full enjoyment of the game amid natural beauty.



## Lodging-focused Hotels Provide Profound Relaxation for Everyone

Welcoming guests at locations all over Japan, Mitsui Garden Hotels, HOTEL THE CELESTINE, and sequence aspire to be the "memorable hotel" experience. Also as of November 2022, "Mitsui Garden Hotels" has been rebranded with the new tagline "Stay in the Garden". Like a garden, every Mitsui Garden Hotel invites guests to tune into the sense of place and enjoy a heartfelt sense of comfort and enrichment.



Mitsui Garden Hotel  
Yokohama Minatomirai PREMIER  
Yokohama City, Kanagawa  
(opened in May 2023, 364 rooms)



HOTEL THE CELESTINE KYOTO GION  
Kyoto City, Kyoto  
(opened in September 2017, 157 rooms)



sequence MIYASHITA PARK  
Shibuya-ku, Tokyo  
(opened in August 2020, 240 rooms)

## World-class Luxury Hotels

We offer sophisticated space and hospitality unique to luxury hotels. As our Group's newest, ultra-luxury flagship hotel, HOTEL THE MITSUI KYOTO takes great pride in welcoming guests from around the world to Kyoto, the heart of Japanese culture and beauty. HOTEL THE MITSUI KYOTO and Halekulani Okinawa have been awarded the highest rating of five stars by the Forbes Travel Guide for two consecutive years.



HOTEL THE MITSUI KYOTO  
Kyoto City, Kyoto  
(opened in November 2020, 161 rooms)



Halekulani Okinawa  
Onna Village, Kunigami District, Okinawa  
(opened in July 2019, 360 rooms)

## Resort Hotels Where Guests Fully Enjoy the Natural Beauty Unique to the Locale

Fascinating traditional culture, a sense of history, and breathtaking natural beauty. We immerse guests in all the qualities that give our locations their inimitable charm. Never simply a near forgotten stop on the road of life, our resorts make a place in your heart with attentive service and hospitality that truly care about and value each guest, with cuisine conjured from ingredients that tell a delicious tale of the destination, and an abundant choice of activities to stimulate and delight. More than a place, our resorts are personal time to enjoy with loved ones all your heart, and afterwards, the word that best describe the experience is "memorable".



Toba Hotel International  
Toba City, Mie  
(opened in March 1964, 130 guestrooms available)



HAIMURUBUSHI  
Taketomi Town, Yaeyama-gun, Okinawa  
(opened in July 1979, 148 rooms)



### SDG Initiatives

#### For the conservation of our planet's marine environment Coral Nurturing Program

Halekulani Okinawa's "Coral Nurturing" marine environment program is a sustainability initiative developed as part of the hotel's corporate support of SDGs No.14: "Protect the Abundance of the Sea". The seas around Halekulani Okinawa are home to one of Okinawa's major coral reef areas. With the aim of protecting the reef and restoring the ecosystem to its former vibrancy, the program includes lectures introducing the rich connections of coral reefs and other creatures and proper marine environment conservation. The program is open to guests staying at the hotel and is perfect way to learn about preserving our beautiful seas. The program is funded by the profits from sales of Halekulani Okinawa's eco-bags. Made from recycled PET (plastic) bottles, the eco bags are available at Halekulani Boutique, the hotel's on-property boutique.



# Homes and Lifestyle

## “Best Partner for Homes and Lifestyle”

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.



Park City Hamadayama received the Good Design Award 2010

### MITSUI FUDOSAN RESIDENTIAL

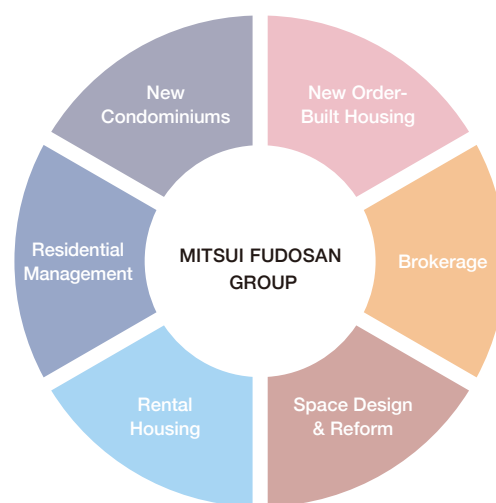
Integrating construction, sales, and management in a comprehensive system of residential property services, we respond to the needs of customers every step from land acquisition and product planning to support and services after moving in. As your best partner for homes and living, we go beyond the sale of condominiums and detached housing and provide rental apartments, senior residences and other residential properties to answer the growing diversity of lifestyles to support comfortable living, and the broad variety of services are provided under a unified system of management.

### 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 these 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 HOME

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 REALTY

From sale and purchase to rental and leasing of real estate property, we provide a variety of agency and brokerage services for residential and other properties. In addition to car park management and operation business, we have added the car-sharing business which has been the focus of attention in recent years. For 37 consecutive years from 1986 to 2022, we have been the No. 1 real estate brokerage agency in total number of transactions in Japan.

### MITSUI DESIGNTEC

Innovative planning, design and construction solutions for business facilities from offices to hotels, as well as the renovation of condominiums, detached residences, and hospitals plus diverse interior-related services including the conversion/renovation of buildings for commercial use, together comprise the core capabilities of our business. We concentrate on contributing to society and people’s lives by providing advanced solutions incorporating pioneering “spatial design” methodologies to meet the diversified and borderless needs of group and individual living and working styles.

Answering the diversity of needs with a diversity of homes and comfortable living.

### MITSUI FUDOSAN RESIDENTIAL



[Condominiums]



[Detached Housing]



[Rental Apartments]



[Senior Residences]



With “Life-styling x Improving With Age” as its brand concept, we are creating optimal solutions to support the ever-evolving and diversifying lifestyles and life stages of our customers. We provide services which continue to deliver safe, secure, and comfortable living even 10 or 20 years after moving in.

