

三井不動産グループのあり姿

Aspirations for the Mitsui Fudosan Group


GROUP STATEMENT/VISION/MISSION (概要)

The Group Statement, Vision and Mission (Outline)

GROUP STATEMENT

- 都市に豊かさと潤いを
The Mitsui Fudosan Group aims to bring affluence and comfort to urban living

GROUP VISION

- 「」マークの理念 / "  " Philosophy
共生・共存、多様な価値観の連繋、持続可能な社会の実現
Coexist in harmony with society, link diverse values,
and achieve a sustainable society
- 進化と価値創造 / Evolution and value creation
- 成長性と収益性に富んだ三井不動産グループ
A profitable and growing Mitsui Fudosan Group

GROUP MISSION

- ビジネスと暮らしに関するソリューションとサービスの提供
Provide business and lifestyle-related solutions and services
- グローバルな視野で顧客のパートナーへ
Work in partnership with customers from a global perspective
- 企業価値の向上
Raise our corporate value
- 個の力を高め結集してグループの力へ
Create a strong corporate group by building the capabilities of individuals


1999年6月策定、2018年4月改訂 / Established in June 1999, amended in April 2018

価値創造とマテリアリティ

Value Creation and Materialities

三井不動産グループの価値創造

Value Creation for the Mitsui Fudosan Group

「」マークの理念*のもと、
街づくりを通して社会課題を解決

Solving social issues through creation of
neighborhoods based on the "  " Philosophy

*「共生・共存」「多様な価値観の連繋」「持続可能な社会の実現」

*Coexist in harmony with society, link diverse values, and achieve a sustainable society

持続可能な社会の構築
Establish
a Sustainable Society

継続的な利益成長
Drive Sustainable Profit
Growth

6つのマテリアリティ（重点的に取り組む目標）

6 Materialities (Priority Goals)

街づくりを通じた
「超スマート社会」の実現
Establish ultra-smart
societies by creating
neighborhoods

健やか・安全・安心な
くらしの実現
Contribute to achieving
healthy, safe and secure
daily lives

オープンイノベーションによる
新産業の創造
Create new industries
through open innovation

多様な人材が活躍できる
社会の実現
Achieve a society where a
diverse workforce can
thrive

環境負荷の低減と
エネルギー創出
Reduce environmental
impact and generate energy

コンプライアンス・ガバナンスの
継続的な向上
Continuously improve
compliance and governance

三井不動産グループの資産と収益 (2022年3月期)

Assets and Revenues of the Mitsui Fudosan Group (For the Year Ended March 31, 2022)

2 経営方針 Management Policy

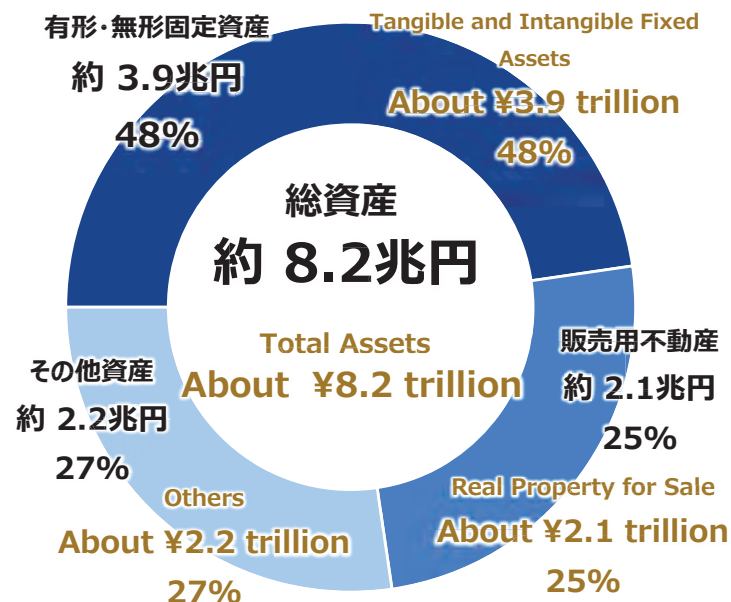
三井不動産グループの資産

Assets of the Mitsui Fudosan Group

連結総資産
Total Consolidated Assets
約**8.2**兆円
About **¥8.2** trillion

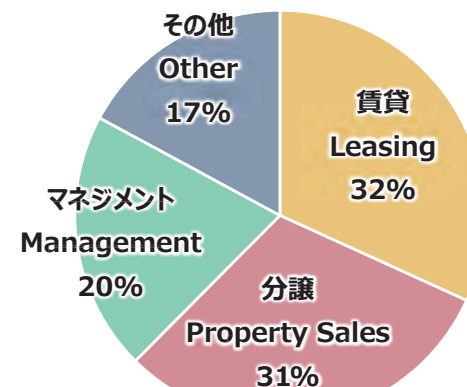
有形・無形固定資産
(うち、賃貸等不動産3.1兆円)
Tangible and Intangible Fixed Assets
約**3.9**兆円
About **¥3.9** trillion
(including about ¥3.1 trillion in rental property)

販売用不動産
(うち投資家向け約1.4兆円、個人向け0.7兆円)
Real Property for Sale
約**2.1**兆円
About **¥2.1** trillion
(about ¥1.4 trillion for investors; about ¥0.7 trillion for individuals)



