

### 2024年3月期の連結業績/Consolidated Financial Results for FY2023

#### (1) 連結経営成績(累計)/Consolidated Result of Operations (year-to-date)

(%表示は対前期増減率/% figures denote year-on-year change)

	営業収益 Revenue from Operations		営業利益 Operating Income		経常利益 Ordinary Income		親会社株主に帰属する当期純利益 Profit Attributable to Owners of Parent	
	百万円/Millions of Yen	%	百万円/Millions of Yen	%	百万円/Millions of Yen	%	百万円/Millions of Yen	%
FY2023	2,383,289	5.0	339,690	11.2	267,890	1.0	224,647	14.0
FY2022	2,269,103	8.0	305,405	24.7	265,358	18.0	196,998	11.3

\*包括利益/Comprehensive Income FY2023 : 329,733百万円/¥329,733 million (47.5%) ; FY2022 : 223,512百万円/¥223,512 million (-28.1%)

	1株当たり当期純利益 Earnings per Share	潜在株式調整後1株当たり当期純利益 Diluted net income per share
	円/Yen	円/Yen
FY2023	80.19	80.14
FY2022	69.30	69.25

(注) 当社は、2024年4月1日付で普通株式1株につき3株の株式分割を行っております。前連結会計年度の期首に当該株式分割が行われたと仮定して、「1株当たり当期純利益」及び「潜在株式調整後1株当たり当期純利益」を算定しております。

\*The Company conducted a 3-for-1 stock split of common stock on April 1, 2024. "Earnings per Share" and "Diluted net income per share" are calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

#### (2) 連結財政状態/Consolidated Financial Position

	総資産 Total Assets	純資産 Net Assets	自己資本比率 Equity Ratio	1株当たり純資産 Net Assets Per Share
	百万円/Millions of Yen	百万円/Millions of Yen	%	円/Yen
FY2023	9,489,527	3,234,656	32.8	1,109.89
FY2022	8,841,396	3,031,220	32.8	1,035.79

(参考/Reference) 自己資本/Shareholders' Equity FY2023 : 3,110,088百万円/¥ 3,110,088 million ; FY2022 : 2,900,726百万円/¥2,900,726 million

(注) 当社は、2024年4月1日付で普通株式1株につき3株の株式分割を行っております。前連結会計年度の期首に当該株式分割が行われたと仮定して、「1株当たり純資産」を算定しております。

\*The Company conducted a 3-for-1 stock split of common stock on April 1, 2024. "Net Assets Per share" is calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

### 配当の状況/Cash Dividends

	年間配当金/Cash Dividends per Share				
	1st Quarter	2nd Quarter	3rd Quarter	期末/Year-End	合計/Total
	円/Yen	円/Yen	円/Yen	円/Yen	円/Yen
FY2022	—	30.00	—	32.00	62.00
FY2023	—	35.00	—	49.00	84.00
FY2024 (予想/Plan)	—	15.00	—	15.00	30.00

(注) 当社は、2024年4月1日付で普通株式1株につき3株の株式分割を行っております。2023年3月期及び2024年3月期については、当該株式分割前の実際の配当金の額を記載しております。2025年3月期（予想）については、当該株式分割後の数値を記載しております。なお、株式分割を考慮しない場合の2025年3月期（予想）の年間配当金は90円となります。

\*The Company conducted a 3-for-1 stock split for its common stock on April 1, 2024, and the actual dividend amount before the stock split is shown for the fiscal years ended March 31, 2023 and 2024. The annual dividend for the fiscal year ending March 31, 2025 (forecast) without the stock split is 90 yen per share.

### 2025年3月期の連結業績予想/Forecast for the Year Ending March 31, 2025

(%表示は、対前期増減率 / % figures denote the previous fiscal year change)

	営業収益		営業利益		事業利益		経常利益		親会社株主に帰属する当期純利益		1株当たり当期純利益
	Revenue from Operations		Operating Income		Business Income		Ordinary Income		Profit Attributable to Owners of Parent		Earnings per Share
	百万円/Millions of Yen	%	百万円/Millions of Yen	%	百万円/Millions of Yen	%	百万円/Millions of Yen	%	百万円/Millions of Yen	%	円/Yen
通期/Full year	2,600,000	9.1	340,000	0.1	370,000	6.9	260,000	-2.9	235,000	4.6	83.86

(注) 当社は、2024年4月1日付で普通株式1株につき3株の株式分割を行っております。2025年3月期の連結業績予想における「1株当たり当期純利益」については、当該株式分割の影響を考慮しております。

\*The Company conducted a 3-for-1 stock split of shares of common stock on April 1, 2024, and "Earnings per Share" in the consolidated earnings forecast for the fiscal year ending March 31, 2025, takes into account the effect of this stock split.

### 発行済株式数（普通株式）/Number of outstanding shares (common stocks)

株/Shares

期末発行済株式数（自己株式を含む） Number of shares outstanding at term-end (including treasury stocks)	FY2023	2,810,633,721	FY2022	2,845,353,981
期末自己株式数 Number of treasury stock at term-end	FY2023	8,481,600	FY2022	44,854,596
期中平均株式数 Average number of shares during the period	FY2023	2,801,512,734	FY2022	2,842,578,317

(注) 当社は、2024年4月1日付で普通株式1株につき3株の株式分割を行っております。前連結会計年度の期首に当該株式分割が行われたと仮定して、発行済み株式数（普通株式）を算定しております。

\*The Company conducted a 3-for-1 stock split of common shares on April 1, 2024. The number of outstanding shares (common stock) was calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

### 連結損益計算書

#### Consolidated Income Statement

単位：百万円/Unit : Millions of yen

	FY2023	FY2022	増減/Change	増減率/Change Rate
<b>営業収益</b> Revenue from Operations	<b>2,383,289</b>	<b>2,269,103</b>	<b>+114,185</b>	<b>+5.0%</b>
賃貸 Leasing	815,002	755,238	+59,763	
分譲 Property Sales	627,611	641,672	-14,060	
マネジメント Management	462,857	445,924	+16,932	
施設営業 Facility Operations	194,512	144,577	+49,935	
その他 Other	283,306	281,690	+1,616	
賃貸 Leasing	167,805	149,795	+18,009	
分譲 Property Sales	131,969	145,868	-13,898	
マネジメント Management	66,289	63,383	+2,905	
施設営業 Facility Operations	26,333	-3,690	+30,023	
その他 Other	2,185	-904	+3,090	
全社費用・消去 Elimination or Corporate	-54,892	-49,047	-5,844	
<b>営業利益</b> Operating Income	<b>339,690</b>	<b>305,405</b>	<b>+34,285</b>	<b>+11.2%</b>
営業外損益 Non-operating Income/Expenses	-71,800	-40,046	-31,753	
持分法損益 Equity in Net Income or Loss of Affiliated Companies	3,973	7,325	-3,351	
純金利負担 Interest Income/Expense, in Net	-72,312	-53,970	-18,341	
その他 Other, in Net	-3,461	6,598	-10,060	
<b>経常利益</b> Ordinary Income	<b>267,890</b>	<b>265,358</b>	<b>+2,532</b>	<b>+1.0%</b>
特別損益 Extraordinary Income/Loss	66,174	30,572	+35,601	
特別利益 Extraordinary Income	66,174	44,077	+22,097	
特別損失 Extraordinary Loss	-	-13,504	+13,504	
税金等調整前当期純利益 Income before Income Taxes	334,065	295,930	+38,134	
法人税等 Income Taxes	-106,377	-92,556	-13,820	
当期純利益 Profit	227,687	203,374	+24,313	
非支配株主に帰属する当期純利益 Profit Attributable to Non-Controlling Interests	-3,040	-6,375	+3,335	
<b>親会社株主に帰属する当期純利益</b> Profit Attributable to Owners of Parent	<b>224,647</b>	<b>196,998</b>	<b>+27,648</b>	<b>+14.0%</b>

### 特別損益

#### Extraordinary Income/Loss

単位：百万円/Unit : Millions of yen

#### [特別利益/Extraordinary Income]

投資有価証券売却益 Gain on Sales of Investment Securities	54,120
厚生年金基金代行返上益 Gain on transfer of benefit obligation relating to employees' pension fund	7,620
固定資産売却益 Gain on Sales of Fixed Assets	4,433
合計 Total	66,174

### 公表（進捗率）

#### Progress Rate

単位：百万円/Unit : Millions of yen

	FY2023	通期予想 2024年2月9日公表 Full-Year Forecast Feb.9,2024	進捗率 Progress Rate
営業収益 Revenue from Operations	2,383,289	2,300,000	103.6%
営業利益 Operating Income	339,690	335,000	101.4%
経常利益 Ordinary Income	267,890	265,000	101.1%
親会社株主に帰属する 当期純利益 Profit attributable to owners of parent	224,647	220,000	102.1%

### 連結包括利益計算書

#### Consolidated Statements of Comprehensive Income

単位：百万円/Unit : Millions of yen

		FY2023	FY2022
<b>当期純利益</b> <b>Profit</b>		<b>227,687</b>	<b>203,374</b>
<b>その他包括利益</b> <b>Other Comprehensive Income</b>		<b>102,046</b>	<b>20,138</b>
<b>その他有価証券評価差額金</b> <b>Valuation Difference on Available-For-Sale Securities</b>		<b>52,934</b>	<b>-44,829</b>
<b>繰延ヘッジ損益</b> <b>Deferred Gains or Losses on Hedges</b>		<b>732</b>	<b>6,816</b>
<b>土地再評価差額金</b> <b>Revaluation reserve for land</b>		<b>-</b>	<b>684</b>
<b>為替換算調整勘定</b> <b>Foreign Currency Translation Adjustment</b>		<b>13,340</b>	<b>41,415</b>
<b>退職給付に係る調整額</b> <b>Remeasurements of Defined Benefit Plans, Net of Tax</b>		<b>9,545</b>	<b>-1,639</b>
<b>持分法適用会社に対する持分相当額</b> <b>Share of Other Comprehensive Income of Associates Accounted for Using Equity Method</b>		<b>25,493</b>	<b>17,690</b>
<b>包括利益</b> <b>Comprehensive Income</b>		<b>329,733</b>	<b>223,512</b>
<b>(うち親会社株主に係る包括利益)</b> <b>(Comprehensive Income Attributable to Owners of the Parent)</b>		<b>326,222</b>	<b>214,382</b>
<b>(うち非支配株主に係る包括利益)</b> <b>(Comprehensive Income Attributable to Non-Controlling Interests)</b>		<b>3,511</b>	<b>9,129</b>

### (参考) 単体・営業損益

#### (Reference) Nonconsolidated Operating Income/Expenses (Non-consolidated)

単位：百万円/Unit : Millions of yen

			FY2023	FY2022	増減/Change
<b>営業収益</b> <b>Revenue from Operations</b>	<b>賃貸事業</b> <b>Leasing</b>		<b>702,491</b>	<b>650,667</b>	<b>+51,823</b>
	<b>分譲事業（業務施設等）</b> <b>Property Sales</b>		<b>124,769</b>	<b>136,388</b>	<b>-11,618</b>
	<b>その他</b> <b>Other</b>		<b>41,650</b>	<b>44,448</b>	<b>-2,798</b>
	<b>合計</b> <b>Total</b>		<b>868,911</b>	<b>831,505</b>	<b>+37,406</b>
<b>粗利益率</b> <b>Gross Profit Margin</b>	<b>賃貸事業</b> <b>Leasing</b>		<b>17.4%</b>	<b>14.6%</b>	<b>+2.8pt</b>
	<b>分譲事業（業務施設等）</b> <b>Property Sales</b>		<b>50.0%</b>	<b>40.2%</b>	<b>+9.8pt</b>
	<b>その他</b> <b>Other</b>		<b>38.9%</b>	<b>47.9%</b>	<b>-9.0pt</b>
<b>営業利益</b> <b>Operating Income</b>			<b>148,276</b>	<b>125,640</b>	<b>+22,636</b>

# 2024年3月期決算概要：連結PL概要

Summary of FY2023 Financial Results : Summary of Consolidated Income

賃貸  
Leasing

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決算・企業情報等  
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単位：百万円/Unit:Millions of yen

**賃貸/Leasing**

前期に竣工した「50 Hudson Yards（米国・オフィス）」の収益・利益の拡大に加え、既存商業施設の売上伸長や、「ららぽーと門真・三井アウトレットパーク 大阪門真」の新規開業効果等により、セグメント全体では597億円の増収、180億円の増益。なお、当期末における当社の首都圏オフィス空室率（単体）は2.2%。

In the fiscal year ended March 31, 2024, overall revenue from operations and operating income grew ¥59.7 billion and ¥18.0 billion, respectively. In addition to an increase in leasing revenue and income from “50 Hudson Yards,” an office building in the U.S. completed during the previous fiscal year, this was mainly due to the growth in sales at existing retail facilities and contributions from the newly opened retail facilities “LaLaport KADOMA” and “MITSUI OUTLET PARK OSAKA KADOMA.” Meanwhile, the Company’s office vacancy rate (on a non-consolidated basis) in the Tokyo metropolitan area was 2.2% as of March 31, 2024.

