

INTEGRATED
REPORT
2022

 MITSUI FUDOSAN



Largest ever large-scale mixed-use development in Manhattan, New York
Office buildings of Hudson Yards

Left: 50 Hudson Yards
Right: 55 Hudson Yards



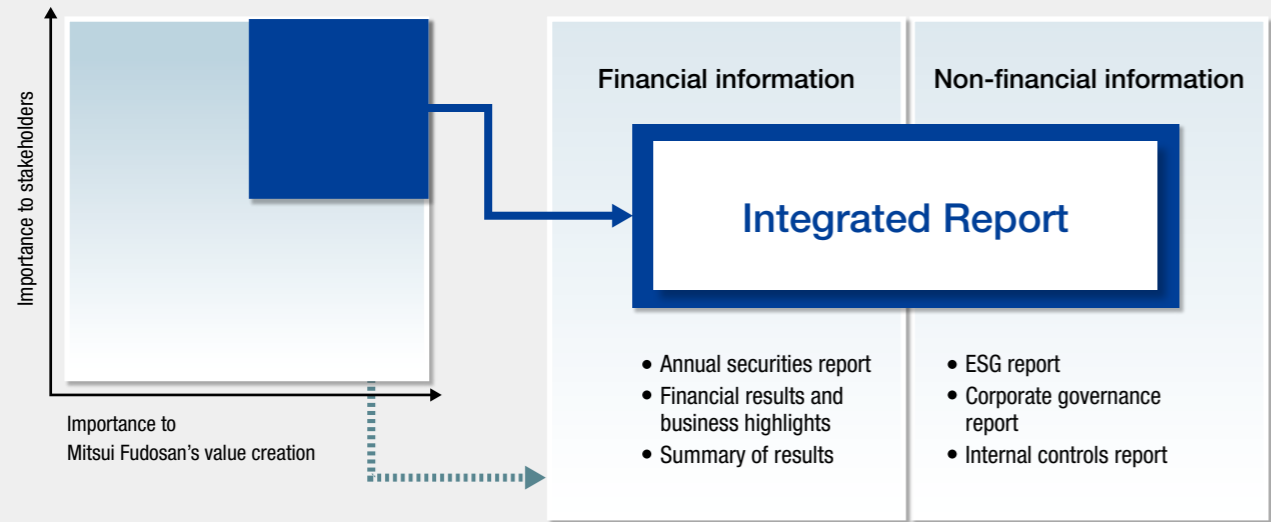
Editorial Policy

For stakeholders, including shareholders and investors, to gain a correct understanding of the complete picture concerning the Mitsui Fudosan Group's management strategy and corporate activities, in addition to financial information such as financial results, review of operations and management strategies, it is also important to gain a systematic understanding of non-financial information relating to aspects such as society, the environment, human resources and governance. Based on this belief, our Integrated Report features enhanced and integrated non-financial information. In editing the report, we strived to incorporate the perspectives of all stakeholders by referring to the "International Integrated Reporting Framework," which was recommended by the IFRS Foundation, and "Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation" advocated by Japan's Ministry of Economy, Trade, and Industry.

Moreover, the Group's activities have been selected and included in the report, based on their importance for stakeholders. For more information, please refer to various other forms of communication given below.



Positioning of the Integrated Report



About the Website

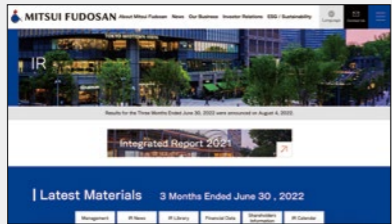
Corporate Website

<https://www.mitsui-fudosan.co.jp/english/>



Investor Relations

<https://www.mitsui-fudosan.co.jp/english/corporate/ir/>



Contains materials related to financial results, audio and video versions of results briefings and information for shareholders and investors.

ESG/Sustainability

https://www.mitsui-fudosan.co.jp/english/esg_csr/



Introduces initiatives for society and the environment based on the Mitsui Fudosan Group's Group Vision. More detailed information on ESG can be found in the Group's ESG Report.

Contents

Mitsui Fudosan's Value Creation

- 3 Group Statement/Vision/Mission
- 5 Mitsui Fudosan's DNA and the "M" Logo Principles
- 7 Value Creation Process
- 9 Value Creation Sources and Achievements
- 11 Solving Social Issues through Neighborhood Creation
- 17 A History of Value Creation: Unceasing Challenge in Our DNA
- 19 Diverse Asset Classes and Global Expansion
- 21 Business Model for Realizing Sustainable Growth

Value Creation Strategy

- 23 Long-Term Vision: VISION 2025
- 27 Message from the CEO
- 35 Message from the CFO
- 37 Strategies Toward Realization of a Decarbonized Society
- 39 Diversity and Inclusion Strategy
- 41 Outside Director Dialogue
- 45 CLOSE UP: Digital Transformation Strategy of Mitsui Fudosan Group

Value Creation Efforts and Base Building

- Value Creation through Business
 - 47 Special Feature: Life Science Initiatives
- Business Report
 - 51 At a Glance
 - 53 Office
 - 57 Retail
 - 59 Logistics
 - 61 Housing (Homes and Living)
 - 65 Hotels and Resorts
 - 67 Tokyo Dome
 - 69 Dramatically Growing the Overseas Business
- Our Base for Value Creation
 - 73 Main Environment Initiatives
 - 77 Main Social Initiatives
 - 83 Female Employees Roundtable Discussion
 - 87 DX Promotion Initiatives
 - 89 Corporate Governance
 - 102 Risk Management
 - 103 Compliance

Data Section

- 105 Financial Highlights
- 107 Non-Financial Highlights
- 108 Financial Analysis (Fiscal 2021)
- 114 Appendix
- 130 Organization Chart
- 131 Corporate Data/Shareholders' Information
- 132 International Initiatives That We Support/ External Assessments

Caution Concerning Forward-Looking Statements

This Integrated Report contains figures related to the future, which are included in results forecasts and so forth. These are based on judgements made using information obtained at the time of publication, and thus contain risks and uncertainties. Furthermore, Mitsui Fudosan makes no guarantee that these forecasts will be realized. Therefore, you should not rely on these forecasts alone when making investment decisions. You should be aware that business results arise through various important factors and actual results may vary greatly from forecasts. Important factors influencing actual results include the economic situation encompassing the Group's business domains, foreign currency exchange rates including the yen-U.S. dollar cross rate, and the Japanese stock market.

Group Statement/Vision/Mission


GROUP STATEMENT

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

The Group Statement, Vision, and Mission embody the Group management's basic philosophy and its vision for the future. Since their formulation in 1999, they have guided the Mitsui Fudosan Group as an integrated management policy.

RAYARD MIYASHITA PARK (opened in July 2020)

GROUP VISION What we want to be

Philosophy	Seeking to link diverse values, coexist in harmony with society and achieve a sustainable society, as symbolized by the Mitsui Fudosan “  ” logo, we will work to foster social and economic development as well as global environmental preservation. Under “&EARTH” we will aim for a society that enriches both people and the planet.
Evolution and value creation	By bringing knowledge and experience together in diverse ways, we seek to advance the real estate business and create new value, both at home and abroad, proactively responding to global changes in social environments and market structures.
A profitable and growing Mitsui Fudosan Group	We seek to create a profitable and growing Mitsui Fudosan Group, acting honestly and fairly to realize the capabilities of the entire organization.

GROUP MISSION What is expected of us

Provide business and lifestyle-related solutions and services	<ul style="list-style-type: none">• Maximize urban value creation by providing secure, safe and attractive urban spaces and soft services that bring enrichment and comfort to urban living.• Provide variable and innovative solutions that stimulate the real estate investment market.
Work in partnership with customers from a global perspective	<ul style="list-style-type: none">• Treat customers as the business foundation on which to progress and develop the Company.• Propose and provide products and services by deploying the collaborative strength of the Group with a multidisciplinary approach that meets the real needs of customers.• Work in partnership with customers to raise brand value by continuously providing services that are highly valued by them.
Raise our corporate value	<ul style="list-style-type: none">• Raise corporate value through sustainable profit growth and continual innovation.• Optimize the allocation and use of available resources and pursue efficient operations.• Conduct operations while closely monitoring and managing business risks.
Create strong corporate group by building the capabilities of individuals	<ul style="list-style-type: none">• Seek to maintain a creative and pioneering spirit by integrating various skills and values.• Cultivate and institutionalize the professional capabilities of individuals to raise our creative ability for value-added products and services.• Maintain high awareness of ethical, disciplinary, and compliance issues, and act accordingly.

Mitsui Fudosan's DNA and the “” Logo Principles

Mitsui Fudosan's DNA

“Spirit of Enterprise” and “Customer Orientation”

The roots of the Mitsui Fudosan Group date back around 350 years ago to 1673, when Takatoshi Mitsui founded the Mitsui Echigo-ya Draper's Shop store (Echigo-ya) in the Nihonbashi district of old Edo. Echigo-ya's business expanded rapidly because of a groundbreaking business philosophy of “cash only and fixed, low prices.”

Originally, kimonos were worn by samurai and as luxury items were in any case completely beyond the means of the general populace. Kimonos were bespoke garments, with merchants visiting feudal lords' residences to take orders. The process was time-consuming and labor-intensive, with significant wasted fabric. Garments were sold on credit, with payments made in the summer at the time of the O-Bon festival and at year-end. Merchants were subject to interest and also ran the risk of unpaid bills. However, society was maturing, and even members of the general public were looking for better clothing.

Takatoshi chose to take a new approach. By selling ready-to-wear kimonos for cash at stores, he drastically rationalized production, distribution, and billing, while significantly reducing costs. With regard to fabrics, in addition to the conventional silk and linen, he



Founder Takatoshi Mitsui
(Mitsui Bunko archives)
* Reproduction prohibited

used cotton cloth that was also produced in his hometown of Ise Matsusaka. He implemented innovations to better match the tastes of consumers in terms of price and quality. Kimonos became products that were within the reach of the general public, and the Echigo-ya business flourished.

Another key factor enabling the ready-to-wear business was what we would now refer to as marketing. Matsusaka is situated close to Ise Shrine. Takatoshi was able to learn about fashion trends from the clothes of people visiting Ise on pilgrimages. For example, he might observe that the number of people wearing cotton had recently increased, or gain insight into which patterns were considered fashionable in that year. Takatoshi made use of this kind of information in manufacturing merchandise.

It was entirely due to its “spirit of enterprise” and its “customer orientation” that Echigo-ya's business continued to expand thereafter, developing into Mitsui Gomei Kaisha. In 1941, Mitsui Gomei Kaisha's Real Estate Division, which managed the real estate held by the company, was spun off and became Mitsui Fudosan Co., Ltd. Echigo-ya's “spirit of enterprise” and “customer orientation” lives on in the Mitsui Fudosan Group's DNA.



Nihonbashi during the Edo period/The Echigo-ya in Surugacho on New Year's Day, a woodblock print by Kiyonaga Torii
(The Mitsui Memorial Museum collection)

Ingrained DNA




Nihonbashi today


Connections with “” Logo Principles

Based on the DNA of the “spirit of enterprise” and “customer-centric focus” handed down from Echigo-ya, the Mitsui Fudosan Group has, in step with the development of Japan's economy and society, created new value by innovating its business in ways that have met the demands of the times and the voices of its customers.


Examples of this genealogy include land reclamation projects to develop land for factory sites along bayside areas to strengthen the country's standing as an industrial and trading nation; construction of Japan's first skyscraper (the Kasumigaseki Building) through the adoption of advanced methods for the use of space to cope with the over-concentration of urban functions; and residential development as well as residential and residential distribution businesses that address the influx of population into urban areas and pursue affluence in living.

We are also working to help address social issues through neighborhood creation. These efforts have included the development of retail facilities and the hotel and resort business, which we entered in response to the growing demand for leisure. We also were industry leaders in real estate securitization following the bursting of the bubble economy in the 1990s. Today, we are working to realize smart cities by spurring digital transformation.

In this way, the Group has viewed paradigm shifts in society and the economy in every era as opportunities, and has been constantly creating new value by bringing together diverse knowledge and values. Rather than making “or” selections between conflicting values, this history of creating new value derives from staying true to our management vision of overcoming conflicts and coexisting in the spirit of “and” as well as with the principles behind the Group's “” mark.

The Group regards its “spirit of enterprise” and “customer orientation” as DNA inherited from Echigo-ya. The Group will—as a company that has addressed customers' needs through the ages—strive to create further value in accordance with the principles embodied by its “” logo: to coexist in harmony with society, link diverse values and achieve a sustainable society.

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

Extensive customer base (As of the end of FY2021) P.53–66

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

Retail tenants²: Approx. **2,400** companies

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

² As of April 1, 2022

Diverse human resources (As of the end of FY2021) P.77

Group headcount: **24,408**

Ratio of female employees³: **42.1** %

Ratio of mid-career hires⁴: **44.1** %

³ Non-consolidated, as of April 1, 2022

⁴ Non-consolidated, FY2021

High-quality real estate asset stock (As of the end of FY2021) P.21

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

Solid financial position (As of the end of FY2021) P.35

D/E ratio: **1.31** times

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

Unused commitment line: **¥400.0** billion

Solve social issues through neighborhood creation under the “” logo principles^{*1} P.11

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



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



Creating neighborhoods full of life



Support for diverse workstyles



Multi-site shared offices for corporate clients



E-commerce mall linked to real stores

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

- | | | |
|---------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------|
| • Reduce environmental impact and generate energy | • Establish ultra-smart societies by creating neighborhoods | • Achieve a society where a diverse workforce can thrive |
| • Create new industries through open innovation | • Achieve health, safety, and security in people's daily lives | • 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 DEVELOPMENT GOALS



Drive Sustainable Profit Growth

P.26 P.35

Earnings and profit growth

Improvements in asset and capital efficiency

Shareholder return enhancements

Value Creation Sources and Achievements

Management Resources

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

Extensive customer base



P.53-66

Office tenants:

Approx. **3,000** companies

WORK STYLING members:

Approx. **240,000**
(As of the end of July 2022)

Mitsui Housing Loop members:

Approx. **290,000**

Retail tenants:

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

Mitsui Shopping Park point card members:

Approx. **13** million

Mitsui Garden Hotel members:

Over **600,000**

Representative brands in each asset class

BEYOND THE OFFICE

MITSUI FUDOSAN
Operates over 100 office buildings, primarily in Tokyo metropolitan area

P.53

Mitsui Shopping Park
LaLaportMITSUI
OUTLET PARK

Records revenue-generating capacity of ¥1.2 trillion (FY2021)

P.57

PARK CITY PARK TOWER

Has achieved cumulative sales of over 230,000* condominiums
* Including sales of joint ventures**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

Mitsui Garden Hotels

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

P.65

Diverse human resources



P.77

Group headcount:

24,408

Women in general positions ratio (non-consolidated):

16.5%
(As of April 2022)

Ratio of women employees (non-consolidated):

42.1%
(As of April 2022)

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

44.1%

Women in management positions ratio (non-consolidated):

6.8%
(As of April 2022)

Ratio of employees returned from childcare leave (non-consolidated):

100%(general positions)
(As of the end of FY2021)

High-quality real estate asset stock



P.21

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



P.35

D/E ratio:

1.31 times

Ratio of long-term debt:

94.8%
(Excl. non-recourse)

Unused commitment line:

¥400.0 billionCreation of a New Urban Space
During the Period of Rapid
Economic GrowthAn Initiative to Create a
Multi-Generational CommunityTackling Regional
Revitalization through Urban
Waterfront DevelopmentSolving Social Issues
through Neighborhood
Creation P.11Enhancing Tokyo's
Competitiveness as an
International CityCreation of Space Where
People Can Spend Rich and
Quality TimePromotion 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)

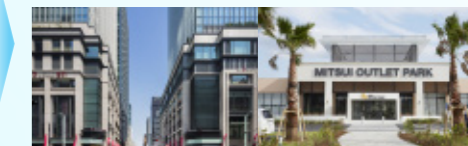
Number of properties receiving green electricity

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

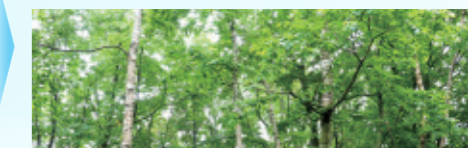


Ownership of About 5,000 Hectares of Forest in Hokkaido

(Usage in building materials, etc.)

Annual CO₂ absorption and fixation by forestsApprox. **17,251** t

Contribution to greenhouse gas reduction through maintenance of sustainable forests

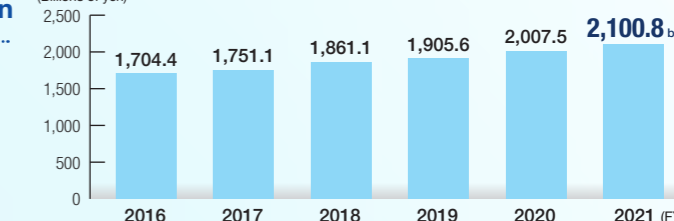


Drive Sustainable Profit Growth

Earnings Expansion

Revenue from operations

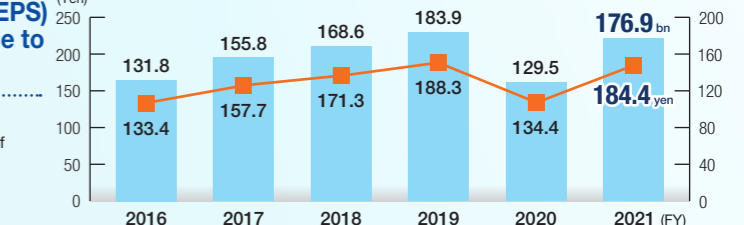
(Billions of yen)



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

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

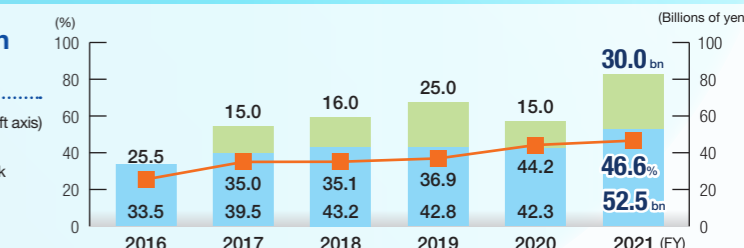
(Yen)



Shareholder Return Enhancements

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

(%)



Solving Social Issues through Neighborhood Creation

The Mitsui Fudosan Group has created new value by solving a broad array of social issues through neighborhood creation. Several examples are introduced below.

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

Kasumigaseki Building

As a forerunner in making advanced use of urban space, we constructed Japan's first skyscraper, achieving effective use of land in a city center along with contribution to the community through the creation of open areas and green spaces.



An Initiative to Create a Multi-Generational Community

Suncity

By viewing a well-knit community of tenants and local residents as a new asset value and by creating a forest on the grounds of a condominium building, we achieved the formation of a multi-generational community connected by forest.



At the time of completion



Present day

Tackling **Regional Revitalization** through Urban Waterfront Development

Okawabata River City 21

By redeveloping old factories, warehouses, and other assets into housing in the bay area of central Tokyo, which faces a shrinking residential population, we enhanced urban disaster readiness functions and achieved a population increase in the Bay area through providing new living spaces.



Before



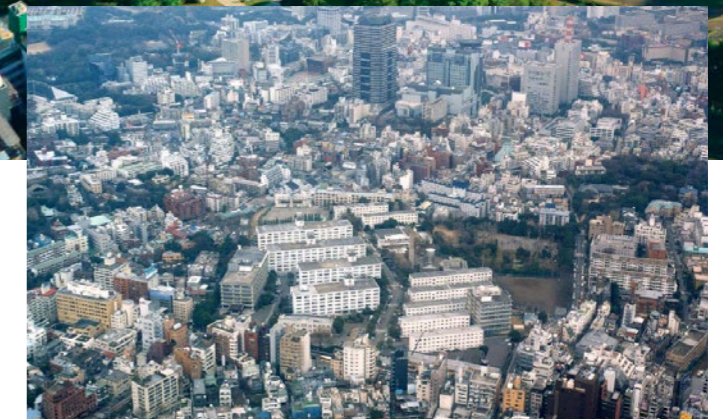
After



Enhancing Tokyo's Competitiveness as an **International City**

TOKYO MIDTOWN

By creating a brand-new type of mixed-use type neighborhood that closely integrates work, play, rest, and living, we sublimated a former Defense Agency site into our flagship site and enhanced the urban competitiveness of Tokyo through a concentration of diverse companies and an increase in visitors to the neighborhood.



Before

Creating Spaces Where People Can Enjoy a Rich and Fulfilling Time

LaLaport

In a mature consumer society, we created spaces where visitors can enjoy a rich and fulfilling time by providing retail facilities that serve as “places to prosper, eat, play, and gather.”



Promoting of Urban Revitalization through a Sound and Open New Real Estate Market

Real Estate Securitization

We helped reenergize the real estate market, which had stalled following the burst of the bubble economy, by adding liquidity that combines real estate transactions with finance through the creation of a real estate investment trust market. We also supported urban revitalization efforts through increased development-type projects.



A History of Value Creation: Unceasing Challenge in Our DNA

The Mitsui Fudosan Group's history can be seen as one that, in step with the development of Japan's economy and society, has created new value by innovating its business in ways that meet the demands of the times and the voices of customers.

1941 (Founding) –

Business foundation established during a period of rapid economic growth

1970 –

Moved to diversify management to achieve stable growth

1990 –

Rebuilt business during the period of deflation following the collapse of Japan's economic bubble

2000 –

Asset deflation convergence and advancing neighborhood creation

2010 –

Advancing mixed-use neighborhood creation amid market maturity

Creation of new value

Late 1950s–
Contributing to infrastructure development in the Tokyo metropolitan area

Transforming sea into land
Keiyo Rinkai reclamation project



1968

Japan's first skyscraper

Pioneering Japan's skyscraper era
Kasumigaseki Building



1981

A forerunner in shopping centers

Creating new lifestyles
LaLaport TOKYO-BAY



1993

A forerunner in Tokyo Bay area tower condominium buildings

Resolving housing issues in the city center
Okawabata River City 21, West Block



1995

Japan's first genuine outlet mall

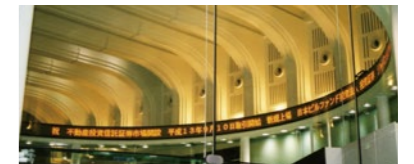
Creating a new consumption style
MITSUI OUTLET PARK OSAKA TSURUMI



2001

Japan's first corporation listed on the J-REIT

Creating new businesses in the real estate industry
Nippon Building Fund Inc.



Expansion of asset classes



Office Buildings

1929

Construction of Mitsui Main Building completed

1968

Construction of Kasumigaseki Building completed



Housing

1968

Construction of Yurigaoka Garden Mansion completed

1971

Construction of Mita Tsunamachi Park Mansion completed



Retail Facilities

1981

LaLaport TOKYO-BAY opens for business

1993

Construction of the entire Okawabata River City 21, West Block completed

1995

MITSUI OUTLET PARK OSAKA TSURUMI opens for business

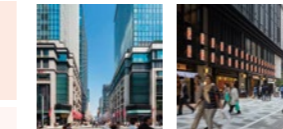


Hotels & Resorts

1984

Mitsui Garden Hotel Osaka Yodoyabashi opens for business

Leveraging Our Strengths to Create Mixed-Use Neighborhoods Fusing an Array of Functions



2004 –
Nihonbashi Revitalization Plan begins



2007
TOKYO MIDTOWN opens for business



2014
Kashiwa-no-ha Smart City opens for business



2018
TOKYO MIDTOWN HIBIYA opens for business



Logistics Facilities

2014

Construction of Mitsui Fudosan Logistics Park Yashio completed

Expansion of overseas business areas

North America

1973

Mitsui Fudosan (USA) established

1984

HALEKULANI (Hawaii) opens for business

1986

Acquisition of 1251 Avenue of the Americas (New York)

Europe

1990

Mitsui Fudosan (U.K.) Ltd. established

2013

San Francisco Branch established



Hudson Yards



Television Centre

Asia

1972

Establishment of TID Pte Ltd., a joint venture with Hong Leong Group in Singapore

2005

Establishment of the Shanghai Representative Office in China

2013

Participation in housing business in Southeast Asia

2016

MITSUI OUTLET PARK Linkou opens for business in Taiwan

2020

Construction of RMZ Ecoworld 30 started in India

Diverse Asset Classes and Global Expansion

As a Group of leading comprehensive real estate companies in Japan, the Mitsui Fudosan Group is developing a real estate business based on diverse asset classes. Overseas, we are also expanding our business through the careful selection of asset classes matched to circumstances of the economies, cities, and other factors in the areas into which we expand.

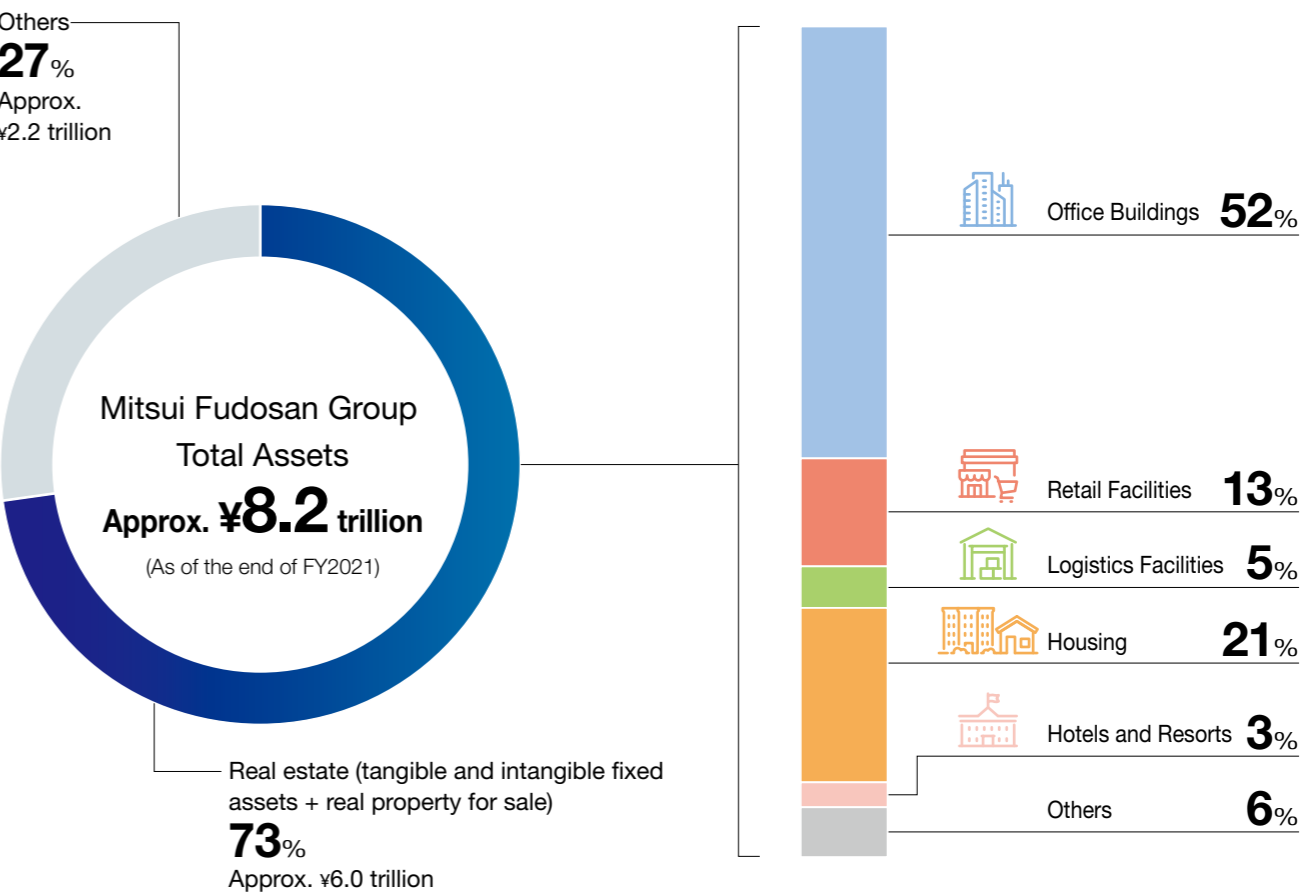
Diverse Asset Classes

Main Asset Classes

Key Data ^{*1}			Sources of Revenue	Main Brands
Office Buildings	Leased Floor Space ^{*2} Approx. 3,396,000 m²	Number of Tenant Companies Approx. 3,000	• Leasing revenue from tenants • Income from property sales to REITs	WORK STYLING BEYOND THE OFFICE MITSUI FUDOSAN
Retail Facilities	Leased Floor Space ^{*2} Approx. 2,392,000 m²	Number of Tenant Companies Approx. 2,400 (As of April 1, 2022)	• Leasing revenue from tenants • Income from property sales to REITs	Mitsui Shopping Park LaLaport Mitsui Shopping Park Urban & m a l l MITSUI OUTLET PARK MITSUI FUDOSAN
Logistics Facilities	Number of Project Facilities ^{*3} 53	Total Floor Space Approx. 4,200,000 m²	• Leasing revenue from tenants • Income from property sales to REITs	MFP Mitsui Fudosan Logistics Park
Housing	Number of Condominium Units Delivered 3,208	Number of Detached Houses Delivered 507	Number of Brokered Sales ^{*4} 41,183	Income from property sales to individuals/REITs Leasing revenue Broker commissions Management fees PARK HOMES PARK AXES MITSUI HOME 三井のリハウス Mitsui Rehouse
Hotels and Resorts	Facilities Directly Operated by the Company 52 Approx. 13,100 rooms (As of July 1, 2022)		• Accommodation fees	Mitsui Garden Hotels HOTEL THE MITSUI K Y O T O Halekulani On the Beach at Waikiki

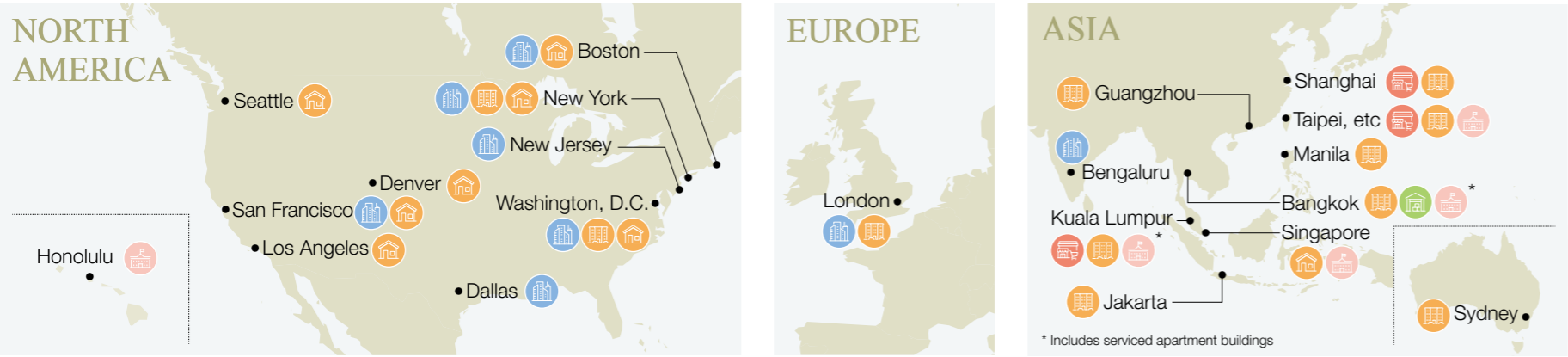
^{*1} Values without a noted time are as of the end of FY2021.
^{*2} Includes subleased floor space. ^{*3} Includes existing facilities and facilities under development. ^{*4} Number of Mitsui Fudosan Realty Group brokered sales prior to eliminations.

Asset Classes by Type

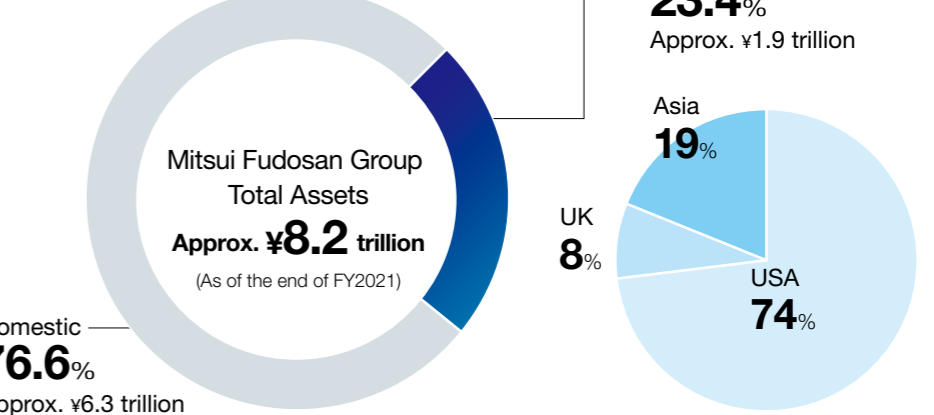


Our Globally Expanding Assets

Our Assets in Overseas Areas

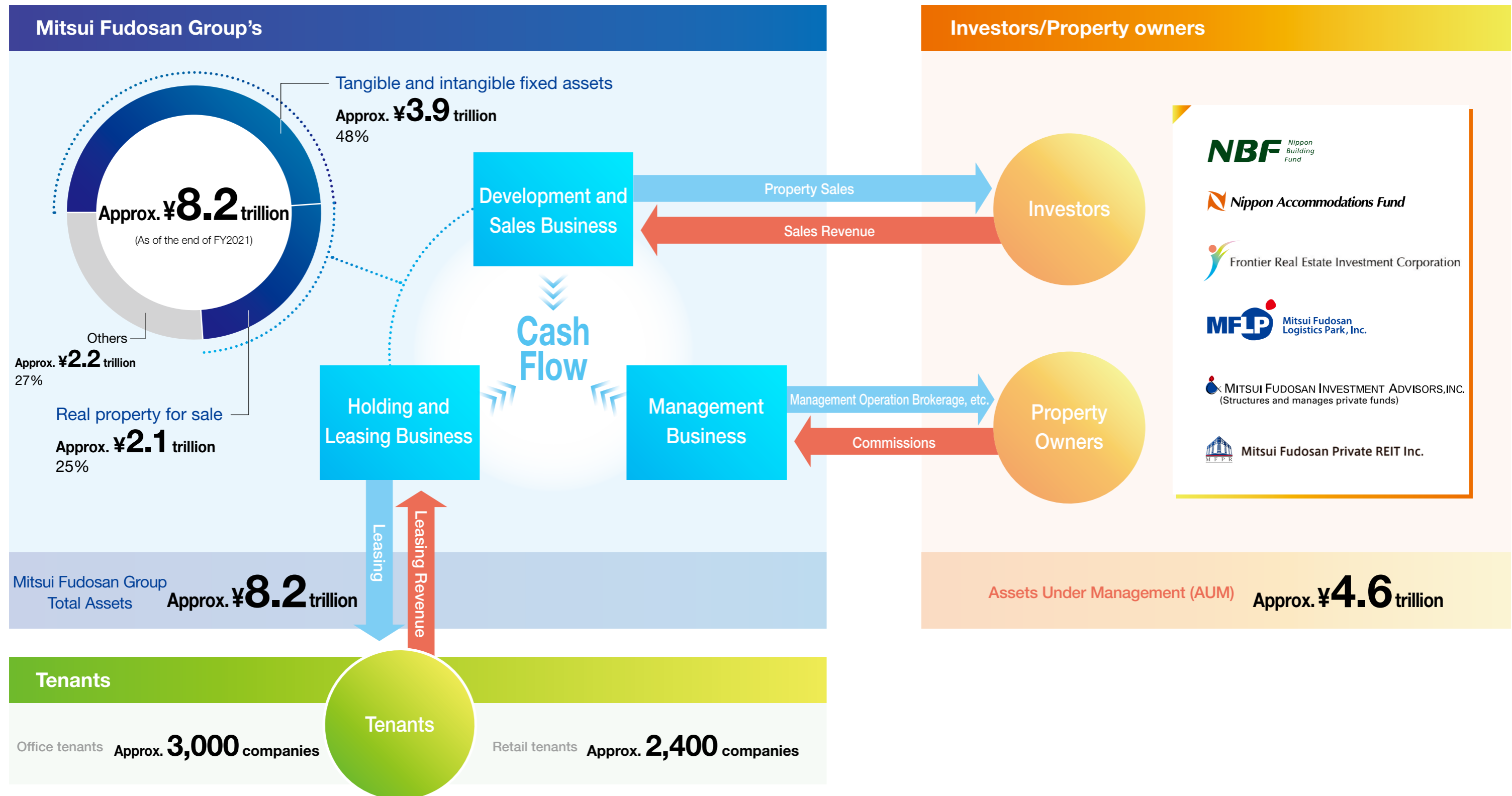


Assets by Area



Business Model for Realizing Sustainable Growth

Maximize Profits through an Optimal and Flexible Combination of Real Estate “Holding & Leasing,” “Development & Sales,” and “Management”

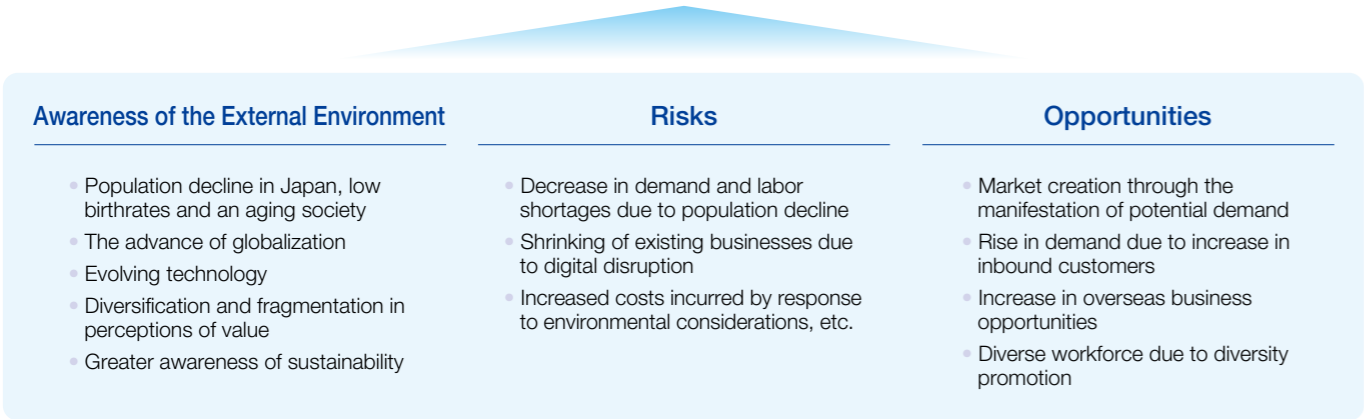


Long-Term Vision: VISION 2025

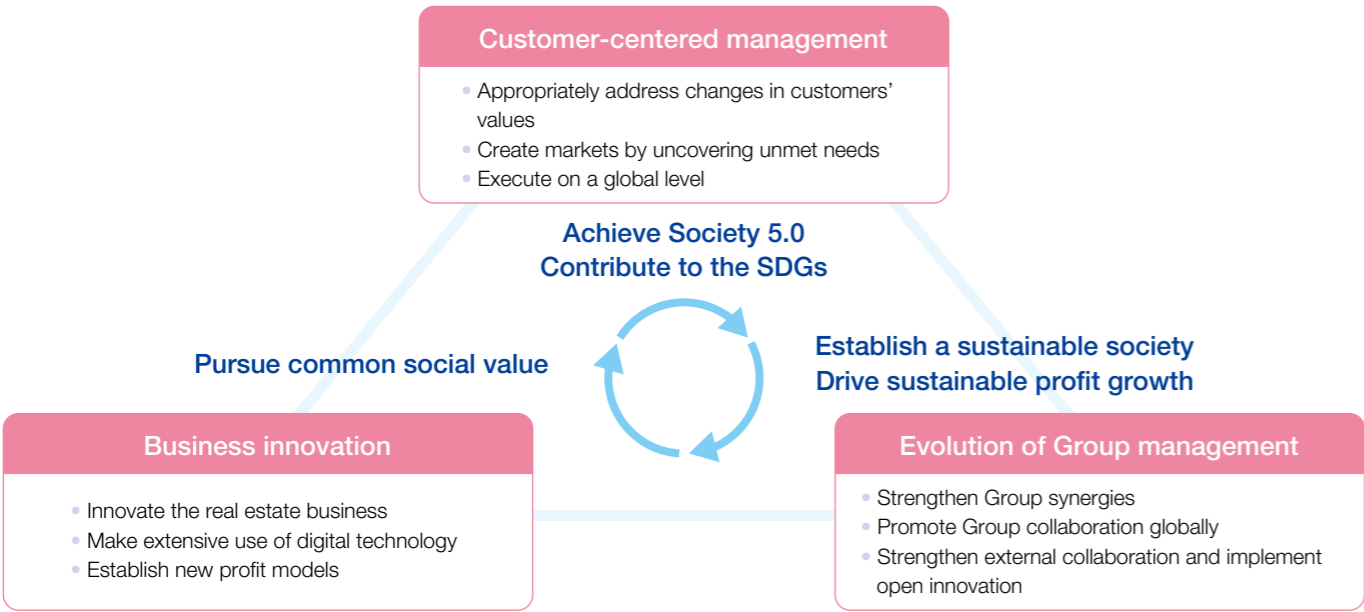
In May 2018, Mitsui Fudosan published VISION 2025, the Group’s long-term vision, based on its existing Group Statement, Vision, and Mission. VISION 2025 calls on the Group to aim to innovate the real estate business and achieve further globalization, maintain robust growth and profitability, and contribute to establishing a sustainable society.

VISION 2025

- **Successfully establish a sustainable society through the creation of neighborhoods**
- **Harness technology to innovate the real estate business**
- **Evolve into a global company**



Basic Strategies



Main Initiatives

- Drive evolution in the creation of neighborhoods P.11**
 - Provide business and daily lifestyles to people, who are the centerpiece of the creation of neighborhoods.
 - Realize the creation of neighborhoods that improve with age and develop smart cities that serve as platforms for ultra-smart societies.
- Innovate business models by harnessing real estate tech P.87**
 - Enhance the competitiveness of existing businesses and create new businesses through Real Estate × ICT.
 - Accumulate and utilize data from real physical spaces, such as offices, retail facilities, and residences.
- Dramatically grow the overseas business P.69**
 - Expand business by leveraging the Mitsui Fudosan Group's strengths as a comprehensive and integrated developer.
 - Promote further localization and expand neighborhood creation development projects overseas.



Outlook




Realize sustainable growth in profits by around 2025

Around 2025		
Consolidated operating income	Of which: Overseas income	ROA
Around ¥350 billion	Around 30%	Around 5%

Sustainability Management

In order to realize continuous value creation, the Mitsui Fudosan Group has positioned ESG (Environment, Society, and Governance) as a key management issue, and heralds six material issues for the area.

By further evolving neighborhood creation through the pursuit of these goals, the Group aims to achieve a sustainable society and drive sustainable profit growth.

Material issues (priority goals) and initiatives	Relevant SDGs
Reduce environmental impact and generate energy P.73 <ul style="list-style-type: none"> Contribute to achieving a decarbonized society by reducing energy usage and greenhouse gas emissions Transition to renewable energy for electricity used in business operations Build rich natural environments that get better with time 	
Create new industries through open innovation P.47 <ul style="list-style-type: none"> Form worldwide industrial clusters to pool various resources and drive innovation Constantly create new value from the customer's perspective through broad-based relations and collaborations 	
Establish ultra-smart societies by creating neighborhoods P.87 <ul style="list-style-type: none"> Leverage technologies to solve individuals' and neighborhoods' problems by building communities and places for people to gather and support one another As a country facing issues earlier than others, build neighborhoods that will serve as international problem-solving models 	
Achieve health, safety and security in people's daily lives P.53-72 <ul style="list-style-type: none"> Develop and operate resilient, safe, and secure facilities that protect people from threats such as disasters and infectious diseases 	
Achieve a society where a diverse workforce can thrive P.77 <ul style="list-style-type: none"> Establish a foundation for everyone to live the life they choose, regardless of individual circumstances Provide products and services that expand people's potential and foster expectations and hope for the future Promote good mental and physical health and provide products and services to make active, happy lives possible 	
Continuously improve compliance and governance P.89 P.103 <ul style="list-style-type: none"> Build a well-structured compliance system to win further trust from society Establish a strong and flexible governance system that achieves both growth and stability 	

Sustainable Society

Sustainable Profit Growth

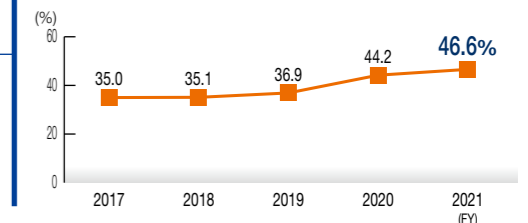
Medium- to long-term goals (main non-financial KPIs) P.37 P.39		
Greenhouse gas emissions	Share of renewables in power used for business activities	Female manager ratio (Mitsui Fudosan Co., Ltd. non-consolidated)
Achieve by FY2050	By FY2050	By FY2030
Net Zero	100%	20%

Basic Capital Policy

The Company has a basic policy of continuously enhancing shareholder value and corporate value through well-balanced distribution of earnings every fiscal year for expanding returns to shareholders and investing in growth, while maintaining financial soundness.

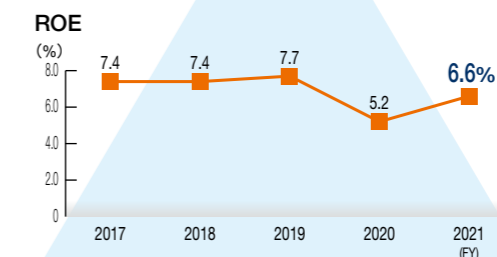
Undertaking the stable payment of dividends while flexibly repurchasing own shares

Total shareholder return ratio



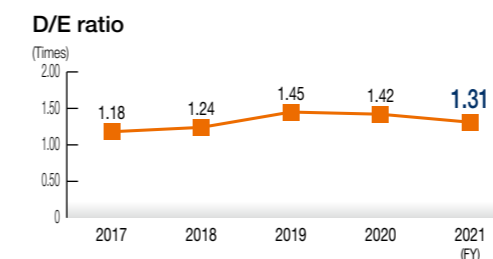
Shareholder Return Enhancements

Continuously Enhance Corporate Value, Increase Shareholder Value



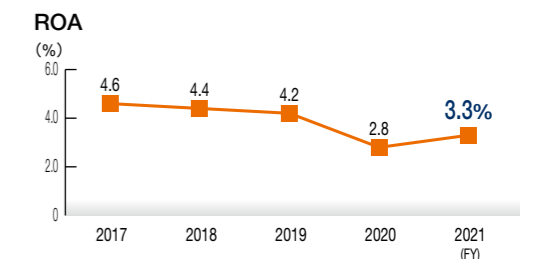
Financial Soundness

Ensuring an appropriate D/E ratio level



Investment for Growth and Building of Quality-Based Asset Portfolio

Reinvestment of profits in good investment opportunities Building of quality-based asset portfolio



Shareholder Return Policy

- Mitsui Fudosan **reinvests earnings to increase shareholder value** over the medium to long term and **returns profits to shareholders** based on comprehensive consideration of such factors as the business environment and its performance and finances.
- In order to strengthen shareholder returns, Mitsui Fudosan undertakes the **stable payment of dividends** while **flexibly repurchasing its own shares in a bid to enhance capital efficiency**.
- Mitsui Fudosan has identified a total shareholder return ratio of around **45% of profit*** attributable to owners of parent.

* Revised in May 2022

Message from the CEO

Conceptual Image of Value Creation
Mitsui Fudosan Aims For

We aim to address social issues through neighborhood creation, which will enable us to balance social and economic value in managing our business.

President and Chief Executive Officer
Mitsui Fudosan Co., Ltd.

Nasanobu Komoda



Introduction

More than two years have passed since the COVID-19 pandemic began. Now, with the progress of vaccination, the world is feeling its way toward a society where we can live with COVID-19 and is rapidly shifting its focus to economic recovery. At the same time, inflation is on the rise around the world due to a worldwide surge in demand on the back of the recovery from COVID-19, rising energy prices, food shortages and supply constraints such as disruption of supply chains and logistics. In addition, the recent Russian invasion of Ukraine has caused disruption in the world. As a democratic nation, we cannot allow this; we must continue to stand by the Ukrainian people who are in extreme misery and do whatever we can to maintain world peace and the international order.

As I note in this space every year, focusing on corporate philosophy and universal values is a vital key to surviving in such an era of uncertainty. Looking back at our corporate roots to understand the ceaseless efforts and innovations of our predecessors which led to the creation of social values and sustainable growth upon which our current business is built can provide us with a guiding light toward our future path.

This time, I would like to revisit the roots of Mitsui Fudosan and its DNA and philosophy to clarify our purpose and social mission. I will then share my thoughts on what we must do for the global environment and the society in which we live and the corporate values needed to achieve this.

The Roots and DNA of Mitsui Fudosan, The “” Logo Principles

(1) The Roots and DNA of Mitsui Fudosan

This year marks the 400th anniversary of the birth of Takatoshi Mitsui, the founder of the Mitsui Group. Next year will be the 350th anniversary of Takatoshi Mitsui's relocation from Ise-Matsusaka to Edo and the opening of a kimono store in the Nihonbashi district.

In 1673, Takatoshi Mitsui founded a kimono store called Mitsui Echigo-ya Draper's Shop in the Nihonbashi district of old Edo. The store's business expanded rapidly driven by its groundbreaking business philosophy of “cash only and fixed, low prices.” So what was groundbreaking about this?

Originally, kimonos were worn by samurai and were luxury items out of the reach of common people. Kimonos were bespoke garments, with merchants visiting feudal lords' residences to take orders. The process was time-consuming and labor-intensive, with significant wasted fabric. Garments were sold on credit, with payments made in the summer at the time of the O-Bon festival and at year-end. Merchants had to bear the burden of interest, and there was default risk as well. This was the backdrop when Japan entered the Genroku period (1688 to 1704). Society had matured, and common people wanted better clothes.

Takatoshi Mitsui chose to take a different approach. He sold ready-made kimonos for cash at the store and through drastic streamlining of production, distribution, and billing, succeeded in significantly reducing cost. In addition to the traditional silk and linen fabrics, he used cotton fabrics which were produced in his

hometown of Ise-Matsusaka, and innovated to better match consumer tastes in terms of price and quality. As a result of these changes, kimono became affordable for common people, and Mitsui Echigo-ya became very prosperous. It was Takatoshi Mitsui who first practiced the “spirit of enterprise” which enabled a “customer orientation” in the Edo era. This has been passed down as the DNA of Mitsui Fudosan.

Mitsui Echigo-ya's business continued to expand, and in 1909, the holding company of the Mitsui *zaibatsu* (corporate conglomerate), Mitsui Gomei Kaisha, was established. In 1941, taking over the core business of Mitsui Gomei, Mitsui Fudosan Co., Ltd. was founded. Our history can be seen as one that, in step with the development of Japan's economy and society, has created new value by innovating our business in ways that meet the demands of the times and the voices of our customers. (See page 5.)

A “customer orientation” that sincerely addresses customers' needs and a “spirit of enterprise” that boldly tackles value creation and innovation in our business originated with Takatoshi Mitsui and has been inculcated into every one of our employees to this date as a part of our Group's DNA.





Founder Takatoshi Mitsui
(Mitsui Bunko archives)
* Reproduction prohibited




Nihonbashi during the Edo period/The Echigo-ya in Surugacho on New Year's Day, a woodblock print by Kiyonaga Torii
(The Mitsui Memorial Museum collection)

(2) The “” logo principles

The symbolic crystallization of this DNA is the management vision of the “” logo principles. Instead of making an “either-or” decision between conflicting concepts, we accept diversity even when the accepted wisdom suggests that some values are conflicting by nature. Our management philosophy is to make these values coexist in the spirit of “and” by overcoming conflict and to realize a sustainable society. This management vision was established on the 50th anniversary of our founding in 1991, long before keywords such as sustainability and ESG came into common use. I take great delight in this philosophy because it accurately indicates the direction the Company should aim for.

For example, real estate development used to be viewed as destroying nature. This is precisely why the Mitsui Fudosan Group has attached importance to coexistence with the global environment and local communities under the “” logo principles. The development concept—“Preserving and Revitalizing the Heritage while Creating the Future”—of Mitsui’s home base, Nihonbashi, Tokyo, symbolizes this principle.

