

Retail

Market Environment

Risks

- Concerns about sluggish consumer sentiment due to rising prices, including energy prices
- Recurrence of business restrictions due to new waves of the COVID-19 pandemic

Opportunities

- The value of real space re-appreciated after the COVID-19 pandemic
- Greater demand in new lifestyles

Competitive Advantages

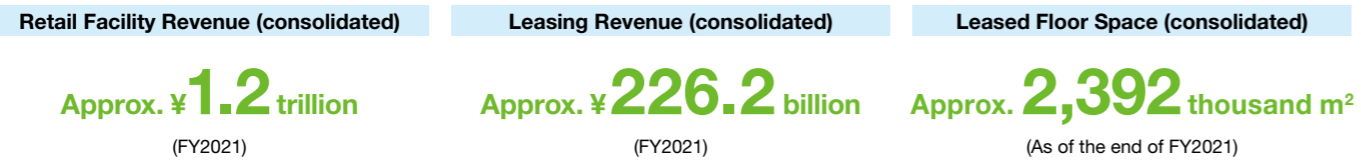
- Retail tenants: **Approx. 2,400^{*1}**
Tenant stores: **Approx. 9,500^{*2}**
- Mitsui Shopping Park members: **Approx. 13 million^{*}**
- Over 40 years of expertise in retail facility planning, development, tenant sales, and operations
- Brand power and customer appeal through leading domestic brands including LaLaport and MITSUI OUTLET PARK
- Synergies with the logistics business, which meshes closely with retail facilities

^{*1} As of April 1, 2022
^{*2} As of the end of FY2021

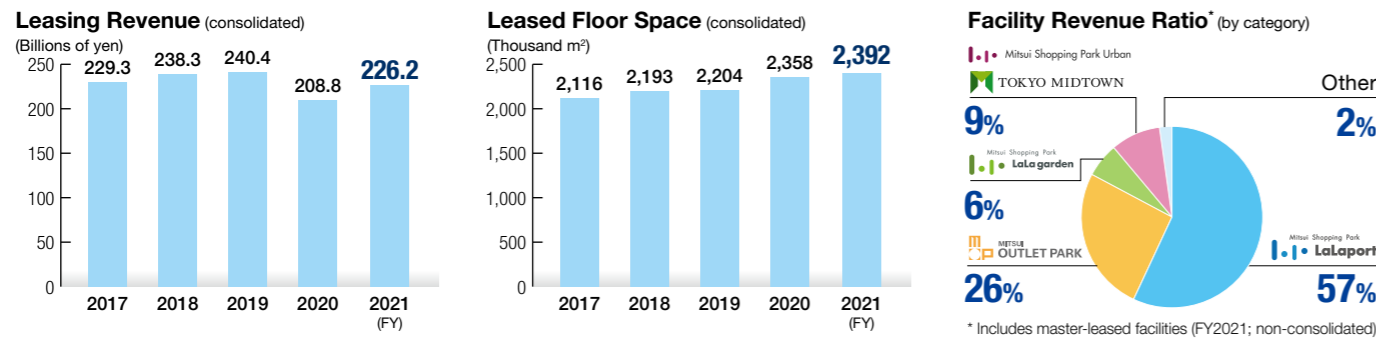
Business Strategy

- Maximizing the value of real spaces to provide moving experiences that can be obtained with the five senses, from the perspective of education, sports, health, entertainment, food, etc.
- Focusing on our own “&mall” EC site etc., promoting omni-channels that integrate real facilities and online spaces using digital technology
- Enhancement of member customers’ frequency of use and purchase unit price through the promotion of One to One marketing
- Promotion of our unique tripartite model combining real facilities, EC sites, and logistics to provide consumers with a wide range of purchasing options and to improve the efficiency of tenants’ inventory management

An Excellent Portfolio



Steady Increase in Leased Floor Space and Temporary Decline in Revenue from Operations under the COVID-19 Pandemic



Carefully Selected Store Openings in Tokyo Metropolitan Area and Other Major Metropolitan Areas in Japan

Distribution of Store Openings (LaLaport, MITSUI OUTLET PARK)

- LaLaport^{*}
 - MITSUI OUTLET PARK (MOP)
- ^{*} Includes LAZONA Kawasaki Plaza, DiverCity Tokyo Plaza



Number of Stores by Area (LaLaport, MITSUI OUTLET PARK)

(Numbers in parentheses indicate properties under development)

	Total	LaLaport	MOP
Total	34 (2)	21 (2)	13
Tokyo metropolitan area	17	12	5
Kinki region	8 (2)	5 (2)	3
Chukyo region	4	3	1
Other	5	1	4

Future Development Pipeline

Domestic Projects

3 properties includes **2** in Kinki region

Overseas Projects

6 properties includes **5** in Taiwan and **1** in Malaysia

(As of the end of August 2022. However, as of the end of June 2022 for overseas projects)

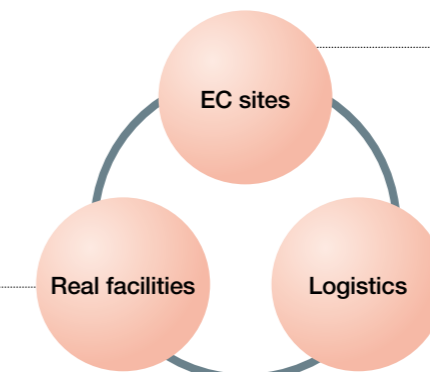
Promotion through Our Tripartite Model of Real Facilities, EC Sites, and Logistics

Providing a wide range of purchasing options to consumers while improving the efficiency of tenants’ inventory management

Experiential Value Made Possible by Real Facilities Improvement of Customer Appeal



Promotion through Tripartite Model



Elimination of Time and Place Restrictions on Purchasing and Sales Activities

Total number of stores **Approx. 400**
(As of the end of FY2021)

Centralized Management of Real Facilities and EC Inventory

MFLP
Mitsui Fudosan Logistics Park

Logistics sites **53** Total floor space **Approx. 4.2 million m²**
(As of the end of July 2022)

TOPICS

Improving the working environment and job satisfaction of store staff “Mitsui Shopping Park Staff Circle”

A store management app has been introduced for approximately 100,000 shop staff working at about 40 retail facilities nationwide, including Mitsui Shopping Park LaLaport and Mitsui Outlet Park managed and operated by the Mitsui Fudosan Group. And we launched “Mitsui Shopping Park Staff Circle,” an initiative to create comfortable working environments and affluent communities.

Main support and services

- Providing real-time information dissemination and sharing to facilitate smooth communication
- Supporting productivity for store operations
- Digitizing employee ID cards
- Expanding benefits and welfare services for staff
- Providing online support for training and self-development