Building with sustainable wood – another way we are contributing to the realization of a decarbonized society.

### MITSUI HOME

#### Custom-built Housing



[Case Study: Custom-built Housing]

Our Custom-built Housing 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.

#### Wooden Construction Condominium “MOCKION”



Constructed of the sustainable wood, these condominiums lightened the load on the global environment by significantly reducing CO2 emissions during their construction, and with their excellent thermal insulation, energy-saving features, durability, earthquake resistance, fire resistance, and sound insulation, it continues to earn recognition as a sustainable condominium.

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

### MITSUI FUDOSAN REALTY



#### 三井のリハウス Mitsui's Rehouse

Mitsui's Rehouse system answers the real estate sale and leasing-related needs of individual customers with safe, secure and trusted real estate transactional services.

#### REALPLAN Real Plan Dept.

For HNWI customers considering the sale, lease, and utilization of Tokyo metropolitan real estate property, RealPlan answers with personalized expert consulting services.

#### 三井のリパーク Mitsui's Repark

Mitsui Repark offer a wide range of service options to utilize assets as automobile and bicycle parking lots in order to meet the various needs of property owners.

#### careco Careco Car Sharing Club

From shopping and other everyday needs to weekend leisure trips, this “user-friendly car sharing” service provides members with enjoyment of a life with the convenience of a car without the burden of ownership.

Leveraging design expertise to provide a one-stop solution for all space-related services. MITSUI DESIGNTEC 三井のリフォーム



[Interior Coordinator Salon] LIVE LABO



[Home renovation example]

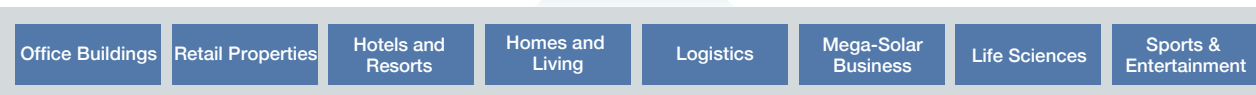
## Solution Partner



In response to dizzying pace of social changes, and the diverse challenges and social issues facing our clients, we are not only providing optimal solutions, but also tackling new areas of business.



Leveraging Mitsui Fudosan Group's expertise to provide clients with the best solution.



## Case Studies

### Reviving aging real estate with REFINING ARCHITECTURE®

Aging of buildings is an issue many real estate owners are facing. As one approach to tackle this issue as well as decarbonization, we are promoting REFINING ARCHITECTURE®. While upgrading the structure to meet current seismic performance standards to prolong the life time of the building, this approach re-uses approximately 80% of the existing framework, allowing to reduce the burden on the environment as well as the construction cost.

BEFORE



Vorota Hikawadai (Constructed in 1976)

AFTER



("Refined" in 2020)

### Airport Concession Business

In the field of privatisation of public assets, the airport concession business has been attracting increasing attention. Our business started with the Kumamoto Airport, and has since expanded to include seven airports in Hokkaido and Hiroshima Airport, contributing to "the expansion of the exchange population by revitalizing the airport" and "creation of the airport as a nucleus for regional development". As Mitsui Fudosan is the largest shareholder of Kumamoto International Airport Co., Ltd., the completion of re-development of the terminal building and commencement of operations at the new facility in March 2023 was a first for a privatized airport in Japan.



New Kumamoto Airport Terminal (Kamimashiki, Kumamoto)

### Industry-Academia Co-Creation Business

In recent years, the demand on academia to accelerate social implementation of cutting-edge research results as a measure to strengthen Japan's industrial competitiveness is growing. Since 2020, Mitsui Fudosan has been pursuing joint research with Tohoku University, Kyushu University, Ochanomizu University, and Mitsui Fudosan UTokyo Lab (an industry-academia collaboration launched with the University of Tokyo). The 2022 opening of a new satellite education center called UTokyo Yaesu Academic Commons in Tokyo Midtown Yaesu will not only further the practical application of the latest research for implementation in society, but also contribute to human resource development. Through these and other initiatives, we are augmenting our accumulated urban development experience and know-how with cutting-edge knowledge and technology from academia and accelerating the creation of solutions to issues currently faced in the business of real estate with the aim of paving the way for innovation in the real estate industry.



Class at UTokyo Yaesu Academic Commons.



Field implementation research performed under a Mitsui Fudosan UTokyo Lab joint research theme of urban-type drones.

**Mitsui Fudosan**  
**UTokyo Laboratory**  
<https://mfut-lab.ducr.u-tokyo.ac.jp>

## Moving Into New Fields of Business

Moving beyond the boundaries of real estate, we are entering a broad range of business fields from sports and entertainment to the life sciences and even outer space. New challenges are driving the evolution of our approach to neighborhood creation.

### The Power of Sports and Entertainment in Neighborhood Creation

Mitsui Fudosan incorporates sports and entertainment in various urban development projects as vital elements to the creation of neighborhoods that "get better with age (mature and increase in value and appeal over time)". After Tokyo Dome Corporation became a consolidated subsidiary in January 2021, we undertook the full renovation of the Tokyo Dome in March 2022. In FY 2023 and beyond, renovation of the entire Tokyo Dome City will augment its appeal as space to relax and to have fun. "Fansta XROSS STADIUM", an indoor stadium court annex to the Mitsui Shopping Park LaLaport SAKAI, hosts not only 3x3, X-Sports and other sporting events, but also music concerts and other cultural events. Opening in 2024, "LaLa arena TOKYO-BAY (provisional name)" will be a flagship venue for a variety of events including music concerts, sporting events and trade exhibitions.