	FY2023	Y on Y		FY2023	Y on Y
<b>営業収益</b> Revenue from Operations	<b>815,002</b>	<b>+59,763</b>	<b>営業利益</b> Operating Income	<b>167,805</b>	<b>+18,009</b>

収益 Revenue				FY2023	FY2022	増減/Change
		Office Buildings	Retail Facilities	Other	合計/Total Revenue	
	オフィス Office Buildings			446,087	426,928	+19,159
	商業施設 Retail Facilities			286,553	261,394	+25,159
	その他 Other			82,360	66,916	+15,444
				<b>815,002</b>	<b>755,238</b>	<b>+59,763</b>

貸付面積（千㎡） Leased Floor Space (1,000㎡)	オフィス Office Buildings	所有 Owned		FY2023	FY2022	増減/Change
		転貸 Sublease	合計/Total Leased Floor Space			
				2,060	1,960	+100
				1,545	1,491	+54
	商業施設 Retail Facilities			2,010	1,873	+137
				667	651	+16
				<b>6,282</b>	<b>5,975</b>	<b>+307</b>

空室率推移/Vacancy Rate	3/2024	12/2023	9/2023	6/2023	3/2023	3/2022
連結オフィス・商業 Consolidated Office Buildings & Retail Facilities	3.8%	3.9%	4.4%	3.9%	4.3%	3.0%
単体オフィス首都圏 Non-Consolidated Office Buildings Tokyo Metropolitan Area	2.2%	3.1%	3.6%	3.2%	3.8%	3.2%

当期における主要な新規・通期稼働物件  
Major Projects during the Period

【新規稼働（当期稼働物件）】

Newly operating (properties operating from FY2023)

- ・ららぽーと門真・三井アウトレットパーク 大阪門真 / LaLaport KADOMA, MITSUI OUTLET PARK OSAKA KADOMA
- ・ららテラスTOKYO-BAY/LaLa Terrace TOKYO-BAY
- ・ららテラスHARUMI FLAG/LaLa Terrace HARUMI FLAG
- ・ららぽーと台中/Lalaport TAICHUNG

【通期稼働（前期稼働物件）】

Properties operating throughout the year (properties operating from FY2022)

- ・東京ミッドタウン八重洲 / TOKYO MIDTOWN YAESU
- ・50 Hudson Yards
- ・ららぽーと福岡 / Lalaport FUKUOKA
- ・ららぽーと堺 / Lalaport SAKAI
- ・LaLaport BUKIT BINTANG CITY CENTRE
- ・三井アウトレットパーク 台南 / MITSUI OUTLET PARK TAINAN

(参考) 単体・賃貸総括表/Breakdown of Leasing Operations (Non-consolidated)

オフィス/Office Buildings	総計/Total		首都圏/Tokyo Metropolitan Area		地方/Regions	
	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022
棟数 Number of Buildings	117	119	94	96	23	23
貸付面積（千㎡） Leased Floor Space (1,000㎡)	2,830	2,835	2,547	2,550	283	284
賃貸収益 Leasing Revenue (¥ millions)	338,066	338,811	314,067	314,687	23,999	24,123
空室率 Vacancy Rate	2.3%	3.7%	2.2%	3.8%	3.2%	2.8%

商業施設/Retail Facilities

	総計/Total		首都圏/Tokyo Metropolitan Area		地方/Regions	
	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022
棟数 Number of Buildings	98	97	70	71	28	26
貸付面積（千㎡） Leased Floor Space (1,000㎡)	2,339	2,255	1,450	1,423	889	832
賃貸収益 Leasing Revenue (¥ millions)	261,498	243,363	168,102	160,403	93,395	82,959
空室率 Vacancy Rate	2.1%	2.2%	1.6%	2.0%	2.9%	2.5%

# 2024年3月期決算概要：連結PL概要

## Summary of FY2023 Financial Results : Summary of Consolidated Income

分譲  
Property Sales

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決算・企業情報等  
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### 分譲/Property Sales

国内住宅分譲は、「パークコート神宮北参道 ザタワー」「パークタワー勝どきミッド」等の引渡しの進捗等により増収増益。投資家向け・海外住宅分譲等は、前期の物件売却の反動や、米国内物件における、利上げに伴うキャップレートの上昇等による評価損の発生等により、減収減益。セグメント全体では140億円の減収、138億円の減益。なお、国内の新築マンション分譲の次期計上予定戸数3,650戸に対する契約進捗率は84.4%。  
Revenue and earnings in the “Property Sales to Individuals (Domestic)” category increased. This was due to a variety of factors, including progress in the handover of such properties as PARK COURT JINGU KITASANDO THE TOWER and PARK TOWER KACHIDOKI MID. In contrast, revenue and earnings in the “Property Sales to Investors and Individuals (Overseas), etc.” category decreased. This largely reflected the absence of property sales that took place during the previous fiscal year and such factors as the loss on valuation of U.S. properties attributable to the higher cap rates accompanying interest rate hikes. As a result, revenue from operations and operating income in the “Property Sales” segment as a whole declined ¥14.0 billion and ¥13.8 billion, respectively, in the fiscal year under review. Meanwhile, of the 3,650 new condominium units in Japan that will be recorded in the fiscal year ending March 31, 2025, the Company had contracts in place for 84.4% as of March 31, 2024.

#### 当期における主要な計上物件

Major Projects Undertaken during the Period (full-year total)

#### 【国内住宅分譲】Property Sales to Individuals

- ・パークコート神宮北参道 ザタワー  
/ PARK COURT JINGU KITASANDO THE TOWER
- ・パークタワー勝どきミッド / PARK TOWER KACHIDOKI MID
- ・HARUMI FLAG
- ・幕張ベイパーク ミッドスクエアタワー  
/ MAKUHARI BAY-PARK MID SQUARE TOWER
- ・パークホームズ三軒茶屋一丁目  
/ PARK HOMES SANGENJAYA 1-CHOME
- ・ファインコート新百合ヶ丘グランレガシー  
/ FINE COURT SHINYURIGAOKA GRAND LEGACY

#### 【投資家向け分譲】Property Sales to Investors

- ・Innovation Square Phase II
- ・Alta Revolution
- ・大崎ブライトタワー/Osaki Bright Tower
- ・豊洲ベイサイドクロスタワー/TOYOSU BAYSIDE CROSS TOWER
- ・MFLP東名綾瀬/ MFLP Tomei Ayase
- ・パークアクシス赤坂山王 / PARK AXIS AKASAKASANNO

単位：百万円/Unit:Millions of yen

	FY2023	Y on Y		FY2023	Y on Y
<b>営業収益</b> Revenue from Operations	<b>627,611</b>	<b>-14,060</b>	<b>営業利益</b> Operating Income	<b>131,969</b>	<b>-13,898</b>

		FY2023	FY2022	増減/Change
<b>国内住宅分譲</b> Property Sales to Individuals (Domestic)	収益 Revenue	<b>314,400</b>	<b>270,530</b>	<b>+43,870</b>
	営業利益 Operating Income	<b>49,788</b>	<b>39,368</b>	<b>+10,419</b>
<b>投資家向け・海外住宅分譲等</b> Property Sales to Investors and Individuals (Overseas), etc.	収益 Revenue	<b>313,210</b>	<b>371,142</b>	<b>- 57,931</b>
	営業利益 Operating Income	<b>82,181</b>	<b>106,499</b>	<b>- 24,317</b>
<b>合計</b> Total	収益 Revenue	<b>627,611</b>	<b>641,672</b>	<b>- 14,060</b>
	営業利益 Operating Income	<b>131,969</b>	<b>145,868</b>	<b>- 13,898</b>

		国内住宅分譲合計 Total Property Sales to Individuals (Domestic)		
		戸数(戸) Number of Units (Units)	戸当たり単価(万円) Unit Price(¥ 10 thousand)	収益 Revenue
<b>中高層分譲</b> Condominium Sales	戸数(戸) Number of Units (Units)	<b>3,280</b>	<b>3,196</b>	<b>+84</b>
	戸当たり単価(万円) Unit Price(¥ 10 thousand)	<b>8,554</b>	<b>7,373</b>	<b>+1,181</b>
	収益 Revenue	<b>280,561</b>	<b>235,638</b>	<b>+44,922</b>
<b>戸建分譲</b> Detached Housing Sales	戸数(戸) Number of Units (Units)	<b>420</b>	<b>420</b>	<b>-</b>
	戸当たり単価(万円) Unit Price(¥ 10 thousand)	<b>8,057</b>	<b>8,308</b>	<b>- 251</b>
	収益 Revenue	<b>33,839</b>	<b>34,892</b>	<b>- 1,052</b>
<b>国内住宅分譲合計</b> Total Property Sales to Individuals (Domestic)	戸数(戸) Number of Units (Units)	<b>3,700</b>	<b>3,616</b>	<b>+84</b>
	戸当たり単価(万円) Unit Price(¥ 10 thousand)	<b>8,497</b>	<b>7,481</b>	<b>+1,016</b>
	収益 Revenue	<b>314,400</b>	<b>270,530</b>	<b>+43,870</b>

#### 国内住宅分譲完成在庫推移/Inventories of Property Sales to Individuals (Domestic)

(戸/Units)

	3/2024	12/2023	9/2023	6/2023	3/2023	3/2022
<b>中高層分譲</b> Condominiums	<b>24</b>	<b>40</b>	<b>30</b>	<b>36</b>	<b>55</b>	<b>82</b>
<b>戸建分譲</b> Detached Housing	<b>22</b>	<b>16</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>7</b>
<b>合計</b> Total	<b>46</b>	<b>56</b>	<b>35</b>	<b>36</b>	<b>55</b>	<b>89</b>

#### 国内住宅分譲契約戸数/Contracted for Sale from the Property Sales to Individuals (Domestic)

(戸/Units)

	前期末契約済み Contracts at Beginning of Term	期中契約 Contracts during Term	契約累計 Total	売上計上 Reported No. of Units	当期末契約済み Contracts at End of Term	期中新規発売 Newly Launched during Term
<b>中高層分譲</b> Condominiums	<b>4,256</b>	<b>3,449</b>	<b>7,705</b>	<b>3,280</b>	<b>4,425</b>	<b>3,423</b>
<b>戸建分譲</b> Detached Housing	<b>118</b>	<b>361</b>	<b>479</b>	<b>420</b>	<b>59</b>	<b>382</b>
<b>合計</b> Total	<b>4,374</b>	<b>3,810</b>	<b>8,184</b>	<b>3,700</b>	<b>4,484</b>	<b>3,805</b>

# 2024年3月期決算概要：連結PL概要

Summary of FY2023 Financial Results : Summary of Consolidated Income

マネジメント  
Management

5

決算・企業情報等  
Financial Results and  
Corporate Information, etc.

単位：百万円/Unit:Millions of yen

マネジメント/Management
<p>プロパティマネジメントは、リパーク（貸し駐車場）における前年同期比での稼働向上等により、増収増益。 仲介・アセットマネジメント等は、プロジェクトマネジメントフィーの増加等により、増収増益。 セグメント全体では169億円の増収、29億円の増益。 In the "Property Management" category, revenue and earnings increased owing mainly to the year-on-year improvement in occupancy rates in the "Repark" (car park leasing) business. Revenue and earnings in the "Brokerage and Asset Management, etc." category also increased in the back of such factors the increase in project management fees. As a result, overall revenue from operations and operating income in the "Management" segment climbed ¥16.9 billion and ¥2.9 billion, respectively.</p>

	FY2023	Y on Y		FY2023	Y on Y
営業収益 Revenue from Operations	462,857	+16,932	営業利益 Operating Income	66,289	+2,905

		FY2023	FY2022	増減/Change
プロパティマネジメント Property Management	収益 Revenue	347,025	334,973	+12,051
	営業利益 Operating Income	38,554	37,547	+1,007
仲介・アセットマネジメント等 Brokerage, Asset Management, etc.	収益 Revenue	115,831	110,950	+4,880
	営業利益 Operating Income	27,735	25,836	+1,898
合計 Total	収益 Revenue	462,857	445,924	+16,932
	営業利益 Operating Income	66,289	63,383	+2,905

	FY2023	FY2022	増減/Change
リパーク（貸し駐車場）台数 Repark (Car Park Leasing) - Total Managed Units (Units)	247,046	250,515	-3,469
仲介件数* Number of Brokerages*(Units)	38,601	38,971	-370
販売受託件数 Consignment Sales (Units)	1,256	1,339	-83

\*仲介件数は外部顧客からの件数

(参考) 三井不動産リアルティグループの消去前仲介件数：38,680件（前期比△426件）

\*Brokerages refers to brokerages from outside customers

Reference: Brokerages for Mitsui Fudosan Realty Group before elimination of unrealized gains and losses: 38,680 (-426 Y on Y)

# 2024年3月期決算概要：連結PL概要

Summary of FY2023 Financial Results : Summary of Consolidated Income

施設営業  
Facility

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決算・企業情報等  
Financial Results and  
Corporate Information, etc.

単位：百万円/Unit:Millions of yen

**施設営業/Facility Operations**

ホテル・リゾートのADRが大幅に上昇したことや、東京ドームにおける稼働日数・来場者数の増加等により、セグメント全体では499億円の増収、300億円の増益。  
Overall revenue from operations and operating income increased ¥49.9 billion and ¥30.0 billion, respectively, in the "Retail Operations" segment. This was mainly due to the substantial improvement in ADR at hotels and resorts as well as upswings in the number of operating days and visitors at TOKYO DOME.

