

Value Creation Sources and Achievements

Management Resources

Values without a noted time are as of the end of FY2021.

Extensive customer base



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

Retail tenants:
Approx. **2,400** companies
(As of April 1, 2022)

WORK STYLING members:
Approx. **240,000**
(As of the end of July 2022)

Mitsui Shopping Park point card members:
Approx. **13** million

Mitsui Housing Loop members:
Approx. **290,000**

Mitsui Garden Hotel members:
Over **600,000**

Full lineup of product brands



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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 230,000* condominiums
* Including sales of joint ventures P.65

Mitsui Garden Hotels
Operates Company-owned hotels offering about 13,000 guest rooms in Japan and overseas P.65

Mitsui Shopping Park
Lalaport
Records revenue-generating capacity of ¥1.2 trillion (FY2021) P.57

三井のリハウス
Mitsui Rehouse
No.1 for number of brokered deals for 36 consecutive years

三井のリパーク
Mitsui Car Park Leasing
Operates car parks in over 15,000 locations across Japan P.63

Diverse human resources



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Group headcount:
24,408

Ratio of women employees (non-consolidated):
42.1%
(As of April 2022)

Women in management positions ratio (non-consolidated):
6.8%
(As of April 2022)

Women in general positions ratio (non-consolidated):
16.5%
(As of April 2022)

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

Ratio of employees returned from childcare leave (non-consolidated):
100% (general positions)
(As of the end of FY2021)

High-quality real estate asset stock



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Rental properties:
Approx. **¥3.1** trillion

Unrealized gain on real estate for rent:
Approx. **¥3.0** trillion

Real property for sale:
Approx. **¥2.1** trillion
(For property sales to investors ¥1.4 trillion)
(For property sales to individuals ¥0.7 trillion)

Solid financial position



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D/E ratio:
1.31 times

Ratio of long-term debt:
94.8%
(Excl. non-recourse)

Unused commitment line:
¥400.0 billion



Creation of a New Urban Space During the Period of Rapid Economic Growth



An Initiative to Create a Multi-Generational Community



Tackling Regional Revitalization through Urban Waterfront Development

Solving Social Issues through Neighborhood Creation

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Enhancing Tokyo's Competitiveness as an International City



Creation of Space Where People Can Spend Rich and Quality Time



Promotion of Urban Revitalization through Sound and Open New Real Estate Markets

Establish a Sustainable Society

Promoting the Provision of Green Electricity to Mitsui Fudosan Properties

In cooperation with electric power companies, now we can provide green electricity in the three major metropolitan areas (As of March 2022)

Number of properties receiving green electricity

Approx. **180**

FY2030 cumulative planned capacity

Approx. **960** million kWh

Contribution to the realization of a decarbonized society not only by ourselves but also with tenants and owners



Solar Power Generation Facility (Mega-Solar) Business

Ownership and operation of five solar power generation facilities (As of August 31, 2022)

Annual power generation

Approx. **80** million kWh

Equivalent to the annual power needs of

Approx. **20,000** typical households*
*Converted based on fiscal 2021 statistical data of Japan's Ministry of the Environment

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 CO₂ absorption and fixation by forests

Approx. **17,251** t

Contribution to greenhouse gas reduction through maintenance of sustainable forests

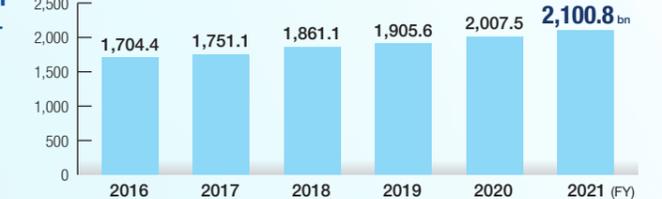


Drive Sustainable Profit Growth

Earnings Expansion

(Billions of yen)

Revenue from operations



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

(Yen)

(Billions of yen)

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



Shareholder Return Enhancements

(%)

(Billions of yen)

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

