Decouple from the Market

In addition to the competitive advantage of each asset, the Mitsui Fudosan Group has continued to develop groundbreaking, high-value-added products and services. By providing these products and services to customers, we generate new demand and decouple from the market in a bid to drive value.

Office (mixed-use properties in city centers)

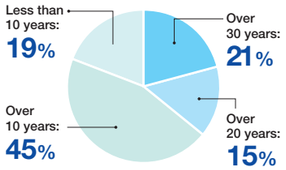
Strength of the customer base

- Tenant companies Approx. 3,000
- Various industries
- High head office use 80%*1
- Long-term use
  Approx. 23 years (average)

*1 Area used as headquarters by approx. 100 tenants who lease large areas
Leased area of approx. 100 tenants who lease large areas

■ Years of continuous use*2 of the Company's office buildings

Average: Around 23 years



*2 Counted as continuous use not only when one of the Company's buildings is continuously used as a head office but also when a head office is relocated from one of the Company's buildings to another and continuously used as a head office. Percentage excluding the eight recent major properties that have opened in the immediate past.

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Planning, development, and management skills

- Favorably located, high specification
- Newer, mixed-use properties

+

- Intangible services
- Places and communities

[Chosen by management]

- Attracting external tenants 82%*3
- Percentage of head offices established 86%*3

[Workers want to come]

- High attendance rates (as of April 2023) Mid 80% range

*3 Scope of tabulation: TOKYO MIDTOWN HIBIYA, Nihonbashi Takashimaya Mitsui Building, msb Tamachi (Tower S, Tower N), Nihonbashi Muromachi Mitsui Tower, Toyosu Bayside Cross Tower, Bunkyo Garden Gate Tower, Otemachi One, TOKYO MIDTOWN YAESU

● Low vacancy rates, stable rental income, and sources of further top-line growth

Office vacancy rate
(as of the end of FY2023)
Mitsui Fudosan (Tokyo metropolitan area, non-consolidated) 2.2%
⇄ Market (Central Tokyo 5 wards)* 5.5%
* Source: Miki Shoji Co., Ltd.

Office leasing revenue
Approx. 1.2 times in 5 years
FY2023: ¥446.0 billion
⇄ FY2019: ¥360.2 billion

Retail & Sports and Entertainment

Collaboration between retail facilities and sports/ entertainment that only we can provide

- Notification of events (awareness)
- Ticket sales
- Merchandise sales
- Satellite events, etc.

- Concerts
- Sporting events

● Attract more customers and increase sales by increasing the attractiveness of real facilities
● The creation of neighborhoods that instill excitement

Logistics

Attractive portfolio of properties with highly competitive tangible (favorably located, high-specification real estate) and intangible(services)

Direct sales to cargo owners utilizing the Group's strong customers base / strong relationship with logistics companies

MFLP・LOGIFRONT TOKYO ITABASHI
Construction to be completed in Sep. 2024; largest* in Tokyo with a total floor area of 250,000 m²
* According to Japan Logistics Field Institute, Inc.

● High competitiveness

Neighborhood creation-type facilities
Cases of contracts with rents 1.3 times higher than the market*1

×

Vacancy rate (up to 1 years old)
Mitsui Fudosan development properties (average): 0%
⇄ Market 4.4%*2

*1 Example of MFLP・LOGIFRONT TOKYO ITABASHI・MFLP FUNABASHI・MFIP HANEDA

*2 According to CBRE (2024.1Q vacancy rate of large multi-tenant logistics facilities in the Tokyo metropolitan area (more than 1 years old))

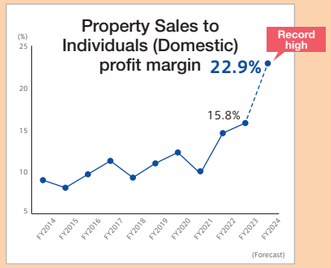
Housing (Homes and Living)

Robust development and sales capabilities of central urban, large-scale, high-end condominiums

High-end condominiums
(priced at ¥200 million or higher/unit)
Market share: More than 50% (FY2023)

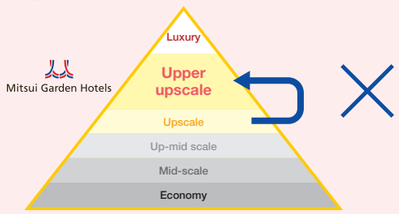
● Buoyed by increases in central urban, large-scale, high-end condominium profit margins

● Forecast record-high Property Sales to Individuals (Domestic) profit margin of 22.9% in FY2024



Hotels and Resorts

Shift in brand positioning



Note: Hotel classification as defined by Smith Travel Research

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Capturing demand from inbound travelers

- Inbound travelers lodging ratio (Tokyo)
  60% level (end of FY2018)
  ↓
  Approx. 70%
  (end of FY2023)

● High ADR growth rate

FY2023: + Approx. ¥8,500 (compared with FY2022)
Amounts are record highs (P.124)
(Ref.) Hotel REIT (ADR) + Approx. ¥2,500–¥5,000*1

*1 2023 Jan.-Dec.

● 4*2 of the 6 highest-rated facilities in Japan by MICHELIN Guide are our facilities

MICHELIN 2024

*2 BVLGARI HOTEL TOKYO, FOUR SEASONS HOTEL TOKYO AT OTEMACHI, AMANEMU, HOTEL THE MITSUI KYOTO