	FY2023	Y on Y		FY2023	Y on Y
<b>営業収益</b> Revenue from Operations	<b>194,512</b>	<b>+49,935</b>	<b>営業利益</b> Operating Income	<b>26,333</b>	<b>+30,023</b>

		FY2023	FY2022	増減/Change
収益 Revenue	ホテル・リゾート Hotels and Resorts	140,577	95,197	+45,380
	スポーツ・エンターテインメント Sports and Entertainment	53,934	49,379	+4,554
	合計 Total	194,512	144,577	+49,935

		FY2023	FY2022	増減/Change
国内宿泊主体型ホテル 稼働率 Lodging-focused domestic hotels Occupancy Rates		83%	82%	+1pt

# 2024年3月期決算概要：連結PL概要

Summary of FY2023 Financial Results : Summary of Consolidated Income

その他  
Other

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決算・企業情報等  
Financial Results and  
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その他/Other

単位：百万円/Unit:Millions of yen

	FY2023	Y on Y		FY2023	Y on Y
<b>営業収益</b> Revenue from Operations	<b>283,306</b>	<b>+1,616</b>	<b>営業利益</b> Operating Income	<b>2,185</b>	<b>+3,090</b>

		FY2023	FY2022	増減/Change
収益 Revenue	新築請負・リフォーム等 New construction under Consignment and Reform	245,948	246,236	- 287
	その他 Other	37,357	35,453	+1,903
	合計 Total	283,306	281,690	+1,616

		FY2023	FY2022	増減/Change
新築請負受注工事高 Revenue from New Construction under Consignment Orders Received		131,792	137,806	- 6,014

# 2024年3月期決算概要：連結PL概要

Summary of FY2023 Financial Results : Summary of Consolidated Income

参考：海外事業  
Reference : Overseas Business

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決算・企業情報等  
Financial Results and  
Corporate Information, etc.

参考：海外事業  
Reference : Overseas Business

単位：百万円/Unit:Millions of yen

		FY2023	FY2022	増減/Change
賃貸 Leasing	収益 Revenue	150,010	119,117	+30,893
	営業利益① Operating Income (1)	36,087	31,826	+4,261
分譲 Property Sales	収益 Revenue	144,090	141,259	+2,831
	営業利益② Operating Income (2)	17,422	18,921	-1,499
マネジメント・その他等 Management, Other, etc.	収益 Revenue	22,421	16,503	+5,918
	営業利益③ Operating Income (3)	1,365	-555	+1,920
海外持分法換算営業利益④ <sup>*1</sup> Pro forma Operating Income of Overseas Affiliates (4) <sup>*1</sup>		1,929	9,100	-7,171
海外事業利益合計①+②+③+④ Total Overseas Income ((1) + (2) + (3) + (4))		56,805	59,294	-2,489
海外事業利益比率 <sup>*2</sup> Overseas Income Ratio <sup>*2</sup>		16.6%	18.9%	-2.3pt

\*1 以下の金額の合計額

・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 海外事業利益合計÷（連結営業利益＋海外持分法換算営業利益）×100

\*3 為替：期中平均レート 当期 140.67円/ドル 前期 131.62円/ドル

\*1 Total of the following amounts

・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 Total overseas income/(Operating income + Pro forma operating income of overseas affiliates)×100

\*3 Foreign exchange:

Average rate for FY2023 ¥140.67:US\$1 ; FY2022 ¥131.62:US\$1

# 2024年3月期決算概要：連結BS概要 全体

## Summary of FY2023 Financial Results : Consolidated Balance Sheet Summary

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決算・企業情報等  
Financial Results and  
Corporate Information, etc.

単位：百万円/Unit : Millions of yen

### ■ 連結貸借対照表/Consolidated Balance Sheet

		FY2023	FY2022	増減/Change			FY2023	FY2022	増減/Change
<b>流動資産</b>	<b>Current Assets</b>	<b>3,039,235</b>	<b>2,747,508</b>	<b>+291,727</b>	<b>流動負債</b>	<b>Current Liabilities</b>	<b>1,440,014</b>	<b>1,501,842</b>	<b>- 61,828</b>
現金・預金	Cash & Time Deposits	184,192	134,355	+49,836	支払手形及び買掛金	Accounts Payable-Trade	131,202	147,985	- 16,783
受取手形、売掛金及び契約資産	Accounts Receivable —Trade and Contract Assets	77,592	71,220	+6,371	短期借入金	Short-Term Debt	587,362	624,616	- 37,254
有価証券	Marketable Securities	91	131	- 39	コーポレート紙	Commercial Paper	27,000	78,000	- 51,000
販売用不動産・前渡金	Real Property for Sale (including Advances Paid for Purchases)	2,375,281	2,163,634	+211,646	短期償還社債	Bond Redeemable Within One Year	79,802	100,300	- 20,497
未成工事支出金	Expenditure on Contracts in Progress	8,937	9,158	- 221	未払法人税等	Income Taxes Payable	63,542	41,629	+21,913
その他の棚卸資産	Other Inventories	8,184	10,737	- 2,552	契約負債	Contract Liabilities	196,675	178,190	+18,485
短期貸付金	Short-Term Loans	13,760	16,890	- 3,129	完成工事補償引当金	Allowance for Completed Project Indemnities	846	907	- 61
営業出資金	Equity Investments in Properties for Sale	5,524	9,774	- 4,250	債務保証損失引当金	Allowance for Possible Guarantee Losses	-	0	- 0
その他の流動資産	Other	367,658	332,336	+35,322	その他流動負債	Other	353,581	330,212	+23,369
貸倒引当金	Allowance for Doubtful Accounts	-1,986	-731	- 1,255					
					<b>固定負債</b>	<b>Long-Term Liabilities</b>	<b>4,814,856</b>	<b>4,308,333</b>	<b>+506,522</b>
<b>有形固定資産</b>	<b>Tangible Fixed Assets</b>	<b>4,300,499</b>	<b>4,206,453</b>	<b>+94,046</b>	社債	Corporate Bonds	908,692	730,011	+178,680
建物及び構築物	Buildings and Structures	1,749,147	1,688,214	+60,933	長期借入金	Long-Term Debt	2,827,564	2,515,602	+311,961
機械装置・運搬具	Machinery, Equipment and Vehicles	77,766	68,621	+9,145	預り敷金・保証金	Deposits from Tenants	463,953	456,582	+7,370
土地	Land	2,155,656	2,170,728	- 15,071	役員退職慰労引当金	Allowance for Directors' and Corporate Auditors' Retirement Benefits	559	799	- 240
建設仮勘定	Construction in Progress	138,603	102,781	+35,822	退職給付に係る負債	Net Defined Benefit Liability	39,106	45,672	- 6,565
その他	Other	179,325	176,108	+3,217	繰延税金負債	Deferred Tax Liabilities	308,501	286,734	+21,767
					再評価に係る繰延税金負債	Deferred Tax Liabilities on Land Revaluation	78,715	91,088	- 12,372
<b>無形固定資産</b>	<b>Intangible Fixed Assets</b>	<b>105,026</b>	<b>86,676</b>	<b>+18,349</b>	その他固定負債	Other	187,761	181,841	+5,920
					有利子負債	Interest-Bearing Debt	4,430,422	4,048,531	+381,891
<b>有形・無形固定資産</b>	<b>Tangible and Intangible Fixed Assets</b>	<b>4,405,526</b>	<b>4,293,130</b>	<b>+112,395</b>	うちノンリコース債務	Non-recourse debt	463,067	676,851	- 213,784
					余剰敷金・保証金	Surplus lease deposits/guarantee deposits	291,075	284,291	+6,783
					<b>負債計</b>	<b>Total Liabilities</b>	<b>6,254,870</b>	<b>5,810,176</b>	<b>+444,694</b>
<b>投資その他資産</b>	<b>Investments and Other Assets</b>	<b>2,044,765</b>	<b>1,800,757</b>	<b>+244,007</b>	資本金	Common Stock	341,000	340,552	+447
投資有価証券	Investment Securities	1,469,467	1,258,125	+211,341	資本剰余金	Capital Surplus	311,428	366,604	- 55,175
長期貸付金	Long-Term Loans	13,903	8,938	+4,965	利益剰余金	Retained Earnings	1,658,821	1,499,572	+159,249
差入敷金・保証金	Lease Deposits	172,878	172,291	+587	自己株式	Treasury Stock	-7,256	-38,354	+31,098
退職給付に係る資産	Net Defined Benefit Asset	85,445	64,756	+20,688	土地再評価差額金	Reserve on Land Revaluation	167,068	194,900	- 27,832
繰延税金資産	Deferred Income Taxes	25,211	25,761	- 550	その他有価証券評価差額金	Net Unrealized Holding Gains on Securities	480,100	426,950	+53,150
その他投資その他資産	Other	279,078	272,027	+7,051	繰延ヘッジ損益	Deferred Gains or Losses on Hedges	17,200	16,072	+1,127
貸倒引当金	Allowance for Doubtful Accounts	-1,219	-1,143	- 76	為替換算調整勘定	Foreign Currency Translation Adjustment	105,580	67,710	+37,870
					退職給付に係る調整累計額	Remeasurements of Defined Benefit Plans	36,144	26,717	+9,426
					新株予約権	New Share Subscription Rights	880	1,291	- 411
					非支配株主持分	Non-Controlling Interests	123,688	129,202	- 5,514
					<b>純資産計</b>	<b>Total Net Assets</b>	<b>3,234,656</b>	<b>3,031,220</b>	<b>+203,436</b>
					[D/Eレシオ]	[D/E Ratio]	1.42	1.40	+0.02
					[自己資本比率]	[Equity Ratio]	32.8%	32.8%	+0.0pt
<b>資産計</b>	<b>Total Assets</b>	<b>9,489,527</b>	<b>8,841,396</b>	<b>+648,130</b>	<b>負債・純資産計</b>	<b>Total Liabilities and Net Assets</b>	<b>9,489,527</b>	<b>8,841,396</b>	<b>+648,130</b>

為替変動による増減を含む。当期の為替影響は+1,698億円/Includes changes due to exchange rate fluctuations. Foreign exchange impact for the period: +169.8 billion yen

# 2024年3月期決算概要：連結BS概要

## Summary of FY2023 Financial Results : Consolidated Balance Sheet Summary

### 販売用不動産(前渡金含む)

#### Real Property for Sale (Including Advances Paid for Purchases)

百万円/Unit : Millions of yen

		FY2023	FY2022	増減/Change
三井不動産レジデンシャル	Mitsui Fudosan Residential	835,058	739,095	+95,962
三井不動産	Mitsui Fudosan	708,991	609,575	+99,415
三井不動産アメリカグループ	Mitsui Fudosan America Group	517,947	602,381	-84,433
英国三井不動産グループ	Mitsui Fudosan UK Group	167,026	91,647	+75,379
SPC合計	SPCs Total	131,696	109,963	+21,732
その他・消去等	Other and Elimination	14,561	10,971	+3,589
合計	Total	2,375,281	2,163,634	+211,646

	期首残高 Balance at Beginning of Period	新規投資*1 New Investments*1	原価回収 Cost Recovery	その他 Other	期末残高 Balance at End of Period
FY2023	2,163,634	614,698	- 417,492	14,441	2,375,281
FY2022	2,051,704	469,724	- 440,581	82,787	2,163,634

(参考)三井不動産レジデンシャルにおける用地取得関係費〔当期 1,334億円〕/Reference: Costs Associated with Land Acquisition by Mitsui Fudosan Residential (¥133.4 billion for the year under review)

### 有形・無形固定資産

#### Tangible and Intangible Fixed Assets

単位：百万円/Unit : Millions of yen

		FY2023	FY2022	増減/Change
三井不動産	Mitsui Fudosan	2,626,814	2,688,891	- 62,076
三井不動産アメリカグループ	Mitsui Fudosan America Group	776,053	686,229	+89,824
東京ドームグループ	Tokyo Dome Group	277,946	279,542	- 1,595
台湾三井不動産グループ	Mitsui Fudosan Taiwan Group	160,674	126,985	+33,689
SPC合計	SPCs Total	151,776	154,307	- 2,531
三井不動産レジデンシャル	Mitsui Fudosan Residential	88,311	88,179	+131
三井不動産マレーシアグループ	Mitsui Fudosan Malaysia Group	67,617	63,498	+4,119
その他・消去等	Other and Elimination	256,331	205,495	+50,835
合計	Total	4,405,526	4,293,130	+112,395

(再評価差額を含む/Incl. Differences from Re-Appraisals)

	期首残高 Balance at Beginning of Period	新規投資*2 New Investments*2	減価償却 Depreciation	その他 Other	期末残高 Balance at End of Period
FY2023	4,293,130	246,609	-133,726	-486	4,405,526
FY2022	3,914,135	386,592	-125,298	117,700	4,293,130