While we have chosen to conserve historical assets which deserve to be preserved such as the Mitsui Main Building, the Bank of Japan, the Takashimaya Main Building and the bridge of Nihonbashi, we will create leading-edge high-rise buildings, while seeking harmony by restoring the waterfront and blue skies of the scenery of Nihonbashi River and Fukutoku Shrine, which had been relegated to a neglected corner of the city in the flow of the times. On the other hand, on a back street, we will create a lane that reproduces the townscape of Edo. These epitomize the neighborhood creation of the “” logo where “people and nature” and “tradition and innovation” coexist, and are the embodiment of our purpose.

I am convinced that the role of the Group will become more and more important for future socio-economic development and the preservation of the global environment; going forward, we will make every effort as a Group under the principles of “coexist in harmony with society,” “connect diverse values” and “achieve a sustainable society” which are symbolized by the “” logo.



* Preserving and Revitalizing the Heritage while Creating the Future

Recognizing Issues to Be Addressed by Mitsui Fudosan

Although companies have been assessed solely on financial factors, this is becoming a thing of the past. From here on out, the will and the execution ability of management to enhance corporate value from both financial and non-financial aspects will be valued. Looking back on history, it is clear that companies are required to create not only economic value but


also social value. Of course, these values are compatible, and I believe that contribution to a sustainable society through value creation is what will lead to sustainable growth for companies.

Now, I will discuss the issues the Group must proactively address to achieve further improvements in corporate value.

(1) Realization of a decarbonized society


Addressing climate change is a social responsibility for our Group, which undertakes the construction and development of social infrastructure. We position decarbonization initiatives as a top priority. Setting medium- to long-term goals for the reduction of greenhouse gas emissions is not enough; as a leader in the real estate industry, it is also important to have an action plan which outlines how we propose to achieve this. Based on repeated discussions involving the entire organization, we formulated a Group-wide action plan for the

(2) Diversity and inclusion initiatives

Another idea behind the “” logo is “connect diverse values” or, in other words, “diversity and inclusion (D&I).” D&I has been an area of increased focus in recent years to ensure diversity in corporate management. One of the characteristics of the Group to this point has been our homogeneity, for better or worse. However, as values are maturing and diversifying, we will not be able to address changes of the times with homogeneity. Therefore, I can say that D&I is the biggest issue for the Group.

In particular, the real estate industry has long been considered to be a man’s job that requires physical strength, involving working in dangerous development sites and negotiating with local residents and governments day and night. I believe that women’s perspectives have a great influence on all aspects of our business, including housing, retail and hotels. In my view, this industry will eventually grind to a halt if we do not increase the number of female employees and support their active participation with a strong sense of

achievement of a decarbonized society in November of last year. (See page 37.)

The achievement of a decarbonized society is an urgent issue that must be addressed by society as a whole, under the philosophy of “coexist in harmony with society” implicit in the “” logo. Together with our stakeholders, our Group will strengthen our activities to put our action plan into practice.

urgency. In addition, to truly promote the advancement of women, it is very important to change the mindset within the Company by eliminating the filter of gender, treating each employee as an individual, and being open and accepting.

Sparked by this, last year, our Group formulated a declaration on diversity and inclusion along with policies on related initiatives. We have set the promotion of the advancement of women as an important theme, and established quantitative and qualitative goals for the Group. (See page 39.)

Recognizing that the greatest driving force behind companies’ value creation is the asset of human resources, we will further expand diversity in terms of gender and global human resources, and will leverage the varied opinions and knowledge generated from this to create new business opportunities.

(3) Dissemination of information and dialogue with the market regarding Mitsui Fudosan’s value creation

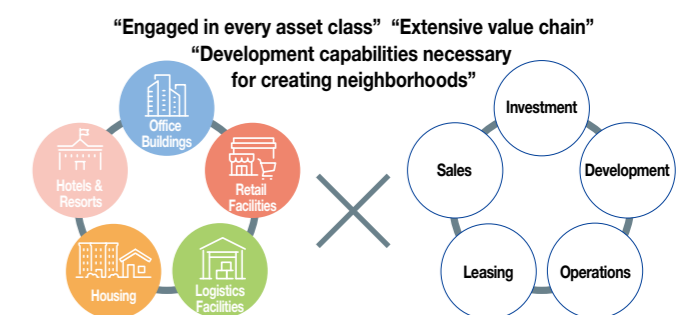
The third philosophy of the “” logo is “achieving a sustainable society.” I feel that the challenge here is to firmly communicate to the market our thoughts on our purpose, social mission, and value creation as we move toward realizing our vision, to promote better understanding among investors.

Real estate companies in other geographies are typically differentiated by function, focusing on property ownership or development and often with simple asset classes. Although they deal with real estate as we do, their business models are quite different from those of the Japanese comprehensive developers.

A company like our Group, which deals with all types of assets as a single corporate entity, fulfills all functions of Holding & leasing, Development & sales and Management, with the ability to promote neighborhood creation by leveraging its comprehensive strengths, is globally very rare. In addition, even compared with the time horizon of the investors who support us, neighborhood creation is a business that operates on very long time spans. As such, I had felt that it might be difficult to

sufficiently convey our corporate value with conventional financial indicators alone.

I wanted to find a solution to this problem. Through continued dialogue with many investors, I have been exploring the ideal image of value creation for us by listening to the voices of the market and, at times, receiving encouragement. I would like to express my thoughts below.



Conceptual Image of Value Creation Mitsui Fudosan Aims For

(1) Mitsui Fudosan’s neighborhood creation approach

In the value creation which we aim for, we view “creation of social value” and “creation of economic value” as two halves of a whole. The social value that our Group creates is nothing less than “providing people with emotional experiences,” “enriching people’s lives” and “achieving a sustainable society,” through neighborhood creation. The following two points are at the core of this neighborhood creation.

Create neighborhoods that “put people first”

To meet the increasingly diverse and sophisticated needs of our customers, we must change our business approach in accordance with the underlying idea of providing our customers with not only a tangible element in the form of space, but also “living” and “office life” including services, which are intangible elements. In other words, we provide our customers with real estate in the form of services, and not simply a physical property. We call this “Real Estate as

a Service.” When pursuing this approach, the leading role in neighborhood creation is not *buildings* but *people*.

Create neighborhoods that “get better with age”

When pursuing neighborhood creation that “puts people first,” what is required of the neighborhoods will also change. If the people who visit the neighborhoods change, or if what such people want changes even if they themselves do not change, the neighborhoods must evolve accordingly. In addition, neighborhoods develop a spirit of place over time and its natural elements such as the greenery grow. Creating a high-quality community rooted in the neighborhood and providing high-quality town management will add appeal to the neighborhoods, making them more attractive as time goes by. We refer to this as “improving with age.” From this perspective, the completion of a building is not the goal but a starting point for our neighborhood creation.

Through neighborhood creation
“Providing people with emotional experiences”
“Enriching people’s lives” “Achieving a sustainable society”

Mitsui Fudosan’s Approach

Putting people first

“Real Estate as a Service”
Belonging to a high quality community



Getting better with age

Responding to changing human needs and
values, neighborhoods continue to evolve

(2) Impact on management indicators

Based on this approach, the neighborhood creation we aim for will continue to evolve and mature over a long period of time. As a result, there are also negative aspects when viewed only on a short-term time horizon with efficiency indicators. In viewing our Group, we would hope the unique characteristics of the assets of our Group, which plays the role of a long-term creator of neighborhoods, and how we create value through the utilization of such assets is given due consideration.

① Assets under development

First, there are assets under development on our balance sheet that have yet to generate profits. The ratio of assets under development to the total real estate assets of the Company is around 30%. Such assets do not generate

profits and because they only add to the denominator but ake no contribution to the numerator, they have a negative impact on efficiency indicators such as ROE and ROA.

However, the very existence of these assets under development is the root source of solutions to social issues. It is also the root source of growth that will generate future profits through development. To achieve a sustainable society by solving social issues through neighborhood creation and give emotional experiences by creating new value, simply following what others created is not sufficient. Therefore, it is necessary to create neighborhoods from scratch, including power systems and infrastructure. To do so, developers require a certain amount of assets under development in their balance sheets to fulfil their social mission and purpose.

② Existence of central urban assets

In addition, there are many so-called “central city assets” on our balance sheet. Including Tokyo and New York, the percentage of central city assets in our real estate assets is approximately 50%. Development in central cities has a unique characteristic because the efficiency indicator for properties is relatively low inevitably as the assessed land price is generally high.

However, assets in central cities are resistant to risks such as economic fluctuations and have stable cash flows, so they have the effect of stabilizing stock prices and reducing capital costs. There is also the advantage of being a source of large unrealized gains and realizing huge profits when sold.

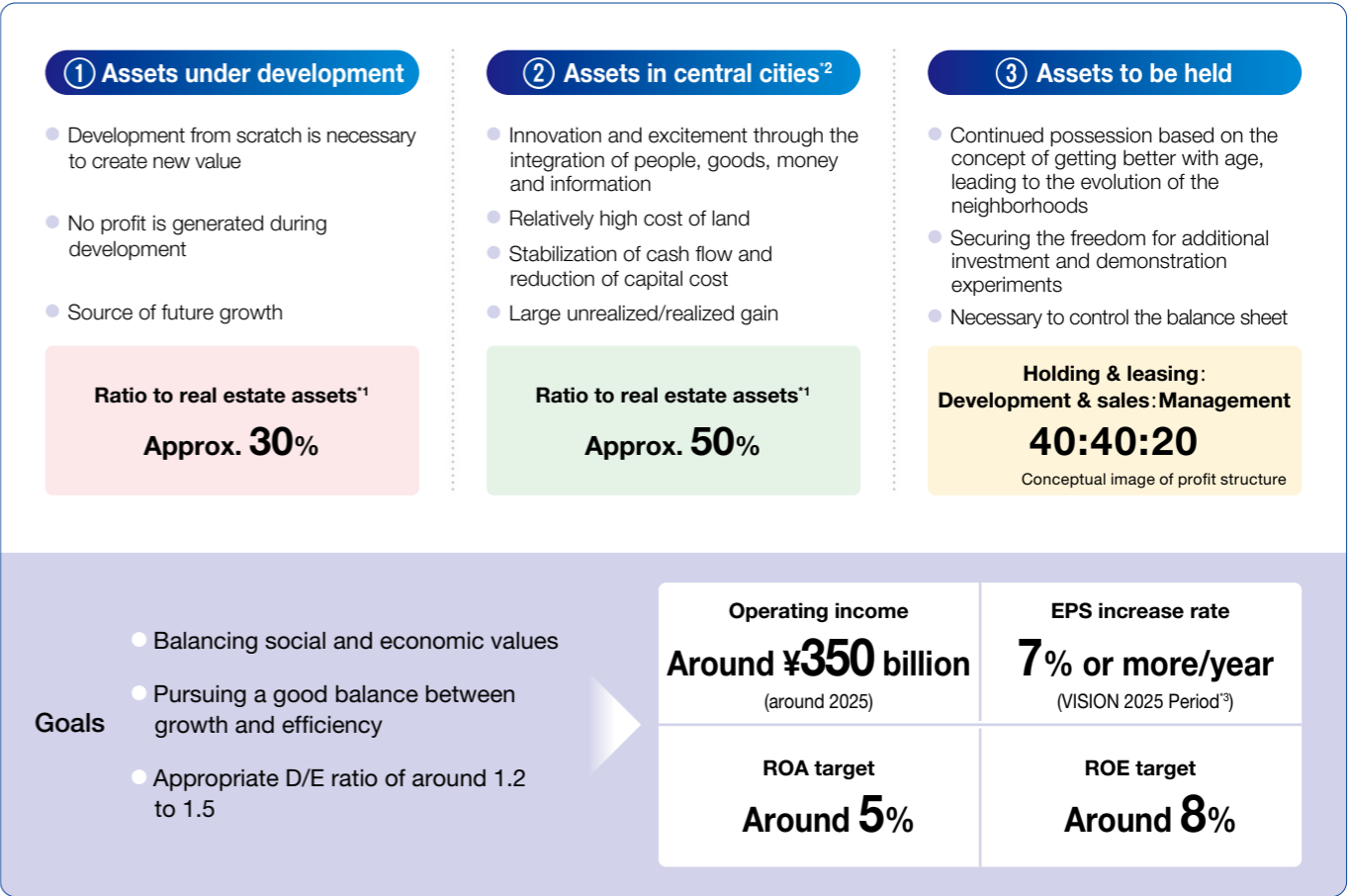
A city serves as a stage, where people and companies gather, innovation occurs, and new industries and values are created. Through entertainment and sports, many people get exciting experiences. From there, the competitiveness of the city will be enhanced, leading to economic and cultural development. In order to achieve these goals, it is essential to develop central cities where many people, goods, money, and information gather and intersect. I believe that this is also an important social mission for developers and the reason for our existence.

③ Existence of assets to be held

The Company’s policy is to maintain a good balance between the three business models of “holding and leasing, development and sales, and management” as a way to aim for “profit growth” and “improved efficiency” while “maintaining a strong financial standing.” I think that an appropriate image for the profit split between Holding & leasing, Development & sales and Management in our Company is about 40:40:20.

I am aware that there are those that argue that it is possible to improve efficiency indicators such as ROE and maintain assets under development and urban center assets on the balance sheet by reducing the scale of assets we hold and stepping up the scale of completed projects for sale. However, as I mentioned earlier, our neighborhood creation approach is to “put people first” and develop neighborhoods that “get better with age.” This requires high-quality town management to promote evolution of the neighborhoods together with the people and communities. Also, to address social issues and present a vision of the future of the world through neighborhood creation, we must conduct field tests in the neighborhoods we have created. In other words, even after development, we need to maintain a system which allows us to take the lead and make additional flexible and agile investments. At the same time, we need to continue to hold a certain amount of property which can contribute to further increasing the value of the neighborhoods.

Characteristics of the Mitsui Fudosan Group’s Assets




*¹ Real estate assets = Fixed assets, real property for sale, etc. *² Central city assets = assets in the three wards of central Tokyo and New York, USA *³ Assumes the average of VISION 2025 periods after FY2021.

(3) Aiming for management that fuses “social value” and “economic value”

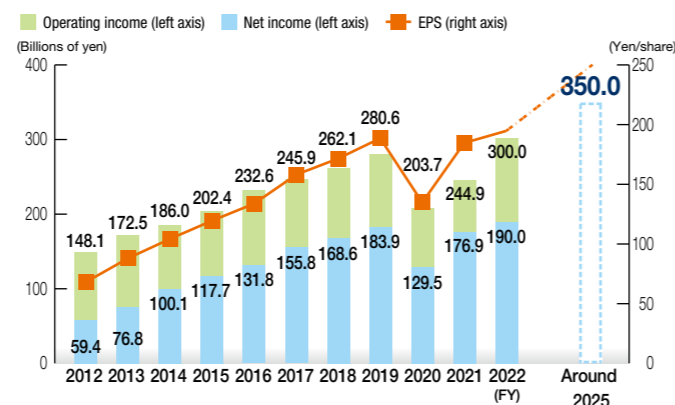
It is very important that we consistently meet the expectations of our investors who have taken risk in investing in the Company, through constant management efforts, including improvement of management metrics. However, I don't think it's a matter of simply showing positive numbers on our financial reports. In the age to come, it will be important to go beyond simply superficially tracking financial indicators, and to engage with investors on our corporate philosophy to ensure that they understand the underlying implications of the financial figures which are backed by our purpose and social mission.

Our Group will continue to promote management with a comprehensive view of “increasing social value,” “sustainable growth,” “improving efficiency,” and “maintaining financial soundness,” from a long-term perspective. Our social mission is “aiming to solve social issues through neighborhood creation to create a safe, secure and fulfilling society.” We define as elements necessary to achieve this: assets under development at a level of approximately 30%, urban center assets at approximately 50% and an appropriate debt/equity ratio of between 1.2 to 1.5 times. At these levels, ROA and ROE should be around 5% and 8% respectively. Based on the above, we aim to achieve an annual EPS growth ratio of 7% or more on a sustainable basis. With this framework, we will

manage the Company with the twin goals of creating both “Social Value” and “Economic Value.”

Under the “” logo principles the Group aims to create thriving neighborhoods that bring people together, where new values are created and where the interaction of people generates innovation. To achieve this, we must enhance our corporate value in fulfilling our purpose. We will continue to engage in dialogue with investors to share our long-term values, and to contribute to a sustainable society.

Outlook



TOKYO MIDTOWN HIBIYA
(Tokyo, completed in 2018)



Nihonbashi Takashimaya Mitsui Building
(Tokyo, completed in 2018)



Nihonbashi Muromachi Mitsui Tower
(Tokyo, completed in 2019)



2 Television Center
(London, completed in 2018)

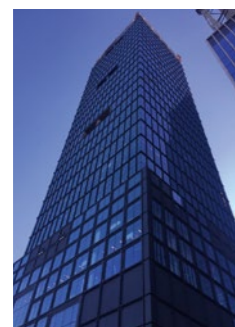


msb Tamachi (Tower S, Tower N)
(Tokyo, completed in 2018 and 2020)



Toyosu Bayside Cross Tower
(Tokyo, completed in 2020)

Creating a mixed-use neighborhood in Japan and overseas



55 Hudson Yards
(New York, completed in 2018)



Bunkyo Garden Gate Tower
(Tokyo, completed in 2020)



Otemachi One
(Tokyo, completed in 2020)



TOKYO MIDTOWN YAESU
(Tokyo, completed in 2022)



50 Hudson Yards
(New York, completed in 2022)

Social value
(Achieve a Sustainable Society)

Economic value
(Drive Sustainable Profit Growth)

Enhancing Shareholder Returns

As an executive of a business, I strongly recognize that clearly setting out a stance of ensuring stable and continuous returns is of the utmost importance to the shareholders who support the Company from a long-term perspective. This is evidenced by our track record of progressively maintaining and improving our dividends consistently over the past 20 years, even when net income declined. We are firmly committed to maintaining this stance.

Recently, we were able to confirm a recovery from COVID-19, an increased confidence in our ability to generate cash, the ability to maintain a good balance between equity and profit growth, and to maintain financial soundness while continuing to invest for growth. As a result, we chose to enhance shareholder returns, targeting a total shareholder return ratio of around 45%. Based on a dividend payout ratio of approximately 30%, we increased the annual dividend per share from ¥44 to ¥55. At the same time, we announced a share buyback program of ¥30 billion, bringing the total shareholder return ratio for fiscal year ended March 2022 to 46.6% of profit attributable to owners of parent. In addition, the forecast for the dividend per share was increased by ¥5 to ¥60 from ¥55 for the fiscal year ending March 2023, with a target dividend payout ratio of 30% against the net income target of ¥190 billion.

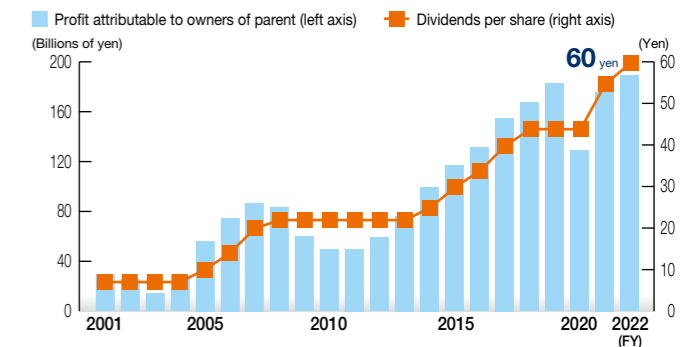
Compared with our peers, our Group has an abundant development pipeline in overwhelmingly diverse asset classes. Going forward, we will continue to pursue business growth based on a good balance of “Holding & leasing, Development & sales and Management” targeting ¥350 billion in operating income, as announced in VISION 2025. We will do this through the growth of leasing profits as a result of completing new properties, stable development profit contributions owing to asset turnover in each fiscal year, and increased profits from management over the medium to long term following property disposals. To ensure investors will continue to hold high expectations for the Group's growth and to reward them for their support, we aim for a stable and continuous increase in dividends linked to sustainable growth.

Basic Approach to Shareholder Return

A Stance of Maintaining Stable and Continuous Returns

Stable dividends and flexible repurchases of our Company's shares and our record of having consistently maintained and improved dividends

Dividends per Share/Profit Attributable to Owners of Parent



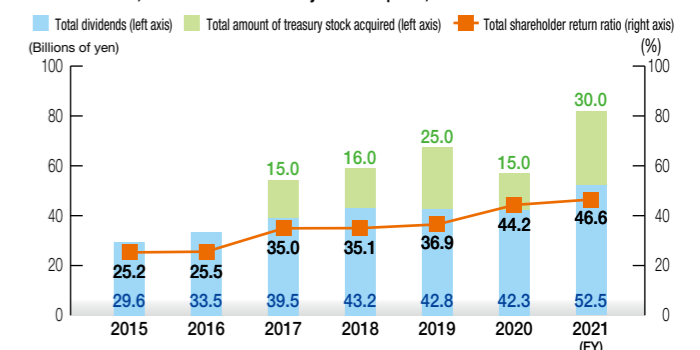
Strengthening Ratio of Total Shareholder Return*

Identifying a Total Shareholder Return Ratio of Around 45%

(In the past, a total shareholder return ratio of around 35% was targeted)

* Revised in May 2022

Total Dividends, Total Amount of Treasury Stock Acquired, and Total Shareholder Return Ratio



In Closing (Together with Our Stakeholders)

We are now in a transition period to a new post-COVID-19 era. At the same time, we are at a major turning point regarding global climate change, and a power struggle between democracy and authoritarianism. As environmental issues, supply chain challenges, financial markets and other factors are all intertwined, it is essential to have a management perspective that brings long-term benefits to all stakeholders on a global scale to address these issues.

So far, through neighborhood creation, the Mitsui Fudosan Group has made every effort to improve the sustainability of humankind and make people's lives safe, secure and fulfilling.

Going forward, we intend to grow together with all of our stakeholders by diligently tackling change and social issues and converting them into opportunities. We will also continue to engage with the capital markets. Through the promotion of better management, we hope to strengthen our relationship of trust with investors.

I ask you for your continued support.

Message from the CFO

We aim to achieve both growth and efficiency and further increase corporate value via balance sheet control from a medium- to long-term perspective.

Wataru Hamamoto

Managing Director,
Senior Executive Managing Officer



Fiscal 2021 Business Results

In fiscal 2021, although the COVID-19 pandemic situation continued, compared with the previous fiscal year, there was a recovery in the retail facilities' leasing business, growth in property sales to investors and an increase in revenues and profits from the Repark car park leasing business and Rehouse (retail residential brokerage). For these and other reasons, we recorded revenue from operations of ¥2,100.8 billion, operating income of ¥244.9 billion, ordinary income of ¥224.9 billion and profit attributable to owners of parent of ¥176.9 billion. Total assets on the balance sheet were ¥8,208.0 billion, an increase of ¥466.0 billion from the end of the previous fiscal year. Consolidated interest-bearing debt was ¥3,667.2 billion and net assets were ¥2,913.7 billion. As a result, the debt/equity ratio was 1.31 times and the equity ratio was 34.1%. Regarding shareholder returns, the annual dividend per share was ¥55, and the total shareholder return ratio was 46.6% due to the decision to repurchase ¥15 billion worth of shares on top of the already acquired ¥15 billion in shares.

Outlook for Fiscal 2022 Business

In fiscal 2022, while social and economic activities have been increasingly normalized with infections under ongoing control, we continue to expect COVID-19 to have an impact on the hotel and resort business. However, taking into account the recovering business performance of retail facilities and Tokyo Dome and including contributions from newly completed office buildings, among others, we forecast revenue from operations of ¥2,200 billion, operating income of ¥300 billion, ordinary income of ¥260 billion and profit attributable to owners of parent of ¥190 billion, all of which are expected to be record highs. For shareholder returns, we are guiding for an increase to the annual dividend per share of ¥5 from fiscal year ended March 2022 to ¥60.

Balance Sheet Control from a Medium- to Long-Term Perspective

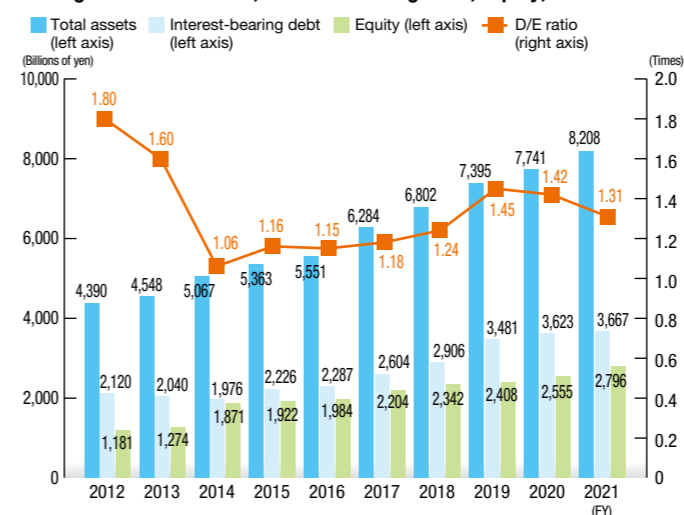
As the Group's main businesses of real estate development and neighborhood creation-oriented businesses are characterized by the heavy long-term use of the balance sheet, balance sheet control from a medium- to long-term perspective is extremely important to achieve future earnings and profit growth and improve efficiency. Specifically, we take a 5 to 10 year perspective, combining proactive growth investments with cost recovery through continuous asset replacement in a well-balanced manner. We manage the entire balance sheet from a high level, through measures such as maintaining financial soundness through appropriate management of outstanding interest-bearing debt and the debt/equity ratio.

Looking back on balance sheet assets over the five-year period from the fiscal year ended March 31, 2017 to the fiscal year ended March 31, 2022, total assets increased approximately 1.5 times from ¥5,551.7 billion to ¥8,208.0 billion. This was mainly due to the successful conclusion of growth investments including successive completions of large-scale development projects in Hibiya and Nihonbashi, and the consolidation of the Tokyo Dome Group. While promoting growth investment, in recent years we also engaged in asset turnover, such as selling Shinjuku Mitsui Building, Iidabashi Grand Bloom and Nakanoshima Mitsui Building to our sponsored REITs. Also, under the policy of reducing strategic shareholdings, we are trying to maintain and improve ROA by building a resilient asset portfolio.

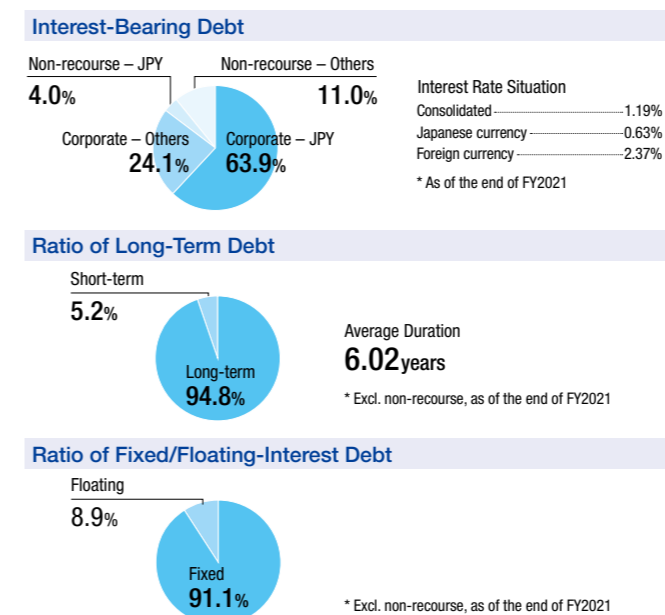
The future external environment is expected to remain increasingly uncertain, with inflation rising around the world due to factors such as supply chain and logistics disruptions and supply constraints, and emerging risks such as rising interest rates. In such an environment, maintaining and building a sound financial position is important for the stable continuation of business. For this purpose, the Group manages its balance sheet by keeping interest-bearing debt at about ¥4 trillion with a debt/equity ratio of about 1.2 to 1.5 times. At the same time, to reduce risks related to financial market volatility while property development projects are underway, we are taking measures such as raising the ratio of fixed interest rate borrowings and long-term borrowings, staggering repayment periods and maintaining our credit rating.

We have also secured commitment lines totaling ¥400 billion to maintain liquidity for emergencies. As part of funding actions in the "Group Action Plan to Realize a Decarbonized Society" that we formulated in last autumn, we issued green bonds of ¥80 billion in July this year, the largest amount ever issued by a domestic real estate company. As such we are striving to diversify funding sources as well. In addition, to prepare for exchange rate fluctuations, we work to offset and reduce risks by using natural hedges, mainly in overseas businesses via fund procurement in local currencies.

Changes in Total Assets, Interest-Bearing Debt, Equity, and D/E Ratio



Fund Procurement and Credit Rating Situation



Rating agency	Long-term	Short-term	Outlook
Moody's	A3	-	Stable
Standard & Poor's	A	A-1	Negative
R&I	AA-	a-1+	Stable
JCR	AA	J-1+	Stable

* As of August 4, 2022

Achieving Medium- to Long-Term Goals and Enhancing Our Corporate Value

The Group's medium- to long-term growth targets are operating income of about ¥350 billion (around 2025), annual EPS growth rate of 7% or more (average up to 2025), and its efficiency targets are ROA of around 5% and ROE of around 8% (both around 2025).

Achieving these goals will not be easy in a rapidly changing external environment. However, we continue to see steady results from continuous investment in superior projects based on a solid financial position as well as progress on ongoing projects. As specific drivers of future profit growth, we expect to see a recovery from the impact of COVID-19, mainly at hotels and resorts and Tokyo Dome and normal operation and profit contributions from large-scale, mixed-use projects (TOKYO MIDTOWN YAESU and 50 Hudson Yards) which will be completed in fiscal 2022. In addition, assuming about 30% of assets under development and about 50% of central urban assets relative to total real estate assets, with a debt/equity ratio of about 1.2 to 1.5 times, we aim to further improve efficiency by promoting continuous balance sheet control. (See p. 33.)

We aim to achieve future earnings and profit growth and improve efficiency while staying abreast of the real estate cycle and interest rate trends. We will maintain our long-term financial strategy of investing selectively while being mindful of cost recovery and cash flow, and promoting balance sheet control with a focus on growth and efficiency. We believe this will allow us to consistently generate returns in excess of our cost of capital; we remain committed to further enhancing corporate value.

Outlook

Growth target	
Operating income	Around ¥350 billion (around 2025)
EPS increase rate	7% or higher/year (average for VISION 2025 period ¹⁾)
Efficiency target	
ROA	Around 5% (around 2025)
ROE	Around 8% (around 2025)
D/E ratio	Around 1.2–1.5 times (VISION 2025 period ¹⁾)

¹ Assumed after FY2021 during the VISION 2025 period (announced in May 2022)

Strategies Toward Realization of Decarbonized Society

Message from a Managing Director

Aiming to achieve our goal of net zero emissions by fiscal 2050, we will steadily promote the “Group Action Plan to Realize a Decarbonized Society.”

Wataru Hamamoto

Managing Director
Senior Executive Managing Officer
(In charge of sustainability promotion-related activities)

In accordance with the principles embodied by the “” logo—“coexist in harmony with society,” “link diverse values” and “achieve a sustainable society”—the Company has actively undertaken efforts to enhance coexistence with the global environment and the sustainability of society through neighborhood creation. We believe that promoting our Company’s business will lead to sustainability initiatives which create social value.

Having society as a whole address climate change is a pressing issue and a social responsibility of our Group, which undertakes the construction and development of social infrastructure. Positioning decarbonization initiatives as priority issues, in VISION 2025, our Group’s long-term vision, we place “Reducing environmental impact and generating energy” as one of goals to be focused on.

In addition to initiatives to address climate change such as setting greenhouse gas reduction targets, our endorsement of the TCFD, joining the RE100 initiative and receiving certification under the SBT international initiative, in November 2021 we boosted the Group’s reduction target and formulated the “Group Action Plan to Realize a Decarbonized Society” aimed at the achievement of our long-term goal.

Under our Group Action Plan, our Group improves environmental performance and promotes “green

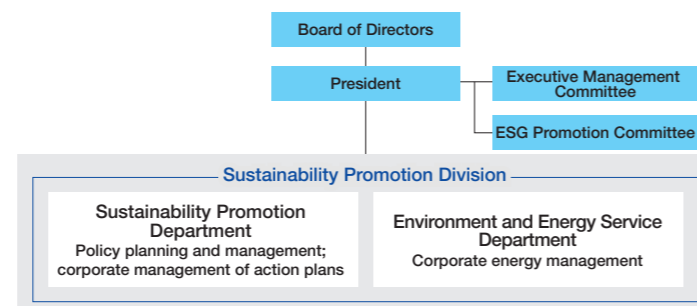
electricity” in common areas at our owned and operated properties. We also promote initiatives such as stably securing renewable energy, and reducing CO₂ emissions during construction by working with construction companies and other manufacturers. We also provide green electricity supply services to meet the requests of tenants. This initiative, which addresses customers’ own decarbonization initiatives while differentiating our business, truly constitutes business development that links the social value of achieving a decarbonized society with the economic value of securing a competitive advantage for companies.

In April 2022, the Sustainability Promotion Division^{*1} was established to accelerate ESG and SDGs initiatives, including action plans. In fiscal 2021, the first year of the Group Action Plan, we achieved an average reduction in greenhouse gas emissions of 6% for three years from fiscal 2019 to fiscal 2021 (compared with fiscal 2018 to fiscal 2020) and a 4% reduction for a single year (compared with fiscal 2019). Also, we have been selected for the CDP 2021 Climate Change A List of top-ranking companies in the climate change category.

Based on the Group Action Plan, combining our strength with that of various stakeholders, we will contribute to efforts aimed at the decarbonization of society as a whole.

Sustainability Promotion Framework^{*1}

To accelerate ESG and SDG initiatives, including further strengthening the framework for promoting the “Group Action Plan to Realize a Decarbonized Society,” the Sustainability Promotion Division was established.



Greenhouse Gas Emission Reduction Targets

See details of Mitsui Fudosan Group’s Reduction Targets for Greenhouse Gas Emissions here.
https://www.mitsufudosan.co.jp/english/esg_csr/carbon_neutral/

Mitsui Fudosan Group’s Targets

40% reduction by FY2030 (vs. FY2019)
Acquired SBT Initiative Certification for “1.5°C target”

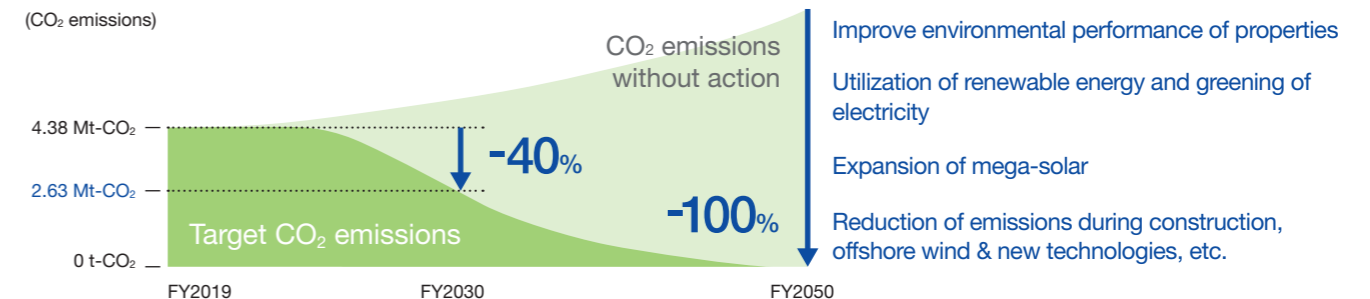
^{*2} Scope 1 + Scope 2: 46.2% reduction by FY2030 (vs. FY2019)

P.74

Net Zero
by FY2050

FY2021 results

3-year average^{*3}
-6%
(Comparison between FY2019 to FY2021 and FY2018 to FY2020)



^{*3} The majority of our Group’s greenhouse gas emissions (total of Scope 1, 2, and 3) are from the emissions at the time of construction (Scope 3-1, 3-2), which are recorded at the time of completion of buildings for lease and at the time of sale of buildings for sale, as well as emissions from future operations until the demolition of buildings for sale (Scope 3-11). These emissions vary greatly depending on the increase or decrease in the number of properties completed or sold in each fiscal year, so it is not possible to verify the reduction effect only by the emissions in a single fiscal year. Therefore, our Group has decided to verify the progress of emission reductions by comparing the average emissions over a three-year period, not just a single year.

Progress of the Group Action Plan to Realize a Decarbonized Society

See here for details.
https://www.mitsufudosan.co.jp/english/esg_csr/kpi_progress/

Action Plans	Major Progress in Fiscal 2021
Action Plan 1 <ul style="list-style-type: none"> ● New properties: Realize ZEB/ZEH-level environmental performance for all properties ● Existing properties: Create on-site renewable energy for renovation of properties to improve energy efficiency of properties 	<ul style="list-style-type: none"> ● New buildings: In principle, all new buildings constructed after the “Decarbonization Action Plan” achieved ZEB/ZEH-level environmental performance ● Existing properties: Implemented renovation for improved energy-saving performance as needed (LED adoption work at Kasumigaseki Building, Grand Tokyo North Tower, etc.)
Action Plan 2 <ul style="list-style-type: none"> ● By fiscal 2022, achieve greening of electricity consumption in common areas of properties owned and areas used by the Group in 25 properties in the Tokyo metropolitan area ● By fiscal 2030, achieve greening of electricity consumption in common areas of properties and areas used by the Group 	<ul style="list-style-type: none"> ● Concluded a comprehensive agreement with electricity retailers in three major metropolitan areas of TEPCO, Chubu Electric Power, and Kansai Electric Power
Action Plan 3 <ul style="list-style-type: none"> ● Provide Green Menu to tenants and buyers 	<ul style="list-style-type: none"> ● Concluded an agreement for introducing green energy: A total of 20 cases
Action Plan 4 <ul style="list-style-type: none"> ● Develop mega-solar with a total output of approximately 175,000 kW by fiscal 2030 	<ul style="list-style-type: none"> ● Five power plants are in operation (Tomakomai, Hachinohe, Sanyo-Onoda, Oita, and Omuta)
Action Plan 5 <ul style="list-style-type: none"> ● Develop tools to accurately grasp CO₂ emissions during construction ● Require submission of a reduction plan by construction companies, etc. 	<ul style="list-style-type: none"> ● Formulated “GHG Emissions Calculation Manual” to calculate the amount of CO₂ emissions during construction based on the “method of accumulating actual results of materials used” (News Release on March 31, 2022)
Action Plan (Other) <ul style="list-style-type: none"> ● Acquire external certifications ● Introduce Internal Carbon Pricing (ICP) System ● Establish system for promoting action plans 	<ul style="list-style-type: none"> ● Prepared to participate in the GRESB (for the operations of existing properties) ● A total of 30 properties acquired external certifications (7 properties in FY2021) (Main properties) <ul style="list-style-type: none"> • MFLP Funabashi III: CASBEE - Building (New) S Rank • Nihonbashi Takashimaya Mitsui Building: DBJ Green Building Certification 5-Star ● Introduced ICP in newly developed properties ● Newly established Sustainability Promotion Division^{*1}

Diversity and Inclusion Strategy

Message from a Managing Director

Based on the Diversity and Inclusion Declaration, the entire Group promotes the initiative.

Yasuo Onozawa

Managing Director,
Executive Vice President
(in charge of personnel)



A human resource strategy is vital in promoting initiatives set forth under our VISION 2025 long-term plan and creating values. The asset of human resources is the force that drives us to continue creating new value as a real estate developer.

Since our founding, we at Mitsui Fudosan have demonstrated a “spirit of enterprise” and willingness to flexibly and tenaciously take on challenges that we have inherited and nurtured as our DNA and have been offering varied and innovative solutions and services for business and living.

We improve employees’ professional knowledge and capabilities through giving them diverse on-site experience, enhancing their ability to create added value. Through this, diverse values come together in a spirit of mutual respect, transforming into a driving force as a team. Within this process, addressing every individual employee and preparing an environment for action forms the foundation of our human resource management.

Customer-centered management is an immutable basic strategy in our VISION 2025. The business environment surrounding our Company is changing at an ever-faster pace and the diversity and individuality of the customers to whom we provide services is widening. Accompanying changes in the environment are emerging social issues that cannot be solved simply within the framework of the conventional real estate industry.

To respond flexibly to such drastic changes and continue to develop and grow our business by quickly reading changes in customers’ lifestyles and values and by proposing solutions, it is vital that we ourselves accept diversity. We face demands to achieve active roles for diverse human resources by accepting various values and ideas, having mutual respect among individual employees and embracing diversity while nurturing ingenuity that is rich in a pioneering spirit.

Based on this thinking, we positioned the promotion of diversity and inclusion as a key management strategy and formulated our Diversity and Inclusion Declaration and Initiative Policy, which we are implementing throughout the Group. The Group has also set the active participation of women as an important theme in its diversity and inclusion initiatives, and is undertaking varied related measures under quantitative and qualitative activity plans.

From fiscal 2022, we have started the “Mitsui Fudosan Group Get Connected and Grow Project,” which holds Group joint training and networking events. In addition to gaining confidence in their skills and abilities, by holding joint events within the Group, creating networks and role models among female employees across companies are also aimed for.

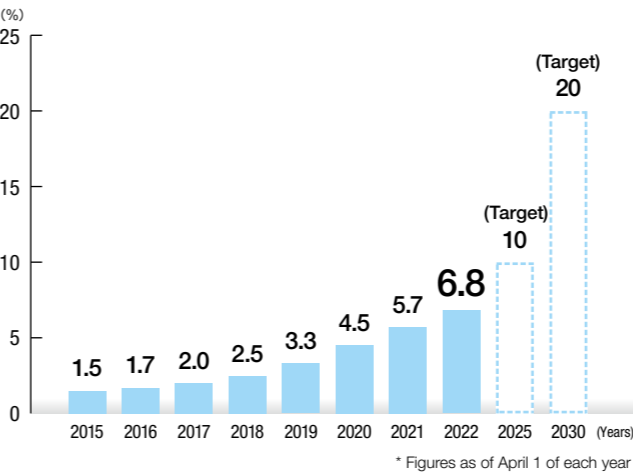
For more detailed information about the Company’s Diversity and Inclusion, refer to the following link.
https://www.mitsui-fudosan.co.jp/english/esg_csr/society/02-5.html

For more detailed information about the Company’s Promotion of Active Roles for Women, refer to the following link.
<https://www.mitsui-fudosan.co.jp/corporate/hrm/women/>
(Only available in Japanese)

Mitsui Fudosan Group’s Quantitative Goals for and Progress in Female Participation

Mitsui Fudosan Co., Ltd. (non-consolidated)

Women in Management Positions Ratio



Other Quantitative Targets

Ratio of female hires

Quantitative Goal
40%

FY2021
40.5%

Return rate from childcare leave

Quantitative Goal
100%

FY2021
100%

Number of paid leave days taken (per year)

Quantitative Goal
14

FY2021
15

Model Companies for the Promotion of Active Roles for Women

		Quantitative Goal(s)	FY2021
Sunlife Creation Co., Ltd.	Women in management positions ratio	—	69%
	Ratio of female hires	—	69%
	Return rate from childcare leave	100%	75%
	Ratio of paid leave taken	70%	71%
Mitsui Fudosan Retail Management Co., Ltd.	Women in management positions ratio	FY2025 20% FY2030 25%	17%
	Ratio of female hires	—	60%
	Return rate from childcare leave	100%	94%
	Ratio of paid leave taken	80%	82%
Mitsui Fudosan Hotel Management Co., Ltd.	Women in management positions ratio	FY2025 15% FY2030 20%	14%
	Ratio of female hires	—	72%
	Return rate from childcare leave	100%	77%
	Ratio of paid leave taken	70%	77%

* Women in management positions ratio is as of April 1, 2022

External Evaluation: Selected as a Nadeshiko Brand for the First Time as a company that has outstanding initiatives to promote women’s active participation in the workplace

The Company’s various efforts to promote women’s active participation in the workplace such as the initiatives for reforming managers’ attitudes and mindset and establishing a promotion system were recognized. And in fiscal 2021, the Company was selected for the first time as a Nadeshiko Brand, an award that is jointly hosted by the Ministry of Economy, Trade, and Industry and the Tokyo Stock Exchange, as a company that has outstanding initiatives to promote women’s active participation in the workplace.



Outside Director Dialogue



Masafumi Nogimori

Outside Director

Compensation Advisory Committee Chairperson
Nomination Advisory Committee Chairperson

Eriko Kawai

Outside Director

Compensation Advisory Committee member
Nomination Advisory Committee member

We hope that Mitsui Fudosan will continue to drive society and the economy through the real estate business, as a company that anticipates contemporary needs.

Issues and initiatives to improve the effectiveness of the Board of Directors

What are your impressions regarding the atmosphere and effectiveness of the Board of Directors?

Nogimori My impression is that the Board of Directors has an open atmosphere, but is also well disciplined. It has been effectively developed as a forum for highly transparent and lively debate, but also with an appropriately tense and serious attitude toward management. I, myself, have been able to speak plainly and openly with the other members.

Kawai I became an outside director in June 2021. Although I had no prior experience in the real estate industry at the time of my initial appointment, I have been able to deepen the level of my understanding thanks to the clear and careful advance explanations given before Board meetings. The Board ensures sufficient time for Q&A, and questions are answered with sincerity, not only by those

with responsibility for each specific area, but also by the President, Chairman and other key members of the Company. Having an atmosphere of seriously accepting the objective opinions of outside directors is also key in terms of ensuring the Board's effectiveness. With regard to redevelopment projects and other projects reviewed at Board of Directors meetings, we have been given sufficient opportunities to inspect development areas and properties, allowing us to deepen our understanding of Mitsui Fudosan's urban development efforts. Through these inspections, I have come to feel that Mitsui Fudosan's approach to urban development is an innovative one that combines both real and the digital methods. It is an exciting business that sparks our interest because it is aligned

closely with our everyday lives, and makes us feel that there is a bright future ahead.

Nogimori When I was appointed as an outside director in 2017, I was surprised to see that—in contrast with the real estate agency and sales activities that I had experienced myself—Mitsui Fudosan works together with a wide range of stakeholders to conduct business based on large-scale urban development. I also feel that there is a culture of actively attempting new challenges. This is also reflected in the Company's corporate governance. From the time I was initially appointed, I already had the impression that it was an open company, but I feel that the degree of openness has progressed even further in the past few years. In addition to his role as chairperson at Board meetings, the Chairman of the Board of Directors conducts proceedings in such a way as to enable active discussions, such as by asking questions himself and encouraging other directors to ask questions. There are also many occasions where the President gives a supplementary explanation after the initial explanation of a proposal, which also shows that senior management is taking responsibility in working to enhance corporate governance.

Kawai I think that the opinions of outside directors are also well represented in the agenda items discussed at Board meetings. We work actively to make improvements in responding to opinions raised in evaluations for improving the Board's effectiveness, and I think that we have created a positive cycle in this regard. The



opinions of outside directors are incorporated into the Company's management activities, as opinions given from the perspectives of experts and objective management. I think that all of the outside directors—myself included—are sufficiently fulfilling their roles and functions as members of the Board.

Nogimori Yes, as you say, improvements with regard to effectiveness evaluations are definitely progressing. We also sincerely approach social trends, as well as requests and opinions from external organizations, with the attitude of changing what is necessary within the Company.

Kawai Mitsui Fudosan has a stance of ensuring that any matters which should be dealt with—such as requests for disclosure of its corporate governance code or non-financial information—are handled appropriately, even in the long term, after properly considering the necessity of its responses, and I am highly in this respect

Issues and initiatives relating to decarbonization

In November of last year, we formulated the “Group Action Plan to Realize a Decarbonized Society.” How do you rate this initiative and the discussions that took place during its formulation process?

Nogimori With growing interest surrounding decarbonization, Mitsui Fudosan has also been working quickly to work toward achieving decarbonization. When formulating the “Group Action Plan to Realize a Decarbonized Society,” the Board of Directors held numerous discussions on its contents, and promptly announced details of the plan to the public. Since then, we have been rapidly implementing various measures, such as in acquiring third-party certifications relating to decarbonization and establishing a dedicated headquarters on sustainability, with the aim of enhancing the Company's internal structure for driving its efforts toward decarbonization. We have also been actively communicating details of these measures to the outside, and I think that the Company has been successful in driving its approach to initiatives on decarbonization.

Kawai In the early 2000s, when I myself was in Switzerland, I had the impression that Japan was lagging behind Europe with regard to environmental initiatives. But now there are very urgent calls for commitment and corporate response to decarbonization. Mitsui Fudosan's decarbonization initiatives—including aspects of decarbonization that are unique to the real estate business—were explained in a very careful, clear and easily understandable manner at Outside Officer Meetings, before subsequent discussion by the Board of Directors. Through our discussions, I have also been able to deepen my understanding of extremely complex future forecasts.

Nogimori We have set proper numerical targets, but especially within the major theme of urban development we need to involve stakeholders from outside the Company. As a real estate company, Mitsui Fudosan is in a key position as the central driving force for projects in the field of urban development. But as a wide range of stakeholders from the construction industry and its contractors work together as a team to implement such projects, it is not easy for the Company to instill and implement its approach to decarbonization among all stakeholders.

Kawai While I believe that the construction industry and others are also working actively to resolve environmental issues, if they make efforts to achieve Mitsui Fudosan's decarbonization targets then there are some parts that will also lead to cost increases, and there is a possibility that those increases may be passed on to end users. It is a difficult problem. Will the Japanese people, who have a tendency to emphasize economic rationality, see their way to paying extra for the added value of care and consideration for the environment? But I regard Mitsui Fudosan highly for its efforts in this area.

Nogimori It is true that in Japan there is a strong sense of pursuing economic rationality, but I think in the end it is necessary for us all to recognize the value of consideration for the environment, even if it takes time. I think that it is necessary, not for Mitsui Fudosan to do this alone, but to take it in the direction of creating a social trend.

Issues and initiatives regarding women's empowerment/female participation

Mitsui Fudosan has made a “Diversity and Inclusion Declaration.” In terms of initiatives to promote empowerment and active participation for women, we have set targets for increasing the percentage of female employees in managerial positions to 10% by 2025 and 20% by 2030, and for increasing percentage recruitment of women to 40%.

How do you rate the progress of this initiative?

Kawai I do rate the fact that Mitsui Fudosan's top-level management is committed to promoting diversity and inclusion and has set numerical targets. In particular, they have positioned female participation and advancement in the workplace as a key initiative and are developing various strategies. For example, working groups composed of female employees are identifying issues relating to female participation, and I get the impression that the Company is responding to the issues identified properly, such as conducting training sessions on unconscious bias aimed at raising the awareness of superiors and the workplace as a whole. The Company is also engaged in other initiatives such as encouraging male employees to take childcare leave, and I believe that in promoting diversity and inclusion they will focus not only on women, but work toward creating a working environment where it is easy for all employees to work, regardless of gender. Work at Mitsui Fudosan also requires employees to enjoy life as consumers, and to be creative. Everyday experiences such as raising children, traveling, shopping and dining out at restaurants can lead to a greater understanding of consumer needs, and creative ideas may take shape in various scenes and situations in daily life. Thinking about it that way, in the real estate industry—which provides places for people to live their daily lives—it is also very important

to consider things from a female perspective, and it's not unusual for more women to be playing an active role. As we continue to advance various measures related to women's empowerment, I would like Mitsui Fudosan to meet its numerical targets.

Nogimori Even within the real estate business, the kind of urban development projects that Mitsui Fudosan is involved with are wide-ranging, so I think that there must be many opportunities for women to play an active role. At the same time, the number of female employees in mid-level positions within the Company is quite low, due to the fact that the number of women being hired in the real estate industry in the past was low in general. Given these circumstances, I do not think that Mitsui Fudosan's target for percentage of female employees in managerial positions is low by any means. But in order to achieve it, I do believe that it will be necessary to continue to reform awareness regarding female participation. With regard to the target for female recruitment ratio, the image of the industry as a whole and of Mitsui Fudosan has improved in comparison with the past, and the Company is relatively popular among students seeking employment. So, I believe that it will not be difficult to achieve the target ratio for recruitment of female employees while hiring good human resources.

Kawai Support for female employees is also generous, and it seems that female managers now also have division heads (aside from their own direct superiors) of divisions that relate to them as mentors or sponsors who follow up with consultations and advice, and take them to places that lead to opportunities for growth as human resources, such as exchanges with other companies.

Nogimori Regardless of gender, I think that it is necessary to have diverse experiences, including exchanges with those outside the Company, in the sense of investing in people. When we talk about diversity, the focus tends to fall on women, but we must also work to promote diversity in the same way, from perspectives other than gender. Mitsui Fudosan is a company where employees get along well together. In one sense, there is an aspect of uniformity among employees, and I think that there are many situations in which work is carried out based on mutual chemistry or unspoken understanding. There is no need to eliminate this, but to promote diversity and inclusion I think it is necessary to change the way in which we communicate.

