

# Value Creation Sources and Achievements

## Value Creation Sources

Values without a noted time are as of March 31, 2021.

**Management Resources**

Office tenants: **Approx. 3,000 companies**

WORK STYLING members: **Over 210,000** (As of October 31, 2021)

&small registered users: **Approx. 4,200,000** (As of September 30, 2021)

Extensive customer base

Retail facility tenants: **Approx. 2,400 companies**

Mitsui Shopping Park point card members: **Approx. 12,500,000** (As of December 2021)

Mitsui Housing Loop members: **Approx. 280,000** (As of September 30, 2021)

Mitsui Garden Hotel members: **Over 500,000** (As of December 2021)

---

**Representative brands in each asset class**

**BEYOND THE OFFICE**

MITSUI FUDOSAN

Operates over 100 office buildings, primarily in Tokyo metropolitan area >> p.53

**PARK city** **PARK tower**

Has achieved cumulative sales of over 200,000\* condominiums \*Including sales of joint ventures

**三井のリハウス**

No.1 for number of brokered deals for 35 consecutive years

**三井のリパーク**

Operates car parks in over 15,000 locations across Japan >> p.61

**Mitsui Shopping Park**

**LaLaport**

Operates Company-owned hotels offering about 13,000 guest rooms in Japan and overseas >> p.65

**MITSUI OUTLET PARK**

Records revenue-generating capacity of ¥1.3 trillion (FY2019) >> p.57

---

**Group headcount:** **23,992**

Ratio of women employees (non-consolidated): **40.6%** (As of April 2021)

Ratio of women in general positions (non-consolidated): **14.3%** (As of April 2021)

Diverse human resources

Women in management positions ratio (non-consolidated): **5.7%** (As of April 2021)

Ratio of mid-career hires (non-consolidated): **44.1%**

Ratio of employees returned from childcare leave (non-consolidated): **100% (general positions)** (FY2020)

Ratio of women in management positions ratio (non-consolidated): **5.7%** (As of April 2021)

Ratio of employees returned from childcare leave (non-consolidated): **100% (general positions)** (FY2020)

---

**Rental properties:** **Approx. ¥3.0 trillion** >> p.15

High quality real estate asset stock

Unrealized gain on real estate for rent: **Approx. ¥2.8 trillion**

Real property for sale: **Approx. ¥1.9 trillion** (For property sales to investors ¥1.2 trillion For property sales to individuals ¥0.7 trillion)

D/E ratio: **1.42 times**

Ratio of long-term debt: **95.5% (Excl. Non-recourse)**

Unused commitment line: **¥400 billion**

Solid financial position

## Value Creation Achievements

### Drive Sustainable Profit Growth

**Earnings Expansion**

Revenue from operations

**Maintaining and Improving Business Efficiency**

ROE

ROE = Profit attributable to owners of parent / Average shareholders' equity over the period

**Ensuring Financial Soundness**

Debt/Equity ratio (left axis), Interest-bearing debt (right axis), Shareholders' equity (right axis)

**Accumulation of Quality Leased Assets**

Book value, Unrealized gain (Market value - Book value)

**Earnings per Share (EPS) and Profit Attributable to Owners of Parent**

EPS (left axis), Profit attributable to owners of parent (right axis)

**Expanding Overseas Business**

Ratio of overseas income\*

\* Total overseas income / (Operating income + pro forma operating income of overseas affiliates) x 100. See "Overseas Income as Part of Total Group Income" on p. 68 for details.

**Shareholder Return Enhancements**

Total shareholder return ratio (left axis), Total dividends (right axis), Total amount of treasury stock acquired (right axis)

### Establish a Sustainable Society

**&EARTH Clothing Support Project**

Collection of unused clothing items from our retail facilities for donation through NPOs to refugees and other people affected by disasters overseas (conducted 23 times in cumulative total)

Participants: **Approx. 110,000** Donated clothing: **Approx. 587 t**

Achievement of a sustainable society through international relief and reuse of clothing

**Solar Power Generation Facility (Mega-Solar) Business**

Ownership and operation of five solar power generation facilities (As of April 2021)

Annual power generation: **Approx. 80 million kWh** Equivalent to the annual power needs of approximately **23,000** typical households

Reduction of greenhouse gases through generation of green electricity

**Ownership of About 5,000 Hectares of Forest in Hokkaido**

(Usage in building materials, etc.)

Annual CO<sub>2</sub> absorption and fixation by forests: **Approx. 17,251 t**

Contribution to greenhouse gas reduction through maintenance of sustainable forests