### 有利子負債

#### Interest-Bearing Debt

単位：百万円/Unit : Millions of yen

		FY2023	FY2022	増減/Change
三井不動産	Mitsui Fudosan	3,388,895	3,008,292	+380,603
三井不動産アメリカグループ	Mitsui Fudosan America Group	1,085,579	1,149,328	- 63,748
三井不動産レジデンシャル	Mitsui Fudosan Residential	682,000	620,000	+62,000
SPC合計	SPCs Total	173,122	161,610	+11,512
英国三井不動産グループ	Mitsui Fudosan UK Group	150,431	70,770	+79,660
東京ドームグループ	Tokyo Dome Group	117,500	123,500	- 6,000
台湾三井不動産グループ	Mitsui Fudosan Taiwan Group	108,249	73,633	+34,615
三井不動産マレーシアグループ	Mitsui Fudosan Malaysia Group	57,551	46,570	+10,981
子会社貸付金	Loans to Subsidiaries	- 1,554,052	- 1,395,039	- 159,012
その他・消去等	Other and Elimination	221,144	189,865	+31,279
合計	Total	4,430,422	4,048,531	+381,891
(うちノンリコース債務)	(Non-recourse Debt of Total)	463,067	676,851	- 213,784

為替変動による増減を含む。当期の為替影響は+1,393億円  
Includes changes due to exchange rate fluctuations. Foreign exchange impact for the period: +139.3 billion yen

\*1 新規投資には、子会社への出資に伴う販売用不動産の増加を含む

\*1 New Investments includes increases in real property for sale gained through investments in subsidiaries

\*2 新規投資には、資本的支出および子会社への出資に伴う有形・無形固定資産の増加を含む

\*2 New Investments includes capital expenditure and increases in tangible and intangible fixed assets gained through investments in subsidiaries

#### 為替/Exchange rate

当期 141.83円/ドル (2023年12月31日時点) 前期 132.70円/ドル (2022年12月31日時点)  
 当期 180.68円/ポンド (2023年12月31日時点) 前期 160.00円/ポンド (2022年12月31日時点)  
 ¥141.83:US\$1 as of December 31, 2023, ¥132.70:US\$1 as of December 31, 2022  
 ¥180.68:£1 as of December 31, 2023, ¥160.00:£1 as of December 31, 2022

#### 有形・無形固定資産 主な増減要因/Main reasons for increase/decrease in Tangible and Intangible Fixed

三井不動産における「日本橋一丁目中地区第一種市街地再開発事業」、台湾三井不動産グループにおける「ららぽーと高雄」への新規投資、三井不動産アメリカグループなどの在外子会社における為替影響等。

Such factors as new investments in the "Nihonbashi 1-Chome Central District Project" by Mitsui Fudosan and "LaLaport KAOHSIUNG" by Mitsui Fudosan Taiwan Group as well as the impact of fluctuations in foreign currency exchange rates on overseas subsidiaries, including Mitsui Fudosan America Group.

# 2024年3月期決算概要：連結BS概要

## Summary of FY2023 Financial Results : Consolidated Balance Sheet Summary

### 賃貸等不動産

#### Rental Properties

単位：百万円/Unit : Millions of yen

		FY2023	FY2022	増減/Change
連結貸借対照表計上額	Amount on Consolidated Balance Sheet	3,592,735	3,433,199	+159,536
時価	Market Value	6,961,694	6,695,820	+265,873
差額	Change	3,368,959	3,262,621	+106,337

### 連結株主資本等変動計算書

#### Consolidated Statements of Changes in Net Assets

単位：百万円/Unit : Millions of yen

		資本金 Common Stock	資本剰余金 Capital Surplus	利益剰余金 Retained Earnings	自己株式 Treasury Stock	株主資本計 Total Shareholders' Equity	その他計 Other Total	純資産計 Total Net Assets
当期首残高	Current First Residual High	340,552	366,604	1,499,572	- 38,354	2,168,374	862,846	3,031,220
会計方針の変更による累積的影響額	Cumulative effect of a change in accounting policy			27		27		27
会計方針の変更を反映した当期首残高	Balance at beginning of current period reflecting change in accounting policy	340,552	366,604	1,499,599	- 38,354	2,168,401	862,846	3,031,247
譲渡制限付株式報酬	Restricted Stock Awards	447	447			895		895
配当金	Dividends			- 62,563		- 62,563		- 62,563
親会社株主に帰属する当期純利益	Profit (Loss) Attributable to Owners of Parent			224,647		224,647		224,647
土地再評価差額金取崩額	Reversal of revaluation reserve for land			27,832		27,832		27,832
自己株式の取得	Share Repurchase				- 22	- 22		- 22
自己株式の処分	Disposal of Treasury Stock		- 209		635	426		426
自己株式の消却	Cancellation of Treasury Stock		- 30,484		30,484	-		-
非支配株主との資本取引等	Capital Transactions with Noncontrolling Shareholders, etc.		- 55,623			- 55,623		- 55,623
利益剰余金から資本剰余金への振替	Transfer from Retained Earnings to Capital Surplus		30,694	- 30,694		-		-
株主資本項目以外の増減（純額）	Net Increase (Decrease) Other than Stockholders' Equity Items						67,816	67,816
当期増減	Increase ( Decrease ) for the Current Period	447	- 55,175	159,222	31,098	135,592	67,816	203,408
当期末残高	At the End of the Period Residual High	341,000	311,428	1,658,821	- 7,256	2,303,994	930,662	3,234,656

# 2024年3月期決算概要：セグメント情報

## Summary of FY2023 Financial Results : Segment Information

5

決算・企業情報等  
Financial Results and  
Corporate Information, etc.

### ■ FY2023

単位：百万円/Unit:Millions of Yen

		売上高/Revenue from Operations			セグメント利益 又は損失 (-) Segment Income (Loss)	セグメント資産 Segment Assets	減価償却費 Depreciation	有形固定資産及び 無形固定資産の増加額 Increase in Tangible and Intangible Fixed Assets
		外部顧客への売上高 Outside Customers	セグメント間の 内部売上高又は振替高 Intersegment	計 Total				
賃貸	Leasing	815,002	24,261	839,263	167,805	4,621,109	88,357	190,724
分譲	Property Sales	627,611	120	627,732	131,969	2,644,019	576	1,356
マネジメント	Management	462,857	85,068	547,925	66,289	669,789	10,746	15,257
施設営業	Facility Operations	194,512	462	194,974	26,333	494,851	20,522	22,188
その他	Other	283,306	17,183	300,489	2,185	221,615	7,946	10,499
連結消去及び全社費用	Elimination or Corporate	-	-127,096	-127,096	-54,892	838,140	5,577	6,583
連結財務諸表計上額	Consolidated	2,383,289	-	2,383,289	339,690	9,489,527	133,726	246,609

### ■ FY2022

単位：百万円/Unit:Millions of Yen

		売上高/Revenue from Operations			セグメント利益 又は損失 (-) Segment Income (Loss)	セグメント資産 Segment Assets	減価償却費 Depreciation	有形固定資産及び 無形固定資産の増加額 Increase in Tangible and Intangible Fixed Assets
		外部顧客への売上高 Outside Customers	セグメント間の 内部売上高又は振替高 Intersegment	計 Total				
賃貸	Leasing	755,238	23,183	778,422	149,795	4,392,546	80,673	345,113
分譲	Property Sales	641,672	138	641,810	145,868	2,452,649	571	462
マネジメント	Management	445,924	81,017	526,941	63,383	651,206	10,150	13,216
施設営業	Facility Operations	144,577	1,525	146,102	-3,690	515,576	21,693	16,275
その他	Other	281,690	13,744	295,434	-904	199,093	7,248	6,615
連結消去及び全社費用	Elimination or Corporate	-	-119,609	-119,609	-49,047	630,324	4,961	4,908
連結財務諸表計上額	Consolidated	2,269,103	-	2,269,103	305,405	8,841,396	125,298	386,592

# 2024年3月期決算概要：連結キャッシュ・フロー計算書

## Summary of FY2023 Financial Results : Consolidated Statements of Cash Flows

5

決算・企業情報等  
Financial Results and  
Corporate Information, etc.

単位：百万円/Unit : Millions of Yen

		FY2023	FY2022			FY2023	FY2022
税金等調整前当期純利益	Profit before income taxes	334,065	295,930	短期借入れによる収入	Proceeds from Short-Term Debt	2,535,117	1,845,997
減価償却費	Depreciation	133,726	125,298	短期借入金の返済による支出	Repayment of Short-Term Debt	-2,486,419	-1,791,248
受取利息及び受取配当金	Interest and Dividend Income	-9,631	-8,483	長期借入れによる収入	Proceeds from Long-Term Debt	617,176	518,036
支払利息	Interest Expenses	74,535	55,457	長期借入金の返済による支出	Repayment of Long-Term Debt	-576,420	-340,902
持分法による投資損益（-は益）	(Gain) Loss on Equity-Method Investments	-3,973	-7,325	社債の発行による収入	Proceeds from Issuance of Bonds	243,360	118,840
段階取得に係る差損益（-は益）	(Gain) Loss on Step Acquisitions	-	2,171	社債の償還による支出	Redemption of Bonds	-104,850	-114,394
投資有価証券売却損益（-は益）	(Gain) Loss on Sales of Investment Securities	-54,120	-44,077	配当金の支払額	Cash Dividends Paid	-62,551	-59,853
投資有価証券評価損益（△は益）	Loss (gain) on valuation of investment securities	-	3,137	非支配株主からの払込みによる収入	Proceeds from Share Issuance to Non-Controlling Shareholders	2,870	8,359
固定資産売却益	Gain on sale of non-current assets	-4,433	-	非支配株主への配当金の支払額	Dividends Paid to Non-Controlling Shareholders	-14,109	-10,907
固定資産除却損	Loss on retirement of non-current assets	-	8,194	非支配株主からの払戻による支出	Repayment to Non-Controlling Shareholders	-2,555	-1,741
売上債権及び契約資産の増減額（-は増加）	(Increase) Decrease in Trade Receivables and Contract Assets	-5,770	-9,246	非支配株主との資本取引による支出	Payments for Capital Transactions with Non-controlling Shareholders	-81,440	-6,265
仕入債務の増減額（-は減少）	Increase (Decrease) in Accounts Payable	6,302	8,474	ファイナンス・リース債務の返済による支出	Repayment of Finance Lease Obligations	-10,467	-10,125
販売用不動産の増減額（-は増加）	(Increase) Decrease in Real Property for Sale	-193,644	-169	自己株式の増減額（-は増加）	(Increase) Decrease in Treasury Stocks	-21	-45,008
その他	Other, net	113,847	17,970	連結の範囲の変更を伴わない子会社株式の売却による収入	Proceeds from Sales of Ownership Interests in Subsidiaries Not Resulting in Change in Scope of Consolidation	-	663
小計	Subtotal	390,903	447,335	その他	Other, net	300	-
利息及び配当金の受取額	Cash Receipts of Interest and Dividend Income	15,230	14,234	財務活動によるキャッシュ・フロー	Net Cash Provided by (used in) Financing Activities	59,988	111,448
利息の支払額	Cash Payments of Interest Expense	-74,328	-54,060	現金及び現金同等物に係る換算差額	Effect of Exchange Rate Changes on Cash and Cash Equivalents	32,240	4,997
法人税等の支払額又は還付額（-は支払）	Income Taxes Paid or Refunded (payment)	-90,108	-109,800	現金及び現金同等物の増減額（-は減少）	Net Increase (Decrease) in Cash and Cash Equivalents	46,938	-7,880
営業活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Operating Activities	241,697	297,708	現金及び現金同等物の期首残高	Cash and Cash Equivalents at Beginning of the Period	132,310	142,682
有形及び無形固定資産の取得による支出	Purchase of Tangible and Intangible Fixed Assets	-220,832	-362,744	連結除外に伴う現金及び現金同等物の減少額	Decrease in Cash and Cash Equivalents Due to Exclusion from Consolidation	-	-2,490
有形及び無形固定資産の売却による収入	Proceeds from Sale of Tangible and Intangible Fixed Assets	39,544	12,242	現金及び現金同等物の期末残高	Cash and Cash Equivalents at End of the Period	179,249	132,310
投資有価証券の取得による支出	Purchase of Investment Securities	-131,835	-94,803				
投資有価証券の売却による収入	Proceeds from Sale of Investment Securities	77,370	50,599				
敷金及び保証金の差入による支出	Payments for Lease and Guarantee Deposits	-13,093	-17,763				
敷金及び保証金の回収による収入	Proceeds from Collection of Lease and Guarantee Deposits	11,823	16,582				
預り敷金保証金の返還による支出	Repayment of Deposits from Tenants	-39,865	-39,826				
預り敷金保証金の受入による収入	Proceeds from Deposits from Tenants	46,528	51,781				
貸付けによる支出	Payment of Loan Receivable	-11,352	-15,949				
貸付金の回収による収入	Collection of Loan Receivable	13,716	17,954				
定期預金の預入による支出	Payments into Time Deposits	-4,341	-1,354				
定期預金の払戻による収入	Proceeds from Withdrawal of Time Deposits	1,627	3,140				
連結の範囲の変更を伴う子会社株式の取得による支出	Purchase of shares of subsidiaries resulting in change in scope of consolidation	-37,617	-6,767				
その他	Other, net	-18,658	-35,126				
投資活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Investing Activities	-286,987	-422,034				

単位：百万円/Unit : Millions of yen

	FY2024 予想 / Forecast	FY2023 実績 / Results	増減 Change
<b>営業収益</b> Revenues from Operations	2,600,000	2,383,289	+216,710
賃貸 Leasing	830,000	812,821	+17,178
分譲 Property Sales	800,000	629,791	+170,208
マネジメント Management	470,000	462,857	+7,142
施設営業 Facility Operations	210,000	194,512	+15,487
その他 Other	290,000	283,306	+6,693
<b>営業利益</b> Operating Income	340,000	339,690	+309
<b>事業利益</b> Business Income	370,000	346,165	+23,835
賃貸 Leasing	170,000	169,097	+902
分譲 Property Sales	170,000	135,187	+34,812
マネジメント Management	60,000	66,289	- 6,289
施設営業 Facility Operations	30,000	26,333	+3,666
その他 Other	0	4,151	- 4,151
全社費用・消去 Elimination or Corporate	- 60,000	- 54,892	- 5,107
<b>営業外損益</b> Non-operating Income/Expenses	- 80,000	- 71,800	- 8,199
純金利負担 Interest Income/Expense, in Net	- 79,000	- 72,312	- 6,687
その他 Other, in Net	- 1,000	511	- 1,511
<b>経常利益</b> Ordinary Income	260,000	267,890	- 7,890
特別損益 Extraordinary Gains/Losses	85,000	66,174	+18,825
<b>税前当期純利益</b> Income before Income Taxes	345,000	334,065	+10,934
法人税等 Income Taxes	- 113,000	- 106,377	- 6,622
<b>当期純利益</b> Profit	232,000	227,687	+4,312
非支配株主に帰属する 当期純利益 Profit Attributable to Non-Controlling Interests	3,000	- 3,040	+6,040
<b>親会社株主に帰属する当期純利益</b> Profit Attributable to Owners of the Parent	235,000	224,647	+10,352

### <Consolidated Earnings Forecasts for FY2024>

In the fiscal year ending March 31, 2025, net sales and profit attributable to owners of parent are both expected to reach record highs. In addition to profit growth based on a total view of fixed assets, properties for sale, and investment securities, and the accelerated replacement of assets, this forecast factors in further upswings in revenue and earnings from robust hotel and resort operations.