Kawai By improving communication among employees, problems such as failure of mutual understanding will decrease. In terms of management, a uniform organization may be more efficient, but creating innovation requires employees who have grown up in different environments, with different and diverse opinions and ways of thinking.



Masafumi Nogimori

Graduated from the Faculty of Pharmaceutical Sciences, The University of Tokyo, then joined Fujisawa Pharmaceutical Co., Ltd. (now Astellas Pharma Inc.). Served as President and CEO of Astellas Pharma Inc. from 2006, and Chairman from 2011. Served as Chairman of The Federation of Pharmaceutical Manufacturers' Associations of Japan (FPMAJ) from 2014 to 2016, then retired from Astellas Pharma Inc. in June 2016. Was appointed as an outside director of Mitsui Fudosan in June 2017.

Nogimori Even looking at internal PR, there are articles where the President stands at the forefront, boldly committing to the Company's diversity and inclusion declaration. I think that employees seeing such content will feel the importance of the issue, so it is

important to send out such messages from the top.

Kawai Of course, I agree that the attitude of top management is important. In addition, the awareness of the Company as a whole—including middle management—must also change.

Further breakthroughs as a global corporation

In VISION 2025, we set the goal of increasing the percentage of consolidated operating income accounted for by overseas business operations to around 30%. What is your assessment of the Company's current state of global expansion?

Nogimori I get the impression that Mitsui Fudosan's global expansion is progressing steadily. “Global” is not as easy as it sounds. The real estate business is rooted in the land. Just because a company is a heavyweight in Japan, it does not mean that it can suddenly engage in business from greenfield sites overseas. In real estate transactions and real estate development, we often cooperate with partners. At the same time, however, in development projects that require our own unique know-how—such as LaLaport—we may proceed internally, without partnering with local partners. I think this is a very good strategy.

Kawai I also approve of this strategy. When collaborating with overseas partners, we can also expect to absorb know-how—such as environmentally friendly construction expertise—from advanced overseas developers into the Company.

Nogimori From the perspective of overseas expansion areas, there should be business opportunities rolling around in every country in the world. But different countries pose different risks, so I don't think there is any need for the Company to rush out into every part of world.

Kawai In contrast with securities investments, investments in the real estate business cannot be withdrawn immediately, so it is necessary to firmly assess the geographical, political and economic stability of the region, and invest from a long-term perspective. Given that the global situation changes in various ways, as exemplified by the invasion of Ukraine by Russia, I think it is safer and more sensible to expand into developed countries with low risks, even if the profit margin is a little lower. Emerging countries are expected to experience economic turmoil due to issues such as food problems, interest rates and currency depreciation. Even if the returns are high, the risks are also correspondingly high, so expansion into such countries calls for difficult management decisions.

Nogimori As you say, many of Mitsui Fudosan's business operations are in developed countries. Whatever countries we expand into,



Eriko Kawai

Obtained her bachelor's degree from Harvard University (USA) and her MBA from INSEAD (France) before working at several corporations in Europe, including the Paris branch of McKinsey & Company. After subsequently working at international organizations such as The Bank for International Settlements (BIS) and the Organisation for Economic Co-operation and Development (OECD), she now holds positions as Professor Emeritus at Kyoto University and specially appointed professor to the Social Innovation Center (SIC), Graduate School of Advanced Integrated Studies in Human Survivability (GSAIS), Kyoto University. She became an outside director of Mitsui Fudosan in June 2021.

I think that the target cities will be mainly the capitals of those countries. There are not many overseas examples of development based on concepts such as those seen in Mitsui Fudosan's urban development projects. I think that if we proceed with overseas expansion then in the future overseas real estate developers will actually begin to approach us themselves.

Expectations for Mitsui Fudosan

Kawai Although Mitsui Fudosan is a private company, it is also a company that engages in large-scale urban development from a long-term perspective, and I believe that it has a great impact on Japanese society. I have high hopes and expectations for Mitsui Fudosan as a company that is ahead of its time, actively incorporating new technologies such as high-rise buildings made of wood and working to create urban environments that are also friendly to the global environment.

Nogimori I also believe that the urban development projects in which Mitsui Fudosan engages are works of national development. In that sense, I think that we are doing a very rewarding job. Further, I believe that we have the power to actualize a large-scale vision of how to move the world through the real estate business, with an eye on the future.

Note: This interview was conducted while taking COVID-19 infection prevention measures.

CLOSE UP

Digital Transformation Strategy of Mitsui Fudosan Group

Positioning of DX promotion plan in our Company

Long-Term Vision: VISION 2025

Building a sustainable society through neighborhood creation

Using technology to innovate the real estate industry itself

Evolving into a global company

DX VISION 2025

Business Transformation

<Customer orientation and solving social issues>

Smart City/Property

Making towns and facilities comfortable and convenient by digitalization

Omni Channel

Integrating real and digital customer contact points

Real Estate as a Service

Offering service provision beyond providing space

Practical example Using robots at TOKYO MIDTOWN YAESU

Workstyle Reforms

<Improving productivity and employee satisfaction>

ABW Activity Based Working

Active ways of working that are not limited by location

BPR Business Process Re-engineering

Reforming existing business flow/systems

Practical example Realizing operational efficiency and mobile work by migrating mission-critical systems to full cloud computing

Promotion Bases

Cyber Security

Continuous evolution of group security

Data Utilization

Utilization of customer and business data

Real Estate x Digital Human Resource Development

Company-wide IT literacy and the driving force of the DX Division

Advancement of Group Systems

Standardization/efficiency

Modern Development

Cheap, fast, good and permanent development

Successful Examples of DX promotion

Result 1 Business Transformation

- Simultaneously promoting DX in all businesses with the aim of improving customer satisfaction and solving social issues
- Releasing new businesses that go beyond the boundaries of existing businesses one after another

Major business transformation projects

	2019	2020	2021
Releasing new services	2	5	11
Main projects under development	4	8	12
Main demonstration experiment projects	4	4	6

Our main membership organizations

2020	Oct. 2022
13.14 million people	13.64 million people

Retail facilities:
Approx. 12.49 million people
Hotels: Approx. 540,000 people
Housing Loop members:
Approx. 280,000 people
Office buildings (Work Styling members):
Approx. 220,000 people
Office buildings (& Life-Biz):
Approx. 110,000 people

Result 2 Workstyle Reforms

- Promotion of system renewal and business reforms are ongoing so as to encourage diverse work styles and make customers and our process smart

Main projects for workstyle reform

	2019	2020	2021
Releasing new systems	4	4	5
Main projects under development	7	6	7

Work efficiency improvement time due to system renewal

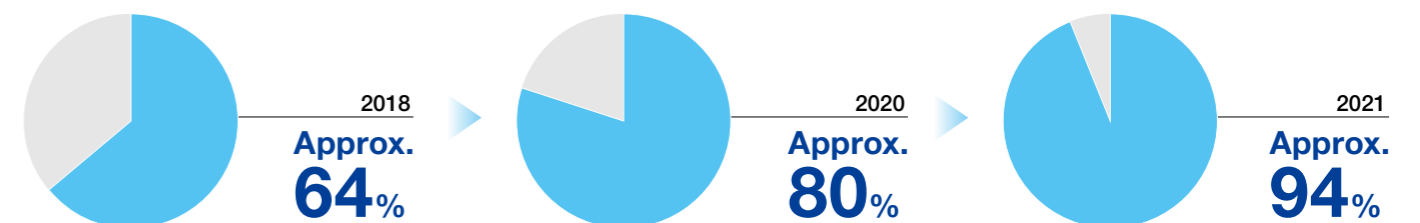
Total for last 3 years
Approx. 230,000 hours, Approx. 120 people*

* Converted to 1,920 hours/person per year (8 hours x 20 days x 12 months)

Result 3 Promotion Bases

- Currently promoting cyber security measures essential for promoting DX and facilitating smooth system operations, etc.

In-house system cloud rate (for Mitsui Fudosan Co., Ltd.)



External Evaluations

Awards received

Selected as DX Stocks 2022

Evaluation point: Building a DX promotion system, deepening the services of existing businesses accordingly and creating new services and new businesses



Winning "2021 IT Promotion Award (Social Issue Solution Area)"

Evaluation point: Kashiwa-no-ha Data Platform Initiative



DX Stocks 2021

Winning "Digital x COVID-19-Countermeasures Company (Resilience Category)"

Evaluation point: "Ensuring ongoing operations by utilizing DX" under the COVID-19 pandemic

Winning "2020 IT Award (Management Area)"

Evaluation point: Promoting work style reforms by renovating the decision-making and accounting systems via full cloud computing



Special Feature Life Science Initiatives

Research and development in the field of life science has never been as important as in recent years, and the life science clusters, where many companies and employers in that field reside, are rapidly growing on a global scale. By promoting the life science business in Japan and overseas, the Company will contribute to creating innovation and bring about a healthy longevity society.

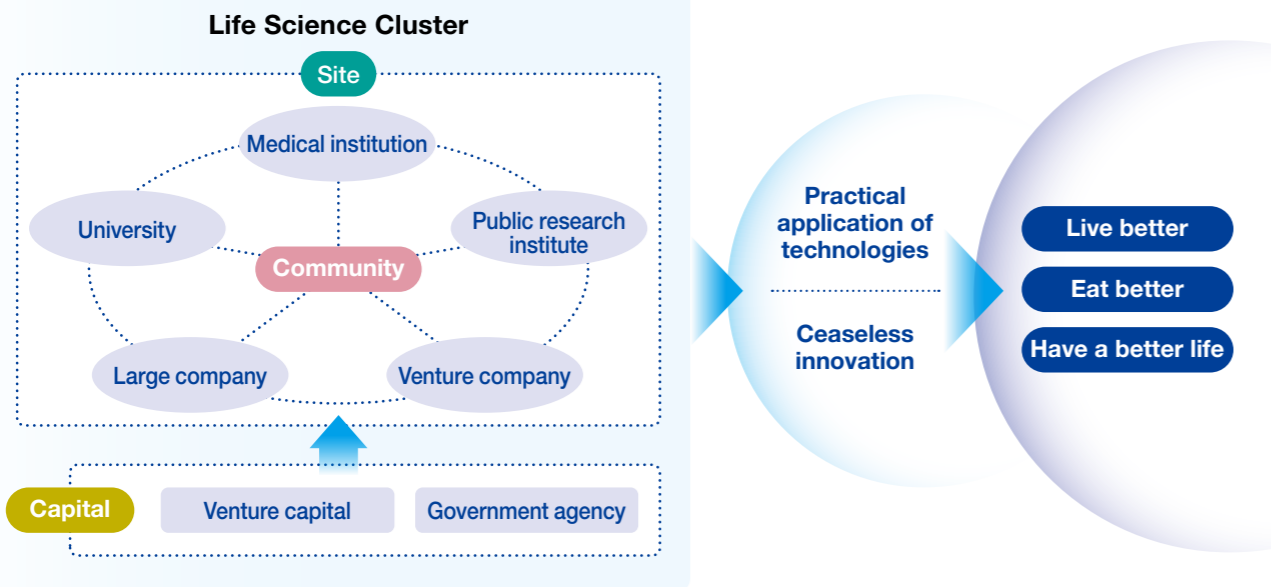
Importance of Research and Development in the Life Science Field

Life science is a field that is expected to contribute to the areas of “live better,” “eat better,” and “have a better life,” which are directly connected to people’s lives, such as overcoming diseases that plague humankind and solving food and environmental problems. Facing a declining birthrate and aging population and resulting increase in medical costs, developed countries are actively investing in research and development related to drug discovery and medical technology. Especially in recent years, due to the spread of the COVID-19 pandemic, research and development in this field has become increasingly important.

What Is a Life Science Cluster?

- Universities, public research institutes, hospitals, and healthcare companies (pharmaceutical and medical device manufacturers, etc.) engaged in R&D activities
 - Venture capital firms and government agencies that invest in research and development
- As such, an area where players of Life Science concentrate.

The interaction among these players serves to accelerate the commercialization of technology seeds, and a mechanism for promoting continuous innovation is created.



Role of the Company

The Company operates Rental Lab and Office business in Japan and the United States, providing a **site** for life science players to gather. Also in Japan, we are building **communities** and providing **capital** to startups to support the development of Life Science clusters from various perspectives and contribute to the realization of a healthy longevity society.

Practical example 1 Lab & Office Business in the United States

Promoting the Lab & Office Business in All of the Top 3 Life Science Clusters of the U.S.

The U.S. is known as the global leader in the Life Science field as it has created a mature market for the lab & office business to help support such research. In particular, Boston, San Francisco and San Diego have been recognized as the top three Life Science clusters in the U.S. for their size and amount of investments, and for being home universities that are highly regarded universities in the nation, and are highly valued not only within the country, but globally. The Company participated in Boston’s “Innovation Square Phase II” that commenced in 2019 and this got our Leasing Lab & Office business into full swing. Currently, the Company is participating in the Torrey View and Mission Rock Phase I projects. Participation in these projects means that Mitsui Fudosan is now operating the Lab & Office Business in the Top 3 Life Science clusters of the U.S.



Properties developed by Mitsui Fudosan

Boston

Approx. **500** life science companies are located in this area

Approx. **90,000** people are engaged in life science-related industries

[Major universities and research institutes]
Harvard University, Massachusetts Institute of Technology, Broad Institute, Whitehead Institute, and others

Innovation Square Phase II

Leased area Approx. 25,000 m²

Uses Lab & Office

Schedule Construction started in 2020 and completed in 2021



San Francisco

Approx. **1,480** life science companies are located in this area

Approx. **145,000** people are engaged in life science-related industries

[Major universities and research institutes]
University of California San Francisco, University of California Berkeley, Lawrence Livermore National Laboratory and others

Mission Rock Phase I

Leased area Approx. 105,000 m²

Uses Lab & Office, offices, stores, rental housing

Schedule Construction started in 2020 and is to be completed in 2023



San Diego

Approx. **960** life science companies are located in this area

Approx. **68,000** people are engaged in life science-related industries

[Major universities and research institutes]
University of California San Diego, Scripps Research Institute, Salk Institute for Biological Studies and others

Torrey View

Leased area Approx. 47,800 m²

Uses Lab & Office

Schedule Construction started in 2021 and is to be completed in 2023



Source: The Ministry of Economy, Trade, and Industry

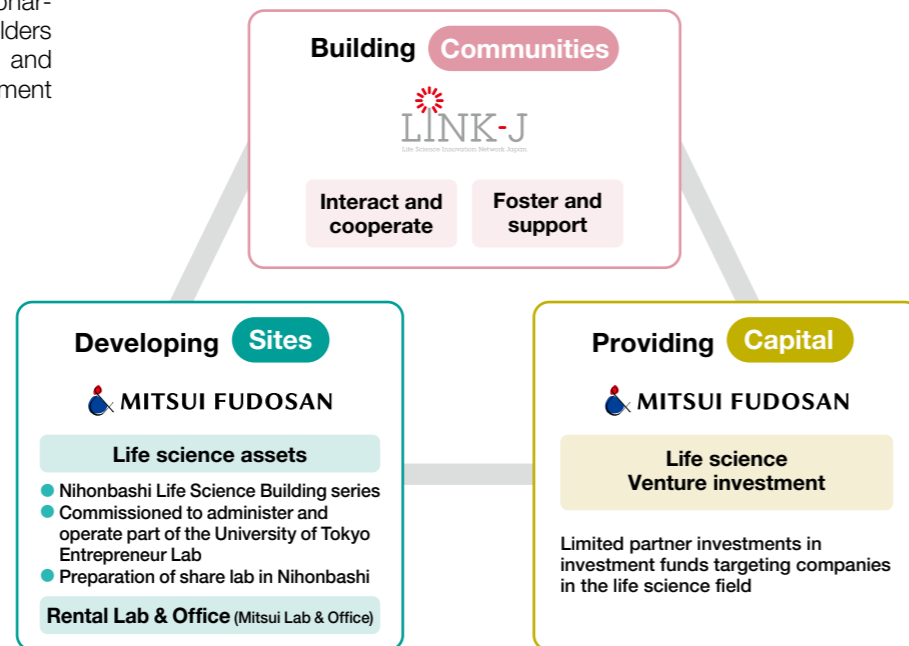
Practical example 2 Promoting Life Science Innovation in Japan

Through collaboration, key players such as start-ups, universities, hospitals, major pharmaceutical companies, and other stakeholders leverage mutual knowledge, technology, and capital to advance research and development that transcends industry boundaries. Such an ecosystem is to be built through an approach centered on the following three concepts:

- Building Communities
- Developing Sites
- Providing Capital

We are supporting the creation of innovation in the life science domain.

Essential Features of the Life Science Innovation Promotion Business



Building Communities : LINK-J

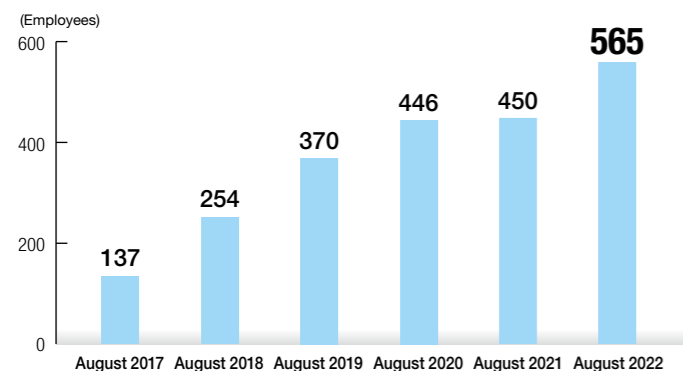
LINK-J is a general incorporated association that we jointly established with academia and industry in March 2016 to be a platform for people and information to interact for those working in the life science field. Aiming to promote open innovation and build an ecosystem in the life science domain, LINK-J undertakes events to “interact and cooperate” and provide “foster and support.”



LINK-J Special Members: **565**

Including companies, organizations and individuals * As of August 2022

Companies, start-up companies, non-profit organizations, academia, and individuals involved in the life science domain participate in LINK-J as special members. LINK-J provides various services to its members, such as congregate and connect, foster and support, information dissemination, and developing sites.



Events held in 2021: **524**

Various events are held for the purpose of interaction and cooperation among members.

- Networking
- Symposia
- Exchanges with overseas life science organizations
- Career forums
- Partnering support
- Support for commercialization

Cooperation partners in Japan and overseas: **Approx. 70**

* As of August 2022

Collaborating with life science organizations, local governments, universities, research institutes, and academia in Japan and overseas, we hold events and programs.

- Collaboration partners in Japan: Approx. 50
- Overseas collaboration partners: Approx. 20 (including embassies in Japan)

Developing Sites : Life Science Building, Mitsui Lab & Office

Development of the Life Science Buildings

Including Nihonbashi Life Science Building where diverse players related to life science are located as a life science cluster in Japan, the Company provides 15 sites in the Nihonbashi area in Tokyo, to be utilized as multi-purpose spaces for interaction such as office rooms and conference rooms. Moreover, the Company has developed shared wet labs “Mitsui Lab & Office” and has been commissioned to administer and operate part of the University of Tokyo Entrepreneur Lab. In Osaka, we are also developing life science buildings (two sites, including an under-development site) and promoting the development of sites to create innovation.

In Nihonbashi, Tokyo * As of August 2022

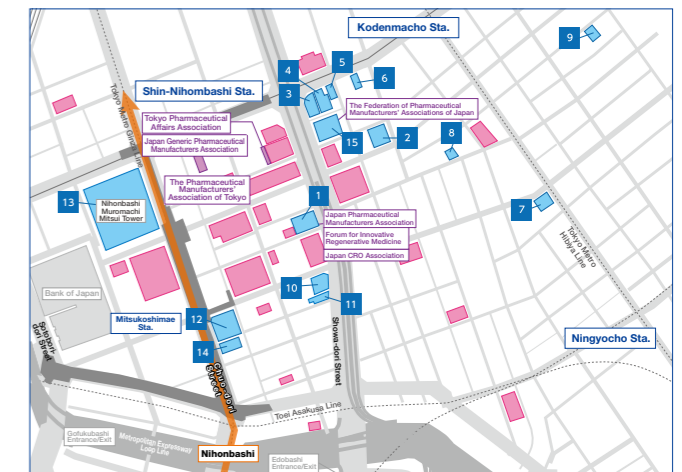
Office buildings for life science companies

15 sites are located

Life science tenants

Approx. 150 companies

Expansion of Nihonbashi Life Science Building series



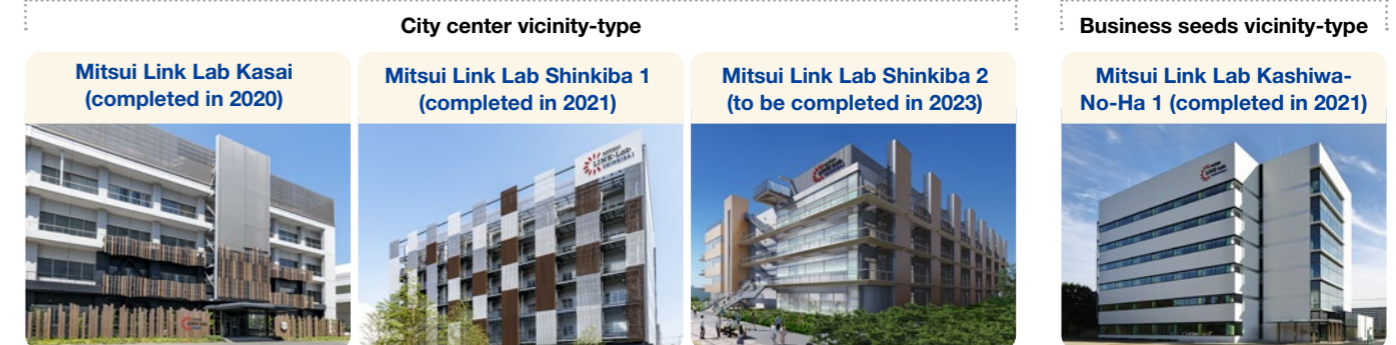
■ Nihonbashi Life Science Building series

■ Member's Company location of the Japan Pharmaceutical Manufacturers Association

Expansion of “Mitsui Lab & Office”



We will contribute to solving problems in R&D environments and will work to create innovation through rental labs and offices that integrate the offices and the full-fledged wet labs necessary for creating innovation in the life sciences.



Providing Capital

Limited Partner investment is made in investment funds targeting companies in the life science field established by venture capitals. By providing support according to the stage and working as a bridge, more advanced technology seeds are realized and faster creation of new industries is encouraged.

Concentration of venture capitals, accelerators, etc.

In our Company's properties in Nihonbashi and Yaezu, Tokyo,

11 venture capitals and accelerators are concentrated

* As of August 2022

MITSUI FUDOSAN

More advanced technology seeds are commercialized

Support for venture companies

Faster creation of new industries

Limited Partner investment

Collaboration

More advanced technology seeds of universities and research institutes are commercialized and support life science venture companies

Limited Partner investment to investment funds targeting companies in the life science field established by venture capitals

At a Glance

The Mitsui Fudosan Group's main business activities are implemented through its leasing business, property sales business, and management business. In line with this structure, we have adopted the four accounting segments of Leasing, Property Sales, Management, and Other. Furthermore, revenues and profits generated by individual projects are classified into these segments and may be allocated to a single segment or multiple segments.

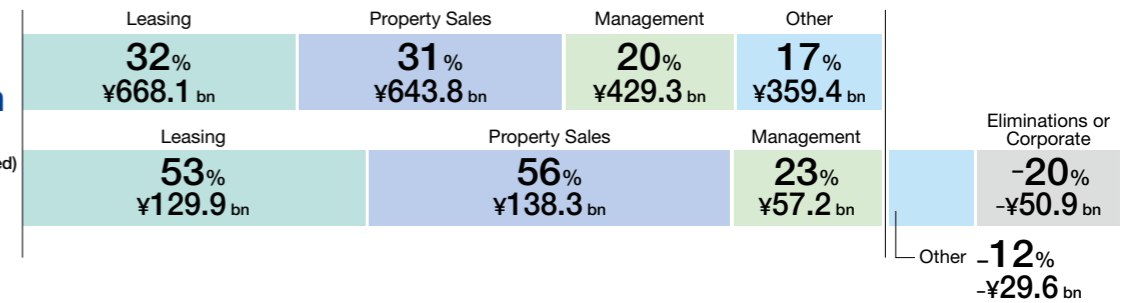
FY2021 Actual

Revenue from Operations (consolidated)

¥2,100.8 bn

Operating Income (consolidated)

¥244.9 bn



		<div><div><div>FOR RENT</div></div></div> Leasing			<div><div><div>KEY</div></div></div> Property Sales			<div><div><div>HOUSE</div></div></div> Management				<div><div><div>BUILDING</div></div></div> Other*																																													
Segment Explanation		Includes revenue gained from the leasing of real estate.			Includes revenue gained from real estate property sales to individuals and investors.			Includes revenue from fees gained through the management and operation of real estate, brokering deals, and other sources.				Includes revenue gained from new construction of wooden housing under consignment and the operation of facilities such as hotels.																																													
Sub-Segment		Office	Retail	Other	Property Sales to Individuals (Domestic)		Property Sales to Investors and Individuals(Overseas), etc.		Property Management		Brokerage, Asset Management, etc.		New Construction under Consignment	Facility Operations	Tokyo Dome	Other																																									
Revenue from Operations by Segment		<div><div><div>Office</div><div>Retail</div><div>Other</div></div><div><div>(Billions of yen)</div><div>700</div><div>560</div><div>420</div><div>280</div><div>140</div><div>0</div></div><div><div>2019</div><div>2020</div><div>2021</div><div>(FY)</div></div><table><tr><td>636.0</td><td>623.0</td><td>668.1</td></tr><tr><td>35.3</td><td>44.9</td><td>52.1</td></tr><tr><td>240.4</td><td>208.8</td><td>226.2</td></tr><tr><td>360.2</td><td>369.2</td><td>389.8</td></tr></table></div>			636.0	623.0	668.1	35.3	44.9	52.1	240.4	208.8	226.2	360.2	369.2	389.8	<div><div><div>Property Sales to Individuals (Domestic)</div><div>Property Sales to Investors and Individuals (Overseas), etc.</div></div><div><div>(Billions of yen)</div><div>750</div><div>600</div><div>450</div><div>300</div><div>150</div><div>0</div></div><div><div>2019</div><div>2020</div><div>2021</div><div>(FY)</div></div><table><tr><td>524.0</td><td>714.7</td><td>643.8</td></tr><tr><td>255.4</td><td>389.3</td><td>398.6</td></tr><tr><td>268.6</td><td>325.3</td><td>245.1</td></tr></table></div>			524.0	714.7	643.8	255.4	389.3	398.6	268.6	325.3	245.1	<div><div><div>Property Management</div><div>Brokerage, Asset Management, etc.</div></div><div><div>(Billions of yen)</div><div>500</div><div>400</div><div>300</div><div>200</div><div>100</div><div>0</div></div><div><div>2019</div><div>2020</div><div>2021</div><div>(FY)</div></div><table><tr><td>421.4</td><td>402.9</td><td>429.3</td></tr><tr><td>105.2</td><td>93.8</td><td>107.7</td></tr><tr><td>316.2</td><td>309.0</td><td>321.5</td></tr></table></div>				421.4	402.9	429.3	105.2	93.8	107.7	316.2	309.0	321.5	<div><div><div>New Construction under Consignment</div><div>Facility Operations</div><div>Tokyo Dome</div><div>Other</div></div><div><div>(Billions of yen)</div><div>400</div><div>300</div><div>200</div><div>100</div><div>0</div></div><div><div>2019</div><div>2020</div><div>2021</div><div>(FY)</div></div><table><tr><td>324.0</td><td>266.8</td><td>359.4</td></tr><tr><td>90.7</td><td>86.8</td><td>95.0</td></tr><tr><td>67.4</td><td>32.7</td><td>59.3</td></tr><tr><td>165.8</td><td>147.2</td><td>158.3</td></tr></table></div>				324.0	266.8	359.4	90.7	86.8	95.0	67.4	32.7	59.3	165.8	147.2	158.3
636.0	623.0	668.1																																																							
35.3	44.9	52.1																																																							
240.4	208.8	226.2																																																							
360.2	369.2	389.8																																																							
524.0	714.7	643.8																																																							
255.4	389.3	398.6																																																							
268.6	325.3	245.1																																																							
421.4	402.9	429.3																																																							
105.2	93.8	107.7																																																							
316.2	309.0	321.5																																																							
324.0	266.8	359.4																																																							
90.7	86.8	95.0																																																							
67.4	32.7	59.3																																																							
165.8	147.2	158.3																																																							
Operating Income by Segment		<div><div><div>Sub-Segment Total</div></div><div><div>(Billions of yen)</div><div>150</div><div>90</div><div>60</div><div>30</div><div>0</div></div><div><div>2019</div><div>2020</div><div>2021</div><div>(FY)</div></div><table><tr><td>145.8</td><td>120.7</td><td>129.9</td></tr></table></div>			145.8	120.7	129.9	<div><div><div>Property Sales to Individuals (Domestic)</div><div>Property Sales to Investors and Individuals (Overseas), etc.</div></div><div><div>(Billions of yen)</div><div>150</div><div>90</div><div>60</div><div>30</div><div>0</div></div><div><div>2019</div><div>2020</div><div>2021</div><div>(FY)</div></div><table><tr><td>123.7</td><td>118.2</td><td>138.3</td></tr><tr><td>94.1</td><td>78.2</td><td>114.3</td></tr><tr><td>29.6</td><td>40.0</td><td>24.0</td></tr></table></div>			123.7	118.2	138.3	94.1	78.2	114.3	29.6	40.0	24.0	<div><div><div>Property Management</div><div>Brokerage, Asset Management, etc.</div></div><div><div>(Billions of yen)</div><div>60</div><div>48</div><div>36</div><div>24</div><div>12</div><div>0</div></div><div><div>2019</div><div>2020</div><div>2021</div><div>(FY)</div></div><table><tr><td>55.6</td><td>39.9</td><td>57.2</td></tr><tr><td>22.8</td><td>18.0</td><td>25.9</td></tr><tr><td>32.7</td><td>21.8</td><td>31.2</td></tr></table></div>				55.6	39.9	57.2	22.8	18.0	25.9	32.7	21.8	31.2	<div><div><div>Sub-Segment Total</div></div><div><div>(Billions of yen)</div><div>20</div><div>10</div><div>0</div><div>-10</div><div>-20</div><div>-30</div></div><div><div>2019</div><div>2020</div><div>2021</div><div>(FY)</div></div><table><tr><td>2.2</td><td>-27.2</td><td>-29.6</td></tr></table></div>				2.2	-27.2	-29.6																		
145.8	120.7	129.9																																																							
123.7	118.2	138.3																																																							
94.1	78.2	114.3																																																							
29.6	40.0	24.0																																																							
55.6	39.9	57.2																																																							
22.8	18.0	25.9																																																							
32.7	21.8	31.2																																																							
2.2	-27.2	-29.6																																																							
Main Segment for Recording Revenue for Each Asset Class✔: Category which is a main segment for recording revenue																																																									
Note: The categories shown here are to give an idea of the segments for recording revenues and profits and details may differ.																																																									
		Office	Retail	Other	To Individuals		To Investors	Property Management	Brokerage		Asset Management	New Construction under Consignment	Facility Operations	Tokyo Dome																																											
					Domestic	Overseas			To Corporations	To Individuals																																															
Main Asset Classes	Office Buildings	✔					✔	✔	✔		✔					P.53																																									
	Retail Facilities		✔				✔	✔			✔					P.57																																									
	Logistics Facilities			✔			✔	✔			✔					P.59																																									
	Housing	Condominiums				✔	✔	✔	✔	✔	✔					P.61																																									
		Detached Housing				✔					✔		✔			P.61																																									
	Hotels & Resorts													✔		P.65																																									
Tokyo Dome														✔	P.67																																										



Office

Market Environment

Risks

- Changes in office demand due to the spread of telework, etc.
- Increase in office supply in 2023 and 2025

Opportunities

- Heightened mindset toward productivity improvement among companies and workers
- Diversification of times, places, etc. for working associated with changes in working styles
- Expansion of corporate initiatives to achieve carbon neutrality

Competitive Advantages

- Medium- to long-term relationships with about **3,000** tenant companies
- WORK STYLING members: **Approx. 240,000**^{*1}
Number of office locations: **Approx. 149** (nationwide)^{*1}
- Expertise in mixed-use neighborhood creation that mobilizes an extensive value chain engaged in every asset class
- Diverse non-physical services that contribute to solving tenants' management issues
- Highly competitive property portfolio (locations, product performance, etc.)
- Achievement of integrated safety and security that spans from development to operational administration under Group management, and disaster-resistant neighborhood creation

^{*1} As of the end of July 2022

Business Strategy

- Creation of new value for improving productivity through the provision of assets and soft services that meet the needs of diverse working styles (places, times, etc. of work)
- Promotion of carbon neutrality through the improvement of environmental performance in office buildings, and the provision of office building services^{*2} that contribute to tenants' decarbonization strategies

^{*2} Supply of green electricity to tenants, etc.

An Excellent Portfolio

Leasing Revenue (consolidated)

Approx. ¥389.8 billion
(FY2021)

Leased Floor Space (consolidated)

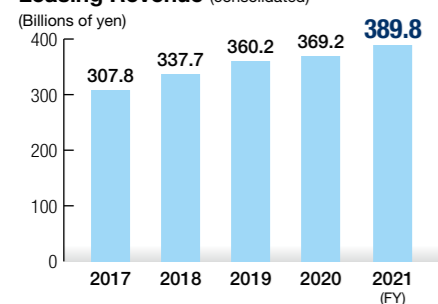
Approx. 3,392 thousand m²
(As of the end of FY2021)

Leased Floor Space Ratio of Tokyo Metropolitan Area (non-consolidated)

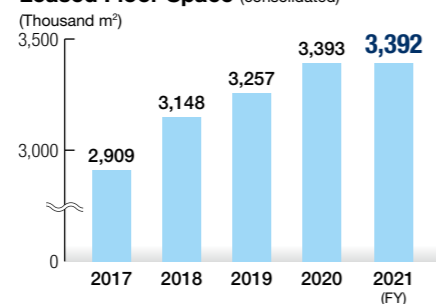
Approx. 90%
(As of the end of FY2021)

Steady Expansion of Leasing Revenue and Leased Floor Space Mainly in Central Tokyo

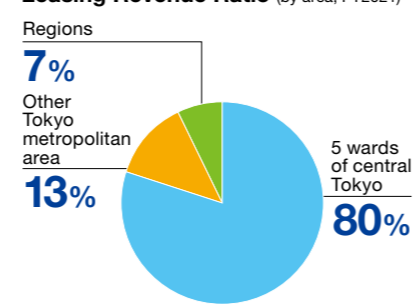
Leasing Revenue (consolidated)



Leased Floor Space (consolidated)



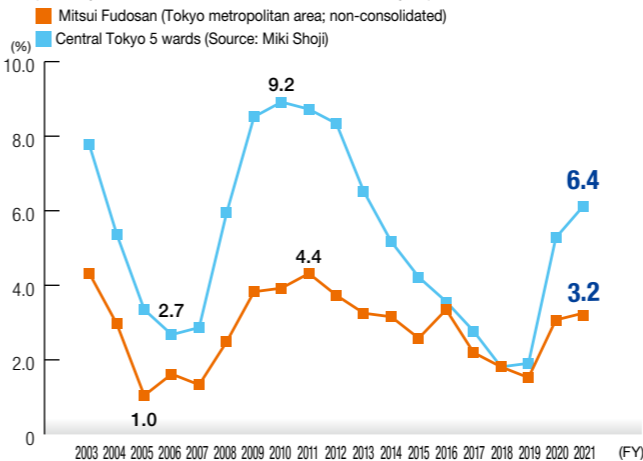
Leasing Revenue Ratio (by area, FY2021)



Office Vacancy Rates Remain Below Market Levels

Office Vacancy Rate

(vacancy rates as of March 31 of the relevant fiscal year)

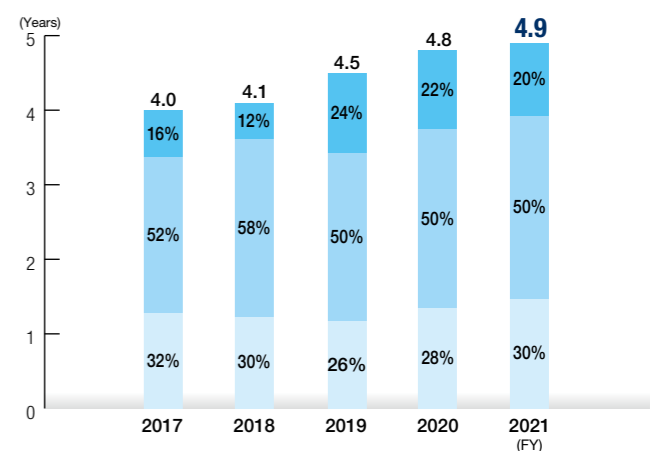


Office Building Lease Contract Durations Are Steadily Increasing

Change in Office Building Lease Contract by Duration

(non-consolidated)

Up to 2 years Over 2 years to 5 years or less Over 5 years



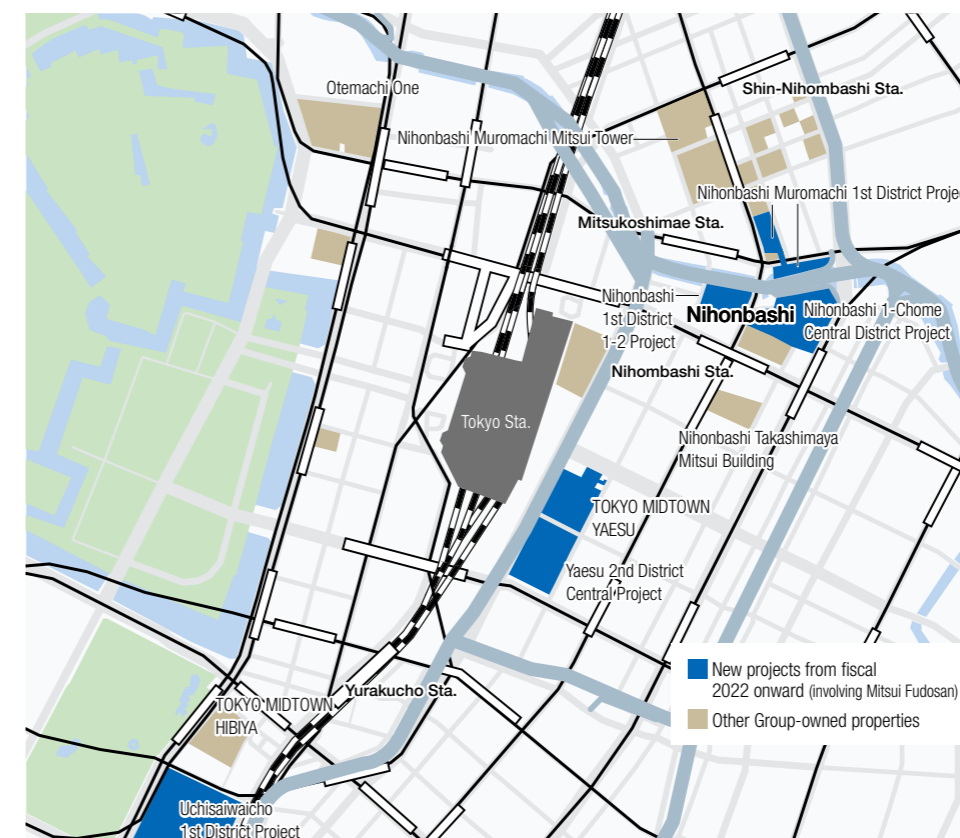
Future Development Pipeline

Domestic projects **8 properties** includes **6** redevelopment projects around Tokyo Station

Overseas projects **12 properties** includes **10** in Europe and North America and **2** in Asia

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

Redevelopment Pipeline in the Yaesu and Nihonbashi Areas



TOKYO MIDTOWN YAESU (completed in Aug. 2022)



Nihonbashi 1-Chome Central District (completion scheduled for FY2025)

Providing the Best Mix of Optimal Work Styles for Customers (Companies and Workers)

Diversification of Customers' (Companies' and Workers') Needs

Elements Demanded of Workplaces by Workers



Spaces for Office Work
(Paperwork/Analysis)



Spaces for Intellectual Production
(Planning and Development, Creation,
Training, Collaboration)

Elements Demanded of Workplaces by Companies

Safety and
Security (Low
Risk of Infection)

Environmental
Considerations

Cyber
Security

Convenience

Resilience

BCP

Our Group's Office Building Strategy

While remote work has made great inroads, the importance of face-to-face communication has also come to be newly appreciated. Our Group is combining a variety of assets and intangible services matched to the needs of diverse places and times for work and working styles, to provide new value aimed at productivity improvements.

Head Office (Site-Based Office)



Decentralized Office



Home



Key Initiatives to Support the Strategy

Intangible Services

Members' website for our customers
&Life-Biz
by ミツビシ・ビジネス

Members' facility for our customers^{*1}
mot.
Mitsui Office for Tomorrow

Health management support service
&well

Comprehensive service to provide new working styles
WORK STYLE DESIGN

Expansion of working style options

Provision of multi-site shared offices



Community-building

Aggregation, exchange, training/cooperation for companies and organizations



BCP

Nihonbashi/
Toyosu Smart Energy Projects



Environmental considerations

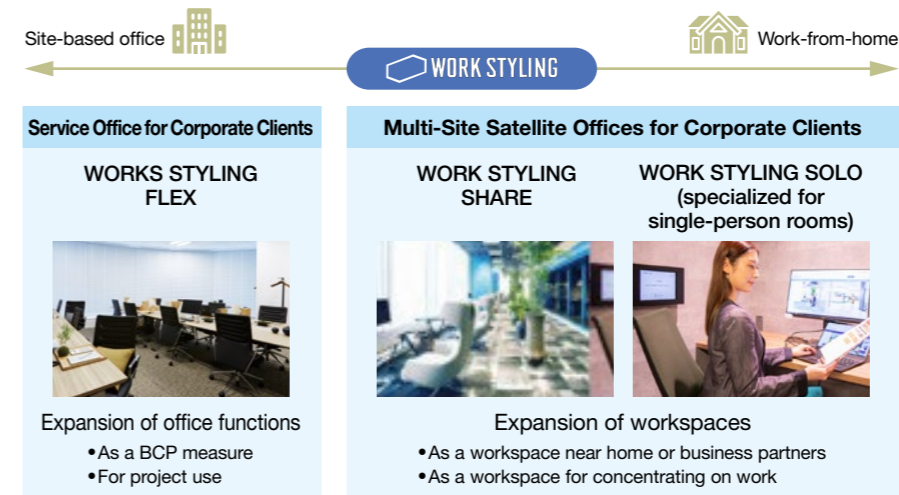
Provision of green power to tenants



^{*1} Lounge, gym, cafe, conference rooms, etc.

TOPICS

Achieving diverse work styles through WORK STYLING multi-site shared offices for corporate clients



Number of sites nationwide

149^{*2}

Number of member companies

Approx. 900

Number of members

Approx. 240,000

(As of the end of July 2022)

^{*2} Tie-ups with Mitsui Garden Hotel, etc., included in these: 40 sites

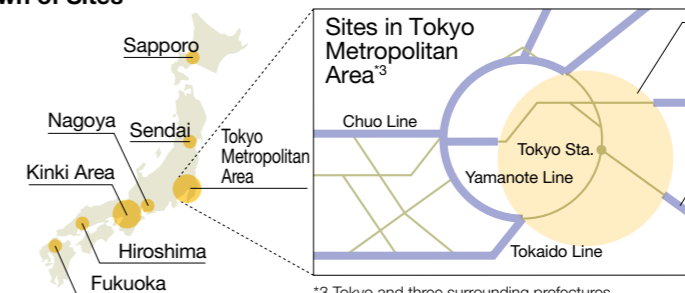
Distribution and Breakdown of Sites

Tokyo Metropolitan Area 117

Kinki Area 17

Other Areas 15

(As of the end of July 2022)



Three Wards in Central Tokyo (Office aggregation area)

38

Other Than Three Wards in Central Tokyo (Terminal/residential vicinity area)

79

(As of the end of July 2022)

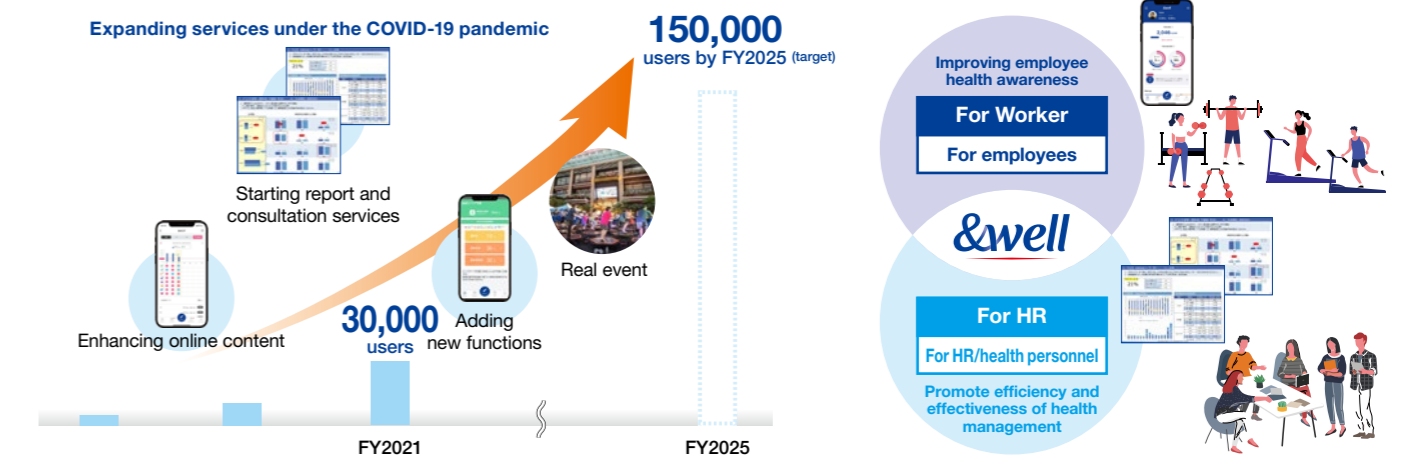
³ Tokyo and three surrounding prefectures (Kanagawa, Chiba, Saitama)

TOPICS

Health Management Support Service “&well” highly appreciated by 95% of companies that introduced it

“&well” is a service that supports corporate health management under the supervision of the nonprofit organization KenkoKeiei. In a questionnaire survey conducted in February 2022, 95% of the companies that introduced it answered that “&well has been contributing to the promotion of health management” during the COVID-19 pandemic. The number of users is about 30,000, about 10 times the amount before the spread of COVID-19 (February 2020). We will continue to strengthen and expand our support for health management and well-being in both real and digital aspects.

Strengthen and expand support for health management and well-being in both real and digital aspects





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***
Tenant stores: **Approx. 9,500***
- 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

Retail Facility Revenue (consolidated)

Approx. ¥1.2 trillion
(FY2021)

Leasing Revenue (consolidated)

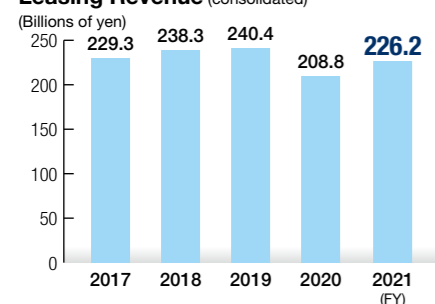
Approx. ¥226.2 billion
(FY2021)

Leased Floor Space (consolidated)

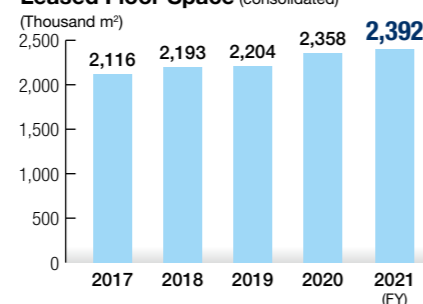
Approx. 2,392 thousand m²
(As of the end of FY2021)

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

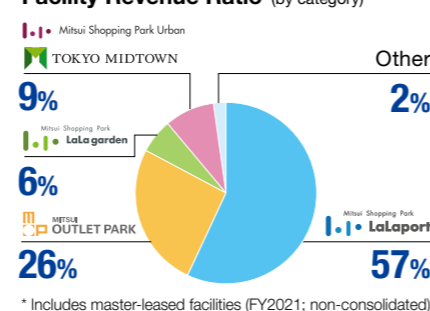
Leasing Revenue (consolidated)



Leased Floor Space (consolidated)



Facility Revenue Ratio* (by category)



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)

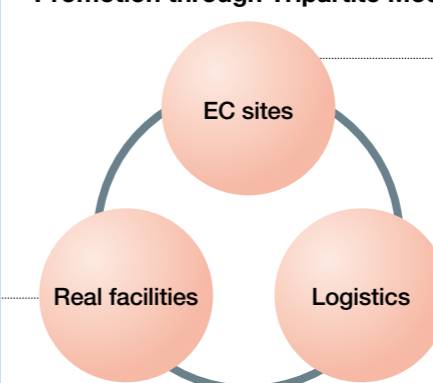
Promotion through Our Tripartite Model of Real Facilities, EC Sites, and Logistics

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

Mitsui Shopping Park LaLaport	MITSUI OUTLET PARK
Retail Facility Revenue (FY2021)	Approx. ¥1.2 trillion
Mitsui Shopping Park point card members: (As of the end of FY2021)	Approx. 13 million
Retail tenants (As of April 1, 2022)	Approx. 2,400 companies
Total tenant stores (As of April 1, 2022)	Approx. 9,500

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

Logistics

Market Environment

Risks

- Intensification of competition for land acquisition due to entry of new players
- Overheating of leasing competition due to high-volume supply of new properties

Opportunities

- Expansion of logistics facilities demand due to EC market growth and reworking of supply chains by cargo owners
- Faster digital transformation (DX) utilization against a backdrop of labor shortages

Competitive Advantages

- Track record of advanced logistics facility development extending to **53 properties** in Japan and overseas^{*1}
- Close tenant relationships that enable provision of CRE solutions and direct sales to cargo owners (Office tenants: **Approx. 3,000**^{*2}, Retail tenants: **Approx. 2,400**^{*3}, etc.)
- Diverse collaboration and business methods including joint ventures with originators
- MFLP quality which realizes industry top class customer satisfaction
- Ability to propose logistics solutions that leverage DX

*1 As of the end of July 2022 *2 As of the end of FY2021 *3 As of April 1, 2022

Business Strategy

- Achievement of business planning, leasing, etc. through provision of logistics consulting^{*4} and other solutions to customers
- Promotion of differentiation of MFLP brand from competitors by the use of DX to improve the efficiency of tenants' delivery and warehouse operations and enhance employee satisfaction
- Actively developing new products such as data centers, urban warehouses and freezer and refrigerated warehouses to meet diversifying customer needs by utilizing our know-how in the development of logistics facilities

*4 Mitsui Fudosan established MF Logisolutions Co., Ltd. in August 2018.

