Logistics Facilities/ Data Centers

Business Domains Development/operation of logistics facilities and data centers, leasing to tenants, property sales to investors, etc.

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
- Increases in such expenditures as construction, operating, and maintenance costs

Opportunities

- Increased efficiency and consolidation of the logistics function in response to relocation needs from aging warehouses and growth in the e-commerce market
- Increased labor saving and the growing need for mechanization through DX against the backdrop of labor shortages

Competitive Advantages

- Track record of advanced logistics facility development extending to 78 properties*1 in Japan and overseas
- Close tenant relationships that enable provision of CRE solutions and direct sales to cargo owners
  Office tenants: Approx. 3,000*2,
  Retail tenants: Approx. 2,500*3, etc.
- Ability to propose logistics solutions that leverage DX
- Diverse collaborations and business methods, including joint ventures with originators
- MFLP quality that achieves industry-leading customer satisfaction

*1 As of the end of July 2025
*2 As of the end of March 2025
*3 As of April 1, 2025

Business Strategies

- **Further evolve as an industrial platformer by strengthening collaboration with tangential companies and building a community including client companies.**
- **Contribute not only to solving issues within logistics warehouses, but also across the entire supply chain by diversifying the MFLP and MFIP brands, putting forward various solution proposals, including consulting, and addressing GX.**

Diversify the MFLP and MFIP brands

Strengthen the neighborhood creation–type logistics facility brand

- Establish a neighborhood creation–type logistics facility brand represented by MFLP Funabashi
- Further expand in three major metropolitan areas

MFLP Funabashi III

Develop BTS facilities that address tenant needs

- Strengthen product development through improvements on design/management specifications based on location, market, and tenant needs

Actively expand business data centers

- Accelerate the acquisition of sites and further expand the scale of business, including plans for one of the largest data centers in Asia

Promote the development of frozen and refrigerated warehouses

- Promote the development of entire building frozen and refrigerated warehouses, focusing on areas with a high concentration of the aforementioned facilities

Diversify business models

MFLP &LOGI Sharing

- Open an EC automated logistics center that can cater to multiple tenants. Reduce labor and improve operating efficiency by leveraging digital technology

MFLP &LOGI Solution

- Support customers in finding solutions to logistics problems from both tangible (properties/facilities) and intangible (property consulting, partnership company network, etc.) approaches

MFLP &LOGI Community

- Administer a community of end-user companies; organize facility tours, study sessions on logistics, informal gatherings, and other monthly events

Business Strategies

Enhance problem-solving capabilities for end-user companies

&LOGI Solution logistics innovation platform

- Open innovation platform to address issues throughout the logistics industry.
- MF Logistics Solutions, the Group's general logistics consulting company, and approximately 50 alliance partners provide SCM-related services.
- Logistics Innovation Community, Mitsui Fudosan Management's end-user community gathers together about 60 companies.

MFLP &LOGI Solution

End users and logistics companies

MF Logistics Solutions,
the Group's general logistics consulting company

Logistics Innovation Community,
Mitsui Fudosan Management end-user community

Number of the Company's facilities
78 bases

Number of the Company's tenants
Approx. 130 companies

×

Solutions

Explore cutting-edge solutions at MFLP
(drone use, automated warehouses, etc.)

Cutting-edge solution showrooms
[MFLP ICT LABO 2.0]

Alliance partners
Approx. 50 companies
Academia/ other product collaboration

RFLocus, safie, Gaussy, HACOBU, TOSHIBA, Syrius 炬星, Geek+, IHI, Nikon

Earnings Base

Cumulative totals including properties previously developed by the Company (as of the end of July 2025)

Total facilities under development or operation in Japan and overseas: 78 properties
Of these, properties owned and operated by the Company: 18 properties

Total floor space: Approx. 6.1 million m²
Of this, floor space owned and operated by the Company: Approx. 2.2 million m²

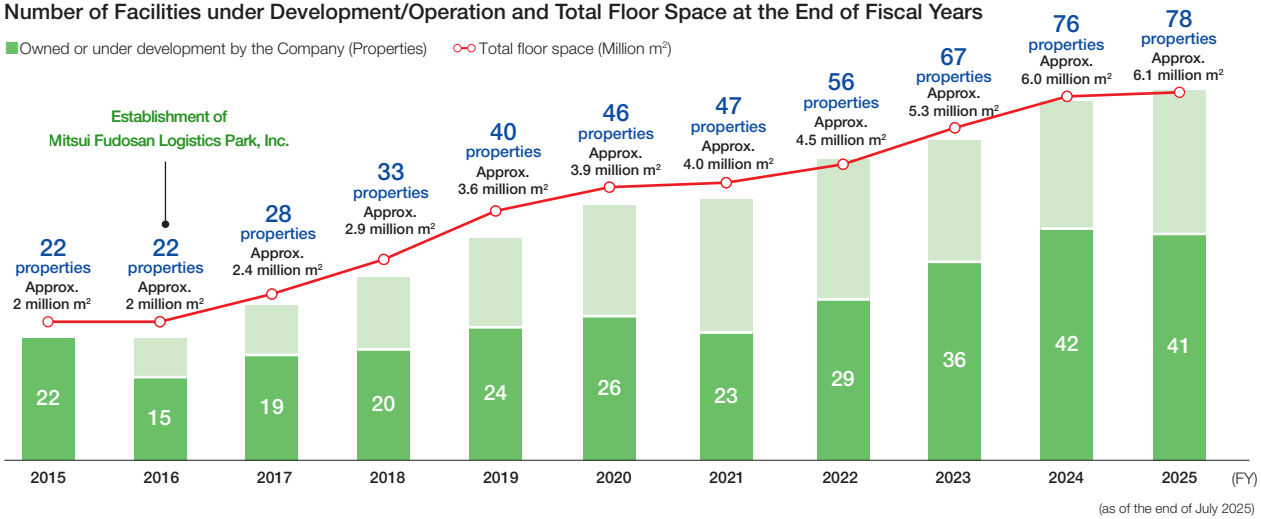
Cumulative total investment
Approx. ¥1.3 trillion

Major development areas
Tokyo metropolitan area:
42 properties

Number of tenants
Approx. 130 companies

Stable business expansion

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



(as of the end of July 2025)

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

Projects 22 properties include 9 properties in the Tokyo metropolitan area, 6 properties overseas