In its recently formulated long-term vision, & INNOVATION 2030, the Group identified business income as a new quantitative indicator. Business income is defined as the sum of operating income, equity in earnings/losses of affiliates\*, and gain/loss on sales of fixed assets. While coming in at ¥346.1 billion in the fiscal year under review, business income is projected to total ¥370.0 billion in FY2024, up ¥23.8 billion year on year.

Details of business income forecasts by segment are presented as follows:

•Leasing

Despite some impact on profit from the turnover of assets, earnings are projected to increase owing largely to such factors as sales growth at domestic retail facilities and contributions to profit from properties operating throughout the full fiscal year.

•Property Sales

Earnings expected to increase substantially based on a total view of properties for sale and fixed assets, and the accelerated replacement of assets. Meanwhile, operating margin anticipated to hit a record high at 22.9% on the back of contributions from high-value, large-scale, high-profit margin properties in central Tokyo in the "Property Sales to Individuals (Domestic)" category.

•Management

Earnings anticipated to decline after factoring in such factors as the absence of large-scale property project management fees posted in the fiscal year under review.

•Retail Operations

Earnings expected to increase after factoring in a variety of factors, including further revenue and earnings growth on the back of robust hotel and resort demand and an improvement earnings attributable to value enhancement initiatives at TOKYO DOME.

### <Shareholder Returns>

•In & INNOVATION 2030, Mitsui Fudosan has set the total payout return ratio at 50% or higher of profit attributable to owners of parent each period over the three years from FY2024 to FY2026, and the dividend payout ratio at around 35% of this amount each period.

•The annual dividend per share for the fiscal year ending March 31, 2025 is forecast to increase ¥2, to ¥30 per share (interim dividend per share of ¥15 and fiscal year-end dividend per share of ¥15) compared with the fiscal year under review (¥28 per share on a post-split basis).

\* Equity in earnings/losses of affiliates includes gain/loss on sales of shares of subsidiaries and affiliates for the purpose of real estate sales.

■ 分譲セグメント内訳

Breakdown of Property Sales Segment

単位：百万円/Unit : Millions of yen

国内住宅分譲 Property Sales to Individuals (Domestic)	FY2024 予想 / Forecast	FY2023 実績 / Results	増減/Change
営業収益 Revenues from Operations	420,000	314,400	+105,599
中高層分譲 Condominium Sales	380,000	280,561	+99,438
戸建分譲 Detached Housing Sales	40,000	33,839	+6,160
営業利益 Operating Income	96,000	49,788	+46,211
営業利益率 OP Margin	22.9%	15.8%	+7.1pt

■ 国内住宅分譲戸数

Property Sales to Individuals (Domestic Units)

(戸/Units)

	FY2024 予想 / Forecast	FY2023 実績 / Results	増減/Change
中高層 Condominiums	3,650	3,280	+370
戸建 Detached Housing	450	420	+30
合計 Total	4,100	3,700	+400

■ 有形・無形固定資産

Tangible and Intangible Fixed Assets

単位：百万円/Unit : Millions of yen

	FY2024 予想 / Forecast	FY2023 実績 / Results	増減/Change
新規投資 New Investments	230,000	246,609	-16,609
減価償却費 Depreciation	130,000	133,726	-3,726

■ 販売用不動産・前渡金

Real Property for Sale · Advances Paid for Purchases

	FY2024 予想 / Forecast	FY2023 実績 / Results	増減/Change
新規投資 New Investments	530,000	614,698	- 84,698
原価回収 Recovery of Costs	570,000	417,492	+152,507

■ 有利子負債

Interest-Bearing Debt

	FY2024 予想 期末残高 Forecast Balance at end of priod	FY2023 実績 期末残高 Actual Balance at end of priod	増減/Change
有利子負債 Interest-Bearing Debt	4,400,000	4,430,422	-30,422

### Contingent Liabilities

In response to concerns regarding the faulty installation of foundation piles at a condominium complex located in Yokohama and sold by Mitsui Fudosan Residential Co., Ltd., a consolidated subsidiary of Mitsui Fudosan, the company received a report confirming that a portion of the piling used in construction failed to reach the necessary depth and required bearing layer from Sumitomo Mitsui Construction Co., Ltd., the building contractor, on April 11, 2016. Furthermore, Mitsui Fudosan Residential received a notice from the City of Yokohama that the subject condominium complex violated the Building Standards Law and a request that the company take all responsible measures to address and correct the situation in line with discussions with condominium owners on August 26, 2016.

In outlining its stance toward corrective measures including the reconstruction of the condominium complex impacted by faulty installation as well as compensation, Mitsui Fudosan Residential executed an agreement with the condominium association on May 8, 2016, confirming that the company would shoulder all expenses. Later, on September 19, 2016, the condominium association resolved that it would seek the complete reconstruction of the entire condominium complex in accordance with the Act on Building Unit Ownership, etc. This reconstruction was completed on February 25, 2021.

According to the report issued by Sumitomo Mitsui Construction, which noted that construction records had been diverted and modified in connection with the installation of foundation piles and that certain foundation piles failed to reach the necessary depth and required bearing layer, the condominium complex was deemed to be in violation of the Building Standards Law. As a result, and in accordance with the aforementioned agreement, Mitsui Fudosan Residential has decided to seek damages including reconstruction costs as well as expenses relating to the temporary housing of residents during the period of construction under such remedies as tort liability and warranties against defects from Sumitomo Mitsui Construction, as well as Hitachi High-Technologies Corporation and Asahi Kasei Construction Materials Corporation, who installed the foundation piles. On November 28, 2017, Mitsui Fudosan Residential filed a lawsuit against the above three companies for damages in accordance with this reimbursement policy. The amount claimed is approximately ¥50.5 billion as of the end of the fiscal year under review. Meanwhile, the amount of expenses incurred provisionally paid by Mitsui Fudosan Residential up to the end of the fiscal year under review has been posted under current assets on the Company's consolidated balance sheet.

Depending on the flow of future events, any incidence of expenditure may impact the consolidated results of the Mitsui Fudosan Group. At this stage, however, the Company is unable to provide a reasonable estimate of any such impact.

### Change in Accounting Policies

(Application of the Accounting for and Disclosure of the Issuance and Holding of Electronically Recorded Transferrable Rights That Must Be Indicated on Securities, etc.)

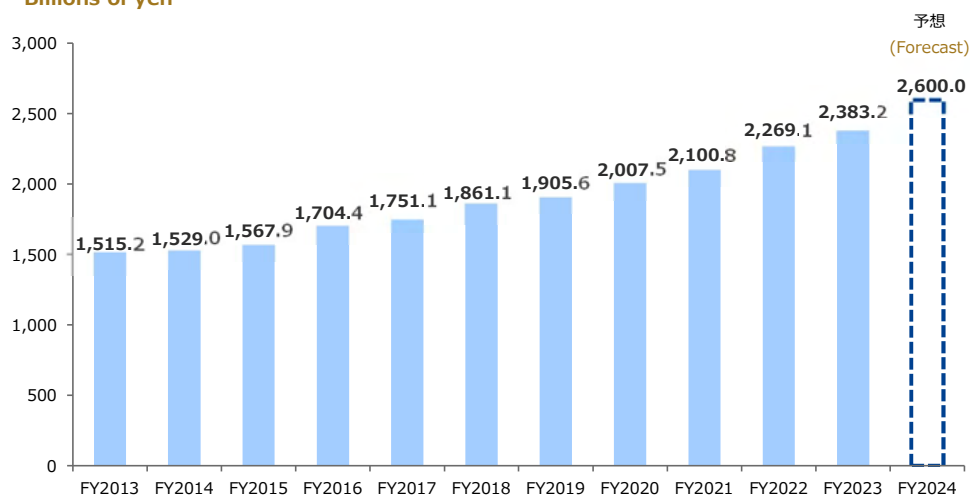
Effective from the start of the fiscal year ended March 31, 2024, Mitsui Fudosan has applied the Accounting for and Disclosure of the Issuance and Holding of Electronically Recorded Transferrable Rights That Must Be Indicated on Securities, etc. (Practical Solution No. 43 issued by the Accounting Standards Board of Japan on August 26, 2022). Application has no impact on the consolidated financial statements for the fiscal year under review.

## 営業収益の推移

## Trends in Revenues from Operations

十億円

Billions of yen

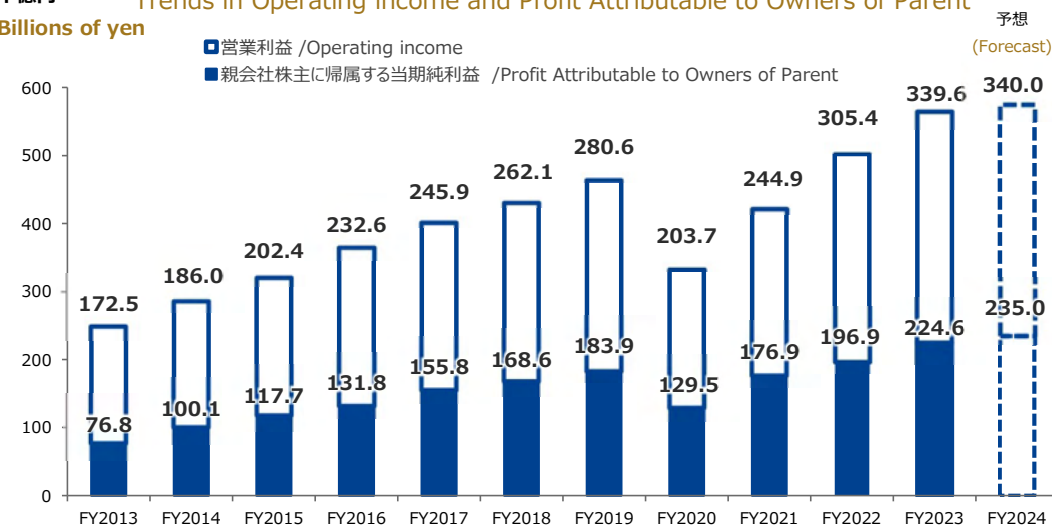


## 営業利益・親会社株主に帰属する当期純利益の推移

## Trends in Operating income and Profit Attributable to Owners of Parent

十億円

Billions of yen



	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 (予想/Forecast)
営業収益/Revenues from Operations (十億円/Billion of yen)	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	2,269.1	2,383.2	2,600.0
営業利益/Operating income (十億円/Billion of yen)	172.5	186.0	202.4	232.6	245.9	262.1	280.6	203.7	244.9	305.4	339.6	340.0
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)	76.8	100.1	117.7	131.8	155.8	168.6	183.9	129.5	176.9	196.9	224.6	235.0
EPS <sup>*1</sup> (円/yen)	29.2	34.6	39.7	44.5	52.6	57.1	62.8	44.8	61.5	69.3	80.2	83.9
年間配当/株 <sup>*1</sup> /Annual Dividend Per Share (円 /yen)	7	8	10	11	13	15	15	15	18	21	28	30
自己株式取得 /Share Repurchase (十億円/Billion of yen)	-	-	-	-	15.0	16.0	25.0	15.0	30.0	30.0	40.0	-
総還元性向 <sup>*2</sup> Total Shareholder Return ratio <sup>*1</sup> (%)	25.1	24.1	25.2	25.5	35.0	35.1	36.9	44.2	46.6	44.9	52.7	-
ROA <sup>*3</sup> (%)	4.1	4.1	4.1	4.6	4.6	4.4	4.2	2.8	3.3	3.9	3.9	-
ROE <sup>*4</sup> (%)	6.3	6.4	6.2	6.8	7.4	7.4	7.7	5.2	6.6	6.9	7.5	-

\*1 普通株式1株につき3株の株式分割を行っております。2022年度以前は前連結会計年度の期首に当該株式分割が行われたと仮定して、数値を算定しております。

/The Company conducted a 3-for-1 stock split for common shares, and calculated the figures for fiscal years prior to fiscal year 2022 as if the stock split had been conducted at the beginning of the previous fiscal year.