An Excellent Portfolio

Cumulative Totals including Properties Previously Developed by the Company (As of July 31, 2022)

Total facilities under development or operation in Japan and overseas

53 properties Of these, properties owned and operated by the Company: **14 properties**

Cumulative total investment

Over **¥700 billion**

Total floor space

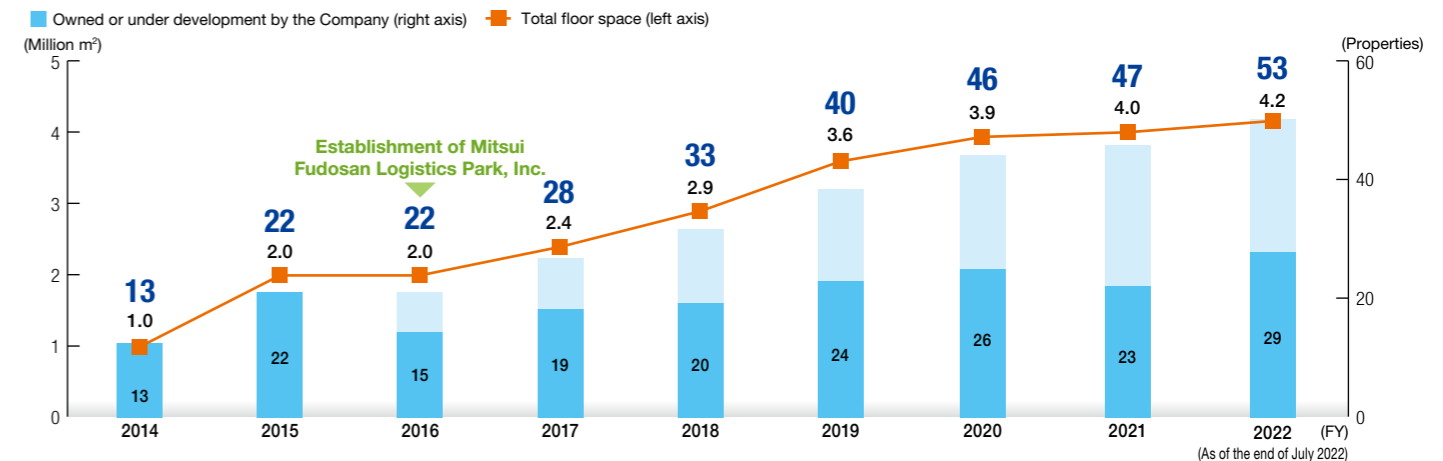
Approx. **4.2 million m²**
Of this, floor space owned and operated by the Company: Approx. **1.6 million m²**

Major development areas

Tokyo metropolitan area: **33 properties**

Stable Business Expansion

Number of Facilities under Development/Operation and Total Floor Space at the End of Fiscal Years



Future Development Pipeline

Projects **16 properties** Includes **7 properties** in Tokyo metropolitan area, **3 properties** overseas

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

TOPICS

MFLP ICHIKAWA-SHIOHAMA II, a state-of-the-art logistics facility that takes the environment and diversity into consideration

In addition to solving tenants' logistics issues, we contribute to the achievement of a sustainable society through environmental initiatives, such as decarbonization and conservation of ecosystems in the surrounding area, and initiatives to support diverse human resources and working styles.



MFLP ICHIKAWA-SHIOHAMA II

Green infrastructure to conserve ecosystems in surrounding areas



Bird bath and rain garden

- Use 100% green energy in common areas by installing in-house solar power generators, etc.
- Supporting tenant companies via a service to supply green power to help solve their RE100 and ESG issues and promote SDGs
- Conservation of ecosystems in surrounding areas by developing green infrastructure (measures include a bird bath using rainwater and a rain garden for improving the water quality with soil microorganisms)
- Acquisition of four environmental certifications (ZEB certification (Nearly ZEB), CASBEE (S rank), BELS (5 STAR) and DBJ Green Building certification 5 star)
- Providing common spaces to support diverse human resources and working styles (Multilingual signs, mosques, genderless bathrooms, deck terraces, cafeteria and lounges, etc.)

Common areas supporting diverse working styles



Deck terrace



Cafeteria lounge



Housing (Homes and Living)

Market Environment

Risks

- Decline in housing-related demand due to rising interest rates and worsening business sentiment
- Contraction of domestic housing-related market due to population decline

Opportunities

- Heightened awareness concerning housing associated with diversification of customers' lifestyles
- Increased use of online business negotiations and electronic contracts by customers
- Focusing on environment-friendly product planning to realize a decarbonized society

Competitive Advantages

- Condominium unit sales: **Approx. 230,000**
- Mitsui Housing Loop members: **Approx. 290,000**
- Brand power as **No. 1** in brokered deals for **36 consecutive years**
- A line-up of varied products and services related to housing (Leasing/sales, new/used, condominiums/detached houses, management/operation/brokerage, etc.)
- Planning and development capabilities for realizing a product line-up of city center, large-scale, and redevelopment

Business Strategy

- Enhancing the ability to capture business opportunities through strengthening of cooperation among Group companies and mutual customer referrals, etc.
- Provision of proposals and solutions for optimal "Homes and Living" for every life stage of diverse customers
- Deepening and expansion of loyal customers through the one-stop provision of diverse products and services
- Promoting the introduction of ZEH and ZEH-M to realize a decarbonized society

Group Collective Capabilities That Offer One-Stop Accommodation for Varied "Homes and Living" Needs

Buy	Sell	Lease/Rent	
MITSUI FUDOSAN RESIDENTIAL	三井のリハウス Mitsui Rehouse	MITSUI FUDOSAN RESIDENTIAL LEASE	RESIDENT FIRST レジデントファースト株式会社
三井のリハウス Mitsui Rehouse	MITSUI HOME ESTATE	三井のリハウス Mitsui Rehouse	MITSUI HOME ESTATE
Build	Renovate	Interior	Operate
MITSUI HOME	三井のリフォーム	MITSUI DESIGNTEC	MITSUI FUDOSAN REALTY

Property Sales (Property Sales Segment)

Representative Products and Brands

Condominiums (to individuals)



Condominiums (to investors)



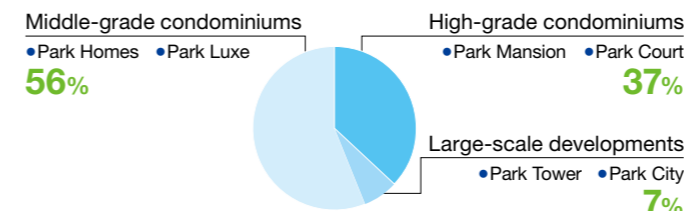
Detached Housing



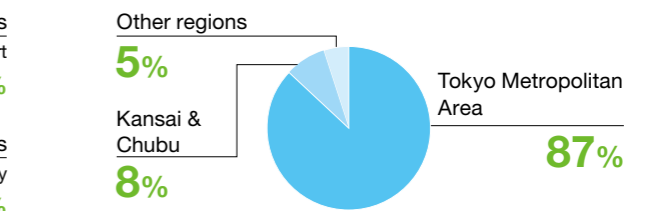
Condominiums (to individuals)

Maintenance of high profit margins and contract rates through a product line-up centered on central Tokyo, large-scale projects, and redevelopment

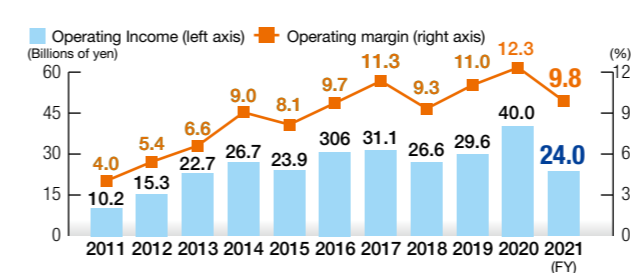
Sales by Brand (FY2021)



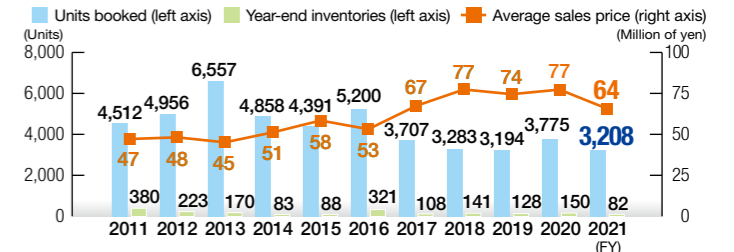
Sales by Region (FY2021)



Property Sales Operating Income and Operating Margin



Condominiums, Units Booked, Year-End Inventories, and Average Sales Price



Future Development Pipeline

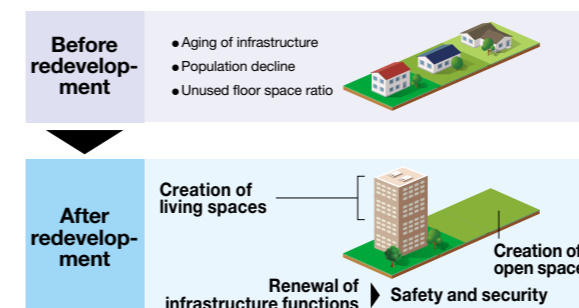
Large-Scale Projects **16 properties** Land Bank (Condominiums) **Approx. 27,500 units**

(As of the end of August 2022)

TOPICS

Value created by large-scale redevelopment projects in urban centers

Using redevelopment techniques for high-level utilization of low-utilization land and development of blocks creates new living spaces in urban centers, as well as new value that greatly enhances the appeal of neighborhoods, by creating prosperity, safety, security, and open spaces for people to relax.



Example of creation of value through large-scale redevelopment



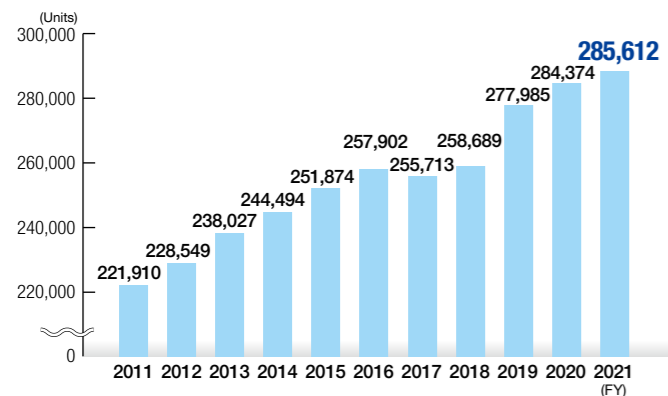
Property Management (Management Segment)

Condominium Units under Management

Approx. **280,000**

We leverage the Group's collective capabilities, as well as expertise cultivated through a track record spanning many years, to provide condominium management services.

Number of Condominium Units under Management

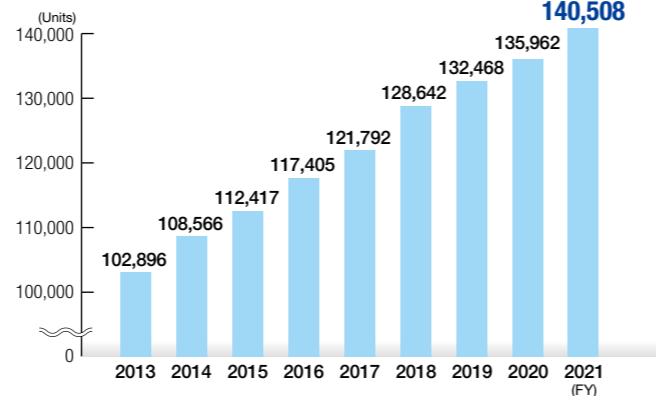


Number of Rental Housing Units for Lease under Management

Approx. **140,000**

We provide rental condominium operation and brokerage-related services that benefit both property owners and tenants.

Rental Housing Units for Lease under Management



Number of Rental Housing Units for Lease under Management

Number of Rental Housing Units for Lease under Management

Approx. **250,000**

Since it was launched in 1994, Mitsui Car Park Leasing has developed a business operating car parks all over Japan. It has contributed to dynamic neighborhood creation by providing car park management support services that enable land to be used effectively.



Members

Approx. **320,000**

We are expanding the car sharing business, centered on Mitsui Car Park Leasing locations in the Tokyo metropolitan and Kansai areas. Careco features a full line-up of vehicles, including minivans and Mercedes-Benzes.



Brokerage (Management Segment)

Number of Deals Brokered

Approx. **41,000**
No. 1 for 36*
consecutive years

We are realizing safe and reliable deals that meet the needs of diverse customers in areas such as real estate sales, purchases, rental, and usage.

* From FY1986 to FY2021



Brokerage Market (FY2021)

	Fee/Revenue (Billions of yen)	Transactions (Units)	Transaction volume (Billions of yen)	Number of stores
1 Mitsui Fudosan Realty Co., Ltd.	90.1	41,183	1,892.6	291
2 Company A	71.5	28,750	1,577.9	199
3 Company B	71.2	38,144	1,453.3	256
4 Company C	39.8	10,081	964.8	94
5 Company D	22.9	8,226	550.3	71

Source: "Fudosan Keizai Tsushin (The Real Estate Business Daily)," May 25, 2022, Real Estate Economic Institute Co., Ltd.

New Construction under Consignment (Other Segment)

Using the 2x4 construction method, which excels in earthquake resistance, thermal insulation, and other areas of basic performance, Mitsui Home has delivered over 250,000 new buildings in 48 years, primarily made-to-order homes. In addition to homes, it is also actively taking on construction consignments for large-scale facilities and overseas projects.

Buildings Delivered

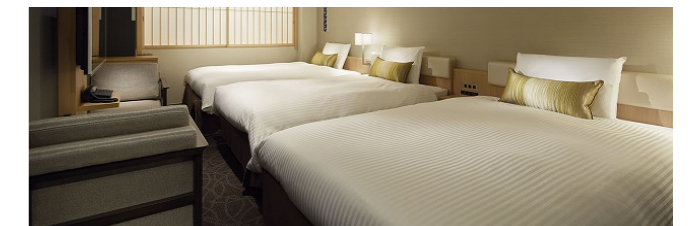
Approx. **250,000**
(cumulative total over the past 48 years)

Large-Scale Facilities Delivered

Over **5,000**

Other (Other Segment)

We offer space design, renovation, and renewal services for homes, offices, hotels, and more. Utilizing the design capabilities that are our strength, we provide wide-ranging support to all customers in every area, both individuals and corporations.



TOPICS

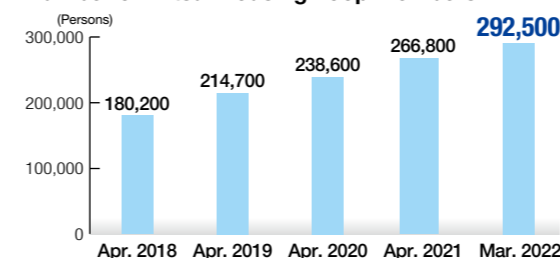
Mitsui Housing Loop—Providing one-stop solutions for homes and living

Members

Customer base of Approx. **290,000** people*

* As of the end of March 2022

Number of Mitsui Housing Loop Members



Providing Comfortable and Economical Services for People Living in Mitsui Homes



TOPICS

Mitsui Fudosan Residential Co., Ltd. — Formulating a “Carbon-Neutral Design Promotion Plan” to realize decarbonization of homes and lifestyles

In order to achieve the target of reducing greenhouse gas emissions by over 40% by fiscal 2030 (compared with fiscal 2019), we aim to achieve carbon neutrality with our customers through the three “R” measures.

Reduction: Saving energy by improving the performance and durability of homes

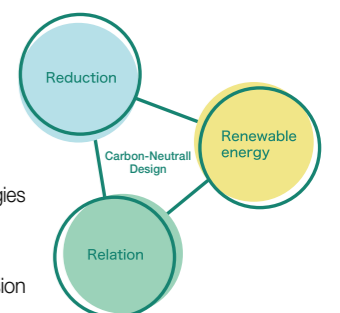
- Achieve ZEH/ZEB level environmental performance in all new construction by fiscal 2030, etc.

Renewable energy: Creating a system to promote the introduction of renewable energy and adopt energy-creation technologies

- Promotion of the introduction of collective receiving of electricity from renewable sources, etc.

Relation: Providing mechanisms and services for realizing carbon neutrality in our customers' lives together

- Creating a system that encourages customer actions and choices (e.g., visualization of environmental contribution, provision of benefits, etc.)





Hotels and Resorts

Market Environment

Risks

- Delayed recovery in inbound customers due to the COVID-19 pandemic
- Decrease in business travel demand due to restricted activity and changes in working styles

Opportunities

- Diversification of purposes of stay within domestic demand (working, living, etc.)
- Expansion of domestic travel needs due to overseas travel restrictions

Competitive Advantages

- Mitsui Garden Hotel members: **Over 600,000**
- Number of directly managed guest rooms: **Approx. 13,100** (domestic and overseas)*¹
- Development of 13 hotel and resort brands meeting diverse customer needs, from luxury to lodging-focused brands
- Demonstration of synergies through collaboration on products within the Group (collaboration with WORK STYLING shared offices, attraction of restaurant tenants by leveraging retail tenant relations, etc.)

*¹ As of July 1, 2022

Business Strategy

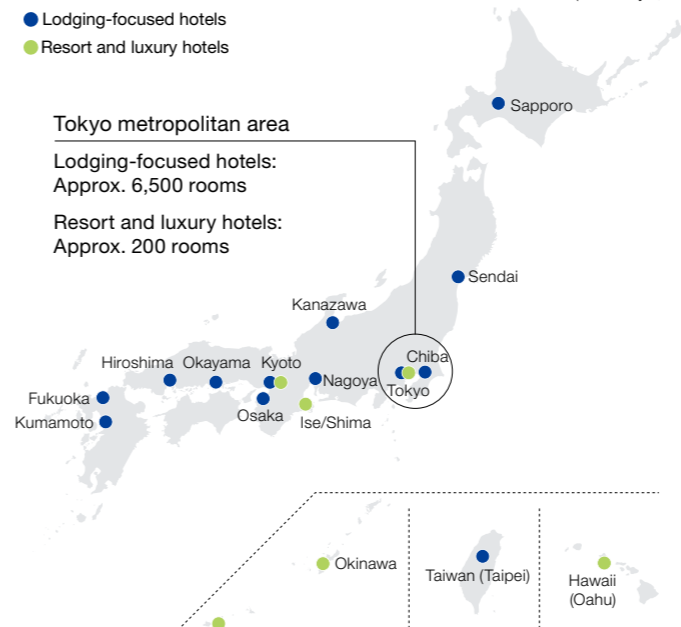
- Capture new demand for working, living, etc.,² by providing places to stay
- Expansion and deepening of loyal customers through the expansion of membership organization³ services
- Active capture of domestic travel needs subject to overseas travel restrictions

*² Need for telework, short-term residence, hospital treatment stays, stays for accompaniment of hospital patients, etc.
 *³ MGH Rewards Club, etc.

Development of Hotels and Resorts in Major Cities and at Tourist Destinations in Japan and Overseas (Approx. 13,100 rooms)

Our Company's Hotel and Resort Facility Located Areas

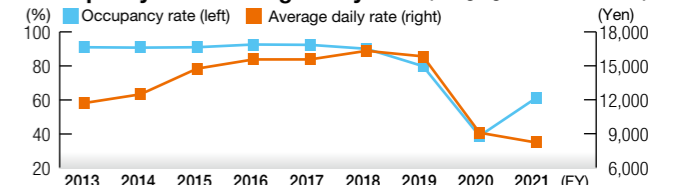
(As of July 1, 2022)



Lodging-Focused Hotels: Number of Rooms by Area¹

	No. of rooms	Percentage
Total	11,100	85%
Tokyo	5,400	42%
Tokyo metropolitan area (excluding Tokyo)	1,100	8%
Kyoto	1,300	10%
Osaka	500	4%
Other	2,800	21%

Occupancy Rate/Average Daily Rate (Lodging-focused hotels²)



Resort and Luxury Hotels: Number of Rooms by Area¹

	No. of rooms	Percentage
Total	2,000	15%
Tokyo	200	1%
Okinawa	500	4%
Other domestic	600	4%
Honolulu	700	6%

*¹ Rooms rounded to the nearest 100 (As of July 1, 2022) *² Excluding Tokyo Dome Hotel

Future Development Pipeline

Number of guest rooms (includes overseas)

Approx. 700 rooms

Of these, lodging-focused hotels: **Resort and luxury hotels:**

Approx. 400 rooms

Approx. 300 rooms

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

An Excellent Portfolio

Hotels and guest rooms (including overseas)

52 hotels **Approx. 13,100 rooms** (As of July 1, 2022)

Brands That Meet Diverse Customer Needs

Lodging-focused hotels



Resort and luxury hotels



TOPICS

Conversion of hotel guest rooms into private room shared offices

“Hotel × Work”

Conversion of hotel guest rooms into private room shared offices



“Hotel × Medical Care”

Capturing Accommodation Demand through Collaboration with a Hospital

The National Cancer Center Hospital East is visited by nearly 300,000 people a year from Japan and overseas. We built Mitsui Garden Hotel Kashiwa-no-Ha Park Side on the premises of the hospital to support the treatment of cancer patients. (Opened in July 2022)



TOPICS

Biodiversity conservation—Coral planting activities

At Halekulani Okinawa, we have a program to plant coral in areas where coral has died due to climate change or feeding damage in the waters around the hotel to restore the former coral reefs. Hotel guests can participate in this program. The funds for this activity come from Halekulani Boutique in the hotel using all of the profits from the sale of eco-bags made from recycled plastic (PET) bottles.





Tokyo Dome

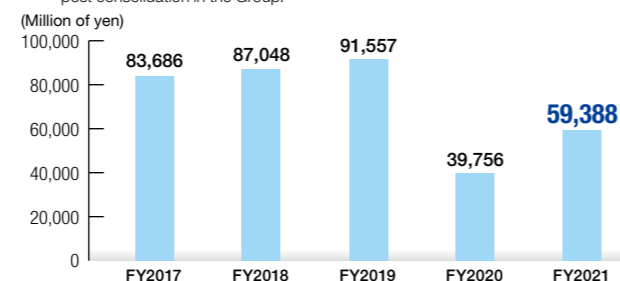
Improving the Value of Tokyo Dome City toward the Post-COVID-19 World



Toward the post-COVID-19 pandemic, in order to further improve the appeal of Tokyo Dome City, which has a collection of varied facilities such as a stadium, retail facilities and a hotel, and offers mainly kinds of sports and entertainment, we have completed the largest renovation ever. Starting with the renovation of the stadium, we will work on various measures to improve value, including renovating areas other than the stadium, so that the entire Tokyo Dome City will be transformed into a more attractive neighborhood.

<Reference> Tokyo Dome City business sales

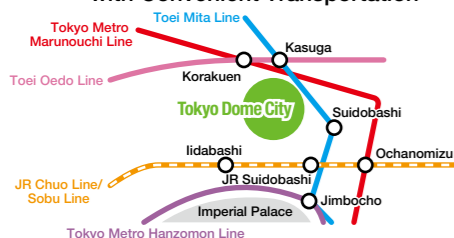
Note: Figures for FY2017 to FY2020 are prior to consolidation and figures for FY2021 are post consolidation in the Group.



Strengths of Tokyo Dome City: Centrally Located, Convenient for Transportation x Collection of Varied Facilities with Customer Appeal

Power of Location

A Spacious Site in the City Center with Convenient Transportation



In central Tokyo

A spacious site covering Approx. **13** hectares

Adjacent to 3 stations on 4 lines, for convenience of transportation

Tokyo Station	Approx. 6 minutes
Haneda Airport	Approx. 45 minutes
Narita Airport	Approx. 50 minutes

Power of Facility

Plentiful Facilities That Meet the Needs of Diverse Visitors

Tokyo Dome
All-weather stadium with 55,000-person capacity



LaQua
Retail facilities, amusement park, spa



Tokyo Dome Hotel
Large-scale city hotel



Power of Events

Attraction of Customers through Varied Events in the City Center

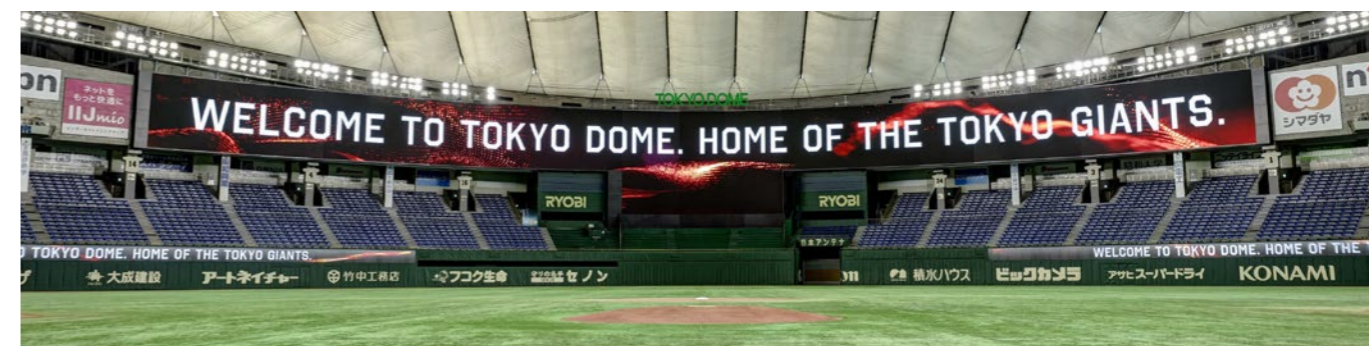


TOPICS

Implemented the largest renovation ever and DX for Tokyo Dome

1 One of Japan's biggest main video screens and ribbon screens were newly installed to deliver impressive video effects

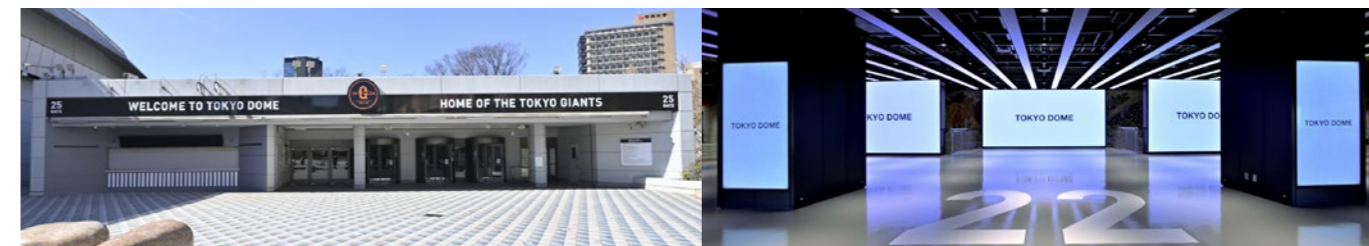
A full-color LED main video screen (approximately 125.6 m in width, area of approximately 1,050 m²), which is one of Japan's largest main stadium video screens, and full-color LED video ribbon screens on the left and right outfield fences (total width of approximately 107 m) were newly installed. The main video screen is 4.4 times the size of the current screen and offers a top-class image quality for a professional baseball stadium's main screen. The produced images projected in vivid colors allow spectators to experience more realistic sensations.



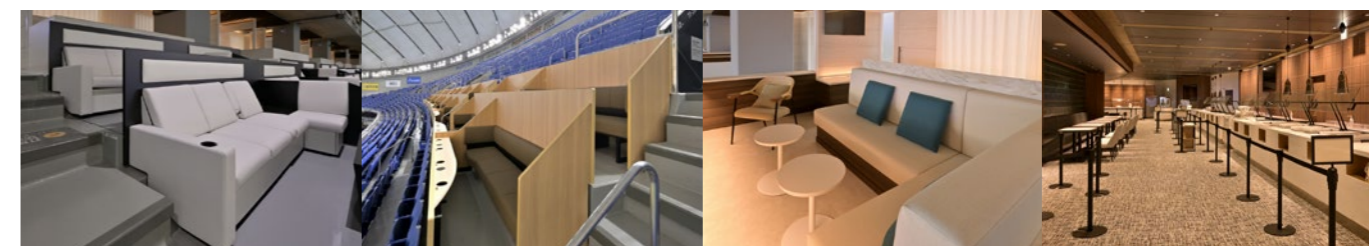
Provided by: The Yomiuri Shimbun

2 New entry gate and stadium concourse design and installation of digital signage

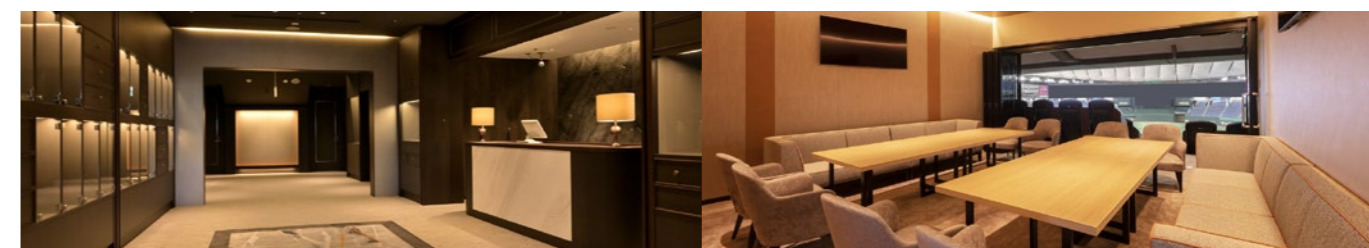
A new design can be enjoyed by visitors as they make their way through the entry gate to their seats and new digital signage is installed. All gates have been replaced by new designs, and LED displays and approximately 260 units of digital signage are placed around the concourse. The area has been transformed into a comfortable and sophisticated space.



3 Replacement and additional spectator seating as well as full renovation of the Premium Lounge



4 Suite area has been fully renovated



5 Completely cashless operations in Tokyo Dome

P.88



Dramatically Growing the Overseas Business

Market Environment

European and North American Market

Risks

- Changes in office and housing needs associated with remote work and other changes in working styles
- Accelerating inflation including building costs and the risk of higher interest rates due to monetary tightening

Opportunities

- Preference for high-quality properties in favorable locations due to changes in the need for real venues
- Increase in demand for office properties with superior environmental performance
- Increase in demand for “Laboratory and Office” buildings associated with the growth of the life sciences industry

Asian Market

Risks

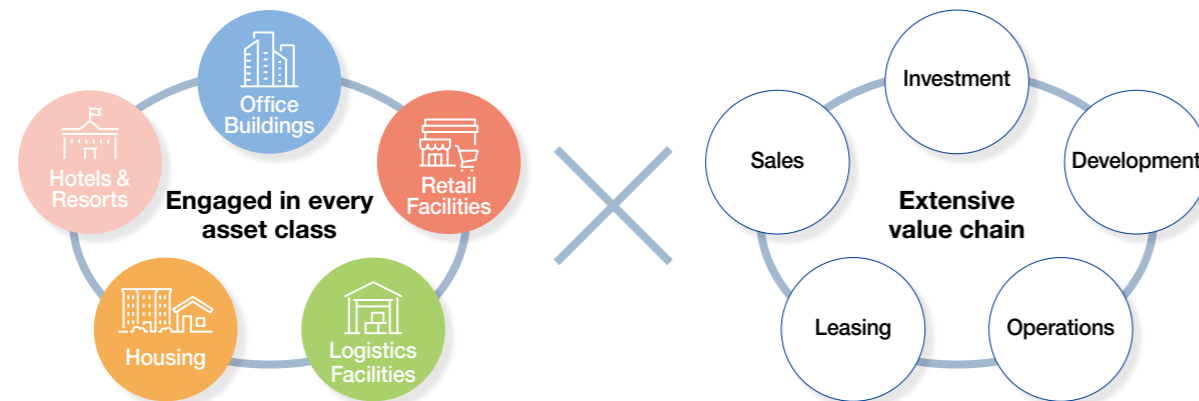
- Changes in the need for real retail facilities associated with growth in E-commerce
- Geopolitical risks caused by U.S. China tensions
- Risks of economic stagnation due to measures and regulations against COVID-19 in various areas, including China’s Zero-COVID Policy

Opportunities

- Expansion of demand for consumption of experiences, etc., unique to real retail facilities
- Firm personal demand due to economic growth, growth of the middle class and personal consumption, the advance of urbanization, etc.

Competitive Advantages

“Engaged in Every Asset Class,” “an Expansive Value Chain,” and “Development Capabilities Necessary for Creating Neighborhoods”



A History of Over 50 Years in Overseas Business

Mitsui Fudosan America, Inc.
(Mitsui Fudosan (USA)
established in 1973)

Over **40** years

Mitsui Fudosan (UK) Ltd.
(established in 1990)

Over **30** years

Mitsui Fudosan (Asia) Pte. Ltd.
(TID Pte. Ltd. established
through joint venture in 1972)

Over **50** years

Promoting Localization by Recruiting and Promoting Excellent Local Employees

Employees in overseas operations (consolidated)
(Non-consolidated, local subsidiaries and operating companies, etc.)

Percentage of locally hired employees About **90%**

Managers of local subsidiaries

Percentage of locally hired employees About **50%**

Business Strategy

- Capture outstanding business opportunities by combining partner strategies with Group strengths nurtured through domestic business
- In order to respond to changes in the market environment, promptly rework product planning to support area and product strategies, sustainability, etc., and maintain and strengthen competitiveness

Area Strategy

Europe and North America

Develop with a focus on office buildings and leasing housing in a mature, highly transparent and liquid real estate market.



Asia

Develop with a focus on condominium sales and retail facilities by incorporating the growing Chinese and Asian markets driven by rising consumer spending and advancing urbanization.



Overseas Partnership Strategy

- Advancing business in each region with **Approx. 60** partner companies

Major Partner Companies

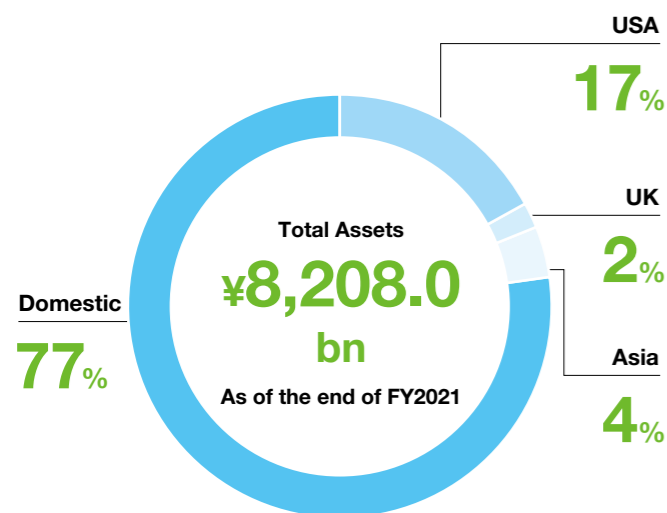
Region	Related (company name)	Region	Partner Company
USA	Tishman Speyer, Hines	Thailand	Ananda
UK	Stanhope, EDGE Technologies	China	Greentown Group
Singapore	Hong Leong Group	Taiwan	Cathay Real Estate Development Co., Ltd.

Overseas Sites and Business Development Areas

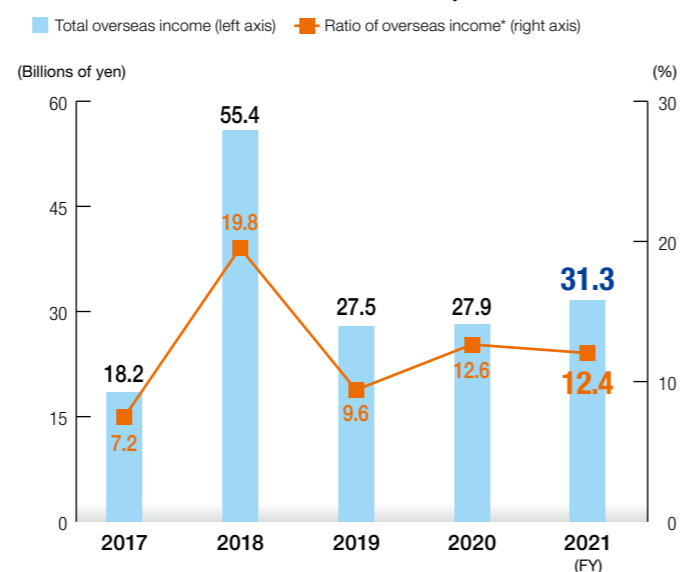


Overseas Portfolio

Breakdown of Group Assets by Area



Overseas Income as Part of Total Group Income



* Total overseas income [a] ÷ (consolidated operating income + pro forma operating income of overseas affiliates [b]) × 100

[a] Total of overseas operating income and pro forma operating income of overseas affiliates.

[b] Total of overseas equity method affiliated companies' operating income or amount equivalent to operating income multiplied by Mitsui Fudosan's equity interest, and profit/loss on sales of stocks of overseas equity method subsidiaries and affiliates (for purpose of real estate sales). The amount equivalent to operating income is the amount of profit calculated from net income on a simplified basis after taking into consideration the tax burden.

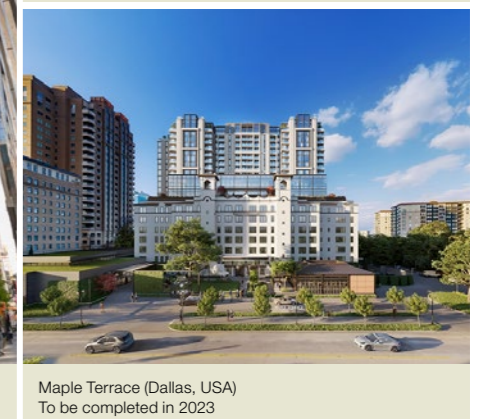
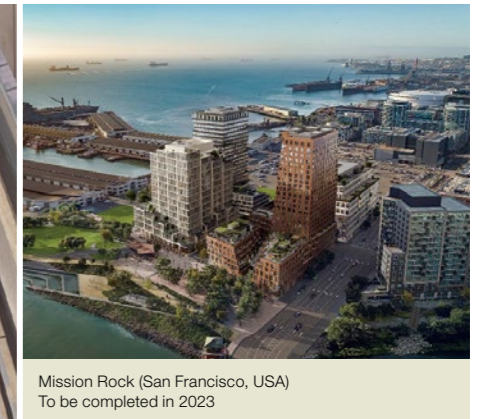
Future Development Pipeline

Europe and North America

Office buildings
10 properties

Leasing housing
15 properties

Condominiums
Approx. 500 Units



Asia

Office buildings
2 properties

Retail facilities
6 properties

Logistics facilities
3 properties

Hotel
1 property

Serviced apartment
4 properties

Leasing housing
1 property

Condominiums
Approx. 18,100 units



(As of the end of June 2022)

Main Environment Initiatives

Responding to Climate Change

Policy

The Mitsui Fudosan Group recognizes that responding to climate change is a key management issue. We create buildings and neighborhoods with low energy consumption and reduced emissions of greenhouse gases, and we aim to build a low carbon society by taking steps together with our business partners, tenant companies and stores, and customers, to address global warming, such as conservation of energy.

Participation in Initiatives Concerning Response to Climate Change

Climate-Related Financial Disclosure in Accordance with TCFD

• TCFD and Mitsui Fudosan's Position

Our Group endorses the agenda of the Task Force on Climate-related Financial Disclosures (TCFD), which encourages corporations and others to disclose information relating to climate-related risks and opportunities. To mitigate risk through our business activities, including risk of damage from abnormal weather patterns linked to climate change; preserve environments where people and other living creatures can flourish; and establish a sustainable decarbonized society, we are taking the TCFD recommendations as a point of departure to disclose our analysis and response to climate change-related business risks and opportunities, and other related information.

Significant Risks and Opportunities That May Affect the Three Core Businesses of the Mitsui Fudosan Group by 2050

Classification		Principal risks and opportunities	Projected future state
Transition	Measure	Major carbon tax increase	In addition to taxes on GHG emissions by the Group, we expect higher costs for raw materials (steel, cement, etc.), which are significant on a base unit basis, as well as for transport and air conditioning. At the same time, low-carbon structures and other properties with superior environmental performance will be better positioned to compete.
		Energy conservation measures	Energy standards for new and renovated structures will be tightened, requiring additional capital investment. Furthermore, decarbonized energy sources and ZEH will become mandatory, more ZEB properties will be built, and more residential structures will be energy-efficient.
	Market	Customer conduct change	Products with superior environmental performance will be in greater demand and be more competitive.
	Technology	Propagation of technology for renewable energy and energy conservation	The propagation of energy conservation technology will lead to more renovations to enhance energy conservation.
Physical	Chronic	Average temperature increase	On-site operations will be hindered on extremely hot days, leading to higher operational costs and construction delays. In addition, increased use of air conditioning will push up facility management costs, but these will be offset to some degree by enhanced air-conditioning efficiency.
	Acute	Rising sea levels	Certain coastal structures will be damaged by typhoon-generated tidal surges accompanying sea level rise.
		Intensification of abnormal weather patterns	Frequent heavy precipitation and flooding within the confines of levees can result in suspension of on-site operations and construction delays. In addition, customer safety may be threatened, and facilities assets may be damaged.

For details regarding the main initiatives being carried out, please refer to ESG Report 2022.
https://www.mitsuifudosan.co.jp/english/esg_csr/report/

• Scenario Analysis

Our analysis is based on the 1.5°C and 4°C scenarios outlined in the Fifth Assessment Report issued by the United Nations Intergovernmental Panel on Climate Change. As the time axis for analysis, we considered the typical life cycle of real estate assets, and calculated the impact of climate change by approximately the year 2050. In our scenario analysis, we used our Housing, Office Buildings, and Retail Properties businesses as the object of analysis, since these three categories represent the principal focus of the commercial activities of our Group, and are also likely to be major recipients of climate change impact.

• Analysis Result 1. Principal Risks and Opportunities

Based on external information, we identified risks and opportunities related to climate change, and gathered future projections for each risk and opportunity. With reference to the TCFD final report as well as other reports and sources relating to climate change, we considered risks and opportunities accompanying the transition to a decarbonized society (measures/regulations, industries/markets, technology) as well as physical risks and opportunities caused by climate change (chronic, acute), and identified significant risks and opportunities that may have an impact on our Group's three core businesses between now and 2050.

Under the 1.5°C Scenario, our Housing Business could be affected by an increase in carbon taxes, which would push up the price of raw materials and transport costs. While ZEH and energy conservation renovations would become more widespread, under the 4°C Scenario, an increase in the number of extremely

hot days would have a variety of impacts, including reduced labor productivity, and the result could be higher new construction costs. Under the 1.5°C Scenario, our Office Buildings Business is also projected to see an increase in procurement costs. Costs may also rise due to higher GHG emission taxes and expanded ZEB construction. At the same time, in terms of business opportunities, we would expect increased lease income from properties with superior environmental performance. Under the 4°C Scenario, office air-conditioning costs and damage from high tides and flooding are a potential concern. Finally, in our Retail Business, the 1.5°C Scenario indicates higher costs of the same type as in the other business areas. Lower lighting and heating costs can be expected, thanks to more efficient and renewable energy use with AI-equipped air-conditioning and other systems, but under the 4°C Scenario, retail properties situated near the ocean may experience increased risk of damage from high tides and flooding.

• Analysis Result 2. Estimate of Business Impact

We reviewed available quantitative data and the significance of risks and opportunities. For selected principal risks and opportunities, we estimated the financial impact on our Group's business in the year 2050. Under the 1.5°C Scenario, we projected a comparatively large negative impact on costs associated with higher carbon taxes, and the cost of meeting tightened energy conservation standards. At the same time, we estimated that these impacts would be fully offset by opportunities to construct more buildings with superior environmental performance, an area where our Group maintains a competitive advantage, and by reductions in heating and lighting costs made possible by advanced energy-conservation technology. Under the 4°C Scenario, we projected only limited actual losses from high tides and flooding, and overall, relative to the 1.5°C Scenario we estimated there would be fewer factors with a major financial impact.

Estimates of Financial Impacts on the Businesses of the Mitsui Fudosan Group in 2050

Type		Principal risks and opportunities	Factors with possible business impact	Results of financial impact estimate	
				4°C Scenario	1.5°C Scenario
Risks	Transition	Major carbon tax increase	Tax applicable to company emissions	Minor	Moderate
			Major increase in raw materials costs	Minor	Moderate
		Energy conservation measures	Increase in energy conservation renovation costs due to strengthened energy conservation requirements for buildings	Moderate	Large
			Increase in ZEH construction costs	Minor	Moderate
	Physical	Average temperature increase	Revenue reduction from construction delays due to greater number of extremely hot days	Moderate	Moderate
			Increase in air-conditioning load	Moderate	Moderate
Opportunity	Transition	Major carbon tax increase	Cost control through introduction of low-carbon materials	Minor	Moderate
			Share expansion as a result of ZEH becoming a requirement	Minor	Moderate
		Energy conservation measures	Creation and sales of carbon credits as a result of ZEH construction	Minor	Minor
			Shift to buildings with superior environmental performance	Minor	Moderate
		Propagation of technology for renewable energy and energy conservation	Expansion of energy conservation renovation business	Moderate	Moderate
	Physical	Average temperature increase	Reduced air-conditioning costs through AI	Moderate	Moderate
			Reduced lighting and heating costs due to increased energy conservation performance	Moderate	Moderate
		Results derived from analysis		Moderate	Moderate

Affiliation with RE100

The Group is a member of RE100, a global initiative committed to utilizing 100% renewable energy. We are also proud to be fighting climate change as a recognized member of the JCLP (Japan Climate Leaders' Partnership), a local partner of RE100.

For more detailed information about RE100, please refer to the following link.
<https://www.there100.org/re100-members>



Acquired SBT Initiative Certification for Greenhouse Gas (GHG) Emission Reduction Targets

Greenhouse gas (GHG) emission reduction targets for the whole Group have been set as the 1.5°C Target, which aims to limit the global average temperature increase to below 1.5°C compared to pre-industrial levels from the international Science Based Targets (SBT) initiative.

For more detailed information about the SBT initiative, please refer to the following link.
<https://sciencebasedtargets.org/companies-taking-action>



External Evaluations

We have been selected for inclusion by CDP, a non-profit organization engaged in international environmental surveys and information disclosure, in the “CDP 2021 Climate Change A List” of top-ranking companies in the climate change category. Through this, we have been recognized as a globally leading company in climate change activities.

Specifically, we were recognized for our actions to reduce CO₂ emissions, reduce climate change risk, and advance the progress of a low-carbon economy, on the basis of data reported in the CDP’s 2021 Climate Change Questionnaire. CDP’s evaluation in

fiscal 2021 covered approximately 12,000 companies worldwide, of which 200 (including 55 Japanese companies) were selected for inclusion in the Climate Change A List.



About CDP

Founded in 2000 in the UK, CDP is a non-profit organization that seeks information disclosure and the promotion of initiatives by companies and local government to tackle climate change, water resource conservation, forest conservation, and other environmental issues. The organization collects, analyzes, and evaluates information on the environmental activities of major companies around the globe, and every year selects companies that excel in climate change

initiatives and information disclosure for inclusion in the Climate Change A List.

CDP’s annual environmental information disclosure and process for its evaluation are widely recognized as global standards for corporate environmental information disclosure. In fiscal 2021, over 13,000 companies, representing over 64% of global market capitalization, responded to the survey.

Water

Policy

We develop buildings and create neighborhoods that help preserve the water environment through measures such as the effective utilization of water and replenishment of subterranean aquifers. We also preserve water resources through water conservation and effective use of water resources together with our business partners, tenants and stores, and customers.

Environmental Pollution and Resources

Policy

We prevent environmental pollution by observing laws, regulations, and ordinances relating to air pollution, water pollution, soil contamination, and hazardous materials, and we also work hard to curb emissions of pollutants and contaminants that are not subject to regulation by laws, regulations, and ordinances. In addition, we take hazardous materials into consideration when acquiring land as well as in the building design stage. We also ensure appropriate management and disposal, and thereby prevent impacts due to hazardous materials on the environment or building users. Furthermore, when advancing construction, we strive to procure materials that lessen global environment load and reduce the amount of waste produced.

Biodiversity Conservation

Policy

When carrying out a new development project, the Mitsui Fudosan Group confirms the presence of trees, forests, and other elements of the natural environment that should be preserved on development sites, and we preserve, transplant, or conserve trees, forests and other natural features when needed. In developing regions with many natural areas, we assess environmental impact on plants, animals, and ecosystems based on laws, regulations, and ordinances relating to environmental impact assessments and protection of the natural environment.

Sustainable Finance

Policy

We have formulated a Green Finance Framework and a Sustainability-Linked Loan Framework in order to promote the “Group Action Plan to Realize a Decarbonized Society” formulated in November 2021 from the aspect of financing. By proactively engaging in sustainable finance, we will continue to contribute to the diversification of financing and the realization of a sustainable society.

Main Achievements

Issued Green Bond

Based on the framework, for procurement of funds, we issued green bonds, for which the use of proceeds is limited to projects that contribute to solving environmental problems, three times in the past, utilizing our highly environmentally friendly green buildings.

• TOKYO MIDTOWN YAESU

Date of issue	July 14, 2022
Tenure	5 to 10 years
Total Amount of Issue	¥80 billion
Use of Proceeds	The full amount will be used as investment capital to fund TOKYO MIDTOWN YAESU

TOKYO MIDTOWN YAESU is a large-scale, mixed-use redevelopment project that will be the start of the ongoing redevelopment project in front of Tokyo Station. As for environmental certification, TOKYO MIDTOWN YAESU has received the highest (S) rating under Japan’s CASBEE-architecture certification for new buildings and plans to obtain either the highest (Five-Star) or the second-highest (Four-Star) rating in the DBJ Green Building Certification. In addition, as a way to utilize green energy to realize a carbon-free society, Mitsui Fudosan will launch the “Green Energy Supply Service” in response to the needs of tenants. The service provides tenants a green energy environmental value of “Non-fossil Fuel Energy Certificates with Tracking,” which means that the energy is derived from the five solar power generation facilities owned and developed by Mitsui Fudosan.



Overview of the property
Location: Yaesu 2-chome, Chuo-ku, Tokyo
Scale of the Building:
• 45 floors above ground and 4 floors below ground (Block A-1)
• 7 floors above ground and 2 floors below ground (Block A-2)
Total floor area: Approx. 289,750 m² (total of 2 blocks)
Uses: Offices, retail facilities, hotel, elementary school, bus terminal, parking lots, etc.
Schedule: Completion in August 2022 (planned)

• 50 Hudson Yards

Date of issue	January 21, 2022
Tenure	10 years
Total Amount of Issue	US\$300 million
Use of Proceeds	The full amount will be used for refinancing the development project costs of 50 Hudson Yards

• Nihonbashi Muromachi Mitsui Tower

Date of issue	September 12, 2019
Tenure	5 years
Total Amount of Issue	¥50 billion
Use of Proceeds	The full amount will be used for refinancing the purchase of reserve floor space for Nihonbashi Muromachi Mitsui Tower

Note: Issued based on the framework at the time of issuing these bonds

Execution of Sustainability-Linked Loan

For our sustainability-linked loan, which sets targets consistent with the ESG strategy of a borrower and changes the interest rate depending on the achievement of the targets, we execute loans based on our SLL Framework. In this, we have set a reduction target of 46.2% by fiscal 2030 in Scope 1 and 2 emissions (compared with fiscal 2019) announced in our “Group Action Plan to Realize a Decarbonized Society” formulated in November 2021. The following is a summary of SLL.


Number of executions	13	Total amount	¥79 billion
(As of the end of July 2022)			

Main Social Initiatives

Diversity and Inclusion

For details regarding the main initiatives being carried out, please refer to ESG Report 2022.
https://www.mitsui-fudosan.co.jp/english/esg_csr/report/

Diversity and Inclusion Declaration

The “” logo adopted by the Group as a management philosophy represents the principles of coexisting in harmony with society, linking diverse values, and achieving a sustainable society.

As a real estate developer, the driver of our efforts to continuously provide new value is a major asset of ours—our people. Therefore, we have positioned the promotion of diversity and inclusion as one of our most vital management strategies, and the Group is coming together as one to create an organization in which personnel with diverse values, capabilities, and lifestyles can demonstrate each to the best of their abilities.

Policy

Our passionate, capable employees have a diverse range of skills, experiences, and values; as such, we are working to ensure an environment where they can demonstrate their individual abilities to the upmost, and recognize one another as individuals, evaluated fairly regardless of their race, nationality, religion, sex, age, presence or not of disability, gender identity, sexual orientation, or other characteristics. To this end, we are promoting workstyle reforms and enhancing our human resources system so as to raise organizational productivity and enhance our employees' work-life balance. We have made promoting female participation a key theme, and set ourselves Group-wide quantitative goals and qualitative action plans, and we will formulate various measures to promote this as a united Group.

Promotion Framework

Under our management's commitment, the managing director in charge of personnel bears ultimate responsibility for ensuring diversity and inclusion-related initiatives are advanced, centralized in the Personnel Department's Workstyle Innovation Department, with knowledge input from inside and outside the Group.

Diversity and inclusion is a major theme in ESG activities. Reports on our activities, policies for each fiscal year, and other matters are discussed and formulated by the Board of Directors. Furthermore, we are promoting this topic as a united Group, and share policies at meetings at which Group company presidents are present, while periodically convening the Diversity and Inclusion Promotion Council.

Promoting Active Roles for Women

Promoting Active Roles for Women in the Group

The essential aim of “diversity” is not the diversification of specific categories such as nationality, age, or gender, but rather the diversification of perceptions of value. To further promote this essential diversity by focusing on the key theme of promoting active roles for women, the Group has set quantitative targets and qualitative activity plans for promoting these roles, and is enacting a variety of measures throughout the Group.

An Environment Where People Want to Work for a Long Time

To develop an environment where diverse personnel, whether male or female, can play an active role, we are working to change awareness throughout the organization and among our managers. To do this, we are implementing unconscious bias training and other measures for all our employees.

