

Example 1 —Neighborhood Creation That Brings About Sustainable Value— Urban Development Originating in Parks

Through the development of parks, Mitsui Fudosan provides places where encounters among people, things, experiences, and culture, along with exchanges of diverse sensibilities, create communities that give rise to new value.

Stakeholders' Diverse Needs

Local residents

- Safe, secure, and convenient living
- Enhanced environment for child-rearing

Workers

- Out-of-the-ordinary experiences
- Access to cutting-edge trends
- New shopping experiences

Tenant companies

- Increased visitors and sales
- Collaboration with reliable partners

Government bodies (administrators)

- Utilization of private-sector know-how
- Reduction of maintenance costs

External Environment Recognition

- Low birthrates and increase in dual-career households
- Diversification of lifestyles
- Diversification and fragmentation in perceptions of value
- Increase in awareness of sustainability

Fusion of Social Value with Economic Value



Our Strengths

- Engaged in every asset class**
 - Office tenants: approx. 3,000 companies
 - Retail tenants: approx. 2,400 companies
 - Hotels operated by the Company: approx. 13,000 rooms
- Expansive value chain**
(development, store/corporate leasing, retail/hotel operation)
- Development capabilities necessary for creating neighborhoods**

The Potential of Parks

- Spaces where diverse people and generations relax**
- Sources of urban enrichment and comfort**
- Over 110,000 parks nationwide (128,000 ha*)**

*Source: Urban park database, Ministry of Land, Infrastructure, Transport and Tourism

Our Park-Integrated Development Projects

Opened in 2007

TOKYO MIDTOWN (Minato Ward, Tokyo)



Opened in 2018

TOKYO MIDTOWN HIBIYA (Chiyoda Ward, Tokyo)



Opened in 2020

RAYARD MIYASHITA PARK (Shibuya Ward, Tokyo)



RAYARD Hisaya-odori Park (Nagoya City, Aichi)

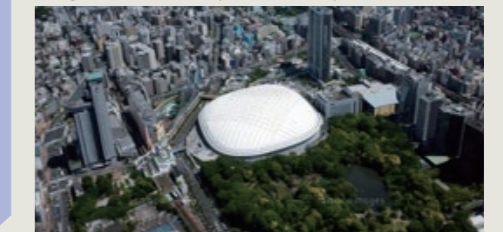


Future

Uchisaiwai-cho 1-Chome District (Chiyoda Ward, Tokyo)



Tokyo Dome (Bunkyo Ward, Tokyo)



Example 2 –Neighborhood Creation That Meets Diverse Stakeholders’ Needs— Providing Value at TOKYO MIDTOWN YAESU

At TOKYO MIDTOWN YAESU, we seek to create new value through people, information, and things coming together to interact, under neighborhood creation that meets the wide-ranging needs of visitors and other stakeholders.

Stakeholders’ Diverse Needs

Visitors

- New shopping experiences
- Access to cutting-edge trends

Workers

- Office buildings that make people look forward to work
- Balancing of employment with childcare
- Work close to the train station

Hotel guests

- Convenient transportation to business centers
- Out-of-the-ordinary experiences on special days

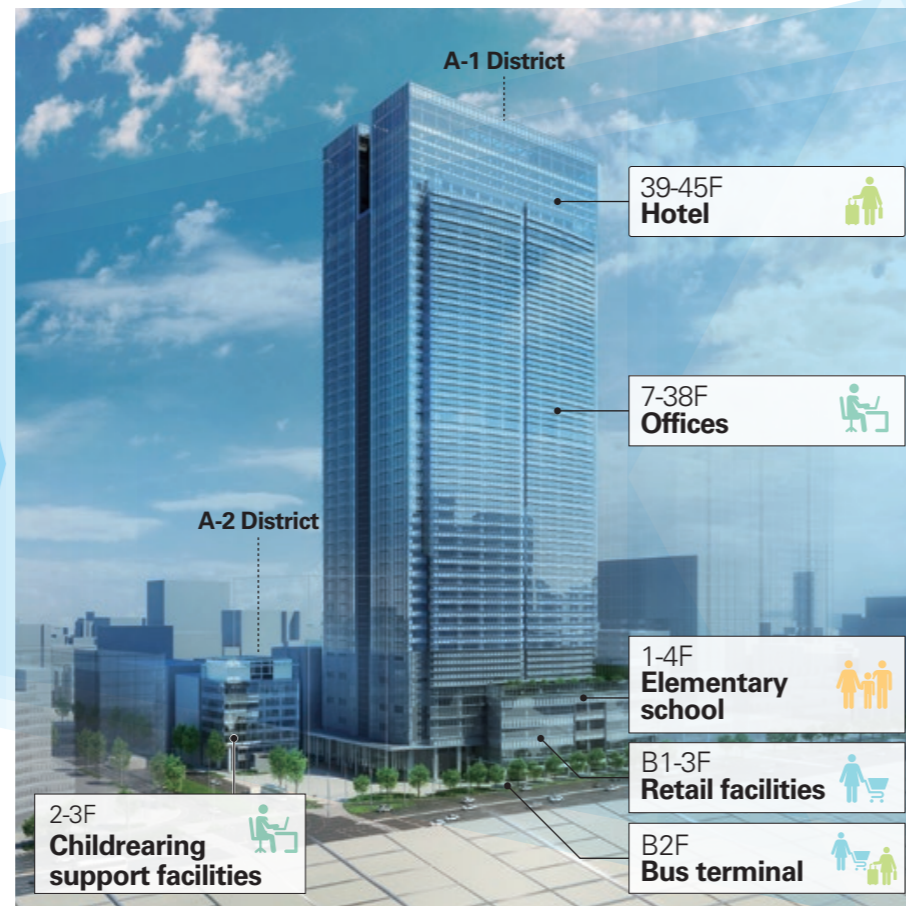
Local residents

- Safe, secure, and convenient living
- Deepening of regional networks

Tenant companies

- Easy access to business networks
- Acquisition of outstanding human resources
- Achievement of carbon neutrality

Mixed-Use Neighborhood Creation That Takes Advantage of Location and Our Strengths



Provision of Value to Stakeholders and Creation of New Value

Visitors

Conveniently, exuberantly
Play

Workers

Securely, conveniently, happily
Work

Hotel guests

Securely, conveniently, satisfyingly
Reside

Local residents

Securely, conveniently
Live

Tenant companies

Conveniently, efficiently, continuously
Act

Creation of new value through people, information, and things coming together to interact

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The Potential of Location

- Station-front location of large terminal**
Availability of extensive public transportation, including Shinkansen, JR lines, subway lines, and buses
- A company cluster rivaling Marunouchi and Nihonbashi**

TOPICS Example of Provision of Value to Tenant Companies

Becoming a partner in achieving carbon neutrality – Provision of green electricity to tenant companies –