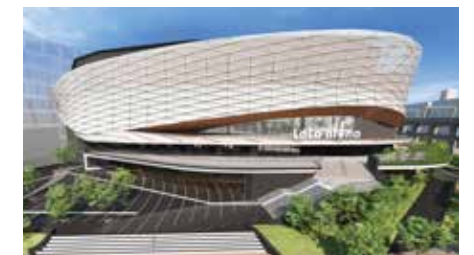
Tokyo Dome

**TOKYO DOME CITY**



LaLaport SAKAI Fansta XROSS STADIUM

Mitsui Shopping Park  
**LaLaport**  
 SAKAI



LaLa arena TOKYO-BAY (tentative name)

\*Image for illustrative purposes only



### Life Science Innovation Promotion Business

Mitsui Fudosan is fostering innovation building 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. In April 2023, construction of "Mitsui Link-Lab Shinkiba 2" was completed. As of July 2023, a total of four Lab & Office buildings are in operation with plans to complete construction of this unique facility at two more locations in 2024: "Mitsui Link-Lab Shinkiba 3 (tentative name)" and "Mitsui Link-Lab Nakanoshima (tentative name)".



Mitsui Link-Lab Shinkiba 2

### Promoting the Aerospace Business

Space business is attracting attention not only for the dizzying speed of its growth but also as a field fertile with innovation holding the potential to solve a variety of issues we face here on earth. In addition to our operation of X-NIHONBASHI TOWER/BASE – a facility to support space business, Mitsui Fudosan is working with JAXA and other space-related organizations in a collaboration of industry, academia, and government. Together we have established "cross U" – an open innovation platform. Through "neighborhood creation", cross U and other initiatives, Mitsui Fudosan will continue to expand the business fields in space-related areas and drive innovation.



Space business support facility opens in Nihonbashi. Lunar exploration startups and other space-related companies are moving in.

### Meeting the Challenge of Agriculture

Japanese agriculture faces numerous challenges for raising pro-tability while the agricultural workforce is declining each year. Agricultural workers are also aging on average and abandoned farmland is increasing. To help solve these problems, we are promoting new business related to agriculture to contribute to the future development of agriculture in Japan in exurban areas. In addition, "GREENCOLLAR CO.,LTD.", which was born from the business proposal system "MAGIC", is engaged in the business of year-round production and marketing of fresh grapes in Japan and New Zealand and selling them to the world.



GREENCOLLAR CO.,LTD., an in-house venture company created through MAGIC business proposal system, is pursuing the production and marketing of fresh grapes in Japan and New Zealand.

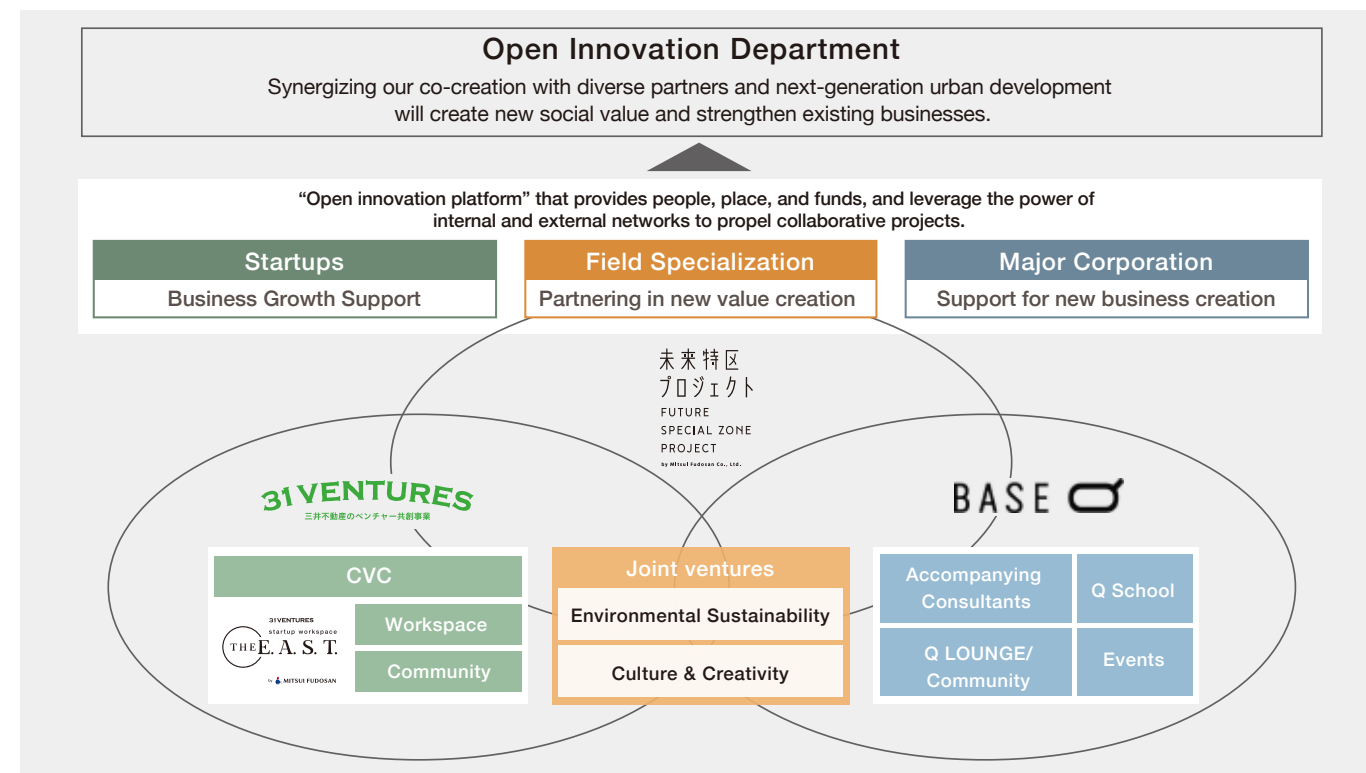
## New Business Development Initiatives

Mitsui Fudoson is supporting the accelerated growth of startups through the investments and support services of our “Venture Co-creation” initiative. In addition, we are also driving Group-wide in-house business innovation through aggressive co-creation initiatives, entry in new business fields, and other activities to innovate the real estate industry.