Through efforts by members of the Personnel Department, such as discussions and individual interviews with all employees, we will grasp the circumstances that employees face and their hopes, and develop an environment and various systems, including those that support childcare and caring for others, accordingly. As an example, to create an environment that supports both work and childcare, we were quick to establish a flextime system for reduced working hours during childcare, a work-at-home system, a childcare leave system that exceeds statutory requirements, and in-office nurseries. We also provide returning to work after maternity/childcare leave training programs and we have maintained a 100% return rate from childcare leave among regular Mitsui Fudosan employees for 22 consecutive years, and have a 79% rate of childcare support leave among male employees.

Through improving the environment and actively hiring women (with a female recruitment ratio target of at least 40%), female employees are playing active roles in many departments as corporate officers, company staff, and business line staff in Japan and overseas. As of April 2022, we had a 6.8% ratio of women in management positions and a 22.8% ratio of women in sub-section manager or equivalent positions. We are working to increase the ratio of women in management positions to 10% by 2025 and 20% by 2030.

For five consecutive years, Mitsui Fudosan has been selected for inclusion in the MSCI Japan Empowering Women Index (WIN), which has been adopted by the Government Pension Investment Fund (GPIF) as an index for ESG investment.

Return Rate from Childcare Leave Among Regular Employees For past 22 years* **100%**
 * FY2000-FY2021

2022 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

Selected for inclusion in the MSCI Japan Empowering Women Index (WIN)

THE INCLUSION OF Mitsui Fudosan Co., Ltd. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS, OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, OR PROMOTION OF Mitsui Fudosan Co., Ltd. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.



Raising Motivation and Supporting Career Development

By conducting diversity and inclusion training, and other measures for organization heads, we will promote female participation and change awareness throughout the organization as we offer female managers career development support via a mentor system and other initiatives. Moreover, the working group we set up to promote female participation provides proposals and exchanges, cross-meetings that allow young females in general positions to interact, and seminars by women in active roles, and is raising female employees' motivation and supporting their career development.



Diversity and inclusion training for organization heads



Information exchange put on by the Diversity Management Promotion Project Team for employees on childcare leave (Mitsui Fudosan Retail Management Co., Ltd.)



Lecture and seminar (speakers included our former managing director and advisor on our female participation, Masako Egawa, and her introducer)

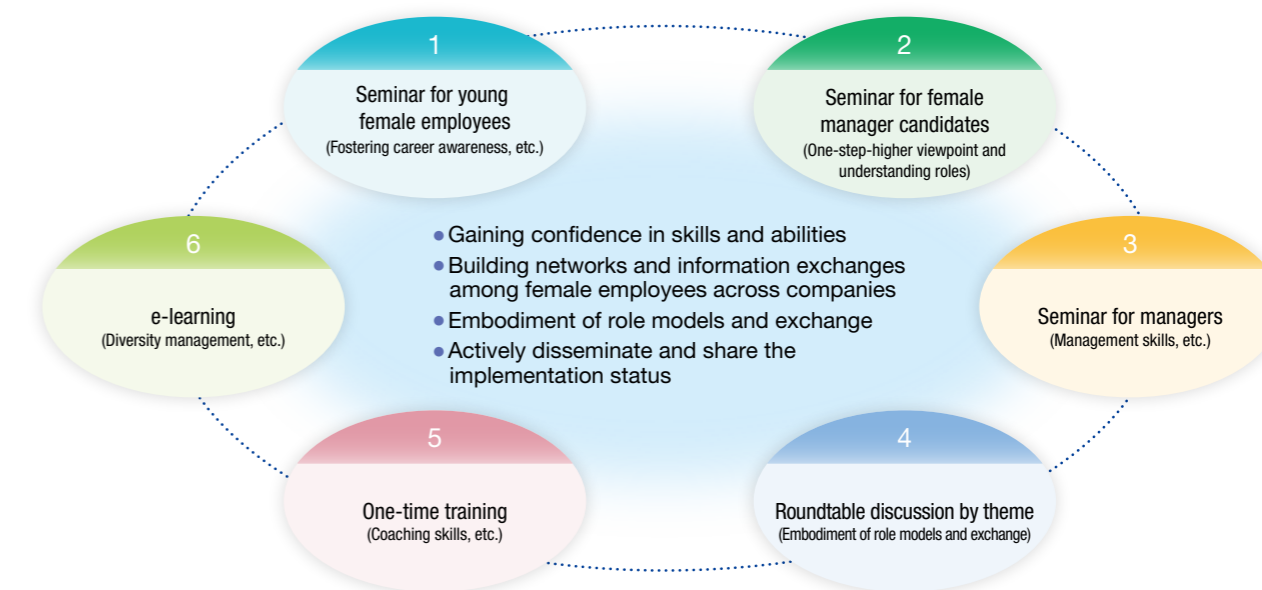
Mitsui Fudosan Group Get Connected and Grow Project

From fiscal 2022, we have been running the “Mitsui Fudosan Group Get Connected and Grow Project,” which holds group joint training and networking events. In addition to gaining confidence in their skills and abilities, by holding joint events within the Group, creating networks and role models among female employees across companies.



Message from corporate officers at seminar-style training

Discussions during seminar-style training



Human Resource Strategies

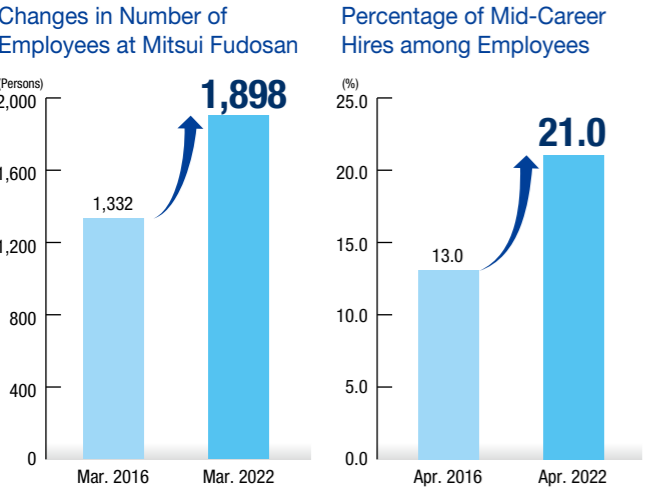
For details regarding the main initiatives being carried out, please refer to ESG Report 2022. https://www.mitsui-fudosan.co.jp/english/esg_report/

Recruiting Personnel from Diverse Backgrounds

To innovate the real estate business in the way we outline in our Group’s long-term vision, VISION 2025, there is a wide range of knowledge sets that we will need to bring together. As such, we are proactively recruiting mid-career human resources who have no experience in our industry or who were previously working in different fields.

We have put in place various training and mentoring systems that enable greater activity for diverse personnel with varied career histories and standpoints to demonstrate individuality based on their respective experiences and abilities.

Our aim is for these diverse personnel to work together and collaborate autonomously to produce new value and innovation.



Recruiting and Training Global and DX Personnel

Two of the main aspects of our initiative policy in VISION 2025 are to innovate business models by harnessing real estate tech and dramatically grow the overseas business. Our focus now is on recruiting and training global and digital transformation (DX) personnel who can support those goals.

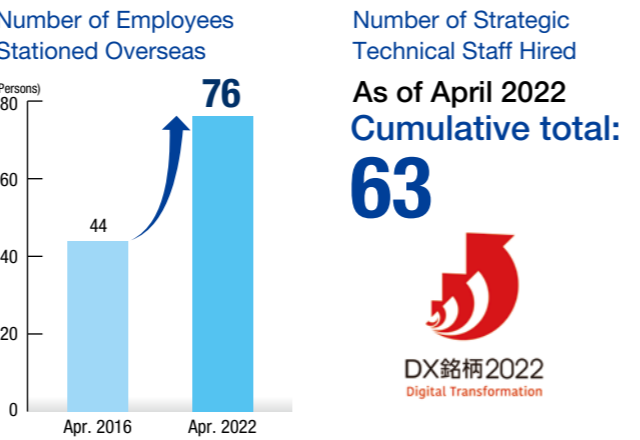
As globalization continues, we aim to have overseas profit constitute about 30% of our consolidated operating income in or around the year 2025. To that end, we have been actively recruiting foreign nationals and Japanese new graduates or mid-career employees with global experience. Further, we are striving to create global-oriented staff through measures such as mandating language learning over several months for younger employees, conducting specific language training for mid-level employees, introducing a one-year overseas internship program, and having stints working overseas through job rotation.

We are also aware that digital transformation (DX) has had a major impact on conventional business, and to raise its real, applicable value, we are accelerating efforts to apply digital and real estate technologies. To do this, we are actively hunting down highly specialized mid-career individuals who will be an immediate asset to our information and communications technology (ICT).

We are also applying their capabilities to each of our business domains to spur innovation.

In our existing businesses, we are conducting various types of training under the belief that all employees need to further promote DX.

We were selected as a Noteworthy DX Company for 2022 by the Ministry of Economy, Trade, and Industry and the Tokyo Stock Exchange.



Initiatives for Human Resource Development and Human Resource Management

Individual employees hone their professional knowledge and abilities, and increase their ability to create added value. We transform team performance through the integration of diverse values and skills. Our basic approach to human resource management is to treat each employee as an individual and create a stage on which they can hone their professional knowledge and abilities.

Mitsui Fudosan aims to develop a diverse group of employees, who are able to make full use of their individual attributes, with both specialized and advanced business knowledge, and a broader perspective. In order to achieve this goal, we have adopted a basic policy on personnel development that broadens the capabilities of each individual by combining four opportunities (1: OJT, 2: annual interviews between the Personnel Department and each employee, 3: job rotation, and 4: training programs).

In addition, to support career visions based on employees’ diverse values, we are putting in place a number of systems, including a personal statement system related to changing official duties or when someone wishes to change departments, and a system to allow contract employees to become regular employees. Going further, to deepen understanding of our businesses, one of our initiatives aimed at expanding experience in business domains separate from our existing businesses, we are looking to establish systems that include a business proposal system, a side-job system to help create innovation and make a social contribution, a leave system whereby employees can take time to study at graduate school, and a graduate school tuition fee subsidy system. In these ways, we will promote the fostering of issue-resolution capabilities and the ability to create added value in this very changeable business environment.

1 OJT

We provide on-the-job training through work on-site as the basis for personnel development. Through specific jobs in the workplace and communication between employees, we develop the capabilities necessary for job performance in a planned, continuous fashion.

2 Annual interviews between the Personnel Department and each employee

To provide support aligned with individual employees’ visions for career development and skill development, we offer many opportunities for face-to-face discussions with the Personnel Department and department heads.

Annual interviews with the Personnel Department aid in grasping employee issues, an environment for development, and individual concerns, as well as in conducting fair evaluations through understanding of the working circumstances of individual employees and those around them.

3 Job rotation

We develop professionals with a wide range of specialties by job rotation. Our aim is to develop employees and an organization which can adapt to an ever-changing environment, and this is achieved by further deepening the experience and knowledge of each employee through work experience in multiple areas, while bolstering expertise through focusing on the work the employee is in charge of.

4 Training programs

Between level-based training and training that can be selected to cater to individual employees’ personal roles, skills, or capabilities, and other measures, we have more than 100 diverse programs under way. So that everyone can voluntarily work to improve their own abilities, we are preparing application-based training that incorporates interaction between employees from different industries.



Work-Life Balance

For details regarding the main initiatives being carried out, please refer to ESG Report 2022. https://www.mitsui-fudosan.co.jp/english/esg_report/

Promotion of Workstyle Reform

To respond to the dramatically changing needs of society and create new value, under the concept of workstyle reform, the Company is building organizations where human resources with diverse talents, lifestyles, and perceptions of value can maximize their respective abilities. We also are striving to optimize work-life balance by improving work efficiency in all departments, optimizing the allocation of work, and reducing employees’ working hours. It is our belief that an appropriate work-life balance carries great benefits including enhancement of employees’ private lives, self-improvement, and achievement of childcare or nursing care alongside work. We further view this balance as forming workplace environments where diverse employees maximize their individual abilities, leading to the creation of higher value and sustainable growth for the Group.

Initiatives for Workstyle Reform

Reforming awareness	<ul style="list-style-type: none">• Foster awareness with continued communication of top management’s message• Utilize internal public relations magazines and email newsletters to conduct educational activities and share expertise• Encourage the taking of continuous annual paid leave, and set targets for yearly use of leave (7 days per half year; 14 days per year)• Conduct training on health and safety for organizational heads• Evaluate efficiency as a factor involved in personnel evaluation
Work reform in organizational units	<ul style="list-style-type: none">• Support departments’ initiatives through the D&I Planning Department• Establish a customized workstyle in each department, and promote work efficiency improvements• Support productivity improvements through the use of IT
Infrastructure improvements	<ul style="list-style-type: none">• Utilize the WORK STYLING Shared Office• Introduce a work-at-home system• Enable recording of PC usage hours and deploy a usage control system• Introduce a flextime system (no core time)

Promotion of Health Management

We view the health and safety of all employees as an important issue for management in strengthening the Company's competitiveness and achieving sustainable growth. While enacting a Health and Productivity Management Declaration and clarifying related policies, we take action to maintain and improve employees' health to create environments where employees can work energetically in ways suited to their individual lifestyles.

Specifically, we established a Health Management Center, under the charge of the managing director in charge of personnel affairs, to conduct consultations for employees by personnel staff, implement health checkup expense subsidies for employees and their spouses, hold health-related events, and so on. In consultation with the health insurance association, we actively promote initiatives that include planning and verifying the effects of measures to address health issues.

Health and Productivity Management Declaration

- 1. Our progressive spirit and attitude of flexibly tackling tough challenges forms the basis for our approach of supporting individual employees' efforts to create new value from the sidelines via health and productivity management, and we will tie that into the Company's sustainable growth.
- 2. We will actively invest in our employees' physical and mental well-being, and promote the creation of workplaces where diverse personnel are excited to work.
- 3. Through neighborhood creation, we will work to maintain and promote health in the region and in wider society. Equally, we will use health and productivity to resolve the issues that society is facing, to contribute to a healthier, richer future.



Health promotion event “&well Festa”

Health management support service “&well”

In recognition of our health management-related initiatives, for six consecutive years we have been selected by the Certified Health & Productivity Management Outstanding Organizations Recognition Program (“White 500,” Large Enterprise Category) of the Ministry of Economy, Trade, and Industry and Nippon Kenko Kaigi as a corporation that practices excellent health management.



For details regarding the main initiatives being carried out, please refer to our website.
https://www.mitsuifudosan.co.jp/english/esg_csr/society/03.html

Human Rights Initiatives

Policy

The Mitsui Fudosan Group respects basic human rights and complies with laws and regulations concerning workers' rights in each country where it conducts business.

Basic Approach to Human Rights

The Mitsui Fudosan Group complies with laws and regulations of each country and region in which it conducts business activities.

- (1) We will eliminate all discrimination on the grounds of race, nationality, religion, sex, age, disability, or sexual orientation.
- (2) We will not tolerate any form of harassment, including sexual harassment or abuse of power.
- (3) We will not permit child labor or forced labor.
- (4) We respect freedom of association and the right to collective bargaining.

We also support and respect the basic rights for workers set out in the ILO Declaration on Fundamental Principles and Rights at

Work and the UN's Guiding Principles on Business and Human Rights. Furthermore, we pursue methods to ensure that basic human rights are respected in countries and regions that do not adhere to internationally recognized basic human rights.

Initiatives for Raising Human Rights Awareness

Mitsui Fudosan has established a Code of Employee Conduct with regard to human rights. We are also building a Group-wide framework for respecting human rights by establishing the internal Fair Employment Screening and Human Rights Awareness Raising Promotion Committee and organizing Fair Employment Screening and Human Rights Awareness Raising Liaison Conferences with each Group company. Additionally, we are continuously working to improve understanding and awareness regarding human rights through initiatives such as holding human rights awareness training for all Mitsui Fudosan employees.

Supply Chain Management

For details regarding the main initiatives being carried out, please refer to our website.
https://www.mitsuifudosan.co.jp/english/esg_csr/society/04.html

The Mitsui Fudosan Group's Sustainable Procurement Standards

As a corporate group that supports the foundations of life such as offices and housing, the Group recognizes the need to fulfill its social responsibilities at a higher level. To this end, we believe that the entire supply chain should work together to promote sustainable procurement that contributes to the resolution of ESG issues. The Group has formulated the “Sustainable Procurement Standards” outlining the basic guideline and we published these standards on our website in December 2018 and have notified our main business partners. In February 2022, we revised these standards to prepare for

human rights due diligence, and include basic guidelines on items to be complied with or actively promoted by both the Mitsui Fudosan Group and its business partners related to ordering.

We share these standards within the Group to build and operate an ordering and contract process in line with the nature of our business, and also notify and request the understanding of our business partners. We address the promotion of sustainable procurement throughout the supply chain to realize a sustainable society.

1. Compliance with Laws and Regulations, etc.	Companies doing business with the Mitsui Fudosan Group shall not only comply with the applicable laws and regulations in their home countries and the countries and regions where they conduct business, but shall also respect internationally recognized standards of conduct.
2. Respect for Human Rights in Business Activities	In order to ensure the implementation of business activities with consideration for human rights, companies shall identify in advance the potential adverse impact of their business activities on the human rights of various people, including foreign populations and indigenous peoples, and take preventive measures and/or remediation measures, making reference to international human rights norms such as the Universal Declaration of Human Rights.
3. Respect for Human Rights Related to Labor	Companies shall respect the human rights of workers, in line with international human rights standards, including the core labor standards established by the International Labour Organization (ILO), while also complying with relevant laws and regulations.
4. Safe and Healthy Working Environment	In addition to complying with the relevant laws and regulations, companies shall also pay due attention to domestic and international guidelines on worker safety and health, and make efforts to provide a safe and healthy working environment that minimizes work-related injuries and physical and mental illness.
5. Establishment of Business Ethics	Companies shall conduct business activities based on high ethical standards in addition to compliance with the law.
6. Ensuring Quality	Companies shall ensure and strive to enhance the safety and quality of the products and services they provide.
7. Consideration for the Environment	Companies shall proactively address global environmental issues such as resource depletion, climate change, and environmental pollution, while also considering local environmental issues to ensure the health and safety of the people in the communities involved.
8. Information Security	Companies shall prevent leaks of confidential information and personal information and work to strengthen information security.
9. Crisis Management and Business Continuity Plan	Companies shall take appropriate measures to ensure the safety of their employees and other stakeholders, and to resume business activities as soon as possible, in the event of a natural disaster or accident.

Strengthening Human Rights Due Diligence

The Company is a member of the Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI), which was established in January 2020 to solve the issues faced by migrant workers in Japan through the collaboration of various stakeholders. The Company participates in the “Consultation and Relief Pilot Project” launched by JP-MIRAI in May 2022 (eight private companies including the Company participate).

This platform is the first of its kind in Japan, and provides a package of an integrated mechanism covering information provision to foreign workers, a multilingual consultation desk and solving of highly independent and neutral disputes, and a feedback service to companies on human rights risks.

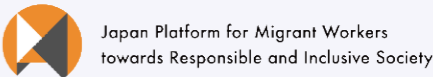
Specifically, JP-MIRAI provides foreign workers working for participating companies with the following: (1) establishment of a portal site that provides useful information for working in Japan; (2) establishment of a consultation desk which can lower psychological hurdles for foreign nationals as they can talk in their native languages; (3) accompanying support for dealing with problems that are difficult to solve on one's own; and (4) use of non-statutory dispute resolution mechanisms in the event of a

dispute with an employer. JP-MIRAI collects data from the above services to analyze the issues faced by foreign workers.

The Company will utilize the human rights violation risk information regarding foreign workers fed back from JP-MIRAI and strive to strengthen its supply chain management and human rights due diligence.

Overview of “Japan Platform for Migrant Workers towards Responsible and Inclusive Society”

Established in January 2020 by various stakeholders including private companies, local governments, NPOs, experts and lawyers to gather and collaborate to solve the issues faced by migrant workers in Japan and to make Japan a trusted destination for workers from around the world. As of May 2022, there were 443 participating members. Private companies and JICA (Japan International Cooperation Agency) serve as the joint secretariat.



Female Employees Roundtable Discussion

The Mitsui Fudosan Group accepts challenges.

Making the most of individuals and contributing to the Group,
we will create a more pleasant workplace for women.



Meaning of working for Mitsui Fudosan Group

In what situations do you find your work at the Mitsui Fudosan Group satisfactory?

Nagai When I work at Mitsui Fudosan, the first thing I think about is that there is a culture where people accept and cooperate with me when I tell them what I want to do. People around me give advice regarding my thoughts, and I feel excited and satisfied when an idea expands and takes shape. For example, I am in charge of the operation of a resort hotel in Toba, Mie Prefecture, and wanted people to know about Mie, so I proposed a local product sales meeting and an in-house pearl lecture by inviting a lecturer. The people I work with helped me, and I was able to make it happen. Sales were very good and we were able to hold the event twice last year.

Kodama Indeed, there is a culture to make you try new things in our Group. I am in charge of condominium sales. Because of the COVID-19 pandemic, it has been difficult to conduct sales activities in person, so I suggested a sales method in which we

communicate with customers online for all procedures except for making sales contracts, which is something that has to be done in person. There are a lot of times when we don't know if we can understand our customers' needs well online or if we can make a contract without seeing the actual property, and some people said that the existing way is better. But some people are willing to help us because we can't take on new challenges without this opportunity. In fact, the property I was most recently in charge of is being sold using this method, and the contract is progressing smoothly.

Nakayasu Do you mean that there are customers who make a contract without actually visiting the planned site or model room of the property?

Kodama That's right.

Nakayasu That's amazing.

Kodama They are not telling me that such an approach will not work, but there is a network of people inside and outside the Company who help me to make it happen. This is an attractive point for my work in this Group, and I feel satisfied working where I can put my own thoughts into shape.

Tochigi What surprised me when I joined Mitsui Fudosan was that people in the Company helped me regardless of the department or when you joined the Company. I was a mid-career hire, and although I had some experience as a working adult, I still didn't know how to work in this industry, and I had no acquaintances in this Company. But as I was told to seek advice from a certain person, I visited him and he kindly gave me advice even though I was not acquainted with him. Other than that, I was also introduced to a more suitable person to consult with, and I experienced my connections being expanded more and more, and I realized that problems were solved or I had good discussions. So, I was impressed by this culture.

Utsunomiya The real estate business involves a lot of people because the size is big and the length of projects is long. Since the entire Group, including the Group companies, is involved in a series of work from purchasing land to developing, selling and operating a property, it is impossible to work smoothly unless people are well connected. Because we all know that working separately does not bring success, there is a culture of always thinking not only about one's own work, but also about how to give it to the next person and how they can do it well.

Yoshida I work for Mitsui Fudosan Investment Advisors and my job is building private real estate funds and doing asset management of real estate assets incorporated into the funds. I find the job of project management rewarding. In this job, I constantly consider what is best for each of the many stakeholders involved, such as investors who invest in the funds, and coordinate the entire process. I can work on a big project with real estate that you wouldn't normally be able to work on or with investors that you wouldn't be able to meet. So, project management is very interesting.

Tochigi Project management is a key phrase that made me change my job to Mitsui Fudosan. In my previous job, I worked for a manufacturer and was stationed in Europe. I had an



opportunity to work on a project basis, and I found project management itself very interesting. So I joined Mitsui Fudosan, which is closely related to daily life and conducts project management as part of its business. I am currently in charge of office building development. Our Company's development projects are large, and there are many difficult matters to deal with, but through discussions with various people, such as general contractors and design offices, we can move the projects forward little by little with their help. I find such overall job management very satisfactory and enjoyable.

Utsunomiya We, Mitsui Fudosan, as a developer, are not experts specializing in a particular field, but are trained to maximize the strengths of our partners, who are experts, and to achieve our goals, with diverse and broad perspectives. Regardless of the scale of the project, it can be said that our staff are trained by many external parties.

Tochigi I enjoy the sense of managing and moving forward with a project that involves a large number of people and solving problems. I also find it rewarding to build relationships of trust with people with various personalities and strengths to form a team.

Kodama I want to work with this person again or that person wants to work with me again—that kind of relationship is an asset to me, and is also an asset to the Company.

Tochigi Exactly. I feel that we are building relationships that continue not only during the project, but even after it's over.

Working styles where diversity has an advantage

Do you feel that your personality and experience are advantageous for your work?

Nakamura I was in charge of LaLaport's operations in the past, and I realized that what I noticed was different depending on my life stage. Especially when it comes to the safety and security of retail facilities, although not much had bothered me before, when I had a child, I noticed, "This height is dangerous because it may hit an infant's face," and "When a child is about three years old, these decorative promotional products might be swallowed." I often experienced that when I informed

what I noticed to others, and then improvements were made right away, which was very rewarding. In our sales promotion activities, in order to find out how to make mothers raising children come to the retail facilities, targeting about a hundred employees raising children in the Company, we conducted a questionnaire survey. The resulting ideas from this survey were incorporated into measures, and the results were highly appreciated by customers.

Nakayasu In B2C work, you can incorporate your thoughts and what you realized in your work, and feel the customer's reaction to it directly. The sale of condominiums is the same.

Kodama Some of the customers who are considering purchasing a condominium are single, but most customers are families. Because I have a child, I can utilize my own experiences in the sales promotion, like, I can advise customers about needs for changing housing, such as having this type of layout will be good when starting a family in the future.

Nakayasu For example, do you think men and women have different needs and information?

Kodama Men often pay more attention to the quantitative aspects such as property price, but women tend to focus on the qualitative aspects. Some of these customer needs have already been recognized by customers, while others only come to light when we make suggestions. Therefore, in order to create new products and differentiate our products from those of other companies, we are not only reflecting customers' opinions in our products, but everyone is joining the discussions about what we can newly suggest to our customers every day. Because "housing" is a basic item, there are many different customers, so

in order to continue discussions from all perspectives, diversity on the part of employees is also important.

Nakayasu How about in the B2B business?

Tochigi In a large-scale development project, for example, there are many occasions to have discussions with external parties, such as local governments, neighbors of properties, and landowners. Depending on the other party or the purpose of the discussion, the person to go to in the discussion is determined according to the personality and position of individual staff members; like, I may be asked "this time, Tochigi-san is the appropriate person to go to," or for another occasion, it might be better for the team leader to go. Because not everyone excels in all tasks, I think it is important for us to share roles on the team and decide who should do what on the spot. We all work together to promote our business, but as there are diverse persons, as to who should do what task on each occasion, I feel it is important to put the right person in the right place.

my boss at the time, and he set up a team with me as the leader. He thought that rather than reducing Yoshida's duties because of her constraints, it would be better for her to work with her team to realize what she wanted to do. I am very grateful to him because he tried to solve the problem by making friends instead of carrying problems by myself.

Utsunomiya Since there is no Superman, it's important to share your roles by involving your boss and people around you by saying "Please do this. I'll do that." That also serves as a risk management in preparation for unexpected situations. Regardless of gender, each person has different circumstances and specialties. Get help at times and help when someone is in trouble. I hope that the sense of mutual relationship will spread more and more.

Toward the future of the Mitsui Fudosan Group

What do you think of the current workplace in terms of women's ease of working?

Tochigi Most of the managers around me are men, and some of them go out for drinks on weekday evenings and play golf with business associates on holidays. I think there will still be a style of working in such a way, but recently, the number of women in managerial positions has been increasing,

and they have created different work styles from those of previous managers. Recently, I had the opportunity to talk with colleagues in my department about the image of the next management position, and the result was, "What we feel when we look at managers today, and how we become new types of



Mikiko Utsunomiya

Mitsui Fudosan Co., Ltd.
Managing Officer
Joined the Company in 1991 as a new graduate



Riyo Tochigi

Mitsui Fudosan Co., Ltd.
Office Building Division, Development Group,
Office Building Development Department (II)
Joined the Company in 2020 as a mid-career hire



Satoko Nagai

Mitsui Fudosan Co., Ltd.
Hotels and Resorts Division, Operation and Management Group,
Hotel and Resort Management Department (II)
Joined the Company in 2007 as a mid-career hire



Aya Nakamura

Mitsui Fudosan Retail Management Co., Ltd.
Planning Section, D&I Planning Department
Joined the Company in 2013 as a new graduate



Miho Kodama

Mitsui Fudosan Residential Co., Ltd.
Development Section, Urban Development Department (II)
Joined the Company in 2003 as a mid-career hire



Yoko Yoshida

Mitsui Fudosan Investment Advisors, Inc.
Investment Advisory Dept./Global Investment Advisory Dept.
Joined the Company in 2014 as a mid-career hire



Rie Nakayasu (facilitator)

Mitsui Fudosan Co., Ltd.
D&I Promotion Department, Personnel Department
Joined the Company in 2010 as a mid-career hire

Enhancing a work-life balance

Have you ever had a hard time achieving a good balance between work and private life?

Nakamura When a child gets sick, you may have to take time off urgently. In the past, we just felt sorry for our colleagues. But in 2019, Mitsui Fudosan Retail Management appointed a female corporate officer for the first time, and based on her opinion, an information exchange meeting for employees raising children was started. By listening to the experiences of people in a similar situation and giving advice to each other, I was able to change my awareness in a positive manner and I was relieved that I wasn't alone, I have friends.

Kodama Mitsui Fudosan Residential also has a large percentage of male employees, so sometimes working mothers raising children in each department used to be isolated. In order to solve this problem, we invited working

mothers from across departments and job categories and had a roundtable discussion, and many of the opinions that came out were that information could not be shared with everyone and that colleagues would not understand. These opinions were compiled and fed back to the Personnel Department.

Utsunomiya Rather than complaining that they don't listen to us or they would not understand us, it is important to communicate the opinions by ourselves. If you need to rely on others in your business, it may be difficult for you to state your request. Our Group has a base to accept various opinions, so you better try to convey your thoughts without hesitation.

Yoshida In the past, when I was caring for my family member and couldn't find a good balance with my work, I talked with

leaders and managers, ultimately depends on our awareness [of the need for diversity]."

Kodama There are various styles of work, and each has its advantages and disadvantages. Rather than simply denying the existing work styles, we must communicate our opinions properly while respecting the feelings of other persons. I think that will make the work go smoothly.

Utsunomiya I think empathy is a strength of women. When I joined the Company, there were very few women in general positions and I had to adapt to the way men think and work. But now the working environment is different. Even if there is a situation in which discussions go in a particular direction, if you have empathy, you will never deny the other person and can find a point of contact by saying that "Although I understand your idea, this view is also important."

Nagai In the past, it was difficult for me to state my opinion when I thought I might be wrong, but recently I have started to think that by stating my opinions I may present a basis for judgments, so I am doing it little by little.

Utsunomiya In reality, there are situations where decisions are made based on the logic of men and they are adjusted accordingly. However, in order to promote D&I, it is essential for every employee to change their thinking and behavior. I believe that even if we are in a different position, by continuing to have frank and persistent dialogue, we will transform ourselves into a company and society that accepts diversity. For the next generation, we now have a heavy responsibility.

Note: This roundtable discussion was conducted while taking precautions against COVID-19.

DX Promotion Initiatives

Further Accelerating “Real Estate as a Service”

As one of three visions in the Mitsui Fudosan Group’s long-term vision, VISION 2025, the Group calls for “harnessing technology to innovate the real estate business.”

In an era of great changes and diversification in lifestyles, we advocate “Real Estate as a Service,” which provides real estate to customers as a service rather than a thing. This service is based on actions such as “working,” “living,” and “enjoying,” and we will further strengthen digital transformation (DX), which is a crucial and necessary means to realize this.

Business Reforms Office Buildings

Using Robots at TOKYO MIDTOWN YAESU

Mitsui Fudosan has been studying the use of robots in office buildings for some time, and to achieve vertical and horizontal movement of robots, at TOKYO MIDTOWN YAESU, in addition to the active use of automatic doors, we enabled communication and coordination with elevators and security doors. As a result, fully autonomous running of robots is realized, and not just limited to “demonstration experiments,” but a full-scale introduction of robot utilization will start from this facility.



Provided by Takenaka Corporation

- Delivery robot: Providing a food delivery service using a robot, a first for an office building



Delivery robot “RICE”

- Cleaning robot: Autonomous driving for complete labor-saving in cleaning jobs, which was not possible in the past



Cleaning robot “RULO-Pro”

- Transport robot: By making it possible to easily transport heavy loads, it is possible to employ a diverse range of human resources.



Transport robot “THOUZER”



Provided by Takenaka Corporation

Business Reforms Tokyo Dome

Completely Cashless Operations in Tokyo Dome

To promote digital transformation (DX) in the biggest renovation in our history, completely cashless operations were introduced within Tokyo Dome from March 2022. By using mobile payment terminals, not only all the retail stores and on-site ticket counters, but also sales of food and drinks in the stadium have enabled complete cashless payment. Reducing contact opportunities such as giving and receiving cash is expected to help strengthen measures against the spread of infection, and also customer wait times at retail stores and other facilities can be reduced.

Visitors can enjoy easier, smoother shopping and game watching at the stadium thanks to a range of convenient cashless payment options. In addition, a DX Support Desk at the stadium will offer step-by-step assistance to visitors who are using cashless payments for the first time.



Provided by The Yomiuri Shimbun



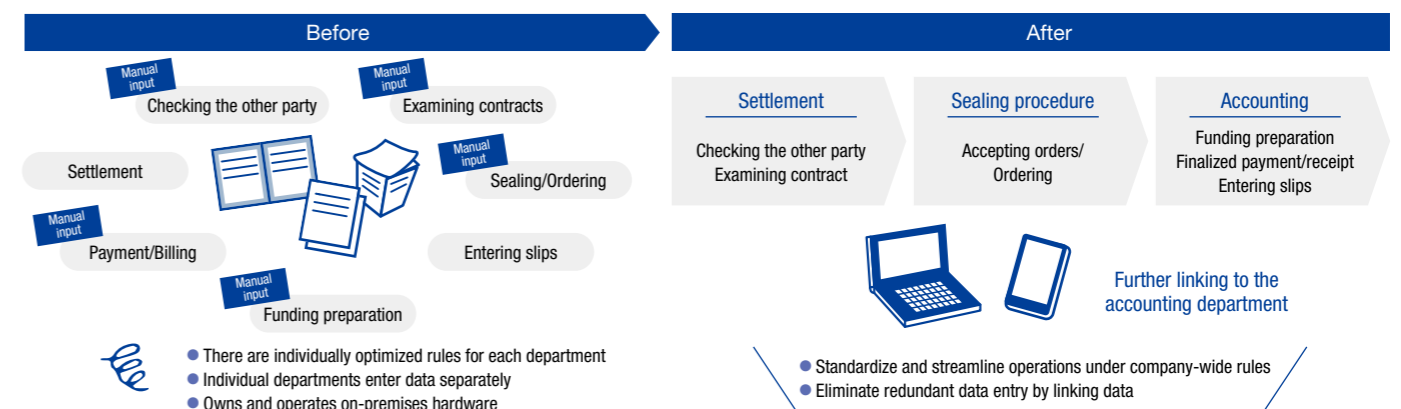
Workstyle Reforms

Revamping the Core System with a Full-Cloud System to Realize Operational Efficiency and Mobile Work

Mitsui Fudosan revamped its core decision-making and accounting systems and introduced new systems in April 2019. In addition to standardizing business processes that had previously been individually optimized for each department, we also integrated independent decision-making and accounting systems to build a full cloud system. By standardizing and streamlining company-wide operations, eliminating redundant data entry and digitizing workflows, we will reduce approximately 58,000 hours of workload annually.

We plan to migrate all IT systems, including other core systems, to the cloud in the future, as the use of the cloud makes it possible to reduce the operational load and strengthen BCP/DR.

- **Advantage 1: Achieves standardization and efficiency of company-wide operations and simplifies operations**
All of the operational processes which were different in each department are listed on the system, and a standardized management method is used.
- **Advantage 2: Linking data shortens work and the check time, and reduces mistakes**
By pre-formatting the items to be entered in the approval form and linking the data entered in the approval form with the accounting operation, mistakes are reduced and the check time is shortened.
- **Advantage 3: Digitization of workflows and the introduction of mobile approval have made it possible to work anywhere**
By digitizing workflows that used to be paper-based, approximately 840,000 sheets of paper are reduced per year, and also, printing, mailing, and storage costs are lowered, so that workload associated with document management and operation is reduced. In addition, a mobile approval function is introduced to promote mobile work, allowing workers to work anywhere.

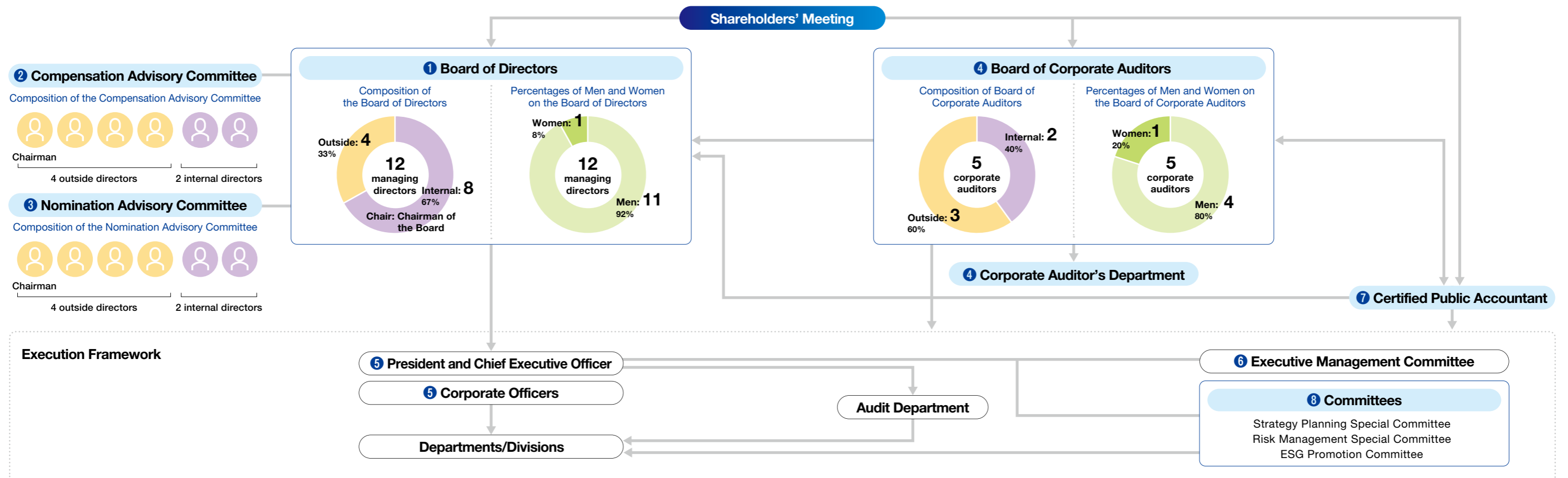


Corporate Governance

Initiatives for Enhancing Corporate Governance

	1994	2001	2005	2006	2007	2008	2009	2010	2011	2012	2015	2016	2017	2018	2019	2020	2021	2022		
Introduced Outside Auditors																				
Introduced a Corporate Officer System (separation of management and execution)																				
Introduced Outside Directors			1 person		2 persons		3 persons		4 persons											
Established the Corporate Auditor's Department (appointment of dedicated employees)																				
Introduced the Compensation Advisory Committee and Nomination Advisory Committee											Established Compensation Advisory Committee									Appointment of outside director as Chairman
											Established Nomination Advisory Committee									Appointment of outside director as Chairman

Corporate Governance Structure



Organizations in the Corporate Governance Structure

1 Board of Directors

The Board of Directors, headed by Chairman Hiromichi Iwasa and comprised of twelve members, including eight internal directors (Hiromichi Iwasa, Masanobu Komoda, Kiyotaka Fujibayashi, Yasuo Onozawa, Takashi Yamamoto, Takashi Ueda, Takayuki Miki, and Wataru Hamamoto) and four outside directors (Masafumi Nogimori, Tsunehiro Nakayama, Shinichiro Ito, and Eriko Kawai), decides on issues material to Mitsui Fudosan and monitors the execution of business by managing directors. In addition, under Article 373 (1) of the Companies Act, we have designated a special managing director who may pass judgment on the urgent acquisition of assets via bidding, etc., when so empowered by the Board of Directors under Article 362 (4) of the Companies Act. The corporate auditors also attend meetings of the Board of Directors and provide opinions as necessary.

2 Compensation Advisory Committee

The Compensation Advisory Committee, headed by independent outside director Masafumi Nogimori as Chairman and comprised of six members, including four independent outside directors (Masafumi Nogimori, Tsunehiro Nakayama, Shinichiro Ito, and Eriko Kawai), President and Chief Executive Officer Masanobu Komoda, and one internal director (Yasuo Onozawa), advises on matters pertaining to the compensation of managing directors when the Board of Directors makes resolutions on such matters.

3 Nomination Advisory Committee

The Nomination Advisory Committee, headed by independent outside director Masafumi Nogimori as Chairman and comprised of six members, including four independent outside directors (Masafumi Nogimori, Tsunehiro Nakayama, Shinichiro Ito, and Eriko Kawai), President and Chief Executive Officer Masanobu Komoda, and one internal director (Yasuo Onozawa), advises on matters pertaining to the nomination of managing directors and corporate auditors, as well as the appointment and dismissal of managers when the Board of Directors makes resolutions on such matters.

4 Board of Corporate Auditors

The Board of Corporate Auditors, headed by senior corporate auditor Masatoshi Sato, is comprised of two internal auditors (Masatoshi Sato and Hiroyuki Ishigami) and three outside auditors (Yoshitaka Kato, Yasushi Manago, and Yukimi Ozeki), for a total of five auditors, and formulates auditing policies and determines assignments. It also receives reports and discusses material items on audits conducted according to these policies and assignments. Note that the Corporate Auditor's Department has been established specifically to assist the corporate auditors with their work, and there are two dedicated employees.

5 Corporate Officers

Mitsui Fudosan has introduced a corporate officer system with the aim of creating a business execution framework that best suits its operating environment and activities. By promoting the separation and reinforcement of the management and executive functions, a role that was previously undertaken by managing directors, the system enhances management soundness and efficiency. In addition, seeking to further reinforce the management of the Mitsui Fudosan Group, we have expanded the range of managers across the Group and introduced a Group corporate officer system, under which executives at Group companies have been given a status and mission similar to those of the corporate officers.

6 Executive Management Committee

The Executive Management Committee, consisting of executive corporate officers, has been formed to deliberate and report on important matters related to business execution, and supervises internal control and risk management. Fulltime corporate auditors also attend meetings to stay informed of important decision-making processes and the status of business execution, and provide opinions as necessary.

7 Certified Public Accountant

Mitsui Fudosan has concluded an auditing contract with KPMG AZSA LLC as its certified public accountant, which conducts audits. There is no shared interest between the auditor and the Company, nor between employees conducting operations for the auditor and the Company.

8 Committees

Mitsui Fudosan has established committees headed by the President and Chief Executive Officer. The Risk Management Special Committee is an organization that manages work risks, while the Strategy Planning Special Committee is an organization that manages business risks. Through these, we identify and assess risk issues and draft countermeasures. In addition to these, the ESG Promotion Committee manages the Company's initiatives involving sustainability.

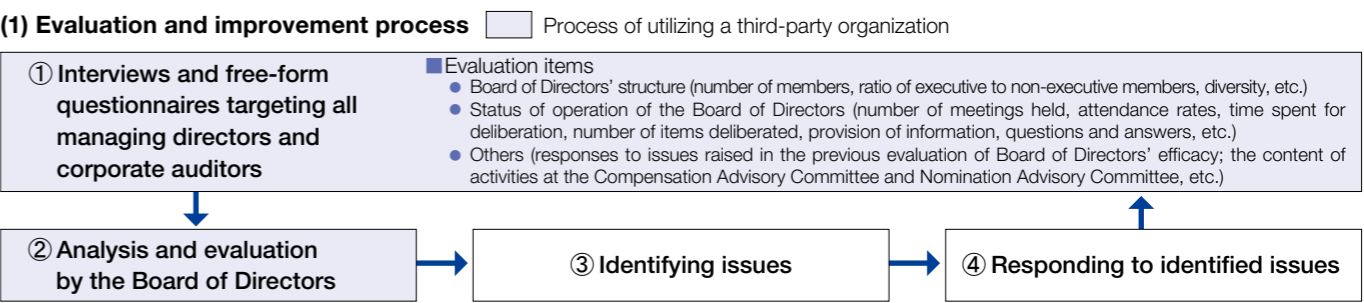
Enhancement of the Effectiveness of the Board of Directors

Evaluation of Board of Director Effectiveness

Aiming to further enhance the functions of the Board of Directors, the Company analyzes and evaluates the efficacy of the Board of Directors every year to identify issues and respond to such issues. As a means of analysis and evaluation, the Company uses a third-party organization for preparation and analysis of questionnaires. The evaluation and improvement process for the effectiveness of the Board of Directors is as described in (1) below.

In the evaluation of the effectiveness of the Board of Directors in fiscal 2021 (current year), each evaluation item was generally highly evaluated, as shown in (2) below, and it was confirmed that the Board of Directors' efficacy was properly maintained.

In the future, we will continue to identify issues and formulate action policies as described in (3) below.



(2) Issues identified and actions taken in FY2020 (previous year)

<Issues>		<Actions taken>
Enhancement of discussions on important medium- to long-term issues		Positioning decarbonization initiatives as priority issues of the Group, the initiatives' policy and direction were discussed by the Board of Directors and the "Group Action Plan to Realize a Decarbonized Society" was formulated and announced in November 2021. The status was also reported to the Board of Directors and the progress and direction of decarbonization of the Group were discussed.
Deepening the understanding of our Company's projects among outside officers		In light of further expansion of overseas business of the Group, an outside officers' meeting was held under the theme of "Personnel Structure and Risk Management at Overseas Subsidiaries" to discuss the improvement of governance and the strengthening of supervisory functions at overseas subsidiaries.
		Field tours were held in Nihonbashi (Tokyo) and the Kashiwa-no-ha area (Chiba Prefecture), where the Company promotes neighborhood creation, to deepen the understanding of our Company's projects among outside officers and to further activate discussions between inside and outside officers.

(3) Issues identified and actions taken in FY2021 (current year)

Generally, a high evaluation was given to each evaluation item. The improvement initiatives listed above are being implemented based on the findings of the previous evaluation of Board of Directors' efficacy and it was confirmed that the Board of Directors' efficacy was properly maintained.

<Issues>		<Initiative policy>
Sharing of dialogue status with stakeholders and discussions		With regard to the status of dialogue with stakeholders, currently relevant content is additionally explained as appropriate when explaining each deliberation item. In the future, a separate session will be held to share and discuss all deliberation items.
Improving operation to further deepen discussions at the Board of Directors		When each deliberation item is explained, we will share questions and opinions at the discussions on the executive side, mainly at the Executive Management Committee, from internal officers to external officers, in order to deepen discussions at the Board of Directors.

Initiatives Aimed at Holding Meaningful Discussions

To aid managing directors and corporate auditors in ably fulfilling their roles, the Company conducts orientations upon appointing new officers, performs regular executive training, and otherwise provides information necessary for the performance of duties.

In addition to creating opportunities for exchanges of opinions between outside officers and top management, assigning staff to support the Board of Directors and the Board of Corporate Auditors, and distributing materials and providing briefings to outside directors in advance of Board of Directors meetings, the Company bears expenses required by managing directors and corporate auditors in carrying out their roles.

Practical example

Outside Officer Meetings (conducted five times in FY2021)	We hold Outside Officer Meetings as appropriate to enable exchanges of opinions with corporate auditors, outside directors, and internal directors, including the President and Chief Executive Officer. These meetings address our business strategy and specific businesses.
-----------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Managing Directors’ Expertise, Experience, and Attendance at Board of Directors Meetings

To ensure balance and diversity for the Board of Directors as a whole and to enable multifaceted and useful discussions in meetings, we take the capabilities and experience of managing directors into account in the selection of human resources, and maintain an appropriate scale for the Board of Directors that allows it to function effectively and efficiently.

		Attendance at Board of Directors Meetings (FY2021)	Areas of expertise and experience						
			Corporate management	Treasury, accounting and finance	Compliance and risk management	Global	Technology and innovation	ESG and sustainability	Urban development (real estate development, etc.)
Hiromichi Iwasa	Chairman of the Board	12 / 12	●	●	●		●	●	●
Masanobu Komoda	President and Chief Executive Officer	12 / 12	●	●	●	●	●	●	●
Kiyotaka Fujibayashi	Managing Director and Executive Vice President	12 / 12	●		●			●	●
Yasuo Onozawa	Managing Director and Executive Vice President	12 / 12			●			●	●
Takashi Yamamoto	Managing Director	12 / 12	●		●	●			●
Takashi Ueda	Managing Director	12 / 12		●			●		●
Takayuki Miki	Managing Director	Newly appointed		●			●		●
Wataru Hamamoto	Managing Director	12 / 12		●			●	●	●
Masafumi Nogimori	Outside Director	12 / 12	●		●	●	●	●	
Tsunehiro Nakayama	Outside Director	12 / 12	●	●	●	●		●	
Shinichiro Ito	Outside Director	11 / 12	●		●	●	●	●	
Eriko Kawai	Outside Director	10 / 12		●	●	●	●	●	

Board of Directors Decisions and Reports

The following matters are resolved by or reported to the Mitsui Fudosan Board of Directors as stipulated by laws and regulations, the Company’s Articles of Incorporation, and company rules such as those regarding the Board of Directors. Agenda items to be deliberated by the Board of Directors are, in principle, deliberated in advance by the Executive Management Committee, which is composed of executive corporate officers. Full-time corporate auditors also attend Executive Management Committee meetings to stay informed on important decision-making processes and the status of business execution, and provide opinions as necessary.

- (1) Matters related to shareholders’ meetings

(2) Matters related to managing directors
 - Preliminary selection of director candidates
 - The appointment and dismissal of representative managing directors
 - The appointment and dismissal of executive directors
 - Compensation and bonuses for managing directors
 - Other important matters

(3) Matters related to the Company’s structure
- (4) Important matters related to compliance, etc.
 - Formulating a compliance promotion plan for the fiscal year
 - Reporting on the results of compliance promotion activities implemented during the fiscal year
 - Formulating an audit plan for the fiscal year
 - Reporting on audit activities implemented during the fiscal year
 - Evaluating internal controls concerning financial reporting during the fiscal year and formulating audit-related policy (J-SOX activities)
- (5) Important matters related to personnel
 - The appointment and dismissal of corporate officers and executive corporate officers
 - The appointment and dismissal of key employees
 - Compensation and bonuses for corporate officers, etc.

(6) Important matters related to finance and assets

(7) Other matters that are especially important in regard to managing the Company or executing duties

Executive Compensation

Breakdown of Compensation

Managing directors’ compensation consists of basic compensation, bonuses paid as short-term incentives that comprehensively take into consideration such things as business results achieved in each fiscal year which must be approved by resolution at the Ordinary General Shareholders’ Meeting, and restricted stock compensation paid as medium- to long-term incentives for the purpose of sustainably increasing the corporate value of the Group and further sharing shareholder value with shareholders. Compensation paid to outside directors and corporate auditors is solely basic compensation.

The amount of compensation for managing directors is determined by the Board of Directors following consultation with the Compensation Advisory Committee. Corporate auditors’ compensation is determined based on discussions among corporate auditors.

Breakdown of Managing Directors’ Compensation

Restricted Stock Compensation (Medium- to Long-Term Incentives)	Performance-based (Approx. 45%–50%)
Bonuses (Short-Term Incentives)	
Basic Compensation	Non-performance-based (Approx. 50%–55%)

Performance-Based Compensation Indicators

Comprehensive consideration is given to the following factors:

- Performance for the current term
 - Status of ESG-related initiatives
 - Redistribution of profits among shareholders based on our returns policies
- Progress of our Group’s long-term management policies
 - Economic climate
 - Business environment

Executive Compensation Structure

Title	Basic compensation	Short-term incentives	Medium- to long-term incentives
		Bonus	Restricted stock compensation
Internal directors	○	○	○
Internal corporate auditors	○	—	—
Outside directors and outside corporate auditors	○	—	—

Compensation by Title, Amount of Compensation by Type, and Number of Applicable Executives (FY2021)

Title	Total compensation (Millions of Yen)	Amount of compensation by type (Millions of yen)			Number of applicable executives
		Basic compensation	Bonus	Restricted stock compensation	
Managing directors (of these, outside directors)	1,342 (76)	714 (76)	464 (—)	163 (—)	13 (5)
Corporate auditors (of these, outside corporate auditors)	152 (46)	152 (46)	—	—	5 (3)
Total (of these, outside directors and corporate auditors)	1,495 (122)	867 (122)	464 (—)	163 (—)	18 (8)

Note: The number of persons and the amount of compensation above include one managing director who retired at the conclusion of the 109th Ordinary General Shareholders’ Meeting held on June 29, 2021.

