

# Value Creation Sources and Achievements

## Management Resources

Values without a noted time are as of the end of FY2022.

Extensive customer base



PP.57-76

Office tenants: Approx. <b>3,000</b> companies	Retail tenants: Approx. <b>2,500</b> companies (as of April 1, 2023)
WORK STYLING members: Approx. <b>260,000</b> (as of the end of July 2023)	Mitsui Shopping Park point card members: Approx. <b>13.5</b> million
Mitsui Housing Loop members: Approx. <b>320,000</b> (as of the end of April 2023)	Mitsui Garden Hotel members: Over <b>800,000</b> (as of the end of August 2023)

Full lineup of product brands



PP.57-76

### Representative brands in each asset class

**COLORFUL WORK**  
MITSUI FUDOSAN

Operates over 100 office buildings, primarily in the Tokyo metropolitan area **P.57**

**MFLP** Mitsui Fudosan Logistics Park

Development and operation of over 60 logistics facilities in Japan and overseas **P.63**

**三井のリパーク**  
Mitsui Car Park Leasing

Operates car parks in over 16,000 locations across Japan (as of the end of January 2023) **P.67**

Mitsui Shopping Park  
**Lalaport**

**MITSUI OUTLET PARK**

Annual facility revenue of ¥1.4 trillion (FY2022) **P.61**

**PARK**

Has achieved cumulative sales of approx. 240,000\* condominiums  
\* Before considering share of joint ventures **P.67**

**Mitsui Garden Hotels**

Operates Company-owned hotels offering about 13,000 guest rooms in Japan and overseas **P.69**

**三井のリハウス**  
Mitsui Rehouse

No. 1 in brokered deals for 37 consecutive years **P.67**

Diverse human resources



P.83

Group headcount: <b>24,706</b>	Ratio of women employees (non-consolidated): <b>42.9%</b> (as of April 1, 2023)	Women in management positions ratio (non-consolidated): <b>7.7%</b> (as of April 1, 2023)
Women in general positions ratio (non-consolidated): <b>18.0%</b> (as of April 1, 2023)	Ratio of mid-career hires (non-consolidated): <b>50.0%</b>	Ratio of employees returned from childcare leave (non-consolidated): <b>100%</b> (general positions) (as of the end of FY2022)

High-quality real estate asset stock



P.21

Rental properties: Approx. <b>¥3.4</b> trillion	Unrealized gain on real estate for rent: Approx. <b>¥3.2</b> trillion	Real property for sale: Approx. <b>¥2.1</b> trillion <small>(For property sales to investors ¥1.4 trillion For property sales to individuals ¥0.6 trillion)</small>
--	--	---

Solid financial position



P.39

D/E ratio: <b>1.40</b> times	Ratio of long-term debt: <b>93.1%</b> (excl. non-recourse)	Unused commitment line: <b>¥400.0</b> billion
---------------------------------	--	--

## Solving Social Issues through Neighborhood Creation

P.11

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

An Initiative to Create a Multi-Generational Community

Tackling Regional Revitalization through Urban Waterfront Development

Enhancing Tokyo's Competitiveness as an International City

Creating Spaces Where People Can Enjoy a Rich and Fulfilling Time

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

## 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 the end of August 2023)

Number of properties receiving green electricity Approx. <b>180</b>	FY2030 cumulative planned capacity Approx. <b>960</b> 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 the end of August 2023)

Annual power generation Approx. <b>80</b> million kWh	Equivalent to the annual power needs of Approx. <b>20,000</b> typical households*
--	--

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 CO <sub>2</sub> absorption and fixation by forests Approx. <b>21,315</b> t-CO <sub>2</sub> /year
--

Note: This number is certified by the FORESTOCK Association as of January 1, 2023.

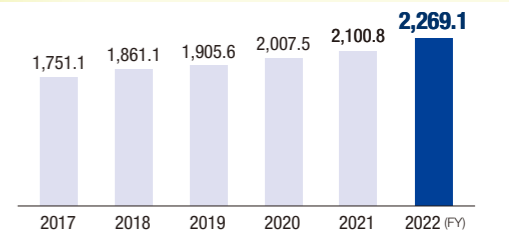
Contribution to greenhouse gas reduction through maintenance of sustainable forests



## Drive Sustainable Profit Growth

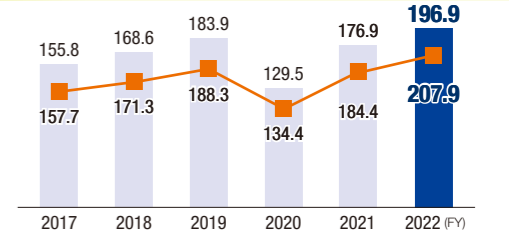
### Earnings Expansion

Revenue from operations (Billions of yen)



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

EPS (Yen)  
Profit attributable to owners of parent (Billions of yen)



### Shareholder Return Enhancements

Total shareholder return ratio (%)  
Total dividends (Billions of yen)  
Total amount of treasury stock acquired (Billions of yen)