### Open Innovation Business

Since its establishment in 2015, the Open Innovation Department has worked to strengthen the Mitsui Fudoson Group’s existing businesses and develop new businesses and to advance open innovation through activities centered on three initiatives: 31VENTURES, BASE Q and the Future Special Zone Project:

- 31VENTURES :** Support the business growth of startups through three approaches: workspace that facilitates and promotes business, CVC with an aggregate value of 43.5 billion yen to accelerate growth, and a community to encounter, share and mutually enhance knowledge and skills.
- BASE Q :** Launched as a platform to drive open innovation, it supports the formation of a community of diverse individuals centered around its operation of facilities like Q School, a venue for systematic learning of the skills and knowledge essential to innovate and create and grow new business.
- FUTURE SPECIAL ZONE PROJECT :** With a focus on “Environmental Sustainability” and “Culture & Creativity” as key themes for our next-generation of neighborhood creation, this initiative is advancing projects in collaboration with partners in these areas.



### Creation of New Business

At the heart of our development and promotion of new businesses is our goal to innovate the real estate industry itself. In FY2018, the launch of our “MAGiC” business proposal system has not only ignited the enthusiasm of our employees and encouraged their ideas, but also provided this initiative with budget, personnel, and organizational support. Successes already include the launch of new businesses such as “&MIKKE!” and “HUBHUB”. In 2023, “SUPERYARD” – a service to support the expansion of employment and career advancement of people with mental disabilities in companies, and “&Resilience” – a service to assist companies in strengthening their ability to respond in the event of a disaster have started operations. In addition, a wide range of projects are currently under consideration for future launch, for example, “mitaseru” – a unique gourmet dining platform that will bring the enjoyment of “the flavors of famous restaurants” to your home. Mitsui Fudoson is continuing to advance the development of new businesses that will contribute to making a sustainable society a reality.



“&MIKKE!” pop-up location



Inside the “HUBHUB” facility

## DX (Digital Transformation) Initiatives

As stated in the Group’s long-term management policy “VISION 2025”, Mitsui Fudoson is aggressively tackling DX in every aspect of our business to achieve its two key objectives: DX for the creation and provision of new value for customers through the “utilization of technology and innovation of the real estate industry itself”, and DX for improved business process efficiency.

One example is the EC automated logistics center that opened in MFLP Funabashi III in November 2022, where equipment and systems to mechanize and automate the majority of warehouse work have been introduced. Also the grand opening of Tokyo Midtown Yaesu unveiled our utilization of cutting-edge technology such as autonomous delivery robots in facility operations. In recognition of our DX promotion system and DX project execution, Japan’s Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange listed Mitsui Fudoson as a “DX Brand 2022” in June 2022. In addition, the rollout of our “DxU” (pronounced “D” By You) DX training program is fostering DX human resources throughout the company, while strengthening the recruitment of professional human resources with specialized expertise in data utilization, security, and other fields. Examples of DX initiatives and their results such as described above, as well as our system and policies for promoting DX in our company have been compiled and published in “DX White Paper 2022”.

For more information on the “DX White Paper 2022”, visit → [https://www.mitsui-fudoson.co.jp/dx/dx\\_hakusyo.pdf](https://www.mitsui-fudoson.co.jp/dx/dx_hakusyo.pdf)



## Space & Environment Institute



### New Value Creation Begins Here:

The Space & Environment Institute was founded in 1991 as an in-house think tank for Mitsui Fudoson. Through surveys and research, it provides the Mitsui Fudoson Group with state-of-the-art information and solutions, and supports the creation of new value for Group companies.



## CARE DESIGN Department



### CARE DESIGN Challenges Super Aged Society:

The graying of society has generated new and diverse needs for society as a whole. CARE DESIGN provides solutions that exploit our cutting-edge knowledge collected in surveys and research in the fields of health care, medical care and long-term care as well as the dissemination of information, long-term care consulting, and other services.



Corporate Data

Trade Name	Mitsui Fudosan Co., Ltd.	Capital	340,552 million yen (as of March 31, 2023)
Head Office	1-1, Nihonbashi-Muromachi 2-chome, Chuo-ku, Tokyo	Annual Sales (Consolidated)	2,269,103 million yen (FY2022 performance)
		Number of Shareholders	53,464 (as of March 31, 2023)
Date of Establishment	July 15, 1941	Number of Employees	1,973 (as of March 31, 2023)
		Website	https://www.mitsuifudosan.co.jp/english/

Executive Officers

Members of Board, Auditors

Chairman of the Board  
**Masanobu Komoda**

President and Chief Executive Officer  
**Takashi Ueda**

Managing Director  
**Takashi Yamamoto**

Managing Directors  
**Takayuki Miki**  
**Yoshihiro Hirokawa**  
**Shingo Suzuki**  
**Makoto Tokuda**  
**Hisashi Osawa**

Outside Directors  
**Tsunehiro Nakayama**  
**Shinichiro Ito**  
**Eriko Kawai**  
**Mami Indo**

Senior Corporate Auditors  
**Hiroyuki Ishigami**  
**Wataru Hamamoto**

Outside Auditors  
**Yukimi Ozeki**  
**Minoru Nakazato**  
**Mayo Mita**

Corporate Officers

President and Chief Executive Officer  
**Takashi Ueda**

Executive Vice President  
**Takashi Yamamoto**

Senior Executive Managing Officers  
**Takayuki Miki**  
**Yasuki Kaibori**  
**Yoshihiro Hirokawa**