Compensation of Executives Exceeding ¥100 million (FY2021)

Name	Title	Company	Amount of compensation by type (Millions of yen)			Total compensation (Millions of yen)
			Basic compensation	Bonus	Restricted stock compensation	
Hiromichi Iwasa	Chairman of the Board	Mitsui Fudosan Co., Ltd.	120	93	30	244
Masanobu Komoda	President and Chief Executive Officer	Mitsui Fudosan Co., Ltd.	120	93	30	244
Yoshikazu Kitahara	Managing Director and Executive Vice President	Mitsui Fudosan Co., Ltd.	75	52	19	147
Kiyotaka Fujibayashi	Managing Director	Mitsui Fudosan Co., Ltd.	73	52	19	145
Yasuo Onozawa	Managing Director	Mitsui Fudosan Co., Ltd.	68	52	19	140
Takashi Yamamoto	Managing Director	Mitsui Fudosan Co., Ltd.	52	39	14	118
	Managing Director	Mitsui Fudosan Residential Co., Ltd.	10	—	—	
Takashi Ueda	Managing Director	Mitsui Fudosan Co., Ltd.	63	39	14	117
Wataru Hamamoto	Managing Director	Mitsui Fudosan Co., Ltd.	63	39	14	117

Note: Executive officer data are for fiscal 2021.

Restricted Stock Compensation System

The Group has introduced a restricted stock compensation system in lieu of stock options as compensation for managing directors, excluding outside directors with the aim of providing an incentive to achieve continuous improvement of the Company’s corporate value and to encourage a further sharing of value with shareholders (resolved at the 108th Ordinary General Shareholders’ Meeting held on June 26, 2020). Meanwhile, stock acquisition rights which have already been granted as stock options but have not yet been exercised will continue to exist. However, no new stock options will be granted.

Purpose of introduction:

Providing incentives for eligible directors* to achieve continuous improvement of the Company’s corporate value, and to encourage a further sharing of value with the shareholders.

Maximum amount:

Up to ¥600 million/200,000 shares per year

Restriction period:

For the duration of the period until the point immediately after the eligible director loses his or her position as the Company’s managing director.

Other:

In addition to the eligible directors, the Company also has introduced the system to managing officers and Group officers who do not concurrently serve as managing directors of the Company.

* Eligible directors: Directors excluding outside directors

Appointment of Managing Directors/Corporate Auditors and Corporate Officers

Appointment of Managing Directors and Corporate Auditors

Based on the Group’s management philosophy and management strategy, the Company performs comprehensive evaluations of character, capabilities, insights, and other factors to appoint persons considered suitable as managing directors and corporate auditors.

Introduction of the Corporate Officer System

Mitsui Fudosan has introduced a corporate officer system with the aim of creating a business execution framework that best suits its operating environment and activities. By promoting the separation and reinforcement of the management and executive functions, a role that was previously undertaken by managing directors, the system enhances management soundness and efficiency.

In addition, seeking to further reinforce the management of the Mitsui Fudosan Group, we have expanded the range of managers across the Group and introduced a Group corporate officer system, under which executives at Group companies have been given a status and mission similar to those of the corporate officers.

Reasons for Appointment of Managing Directors and Corporate Auditors

	Independent officer	Reasons for the appointment	Fiscal 2021 attendance at Board of Directors Meetings and Board of Corporate Auditors Meetings
Hiromichi Iwasa Chairman of the Board		Hiromichi Iwasa served as President and Chief Executive Officer from June 1998 to June 2011, during which time he gained a wealth of experience and insight related to the Group’s general business operations as an executive. Since June 2011, he has led the Group’s management, deciding upon important matters of management and supervising business execution, among other duties. As a result, he plays an appropriate role in contributing to enhancement of the Company’s corporate value. The Company re-selected Mr. Iwasa as a managing director as he is expected to make further contributions to enhancement of the Group’s corporate value going forward.	Board of Directors Meetings: 12/12
Masanobu Komoda President and Chief Executive Officer		Masanobu Komoda has served as President and Chief Executive Officer since June 2011, during which time he has gained a wealth of experience and insight related to the Group’s general business operations as an executive. He leads the Group’s management, deciding upon important matters of management and supervising business execution, among other duties. As a result, he plays an appropriate role in contributing to enhancement of the Company’s corporate value. The Company re-selected Mr. Komoda as a managing director as he is expected to make further contributions to enhancement of the Group’s corporate value going forward.	Board of Directors Meetings: 12/12
Kiyotaka Fujibayashi Managing Director and Executive Vice President		Since joining the Company, Kiyotaka Fujibayashi has amassed abundant experience in various fields. In addition, he served as President and Representative Director, Mitsui Fudosan Residential Co., Ltd. from April 2012 to March 2021, gaining a wealth of experience and insight as top management. Presently, as the Company’s managing director, he is responsible for the Group’s housing business. In this capacity, he decides upon important matters of management and supervises business execution, among other duties, playing an appropriate role in contributing to the enhancement of the Company’s corporate value. The Company re-selected Mr. Fujibayashi as a managing director as he is expected to make further contributions going forward.	Board of Directors Meetings: 12/12
Yasuo Onozawa Managing Director and Executive Vice President		Since joining the Company, Yasuo Onozawa has amassed abundant experience in various fields. Presently, as the Company’s managing director, he is responsible for general administration, secretarial duties, public relations, human resources and affiliated businesses, etc. In this capacity, he decides upon important matters of management and supervises business execution, among other duties, playing an appropriate role in contributing to the enhancement of the Company’s corporate value. The Company re-selected Mr. Onozawa as a managing director as he is expected to make further contributions going forward.	Board of Directors Meetings: 12/12
Takashi Yamamoto Managing Director		Since joining the Company, Takashi Yamamoto has amassed abundant experience in various fields. Presently, as the Company’s managing director, he is responsible for the overseas business. In this capacity, he decides upon important matters of management and supervises business execution, among other duties, playing an appropriate role in contributing to the enhancement of the Company’s corporate value. The Company re-selected Mr. Yamamoto as a managing director as he is expected to make further contributions going forward.	Board of Directors Meetings: 12/12

	Independent officer	Reasons for the appointment	Fiscal 2021 attendance at Board of Directors Meetings and Board of Corporate Auditors Meetings
Takashi Ueda Managing Director		Since joining the Company, Takashi Ueda has amassed abundant experience in various fields. Presently, as the Company’s managing director, he is responsible for the building business, new business development, and large-scale mixed-use development projects, among others. In this capacity, he decides upon important matters of management and supervises business execution, among other duties, playing an appropriate role in contributing to the enhancement of the Company’s corporate value. The Company re-selected Mr. Ueda as a managing director as he is expected to make further contributions going forward.	Board of Directors Meetings: 12/12
Takayuki Miki Managing Director ^{*1}		Since joining the Company, Takayuki Miki has amassed abundant experience in various fields. After assuming the position of managing officer, he has contributed to the enhancement of the Company’s corporate value through the fulfillment of his duties as managing officer such as by serving as manager of the logistics properties development. In this capacity, he is playing an appropriate role including deciding upon important matters of management and supervising business execution, among other duties. Based on the aforementioned, the Company re-selected Mr. Miki as a managing director as he is expected to make further contributions going forward.	—
Wataru Hamamoto Managing Director		Since joining the Company, Wataru Hamamoto has amassed abundant experience in various fields. Presently, as the Company’s managing director, he is responsible for accounting, corporate planning, and promotion of digital transformation (DX), among others. In this capacity, he decides upon important matters of management and supervises business execution, among other duties, playing an appropriate role in contributing to the enhancement of the Company’s corporate value. The Company re-selected Mr. Hamamoto as a managing director as he is expected to make further contributions going forward.	Board of Directors Meetings: 12/12
Masafumi Nogimori Outside Director	○	As the Company’s outside director, Masafumi Nogimori has played an appropriate role aimed at reinforcing the supervision functions of the Board of Directors and ensuring transparency. He is expected to make further contributions going forward, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed as an outside director and independent officer.	Board of Directors Meetings: 12/12
Tsunehiro Nakayama Outside Director	○	As the Company’s outside director, Tsunehiro Nakayama has played an appropriate role aimed at reinforcing the supervision functions of the Board of Directors and ensuring transparency. He is expected to make further contributions going forward, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed as an outside director and independent officer.	Board of Directors Meetings: 12/12
Shinichiro Ito Outside Director	○	As the Company’s outside director, Shinichiro Ito has played an appropriate role aimed at reinforcing the supervision functions of the Board of Directors and ensuring transparency. He is expected to make further contributions going forward, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed as an outside director and independent officer.	Board of Directors Meetings: 11/12
Eriko Kawai Outside Director	○	As the Company’s outside director, Eriko Kawai has played an appropriate role aimed at reinforcing the supervision functions of the Board of Directors and ensuring transparency. She is expected to make further contributions going forward, and because there is no possibility of conflicts of interest with general shareholders, she has been appointed as an outside director and independent officer.	Board of Directors Meetings: 10/12 ^{*2}
Masatoshi Sato Senior Corporate Auditor		Since joining the Company, Masatoshi Sato has amassed abundant experience in various fields. As a director of the Company, he has overseen wide-ranging work including accounting, general affairs, and IT innovation, and possesses abundant experience gained through these duties. Based on this, the Company has determined that he is able to appropriately audit the execution of duties by managing directors, and has appointed him as a corporate auditor.	Board of Directors Meetings: 12/12 Board of Corporate Auditors Meetings: 12/12
Hiroyuki Ishigami Senior Corporate Auditor		Since joining the Company, Hiroyuki Ishigami has amassed abundant experience in various fields. As a director of the Company, he has overseen wide-ranging work involving the retail facilities, hotels/resorts, and logistics businesses, and possesses abundant experience gained through these duties. Based on this, the Company has determined that he is able to appropriately audit the execution of duties by managing directors, and has appointed him as a corporate auditor.	Board of Directors Meetings: 12/12 Board of Corporate Auditors Meetings: 12/12
Yoshitaka Kato Outside Auditor	○	Yoshitaka Kato is currently fulfilling appropriate roles as an outside auditor of the Company towards sufficiently realizing his function of monitoring the execution of duties by the managing directors through the use of his professional knowledge and broad experience concerning accounting and taxes and expressing his opinions on the agendas as necessary. Going forward, he is expected to make further contributions, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed an outside auditor and independent officer.	Board of Directors Meetings: 12/12 Board of Corporate Auditors Meetings: 12/12
Yasushi Manago Outside Auditor	○	Yasushi Manago is currently fulfilling appropriate roles as an outside auditor, sufficiently realizing his function of monitoring the execution of duties by the managing directors through the use of his professional knowledge and broad experience concerning finance and legislation and expressing his opinions on the agendas as necessary. Going forward, he is expected to make further contributions, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed an outside auditor and independent officer.	Board of Directors Meetings: 11/12 Board of Corporate Auditors Meetings: 11/12
Yukimi Ozeki Outside Auditor	○	Yukimi Ozeki is currently fulfilling appropriate roles as an outside auditor, sufficiently realizing her function of monitoring the execution of duties by the managing directors through the use of her professional knowledge and broad experience concerning the Companies Act and expressing her opinions on the agendas as necessary. Going forward, she is expected to make further contributions, and because there is no possibility of conflicts of interest with general shareholders, she has been appointed an outside auditor and independent officer.	Board of Directors Meetings: 11/12 Board of Corporate Auditors Meetings: 11/12

^{*1} Newly appointed as an inside director on June 29, 2022

^{*2} Appointed on June 29, 2021. 100% attendance rate at Board of Director meetings during period of appointment.

Management Team

Members of the Board (As of June 29, 2022)



Hiromichi Iwasa
Chairman of the Board
Shares in Company: 92 thousand shares

Apr. 1967 Joined Company
Jun. 1995 Managing Director, General Manager of Project Planning Division, Project 1st Planning Dept., General Manager of Project Planning Division, Construction Dept.
Apr. 1996 Executive Managing Director, Chief Operating Officer of Project Planning Division
Jun. 1997 Senior Executive Managing Director (Representative), Chief Operating Officer of Project Planning Division
Apr. 1998 Senior Executive Managing Director (Representative), Chief Operating Officer of Asset Management Division
Jun. 1998 President (Representative)
Apr. 2001 President and Chief Executive Officer (Representative)
Jun. 2011 Chairman of the Board and Chief Executive Officer (Representative)
Apr. 2019 Chairman of the Board (Representative) (current position)

Significant positions currently held, etc.
Outside Director, TV TOKYO Holdings Corporation



Masanobu Komoda
President and Chief Executive Officer
Shares in Company: 62 thousand shares

Apr. 1978 Joined Company
Jun. 2009 Executive Managing Director, Executive Managing Officer, General Manager of Investment Dept.
Jul. 2010 Senior Executive Managing Director, Senior Executive Managing Officer, General Manager of Investment Dept.
Apr. 2011 Senior Executive Managing Director, Senior Executive Managing Officer
Jun. 2011 President and Chief Executive Officer (Representative) (current position)



Kiyotaka Fujibayashi
Managing Director and Executive Vice President
Shares in Company: 20 thousand shares

Apr. 1981 Joined Company
Apr. 2012 President and Representative Director, Mitsui Fudosan Residential Co., Ltd.
Jun. 2013 Managing Director, Executive Managing Officer
Apr. 2017 Managing Director, Senior Executive Managing Officer, Chief Operating Officer of Homes and Lifestyle Promotion Division
Apr. 2020 Managing Director, Executive Vice President, Chief Operating Officer of Homes and Lifestyle Promotion Division
Apr. 2021 Chairman of the Board, Mitsui Fudosan Residential Co., Ltd. (current position)
Apr. 2022 Managing Director (Representative), Executive Vice President, Chief Operating Officer of Homes and Lifestyle Promotion Division (current position)



Takayuki Miki
Managing Director
Shares in Company: 19 thousand shares

Apr. 1984 Joined Company
Jun. 2022 Managing Director, Senior Executive Managing Officer, Chief Operating Officer of Logistics Properties Business Division (current position)



Wataru Hamamoto
Managing Director
Shares in Company: 25 thousand shares

Apr. 1984 Joined Company
Jun. 2019 Managing Director, Executive Managing Officer
Apr. 2020 Managing Director, Executive Managing Officer, Chief Operating Officer of DX Division
Apr. 2021 Managing Director, Senior Executive Managing Officer, Chief Operating Officer of DX Division
Apr. 2022 Managing Director, Senior Executive Managing Officer, Chief Operating Officer of Sustainability Promotion Department (current position)



Masafumi Nogimori
Managing Director (Independent Outside Director)
Shares in Company: 2 thousand shares

Apr. 1970 Joined Fujisawa Pharmaceutical Co., Ltd.
Jun. 1997 Director, Fujisawa Pharmaceutical Co., Ltd.
Jun. 2000 Corporate Executive, Fujisawa Pharmaceutical Co., Ltd.
Jun. 2001 Managing Corporate Executive, Fujisawa Pharmaceutical Co., Ltd.
Jun. 2003 Director and Managing Corporate Executive, Fujisawa Pharmaceutical Co., Ltd.
Apr. 2005 Representative Director and Executive Vice President, Astellas Pharma Inc.
Jun. 2006 Representative Director, President and Chief Executive Officer, Astellas Pharma Inc.
Jun. 2011 Representative Director and Chairman, Astellas Pharma Inc.
Jun. 2017 Managing Director (current position)

Significant positions currently held, etc.
Outside Director, Daicel Corporation
External Director, Linical Co., Ltd.



Yasuo Onozawa
Managing Director and Executive Vice President
Shares in Company: 31 thousand shares

Apr. 1981 Joined Company
Jun. 2016 Managing Director, Executive Managing Officer
Apr. 2017 Managing Director, Senior Executive Managing Officer
Apr. 2020 Managing Director, Executive Vice President
Apr. 2022 Managing Director (Representative), Executive Vice President (current position)

Significant positions currently held, etc.
Outside Director, Imperial Hotel, Ltd.



Takashi Yamamoto
Managing Director
Shares in Company: 21 thousand shares

Mar. 1990 Joined Company
Jun. 2017 Managing Director, Executive Managing Officer, Chief Operating Officer of International Division
Apr. 2019 Managing Director, Senior Executive Managing Officer, Chief Operating Officer of International Division (current position)



Takashi Ueda
Managing Director
Shares in Company: 22 thousand shares

Apr. 1983 Joined Company
Jun. 2020 Managing Director, Executive Managing Officer, Chief Operating Officer of Office Building Division
Apr. 2021 Managing Director, Senior Executive Managing Officer (current position)



Tsunehiro Nakayama
Managing Director (Independent Outside Director)
Shares in Company: 2 thousand shares

Apr. 1971 Joined the Industrial Bank of Japan, Ltd.
Apr. 2004 Representative Director, Vice President of Mizuho Corporate Bank, Ltd.
Apr. 2007 Advisor, Merrill Lynch Japan Securities Co., Ltd.
May 2007 Representative Director, Chairman, Merrill Lynch Japan Securities Co., Ltd.
Nov. 2008 Representative Director, Chairman, and President, Merrill Lynch Japan Securities Co., Ltd.
Mar. 2009 Representative Director, Chairman, and President, Merrill Lynch Japan Securities Co., Ltd., and Representative in Japan, Bank of America Group
Jul. 2010 Representative Director, Chairman, Merrill Lynch Japan Securities Co., Ltd.
Jun. 2017 Director, Merrill Lynch Japan Securities Co., Ltd.
Jul. 2017 Special Advisor, Merrill Lynch Japan Securities Co., Ltd.
Jun. 2019 Managing Director (current position)

Significant positions currently held, etc.
Outside Director, Tokai Tokyo Financial Holdings, Inc.



Shinichiro Ito
Managing Director (Independent Outside Director)
Shares in Company: 2 thousand shares

Apr. 1974 Joined ALL NIPPON AIRWAYS CO., LTD.
Jun. 2003 Member of the Board of Directors, Corporate Executive Officer, ALL NIPPON AIRWAYS CO., LTD.
Apr. 2004 Executive Vice President, Corporate Executive Officer, ALL NIPPON AIRWAYS CO., LTD.
Apr. 2006 Executive Vice President, Corporate Executive Officer, ALL NIPPON AIRWAYS CO., LTD.
Apr. 2007 Senior Executive Vice President, Representative Director, ALL NIPPON AIRWAYS CO., LTD.
Apr. 2009 President & Chief Executive Officer, Representative Director, ALL NIPPON AIRWAYS CO., LTD.
Apr. 2013 President & Chief Executive Officer, Representative Director, ANA HOLDINGS INC., and Chairman of the Board, ALL NIPPON AIRWAYS CO., LTD.
Apr. 2015 Chairman of the Board, Representative Director, ANA HOLDINGS INC.
Apr. 2017 Chairman of the Board, ANA HOLDINGS INC.
Jun. 2019 Managing Director (current position)
Apr. 2022 Special Senior Advisor, ANA HOLDINGS INC. (current position)



Eriko Kawai
Managing Director (Independent Outside Director)
Shares in Company: 0 shares

Oct. 1981 Joined Nomura Research Institute, Ltd.
Sep. 1985 Joined McKinsey & Company's Paris Branch
Oct. 1986 Joined Mercury Asset Management/SG Warburg plc
Nov. 1995 Director and Chief Investment Officer (CIO) of Yamaichi Regent ABC Polska
Jul. 1998 Senior Pension Funds Administrator of Bank for International Settlements (BIS)
Oct. 2004 Senior Pension Funds Administrator of Organization for Economic Cooperation and Development (OECD)
Mar. 2008 Representative of Kawai Global Intelligence
Apr. 2012 Professor of Kyoto University
Apr. 2021 Professor Emeritus of Kyoto University (current position)
Jun. 2021 Managing Director (current position)

Significant positions currently held, etc.
Outside Director, Daiwa Securities Group Inc.
Outside Director, CMIC Holdings Co., Ltd.
Outside Audit & Supervisory Board Member, Yamaha Motor Co., Ltd.

Note: Figures for shares held by managing directors and corporate auditors are as of March 31, 2022.

Corporate Auditors (As of June 29, 2022)



Masatoshi Sato
Senior Corporate Auditor

Shares in Company:
14 thousand shares

Apr. 1990 Joined Company
Jun. 2015 Managing Director, Executive Managing Officer
Apr. 2019 Managing Director
Jun. 2019 Senior Corporate Auditor (current position)



Hiroyuki Ishigami
Senior Corporate Auditor

Shares in Company:
6 thousand shares

Apr. 1982 Joined Company
Jun. 2017 Managing Director, Executive Managing Officer, Chief Operating Officer of Retail Properties Division
Apr. 2019 Managing Director, Senior Executive Managing Officer, Chief Operating Officer of Retail Properties Division
Apr. 2020 Managing Director
Jun. 2020 Senior Corporate Auditor (current position)

Significant positions currently held, etc.
Outside Corporate Auditor, Imperial Hotel, Ltd.



Yoshitaka Kato
Corporate Auditor
(Independent Outside Auditor)

Shares in Company:
0 shares

Nov. 1974 Joined Tetsuzo Ota & Co.
Sep. 1978 Registered as Certified Public Accountant
Jun. 2006 Executive Director, Ernst & Young ShinNihon LLC
Aug. 2008 CEO, Ernst & Young ShinNihon LLC
Jun. 2015 Corporate Auditor (current position)

Significant positions currently held, etc.
Outside Corporate Auditor, Sumitomo Chemical Co., Ltd.
Outside Audit & Supervisory Board Member, SUMITOMO CORPORATION



Yasushi Manago
Corporate Auditor
(Independent Outside Auditor)

Shares in Company:
0 shares

Apr. 1978 Joined Ministry of Finance
Jul. 2009 Deputy Vice Minister, Ministry of Finance
Jul. 2010 Director-General of the Budget Bureau, Ministry of Finance
Aug. 2012 Administrative Vice Minister, Ministry of Finance
Feb. 2014 Registered as Lawyer, Daiichi Tokyo Bar Association
Feb. 2014 Of Counsel, Nishimura & Asahi LPC (current position)
Jun. 2015 Corporate Auditor (current position)

Significant positions currently held, etc.
Outside Director, Nippon Television Holdings, Inc.



Yukimi Ozeki
Corporate Auditor
(Independent Outside Auditor)

Shares in Company:
0 shares

Apr. 1999 Full-time Lecturer, Nagasaki University Faculty of Economics
Aug. 2000 Research Scholar, University of Michigan Law School
Apr. 2004 Associate Professor, Komazawa University Faculty of Law
Apr. 2010 Professor, Seikei University Law School
Sep. 2015 Visiting Scholar, University of California, Berkeley, School of Law
Jun. 2016 Corporate Auditor (current position)
Apr. 2021 Professor, Chuo Law School, Chuo University (current position)

Significant positions currently held, etc.
Outside Director, Bourbon Corporation

Corporate Officers (As of April 1, 2022)

Masanobu Komoda
President and Chief Executive Officer

Kiyotaka Fujibayashi
Executive Vice President

Yasuo Onozawa
Executive Vice President

Takashi Yamamoto
Senior Executive Managing Officer

Takashi Ueda
Senior Executive Managing Officer

Takayuki Miki
Senior Executive Managing Officer

Yasuki Kaibori
Senior Executive Managing Officer

Wataru Hamamoto
Senior Executive Managing Officer

Yoshihiro Hirokawa
Senior Executive Managing Officer

Akihiko Funaoka
Executive Managing Officer

Shingo Suzuki
Executive Managing Officer

Yutaka Kawamura
Executive Managing Officer

Retsu Togashi
Executive Managing Officer

Hiroki Saito
Executive Managing Officer

Makoto Tokuda
Executive Managing Officer

Motoyasu Kato
Executive Managing Officer

Kazunori Yamashita
Managing Officer

Hisashi Osawa
Managing Officer

Takashi Furuta
Managing Officer

Yugo Ono
Managing Officer

Tatekazu Nakamura
Managing Officer

Chiharu Fujioka
Managing Officer

Atsumi Kanaya
Managing Officer

Yutaka Saito
Managing Officer

Nobuhiko Mochimaru
Managing Officer

Mizuho Wakabayashi
Managing Officer

Jiro Ueda
Managing Officer

Tetsuya Matsufuji
Managing Officer

Ken Aoki
Managing Officer

Mikiko Utsunomiya
Managing Officer

Hiroshi Murakami
Managing Officer

Hiroyuki Shinozuka
Managing Officer

Hirotaken Uematsu
Managing Officer

Kyosuke Hosoda
Managing Officer

Group Officers (As of April 1, 2022)

Yoshikazu Kitahara
Group Senior Officer [TOKYO DOME CORPORATION]

Hideki Moriya
Group Senior Officer [Mitsui Fudosan Residential Co., Ltd.]

Yasushi Endo
Group Senior Officer [Mitsui Fudosan Realty Co., Ltd.]

Toru Kamura
Group Senior Officer [Mitsui Fudosan Residential Co., Ltd.]

Shuji Tomikawa
Group Officer [Mitsui Fudosan Investment Advisors, Inc.]

Yosuke Seko
Group Officer [Mitsui Fudosan Residential Service Co., Ltd.]

Akira Ikeda
Group Officer [Mitsui Home Co., Ltd.]

Osamu Obayashi
Group Officer [Mitsui Fudosan Retail Management Co., Ltd.]

Takao Yamada
Group Officer [Mitsui Fudosan Residential Co., Ltd.]

Mitsuhiro Kodama
Group Officer [Mitsui Fudosan Residential Co., Ltd.]

Takao Sakiyama
Group Officer [Mitsui Fudosan Residential Co., Ltd.]

Note: Figures for shares held by directors and corporate auditors are as of March 31, 2022.

Independence of Outside Directors and Outside Corporate Auditors

Mitsui Fudosan appoints its outside directors with the expectation that they will contribute their extensive experience and broad knowledge to the Company’s management, and that they will play an appropriate role in strengthening the audit function of the Board of Directors and ensuring transparency. The Company also appoints its outside auditors with the expectation that they will bring an objective stance to auditing the directors in the performance of their duties, based on their expert knowledge and extensive experience.

Note that, in line with Tokyo Stock Exchange requirements for judging the independence of independent officers, the Company uses the following standards for judging said

independence: whether there is a risk of conflict of interest with any of the Company’s general shareholders; whether any special interests exist with the Company; and whether in working to enhance the soundness and transparency of the Company’s management, the individual is capable of making objective, fair and impartial judgments.

See pages 95 and p. 96 for information on reasons for appointment of outside directors and outside corporate auditors.

See the Corporate Governance Report for details.
https://www.mitsuifudosan.co.jp/english/corporate/governance/download/governance_report.pdf

Strategic Shareholdings

Policy Regarding the Reduction of Strategic Shareholdings

Mitsui Fudosan continuously reviews the status of its strategic shareholdings. Upon confirming the significance of shareholdings based on the quantitative rationality of holdings and relationships with business partners, we have decided to reduce our shareholdings. Meanwhile, in overall consideration for business strategy and relationships with business partners, to improve the Group’s corporate value, Mitsui Fudosan holds shares considered effective for management strategies as shares for purposes other than net investments (strategic shareholdings) from a medium- to long-term perspective.

Sales Results Related to Strategic Shareholdings

Since establishing this reduction policy in December 2018, the Company has sold 18 stocks totaling 13,560,000 shares, amounting to ¥118.7 billion.

[Sales results] (Mitsui Fudosan Co., Ltd. Non-consolidated)

- FY2019: ¥20.3 billion (3,570,000 shares, 13 stocks)
- FY2020: ¥45.9 billion (5,060,000 shares, 3 stocks)
- FY2021: ¥50.7 billion (3,650,000 shares, 4 stocks)

Verification by the Board of Directors

When verifying the rationality of shareholdings, we verify whether or not the benefit, risk, etc., associated with the shareholdings are commensurate with the capital cost. Furthermore, in addition to confirming the significance of shareholdings from the perspectives of transaction performance, stable funding, and creation of business opportunities, we also verify whether or not the holdings contribute to improving the medium- to long-term corporate value of the Group.

At a meeting held on May 13, 2022, the Board of Directors verified appropriateness with regard to the significance of strategic shareholdings based on the quantitative rationality of holding and relationships with business partners for each stock brand. As a result, for stocks for which the rationality of holding or significance of holding has decreased, we will examine selling by considering factors such as impact on the stock market.

Standard for Exercising Voting Rights

In exercising voting rights, Mitsui Fudosan makes comprehensive decisions based on viewpoints including whether it will lead to improved shareholder returns or enhanced corporate value of the company invested in over the medium to long term.

In addition, regarding important matters such as those indicated below, Mitsui Fudosan conducts individual examinations based on internal standards and appropriately determines the approval/disapproval of each matter. (Appropriation of surplus, appointment/dismissal of managing directors and corporate auditors, director compensation and retirement benefits, changes to the Articles of Incorporation, etc.)

Strategic Shareholdings (As of the end of FY2021)

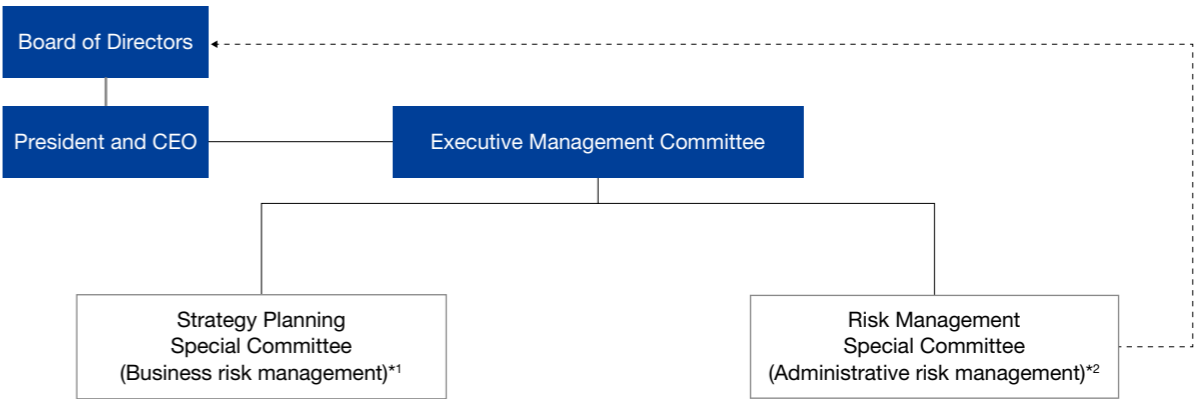
(1) Stock holdings	
Number of stocks owned: 128 (of which, 57 are shares of listed companies)	
Amount recorded on balance sheet: ¥741.5 billion (of which, ¥730.1 billion is for shares of listed companies)	
(2) Main stock: Oriental Land Co., Ltd.	
Presence of strategic shareholding by the other company	None
Amount recorded on balance sheet	¥559.4 billion
Background and purpose of holding:	The Company was involved in the establishment of Oriental Land Co., Ltd. in 1960 and has owned its shares ever since. Mitsui Garden Hotel PRANA Tokyo Bay, located in Urayasu City, Chiba and operated and managed by the Group, is a partner hotel of Tokyo Disney Resort, and the Company is an official sponsor of Tokyo Disneyland and Tokyo DisneySea, which is operated by Oriental Land Co., Ltd. Therefore, the Company believes this holding provides utility in terms of facilitating the promotion of the Group's business activities and creating business opportunities.
Sales results: (Mitsui Fudosan Co., Ltd. Non-consolidated)	FY2019: 960,000 shares (¥12.9 billion) FY2020: 3,000,000 shares (¥45.6 billion) FY2021: 3,000,000 shares (¥48.4 billion)

Risk Management

Under the Executive Management Committee, which supervises overall risk management for Mitsui Fudosan and the Mitsui Fudosan Group, the Strategy Planning Special Committee and the Risk Management Special Committee manage business risk*1 and administrative risk,*2 respectively.

The Risk Management Special Committee meets in principle once a month to identify and delineate risk issues and evaluate and propose preventive and response measures. Where required, the committee shares information and/or communicates in other ways with the Mitsui Fudosan Group.

Risk Management System



Major Risks*3

Mitsui Fudosan Group Business Risk	Mitsui Fudosan Group Administrative Risk
(1) Risk of changes in the economic environment (2) Risk associated with market interest rates (3) Fund procurement risk (4) Risk from competition in the real estate industry (5) Real estate development risk (6) Risk associated with rental income (7) Risk associated with overseas business (8) Risk associated with external partners (9) Risk of changes in asset values (10) Risk of changes in operating cost (11) Risk associated with climate change (12) Risk of natural disasters, man-made disasters, etc. (13) Environmental risk (14) Risk associated with the spread of infectious diseases (15) Geopolitical risk	(1) Risk associated with compliance with laws and regulations (2) Risk associated with changes to laws, regulations, and government policy (3) Risk of legal action or conflict (4) Risk of conflicts of interest (5) Risk associated with internal controls and accounting (6) Risk concerning cyber security (7) Risk associated with securing diverse human resources

*1 Business risk: Business risk is primarily risk associated with advancing business and earning profits, including development risk, leasing risk, and market risk.
*2 Administrative risk: Administrative risk is operational risk associated with administrative duties, including disaster risk, system risk, clerical risk, and compliance risk.
*3 See our annual securities report for details. https://www.mitsuifudosan.co.jp/corporate/ir/library/fs/pdf/YUHO_2203.pdf (Only available in Japanese)

Compliance

Basic Policy

Based on the Mitsui Fudosan Group Compliance Policies, the Mitsui Fudosan Group has positioned compliance as a key issue in Group management and works to comply with laws, regulations, and social norms, and implement fair and highly transparent corporate activities in accordance with corporate ethics.

Compliance Structure

Mitsui Fudosan has made the officer in charge of general administration the person responsible overall for compliance. In this role, the officer receives reports from the Compliance Management Department and others, and particularly important matters are reported to or submitted for discussion by the Board of Directors or the Executive Management Committee. Said officer is also responsible for formulating a compliance-related action plan each fiscal year, including the enactment, revision, or abolition of Company rules, the implementation of training regarding laws, regulations, or Company rules, and the surveying and reporting of the situation regarding compliance

with laws, regulations, or Company rules. Said officer is also responsible for implementing compliance activities based on this plan. Group companies are also required to formulate and implement compliance promotion plans, and this is reported to and confirmed by the Company at the end of the fiscal year.

Internal Consultation Service

Mitsui Fudosan has established two points of contact providing consultation for employees of the Company, an internal contact and an external law firm. These contacts can provide consultation on issues regarding compliance with laws and regulations, as well as matters pertaining to the work environment.

Compliance Training

Mitsui Fudosan provides compliance training to new employees and various directors and management-level employees of the Company, including newly appointed executive managers and officers, with the aim of improving compliance awareness. It also implements e-learning-based training for all directors and management-level employees.

Main Training and Awareness-Raising Initiatives (Mitsui Fudosan)

Initiative		Target	Content/Date held
Internal training	New employee training	New employees	(April) Implemented every month for dispatch and contract employees
	New executive manager training	Newly appointed officers	Study sessions held on preventing bribery, organized crime, information security, preventing insider trading, etc. (March)
	Officer compliance training	Managing directors, executive officers, full-time corporate auditors, etc.	(September)
	Overseas compliance training	International Division, employees assigned to overseas subsidiaries	Explanation of compliance violation case studies including cases involving overseas companies, as well as sharing of the importance of preventing bribery, etc. (December)
	Training for local staff at overseas subsidiaries	Local staff at overseas subsidiaries	Training held on preventing bribery, protecting personal information, whistle-blowing systems, etc. (October, February)
	Companywide compliance training (e-learning)	All staff, including corporate officers	(June, November)
Awareness-raising activities	Internal bulletins	All directors and employees	Mitsui Fudosan Group Compliance Policies shared through internal bulletins and handbooks
	Compliance news	All employees	Information provided on topics and subjects that should be considered in regard to the execution of operations, such as “eliminating organized crime,” and “a warning regarding ransomware.” (April, July, October, February)

Preventing Improper Conduct

In Interactions between the Company and Society and the Economy

Eliminating Interactions with Organized Crime

Mitsui Fudosan strictly forbids any kind of connection to organized crime and, as a company, takes a firm stance in dealing with such groups. Each division of the Company also investigates and confirms that a transaction partner is not involved in organized crime before the transaction begins. Should the unlikely situation occur that forces the Company to face unwarranted demands or violent behavior from such organizations, it will contact the relevant police department and take any other action necessary, including legal measures.

Ensuring Fair Transactions and Competition

Mitsui Fudosan will comply with all relevant laws, such as the Antimonopoly Act, and will avoid any conduct that could result in unfair transactions or unjust competition. We will engage with business connections sincerely as an equal partner and handle the procurement of goods and services based on fair standards.

Preventing Corruption

- (1) Prohibiting Bribery and Handling of Gifts and Entertainment
Mitsui Fudosan has prohibited the illicit provision of benefits to public officials and other individuals in similar positions. Also, in dealings with business connections and affiliates, etc., a rule has been established preventing the giving or receiving of excessive gifts, entertainment, and the like.
Also, the Company has established a structure and rules to be followed to prevent bribery and has formulated and is implementing Regulations for Preventing Bribery with the aim of preventing such conduct before it occurs.
- (2) Donations to Politicians and Political Organizations
Mitsui Fudosan does not provide donations for political activities to any parties other than official political parties and political fund-raising organizations. Furthermore, support for activities by political organizations is conducted appropriately in accordance with the Political Funds Control Law, laws and regulations connected to the Public Offices Election Law, and other relevant laws and regulations.

Other

- (1) Personal information protection
- (2) Consumer protection
- (3) Environmental conservation
- (4) Protection of and respect for intellectual property rights
- (5) Prohibition of insider trading

In Interactions between the Company and Its Employees

Respecting Human Rights

Mitsui Fudosan does not discriminate due to sex, age, birthplace, nationality, race, ethnicity, creed, religion, disability, or any other grounds. The Company respects human rights and strives to maintain fair workplaces.

Managing Company Information Appropriately

Mitsui Fudosan recognizes the importance of managing documents and information and strives to implement appropriate management based on its Information Management Rules, Document Rules, Information System Management Rules, and the like.

Other

- (1) Decision-making according to rules
- (2) Prohibition of sexual and power harassment
- (3) Separation of public and private

Financial Highlights

(Millions of yen)

(FY)		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Management Results	Revenue from operations	¥1,338,102	¥1,445,644	¥1,515,252	¥1,529,036	¥1,567,969	¥1,704,416	¥1,751,114	¥1,861,195	¥1,905,642	¥2,007,554	¥2,100,870
	Operating income	126,038	148,184	172,567	186,074	202,482	232,698	245,902	262,147	280,617	203,770	244,978
	Ordinary income	102,509	123,066	144,587	163,373	182,521	219,607	240,341	254,106	258,510	168,865	224,940
	Profit attributable to owners of parent	50,129	59,451	76,843	100,185	117,722	131,815	155,874	168,661	183,972	129,576	176,986
Financial Position	Total assets	3,868,411	4,390,074	4,548,822	5,067,187	5,363,477	5,551,751	6,284,723	6,802,731	7,395,359	7,741,972	8,208,012
	Real property for sale	642,809	915,222	961,449	1,031,080	1,167,745	1,334,167	1,524,863	1,630,558	1,907,839	1,930,528	2,051,704
	Tangible and intangible fixed assets	2,304,809	2,503,977	2,526,139	2,788,633	2,968,975	2,967,788	3,318,928	3,500,482	3,753,141	3,796,800	3,914,135
	Capital expenditures	111,755	72,355	148,255	273,487	207,172	173,745	440,752	390,514	379,279	565,266	272,389
	Depreciation and amortization	53,231	59,022	56,030	61,242	67,460	71,357	70,167	79,034	91,434	98,196	111,500
	Interest-bearing debt	1,743,411	2,120,225	2,040,071	1,976,150	2,226,236	2,287,489	2,604,656	2,906,610	3,481,117	3,623,438	3,667,234
	Shareholders' equity and accumulated other comprehensive income	1,078,182	1,181,174	1,274,355	1,871,922	1,922,305	1,984,635	2,204,882	2,342,512	2,408,679	2,555,885	2,796,474
Cash Flows	Cash flows from operating activities	148,161	99,684	189,903	30,343	32,154	227,432	30,143	216,709	87,094	187,862	271,469
	Cash flows from investing activities	-124,353	-71,132	-44,056	-261,640	-239,719	-201,583	-365,464	-388,895	-532,806	-131,035	-210,057
	Cash flows from financing activities	-18,649	-7,944	-123,713	221,508	201,110	15,071	289,150	231,238	467,751	-66,565	-139,600
	Cash and cash equivalents at year-end	61,726	101,588	127,337	118,960	109,966	148,546	100,708	157,682	179,472	187,723	142,682
Indicators per Share	Earnings per share (EPS) (Net income per share) (¥)	57.0	67.6	87.5	103.8	119.1	133.4	157.7	171.3	188.3	134.4	184.4
	Book-value per share (BPS) (Net assets per share) (¥)	1,227.5	1,344.9	1,451.1	1,894.3	1,945.4	2,008.4	2,231.1	2,384.8	2,480.3	2,656.4	2,942.1
	Dividends (¥)	22.00	22.00	22.00	25.00	30.00	34.00	40.00	44.00	44.00	44.00	55.00
	Number of outstanding shares (Thousands of shares)	881,424	881,424	881,424	991,424	991,424	991,424	991,424	991,424	979,250	965,281	959,474
Financial Indicators	ROA (%)	3.55	3.66	4.07	4.10	4.14	4.59	4.58	4.44	4.18	2.84	3.31
	ROE (%)	4.78	5.27	6.26	6.37	6.20	6.75	7.44	7.42	7.74	5.22	6.61
	Debt/Equity (D/E) ratio (Times)	1.62	1.80	1.60	1.06	1.16	1.15	1.18	1.24	1.45	1.42	1.31
	Equity ratio (%)	27.9	26.9	28.0	36.9	35.8	35.7	35.1	34.4	32.6	33.0	34.1
	Total shareholder return ratio (%)	38.5	32.5	25.1	24.1	25.2	25.5	35.0	35.1	36.9	44.2	46.6

Notes:
1. Real property for sale = Real property for sale + real property for sale in progress + land for development + advances paid for purchases
2. Interest-bearing debt = Short-term debt + non-recourse short-term debt + commercial paper + bonds redeemable within one year +non-recourse bonds redeemable within one year
+ corporate bonds + non-recourse bonds + long-term debt + non-recourse long-term debt
3. ROA = (Operating income + non-operating income)/average total assets over the period
4. ROE = Profit attributable to owners of parent/average shareholders' equity over the period
5. Debt/Equity ratio = Interest-bearing debt/shareholders' equity

Non-Financial Highlights

For details, please refer to ESG Report 2022.
https://www.mitsui-fudosan.co.jp/english/esg_csr/report/

(FY)						
Item		Unit	2018	2019	2020	2021
Environmental Indicators ^{*1}	Greenhouse gas (GHG) emissions (based on SBT standards)	Thousand t-CO ₂	5,076	4,383	4,690	4,199
	Of these, Scope 1	Thousand t-CO ₂	90	104	115	140
	Of these, Scope 2	Thousand t-CO ₂	395	413	363	438
	Of these, Scope 3	Thousand t-CO ₂	4,591	3,865	4,211	3,621
	Energy usage ^{*2}	MWh	1,454,755	1,488,256	1,433,237	3,658,680
	Water usage (intake volume) ^{*2}	Thousand m ³ /year	5,407	5,726	5,365	11,948
	Water usage (discharge volume) ^{*2}	Thousand m ³ /year	5,595	5,539	4,711	10,533
	Waste emissions volume ^{*2}	t/year	47,271	47,188	38,080	114,136
Human Resources Indicators	No. of employees (Consolidated)	persons	19,081	20,864	23,992	24,408
	Of these, Mitsui Fudosan Co., Ltd. (Non-consolidated)	persons	1,577	1,631	1,776	1,898
	Women in management positions ratio (Non-consolidated)	%	2.5	3.3	4.5	5.7
	Women in general positions ratio (Non-consolidated)	%	9.3	11.0	12.5	14.7
	Number of paid leave days taken	days	14.1	14.9	13.8	15.0
	Number (percentage) of persons taking childcare leave, men (Non-consolidated) ^{*3}	persons	27 (84.4%)	25 (61.0%)	28 (70.0%)	38 (79.2%)
	Number (percentage) of persons taking childcare leave, women (non-consolidated)	persons	15 (100.0%)	10 (100.0%)	13 (100.0%)	20 (95.2%)
	Return rate from childcare leave (Mitsui Fudosan Co., Ltd.)	%	100.0	100.0	100.0	100.0
	Health checkup and screening rate (Mitsui Fudosan Co., Ltd.)	%	99.5	99.8	99.5	100.0
	Full-time staff voluntary turnover rate (Mitsui Fudosan Co., Ltd.)	%	0.77	0.53	0.51	0.81

^{*1} Among Mitsui Fudosan and its consolidated subsidiaries, for facilities owned by companies holding buildings or companies with 100 or more employees. Values are subject to change due to revisions to the aggregation range and methods.
^{*2} FY2018–FY2020: In principle, the applicable scope is facilities that are obliged to report based on the Act on the Rational Use of Energy. However, some facilities are excluded.
^{*3} Percentage of persons taking leave intended for childcare

Financial Analysis (Fiscal 2021)

Operating Conditions and an Overview of Results

The Japanese economy continued to experience unstable conditions throughout fiscal 2021. Despite initial signs of a recovery in corporate earnings and consumer spending due to the lifting of the state of emergency at the end of September and other factors amid prolonged restrictions on economic activities owing to the spread of COVID-19, this instability largely reflected the impact of highly infectious new virus variants from January 2022. In addition, rising geopolitical risks, including Russia’s incursion into Ukraine, as well as soaring energy and raw material prices, exacerbated uncertainties surrounding the future.

In the real estate sector, trends in the office building leasing market were generally firm. Despite signs of a modest upswing in vacancy rates owing in part to the consolidation and downsizing of offices following a review of workstyles, this generally firm market was underpinned by such factors as solid demand for properties in prime city center locations. Meanwhile, the retail facility leasing market exhibited a steady recovery trend. While sales failed to reach the levels recorded prior to the COVID-19 pandemic owing to a variety of factors including the intermittent declaration of states of emergency, this steady recovery was supported by indications of a positive turnaround in sales for certain facilities, mainly those in the suburbs. Turning to the logistics facility leasing business, the scale of the market expanded on the back of such factors as the upswing in new supply. This largely reflected the rising demand for logistics facilities associated with growth in E-commerce. The hotel operation market continued to confront challenging conditions. Notwithstanding a partial pickup at lodging-focused as well as resort hotels owing to a temporary recovery in business use, successful efforts to capture outbound needs, and other factors, the market continued to suffer under a wide array of difficult conditions including prolonged restrictions on activities and delays in a recovery in inbound needs. In the property sales market, trends were firm as purchase demand among customers remained high due to growing interest and the diversification of needs concerning living environments, as well as continued low interest rates. As far as the real estate investment market is concerned, investors maintained their keen interest. Buoyed by the favorable financial environment, the J-REIT market continued to expand, with an increase in the amount of real estate holdings.

In this business environment, the Mitsui Fudosan Group implemented a raft of thoroughgoing measures aimed at addressing the pandemic at each of its facilities while working to normalize facility operations. As a new measure, the Group formulated the “Mitsui Fudosan 9BOX Infection Control Standards” for common use across all of its facilities. Under the supervision of specialists, these standards serve as a countermeasure against droplet, aerosol, and contact infections. In addition, the Group has worked to create new value based on its long-term vision, VISION 2025. With the post-pandemic era foremost in its mind, this includes responding to irreversible changes in workstyles and lifestyles under COVID-19 through such measures as strengthening remote work services at its “WORK STYLING” multi-site satellite offices for corporate clients, expanding business in its “&mall” E-commerce mall linked to real stores, and developing housing with workspaces in common areas.

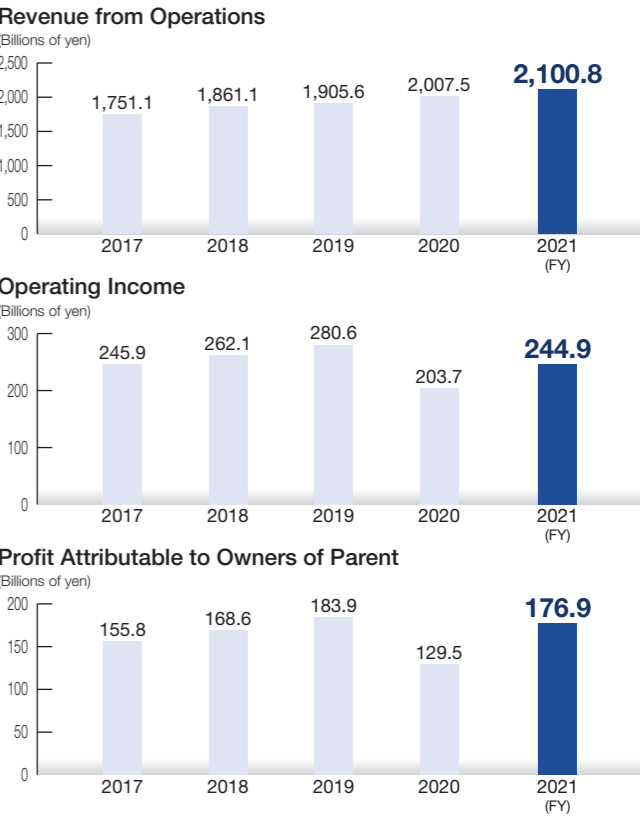
The Mitsui Fudosan Group recognizes that it is its social mission as a property developer to contribute to solving a variety of social problems with the aim of successfully establishing a sustainable society through the creation of neighborhoods, and has set new action plans and initiatives to reduce environmental impact and enable its workforce to thrive.

First, we formulated the “Group Action Plan for Achieving a Decarbonized Society” in order to achieve our goal of net-zero greenhouse gas emissions for the entire Group by fiscal 2050. Based on this, we promoted the greening of electricity in the common areas of our facilities in the Tokyo metropolitan area and launched green power supply services to tenant companies. Moreover, we pushed forward environment-focused initiatives. These include expanding the aforementioned measures to the Chubu and Kansai areas. Complementing these endeavors, we applied the Green Bonds issued to businesses that specialize in activities in the environmental

field to fund the development of an office building in New York. Over and above the execution of a sustainability-linked loan, in which the borrowing interest rate fluctuates in line with the achievement of greenhouse gas emission reduction targets, we also procured funds through sustainable finance. As a result of these activities, we have been selected for inclusion by CDP, a non-profit organization engaged in international environmental surveys and information disclosure, in the CDP 2021 Climate Change A List of top-ranking companies in the climate change category.

Recognizing that human resources are the force that drives the continuous creation of new value, the Mitsui Fudosan Group formulated the “Diversity and Inclusion Declaration” and a policy for initiatives. Under its policy for initiatives, the promotion of women’s active participation is positioned as an important theme. In addition to Mitsui Fudosan setting such targets as ratios for “women in management position of 10% and 20% by 2025 and 2030,” respectively, as well as “a female recruitment ratio of 40%,” Group companies have identified similar goals. Positive steps are also being taken to accelerate initiatives Group-wide by managing the status of progress. Among a variety of measures, we have conducted Group-wide training to change the awareness of the organization and supervisors. As a result of these endeavors, the Company was selected as a fiscal 2021 Nadeshiko Brand, a joint initiative by Japan’s Ministry of Economy, Trade, and Industry and the Tokyo Stock Exchange to identify companies that take outstanding steps to encourage women’s success in the workplace.

Despite the prolonged impact of COVID-19, operating income, ordinary income, and profit attributable to owners of parent exceeded consolidated business results forecasts announced during the fiscal year under review on the back of these various measures.



Segment Information

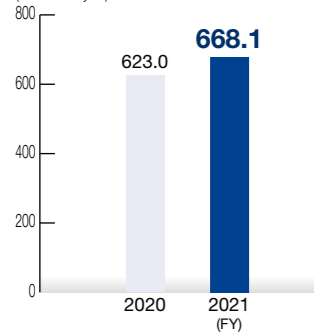
Leasing

In the Leasing segment, overall revenue from operations and operating income increased ¥45.0 billion and ¥9.2 billion, respectively. In addition to the upswing in such items as existing office leasing revenue and contributions for the full fiscal year from various properties including Bunkyo Garden Gate Tokyo, which was completed during the previous fiscal year, these increases in revenue from operations and operating income were due to such factors as the year-on-year recovery in sales at retail facilities amid the ongoing impact of COVID-19.

Meanwhile, the office vacancy rate in the Tokyo metropolitan area was 3.2% on a non-consolidated basis.

