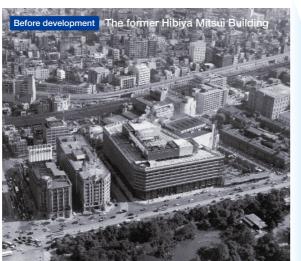
Value Creation Process

We have inherited the "spirit of enterprise" and "customer orientation" in our DNA, and in accordance with the principles embodied by the "&" logo-coexist in harmony with society, link diverse values and achieve a sustainable society-the Mitsui Fudosan Group views the paradigm shift of society and economy in every era as opportunities. Accordingly, we leverage our strengths of engagement in every asset class, an expansive value chain, and development capabilities necessary for creating neighborhoods to solve social issues through neighborhood creation with the aim of achieving a sustainable society and driving sustainable profit growth.

Management Resources (P.9)



Solve social issues through neighborhood creation under the " **A** logo principles^{*1} cm



Our DNA P.5

• Spirit of enterprise

• Customer orientation

Our Strengths

- Engaged in every asset class (Offices, retail, logistics, housing, hotels, etc.)
- Expansive value chain (Investment, development, management, leasing and sales
- Development capabilities necessary for creating neighborhoods







*1 Coexist in harmony with society, link diverse values and achieve a sustainable society





Multi-site shared offices for corporate clients

E-commerce mall linked to real stores

(established in VISION 2025, Group Long-Term Vision) P.23 Material issues for value creation (P.25)

• Reduce environmental impact and generate Create new industries through open

- · Establish ultra-smart societies by creating neighborhoods · Achieve health, safety, and security in people's daily lives
- Achieve a society where a diverse workforce can thrive Continuously improve compliance and governance

External Environment Recognition

 Population decline
Low birthrates and an aging society
Evolution of ICT • Diversification and decentralization of values • Increasing awareness of sustainability, among others

What we want to be

[Group Statement]

The Mitsui Fudosan Group aims to bring affluence and comfort to urban living

P.3

Establish a Sustainable Society

P.25 P.37-40

SUSTAINABLE GALS 14 UPE BELOW WATER

Drive Sustainable Profit Growth

P.26 P.35

Earnings and profit growth

Improvements in asset and capital efficiency

Shareholder return enhancements