Executive Managing Officers  
**Shingo Suzuki**  
**Yutaka Kawamura**  
**Retsu Togashi**  
**Makoto Tokuda**  
**Motoyasu Kato**  
**Kazunori Yamashita**  
**Hisashi Osawa**  
**Chiharu Fujioka**  
**Yutaka Saito**  
**Nobuhiko Mochimaru**  
**Mizuho Wakabayashi**

Managing Officers  
**Takashi Furuta**  
**Yugo Ono**  
**Tatekazu Nakamura**  
**Mitsuhiro Kodama**  
**Atsumi Kanaya**  
**Jiro Ueda**  
**Tetsuya Matsufuji**  
**Ken Aoki**  
**Mikiko Utsunomiya**  
**Hiroyuki Shinozuka**  
**Hirotaken Uematsu**  
**Kyosuke Hosoda**  
**Akiko Kaito**

Group Officers

Group Senior Officers  
**Hideki Moriya**  
[Mitsui Fudosan Residential Co., Ltd.]  
**Yasushi Endo**  
[Mitsui Fudosan Realty Co., Ltd.]  
**Toru Kamura**  
[Mitsui Fudosan Residential Co., Ltd.]  
**Hiroki Saito**  
[Mitsui Fudosan Investment Advisors, Inc. ]  
**Akira Ikeda**  
[Mitsui Home Co., Ltd.]

Group Officers  
**Yosuke Seko**  
[Mitsui Fudosan Residential Service Co., Ltd.]  
**Osamu Obayashi**  
[Mitsui Fudosan Retail Management Co., Ltd.]  
**Takao Yamada**  
[Mitsui Fudosan Residential Co., Ltd.]  
**Hiroshi Murakami**  
[Mitsui Fudosan Building Management Co., Ltd.]  
**Takao Sakiyama**  
[Mitsui Fudosan Residential Co., Ltd.]  
**Kazuyuki Hiruta**  
[Mitsui Fudosan Residential Co., Ltd.]  
**Tomoo Nakamura**  
[Mitsui Fudosan (U.K.) Ltd.]

<as of April, 2023>

Domestic Network

Head Office  
1-1, Nihonbashi-Muromachi 2-chome,  
Chuo-ku, Tokyo 103-0022  
Tel: 81(3)3246-3131

Hokkaido Branch  
Sapporo Mitsui JP Building  
4-1, Nishi, Kitanijo, Chuo-ku,  
Sapporo City, Hokkaido 060-0002  
Tel: 81(11)231-2481

Tohoku Branch  
Sendai Hon-cho Mitsui Building  
4-6, Hon-cho 2-chome, Aoba-ku,  
Sendai City, Miyagi 980-0014  
Tel: 81(22)711-1131

Chiba Branch  
Chiba Chuo Twin 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, Meieki Minami 1-chome,  
Nakamura-ku, Nagoya City, Aichi 450-0003  
Tel: 81(52)586-1767

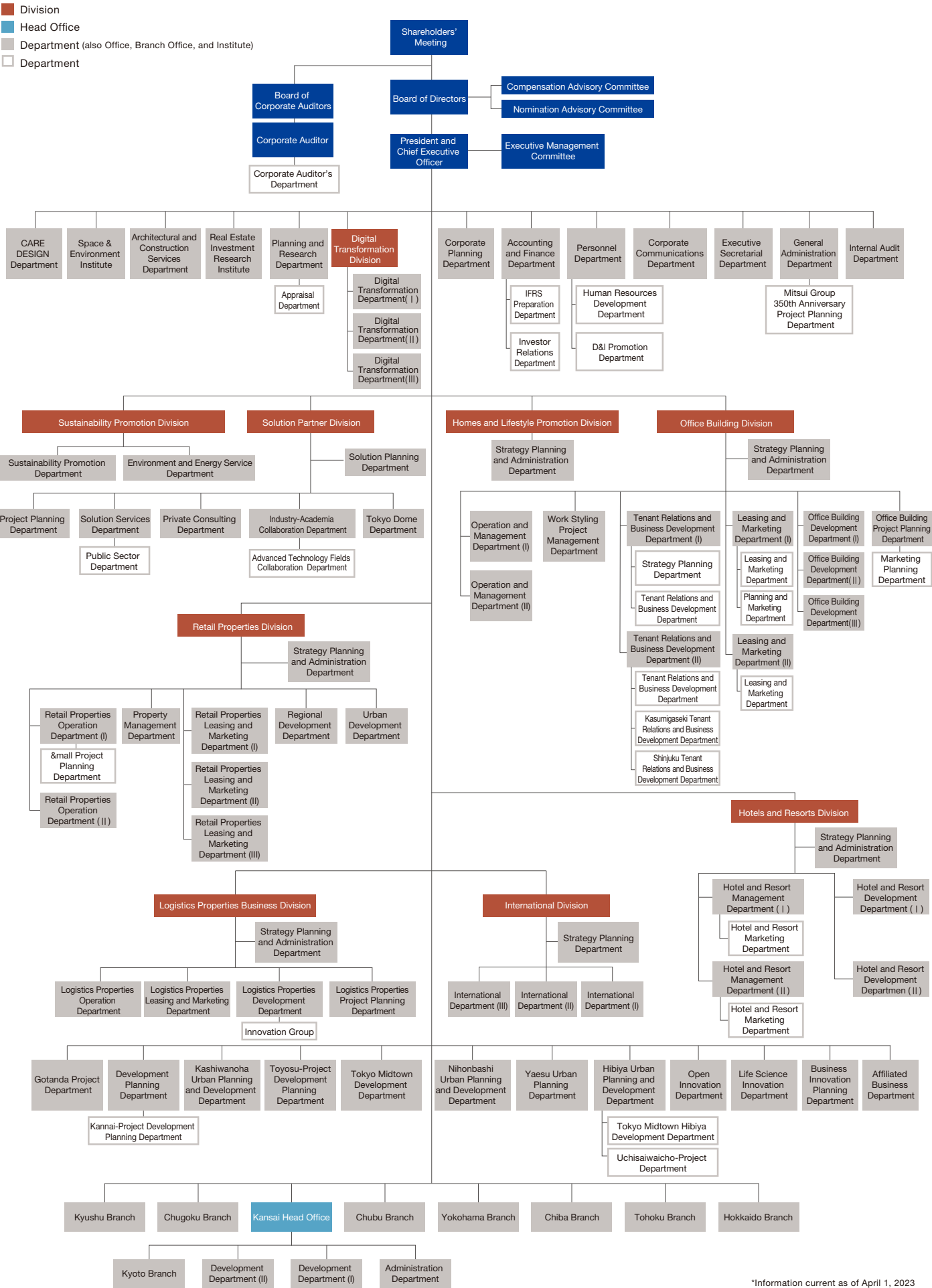
Kansai Head Office  
Midosuji Mitsui Building  
1-3, Bingo-machi 4-chome,  
Chuo-ku, Osaka City, Osaka 541-0051  
Tel: 81(6)6205-6700