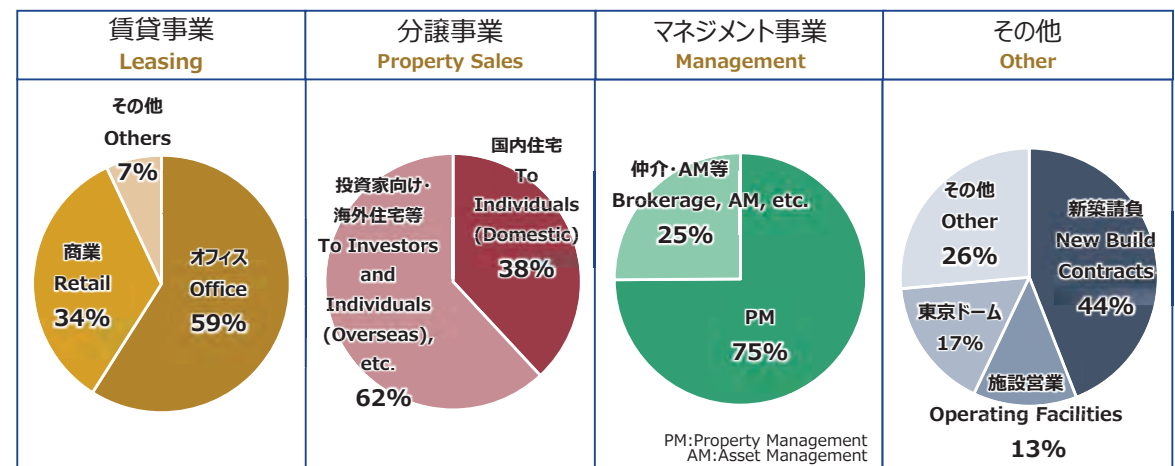
収益構造

Revenue Structure



連結営業収益
Revenue from Operations

約**2.1**兆円
About **¥2.1** trillion



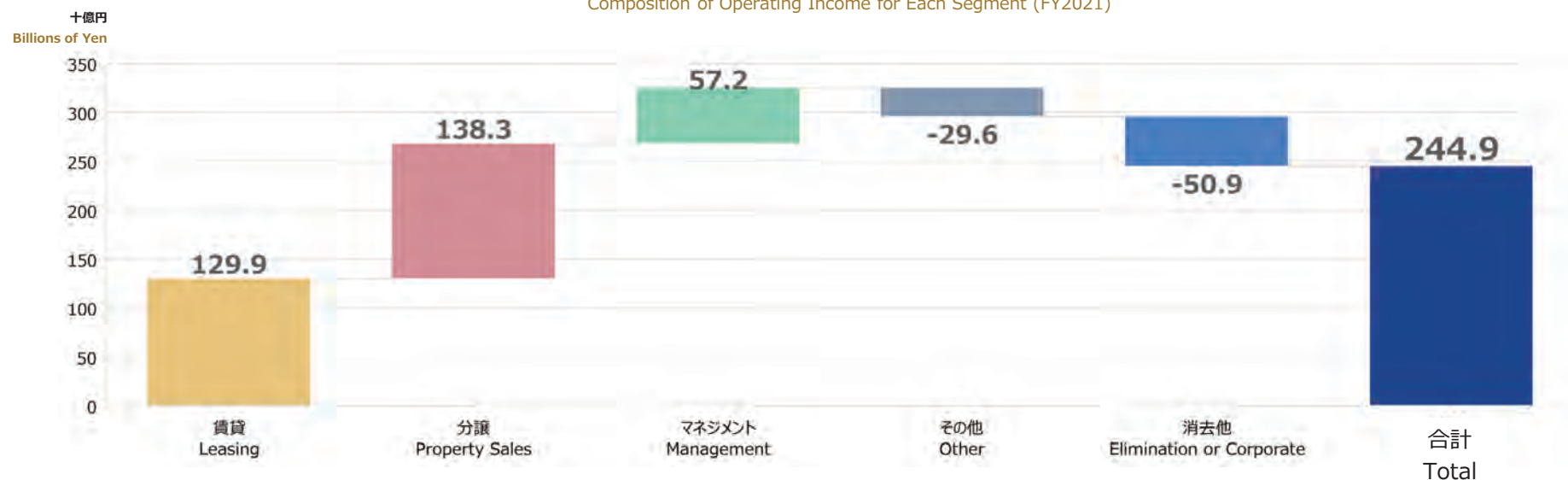
セグメント営業利益とアセットクラス

Segment Operating Income and Asset Classes

2 経営方針

Management Policy

セグメント毎の営業利益の構成（2021年度）
Composition of Operating Income for Each Segment (FY2021)



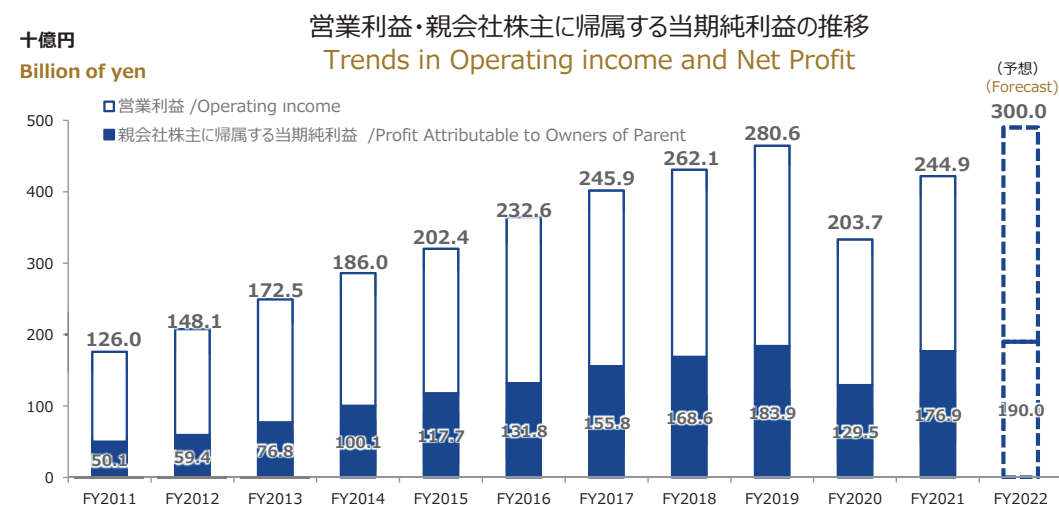
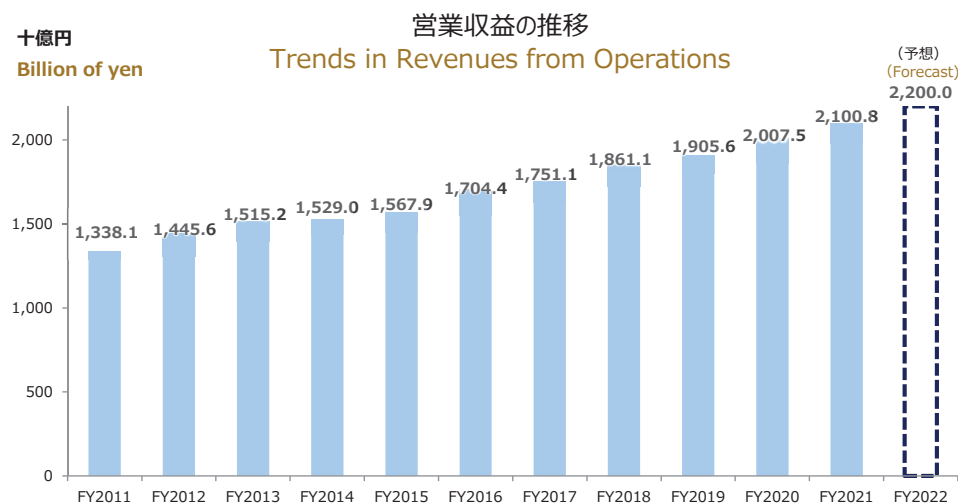
- 主に収益を上げているカテゴリ
- Main revenue-generating categories

		賃貸 Leasing			分譲 Property Sales			マネジメント Management				その他 Other		
		オフィス Office	商業施設 Retail	その他 Other	個人向け /To individuals 国内住宅 Domestic housing	海外住宅 Overseas housing	投資家向け To investors	プロパティ マネジメント Property Management	仲介 /Brokerage 法人向け To corp.	個人向け To individuals	アセット マネジメント Asset management	新築請負 New build contracts	施設営業 Operating facilities	東京ドーム Tokyo Dome
主なアセットクラス Main asset class	オフィス Office	●					●	●	●		●			
	商業施設 Retail		●				●	●			●			
	物流施設 Logistics			●			●	●			●			
	中高層 住宅 Condominiums				●	●	●	●	●	●	●			
	戸建 Detached housing				●					●		●		
	ホテル・リゾート Hotel, resort												●	
	東京ドーム Tokyo Dome													●

業績推移

Trends in Performance

2 経営方針 Management Policy



2022年5月13日時点
As of May 13, 2022

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022 (予想/Forecast)
営業収益 / Revenues from Operations (十億円 / Billion of yen)	1,338.1	1,445.6	1,515.2	1,529.0	1,567.9	1,704.4	1,751.1	1,861.1	1,905.6	2,007.5	2,100.8	2,200.0
営業利益 / Operating income (十億円 / Billion of yen)	126.0	148.1	172.5	186.0	202.4	232.6	245.9	262.1	280.6	203.7	244.9	300.0
親会社株主に帰属する当期純利益 / Profit Attributable to Owners of Parent (十億円 / Billion of yen)	50.1	59.4	76.8	100.1	117.7	131.8	155.8	168.6	183.9	129.5	176.9	190.0
EPS (円 / yen)	57.0	67.6	87.5	103.8	119.1	133.4	157.7	171.3	188.3	134.4	184.4	198.0
年間配当/株 / Annual Dividend Per Share (円 / yen)	22	22	22	25	30	34	40	44	44	44	55	60
自己株式取得 / Share Repurchase (十億円 / Billion of yen)	-	-	-	-	-	-	15.0	16.0	25.0	15.0	30.0	-
総還元性向*1 Total Shareholder Return *1 (%)	38.5	32.5	25.1	24.1	25.2	25.5	35.0	35.1	36.9	44.2	46.6	-
ROA*2 (%)	3.6	3.7	4.1	4.1	4.1	4.6	4.6	4.4	4.2	2.8	3.3	-
ROE*3 (%)	4.8	5.3	6.3	6.4	6.2	6.8	7.4	7.4	7.7	5.2	6.6	-