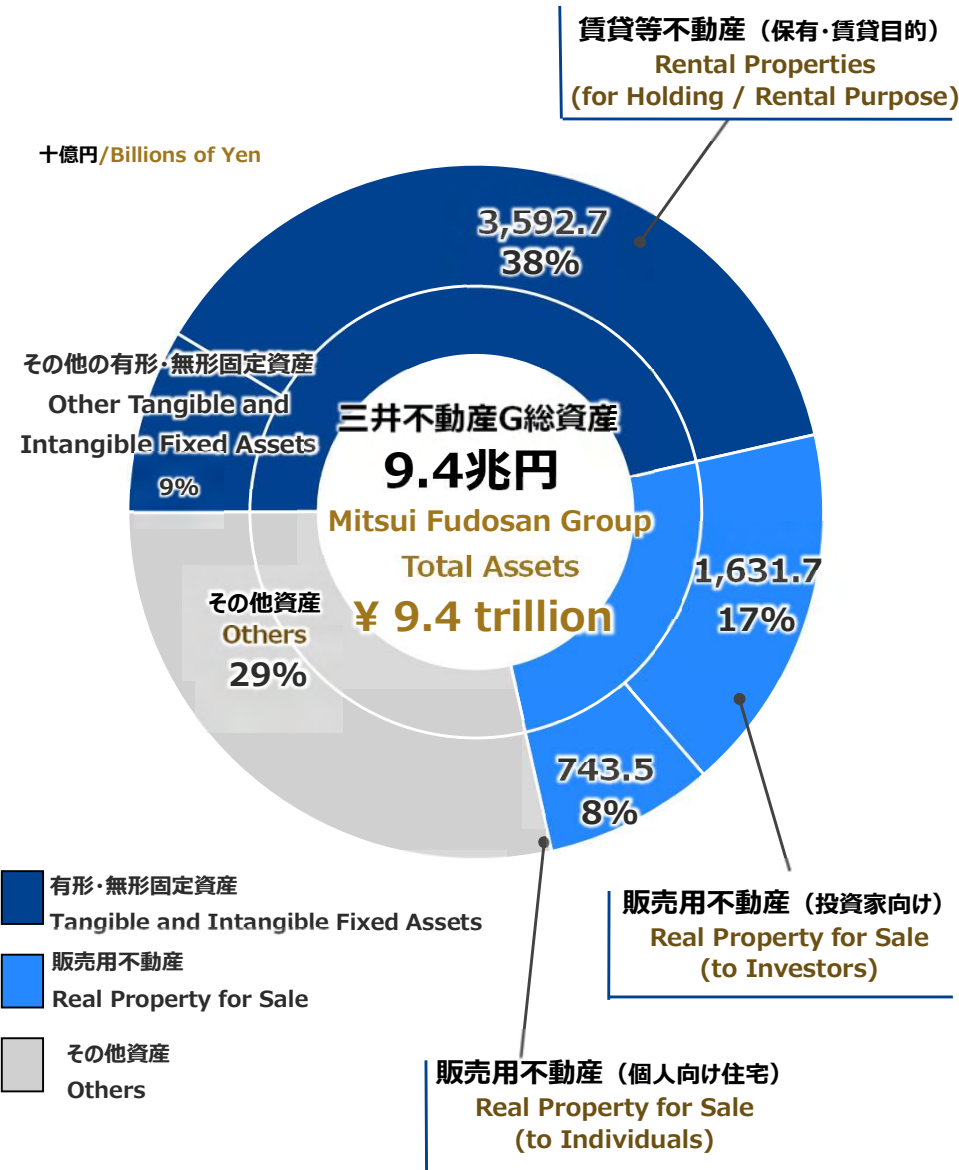
\*2 総還元性向=(配当総額+自己株式取得総額)/親会社株主に帰属する当期純利益/Total shareholder return ratio=(Total dividends + Total amount of treasury stock acquired)/Profit Attributable to Owners of Parent

\*3 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 the period

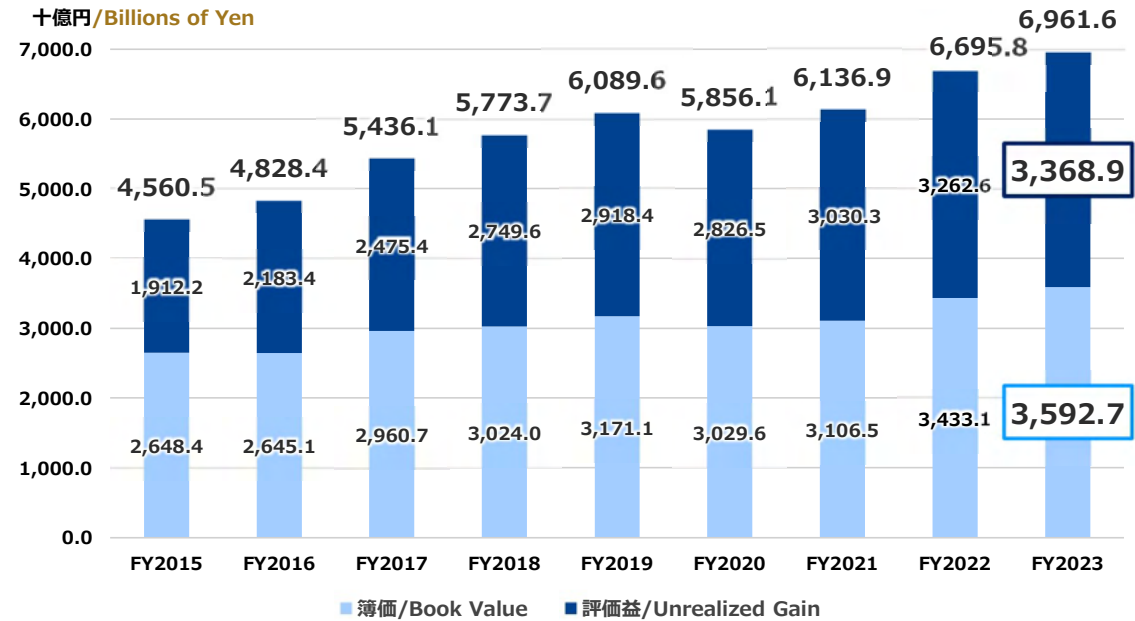
\*4 ROE=親会社株主に帰属する当期純利益/自己資本期首期末平均残高/ROE=Profit Attributable to Owners of Parent/Average shareholders' equity over the period

### 賃貸不動産の規模と評価益の推移

### Trends in Size and Unrealized Gain from Rental Properties



賃貸等不動産の評価益  
Unrealized Gain from Rental Properties



				十億円/Billions of Yen		
				期末簿価 2024年3月期 Year-end Book Value FY2023/4Q	期末時価 2024年3月期 Year-end Market Price FY2023/4Q	差額(評価益) Difference (Unrealized Gain)
稼働資産 Operating Assets	国内 Domestic	オフィス Office		1,531.0	3,302.6	1,771.6
		商業施設 Retail		546.8	1,150.8	603.9
		その他 Other		182.0	230.6	48.5
	海外 Overseas	オフィス Office		750.6	1,572.7	822.1
		商業施設 Retail		173.0	239.6	66.6
		開発中資産 Under Development	時価評価対象 <sup>*1</sup> Subject to Valuation <sup>*1</sup>		47.0	103.0
		時価評価対象外 Not Subject to Valuation		362.0	362.0	0.0
合計/Total				3,592.7	6,961.6	3,368.9
前期末からの差異/Difference from End of Last Year				+159.6	+265.8	+106.3

\*1 2025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 FY2024

# 「保有・開発・マネジメント」の事業利益

## Business Income of "Holding & Leasing, Development & Sales, and Management"

5

決算・企業情報等  
Financial Results and  
Corporate Information, etc.

### 決算セグメント Financial Accounting Segments

### 「保有・開発・マネジメント」セグメント "Holding & Leasing, Development & Sales, and Management" Segments

2024年3月期実績  
Results for FY2023

2024年3月期実績  
Results for FY2023

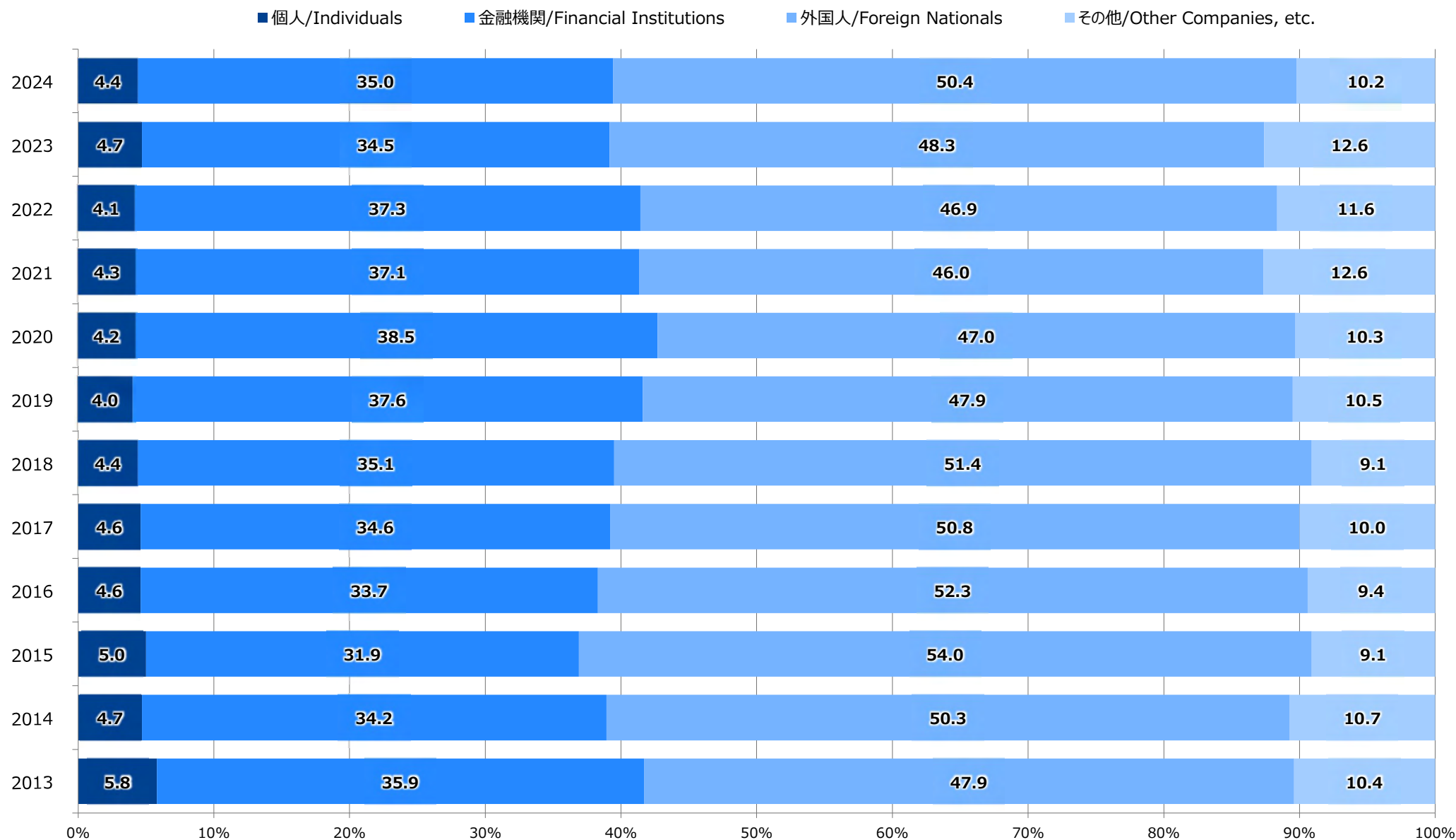
十億円 / Billions of Yen

十億円 / Billions of Yen

#### 新セグメント / New Segments

賃貸 Leasing	169.0	保有 Holding and Leasing サブリース事業 Subleasing Business	保有事業 Holding and Leasing Business	171.2	43%
分譲 Property Sales	135.1		開発事業 Development and Sales Business	135.1	34%
マネジメント Management	66.2		マネジメント事業 Management Business	90.4	23%
施設営業 Facility Operations	26.3	保有 Holding and Leasing サブリース事業 Subleasing Business			
その他 Other	4.1		その他 Other	-50.7	
消去他 Elimination or Corporate	-54.8				
<b>合計 Total</b>	<b>346.1</b>		<b>合計 Total</b>	<b>346.1</b>	

### 3月末時点の株主構成比/Shareholder Composition as of March 31



### 市街地再開発事業 Urban Area Redevelopment Project

**【市街地再開発の特徴 /Overview of Urban Area Redevelopment】**

アセットオーナーとして街づくりに関与することで、新たな事業機会を獲得

Acquire new business opportunities by creating neighborhoods as an asset owner

当社取得床 (保留床)  
Floor acquired by the Company (reserved floor)

(注) A, B, C, D = 地権者、建物所有者など  
Note: A, B, C, D = Land owners, building owners, etc.