Kyoto Branch  
Kyoto Mitsui Building  
8 Naginataboko-cho,  
Shijodori-Karasuma Higashiiru, Shimogyo-ku,  
Kyoto City, Kyoto 600-8008  
Tel: 81(75)255-4733

Chugoku Branch  
Nakamachi Mitsui Building  
9-12, Nakamachi, Naka-ku,  
Hiroshima City, Hiroshima 730-0037  
Tel: 81(82)240-1111

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, 2023

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 LIFESTYLE

Mitsui Fudosan Accommodations Fund Management Co., Ltd.	Mitsui Fudosan Residential Lease Co., Ltd.
Mitsui Fudosan Realty Co., Ltd.	Mitsui Designtec Co., Ltd.
Mitsui Fudosan Residential Co., Ltd.	Mitsui Home Co., Ltd.
Mitsui Fudosan Residential Service Co., Ltd.	Mitsui Fudosan Residential Wellness Co., Ltd.
Mitsui Fudosan Residential Service Kansai Co., Ltd.	

HOTELS AND RESORTS

Ise-Shima Resort Management Co., Ltd	Narita Sports Development Co., Ltd.
Kyusin Kaihatsu Inc.	Mitsui Fudosan Hotel Management Co., Ltd.
Daiasama Golf Co., Ltd.	Mitsuinomori Co., Ltd.

LOGISTICS PROPERTIES

Mitsui Fudosan Logistics REIT Management Co., Ltd.
--

GLOBAL

Mitsui Fudosan America, Inc.	Mitsui Fudosan Asia (Thailand) Co., Ltd.
Halekulani Corporation	Mitsui Fudosan Australia Pty. Ltd.
Mitsui Fudosan (U.K.) Ltd.	Mitsui Fudosan Taiwan Co., Ltd.
Mitsui Fudosan (Asia) Pte. Ltd.	Mitsui Fudosan (Shanghai) Consulting Co., Ltd.
Mitsui Fudosan (Asia) Malaysia Sdn. Bhd.	

OTHERS

Daiichi Engei Co., Ltd.	Mitsui Fudosan Engineering Advisors Inc.
Tsunamachi Club Co.,Ltd.	Mitsuifudosan TG Smart Energy Co., Ltd.
Tokyo Dome Corp.	Mitsui Fudosan Investment Advisors, Inc.
Tokyo Midtown Management Co., Ltd.	ShareTomorrow CO.,LTD.

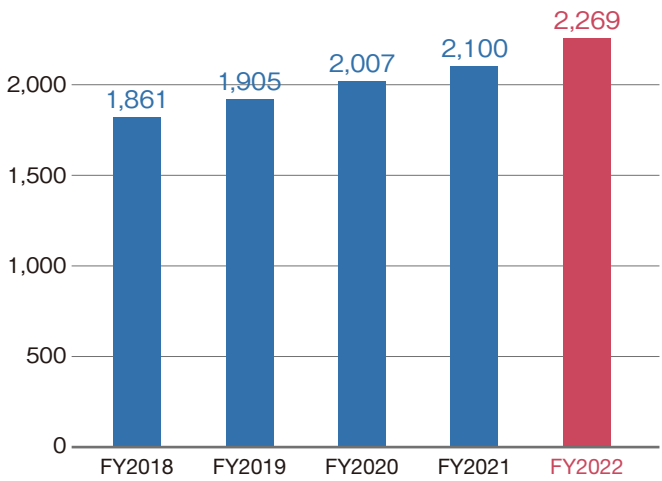
Financial Highlights

(Consolidated)						
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
						(Unit: million yen)
Revenue from Operations (Total sales)	1,751,114	1,861,195	1,905,642	2,007,554	2,100,870	2,269,103
Leasing	558,165	603,284	636,056	623,073	668,167	754,306
Property Sales	499,607	530,766	524,094	714,739	643,851	640,662
Management	353,813	404,346	421,490	402,929	429,350	445,924
Mitsui Home (*1)	252,180	—	—	—	—	—
Other	87,346	322,797	324,001	266,812	359,499	428,209
Operating Income	245,902	262,147	280,617	203,770	244,978	305,405
Operating income margin	14.0%	14.1%	14.7%	10.2%	11.7%	13.5%
Ordinary Income	240,341	254,106	258,510	168,865	224,940	265,358
Profit Attributable to Owners of Parent	155,874	168,661	183,972	129,576	176,986	196,998
Rate of return on equity	7.4%	7.4%	7.7%	5.2%	6.6%	6.9%
Total Assets	6,284,723	6,802,731	7,395,359	7,741,972	8,208,012	8,841,396
Net Assets	2,287,700	2,420,804	2,486,525	2,655,991	2,913,752	3,031,220
						(Unit: yen)
Net Income per Share	157.75	171.30	188.35	134.44	184.44	207.91
Payout Ratio	25.4%	25.7%	23.4%	32.7%	29.8%	29.8%