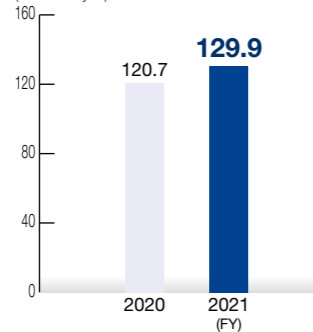
Revenue from Operations

(Billions of yen)



Operating Income

(Billions of yen)

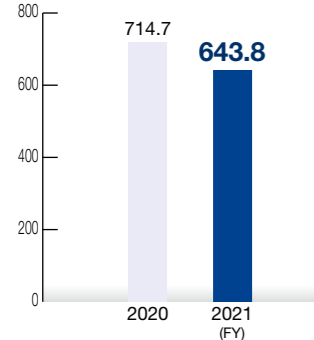


Property Sales

Revenue and earnings in the Property Sales to Individuals (Domestic) category decreased. This was mainly due to the year-on-year downturn in the reported number of condominium units in the fiscal year under review. Revenue and earnings in the Property Sales to Investors and Individuals (Overseas), etc., category increased owing largely to growth in the sale of properties to investors including J-REITs. In overall terms, revenue from operations in the Property Sales segment decreased ¥70.8 billion. In contrast, operating income reached a record high climbing ¥20.1 billion.

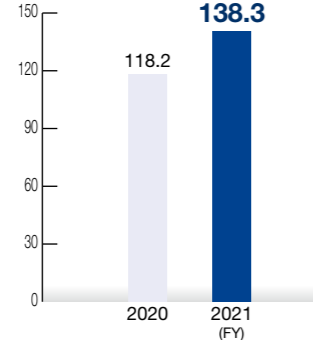
Revenue from Operations

(Billions of yen)



Operating Income

(Billions of yen)



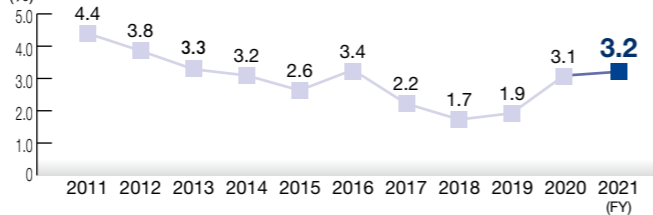
Fiscal Year-End Inventories (Property Sales to Individuals [Domestic]) (Units)

(FY)	2017	2018	2019	2020	2021
Condominiums	108	141	128	150	82
Detached Housing	40	30	58	17	7
Total	148	171	186	167	89

			(Millions of yen)	
(FY)			2020	2021
Office Buildings and Retail Facilities	Revenue	Office Buildings	¥369,256	¥389,811
		Retail Facilities	208,841	226,218
	Total Leased Floor Space (1,000 m²)		5,751	5,788
	Office Buildings	Owned	1,955	1,894
		Managed	1,438	1,502
	Retail Facilities	Owned	1,825	1,758
		Managed	533	634
Other	Revenue		44,975	52,137
Total Revenue			623,073	668,167
Total Operating Income			120,777	129,983

Vacancy Rate for Tokyo Metropolitan Area Office Buildings (Non-Consolidated)

(%)



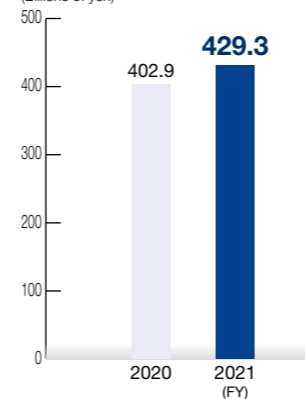
		(Millions of yen)		
(FY)		2020	2021	
Property Sales to Individuals (Domestic)	Condominiums			
	Tokyo Metropolitan Area	Revenue	¥268,854	¥180,674
		Units	3,332	2,539
	Other	Revenue	21,399	25,995
		Units	443	669
	Subtotal	Revenue	290,254	206,669
		Units	3,775	3,208
	Detached Housing			
	Tokyo Metropolitan Area	Revenue	33,183	36,149
		Units	482	467
	Other	Revenue	1,927	2,335
		Units	33	40
	Subtotal	Revenue	35,110	38,485
		Units	515	507
Property Sales to Investors & Individuals (Overseas)		Revenue	325,364	245,155
		Units	4,290	3,715
		Operating Income	40,003	24,028
		Revenue	389,374	398,696
		Operating Income	78,209	114,315
Total Revenue		714,739	643,851	
Total Operating Income		118,213	138,343	

Management

In the Property Management category, revenue and earnings increased owing to a variety of factors including successful efforts to reduce costs on an ongoing basis and increase in occupancy rates in the Repark (car park leasing) business. Revenue and earnings in the Brokerage and Asset Management, etc., category also improved. This was mainly due to such factors as the year-on-year upswing in brokerage transactions and unit prices per transaction handled in the Rehouse (brokerage for individuals) business. In overall terms, both revenue from operations and operating income in the Management segment reached record highs climbing ¥26.4 billion and ¥17.2 billion, respectively.

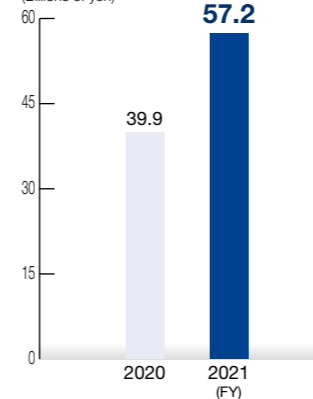
Revenue from Operations

(Billions of yen)



Operating Income

(Billions of yen)

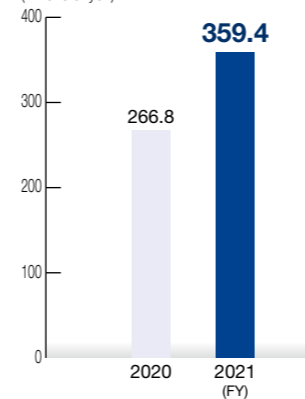


Other

Overall revenue from operations in the Other segment increased ¥92.6 billion, whereas the operating loss expanded ¥2.4 billion. This largely reflected the recovery trend in facility operations mainly in the hotel and resort businesses as well as the inclusion of TOKYO DOME's revenue and operating loss.

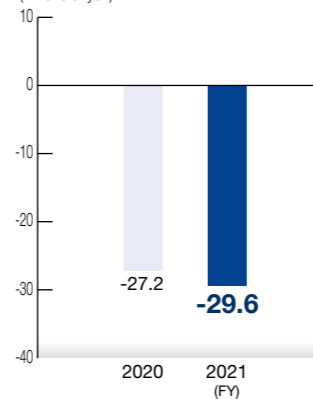
Revenue from Operations

(Billions of yen)



Operating Income

(Billions of yen)



		(Millions of yen)	
(FY)		2020	2021
Property Management	Revenue	¥309,099	¥321,572
	Operating Income	21,888	31,296
Brokerage, Asset Management, etc.	Revenue	93,829	107,777
	Operating Income	18,081	25,909
Total Revenue		402,929	429,350
Total Operating Income		39,969	57,205

		(Millions of yen)	
(FY)		2020	2021
New Construction Revenue		¥147,222	¥158,307
Facility Operations Revenue		32,736	46,803
TOKYO DOME Revenue		—	59,388
Other Revenue		86,854	95,000
Total Revenue		266,812	359,499
Total Operating Loss		-27,215	-29,641

Consolidated Financial Position

Assets

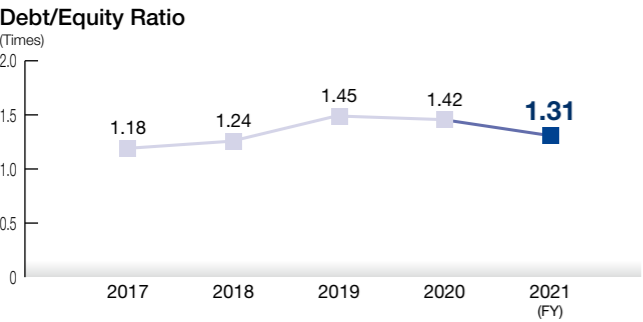
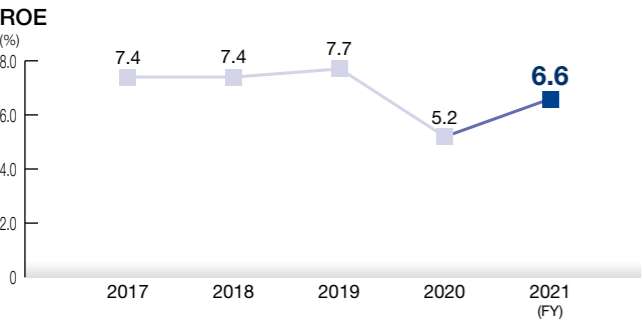
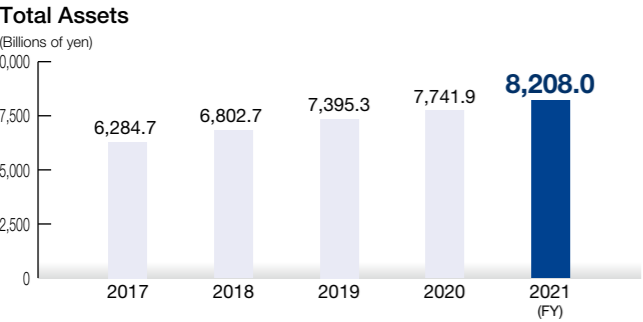
As of March 31, 2022, total assets were ¥8,208.0 billion, an increase of ¥466.0 billion from the end of the previous fiscal year.

This was mainly due to an increase of ¥121.1 billion in real property for sale (including real property for sale in progress, land for development and advances paid for purchases). There was an increase of ¥117.3 billion in tangible and intangible fixed assets mainly due to new investments, as well as an increase of ¥167.9 billion due to fair market valuation of investment securities.

Capital expenditures were ¥272.3 billion and depreciation and amortization was ¥111.5 billion.

Liabilities

Interest-bearing debt (the total of short-term debt, non-recourse short-term debt, commercial paper, bonds redeemable within one year, non-recourse bonds redeemable within one year, corporate bonds, non-recourse bonds, long-term debt, and non-recourse long-term debt) stood at ¥3,667.2 billion on an overall consolidated basis as of March 31, 2022, an increase of ¥43.7 billion from the end of the previous fiscal year.



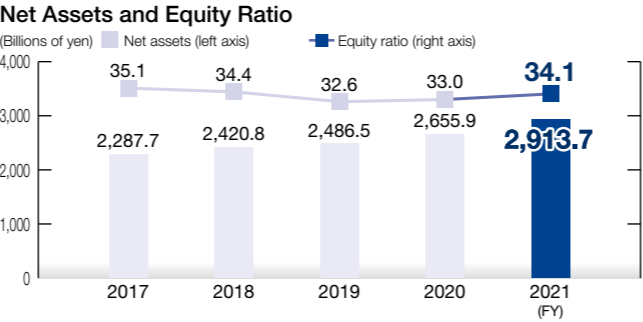
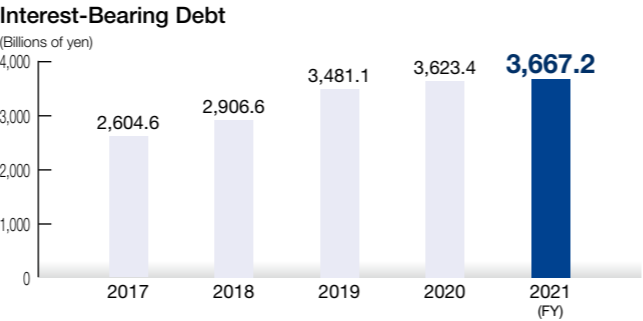
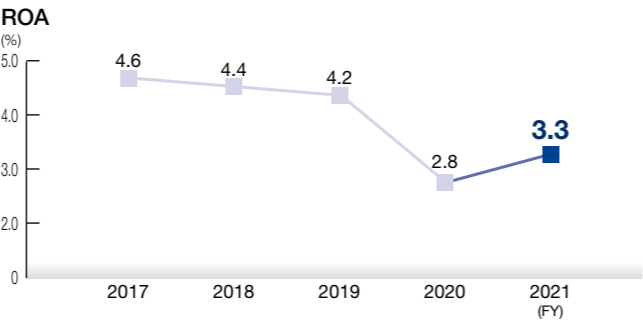
Mitsui Fudosan has established committed lines of credit totaling ¥400.0 billion with several financial institutions to ensure access to funds and adequate liquidity. The Company had not accessed these lines of credit as of the balance sheet date.

The current ratio (current assets/current liabilities) as of March 31, 2022, was 201%, a decrease compared with 245% as of March 31, 2021.

Net Assets

Total net assets as of March 31, 2022, were ¥2,913.7 billion, an increase of ¥257.7 billion compared with the end of the previous fiscal year. This increase was mainly attributable to upswings of ¥130.7 billion in retained earnings and ¥76.9 billion in net unrealized holding gains on securities, as well as a positive turnaround of ¥44.9 billion in foreign currency translation adjustment.

The equity ratio as of March 31, 2022, rose to 34.1% from 33.0% as of the end of the previous fiscal year, while the debt/equity ratio decreased to 1.31 times from 1.42 times. Net assets per share increased to ¥2,942.11 from ¥2,656.42 as of the previous fiscal year-end.



Consolidated Cash Flows

Consolidated Cash Flows

As of March 31, 2022, cash and cash equivalents were ¥142.6 billion, a decrease of ¥45.0 billion from the end of the previous fiscal year.

Cash Flows from Operating Activities

Operating activities provided net cash of ¥271.4 billion. Cash provided included income before income taxes of ¥262.4 billion and depreciation and amortization of ¥111.5 billion. Decreases included ¥90.0 billion in income taxes paid and refunded.

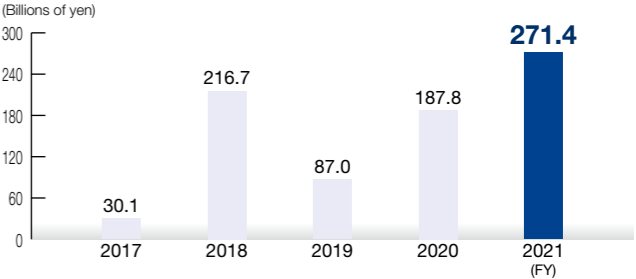
Cash Flows from Investing Activities

Investing activities used net cash of ¥210.0 billion. Cash purchases included ¥241.5 billion in tangible and intangible fixed assets and ¥64.1 billion in investment securities. Cash provided included proceeds from the sale of tangible and intangible fixed assets of ¥57.1 billion and proceeds from the sale of investment securities of ¥72.6 billion.

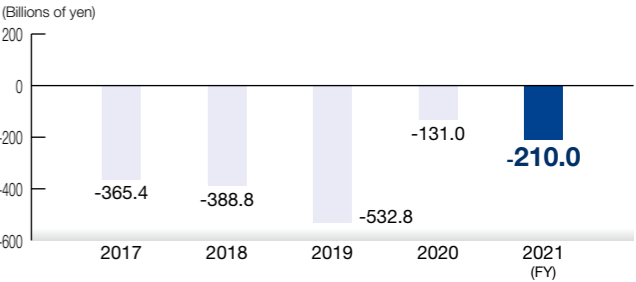
Cash Flows from Financing Activities

Financing activities used net cash of ¥139.6 billion, primarily for the payment of dividends and repayment of debt.

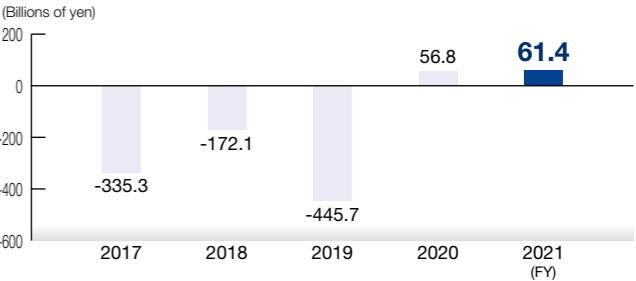
Cash Flows from Operating Activities



Cash Flows from Investing Activities



Free Cash Flows



Note: Free cash flow = Cash flow from operating activities + cash flow from investing activities

Rental Properties

Mitsui Fudosan and some of its consolidated subsidiaries have rental properties including office buildings and retail facilities in the Tokyo metropolitan area and other areas. In fiscal 2020, profit on such properties amounted to ¥118,075 million (with leasing revenue recorded in revenue from operations and leasing expenses recorded in cost of revenue from operations). An impairment loss of ¥29,795 million and a gain on sale of property and equipment of ¥20,668 million were recorded (with impairment loss recorded as an extraordinary loss and the gain on sale of property and equipment recorded as extraordinary income). In fiscal 2021, profit on such properties amounted to ¥127,249 million (with leasing revenue recorded in revenue from operations and leasing expenses recorded in cost of revenue from operations). An impairment loss of ¥8,048 million and a gain on sale of property and equipment of ¥6,682 million were recorded (with impairment loss recorded as an extraordinary loss and the gain on sale of property and equipment recorded as extraordinary income).

The carrying amount recorded on the consolidated balance sheets, the change during the fiscal year, and the market value of these properties are as shown on the right.

(Millions of yen)		
(FY)	2020	2021
Rental Properties Carrying Amount Recorded on the Consolidated Balance Sheets		
Balance as of the Beginning of the Period	¥3,171,133	¥3,029,628
Increase (Decrease) during the Period	-141,505	76,920
Balance as of the End of the Period	3,029,628	3,106,548
Market Value at the End of the Period	5,856,124	6,136,879
Difference	2,826,496	3,030,331

Notes: 1. The carrying amount recorded on the consolidated balance sheets was calculated by deducting accumulated depreciation and amortization and accumulated impairment losses from acquisition costs.
2. Market value at the end of the fiscal year is calculated by the Company's own appraisal team and was based, in principle, on Japan's Real Estate Appraisal Standards.
3. The main increases and decreases in the balance sheet during fiscal 2020 were an increase in real estate acquisition (¥207,677 million), and decreases due to real estate sales (¥198,635 million), and transfers to real property for sale (¥110,141 million).
4. The main increases and decreases in the balance sheet during fiscal 2021 were an increase in real estate acquisition (¥183,902 million) and decreases due to transfers to real property for sale (¥41,166 million) and real estate sales (¥37,626 million).

Shareholder Returns

The Mitsui Fudosan Group has long considered ways to upgrade and expand the return of profits to shareholders with the aim of enhancing corporate and shareholder value. In addition to the recovery of its mainstay Leasing, Property Sales, and Management businesses in the fiscal year under review, the Group is confident of a sustainable upswing in its business performance in the next fiscal year and beyond. Acknowledging its ability to undertake investments for future while at the same time stably and continuously enhancing shareholder returns, the Group has decided to increase its total shareholder return ratio from around 35% to around 45%.

Annual dividend per share for fiscal 2021	¥55
Own shares being repurchased	
From February 7, 2022, to March 3, 2022	¥15.0 billion
From May 16, 2022, to March 31, 2023 (Planned)	¥15.0 billion (Planned maximum)
Total shareholder return ratio of profit attributable to owners of parent	46.6%

Outlook for Fiscal 2022 (Year Ending March 31, 2023)

While the impact of COVID-19 is yet to dissipate, social and economic activities are progressing toward business as usual amid efforts to control the pandemic.

Taking into consideration these prevailing trends, revenue from operations, operating income, ordinary income, and profit attributable to owners of parent are all projected to reach record highs in the fiscal year ending March 31, 2023. In addition to the recovery in operating results particularly in the retail facility category of the Leasing segment, the hotel and resort category of the Other segment, as well as Tokyo Dome Group, it is expected that this year-on-year improvement will largely be due to newly completed properties that will be used as offices and retail facilities in the Leasing segment and successful efforts to capture new demand through measures aimed at addressing the COVID-19 pandemic contributing to revenue and earnings.

Based on this, in fiscal 2022, Mitsui Fudosan is expected to report revenue from operations of ¥2,200.0 billion, up ¥99.1 billion year on year. Operating income is estimated to increase by ¥55.0 billion to ¥300.0 billion and ordinary income is estimated to increase by ¥35.0 billion to ¥260.0 billion. Profit attributable to owners of parent is forecast to increase by ¥13.0 billion to ¥190.0 billion.

While some of the effects of the pandemic are projected to linger impacting hotels, resorts, and Tokyo Dome Group, the Group will continue toward a performance recovery by improving profitability and reducing costs on an ongoing basis.

Segment Forecasts

Leasing: Reflecting such factors as contributions to revenue and earnings from TOKYO MIDTOWN YAESU, 50 Hudson Yards, and LaLaport FUKUOKA, which are scheduled for completion during the next fiscal year, the recovery in sales in retail facilities and an increase in sales in the Work Styling business, revenue from operations and operating income are expected to increase ¥51.8 billion and ¥22.0 billion, respectively, to reach record highs in the fiscal year ending March 31, 2023.

Property Sales: Taking into consideration increases in unit prices per property and improvements in profit margins in the Property Sales to Individuals (Domestic) category and the continuous replacement of assets in the Property Sales to Investors category, overall revenue and earnings in the Property Sales segment are anticipated to increase ¥6.1 billion and ¥1.6 billion, respectively, reaching record highs.

Management: Carrying on from the fiscal year under review, trends in the Brokerage for Individuals and Repark (car park leasing) businesses are expected to remain firm. Owing to these and other factors, revenue from operations and operating income are projected to decrease ¥9.3 billion and ¥0.2 billion, respectively, coming in at around the same level as the fiscal year ended March 31, 2022.

Other: The Other segment is anticipated to make a return to profit with increases in both revenue from operations and operating income of ¥50.5 billion and ¥32.6 billion, respectively, in the fiscal year ending March 31, 2023. In addition to the recovery from the fiscal year under review, this is mainly due to the promotion of measures aimed at capturing new demand.

Dividends

Taking into consideration a comprehensive range of factors including the outlook for fiscal 2022 and the aforementioned shareholder returns policy, the Company plans to pay a cash dividend of ¥60 per share (including an interim dividend of ¥30 per share) for the fiscal year ending March 31, 2023.

Appendix

History

Mitsui Fudosan Co., Ltd. was founded on July 15, 1941, as part of the reorganization of Mitsui Company by Mitsui management. It was founded with three million yen in capital and tasked with managing the real estate owned by Mitsui Company.

Since its founding, the Company’s primary business has been leasing and managing real estate such as office buildings. However, we have been diversifying operations since the mid-1950s, and in 1957, we launched a marine land reclamation business by beginning a process of dredging and reclamation in a coastal region of Chiba Prefecture. In 1961, we began a business for developing and selling land for residential use and since 1968, we have also been constructing and selling condominiums and detached housing.

In recent years, the Mitsui Fudosan Group’s main businesses are office building leasing, retail facility leasing, and residential property sales. We also operate other businesses including a hotel and resorts business, a logistics business, a consulting business, a property management business, and overseas businesses.

Below is an overview of how the Group’s business has developed to date.

July	1941	Mitsui Fudosan Co., Ltd. established (capital: ¥3 million)
May	1949	Stock listed on the First Section of the Tokyo Stock Exchange
October	1956	Absorption of Mitsui Company by Mitsui Fudosan
February	1962	Osaka Branch Office (now Kansai Head Office) opened
December	1966	Construction of Yurigaoka Project completed
April	1968	Construction of Kasumigaseki Building completed
July	1969	Mitsui Real Estate Sales Co., Ltd. established
April	1972	Sapporo Branch Office (now Hokkaido Branch Office), Hiroshima Branch Office (now Chugoku Branch Office), and Fukuoka Branch Office (now Kyushu Branch Office) opened
October	1972	Nagoya Branch Office (now Chubu Branch Office) opened
May	1973	Mitsui Fudosan America, Inc. established
September	1973	Absorption of Shin-Nagoya Building Co., Ltd. by Mitsui Fudosan
December	1973	Sendai Branch Office (now Tohoku Branch Office) opened
September	1974	Construction of Shinjuku Mitsui Building completed
October	1974	Mitsui Home Co., Ltd. and Mitsui Fudosan Construction Co., Ltd. established
May	1980	“Let’s” system of joint development launched
September	1980	Construction of Sun City fully completed
March	1981	Mitsui Fudosan (Singapore) Pte., Ltd. established
April	1981	LaLaport Funabashi Shopping Center (now Mitsui Shopping Park LaLaport TOKYO-BAY) opened
September	1983	Halekulani opened
January	1984	Mitsui Garden Hotel Osaka (now Mitsui Garden Hotel Osaka Yodoyabashi) opened
April	1988	Yokohama Branch Office opened
December	1989	Mitsui Fudosan America Group established
January	1990	Mitsui Fudosan (U.K.) Ltd. established
April	1990	Chiba Branch Office opened
July	1992	Mitsui Fudosan (Singapore) Pte., Ltd. renamed as Mitsui Fudosan (Asia) Pte., Ltd.
July	1993	Construction of Bell Park City fully completed
September	1998	Yokohama Bayside Marina Shops & Restaurants (now MITSUI OUTLET PARK YOKOHAMA BAYSIDE) opened
December	1999	Absorption of Mitsui Fudosan America, Inc. by Mitsui Fudosan America Group
March	2000	Mitsui Fudosan America Group renamed as Mitsui Fudosan America, Inc.
March	2002	All shares of Mitsui Fudosan Construction Co., Ltd. sold
October	2002	Mitsui Real Estate Sales Co., Ltd. made into a full subsidiary through a share exchange
July	2005	Construction of Nihonbashi Mitsui Tower completed
December	2005	Mitsui Fudosan Residential Co., Ltd. established
January	2007	Construction of TOKYO MIDTOWN completed
April	2012	Mitsui Real Estate Sales Co., Ltd. renamed as Mitsui Fudosan Realty Co., Ltd.
July	2014	Kashiwa-no-ha Smart City Gate Square opened
September	2014	Construction of MFLP Sakai completed
February	2018	Construction of TOKYO MIDTOWN HIBIYA completed
October	2018	Mitsui Home Co., Ltd. made into a full subsidiary through a tender offer Construction of 55 Hudson Yards completed
March	2019	Construction of Nihonbashi Muromachi Mitsui Tower completed
January	2021	TOKYO DOME CORPORATION made into a consolidated subsidiary through a tender offer
April	2022	Mitsui Fudosan Co., Ltd. transferred from the First Section to the Prime Market of the Tokyo Stock Exchange following a review of the market classification of the Tokyo Stock Exchange

Mitsui Fudosan’s Businesses

Descriptions of the main businesses operated by Mitsui Fudosan and our 367 subsidiaries and affiliates (comprising 286 consolidated subsidiaries and 81 equity method affiliates) as well as the names of the main companies engaging in each business and how these companies are positioned within the business are as follows.

Leasing

Mitsui Fudosan leases properties such as office buildings and retail facilities. Mitsui Fudosan America, Inc. and Mitsui Fudosan (U.K.) Ltd. (both consolidated subsidiaries) lease properties such as office buildings in the U.S. and U.K. respectively. MITSUI FUDOSAN (ASIA) MALAYSIA SDN.BHD. and Mitsui Fudosan Taiwan Co., Ltd. (both consolidated subsidiaries) lease retail facilities in Malaysia and Taiwan respectively.

Property Sales

Mitsui Fudosan sells properties such as business facilities. Mitsui Fudosan Residential Co., Ltd. (a consolidated subsidiary) sells properties such as detached housing and condominiums. TID Pte. Ltd. (an equity method affiliate), Mitsui Fudosan America, Inc. and Mitsui Fudosan (U.K.) Ltd. sell properties in Singapore, the U.S. and U.K. respectively.

Management

Property Management

Mitsui Fudosan Facilities Co., Ltd. and Mitsui Fudosan Facilities West Co., Ltd. (both consolidated subsidiaries) are the main companies responsible for carrying out management, cleaning, maintenance, and other tasks for the leasing business. Mitsui Fudosan commissions Mitsui Fudosan Building Management Co., Ltd. (a consolidated subsidiary) and Mitsui Fudosan Facilities West Co., Ltd. to manage some of its office buildings. Mitsui Fudosan Retail Management Co., Ltd. (a consolidated subsidiary) carries out the management and operation of retail facilities. Also, Mitsui Fudosan Residential Service Co., Ltd. and Mitsui Fudosan Residential Service Kansai Co., Ltd. (both consolidated subsidiaries) carry out the post-sale management, cleaning, maintenance, and other tasks for properties. Mitsui Fudosan Residential Lease Co., Ltd. (a consolidated subsidiary) acts as an agent for subleasing and managing rental housing. MITSUI HOME ESTATE Co., Ltd. (a consolidated subsidiary) offers rental housing intermediary and property management services. Mitsui Fudosan Realty Co., Ltd. (a consolidated subsidiary) operates Repark, a business offering hourly and monthly car park leasing.

Brokerage, Asset Management, etc.

Mitsui Fudosan operates a business offering consultation regarding the development and securitization of real estate. Mitsui

Fudosan Residential Co., Ltd. operates a sales agency for housing and other properties. Mitsui Fudosan Realty Co., Ltd. operates a brokerage business for the sale, leasing, and renting of real estate through the Mitsui Rehouse network. Mitsui Fudosan Investment Advisors, Inc. (a consolidated subsidiary) sets up and manages private placement real estate funds. Nippon Building Fund Management Ltd., Mitsui Fudosan Accommodations Fund Management Co., Ltd., Mitsui Fudosan Logistics REIT Management Co., Ltd., and Mitsui Fudosan Frontier REIT Management Inc. (all consolidated subsidiaries) operate an asset management business for real estate investment funds. Mitsui Fudosan (Shanghai) Consulting Co., Ltd. and Mitsui Fudosan Consulting (Guangzhou) Co., Ltd. (both consolidated subsidiaries) operate consulting businesses based in China.

Other

New Construction under Consignment

Mitsui Home Co., Ltd. (a consolidated subsidiary) and each franchise company provide the design, construction management, and sub-contracting construction of new-build homes.

Facility Operations

Mitsui Fudosan Hotel Management Co., Ltd. (a consolidated subsidiary) operates hotels, primarily those leased from Mitsui Fudosan. Imperial Hotel, Ltd.* (an equity method affiliate) operates hotels. Mitsui Fudosan America, Inc. operates resort and luxury facilities in Hawaii, U.S.A. Mitsui Fudosan Resort Management Co., Ltd. and Shima Resort Management Co., Ltd. (both consolidated subsidiaries) operate resort and luxury facilities leased from Mitsui Fudosan. Mitsui Fudosan Golf Properties K.K. and MITSUI-NOMORI Co., Ltd. (both consolidated subsidiaries) operate golf course businesses.

Tokyo Dome

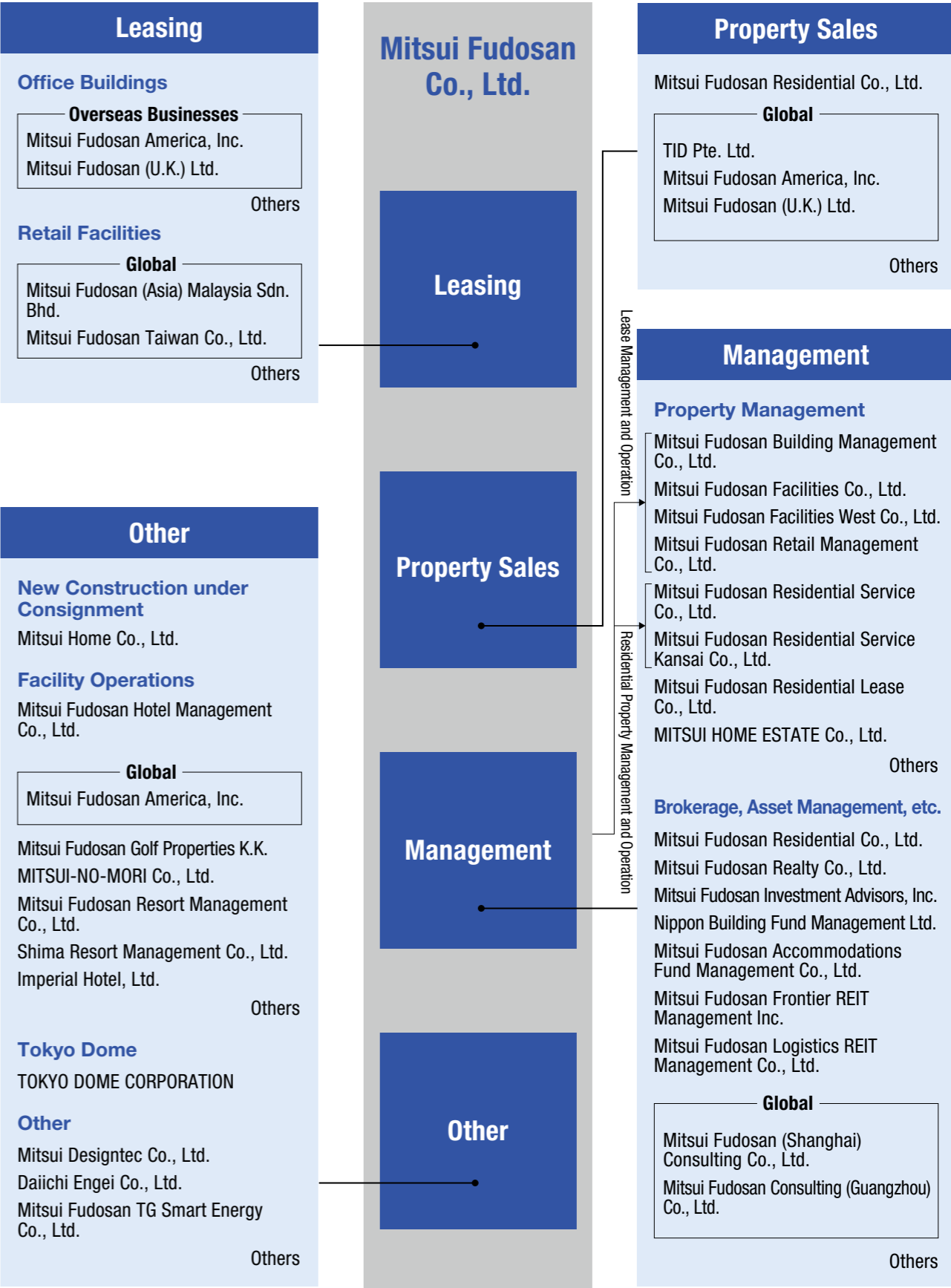
TOKYO DOME CORPORATION (a consolidated subsidiary) operates a stadium and arena business mainly centered on Tokyo Dome City.

Other

Mitsui Designtec Co., Ltd. (a consolidated subsidiary) carries out renovation work for homes and renewal work for offices and retail facilities. Daiichi Engei Co., Ltd. (a consolidated subsidiary) is a retailer of flowers and ornamental plants, seeds, and other gardening products. Mitsui Fudosan TG Smart Energy Co., Ltd. (a consolidated subsidiary) operates a specified electricity transmission and distribution and heat supply business.

* Stock of Imperial Hotel, Ltd. (an equity method affiliate) is listed on the Second Section of the Tokyo Stock Exchange.

The following organization chart shows how the businesses of the main subsidiaries and affiliates mentioned above relate to Mitsui Fudosan’s business.



Current Subsidiaries and Affiliates

(A) Consolidated Subsidiaries

Name	Location	Capital (Millions of yen)	Business	Proportion of voting rights owned by Mitsui Fudosan	Portion indirectly owned	Relationship with Mitsui Fudosan	Renting office space from Mitsui Fudosan	Officers in concurrent posts	Mitsui Fudosan officers among concurrent officers
Accommodation First Co., Ltd.	Minato Ward, Tokyo	10	Management	100.0	100.0			4	4
Ise-Shima Resort Management Co., Ltd.	Shima City, Mie	50	Other	100.0	—	Leasing resort facilities from Mitsui Fudosan		5	5
Wave Real Estate Co., Ltd.	Chuo Ward, Tokyo	90	Leasing, Property sales	100.0	—		Yes	4	4
NBF Office Management Co., Ltd.	Chuo Ward, Tokyo	10	Management	100.0	—	Commissioned by Mitsui Fudosan to manage buildings	Yes	4	4
MF Service Apartment Co., Ltd.	Chuo Ward, Tokyo	10	Management	100.0	—			1	1
31 VENTURES Global Innovation Fund L.P.	Shibuya Ward, Tokyo	4,500	Other	99.0	—			0	0
31 VENTURES Global Innovation Fund II L.P.	Shibuya Ward, Tokyo	2,500	Other	99.0	—			0	0
MF Living Support Co., Ltd.	Koto Ward, Tokyo	100	Management	100.0	100.0			3	2
Kyushin Kaihatsu Inc.	Usuki City, Oita	120	Other	96.0	—			3	3
GREENCOLLAR, Inc.	Chuo Ward, Tokyo	22	Other	66.7	—			4	4
GREENCOLLAR NEWZEALAND LIMITED	Auckland, New Zealand	NZ\$5,520,000	Other	100.0	100.0			4	4
31VENTURES-Global Brain-Growth I GK	Chuo Ward, Tokyo	6,262	Other	97.7	—			0	0
SUNLIFE CREATION Co., Ltd.	Chuo Ward, Tokyo	300	Property sales, Management, etc.	100.0	100.0		Yes	2	1
ShareTomorrow Co., Ltd.	Chuo Ward, Tokyo	25	Other	100.0	—			3	3
Shima Resort Management Co., Ltd.	Shima City, Mie	100	Other	100.0	—	Leasing resort facilities from Mitsui Fudosan		5	5
Sumai Support Co., Ltd.	Chuo Ward, Tokyo	50	Management	100.0	100.0			3	3
Daiasama Golf Co., Ltd.	Kitasaku District, Nagano	150	Other	86.8	0.9			3	1
Daiichi Engei Co., Ltd.	Shinagawa Ward, Tokyo	480	Leasing, Other	100.0	—		Yes	4	4
Tsunamachi Club Co., Ltd.	Minato Ward, Tokyo	10	Other	100.0	—			3	3
TM Serviced Apartment CO., Ltd.	Minato Ward, Tokyo	10	Management	100.0	—			4	4
TM Park Residences Co., Ltd.	Minato Ward, Tokyo	10	Management	100.0	—			4	4
TOKYO-BAY Arena Co., Ltd.	Chuo Ward, Tokyo	100	Leasing	60.0	—			4	4
Tokyo Midtown Management Co., Ltd.	Minato Ward, Tokyo	100	Management	100.0	—		Yes	7	6
Narita Sports Development Co., Ltd.	Narita City, Chiba	30	Other	100.0	—			3	3
Haimurubushi Co., Ltd.	Yaeyama District, Okinawa	200	Other	100.0	—	Leasing resort facilities from Mitsui Fudosan		4	4
First Facilities Chiba Co., Ltd.	Chiba City, Chiba	20	Management	100.0	100.0		Yes	3	3
First Facilities Challenged Co., Ltd.	Chuo Ward, Tokyo	10	Management	100.0	100.0			3	3
Funabashi Health Center Co., Ltd.	Funabashi City, Chiba	10	Other	100.0	100.0			1	1
Frontier REIT SC Management Co., Ltd.	Chuo Ward, Tokyo	10	Management	100.0	100.0			4	4
Mitsui Designtec Co., Ltd.	Chuo Ward, Tokyo	500	Other	100.0	—	Contracted by Mitsui Fudosan for office and retail facility interior work, etc.	Yes	10	8
MITSUMI DEVELOPMENT CO., LTD.	Chuo Ward, Tokyo	1,000	Leasing, Property sales	100.0	100.0			4	1
MITSUMI-NO-MORI Co., Ltd.	Chino City, Nagano	200	Management, Other	100.0	—		Yes	4	4
Mitsui Fudosan Accommodations Fund Management Co., Ltd.	Chuo Ward, Tokyo	300	Management	100.0	—		Yes	5	5
Mitsui Fudosan Engineering Advisors Inc.	Chuo Ward, Tokyo	100	Management	100.0	—			5	5
MITSUMI FUDOSAN AUSTRALIA PTY. LTD.	Sydney, Australia	A\$6,000,000	Leasing, Property sales	100.0	—			3	3
Mitsui Fudosan Golf Properties K.K.	Chuo Ward, Tokyo	490	Other	100.0	—			3	3
Mitsui Fudosan Consulting (Guangzhou) Co., Ltd.	Guangzhou, China	CNY2,426,130	Management	100.0	—			5	4
Mitsui Fudosan (Shanghai) Consulting Co., Ltd.	Shanghai, China	CNY7,870,440	Management	100.0	—			5	4
Mitsui Fudosan Residential Lease Co., Ltd.	Shinjuku Ward, Tokyo	490	Management	100.0	100.0	Commissioned by Mitsui Fudosan to manage rental housing	Yes	9	7
Mitsui Fudosan Retail Management Co., Ltd.	Chuo Ward, Tokyo	450	Management	100.0	—	Commissioned by Mitsui Fudosan to manage retail facilities, etc.	Yes	12	10
Mitsui Fudosan TG Smart Energy Co., Ltd.	Chuo Ward, Tokyo	100	Other	70.0	—		Yes	3	2

Name	Location	Capital (Millions of yen)	Business	Proportion of voting rights owned by Mitsui Fudosan	Portion indirectly owned	Relationship with Mitsui Fudosan	Renting office space from Mitsui Fudosan	Officers in concurrent posts	Mitsui Fudosan officers among concurrent officers
Mitsui Fudosan Investment Advisors, Inc.	Chuo Ward, Tokyo	490	Management	100.0	—		Yes	7	6
Mitsui Fudosan Building Management Co., Ltd.	Chuo Ward, Tokyo	490	Management	100.0	—	Commissioned by Mitsui Fudosan to manage buildings	Yes	8	5
Mitsui Fudosan Facilities Co., Ltd.	Chuo Ward, Tokyo	490	Management	100.0	—	Commissioned by Mitsui Fudosan to manage, clean, and maintain properties and adjacent facilities	Yes	12	10
Mitsui Fudosan Facilities West Co., Ltd.	Osaka City, Osaka	200	Management	100.0	100.0		Yes	5	5
Mitsui Fudosan Frontier REIT Management Inc.	Chuo Ward, Tokyo	450	Management	100.0	—		Yes	6	6
Mitsui Fudosan Hotel Management Co., Ltd.	Chuo Ward, Tokyo	490	Other	100.0	—	Leasing hotels from Mitsui Fudosan	Yes	9	8
Mitsui Fudosan Resort Management Co., Ltd.	Chuo Ward, Tokyo	100	Other	100.0	—	Leasing resort facilities from Mitsui Fudosan		5	4
Mitsui Fudosan Residential Co., Ltd. ^{1, 2}	Chuo Ward, Tokyo	40,000	Leasing, Property sales, etc.	100.0	—		Yes	10	3
Mitsui Fudosan Residential Service Co., Ltd.	Koto Ward, Tokyo	400	Management	100.0	100.0		Yes	9	6
Mitsui Fudosan Residential Service Kansai Co., Ltd.	Osaka City, Osaka	300	Management	100.0	100.0		Yes	5	3
Mitsui Fudosan Residential Service Kyushu Co., Ltd.	Fukuoka City, Fukuoka	100	Management	100.0	100.0		Yes	2	1
Mitsui Fudosan Residential Service Chugoku Co., Ltd.	Hiroshima City, Hiroshima	100	Management	100.0	100.0		Yes	2	1
Mitsui Fudosan Residential Service Tohoku Co., Ltd.	Sendai City, Miyagi	100	Management	100.0	100.0		Yes	2	1
Mitsui Fudosan Residential Service Hokkaido Co., Ltd.	Sapporo City, Hokkaido	100	Management	100.0	100.0		Yes	2	1
Mitsui Fudosan Logistics REIT Management Co., Ltd.	Chuo Ward, Tokyo	200	Management	100.0	—		Yes	5	5
Mitsui Fudosan Loan Guarantee Co., Ltd.	Chuo Ward, Tokyo	100	Other	100.0	—	Guarantees loans for properties sold by Mitsui Fudosan		3	3
Mitsui Fudosan Worldfarm Co., Ltd.	Chuo Ward, Tokyo	235	Other	97.9	—			4	3
Minato Estate Co., Ltd.	Chuo Ward, Tokyo	110	Other	100.0	—			3	3
LaLaport Agency Co., Ltd.	Chuo Ward, Tokyo	20	Management	100.0	100.0			8	8
Resident First Co., Ltd.	Minato Ward, Tokyo	10	Management	100.0	100.0			5	5
Nippon Building Fund Management Ltd. ³	Chuo Ward, Tokyo	495	Management	46.0	—		Yes	4	4
35 other companies					—				
MFA Holding, Inc.	Wilmington, Delaware, U.S.A.	US\$1,000	Leasing, Property sales, etc.	100.0	—			2	1
Mitsui Fudosan America, Inc.	Newark, Delaware, U.S.A.	US\$722,000	Leasing, Property sales, etc.	100.0	100.0			3	1
101 other MFA Holding, Inc. Group companies					—				
Mitsui Fudosan (Asia) Pte. Ltd.	Singapore	S\$103,863,128	Leasing, Property sales, etc.	100.0	40.0			5	4
7 other Mitsui Fudosan (Asia) Pte. Ltd. Group companies					—				
Mitsui Fudosan (Asia) Malaysia Sdn. Bhd.	Kuala Lumpur, Malaysia	MYR 115,794,000	Leasing, Property sales	100.0	40.0			4	3
3 other Mitsui Fudosan (Asia) Malaysia Sdn. Bhd. Group companies									
Mitsui Fudosan (U.K.) Ltd. ¹	London, U.K.	£477,250,000	Leasing, Property sales	100.0	—			3	1
29 other Mitsui Fudosan (U.K) Ltd. Group companies					—				
Mitsui Fudosan Taiwan Co., Ltd.	Taipei, Taiwan	NT\$ 3,676,308,545	Leasing, Property sales, etc.	100.0	40.0			4	3
10 other Mitsui Fudosan Taiwan Co., Ltd. Group companies									
Mitsui Fudosan Realty Co., Ltd.	Chiyoda Ward, Tokyo	20,000	Management	100.0	—		Yes	8	3
7 other Mitsui Fudosan Realty Co., Ltd. Group companies					—				
Mitsui Home Co., Ltd.	Shinjuku Ward, Tokyo	13,900	Other	100.0	—		Yes	10	7
MITSUMI HOME ESTATE Co., Ltd.	Chiyoda Ward, Tokyo	100	Management	100.0	100.0		Yes	0	0
MITSUMIHOME ENGINEERING Co., LTD.	Setagaya Ward, Tokyo	100	Other	100.0	100.0			1	1
Mitsui Home Components Co., Ltd.	Chuo Ward, Tokyo	300	Other	100.0	100.0			1	1
MITSUMIHOME LINKAGE Co., Ltd.	Shinjuku Ward, Tokyo	300	Other	100.0	100.0			0	0
8 other Mitsui Home Co., Ltd. Group companies					—				
TOKYO DOME CORPORATION	Bunkyo Ward, Tokyo	2,038	Other	80.0	—			5	2

Name	Location	Capital (Millions of yen)	Business	Proportion of voting rights owned by Mitsui Fudosan	Portion indirectly owned	Relationship with Mitsui Fudosan	Renting office space from Mitsui Fudosan	Officers in concurrent posts	Mitsui Fudosan officers among concurrent officers
Matsudo Kousan Co., Ltd.	Matsudo City, Chiba	100	Other	100.0	100.0			2	2
TOKYO DOME HOTEL CORPORATION	Bunkyo Ward, Tokyo	100	Other	100.0	100.0			2	2
9 other TOKYO DOME CORPORATION Group companies				—					

Note: The “Business” column uses the name of the business segment.

*1 Qualifies as a specified subsidiary.

*2 Mitsui Fudosan Residential Co., Ltd.’s revenue (excluding inter-company sales between consolidated companies) accounts for over 10% of consolidated revenue from operations. The main financial information of the company is as below.

- (1) Revenue from operations: ¥355,326 million
- (2) Ordinary income: ¥42,131 million
- (3) Net profit: ¥30,605 million
- (4) Net assets: ¥158,608 million
- (5) Total assets: ¥941,192 million

*3 Although Mitsui Fudosan owns less than 50% of voting rights, it effectively holds control of the company and therefore classifies it as a subsidiary.

(B) Equity Method Affiliates

Name	Location	Capital (Millions of yen)	Business	Proportion of voting rights owned by Mitsui Fudosan	Portion indirectly owned	Relationship with Mitsui Fudosan	Renting office space from Mitsui Fudosan	Officers in concurrent posts	Mitsui Fudosan officers among concurrent officers
Imperial Hotel, Ltd.*1	Chiyoda Ward, Tokyo	1,485	Hotel management and operation	33.2	—			2	0
TID Pte. Ltd.	Singapore	S\$10,000,000	Property sales to individuals	49.0	—			4	3
RESOL HOLDINGS CO., LTD.*1	Shinjuku Ward, Tokyo	3,948	Manages resort facilities, etc.	41.0	—		Yes	3	2
Keiyo Tochi Kaihatsu Co., Ltd.	Chiyoda Ward, Tokyo	400	Real estate business	33.3	—			2	2
SENON LIMITED	Shinjuku Ward, Tokyo	100	Security business	20.8	—	Commissioned to provide security for Mitsui Fudosan buildings	Yes	1	1
ST. LUKE’S TOWERS Co., Ltd.	Chuo Ward, Tokyo	100	Building lease business	42.5	—	Rents properties from Mitsui Fudosan	Yes	2	2
Kyushu Kumamoto International Airport Co., Ltd.	Kamimashiki District, Kumamoto	6,440	Management and operation of Kyushu Kumamoto International Airport	29.0	—			2	2
Hiroshima International Airport Co., Ltd.	Mihara City, Hiroshima	9,250	Management and operation of Hiroshima International Airport	32.0	—			3	3
Village Shonan, Inc.*2	Miura District, Kanagawa	494	Management and operation of Shonan Village Center	16.0	—			1	1
CREW SYSTEMS, INC.	Chiyoda Ward, Tokyo	133	Surveillance camera and system business, etc.	38.2	—		Yes	3	2
Other 5 other Mitsui Home Co., Ltd. Group companies 1 other TOKYO DOME CORPORATION Group company 28 other Mitsui Fudosan (Asia) Pte. Ltd. Group companies 5 other Mitsui Fudosan (U.K) Ltd. Group companies 5 other MFA Holding, Inc. Group companies 4 other Mitsui Fudosan Taiwan Co., Ltd. Group companies 1 other Mitsui Fudosan (Asia) Malaysia Sdn. Bhd. Group companies 22 other companies									

*1 Submits a securities report.

*2 Although Mitsui Fudosan owns less than 20% of voting rights, it effectively holds influence over the company and therefore classifies it as an affiliate.

Major Properties

The major properties owned by the Group (Mitsui Fudosan and consolidated subsidiaries) in each segment are shown below.