### 保有資産の建替 Reconstruction of Owned Assets

グループ会社が保有する資産を一体的に建て替え

Integrally reconstruct multiple assets held by the Group

### 一般的な開発 Standard-Type Development

相対取引、入札等により新たな事業機会を獲得

Acquire new business opportunities through arm's length transactions, bidding, etc.

### 主な開発プロジェクトの開発期間 (参考例) /Development periods of main development projects (Reference example)

エリア Area	種別 Type	プロジェクト名 Project Name	所在地 Location	事業スケジュール /Project Schedule															事業期間 Project Periods
				2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
国内 Japan	複合型 Mixed use	東京ミッドタウン日比谷 TOKYO MIDTOWN HIBIYA	東京都・千代田区 Chiyoda-ku, Tokyo	[Timeline bar from 2005 to 2018]															13.0
		日本橋高島屋三井ビル Nihonbashi Takashimaya Mitsui Building	東京都・中央区 Chuo-ku, Tokyo	★地権者勉強会開始 Initiate study groups with other landowners															13.0
		msb Tamachi 田町ステーションタワーS msb Tamachi Tamachi Station Tower S	東京都・港区 Minato-ku, Tokyo	★入札参加 Take part in bidding															10.0
	商業 Retail	日本橋室町三井タワー Nihonbashi Muromachi Mitsui Tower	東京都・中央区 Chuo-ku, Tokyo	★準備組合設立 Establish preparation union															7.0
		ららぽーと名古屋みなとアクルス LaLaport NAGOYA minato AQUUS	愛知県・名古屋市 Nagoya, Aichi	★入札参加 Take part in bidding															6.0
		ららぽーと沼津 LaLaport NUMAZU	静岡県・沼津市 Numazu, Shizuoka	★地権者協議開始 Initiate study groups with other landowners															3.5
物流 Logistics	MFLP船橋 I MFLP Funabashi I	千葉県・船橋市 Funabashi, Chiba	[Timeline bar from 2012 to 2015]															2.0	
海外 Overseas	オフィス Office	55ハドソンヤード 55 Hudson Yards	米国・NY New York	★出資契約締結 Enter into investment agreement															4.0
	商業 Retail	MOP台湾台中港 MOP TAICHIUNG PORT	台湾・台中市 Taichung City, Taiwan	★入札参加 Take part in bidding															3.0

\*事業期間は、プロジェクトの事業化を決定した時点を中心として、また、再開発事業においては再開発の実現に向けた地権者との合意形成（勉強会等による協議）の期間を含みます。

\*The project period starts from when commercialization as a company is decided to have been made. In the case of redevelopment projects, the project period also includes the time needed to draw up an agreement (consultations by study groups, etc.) with landowners intending to bring the redevelopment to fruition.

# 当社企業データ：財務データ（過去11年）

## Company Data : Financial Data (Last 11 Years)

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決算・企業情報等  
Financial Results and  
Corporate Information, etc.

百万円/Millions of yen

年度/FY			2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
経営成績 Business Results	営業収益	Revenue from Operations	1,515,252	1,529,036	1,567,969	1,704,416	1,751,114	1,861,195	1,905,642	2,007,554	2,100,870	2,269,103	<b>2,383,289</b>
	営業利益	Operating Income	172,567	186,074	202,482	232,698	245,902	262,147	280,617	203,770	244,978	305,405	<b>339,690</b>
	経常利益	Ordinary Income	144,587	163,373	182,521	219,607	240,341	254,106	258,510	168,865	224,940	265,358	<b>267,890</b>
	親会社株主に帰属する当期純利益	Profit Attributable to Owners of Parent	76,843	100,185	117,722	131,815	155,874	168,661	183,972	129,576	176,986	196,998	<b>224,647</b>
財務状態 Financial Situation	総資産	Total Assets	4,548,822	5,067,187	5,363,477	5,551,751	6,284,723	6,802,731	7,395,359	7,741,972	8,208,012	8,841,396	<b>9,489,527</b>
	販売用不動産 <sup>*1</sup>	Real Property for Sale <sup>*1</sup>	961,449	1,031,080	1,167,745	1,334,167	1,524,863	1,630,558	1,907,839	1,930,528	2,051,704	2,163,634	<b>2,375,281</b>
	有形・無形固定資産	Tangible and Intangible Fixed Assets	2,526,139	2,788,633	2,968,975	2,967,788	3,318,928	3,500,482	3,753,141	3,796,800	3,914,135	4,293,130	<b>4,405,526</b>
	資本的支出	Capital Expenditure	148,255	273,487	207,172	173,745	440,752	390,514	379,279	565,266	272,389	386,592	<b>246,609</b>
	減価償却費	Depreciation	56,030	61,242	67,460	71,357	70,167	79,034	91,434	98,196	111,500	125,298	<b>133,726</b>
	有利子負債 <sup>*2</sup>	Interest-Bearing Debt <sup>*2</sup>	2,040,071	1,976,150	2,226,236	2,287,489	2,604,656	2,906,610	3,481,117	3,623,438	3,667,234	4,048,531	<b>4,430,422</b>
	自己資本	Shareholders' Equity	1,274,355	1,871,922	1,922,305	1,984,635	2,204,882	2,342,512	2,408,679	2,555,885	2,796,474	2,900,726	<b>3,110,088</b>
キャッシュ・フロー Cash Flow	営業活動によるキャッシュ・フロー	Cash Flows from Operating Activities	189,903	30,343	32,154	227,432	30,143	216,709	87,094	187,862	271,469	297,708	<b>241,697</b>
	投資活動によるキャッシュ・フロー	Cash Flows from Investing Activities	-44,056	-261,640	-239,719	-201,583	-365,464	-388,895	-532,806	-131,035	-210,057	-422,034	<b>-286,987</b>
	財務活動によるキャッシュ・フロー	Cash Flows from Financing Activities	-123,713	221,508	201,110	15,071	289,150	231,238	467,751	-66,565	-139,600	111,448	<b>59,988</b>
	現金及び現金同等物の期末残高	Balance for Cash and Cash Equivalents at End of Period	127,337	118,960	109,966	148,546	100,708	157,682	179,472	187,723	142,682	132,310	<b>179,249</b>
1株当たり指標 Index per Share	EPS(1株当たり純利益)(円) <sup>*3</sup>	EPS (Earnings Per Share) (Yen) <sup>*3</sup>	29.2	34.6	39.7	44.5	52.6	57.1	62.8	44.8	61.5	69.3	<b>80.2</b>
	BPS(1株当たり純資産)(円) <sup>*3</sup>	BPS (Book-value Per Share) (Yen) <sup>*3</sup>	483.7	631.4	648.5	669.5	743.7	794.9	826.8	885.5	980.7	1,035.8	<b>1,109.9</b>
	配当金(円) <sup>*3</sup>	Cash Dividends (Yen)	7	8	10	11	13	15	15	15	18	21	<b>28</b>
財務指標 Financial Indexes	ROA(%) <sup>*4</sup>	ROA(%) <sup>*4</sup>	4.07	4.10	4.14	4.59	4.58	4.44	4.18	2.84	3.31	3.86	<b>3.94</b>
	ROE(%) <sup>*5</sup>	ROE(%) <sup>*5</sup>	6.26	6.37	6.20	6.75	7.44	7.42	7.74	5.22	6.61	6.92	<b>7.47</b>
	D/レシオ(倍) <sup>*6</sup>	D/E Ratio (Times) <sup>*6</sup>	1.60	1.06	1.16	1.15	1.18	1.24	1.45	1.42	1.31	1.40	<b>1.42</b>
	自己資本比率(%)	Equity Ratio (%)	28.0	36.9	35.8	35.7	35.1	34.4	32.6	33.0	34.1	32.8	<b>32.8</b>
	総還元性向(%)	Total Shareholder Return Ratio (%)	25.1	24.1	25.2	25.5	35.0	35.1	36.9	44.2	46.6	44.9	<b>52.7</b>

\*1 販売用不動産=販売用不動産+仕掛販売用不動産+開発用土地+前渡金/Real property for sale = Real property for sale + real property for sale in progress + land for development + advances paid for purchases

\*2 有利子負債=短期借入金+NR短期借入金+CP+短期償還仕債+NR短期償還仕債+社債+NR社債+長期借入金+NR長期借入金/Interest-bearing debt = Short-term debt + non-recourse short-term debt

+ commercial paper + bonds redeemable within one year + non-recourse bonds redeemable within one year + corporate bonds + non-recourse bonds + long-term debt + non-recourse long-term debt

\*3 普通株式1株につき3株の株式分割を行っております。2022年度以前は前連結会計年度の期首に当該株式分割が行われたと仮定して、数値を算定しております。

/The Company conducted a 3-for-1 stock split for common shares, and calculated the figures for fiscal years prior to fiscal year 2022 as if the stock split had been conducted at the beginning of the previous fiscal year.

\*4 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 the period

\*5 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 the period

\*6 D/レシオ=有利子負債/自己資本/Debt Equity ratio=Interest-bearing debt/shareholders' equity

# 当社企業データ：非財務データ

## Company Data : Non-Financial Data

# 5

## 決算・企業情報等

## Financial Results and Corporate Information, etc.

詳細は、「ESG Report」を参照

[https://www.mitsui-fudosan.co.jp/esg\\_csr/report/](https://www.mitsui-fudosan.co.jp/esg_csr/report/)

For details, please refer to the latest ESG Report

[https://www.mitsui-fudosan.co.jp/english/esg\\_csr/report/](https://www.mitsui-fudosan.co.jp/english/esg_csr/report/)

年度/FY		単位/Unit	2018	2019	2020	2021	2022	
環境指標 <sup>*1</sup> Environmental Indicators <sup>*1</sup>	温室効果ガス(GHG)排出量 (SBT基準に基づく)	Greenhouse gas (GHG) emissions (based on SBT standards)	1,000t-CO <sub>2</sub>	5,076	4,383	4,690	4,199	<b>5,503</b>
	うちScope1	Of these, Scope 1	1,000t-CO <sub>2</sub>	90	104	115	140	<b>183</b>
	うちScope2	Of these, Scope 2	1,000t-CO <sub>2</sub>	395	413	363	438	<b>457</b>
	うちScope 3	Of these, Scope 3	1,000t-CO <sub>2</sub>	4,591	3,865	4,211	3,621	<b>4,863</b>
	エネルギー消費量 <sup>*2</sup>	Energy usage <sup>*2</sup>	MWh	1,454,755	1,488,256	1,433,237	3,653,327	<b>3,935,352</b>
	水使用量(取水量) <sup>*2</sup>	Water usage (intake volume) <sup>*2</sup>	1,000m <sup>3</sup> /年 1,000 m <sup>3</sup> /year	5,407	5,726	5,365	11,849	<b>14,210</b>
	水使用量(排水量) <sup>*2</sup>	Water usage (discharge volume) <sup>*2</sup>	1,000m <sup>3</sup> /年 1,000 m <sup>3</sup> /year	5,595	5,539	4,711	10,445	<b>12,546</b>
	廃棄物排出量 <sup>*2</sup>	Waste emissions volume <sup>*2</sup>	t/年 t/year	47,271	47,188	38,080	112,375	<b>127,369</b>
人材指標 Human Resources Indicators	従業員数(連結)	No. of employees (Consolidated)	人/persons	19,081	20,864	23,992	24,408	<b>24,706</b>
	うち三井不動産(単体)	Of these, Mitsui Fudosan Co., Ltd. (Non-consolidated)	人/persons	1,577	1,678	1,776	1,898	<b>1,973</b>
	女性管理職比率(単体) <sup>*4</sup>	Women in management positions ratio (Non-consolidated) <sup>*4</sup>	%	3.3	4.5	5.7	6.8	<b>7.7</b>
	女性総合職比率(単体) <sup>*4</sup>	Women in general positions ratio (Non-consolidated) <sup>*4</sup>	%	11.0	12.5	14.3	16.5	<b>18.0</b>
	有給休暇取得日数	Number of paid leave days taken	日/days	14.1	14.9	13.8	15.0	<b>16.2</b>
	育児休業取得者数(比率) 男性(単体) <sup>*5</sup>	Number (percentage) of persons taking childcare leave, men (Non-consolidated) <sup>*5</sup>	人/persons	27(84.4%)	25(61.0%)	28(70.0%)	38(79.2%)	<b>59(122.9%)</b>
	育児休業取得者数(比率) 女性(単体)	Number (percentage) of persons taking childcare leave, women (Non-consolidated)	人/persons	15(100%)	10(100%)	13(100%)	20(95.2%)	<b>22(100%)</b>
	育児休業取得者の復帰率(単体)	Return rate from childcare leave (Non-consolidated)	%	100	100	100	100	<b>100</b>
	健康診断・人間ドック受診率(単体)	Health checkup and screening rate (Non-consolidated)	%	99.5	99.8	99.5	100	<b>100</b>
フルタイム従業員の自己都合離職率(単体)	Full time staff voluntary turnover rate (Non-consolidated)	%	0.77	0.53	0.51	0.81	<b>0.66</b>	

\*1 三井不動産および連結子会社のうち、建物保有会社もしくは従業員100人以上の会社が保有する施設となります。集計範囲・方法の見直し等により数値が変動する可能性があります。

\*1 Facilities owned by Mitsui Fudosan and its consolidated subsidiaries that either own properties or have 100 or more employees. Values are subject to change due to revisions to aggregation range and methods.

