



Hotels and Resorts

Market Environment

Risks

- Incidence of over-tourism owing to the rapid inbound recovery
- Increase in operating costs due to upswings in various commodity prices and utility expenses

Opportunities

- High evaluation of Japan's tourism resources from home and abroad
- Rapid recovery in the number of foreign visitors to Japan and expectations for further growth

Competitive Advantages

- Mitsui Garden Hotel members: **Over 800,000**^{*1}
- Number of directly managed guest rooms: Approx. **13,300 (domestic and overseas)**^{*1}
- Development of 14 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, collaboration with each member organization of the Group, etc.)

^{*1} As of the end of August 2023

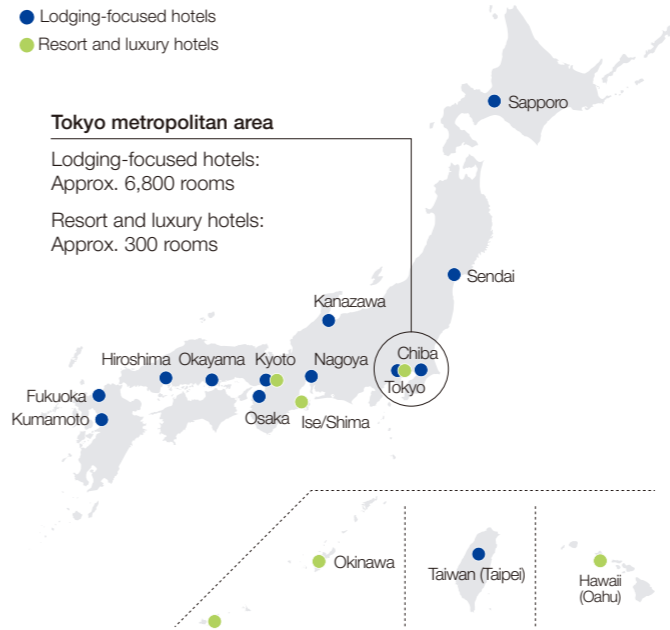
Business Strategy

- Capturing new demand for working, living, etc.,^{*2} by providing places to stay
- Expansion and deepening of loyal customers through the expansion of membership organization^{*3} services
- Strengthening brand power by developing luxury facilities for high-net-worth individuals in Japan and overseas

^{*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. 13,300 rooms)

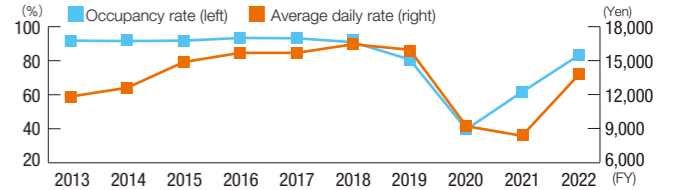
Our Company's Hotel and Resort Facility Development Areas (as of the end of August 2023)



Lodging-Focused Hotels: Number of Rooms by Area¹

	No. of Rooms	Percentage
Total	11,200	84%
Tokyo	5,400	41%
Tokyo metropolitan area (excluding Tokyo)	1,400	11%
Kyoto	1,300	10%
Osaka	300	2%
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	2,100	16%
Tokyo	300	2%
Okinawa	500	4%
Other domestic	600	5%
Honolulu	700	5%

^{*1} Rooms rounded to the nearest 100 (as of the end of August 2023)
^{*2} Excluding Tokyo Dome Hotel

Future Development Pipeline

Number of guest rooms (includes overseas) **Approx. 1,000 rooms**

Of these, lodging-focused hotels: **Approx. 800 rooms**

Resort and luxury hotels: **Approx. 200 rooms**

(as of the end of August 2023)

An Excellent Portfolio

Hotels and guest rooms (including overseas)

53 hotels **Approx. 13,300 rooms** (as of the end of August 2023)

Brands That Meet Diverse Customer Needs

Lodging-focused hotels



Resort and luxury hotels



TOPICS

Receives the highest rating of five stars in the 2023 Forbes Travel Guide for a second consecutive year

The Mitsui Fudosan Group's resorts and luxury hotels are committed to providing high levels of hospitality. Against this backdrop, every effort is being made to promote a wide range of ESG-, DX-, and other related initiatives. Recognized for these endeavors, the Group's Halekulani Okinawa and HOTEL THE MITSUI KYOTO received the highest rating of five stars in the hotel category of the Forbes Travel Guide, one of the world's most authoritative travel guides, for a second consecutive year. Going forward, the Mitsui Fudosan Group will continue to welcome customers in Japan and overseas with its world-class service and meticulous hospitality unique to Japan.



TOPICS

Accelerating efforts to reduce food loss

The Mitsui Fudosan Group is successively introducing the TABETE food sharing service in a bid to reduce food loss at each of the hotels that it operates. The TABETE service is an initiative that promotes the sale of leftover food and bread from breakfast buffets that can be reheated in line with the Company's food hygiene management guidelines through the TABETE app operated by CoCooking Co., Ltd.

In addition, steps are being taken to conduct educational activities and encourage restaurant patrons to take an appropriate amount of food at all restaurants that serve buffets.



Example of a lunchbox sold using the TABETE app