*1 総還元性向 = (配当総額 + 自己株式取得総額) / 親会社株主に帰属する当期純利益 / Total shareholder return ratio = (Total dividends + Total amount of treasury stock acquired) / Profit Attributable to Owners of Parent

*2 ROA (営業利益 + 営業外収益) / 総資産期首期末平均残高 / ROA: (Operating income + Non-operating income) / Average total assets over period

*3 ROE 親会社株主に帰属する当期純利益 / 自己資本期首期末平均残高 / ROE: Profit Attributable to Owners of Parent / Average shareholders' equity over period

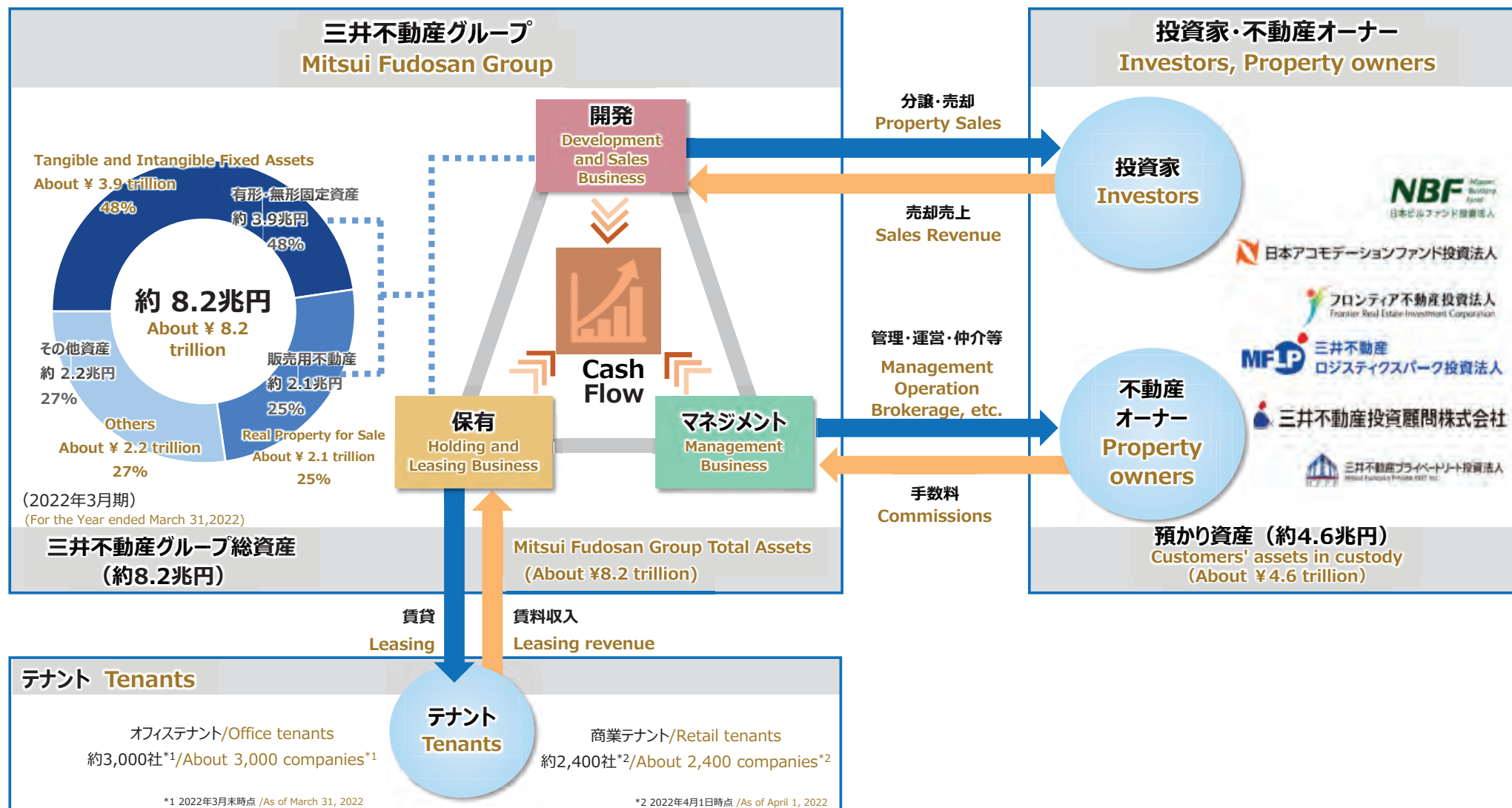
持続的な成長を実現するビジネスモデル

Business Model that Realizes Sustainable Growth

2 経営方針 Management Policy

不動産の「保有」「開発」「マネジメント」を最適、かつ柔軟に組み合わせ、利益の最大化を実現

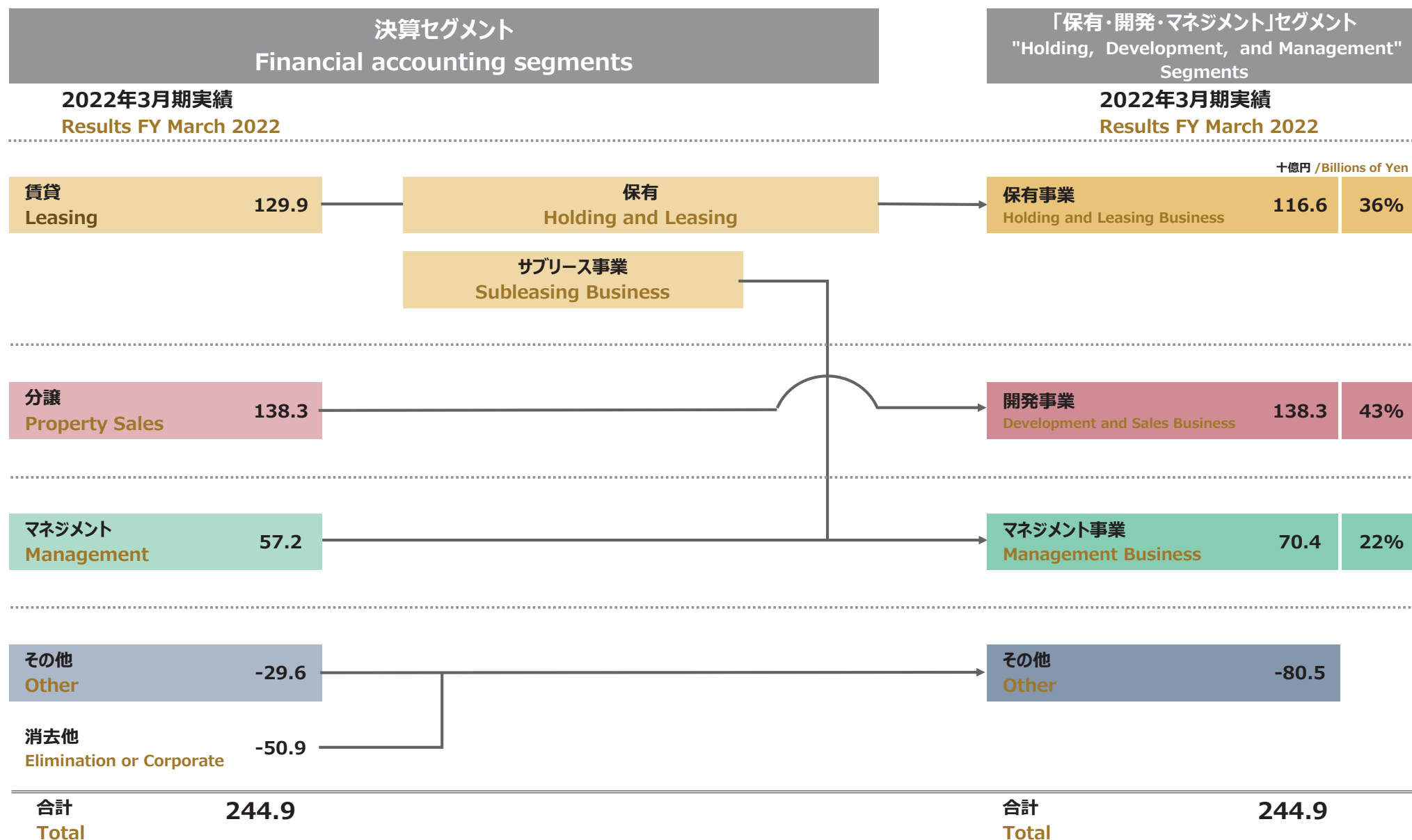
Maximize profits through an optimal and flexible combination of Real estate "Holding", "Development", and "Management".