\*1:Previously the Group's segments had been aggregated based on the nature of products and services into the 5 reportable segments of "Leasing", "Property Sales", "Management", "Mitsui Home" (a listed subsidiary), and "Other". In accordance with the acquisition of Mitsui Home as a wholly-owned subsidiary in order to reinforce Group internal consolidation, segment aggregation for consolidated reporting for the fiscal year ending March 2020 has been revised to 4 reportable segments: "Leasing", "Property Sales", "Management", and "Other". Segment information for consolidated statements for previous fiscal years have revised to reflect the change in segments.

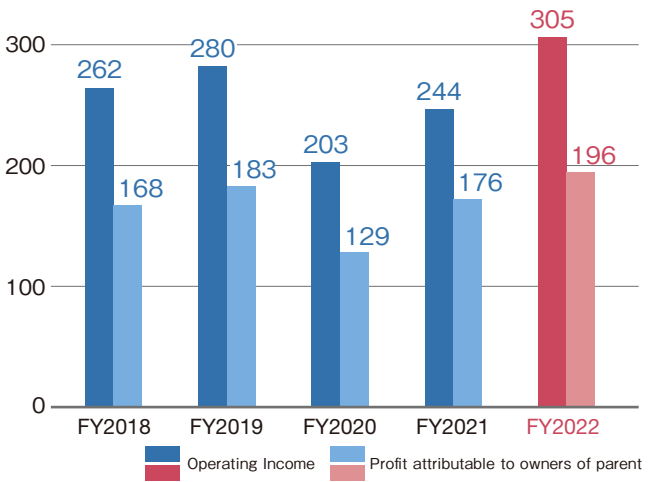
Revenue from Operations

(Unit: billion yen)



Operating Income / Profit attributable to owners of parent

(Unit: billion yen)



\* Year ending March 31.

History

1670

- 1673
  - 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)



Mitsui Main Building

1940

- 1941
  - 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

- 1961
  - Start of development and sales of residential and vacation property
- 1968
  - Start of development and sales of condominiums
  - Completion of “Kasumigaseki Building”, the first skyscraper in Japan (Tokyo)
- 1969
  - Start of construction and sales of detached houses
  - Establishment of “Mitsui Real Estate Sales Co., Ltd.” (now “Mitsui Fudosan Realty Co., Ltd.”)
- 1971
  - Completion of “Mita Tsunamachi Park Mansion” (Tokyo)
- 1973
  - Establishment of “Mitsui Fudosan America, Inc.”
- 1974
  - Establishment of “Mitsui Home Co., Ltd.”



Kasumigaseki Building



Mita Tsunamachi Park Mansion

1980

- 1980
  - Establishment of “**Let's**” system of joint development
- 1981
  - Opening of first retail property: “Mitsui Shopping Park 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)
- 1993
  - Full completion of “Okawabata River City 21, West Block” (Tokyo)
- 1994
  - Opening of “Shonan Village” (Kanagawa)
- 1995
  - Opening of the first full-scale outlet mall in Japan: “MITSUI OUTLET PARK OSAKA TSURUMI” (Osaka)
- 1998
  - Registration of “Mitsui Main Building” as an Important Cultural Property
- 1999
  - Completion of “Gate City Osaki” (Tokyo)
  - Opening of “MITSUI OUTLET PARK MARINE PIA KOBE” (Hyogo)



Mitsui Shopping Park LaLaport TOKYO-BAY



Halekulani



Okawabata River City 21

2000

- 2000
  - Start of Office Building Fund operation
- 2002
  - Completion of “Nakanoshima Mitsui Building” (Osaka)
- 2003
  - Completion of “Aoyama Park Tower” (Tokyo)
- 2004
  - Completion of “Nihonbashi 1-chome Mitsui Building (COREDO Nihonbashi)” (Tokyo)
- 2005
  - Completion of “Nihonbashi Mitsui Tower” (Tokyo)
  - Opening of “Mitsui Garden Hotel Ginza Premier” (Tokyo)
  - Establishment of “Mitsui Fudosan Residential Co., Ltd.”
- 2006
  - Opening of “Mitsui Shopping Park Urban Dock LaLaport TOYOSU” (Tokyo)
  - Opening of “Mitsui Shopping Park LAZONA kawasaki plaza” (Kanagawa)
  - Opening of “Mitsui Shopping Park LaLaport KASHIWANOHA” (Chiba)
- 2007
  - Opening of “TOKYO MIDTOWN” (Tokyo)
  - Completion of “Gran Tokyo North Tower” (Tokyo)
- 2008
  - Completion of “Akasaka Biz Tower SHOPS&DINING” (Tokyo)
  - Opening of “MITSUI OUTLET PARK SENDAI PORT” (Miyagi)



