Retail Facilities

Business Domains Development/operation of retail facilities, leasing to tenants, property sales to investors, management/operation, etc.

Market Environment

Risks

- Shrinking of domestic personal consumption expenditures due to population decline and an aging society
- Concerns about the impact of EC market growth on real retail facility sales
- Rising construction costs due to such factors as inflation and labor shortages

Opportunities

- Increasingly established consumer behavior that properly distinguishes between and uses the real and digital
- Re-expansion of inbound demand

Competitive Advantages

- Nationwide expansion of wide-ranging assets, such as LaLaport, MITSUI OUTLET PARK
- Retail tenants: Approx. 2,500*,
  Tenant stores: Approx. 10,800*
- Mitsui Shopping Park members: Approx. 14.25 million*
- Customer contact points that combine digital and real facilities, such as the MSP app and &mall official online shopping site

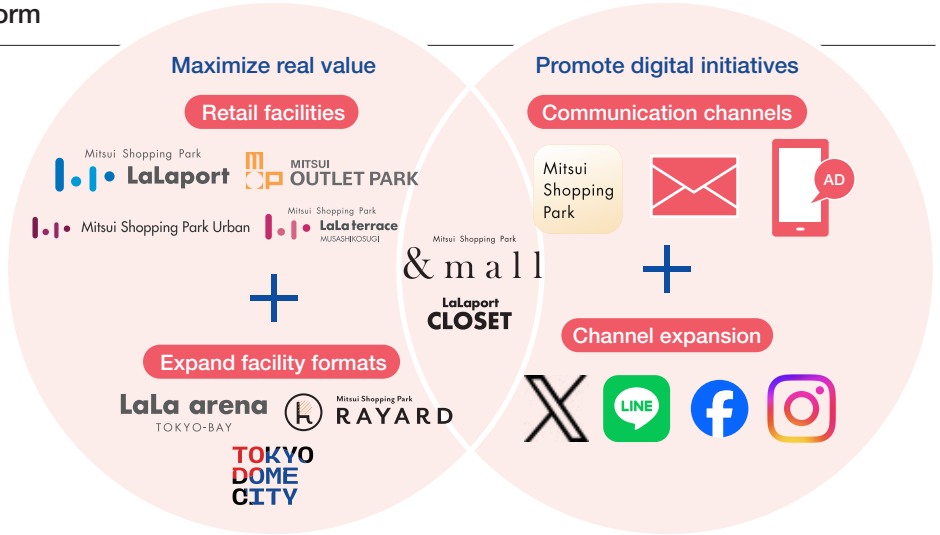
* As of April 1, 2025

Business Strategies

- Build a one-of-a-kind omni-channel platform that combines various services, including retail facilities, sports and entertainment, and e-commerce; create new experiential value by customer.
- Leverage relationships cultivated to date through business activities and provide services to resolve business issues for retail tenants and business partners.
- Work to evolve from a retail facility developer to a commercial service platform provider; diversify revenue sources and innovate business models by providing a wide range of value.

Expand the omni-channel platform

Combine real and digital media to provide experiential value



Diversify revenue sources

Promote real facility media

- Develop events that leverage communication capabilities
- Expand sales of in-building advertising media (naming rights, digital signage postings, etc.) by leveraging the ability to attract customers

RAYARD MIYASHITA PARK

LaLaport SAKAI

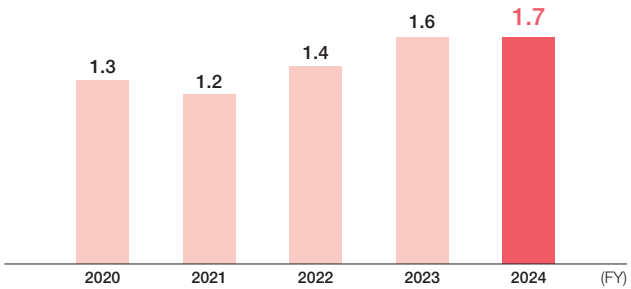
©JBA

Retail Facilities

Performance Trends

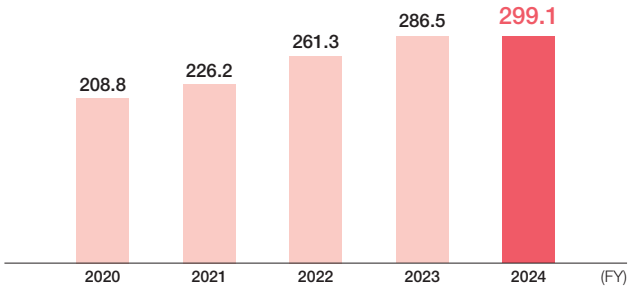
Facility Sales

(Trillions of yen)

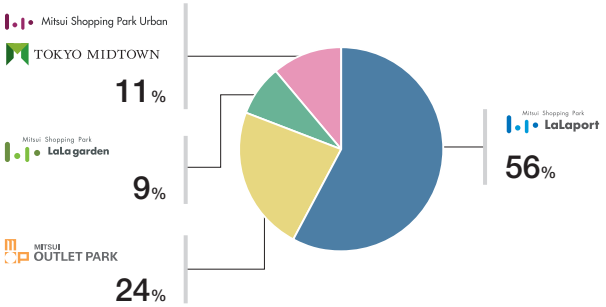


Leasing Revenue (consolidated)

(Billions of yen)



Facility Revenue Ratio* (by category)



* Includes master-leased facilities (fiscal 2024; non-consolidated)

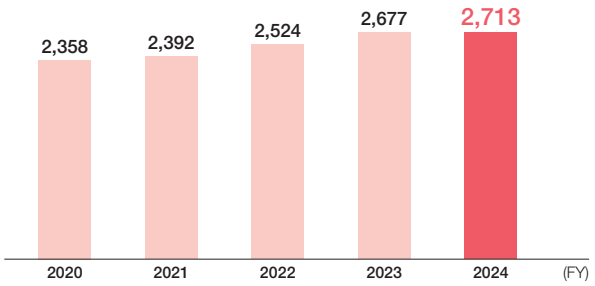
Earnings Base

Facility development	Number of tenants	Customer base
85 facilities	Approx. 2,500 companies	Approx. 14.25 million
(as of the end of July 2025)	(as of April 1, 2025)	(as of April 1, 2025)

Note: MSP facility + 3 midtown facilities

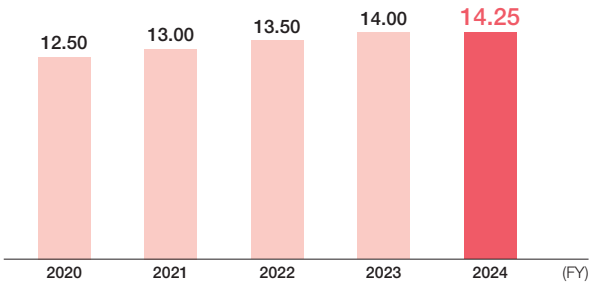
Leased Floor Space (consolidated)

(Thousand m²)



Number of Members

(Millions of people)



Carefully selected store openings in Tokyo metropolitan area and other major metropolitan areas in Japan

Distribution of Store Openings (LaLaport, MITSUI OUTLET PARK)

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

Mitsui Shopping Park LaLaport / MITSUI OUTLET PARK

	Total	LaLaport	MOP
Total	35	22	13
Tokyo metropolitan area	17	12	5
Kinki area	8	5	3
Chukyo area	5	4	1
Other	5	1	4

(as of the end of July 2025)

Future development pipeline (as of the end of July 2025)

Domestic projects 5 properties | Overseas projects 2 properties include 2 in Taiwan