「保有・開発・マネジメント」の営業利益

Operating income of "Holding, Development, and Management"

2 経営方針 Management Policy



VISION2025

Successfully establish a sustainable society through the creation of neighborhoods

Harness technology to innovate the real estate business

Evolve into a global company

Basic Strategies



Main Initiatives



中長期定量目標

Medium- to long-term quantitative targets

財務KPI目標と進捗状況（VISION2025） / Financial KPIs and Progress (VISION2025)

	2025年 前後 Around 2025	参考（2021年度実績） Reference (FY2021 Actual)
連結営業利益 Consolidated Operating Income	3,500億円 程度 Around ¥350.0 billion	2,449億円 程度 ¥244.9 billion
うち、海外事業利益 ^{*1} Proportion of Overseas Income ^{*1}	30% 程度 Around 30%	12.4%
ROA ^{*2} ROA ^{*2}	5% 程度 Around 5%	3.3%

*1 海外事業利益 = 海外営業利益 + 海外持分法換算営業利益(※)

※・海外所在持分法適用会社について、各社の営業利益または営業利益相当額(注)に当社持分割合を乗じて算出

(注)営業利益相当額は当期純利益から税負担分を考慮して簡便的に算出した利益

・海外所在持分法適用会社に係る関係会社株式売却損益（不動産分譲を目的とした事業に係るものに限る）

*2 ROA（営業利益 + 営業外収益）／総資産期首期末平均残高

*1 Overseas income = Overseas OP + Pro forma operating income of overseas affiliates

・Calculated by multiplying the operating income or the amount equivalent to operating income of each overseas equity-method affiliated company by the Company's equity interest

Note: The amount equivalent to operating income is the amount of profit calculated on a simplified basis after taking into consideration the tax burden.

・Gain on sale of shares of overseas equity-method affiliated companies (limited to overseas equity-method affiliated companies whose principal business is the sale of real estate)

*2 ROA : (Operating income + non-operating income) / Average total assets over period

主な非財務KPI目標 / Main Medium- to Long-Term Goals regarding Non-Financial KPIs

	2030年度まで until fiscal year 2030	2050年度まで until fiscal year 2050
温室効果ガス排出量削減比率 Greenhouse Gas Emission Reduction	40%削減（2019年度比） ^{*3} 40% reduction (compared to FY2019) ^{*3}	ネットゼロ Net zero greenhouse gas emissions
再生可能エネルギー割合 Ratio of Electricity Generated from Renewable Sources	---	100%
	2025年 Around 2025	2030年 Around 2030
女性管理職比率 Ratio of Women in Management Positions	10%	20%

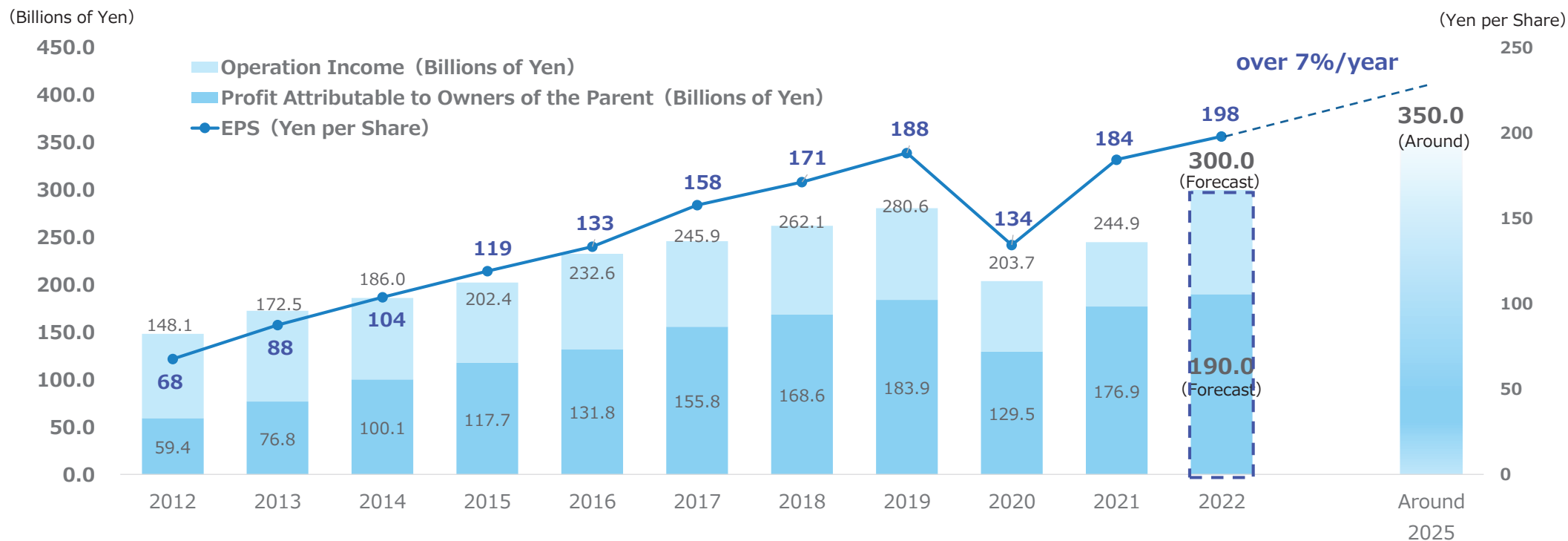
*3 SCOPE1+SCOPE2は2030年度までに46.2%削減（2019年度比） / SCOPE1+SCOPE2: 46.2% reduction by FY2030 (compared to FY2019)

成長性目標と効率性目標

Target of Growth and Efficiency

2 経営方針

Management Policy



Growth goals

Operation Income Around **¥350.0 billion** (Around 2025)

EPS Growth Rate **over 7%/year** (Average of VISION2025 period*1)

Efficiency goals

ROA*2 Around **5%** (Around 2025)

ROE Around **8%** (Around 2025)

D/E Ratio Around **1.2-1.5** (VISION2025 period*1)

*1 Assume the period after FY2021 of the period of VISION2025 (announced in May 2022)

*2 ROA: (Operating income + Non-operating income) / Average total assets over period

BSコントロールにより、強固な財務基盤のもと、株主還元と成長投資を両立

Balance shareholder returns and growth investment, supported by a strong financial basis through BS control



Creation of Added Value through Growth Investment

Guideline for Investment Criteria

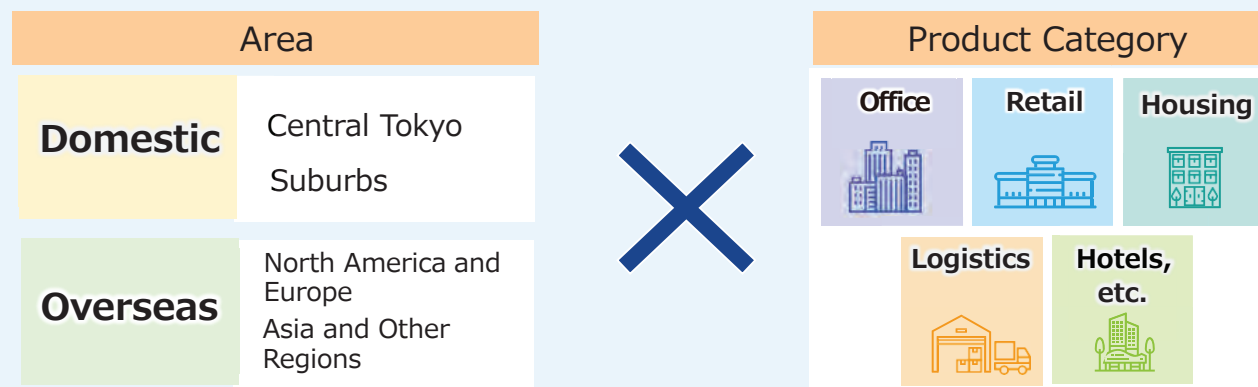
(Domestic example: NOI yield)
 Central Tokyo prime office buildings
 ≈5%
 Retail Facilities (land holding)
 ≈8%
 Retail Facilities (lease-land type)
 ≈12%