COREDO Nihonbashi



Mitsui Shopping Park Urban Dock LaLaport TOYOSU



TOKYO MIDTOWN

2010

- 2010
  - Completion of “Muromachi Higashi Mitsui Building (COREDO Muromachi 1)”(Tokyo)
- 2012
  - Completion of “Yokohama Mitsui Building” (Kanagawa)
  - Opening of “DiverCity Tokyo Plaza” (Tokyo)
- 2014
  - Completion of “Muromachi Furukawa Mitsui Building (COREDO Muromachi 2)” (Tokyo)
  - Completion of “Muromachi Chibagin Mitsui Building (COREDO Muromachi 3)” (Tokyo)
  - Opening of Kashiwa-no-ha Smart City “Gate Square” (Chiba)
  - Completion of “Fukutoku Shrine” (Tokyo)
- 2015
  - Opening of “MITSUI OUTLET PARK KLIA SEPANG” (Kuala Lumpur)
  - Opening of “Mitsui Shopping Park LaLaport EXPOCITY” (Osaka)
- 2016
  - Opening of “MITSUI OUTLET PARK LINKOU” (Taiwan)
  - Completion of “Fukutoku Garden” (Tokyo)
- 2017
  - Opening of “WORK STYLING” (Tokyo)
  - Launch of “Mitsui Shopping Park &mall”
- 2018
  - Opening of “TOKYO MIDTOWN HIBIYA” (Tokyo)
  - Formulation of “VISION 2025” – The New Mitsui Fudosan Group Long-term Vision
  - Completion of “Nihonbashi Takashimaya Mitsui Building” (Tokyo)
  - Completion of “55 Hudson Yards” (New York)
  - Opening of “Mitsui Garden Hotel Nihonbashi Premier” (Tokyo)
  - Completion of “Television Centre Redevelopment Project (Phase 1)” (London)
  - Opening of “MITSUI OUTLET PARK TAICHUNG PORT” (Taiwan)
- 2019
  - Completion of “Nihonbashi Muromachi Mitsui Tower” and opening of “COREDO Muromachi Terrace” (Tokyo)
  - Completion of “Mitsui Fudosan Industrial Park (MFIP) HANEDA” (Tokyo)
  - Completion of “MFLP FUNABASHI II” and “MFLP FUNABASHI &GATE” (Chiba)
  - Opening of “Halekulani Okinawa” (Okinawa)
  - Opening of “Halepuna Waikiki” (Hawaii)



Kashiwa-no-ha Smart City “Gate Square”



Fukutoku Shrine



Fukutoku Garden



TOKYO MIDTOWN HIBIYA



Nihonbashi Muromachi Mitsui Tower (COREDO Muromachi Terrace)

\* Renewal of “Waikiki Park Hotel” opened in 1987

2020

- Opening of “MFLP ICT LABO 2.0” (Chiba)
- Completion of “Otemachi One” (Tokyo)
- Completion of “Toyosu Bayside Cross Tower” (Tokyo)
- Opening of “Mitsui Garden Hotel Fukuoka Nakasu” (Fukuoka)
- Opening of “RAYARD MIYASHITA PARK” (Tokyo) and “RAYARD Hisaya-odori Park” (Aichi)
- Completion of “Bunkyo Garden Gate Tower” (Tokyo)
- Opening of “Mitsui Fudosan General Technology Academy” (Chiba)
- Opening of “MGH Mitsui Garden Hotel Taipei Zhongxiao” (Taiwan)
- Opening of “Mitsui Shopping Park LaLaport AICHI TOGO” (Aichi)
- Opening of “HOTEL THE MITSUI KYOTO” (Kyoto)
- Opening of the next-generation lifestyle hotel “sequence” at three locations




Toyosu Bayside Cross Tower



RAYARD Hisaya-odori Park

2021

- Rebranding of the corporate logomark with the “” mark
- Completion of “Mitsui Link-Lab Shinkiba I” (Tokyo)
- Opening of “Mitsui Shopping Park LaLaport Shanghai Jinqiao” (Shanghai)
- Completion of “MFLP FUNABASHI III” and “MFLP FUNABASHI & PARK” (Chiba)
- 80th anniversary of Mitsui Fudosan’s foundation
- Re-opening of the renovated “Halekulani”(Hawaii)
- Opening of “PARK WELLSTATE Kamogawa” (Chiba)
- Formulation of “Group Action Plan to Realize a Decarbonized Society”
- Formulation of Diversity and Inclusion Promotion Declaration and Initiatives Policy
- Opening of “Mitsui Shopping Park LaLastation Shanghai Lian Hua Lu” (Shanghai)



HOTEL THE MITSUI KYOTO



sequence MIYASHITA PARK

2022

- Opening of “Oakwood Hotel & Apartments Azabu” (Tokyo)
- Opening of “Mitsui Shopping Park LaLaport BUKIT BINTANG CITY CENTRE” (Malaysia)
- Completion of “Mitsui Link-Lab Kashiwanoha 1” (Chiba)
- Opening of “MITSUI OUTLET PARK TAINAN” (Taiwan)
- Completion of “MFLP ICHIKAWASHIOHAMA II” (Chiba)
- Opening of “Mitsui Shopping Park LaLaport FUKUOKA” (Fukuoka)
- Opening of “Mitsui Garden Hotel Kashiwa no ha Park Side” (Chiba)
- Completion of “Yaesu Energy Center” (Tokyo)
- Completion of “MFLP TOUMEIAYASE”, “MFLP EBINA I” (Kanagawa)
- Completion of “SG Realty MFLP Fukuoka Kasuya” (Fukuoka)
- Completion of “50 Hudson Yards” (New York)
- Opening of “Mitsui Shopping Park LaLaport SAKAI” (Osaka)



MFLP FUNABASHI III



Mitsui Shopping Park LaLaport FUKUOKA

2023

- Opening of “TOKYO MIDTOWN YAESU” (Tokyo)
- Opening of “PARK WELLSTATE Senri-Chuo” (Osaka)
- Completion of “MFLP YATOMIKISOSAKI” (Mie)
- Formulation of the Mitsui Fudosan Group Biodiversity Policy
- Opening of “Mitsui Shopping Park LaLaport KADOMA” and “MITSUI OUTLET PARK OSAKA KADOMA” (Osaka)
- Opening of “Mitsui Garden Hotel Yokohama Minatomirai PREMIER” (Kanagawa)
- Opening of “Mitsui Shopping Park LaLaport Taichung” (Taiwan)



Mitsui Garden Hotel Yokohama Minatomirai PREMIER



\*Properties are identified by their current names.