(A) Leasing Segment

Company name	Property name (location)	Type of property	Structure and scale	Date of construction completion/ acquisition	Total floor area (㎡)	Total land area (㎡)	Book value (Millions of yen)			
							Building	Land	Other	Total
(1) Properties										
Mitsui Fudosan Co., Ltd.	Mitsui Main Building (Chuo Ward, Tokyo)	Office	Steel-reinforced concrete structure 7 floors above ground 2 basement floors	Mar. 1929	32,245	14,256	2,782	122,472	21	159,087
	Mitsui Building No. 2 (Chuo Ward, Tokyo)	Office	Steel-reinforced concrete structure 11 floors above ground 3 basement floors	Feb. 1985	26,490		6,274		218	
	Nihonbashi Mitsui Tower (Chuo Ward, Tokyo)	Office	Steel construction/steel-reinforced concrete structure (portion) 39 floors above ground 4 basement floors	Jul. 2005	133,727		26,875		443	
Mitsui Fudosan Co., Ltd. M Three Real Estate Co., Ltd. Murosan Real Estate Co., Ltd.	Nihonbashi Muromachi Mitsui Tower (Chuo Ward, Tokyo)	Office, Retail facility	Reinforced concrete structure/ steel-reinforced concrete structure (portion) 26 floors above ground 3 basement floors	Mar. 2019	151,579 ^{*1}	10,255 ^{*1,*2}	82,395	108,443	4,689	195,528
Mitsui Fudosan Co., Ltd.	Muromachi Higashi Mitsui Building (Chuo Ward, Tokyo)	Office, Retail facility	Steel construction/steel-reinforced concrete structure (portion)/ reinforced concrete structure (portion) 22 floors above ground 4 basement floors	Oct. 2010	40,363	2,454	8,671	25,088	239	33,999
	Muromachi Furukawa Mitsui Building (Chuo Ward, Tokyo)	Office, Retail facility, Residence	Steel construction/steel-reinforced concrete structure (portion)/ reinforced concrete structure (portion) 22 floors above ground 4 basement floors	Feb. 2014	25,439 ^{*1}	1,534 ^{*1}	4,613	7,487	99	12,200
	Muromachi Chibagin Mitsui Building (Chuo Ward, Tokyo)	Office, Retail facility	Steel construction/steel-reinforced concrete structure (portion)/ reinforced concrete structure (portion) 17 floors above ground 4 basement floors	Feb. 2014	13,380 ^{*1}	771 ^{*1,*2}	2,442	8,398	50	10,890
	Nihonbashi 1-Chome Mitsui Building (Chuo Ward, Tokyo)	Office, Retail facility	Steel construction/steel-reinforced concrete structure (portion) 20 floors above ground 4 basement floors	Jan. 2004	92,755	5,611	12,962	64,427	430	77,821
Mitsui Fudosan Co., Ltd. Lotus Estate Co., Ltd.	Nihonbashi Astellas Mitsui Building (Chuo Ward, Tokyo)	Office	Steel construction/reinforced concrete structure/steel-reinforced concrete structure 17 floors above ground 2 basement floors	Jan. 2013	26,516	2,364	4,918	21,338	59	26,315
Mitsui Fudosan Co., Ltd.	Suruga Building (Chuo Ward, Tokyo)	Office	Reinforced concrete structure 9 floors above ground 4 basement floors	Oct. 2019	16,445	1,358	1,746	33,401	4	35,152
	Nihonbasi Takashimaya Mitsui Building (Chuo Ward, Tokyo)	Office	Reinforced concrete structure/ steel-reinforced concrete structure 32 floors above ground 5 basement floors	Jun. 2018	83,746 ^{*1}	3,460 ^{*1}	30,781	55,776	765	87,323
	Yaesu Mitsui Building (Chuo Ward, Tokyo)	Office	Steel-reinforced concrete structure 10 floors above ground 3 basement floors	Jun. 1965	22,520 ^{*1}	1,865 ^{*1,*2}	714	15,811	12	16,538
	Kojun Building (Chuo Ward, Tokyo)	Retail facility	Steel-reinforced concrete structure 10 floors above ground 2 basement floors	Sep. 2004	13,662 ^{*1}	1,316 ^{*1}	2,314	7,832	45	10,192
	Sumitomo Mitsui Banking Corporation Head Office Building (Chiyoda Ward, Tokyo)	Office	Steel construction/steel-reinforced concrete structure (portion)/ reinforced concrete structure (portion) 23 floors above ground 4 basement floors	Jul. 2010	80,047	5,430	13,944	89,148	102	103,195
	Kasumigaseki Building (Chiyoda Ward, Tokyo)	Office	Steel construction/steel-reinforced concrete structure (portion) 36 floors above ground 3 basement floors	Apr. 1968	145,494 ^{*1}	8,264 ^{*1,*2}	17,031	1,556	795	19,383
	Shin-Kasumigaseki Building (Chiyoda Ward, Tokyo)	Office	Steel construction/steel-reinforced concrete structure (portion) 20 floors above ground 3 basement floors	Feb. 1987	14,895 ^{*1}	2,891 ^{*1}	1,128	16,597	11	17,736
	Toranomon Mitsui Building (Chiyoda Ward, Tokyo)	Office	Steel construction/steel-reinforced concrete structure (portion) 14 floors above ground 2 basement floors	Sep. 1972	23,606	3,264	1,433	32,292	34	33,760

Company name	Property name (location)	Type of property	Structure and scale	Date of construction completion/ acquisition	Total floor area (m ²)	Total land area (m ²)	Book value (Millions of yen)			
							Building	Land	Other	Total
Mitsui Fudosan Co., Ltd.	Marunouchi Mitsui Building (Chiyoda Ward, Tokyo)	Office	Steel-reinforced concrete structure 11 floors above ground 2 basement floors	Feb. 1981	20,373	1,851	2,730	23,690	50	26,471
	Jimbocho Mitsui Building (Chiyoda Ward, Tokyo)	Office	Steel construction/steel-reinforced concrete structure (portion) 23 floors above ground 2 basement floors	Mar. 2003	13,923 ¹	1,252 ¹	3,370	8,179	17	11,567
	GranTokyo North Tower (Chiyoda Ward, Tokyo)	Office	Steel construction/steel-reinforced concrete structure (portion)/ reinforced concrete structure (portion) 43 floors above ground 4 basement floors	Oct. 2007	82,001 ¹	3,723 ¹	12,519	43,778	84	56,383
	TOKYO MIDTOWN HIBIYA (Chiyoda Ward, Tokyo)	Office, Retail facility	Steel construction/steel-reinforced concrete structure (portion) 35 floors above ground 4 basement floors	Feb. 2018	189,245	10,702	78,002	121,375	2,795	202,173
	Hibiya U-1 Building (Chiyoda Ward, Tokyo)	Office	Steel-reinforced concrete structure 26 floors above ground 4 basement floors	Mar. 2018	50,848	5,065	—	67,149	—	67,149
	Otemachi One Tower (Chiyoda Ward, Tokyo)	Office	Steel-reinforced concrete structure 40 floors above ground 5 basement floors	Feb. 2020	56,592 ¹	3,297 ¹	25,390	90,946	1,524	117,861
Chorus Property, LLC	Aoyama OM-SQUARE (Minato Ward, Tokyo)	Office	Steel construction/steel-reinforced concrete structure (portion) 25 floors above ground 3 basement floors	Jul. 2008	14,603 ¹	2,040 ¹	2,472	8,903	28	11,404
Mitsui Fudosan Co., Ltd.	Shiodome City Center (Minato Ward, Tokyo)	Office	Steel construction/steel-reinforced concrete structure (portion) 43 floors above ground 4 basement floors	Jan. 2003	15,775 ¹	1,322 ¹	1,700	9,468	29	11,199
	TOKYO MIDTOWN (Minato Ward, Tokyo)	Office, Retail facility, Residence	Steel construction/steel-reinforced concrete structure (portion)/ reinforced concrete structure (portion) 54 floors above ground 5 basement floors	Jan. 2007	281,901 ¹	34,465 ¹	41,128	148,163	1,453	190,746
	msb Tamachi (Tamachi Station Tower South) (Minato Ward, Tokyo)	Office	Reinforced concrete structure/ steel-reinforced concrete structure (portion) 31 floors above ground 2 basement floors	May 2018	75,178 ¹	5,407 ^{1,2}	27,936	—	1,166	29,102
	GATE CITY OHSAKI (Shinagawa Ward, Tokyo)	Office	Steel construction/steel-reinforced concrete structure (portion)/ reinforced concrete structure (portion) 24 floors above ground 4 basement floors	Jan. 1999	33,612 ¹	5,405 ¹	5,727	13,445	86	19,259
	RAYARD MIYASHITA PARK (Shibuya Ward, Tokyo)	Retail facility	Steel construction/steel-reinforced concrete structure (portion)/ reinforced concrete structure (portion) 4 floors above ground 1 basement floor	Jul. 2020	34,502	8,055 ²	12,955	—	1,278	14,233
	Urban Dock LaLaport TOYOSU (Koto Ward, Tokyo)	Retail facility	Steel construction/steel-reinforced concrete structure (portion) 5 floors above ground 1 basement floor	Aug. 2006	164,525	67,499 ²	10,745	20,199	784	31,729
	Mitsui Fudosan Industrial Park Haneda (Ota Ward, Tokyo)	Logistics facility	Steel construction 5 floors above ground	Jun. 2019	81,030	36,213 ²	10,669	16,056	863	27,589
	LAZONA Kawasaki Plaza (Kawasaki City, Kanagawa)	Retail facility	Steel construction/reinforced concrete structure (portion) 6 floors above ground 1 basement floor	Sep. 2006	69,081 ¹	72,013 ²	3,644	26,022	432	30,099
	Yokohama Mitsui Building (Yokohama City, Kanagawa)	Office	Steel construction/steel-reinforced concrete structure (portion)/ reinforced concrete structure (portion) 30 floors above ground 2 basement floors	Feb. 2012	90,356	7,799	14,393	6,940	240	21,574
Mitsui Fudosan Co., Ltd. Kamoi Properties, LLC	LaLaport YOKOHAMA (Yokohama City, Kanagawa)	Retail facility	Steel construction 6 floors above ground 1 basement floor	Feb. 2007	244,154	102,030	12,295	17,073	391	29,761
Mitsui Fudosan Co., Ltd.	LaLaport EBINA (Ebina City, Kanagawa)	Retail facility	Steel construction 4 floors above ground	Oct. 2015	121,127	32,942 ²	10,707	—	431	11,138
	LaLaport Mitsui Building (Funabashi City, Chiba)	Office	Steel-reinforced concrete structure/ steel construction (portion) 14 floors above ground 1 basement floor	Jun. 1988	23,558	157,850	1,788	48,919	30	73,958

Company name	Property name (location)	Type of property	Structure and scale	Date of construction completion/ acquisition	Total floor area (m ²)	Total land area (m ²)	Book value (Millions of yen)			
							Building	Land	Other	Total
Mitsui Fudosan Co., Ltd.	LaLaport TOKYO-BAY (Funabashi City, Chiba)	Retail facility	Reinforced concrete structure/steel construction (portion)/steel-reinforced concrete structure (portion) 10 floors above ground 1 basement floor	Apr. 1981	280,529	157,850	20,607	48,919	2,612	73,958
	ViVit Minami Funabashi (Funabashi City, Chiba)	Retail facility	Steel construction 5 floors above ground	Nov. 2020	98,026	30,258	2,777	7,077	78	9,934
	Mitsui Fudosan Logistics Park Funabashi I (Funabashi City, Chiba)	Logistics facility	Reinforced concrete structure/steel construction (portion) 8 floors above ground	Oct. 2016	202,156	51,000	23,575	4,425	1,086	29,086
	GATE SQUARE (Kashiwa City, Chiba)	Office, Retail facility, Residence	Shop & Office Steel-reinforced concrete structure 7 floors above ground 1 basement floor Hotel & Residence Reinforced concrete structure 14 floors above ground 1 basement floor	Apr. 2014	48,166	20,871	7,750	4,858	444	13,053
	Park City Kashiwa-no-ha Campus The Gate Tower West (Kashiwa City, Chiba)	Residence, Retail facility	Steel-reinforced concrete structure 36 floors above ground	Jan. 2018	38,771	6,095	9,151	2,823	462	12,436
	MITSUI OUTLET PARK KISARAZU (Kisarazu City, Chiba)	Retail facility	Steel construction/wood structure (portion) 1 floor above ground	Apr. 2012	68,796	350,325	5,300	11,727	1,711	18,739
Mitsui Fudosan Residential Co., Ltd.	PARK WELLSTATE KAMOGAWA (Kamogawa City, Chiba)	Residence	Reinforced concrete structure 22 floors above ground 1 basement floor	Jul. 2021	47,415	26,526	16,891	374	3,949	21,214
Mitsui Fudosan Co., Ltd.	LaLaport FUJIMI (Fujimi City, Saitama)	Retail facility	Retail Steel construction 4 floors above ground Parking Tower Steel construction 5 floors above ground	Feb. 2015	183,858	152,055	16,208	10,365	1,089	27,663
	LaLaport NUMAZU (Numazu City, Shizuoka)	Retail facility	Retail Steel construction 4 floors above ground Parking Tower Steel construction 5 floors above ground	Aug. 2019	164,353	119,816 ²	21,149	—	2,233	23,382
	Otemachi Tatemono Nagoya Station Building (Nagoya City, Aichi)	Office, Retail facility	Steel-reinforced concrete structure 11 floors above ground 2 basement floors	Aug. 2007	37,834	2,976	218	14,242	8	14,469
	Nagoya Mitsui North Building (Nagoya City, Aichi)	Office	Steel construction/reinforced concrete structure (portion) 20 floors above ground 2 basement floors	Jan. 2021	29,410	2,247 ²	11,464	4,686 ²	655	16,806
	LaLaport NAGOYA minato AQUUS (Nagoya City, Aichi)	Retail facility	Steel construction 4 floors above ground (6 floors above ground in part)	Sep. 2018	171,815	83,200 ²	18,603	—	2,017	20,621
	Yodoyabashi Mitsui Building (Osaka City, Osaka)	Office, Retail facility	Steel construction/steel-reinforced concrete structure (portion)/ reinforced concrete structure (portion) 16 floors above ground 3 basement floors	Mar. 2008	38,934 ¹	3,091 ¹	4,740	14,634	86	19,462
	EXPOCITY (Suita City, Osaka)	Retail facility	Steel construction 3 floors above ground	Nov. 2015	222,506	172,240 ²	17,055	—	1,743	18,799
	MITSUI OUTLET PARK MARINE PIA KOBE (Kobe City, Hyogo)	Retail facility	Factory Outlet Steel construction 3 floors above ground Annex Steel construction 2 floors above ground	Jul. 1999	61,961	78,205	123	11,096	559	11,779
	Sapporo Mitsui JP Building (Sapporo City, Hokkaido)	Office, Retail facility	Steel construction/steel-reinforced concrete structure (portion)/ reinforced concrete structure (portion) 20 floors above ground 3 basement floors	Aug. 2014	47,714 ¹	3,861 ¹	8,154	6,707	78	14,940
	1251 Avenue of the Americas (New York City, New York, U.S.A.)	Office	Steel construction 54 floors above ground 4 basement floors	Dec. 1986	215,308	9,232	32,485	25,537	14	58,038
Mitsui Fudosan America, Inc. (Overseas subsidiary)	55 Hudson Yards (New York City, New York, U.S.A.)	Office	Reinforced concrete structure 51 floors above ground 2 basement floors	Oct. 2018	117,585 ¹	3,718 ¹	72,942	48,673	—	121,616

Company name	Property name (location)	Type of property	Structure and scale	Date of construction completion/acquisition	Total floor area (m ²)	Total land area (m ²)	Book value (Millions of yen)			
							Building	Land	Other	Total
Mitsui Fudosan (U.K.) Ltd. (Overseas subsidiary)	5 Hanover Square (London, U.K.)	Office	Reinforced concrete structure 7 floors above ground 1 basement floor	Mar. 2012	7,957	1,122	3,324	9,436	314	13,075
	1 Angel Court (London, U.K.)	Office	Steel construction/reinforced concrete structure (portion) 27 floors above ground 2 basement floors	Mar. 2017	45,384	3,925 ^{*2}	15,061	12,920 ^{*2}	7,370	35,351
Sanxin Outlets Co., Ltd. (Overseas subsidiary)	MITSUI OUTLET PARK LINKOU (New Taipei City, Taiwan)	Retail facility	Reinforced concrete structure/steel construction (portion) 2 floors above ground 1 basement floor (3 floors above ground in part)	Jan. 2016	53,200	47,138 ^{*2}	12,072	—	3,193	15,265
	MITSUI OUTLET PARK TAICHUNG PORT (Taichung, Taiwan)	Retail facility	Reinforced concrete structure 1 floor above ground (2 floors above ground in part)	Dec. 2018	79,790	177,932 ^{*2}	8,186	—	3,609	11,796
(2) Others										
Mitsui Fudosan Co., Ltd.	Chuo Ward, Tokyo Land	Planned construction site	—		—	2,899	—	14,780	—	14,780
Mitsui Fudosan America, Inc. (Overseas subsidiary)	New York City, New York, U.S.A. Land	Planned construction site	—		—	5,760 ^{*1}	—	121,362	—	121,362

Note: Land includes leasehold. Other is tangible fixed assets excluding buildings, land, and construction in progress.

*1 Data for the buildings and land are calculated based on the area in which the Group (the Company and its consolidated subsidiaries) maintains an equity interest.

*2 Land includes the area and amount corresponding to leasehold.

(B) Others

Company name	Property name (location)	Type of property	Structure and scale	Date of construction completion/acquisition	Total floor area (m ²)	Total land area (m ²)	Book value (Millions of yen)			
							Building	Land	Other	Total
Mitsui Fudosan Co., Ltd. Mitsui Fudosan Resort Management Co., Ltd.	Halekulani Okinawa (Kunigami District, Okinawa)	Hotel	Reinforced concrete structure 10 floors above ground	May 2019	40,731	126,746 ^{*2}	19,009	3,907 ^{*2}	4,106	27,023
	HOTEL THE MITSUI KYOTO (Kyoto City, Kyoto)	Hotel	Steel construction/steel-reinforced concrete structure (portion)/reinforced concrete structure/wood structure 4 floors above ground 1 basement floor	Nov. 2020	19,026	7,454	12,255	6,545	2,879	21,680
Mitsui Fudosan Co., Ltd. Mitsui Fudosan Hotel Management Co., Ltd.	Mitsui Garden Hotel Ginza Premier Other domestic hotels in 18 locations	Hotel	—	—	206,965 ^{*1}	34,149 ^{*1,*2}	39,619	8,323 ^{*2}	3,633	51,576
Mitsui Fudosan America, Inc. (Overseas subsidiary)	Halekulani One other overseas hotel in another location	Hotel	—	—	77,172	20,927 ^{*2}	12,796	2,794 ^{*2}	1,848	17,439
Mitsui Fudosan Co., Ltd. Mitsui Fudosan Golf Properties Co., Ltd. Daiasama Golf Club Co., Ltd. Kysuin Kaihatsu Inc.	Mitsuinomori Karuizawa Country Club Six other locations	Golf course	—	—	32,057	6,896,415 ^{*2}	723	1,360 ^{*2}	1,891	3,975
Mitsui Fudosan Co., Ltd.	Tsunamachi Mitsui Club (Minato Ward, Tokyo)	State guest house	Floors: reinforced concrete structure Walls: masonry construction 2 floors above ground 1 basement floor	Feb. 1913	5,427	28,563	975	23,571	563	25,110
TOKYO DOME CORPORATION TOKYO DOME HOTEL CORPORATION	Tokyo Dome City (Bunkyo Ward, Tokyo)	Multi-purpose Dome, Hotel, Retail facility	—	Jan. 2021	399,728	131,535 ^{*2}	76,332	155,198	10,684	242,216
TOKYO DOME CORPORATION	ATAMI BAY RESORT KORAKUEN (Shizuoka City, Shizuoka)	Hotel	Steel construction/reinforced concrete structure 19 floors above ground	Jan. 2021	44,137	23,575	9,484	1,027	542	11,053

Note: Land includes leasehold. Other is tangible fixed assets excluding buildings, land, and construction in progress.

*1 Data for the buildings and land are calculated based on the area in which the Group (the Company and its consolidated subsidiaries) maintains an equity interest.

*2 Land includes the area and amount corresponding to leasehold.

Strategic Shareholdings

(A) Standards and Approach to the Classification of Investment Shares

In overall consideration for business strategy and relationships with business partners, to improve the Group’s corporate value, Mitsui Fudosan holds shares considered effective for management strategies as shares for

purposes other than net investments from a medium- to long-term perspective. Mitsui Fudosan also holds other shares for the purpose of investment income and classifies these as investment shares.

(B) Investment Shares Held for Purposes Other Than Net Investments

(1) Method for verifying policy and rationality of shareholdings and content of verifications of individual stocks by the Board of Directors, etc.

In overall consideration for business strategy and relationships with business partners, to improve the Group’s corporate value, Mitsui Fudosan holds shares in listed companies that are considered effective for management strategies from a medium- to long-term perspective as shares for purposes other than net investments (strategic shareholdings).
Furthermore, we continuously review shareholding status. Upon confirming the significance of shareholdings based on the quantitative rationality of holdings and relationships with business partners, we have decided to reduce our shareholdings. In fiscal 2021, we sold four stock brands worth a total of ¥50.7 billion.
When verifying the rationality of shareholdings, we verify whether or not the benefits and risks associated

with the shareholdings are commensurate with the capital cost. Furthermore, in addition to confirming the significance of shareholdings from perspectives such as transaction performance, stable funding procurement, and creation of business opportunities, we also verify whether or not the holdings contribute to improving the medium- to long-term corporate value of the Group.
At a meeting held on May 13, 2022, the Board of Directors verified appropriateness with regard to the significance of strategic shareholdings based on the quantitative rationality of holding and relationships with business partners for each stock. As a result, we are considering selling stocks for which the rationality of holding or significance of holding has decreased, based on factors such as impact on the stock market.

(2) Number of stocks and total amount as recorded on the balance sheet

	Number of stocks	Book value of shares (Millions of yen)
Unlisted shares	71	11,309
Other holdings	57	730,198

(Stocks which saw an increase in the number of shares in fiscal 2021)

	Number of stocks	Total amount of transactions to increase the number of shares (Millions of yen)	Reason for increase
Unlisted shares	4	566	Considered effective for management strategies from a medium- to long-term perspective
Other holdings	—	—	—

(Stocks which saw a decrease in the number of shares in fiscal 2021)

	Number of stocks	Total amount of sales to decrease the number of shares (Millions of yen)
Unlisted shares	—	—
Other holdings	4	50,731

(3) Information concerning the number of shares held and amount recorded on the balance sheet regarding specified investment shareholdings and deemed shareholdings

Specified Investment Shareholdings

Stock name	Current fiscal year	Previous fiscal year	Purpose of shareholding, quantitative effects of shareholding, and reasons for increase in number of shares See Note 1	Holdings by the company of the Company's shares
	Number of shares held	Number of shares held		
	Book value of shares (Millions of yen)	Book value of shares (Millions of yen)		
Oriental Land Co., Ltd.	23,796,900	26,796,900	The Company has held the shares of Oriental Land Co., Ltd. since 1960 when the Company was involved in its establishment. Mitsui Garden Hotel PRANA Tokyo Bay in Urayasu City, Chiba Prefecture, a property operated and managed by the Mitsui Fudosan Group, is a partner hotel of Tokyo Disney Resort. The Company is an official sponsor of Tokyo Disneyland and Tokyo DisneySea, which are operated by Tokyo Disney Resort. We believe that the investment is beneficial to the smooth promotion of the Mitsui Fudosan Group's business activities and to the creation of business opportunities for the Mitsui Fudosan Group.	No
	559,465	460,452		
Mitsui & Co., Ltd.	6,493,466	6,493,466	Mitsui & Co., Ltd. is a co-operator of Otemachi One in Chiyoda Ward, Tokyo. We believe the investment is beneficial to the creation of business opportunities for the Mitsui Fudosan Group. Mitsui & Co., Ltd. is a tenant in properties including Sapporo Mitsui JP Building in Sapporo City, Hokkaido. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	Yes
	21,610	15,186		
Toray Industries, Inc.	19,460,720	19,460,720	Toray Industries, Inc. is a tenant in properties including Nihonbashi Mitsui Tower in Chuo Ward, Tokyo. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	Yes
	12,431	14,013		
TBS HOLDINGS, INC.	5,713,728	5,713,728	TBS HOLDINGS, INC. is a co-operator of the akasaka Sacas commercial complex in Minato Ward, Tokyo. We believe the investment is beneficial to the creation of business opportunities for the Mitsui Fudosan Group.	Yes
	10,210	12,593		
MS&AD Insurance Group Holdings, Inc.	2,398,269	3,025,069	The Company has borrowings from MS&AD Insurance Group Holdings, Inc.'s consolidated subsidiary Mitsui Sumitomo Insurance Co., Ltd. We believe that the investment is beneficial to the stable procurement of funds by the Mitsui Fudosan Group. MS&AD Insurance Group Holdings, Inc.'s consolidated subsidiary Mitsui Sumitomo Insurance Co., Ltd. is a tenant in properties including LaLaport Mitsui Building in Funabashi City, Chiba Prefecture. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	No However, MS&AD Insurance Group Holdings, Inc.'s consolidated subsidiaries Mitsui Sumitomo Insurance Co., Ltd. and Aioi Nissay Dowa Insurance Co., Ltd. hold shares.
	9,540	9,822		
Daiwa House Industry Co., Ltd.	2,565,300	2,565,300	Daiwa House Industry Co., Ltd. is a co-operator of properties including DiverCity Tokyo Plaza in Koto Ward, Tokyo. We believe the investment is beneficial to the creation of business opportunities for the Mitsui Fudosan Group.	Yes
	8,211	8,438		
FUJIFILM Holdings Corporation	1,092,600	1,092,600	FUJIFILM Holdings Corporation is a tenant in TOKYO MIDTOWN in Minato Ward, Tokyo. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	Yes
	8,196	6,997		
Taisei Corporation	2,096,400	2,096,400	Taisei Corporation is the supplier of new construction including TOYOSU BAYSIDE CROSS TOWER in Koto Ward, Tokyo. We believe the investment is beneficial to the smooth promotion of the Mitsui Fudosan Group's business activities.	Yes
	7,410	8,745		
Sumitomo Mitsui Financial Group, Inc.	1,744,657	1,744,657	The Company has borrowings from Sumitomo Mitsui Financial Group, Inc.'s consolidated subsidiary Sumitomo Mitsui Banking Corporation. We believe that the investment is beneficial to the stable procurement of funds by the Mitsui Fudosan Group. Sumitomo Mitsui Financial Group, Inc.'s consolidated subsidiary Sumitomo Mitsui Banking Corporation is a tenant in properties including Sumitomo Mitsui Banking Corporation Head Office Building in Chiyoda Ward, Tokyo. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	No However, Sumitomo Mitsui Financial Group, Inc.'s consolidated subsidiary Sumitomo Mitsui Banking Corporation holds shares.
	6,816	7,052		
Toshiba Corporation	1,439,050	1,439,050	Toshiba Corporation is a co-operator of LAZONA Kawasaki Plaza located in Kawasaki City, Kanagawa Prefecture. We believe the investment is beneficial to the creation of business opportunities for the Mitsui Fudosan Group.	Yes
	6,691	5,341		
SHIMIZU CORPORATION	8,554,000	8,554,000	SHIMIZU CORPORATION is the supplier of new construction including Mitsui Garden Hotel Roppongi Premier in Minato Ward, Tokyo. We believe the investment is beneficial to the smooth promotion of the Mitsui Fudosan Group's business activities.	Yes
	6,287	7,676		

Stock name	Current fiscal year	Previous fiscal year	Purpose of shareholding, quantitative effects of shareholding, and reasons for increase in number of shares See Note 1	Holdings by the company of the Company's shares
	Number of shares held	Number of shares held		
	Book value of shares (Millions of yen)	Book value of shares (Millions of yen)		
T&D Holdings, Inc.	3,129,560	3,129,560	The Company has borrowings from T&D Holdings, Inc.'s consolidated subsidiaries Taiyo Life Insurance Company and Daido Life Insurance Company. We believe that the investment is beneficial to the stable procurement of funds by the Mitsui Fudosan Group.	No However, T&D Holdings, Inc.'s consolidated subsidiaries Taiyo Life Insurance Company and Daido Life Insurance Company hold shares.
	5,229	4,486		
East Japan Railway Company	673,100	673,100	East Japan Railway Company is a co-operator of the GranTokyo North Tower in Chiyoda Ward, Tokyo. We believe the investment is beneficial to the creation of business opportunities for the Mitsui Fudosan Group.	Yes
	4,785	5,481		
Seven & i Holdings Co., Ltd.	815,300	815,300	Seven & i Holdings Co., Ltd.'s consolidated subsidiary THE LOFT CO., LTD. is a tenant in properties including EXPOCITY located in Suita City, Osaka Prefecture. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	Yes
	4,739	3,575		
The Chiba Bank, Ltd.	5,611,250	5,611,250	The Company has borrowings from The Chiba Bank, Ltd. We believe that the investment is beneficial to the stable procurement of funds by the Mitsui Fudosan Group. The Chiba Bank, Ltd. is a co-operator of Muromachi Chibagin Mitsui Building in Chuo Ward, Tokyo. We believe the investment is beneficial to the creation of business opportunities for the Mitsui Fudosan Group.	Yes
	4,068	4,150		
IBIDEN CO., LTD.	620,778	620,778	IBIDEN CO., LTD.'s consolidated subsidiary IBIDEN GREENTEC CO., LTD. is the supplier of planting management work at properties including TOKYO MIDTOWN in Minato Ward, Tokyo. We believe the investment is beneficial to the smooth promotion of the Mitsui Fudosan Group's business activities.	Yes
	3,755	2,974		
Kajima Corporation	2,465,770	2,465,770	Kajima Corporation is the supplier of new construction including Otemachi One in Chiyoda Ward, Tokyo. We believe the investment is beneficial to the smooth promotion of the Mitsui Fudosan Group's business activities.	Yes
	3,676	3,802		
Mitsui Chemicals, Inc.	1,148,080	1,148,080	Mitsui Chemicals, Inc. is a tenant in properties including Shiodome City Center in Minato Ward, Tokyo. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	Yes
	3,547	4,130		
Asahi Kasei Corp.	3,247,084	3,247,084	Asahi Kasei Corp. is a tenant in Hibiya Mitsui Tower in Chiyoda Ward, Tokyo. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	Yes
	3,450	4,093		
Obayashi Corporation	3,678,800	3,678,800	Obayashi Corporation is the supplier of new construction for Mitsui Fudosan Logistics Park Funabashi III in Funabashi City, Chiba Prefecture. We believe the investment is beneficial to the smooth promotion of the Mitsui Fudosan Group's business activities.	Yes
	3,310	3,709		
Sumitomo Mitsui Trust Holdings, Inc.	816,996	816,996	The Company has borrowings from Sumitomo Mitsui Trust Holdings, Inc.'s consolidated subsidiary Sumitomo Mitsui Trust Bank, Limited. We believe that the investment is beneficial to the stable procurement of funds by the Mitsui Fudosan Group. Sumitomo Mitsui Trust Holdings, Inc.'s consolidated subsidiary Sumitomo Mitsui Trust Bank, Limited, is a tenant in properties including Mitsui Main Building in Chuo Ward, Tokyo. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	No However, Sumitomo Mitsui Trust Holdings, Inc.'s consolidated subsidiary Sumitomo Mitsui Trust Bank, Limited, holds shares.
	3,268	3,159		
INFRONEER Holdings Inc.	2,902,600	2,902,600	INFRONEER Holdings Inc.'s consolidated subsidiary MAEDA CORPORATION is the supplier of new construction, including Halekulani Okinawa in Onna Village, Kunigami District, Okinawa Prefecture. We believe the investment is beneficial to the smooth promotion of the Mitsui Fudosan Group's business activities.	No However, INFRONEER Holdings Inc.'s consolidated subsidiary MAEDA CORPORATION holds shares.
	3,024	2,840		
BANDAI NAMCO Holdings Inc.	282,300	282,300	Bandai Namco Holdings Inc.'s consolidated subsidiary BANDAI NAMCO Amusement Inc. is a tenant in properties including LaLaport AICHI TOGO located in Togo Town, Aichi District, Aichi Prefecture. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	Yes
	2,623	2,273		
Keisei Electric Railway Co., Ltd.	748,500	748,500	Keisei Electric Railway Co., Ltd. is the co-operator of Mitsui Garden Hotel Shiodome Italia-gai in Minato Ward, Tokyo. We believe the investment is beneficial to the creation of business opportunities for the Mitsui Fudosan Group.	Yes
	2,556	2,841		
TOBU RAILWAY CO., LTD.	784,600	784,600	TOBU RAILWAY CO., LTD. is the land and building owner of Tobu Annex Building, in which WORK STYLING Ikebukuro Nishiguchi is a tenant, in Toshima Ward, Tokyo. We believe the investment is beneficial to the smooth promotion of the Mitsui Fudosan Group's business activities	Yes
	2,337	2,439		
Sumitomo Mitsui Construction Co., Ltd.	5,397,965	5,397,965	Sumitomo Mitsui Construction Co., Ltd. is the supplier of new construction including the sequence SUIDOBASHI in Chiyoda Ward, Tokyo. We believe the investment is beneficial to the smooth promotion of the Mitsui Fudosan Group's business activities.	Yes
	2,250	2,782		

Stock name	Current fiscal year	Previous fiscal year	Purpose of shareholding, quantitative effects of shareholding, and reasons for increase in number of shares See Note 1	Holdings by the company of the Company's shares
	Number of shares held	Number of shares held		
	Book value of shares (Millions of yen)	Book value of shares (Millions of yen)		
The Japan Steel Works, LTD.	560,541	560,541	The Japan Steel Works, LTD. is a tenant in properties including GATE CITY OHSAKI in Shinagawa Ward, Tokyo. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	Yes
	2,141	1,486		
Credit Saison Co., Ltd.	1,570,800	1,570,800	Credit Saison Co., Ltd. issues the Mitsui Shopping Park card. We believe the investment is beneficial to the smooth promotion of our Group's business activities.	Yes
	2,046	2,218		
Mitsui O.S.K. Lines, Ltd.	150,087	150,087	Mitsui O.S.K. Lines, Ltd. is a tenant in Nagoya Mitsui Main Building in Nagoya City, Aichi Prefecture. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	Yes
	1,539	558		
IHI Corporation	513,200	513,200	IHI Corporation is a co-operator of Toyosu Bayside Cross in Koto Ward, Tokyo. We believe the investment is beneficial to the creation of business opportunities for the Mitsui Fudosan Group.	Yes
	1,513	1,125		
Seibu Holdings Inc.	1,088,000	1,088,000	Seibu Holdings Inc.'s consolidated subsidiary SEIBU REALTY SOLUTIONS INC. is a co-operator of MITSUI OUTLET PARK SHIGA RYUO in Ryuo Town, Gamo District, Shiga Prefecture. We believe the investment is beneficial to the creation of business opportunities for the Mitsui Fudosan Group.	No
	1,383	1,385		
BIPROGY Inc.	425,300	425,300	BIPROGY Inc. is a tenant in properties including Toyosu ON Building in Koto Ward, Tokyo. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	No
	1,324	1,407		
Mebuki Financial Group, Inc.	4,229,190	4,229,190	The Company has borrowings from Mebuki Financial Group, Inc.'s consolidated subsidiary Joyo Bank, Ltd. We believe that the investment is beneficial to the stable procurement of funds by the Mitsui Fudosan Group. Mebuki Financial Group, Inc.'s consolidated subsidiary Joyo Bank, Ltd. is a tenant of Mitsui Building No. 2 in Chuo Ward, Tokyo. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	No However, Mebuki Financial Group, Inc.'s consolidated subsidiary Joyo Bank, Ltd. holds shares.
	1,082	1,104		
Nippon Steel Corporation	490,400	490,400	Nippon Steel Corporation's consolidated subsidiary NIPPON STEEL ENGINEERING CO., LTD. is the supplier of new construction for properties including Mitsui Fudosan Logistics Park Ebina I located in Ebina City, Kanagawa Prefecture. We believe the investment is beneficial to the smooth promotion of the Mitsui Fudosan Group's business activities.	No
	1,064	880		
The Gunma Bank, Ltd.	2,832,904	2,832,904	The Company has borrowings from The Gunma Bank, Ltd. We believe that the investment is beneficial to the stable procurement of funds by the Mitsui Fudosan Group.	Yes
	1,002	1,114		
SHIN NIPPON AIR TECHNOLOGIES CO., LTD.	500,648	500,648	SHIN NIPPON AIR TECHNOLOGIES CO., LTD. is a tenant in properties including Hamacho Center Building in Chuo Ward, Tokyo. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	Yes
	965	1,206		
Denka Company Limited	269,261	269,261	Denka Company Limited is a tenant in properties including Nihonbashi Mitsui Tower in Chuo Ward, Tokyo. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group. Denka Company Limited is the co-operator of Mitsui Fudosan Tomakomai Solar Power Plant in Tomakomai City, Hokkaido. We believe the investment is beneficial to the creation of business opportunities for the Mitsui Fudosan Group.	Yes
	915	1,165		
FUJI MEDIA HOLDINGS, INC.	757,200	757,200	FUJI MEDIA HOLDINGS, INC.'s consolidated subsidiary Sankei Kaikan Co., Ltd. is a tenant in properties including St. Luke's Tower located in Chuo Ward, Tokyo. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	Yes
	888	1,064		
Taiheiyo Cement Corporation	384,400	384,400	Taiheiyo Cement Corporation is a tenant in properties including BUNKYO GARDEN GATE TOWER in Bunkyo Ward, Tokyo. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group. Taiheiyo Cement Corporation is a co-operator of the Mitsui Fudosan Sanyo-Onoda Solar Power Plant located in Sanyo-Onoda City, Yamaguchi Prefecture. We believe the investment is beneficial to the creation of business opportunities for the Mitsui Fudosan Group.	Yes
	776	1,088		
Nakamura Co., Ltd.	180,000	180,000	Nakamura Co., Ltd. is a co-operator of the Shinjuku Nakamura Building in Shinjuku Ward, Tokyo. We believe the investment is beneficial to the creation of business opportunities for the Mitsui Fudosan Group.	Yes
	565	736		
OHBA CO., LTD.	727,050	727,050	OHBA CO., LTD. is the supplier of surveying and design services for the Group's development business, etc. We believe the investment is beneficial to the smooth promotion of the Mitsui Fudosan Group's business activities.	Yes
	552	574		
Heiwa Real Estate Co., Ltd.	121,400	121,400	Heiwa Real Estate Co., Ltd. is a leaseholder of land in Chuo Ward, Tokyo. We believe the investment is beneficial to the smooth promotion of the Mitsui Fudosan Group's business activities.	Yes
	480	421		
Concordia Financial Group, Ltd.	848,245	848,245	The Company has borrowings from Concordia Financial Group, Ltd.'s consolidated subsidiary The Bank of Yokohama, Ltd. We believe that the investment is beneficial to the stable procurement of funds by the Mitsui Fudosan Group.	No However, Concordia Financial Group, Ltd.'s consolidated subsidiary The Bank of Yokohama, Ltd. holds shares.
	388	387		

Stock name	Current fiscal year	Previous fiscal year	Purpose of shareholding, quantitative effects of shareholding, and reasons for increase in number of shares See Note 1	Holdings by the company of the Company's shares
	Number of shares held	Number of shares held		
	Book value of shares (Millions of yen)	Book value of shares (Millions of yen)		
Seiyoken KK	417,500	417,500	Seiyoken KK is a co-operator of Mitsui Garden Hotel Roppongi Premier in Minato Ward, Tokyo. We believe the investment is beneficial to the creation of business opportunities for the Mitsui Fudosan Group.	No
	306	376		
SANKI ENGINEERING CO., LTD.	175,000	175,000	SANKI ENGINEERING CO., LTD. is a tenant in properties including St. Luke's Tower in Chuo Ward, Tokyo. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	Yes
	244	252		
The Hachijuni Bank, Ltd.	577,500	577,500	The Company has borrowings from The Hachijuni Bank, Ltd. We believe that the investment is beneficial to the stable procurement of funds by the Mitsui Fudosan Group.	Yes
	235	230		
Mitsubishi UFJ Financial Group, Inc.	304,000	304,000	The Company has borrowings from Mitsubishi UFJ Financial Group, Inc.'s consolidated subsidiary MUFG Bank, Ltd. We believe that the investment is beneficial to the stable procurement of funds by the Mitsui Fudosan Group.	No However, Mitsubishi UFJ Financial Group, Inc.'s consolidated subsidiary MUFG Bank, Ltd. holds shares.
	231	183		
ONWARD HOLDINGS CO., Ltd.	841,000	841,000	ONWARD HOLDINGS CO., Ltd.'s consolidated subsidiary ONWARD KASHIYAMA CO. LTD. is a tenant in properties including LaLaport TOKYO-BAY located in Funabashi City, Chiba Prefecture. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	Yes
	215	255		
Mitsui E&S Holdings Co., Ltd.	520,957	520,957	Mitsui E&S Holdings Co., Ltd. is a tenant in properties including Hamarikyu Mitsui Building in Chuo Ward, Tokyo. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group. Mitsui E&S Holdings Co., Ltd. is a co-operator of the Mitsui Fudosan Oita Solar Power Plant in Oita City, Oita Prefecture. We believe the investment is beneficial to the creation of business opportunities for the Mitsui Fudosan Group.	Yes
	190	279		
Isetan Mitsukoshi Holdings Ltd.	170,011	170,011	Isetan Mitsukoshi Holdings Ltd.'s consolidated subsidiary Isetan Mitsukoshi Ltd. is a tenant in properties including TOKYO MIDTOWN HIBIYA in Chiyoda Ward, Tokyo. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	No However, Isetan Mitsukoshi Holdings Ltd.'s consolidated subsidiary Isetan Mitsukoshi Ltd. holds shares.
	164	138		
KDDI Corporation	37,200	37,200	KDDI Corporation is a tenant in properties including Garden Air Tower in Chiyoda Ward, Tokyo. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	No
	148	128		
Oji Holdings Corporation	200,000	200,000	Oji Holdings Corporation's consolidated subsidiary Oji Paper Co., Ltd. is a tenant in Hakata Mitsui Building No. 2 in Fukuoka City, Fukuoka Prefecture. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	Yes
	121	143		
Mitsui-Soko Holdings Co., Ltd.	44,029	62,929	Mitsui-Soko Holdings Co., Ltd.'s consolidated subsidiary MITSUI-SOKO LOGISTICS Co., Ltd. is a tenant in properties including Mitsui Fudosan Logistics Park Hiratsuka II in Hiratsuka City, Kanagawa Prefecture. We believe the investment is beneficial to the leasing business of the Mitsui Fudosan Group.	Yes
	110	139		
Mitsui DM Sugar Holdings Co., Ltd.	20,160	20,160	The Mitsui Fudosan Group performs contracted leasing operation and management work for the leased residences held by Mitsui DM Sugar Holdings Co., Ltd. We believe that the investment is beneficial to the creation of business opportunities for the Mitsui Fudosan Group.	No
	38	40		
The Yamanashi Chuo Bank, Ltd.	32,750	32,750	The Company has borrowings from The Yamanashi Chuo Bank, Ltd. We believe that the investment is beneficial to the stable procurement of funds by the Mitsui Fudosan Group.	Yes
	31	30		
OSAKI ELECTRIC CO., LTD.	43,172	43,172	OSAKI ELECTRIC CO., LTD. is a co-operator of Mitsui Garden Hotel Gotanda in Shinagawa Ward, Tokyo. We believe the investment is beneficial to the creation of business opportunities for the Mitsui Fudosan Group.	No
	20	26		
The Nanto Bank, Ltd.	5,512	5,512	The Company has borrowings from The Nanto Bank, Ltd. We believe that the investment is beneficial to the stable procurement of funds by the Mitsui Fudosan Group.	Yes
	10	11		
JAPAN PULP AND PAPER COMPANY LIMITED	—	5,876	(Previous fiscal year) JAPAN PULP AND PAPER COMPANY LIMITED is a co-operator of OVOL Nihonbashi Building in Chuo Ward, Tokyo. We believe the investment is beneficial to the creation of business opportunities for the Mitsui Fudosan Group.	No
	—	22		

Notes: 1. Mitsui Fudosan reviews the propriety of its shareholdings by confirming the purpose of each individual stock based on the quantitative feasibility of the holding and our relationship with the company in question. We are unable to disclose details regarding these relationships for reasons of confidentiality. Additionally, under our policy of reducing shareholdings, stocks that are deemed to be beneficial but the benefits of which are relatively small compared to other holdings will be considered for sale.

2. The symbol “—” indicates that the Company does not hold the shares in question.

Deemed Shareholdings

Stock name	Current fiscal year		Purpose of shareholding, quantitative effects of shareholding, and reasons for increase in number of shares See Note 3	Holdings by the company of the Company's shares
	Number of shares held See Note 1	Number of shares held See Note 1		
	Book value of shares (Millions of yen) See Note 2	Book value of shares (Millions of yen) See Note 2		
Oriental Land Co., Ltd.	1,736,400	1,736,400	We have the authority to direct the exercise of voting rights for these shares.	No
	40,822	28,890		

Notes: 1. Shares for which we have the authority to exercise voting rights are noted.
2. The book value of deemed shareholdings is calculated by multiplying the market value of the shareholdings on the last day of the fiscal year by the number of shares subject to the exercise of voting rights.
3. Details of the rights held by the Company are noted in the purpose of shareholding.
4. When selecting the stocks with highest book value on financial statements, special investment shares and deemed shareholdings are not combined with shares held.

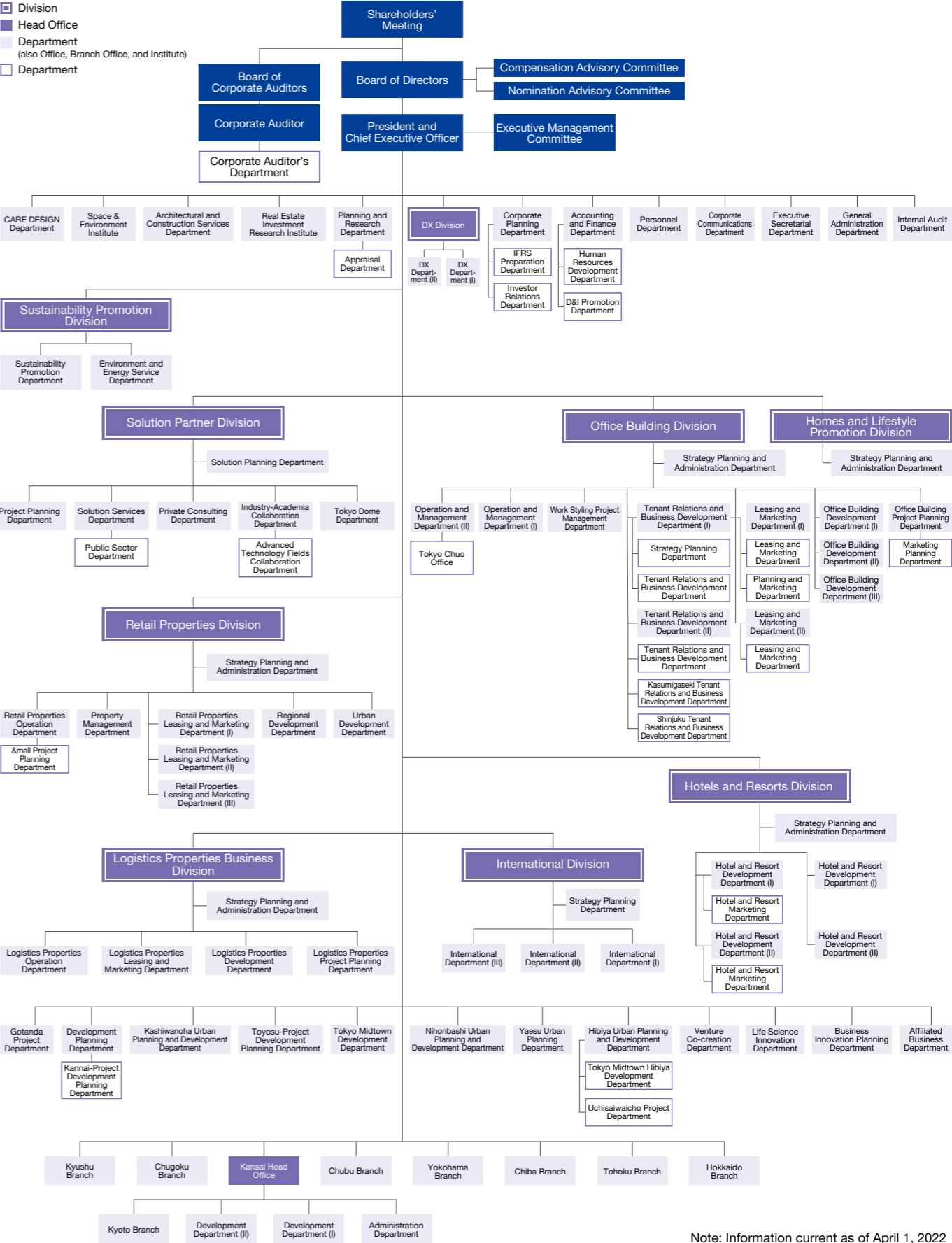
(C) Shares held for the purpose of investment income

Type	Current fiscal year		Previous fiscal year	
	Number of stocks	Book value of shares (Millions of yen)	Number of stocks	Book value of shares (Millions of yen)
Unlisted shares	—	—	—	—
Other holdings	1	215	1	95

Type	Current fiscal year		
	Total value of dividends received (Millions of yen)	Total gain or loss on sale (Millions of yen)	Total valuation gain or loss (Millions of yen)
Unlisted shares	—	—	—
Other holdings	—	—	187

Notes: 1. The symbol “—” indicates that the Company does not hold the shares in question.
2. Shares held for the purpose of investment income noted above were acquired as in-kind dividends from a venture capital firm that the Company has an equity stake in.

Organization Chart



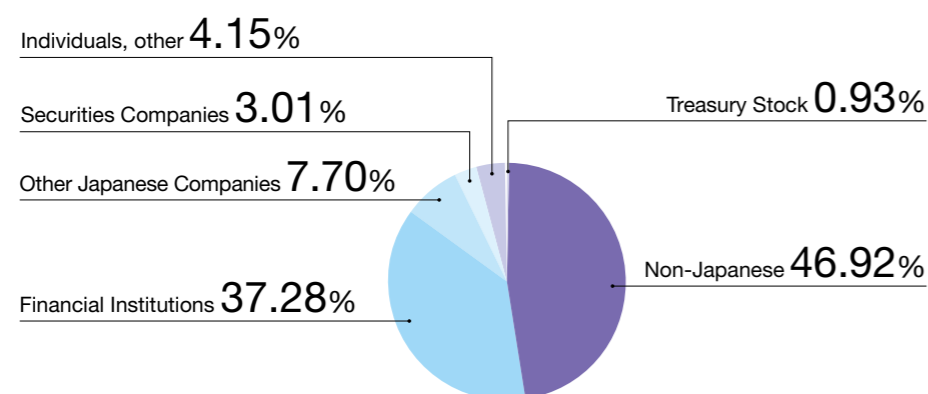
Note: Information current as of April 1, 2022

Corporate Data/Shareholders' Information (As of March 31, 2022)

Corporate Data

Trade Name	Mitsui Fudosan Co., Ltd.	Number of Shares	Authorized: 3,290,000,000
Head Office	1-1 Nihonbashi-Muromachi 2-chome, Chuo-ku, Tokyo 103-0022, Japan TEL. (03) 3246-3131	Number of Shareholders	38,787
Date of Establishment	July 15, 1941	Transfer Agent	Sumitomo Mitsui Trust Bank, Limited
Capital	¥340,162 million	Number of Employees	1,898 (consolidated 24,408)
Listing	Tokyo Stock Exchange (Ticker: 8801)	Website	https://www.mitsufudosan.co.jp/english/

Shareholder Composition (Shareholding Ratio)



Major Shareholders

Shareholder	Number of shares held (Thousand)	Percentage of total shares issued (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	179,321	18.87
Custody Bank of Japan, Ltd. (Trust account)	72,261	7.60
SSBTC CLIENT OMNIBUS ACCOUNT (Standing Proxy: The Hongkong and Shanghai Banking Corporation Limited Tokyo Branch Custody Service)	22,904	2.41
STATE STREET BANK WEST CLIENT - TREATY 505234 (Standing proxy: Mizuho Bank, Ltd., Settlement Sales Department)	16,801	1.77
CB London Stichting Pensioenfonds Zorg En Welzijn (Standing Proxy: Citibank, N.A., Tokyo Branch)	13,864	1.46
KAJIMA CORPORATION	13,362	1.41
Sumitomo Mitsui Banking Corporation	12,982	1.37
STATE STREET BANK AND TRUST CLIENT OMNIBUS ACCOUNT OM02 505002 (Standing proxy: Mizuho Bank, Ltd., Settlement Sales Department)	12,421	1.31
JP MORGAN CHASE BANK 385781 (Standing proxy: Mizuho Bank, Ltd., Settlement Sales Department)	12,326	1.30
NSL DTT CLIENT ACCOUNT 1 (Standing Proxy: Nomura Securities Co., Ltd.)	11,409	1.20
Total	367,657	38.68

International Initiatives That We Support

The Mitsui Fudosan Group supports and has signed the United Nations Global Compact and other international initiatives that align with our philosophy and goals.

- United Nations Global Compact
- ILO Declaration on Fundamental Principles and Rights at Work
- OECD Guidelines for Multinational Enterprises
- Sustainable Development Goals (SDGs)
- United Nations Guiding Principles on Business and Human Rights
- Task Force on Climate-related Financial Disclosures (TCFD)
- Universal Declaration of Human Rights
- Japan Business Federation Charter of Corporate Behavior
- RE100



External Assessments

Status of Inclusion in ESG Indexes (As of August 31, 2022)



FTSE4Good



FTSE Blossom Japan



FTSE Blossom Japan Sector Relative Index



2022 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX

2022 MSCI ESG Leaders
Indexes Constituent

2022 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

THE INCLUSION OF Mitsui Fudosan Co., Ltd. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Mitsui Fudosan Co., Ltd. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

Sustainability-Related Assessments and Certifications (As of August 31, 2022)



Note: Platinum Kurumin certification was acquired by Mitsui Fudosan Residential Co., Ltd.