Investment and Development

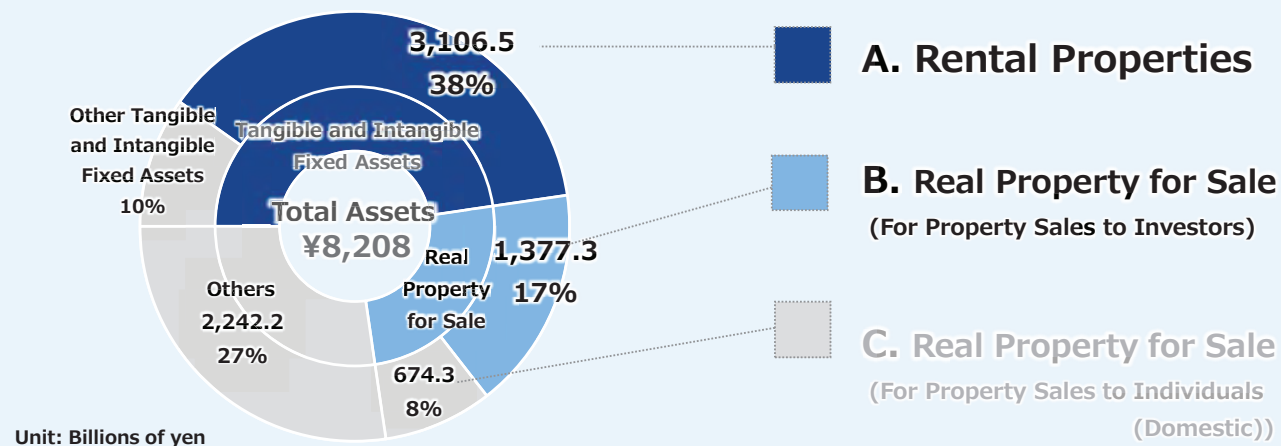
Focal points in portfolio building

- ✓ Sourcing of properties with high potential for added value
- ✓ Adding value and improving margin through development investment
- ✓ Strengthening of resilience to market changes through area-product combinations; awareness of balance between risk and returns

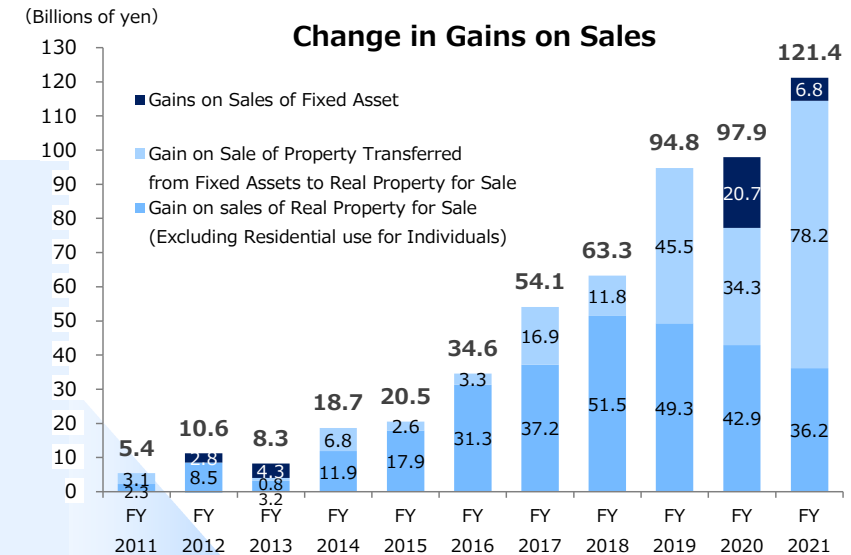
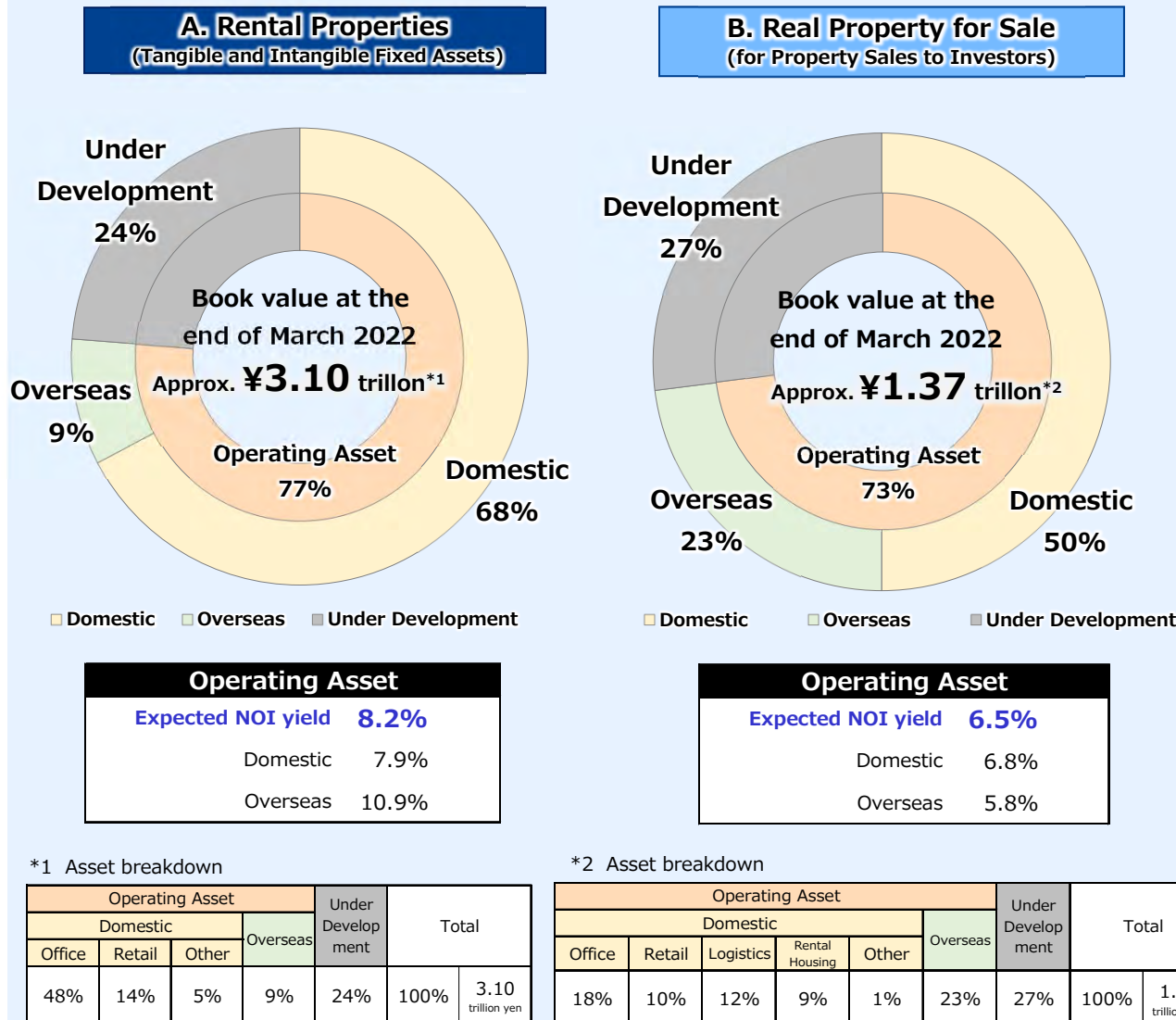
Asset Portfolio of the Mitsui Fudosan Group



