Hotels and Resorts

Business Domains | Hotel and resort development, management, etc.

Market Environment

Risks

- Impacts of geopolitical risks on international and domestic travelers
- Increase in operating costs due to upswings in various commodity prices and labor costs

Opportunities

- High evaluation of Japan's tourism resources from home and abroad
- Expectations for further growth in foreign visitors to Japan

Competitive Advantages

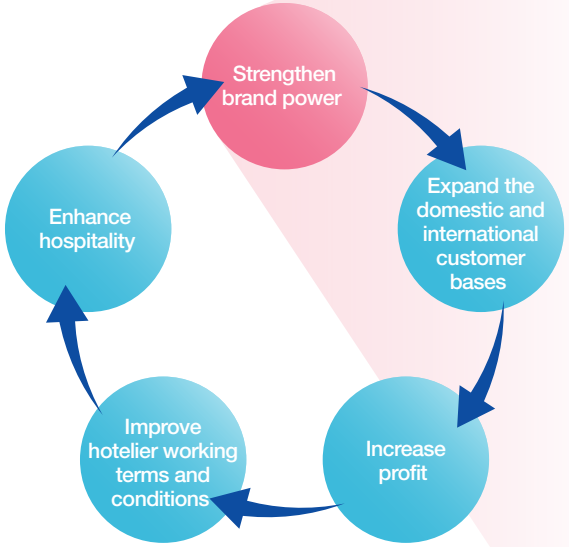
- Mitsui Garden Hotel members: Approx. 1,100,000*
- Number of directly managed guest rooms: Approx. 13,400 (domestic and overseas) *
- Development of 14 hotel and resort brands meeting diverse customer needs, from luxury to lodging-focused brands
- Links between the customer bases for offices, retail facilities, logistics facilities, housing, and other products

* As of the end of July 2025

Business Strategies

- Provide high-quality stay value by improving the customer experience and available services. Expand the customer base and earnings by further enhancing the brand strength of hotels.
- Propose personalized stay experiences through the use of customer data and expand the domestic and international customer bases.

Strengthen the brand power of each facility and maximize appeal



Lodging-focused hotels

Mitsui Garden Hotels / THE CELESTINE HOTELS / sequence / TOKYO DOME HOTEL

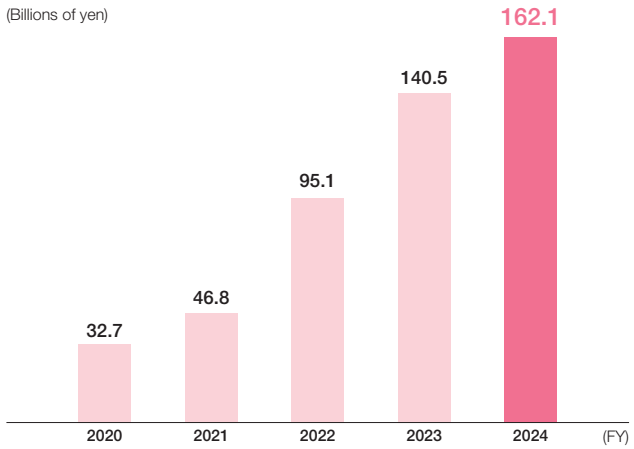
Resort and luxury hotels

HOTEL THE MITSUI KYOTO / BVLGARI HOTEL TOKYO / FOUR SEASONS HOTEL TOKYO AT OTEMACHI / Halekulani / Halekulani OKINAWA / Halepuna WAIKIKI / はいむるぶし Kohamajima / 熱海後楽園ホテル / AMANEMU / NEMU RESORT / Toba Hotel International

Hotels and Resorts

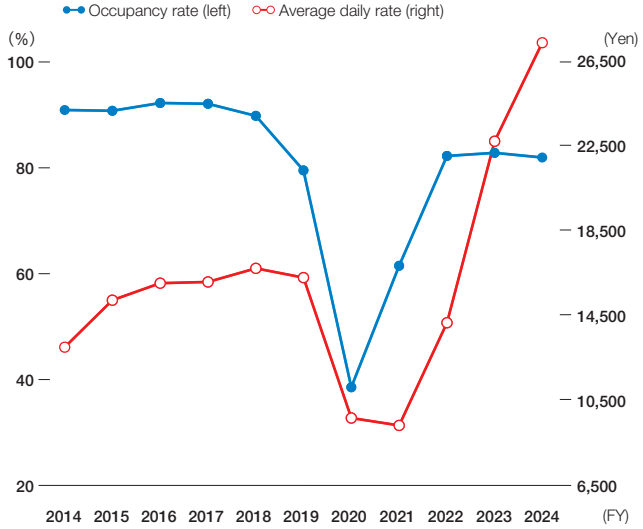
Performance Trends

Hotel/Resort Revenues



Note: Figures up to and including fiscal 2021 apply to the Facility Operations sub-segment.

Occupancy Rate/Average Daily Rate (Lodging-focused hotels*)



* Excluding Tokyo Dome Hotel

Earnings Base

Hotels and guest rooms (including overseas)

53 hotels Approx. **13,400** rooms

(as of the end of July 2025)

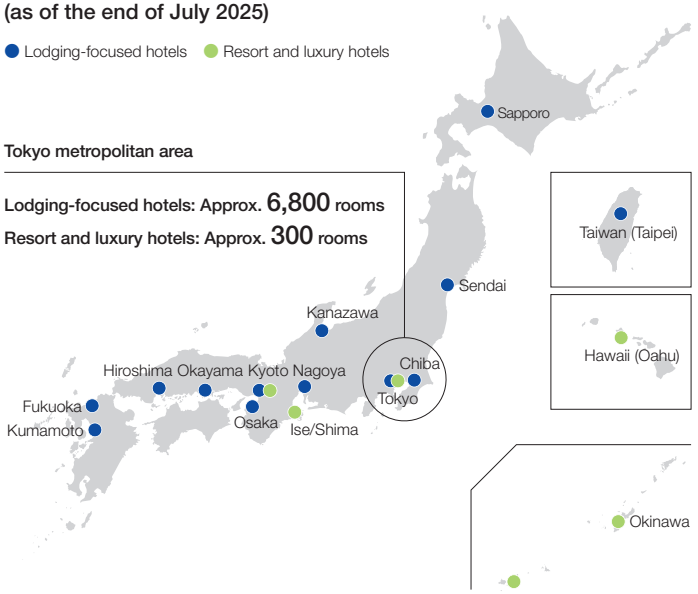
Mitsui Garden Hotel members

Approx. **1,100,000**

(as of the end of July 2025)

Development of hotels and resorts in major cities and at tourist destinations in Japan and Overseas

Our Company's Hotel and Resort Facility Development Areas (as of the end of July 2025)



Lodging-Focused Hotels: Number of Rooms by Area*

	No. of Rooms	Percentage
Total	11,200	84%
Tokyo	5,600	42%
Tokyo metropolitan area (excluding Tokyo)	1,200	9%
Kyoto	1,300	10%
Osaka	300	2%
Other	2,800	21%

Resort and Luxury Hotels: Number of Rooms by Area*

	No. of Rooms	Percentage
Total	2,100	16%
Tokyo	300	2%
Okinawa	500	4%
Other domestic	600	5%
Honolulu	700	5%

* The totals may not add up due to rounding to the nearest 100 rooms. (as of the end of July 2025)

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

Number of guest rooms (includes overseas) Approx. **730** rooms

Of these, lodging-focused hotels Approx. **400** rooms

Resort and luxury hotels Approx. **330** rooms