Assets as a source of revenue (FY2021)



Improvement of capital efficiency and realization of unrealized gain through regular asset rotation and sale



Sale and Replace Assets

Periodic asset replacement and sales Improvement of asset efficiency and realization of unrealized profit

Examples of Major Assets Sold in the

Timing	Use	Project Name	Yield ^{*3}
FY2019	Office	Osaki Bright Core Bright Plaza	3.2%
	Logistics	3 logistics facility buildings	4.3%~4.9%
	Retail	TENJIN216	3.6%
FY2020	Office	SHINBASHI M-SQUARE Bright	2.9%
	Office	Osaki Bright Tower	3.2%
	Office	2 Nagoya Mitsui Buildings	3.7%~4.2%
	Logistics	3 logistics facility buildings	4.0%~4.8%
	Office	GRAN TOKYO SOUTH TOWER	2.8%
FY2021	Retail	Ginza 5-chome GLOBE	2.8%
	Retail	Takeshita-dori Square	3.5%
	Office	Iidabashi Grand Bloom	2.8%
	Office	Nakanoshima Mitsui Building	3.3%
	Logistics	3 logistics facility buildings	3.9%~4.2%

^{*3} Describes the direct reduction yield based on the appraisal value of the property, disclosed to the seller.

The feature of Balance sheet of real estate developer

Unutilized assets

- ✓ Developing from scratch is necessary to create new value
- ✓ The assets under development do not generate profit
- ✓ The assets are resources of growth in the future

Central urban assets^{*2}

- ✓ Innovation and inspiration through the accumulation of people, things, money, and information
- ✓ The Land is relatively expensive
- ✓ Stabilization of Cash Flow and reduction of capital cost
- ✓ Large unrealized and realized gains

Holding assets

- ✓ Evolve the neighborhoods by holding assets continuously based on the idea of improving with age
- ✓ Ensure the degree of freedom to additional investment and demonstrate tests, etc.
- ✓ Balance Sheet Control is necessary

Our
Guideline

About 30%
of real estate assets^{*1}

Efficiency
Indicators

- Achieve both social value and economic value
- Seek for balance between growth and efficiency
- Appropriate D/E ratio : Around 1.2-1.5 times

About 50%
of real estate assets^{*1}

Holding & leasing : Development & sales : Management

4 : 4 : 2 Our Understanding of Profit Composition

ROA Target :Around 5%
ROE Target :Around 8%

^{*1} Real estate assets=Fixed assets and real property for sale, etc ^{*2} Central urban assets=Assets in the central Tokyo 3 wards and New York in the US

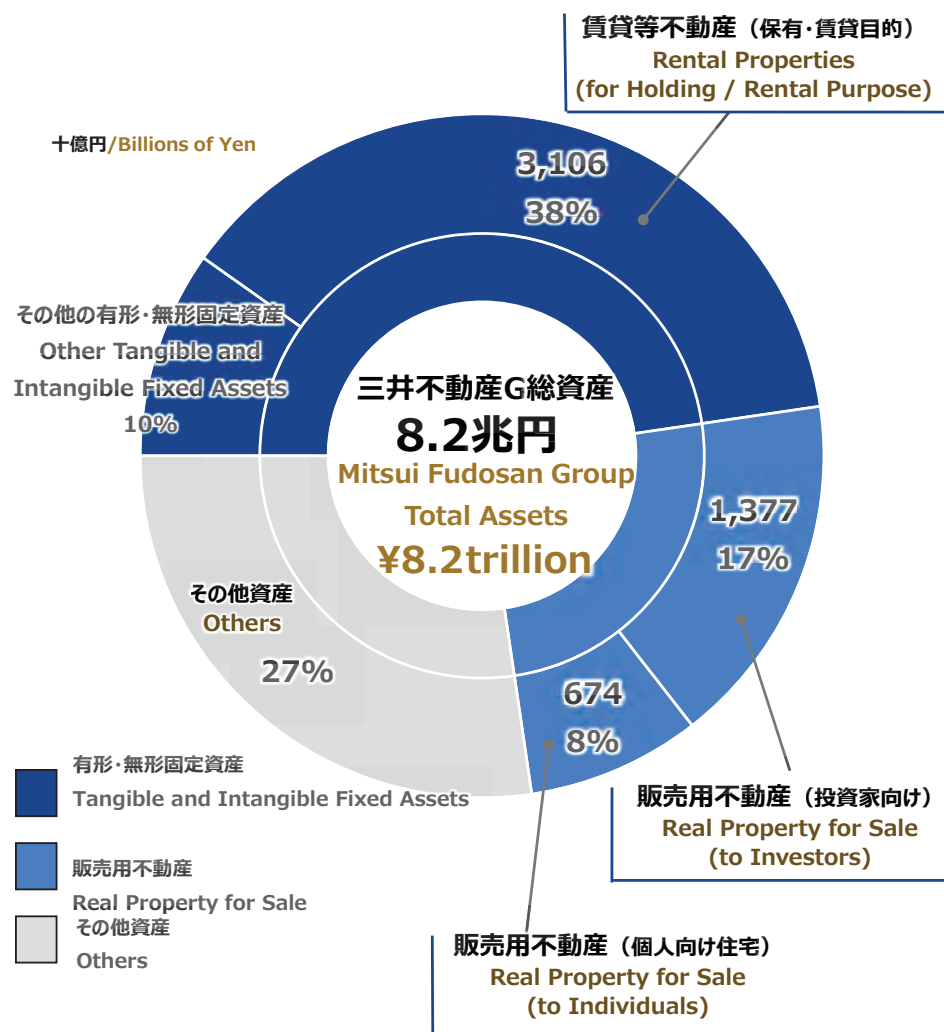
成長投資とポートフォリオ (2022年3月期)

Growth Investment and Portfolio (For the year ended March 31, 2022)

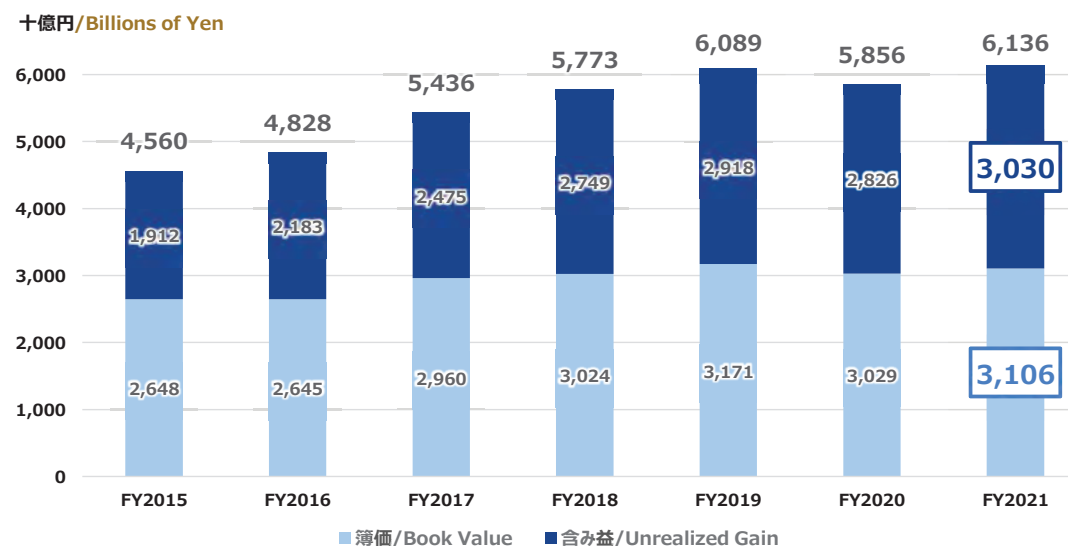
2 経営方針 Management Policy

賃貸不動産の規模と含み益の推移

Trends in Size and Unrealized Gain from Rental Properties



賃貸等不動産の含み益
Unrealized Gain from Rental Properties



十億円/Billions of Yen

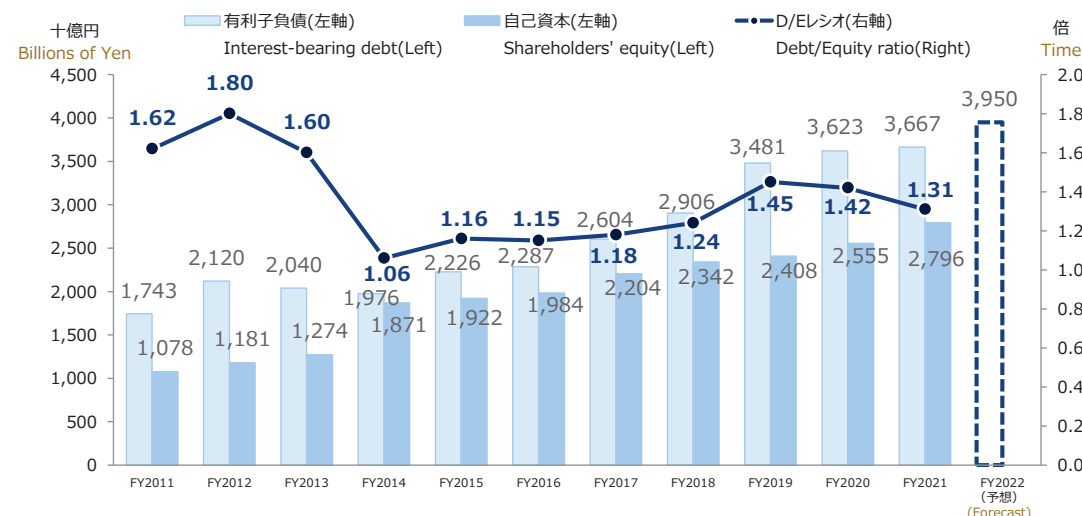
			期末簿価 2022年3月期 Year-end Book Value FY2021/4Q	期末時価 2022年3月期 Year-end Market Price FY2021/4Q	差額(含み益) Difference (Unrealized Gain)
稼働資産 Operating Assets	国内 Domestic	オフィス/Office	1,496.2	3,242.1	1,745.9
		商業施設/Retail	444.9	1,095.1	650.2
		その他/Other	160.7	199.0	38.4
	海外 Overseas	オフィス/Office	232.6	661.2	428.5
		商業施設/Retail	33.2	52.3	19.1
開発中資産 Under Development	時価評価対象*1/Subject to Valuation*1		75.2	223.4	148.2
	時価評価対象外/Not Subject to Valuation		663.8	663.8	-
合計/Total			3,106.5	6,136.9	3,030.3
前期末からの差異/Difference from End of Last Year			+76.9	+280.8	+203.8

*1 2023年3月期に竣工予定の国内における賃貸用不動産 / Domestic rental properties scheduled to be completed in FY2022

財務戦略 /Financial Strategies

- 格付けを意識しながら、投資好機に向け財務健全性を維持
Maintain financial soundness for investment opportunities while being conscious of the rating
- 有利子負債は、D/Eレシオ：1.2-1.5倍程度によりコントロール
To controll interest-bearing debt, referring to D/E ratio around 1.2 to 1.5
- 直接・間接を含め、柔軟に資金調達を実施
Flexible financing, including direct and indirect financing
- 借入残高における高い長期・固定比率を維持
Maintain a high long-term/fixed ratio of outstanding loans
- 未使用枠のコミットメントライン4,000億円
The unused commitment line is 400 billion yen

D/Eレシオ等の推移 /Trend of D/E ratio, etc.

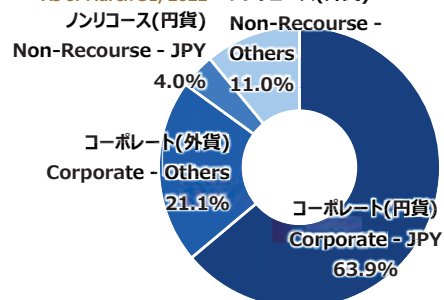


資金調達および格付の状況 /Financing and Credit Rating

連結有利子負債 Interest-Bearing Debt *Consolidated

*2022年3月期末

*As of March 31, 2022



【調達金利の状況】*2022年3月期末

円貨+外貨	1.19%
円貨	0.63%
外貨	2.37%

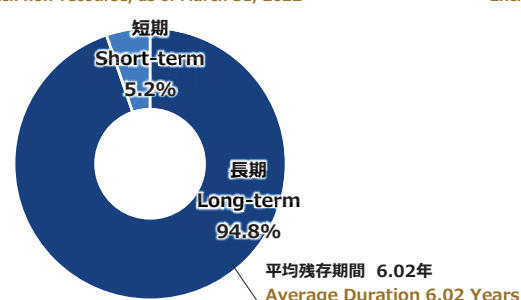
Interest rate situation

All currency	1.19%
Japanese currency	0.63%
Foreign currency	2.37%

長期・短期比率 Ratio of Long-term Debt

*ノンリコースを除く 2022年3月期末

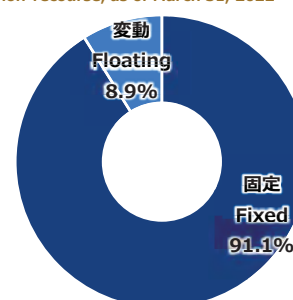
*Excl. non-recourse, as of March 31, 2022



固定・変動比率 Ratio of Fixed-Interest Debt

*ノンリコースを除く 2022年3月期末

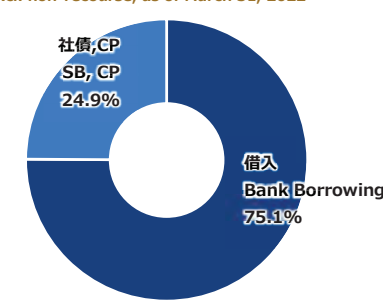
*Excl. non-recourse, as of March 31, 2022



借入・社債比率 Ratio of Bank Borrowing

*ノンリコースを除く 2022年3月期末

*Excl. non-recourse, as of March 31, 2022



資金調達状況

Financing Situation

2 経営方針

Management Policy

格付の状況

Credit Rating

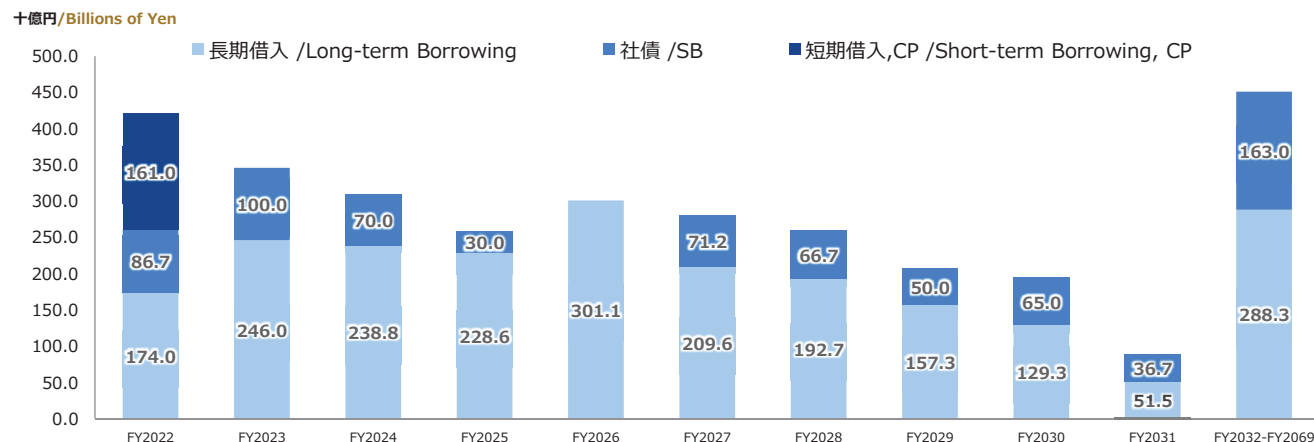
*2022年8月4日時点
*As of Aug. 4, 2022

格付け機関 Rating Agencies	長期 Long-term	短期 Short-term	アウトルック Outlook
ムーディーズ Moody's	A3	-	安定的 Stable
スタンダード&プアーズ Standard & Poor's	A	A-1	ネガティブ Negative
R&I 格付投資情報センター	AA-	a-1+	安定的 Stable
JCR 日本格付研究所	AA	J-1+	安定的 Stable

返済予定額

Amount Scheduled to be Repaid

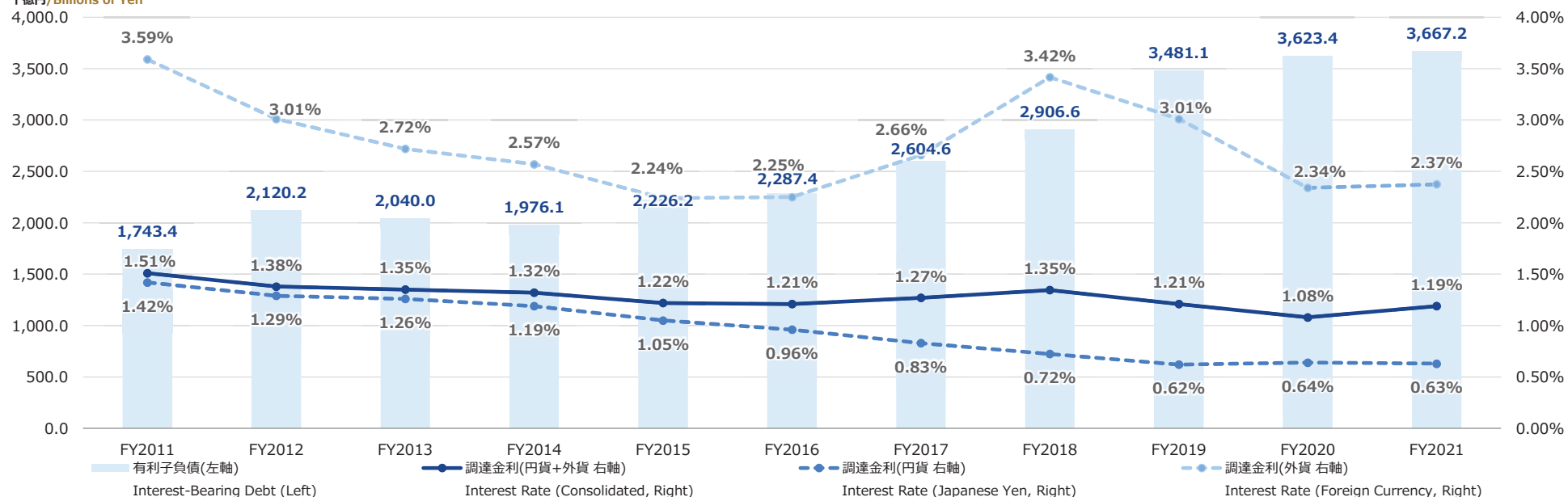
*ノンリコースローンを除く 2022年3月期末
Excl. Non-recourse As of March 31, 2022



有利子負債残高と調達金利の推移

Interest-Bearing Debt Breakdown

十億円/Billions of Yen



適切なレバレッジ(D/Eレシオ)管理のもと、継続的なROA改善により、ROEを維持向上

Maintain and improve ROE through appropriate management of leverage (D/E ratio) and ongoing improvements to ROA

- 総資産規模を意識しながら、さらなる資産効率の改善を目指す（ROA目標：5%程度）
Aim for further improvement of return on assets (ROA target: around 5%) while remaining conscious of total asset size
- 最適な資本構成の実現を目指し、D/Eレシオ：1.2-1.5倍程度により財務レバレッジを管理
Manage financial leverage through our D/E ratio around 1.2 to 1.5 to achieve the optimal capital composition
- 適正な財務レバレッジのもと、ROAの改善を通じたROEの維持向上を図る（ROE目標：8%程度）
Maintain and improve ROE (ROE target: around 8%) through ROA improvement with appropriate financial leverage

資産効率
Return on Assets

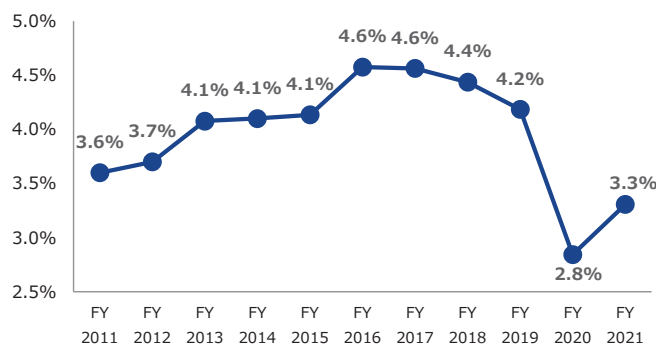


レバレッジ
Leverage

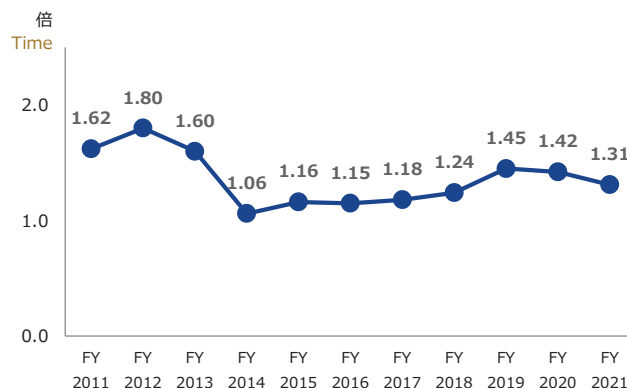


資本効率
Capital Efficiency

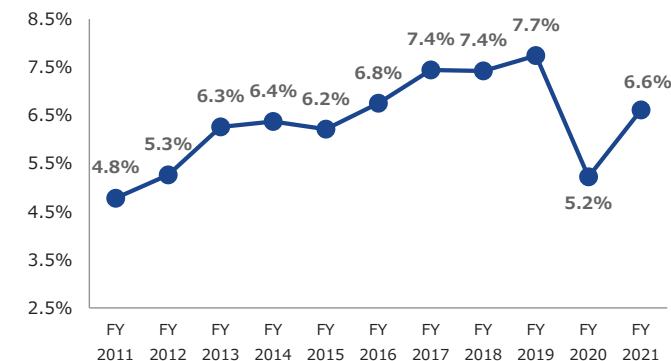
資産効率（ROA）の推移
Trends in Return on Assets (ROA)



財務レバレッジ（D/Eレシオ）の推移
Trends in Financial Leverage (D/E ratio)



資本効率（ROE）の推移
Trends in Capital Efficiency (ROE)



Guidelines of Returns to Shareholders

- Mitsui Fudosan reinvests earnings to increase shareholder value over the medium to long term and returns profits to shareholders based on comprehensive consideration of such factors as the business environment and its performance and finances.
- In order to strengthen shareholder returns, Mitsui Fudosan undertakes **the stable payment of dividends** while **flexibly repurchasing its own shares**^{*1} in a bid to enhance capital efficiency.
- Mitsui Fudosan has identified a total shareholder return ratio of around **45%^{*2} of profit attributable to owners of parent**.

*1 In principle, the acquired treasury stock will be cancelled.

*2 Revised May 2022

Cancellation of treasury stock

- Treasury stocks acquired between February 7 and March 3, 2022 were canceled. (5,882,600 shares, total acquisition price: approx. ¥15.0 billion)
- Date of cancellation: May 31, 2022
- Ratio to the total number of shares outstanding before the cancellation: 0.61%