\*2 FY2018～FY2020：対象範囲は原則として「エネルギーの使用の合理化等に関する法律」に基づいて報告義務のある施設となります。ただし、一部の施設を除きます。

\*2 FY2018-FY2020：In principle, the scope of the project covers facilities that are required to report based on the Law Concerning the Rational Use of Energy. However, some facilities are excluded.

\*3 数値確定次第、更新いたします。

\*3 Values will be updated when finalized.

\*4 各年度とも翌年度期初4月1日の数値となります。

\*4 Figures for each fiscal year are those for the beginning of the fiscal year starting April 1 of the following year.

\*5 育児目的休暇の取得率。分母：該当年度に配偶者が出産した人数、分子：該当年度に育児目的休暇を取得した人数

\*5 Percentage of persons taking leave intended for childcare.

Denominator: Number of people whose own spouse gave birth in the relevant year, Numerator: number of persons who took leave for childcare purposes in the relevant year.

# 主な稼働物件一覧（国内）

## List of Main Properties in Operation (Domestic)

5

決算・企業情報等  
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Corporate Information, etc.

オフィス 貸付面積 約1,960,000㎡（連結、当社グループ保有物件、2023年3月末時点）

Office Buildings Leased floor space Approx. 1,960,000㎡ (Consolidated, Own Properties, as of March 31, 2023)

■延床面積\*1 上位15物件\*2（2023年3月末時点）

Total floor space\*1 Top 15 properties\*2 (As of March 31, 2023)

\*1：建物延床面積に当社持分を乗じて算出/Calculated by multiplying the total floor space of the building by our interest

\*2：当社が持分を保有する施設を対象/Facilities in which we hold an interest

名称/Name	所在/Location	延床面積(約) /Total Floor Space*	竣工/Completion	オフィス以外の用途/Main applications
東京ミッドタウン Tokyo Midtown	東京都港区 Minato-ku, Tokyo	≈ 282,000㎡	2007年1月 Jan. 2007	商業、ホテル、住宅 Retail, Hotel, Housing
東京ミッドタウン日比谷 TokyoMidtown Hibiya	東京都千代田区 Chiyoda-ku, Tokyo	≈ 189,000㎡	2018年2月 Feb. 2018	商業 Retail
日本橋室町三井タワー Nihonbashi Muromachi Mitsui Tower	東京都中央区 Chuo-ku, Tokyo	≈ 152,000㎡	2019年3月 Mar. 2019	商業 Retail
霞が関ビルディング Kasumigaseki Building	東京都千代田区 Chiyoda-ku, Tokyo	≈ 145,000㎡	1968年4月 Apr. 1968	商業 Retail
日本橋三井タワー Nihonbashi Mitsui Tower	東京都中央区 Chuo-ku, Tokyo	≈ 134,000㎡	2005年7月 Jul. 2005	商業、ホテル Retail, Hotel
東京ミッドタウン八重洲 Tokyo Midtown Yaesu	東京都中央区 Chuo-ku, Tokyo	≈ 108,000㎡	2022年8月 Aug. 2022	商業、ホテル Retail, Hotel
日本橋一丁目三井ビルディング Nihonbashi 1-Chome Mitsui Building	東京都中央区 Chuo-ku, Tokyo	≈ 93,000㎡	2004年1月 Jun. 2004	商業 Retail
横浜三井ビルディング Yokohama Mitsui Building	神奈川県横浜市 Yokohama-shi, Kanagawa	≈ 90,000㎡	2012年2月 Feb. 2012	商業 Retail
日本橋高島屋三井ビルディング Nihonbashi TakashimayaMitsuiBuilding	東京都中央区 Chuo-ku, Tokyo	≈ 84,000㎡	2018年6月 Jun. 2018	商業 Retail
グラントウキョウノースタワー GranTokyo North Tower	東京都千代田区 Chiyoda-ku, Tokyo	≈ 82,000㎡	2007年10月 Oct. 2007	商業 Retail
三井住友銀行本店ビルディング Sumitomo Mitsui Banking Corporation Head Office Building	東京都千代田区 Chiyoda-ku, Tokyo	≈ 80,000㎡	2010年7月 Jul. 2010	-
msb Tamachi 田町ステーションタワー-S msb Tamachi Tamachi Station Towar S	東京都港区 Minato-ku, Tokyo	≈ 75,000㎡	2018年5月 May 2018	商業、ホテル Retail, Hotel
Otemachi Oneタワー Otemachi One Tower	東京都千代田区 Chiyoda-ku, Tokyo	≈ 57,000㎡	2020年2月 Feb. 2020	商業、ホテル Retail, Hotel
ゲートスクエア GATE SQUARE	千葉県柏市 Kashiwa-shi, Chiba	≈ 48,000㎡	2014年4月 Apr. 2014	商業、住宅 Retail, Housing
札幌三井JPビルディング Sapporo Mitsui JP Building	北海道札幌市 Sapporo-shi, Hokkaido	≈ 48,000㎡	2014年8月 Aug. 2014	商業 Retail

# 主な稼働物件一覧（国内）

## List of Main Properties in Operation (Domestic)

### 商業施設

貸付面積 約1,873,000㎡（連結、当社グループ保有物件、2023年3月末時点）

### Retail Facilities

Leased floor space Approx. 1,873,000㎡ (Consolidated, Own Properties, as of March 31, 2023)

#### ■リージョナル型施設 店舗面積上位10物件（2023年3月末時点）/Top 10 regional facilities by shop area (As of March 31, 2023)

名称 Name	所在 Location	店舗面積（約） Shop Area	店舗数（約） No. of shops	開業年月 Opening date	店舗売上 （10億円単位、2022年度） Store sales, Billions of yen, FY2022	
ららぽーとTOKYO-BAY	Lalport TOKYO-BAY	千葉県船橋市 Funabashi-shi, Chiba	≈ 102,000㎡	≈ 460	1981年4月 Apr. 1981	68
ららぽーと横浜	LaLaport YOKOHAMA	神奈川県横浜市 Yokohama-shi, Kanagawa	≈ 93,000㎡	≈ 280	2007年3月 Mar. 2007	54
ららぽーとEXPOCITY	LaLaport EXPOCITY	大阪府吹田市 Suita-shi, Osaka	≈ 88,000㎡	≈ 310	2015年11月 Nov. 2015	50
ららぽーと富士見	LaLaport FUJIMI	埼玉県富士見市 Fujimi-shi, Saitama	≈ 80,000㎡	≈ 290	2015年4月 Apr. 2015	49
ラゾーナ川崎プラザ	LAZONA Kawasaki Plaza	神奈川県川崎市 Kawasaki-shi, Kanagawa	≈ 79,000㎡	≈ 330	2006年9月 Sep. 2006	86
ららぽーと福岡	LaLaport FUKUOKA	福岡県福岡市 Fukuoka-shi, Fukuoka	≈ 73,000㎡	≈ 220	2022年4月 Apr. 2022	-*1
ららぽーと豊洲	LaLaport TOYOSU	東京都江東区 Koto-ku, Tokyo	≈ 67,000㎡	≈ 210	2006年10月 Oct. 2006	44
ららぽーと沼津	LaLaport Numazu	静岡県沼津市 Numazu-shi, Shizuoka	≈ 64,000㎡	≈ 210	2019年10月 Oct. 2019	30
ららぽーと愛知東郷	LaLaport AICHI TOGO	愛知県愛知郡 Aichi-gun, Aichi	≈ 63,000㎡	≈ 200	2020年9月 Sep. 2020	27
ららぽーと湘南平塚	LaLaport SHONANHIRATSUKA	神奈川県平塚市 Hiratsuka-shi, Kanagawa	≈ 60,000㎡	≈ 250	2016年10月 Oct. 2016	31

\*1 2022年度竣工物件のため非開示/Not disclosed as the property was completed in 2022.

#### ■アウトレット型施設 店舗面積上位10物件（2023年3月末時点）/Top 10 Outlet-type Facilities by shop area (As of March 31, 2023)

名称 *2 Name	所在 Location	店舗面積（約） Shop Area	店舗数（約） No. of shops	開業年月 Opening date	店舗売上 （10億円単位、2022年度） Store sales, Billions of yen, FY2022	
MOP木更津	MOP KISARAZU	千葉県木更津市 Kisarazu-shi, Chiba	≈ 46,000㎡	≈ 310	2012年4月 Apr. 2012	59
MOPジャズドリーム長島	MOP JAZZ DREAM NAGASHIMA	三重県桑名市 Kuwana-shi, Mie	≈ 46,000㎡	≈ 300	2002年3月 Mar. 2002	54
MOP滋賀竜王	MOP SHIGA RYUO	滋賀県蒲生郡 Gamo-gun, Shiga	≈ 37,000㎡	≈ 240	2010年7月 Jul. 2010	30
MOP札幌北広島	MOP SAPPOROKITAHIROSHIMA	北海道北広島市 Kitahiroshima-shi, Hokkaido	≈ 30,000㎡	≈ 180	2010年4月 Apr. 2010	23
MOP横浜ベイサイド	MOP YOKOHAMA BAYSIDE	神奈川県横浜市 Yokohama-shi, Kanagawa	≈ 27,000㎡	≈ 170	1998年9月 Sep. 1998	23
MOP幕張	MOP MAKUHARI	千葉県千葉市 Chiba-shi, Chiba	≈ 23,000㎡	≈ 140	2000年10月 Oct. 2000	19
MOPマリンピア神戸	MOP MARINEPIA KOBE	兵庫県神戸市 Kobe-shi, Hyogo	≈ 23,000㎡	≈ 140	1999年10月 Oct. 1999	14
MOP多摩南大沢	MOP TAMA MINAMIOSAWA	東京都八王子市 Hachioji-shi, Tokyo	≈ 21,000㎡	≈ 120	2000年9月 Sep. 2000	17
MOP仙台港	MOP SENDAI PORT	宮城県仙台市 Sendai-shi, Miyagi	≈ 20,000㎡	≈ 120	2008年9月 Sep. 2008	12
MOP倉敷	MOP KURASHIKI	岡山県倉敷市 Kurashiki-shi, Okayama	≈ 20,000㎡	≈ 120	2011年12月 Dec. 2011	11

\*2 MOP = 三井アウトレットパーク/MITSUI OUTLET PARK

# 主な稼働物件一覧（国内）

## List of Main Properties in Operation (Domestic)

物流施設 稼働施設 延床面積 約1,900,000㎡（連結、当社グループ保有物件、2023年3月末時点）

Logistics Facilities Operating Facilities Total Floor Space ≈ 1,900,000㎡ (Consolidated, Own Properties, as of March 31, 2023)

■ 延床面積上位10物件\*1（2023年3月末時点） / Total floor space Top 10 properties\*1 (As of March 31, 2023) \*1：当社が持分を保有する施設を対象 / Facilities in which we hold an interest

名称/Name	所在/Location	延床面積(約) / Total Floor Space	竣工/Completion	テナント構成/Tenant Composition
MFLP船橋Ⅰ	MFLP Funabashi I 千葉県船橋市 Funabashi-shi, Chiba	≈ 198,000㎡	2016年10月 Oct. 2016	マルチテナント Multi-tenant
MFLP船橋Ⅱ	MFLP Funabashi II 千葉県船橋市 Funabashi-shi, Chiba	≈ 229,000㎡	2019年10月 Oct. 2019	マルチテナント Multi-tenant
MFLP船橋Ⅲ	MFLP Funabashi III 千葉県船橋市 Funabashi-shi, Chiba	≈ 271,000㎡	2021年6月 Jun. 2021	マルチテナント Multi-tenant
MFLP日野	MFLP Hino 東京都日野市 Hino-shi, Tokyo	≈ 213,000㎡	2015年10月 Oct. 2015	マルチテナント Multi-tenant
MFLP市川塩浜Ⅱ	MFLP Ichikawa Shiohama II 千葉県市川市 Ichikawa-shi, Chiba	≈ 184,000㎡	2022年3月 Mar. 2022	マルチテナント Multi-tenant
東京レールゲートEAST	TOKYO RAIL GATE EAST 東京都品川区 Shinagawa-ku, Tokyo	≈ 174,000㎡	2022年7月 Jun. 2022	マルチテナント Multi-tenant
MFLP海老名Ⅰ	MFLP Ebina I 神奈川県海老名市 Ebina-shi, Kanagawa	≈ 122,000㎡	2022年9月 Sep. 2022	マルチテナント Multi-tenant
MFLP弥富木曾岬	MFLP Yatomikisasaki 三重県桑名郡 Kuwana-gun, Mie	≈ 99,000㎡	2023年3月 Mar. 2023	マルチテナント Multi-tenant
MFIP羽田	MFIP Haneda 東京都大田区 Ota-ku, Tokyo	≈ 81,000㎡	2019年6月 Jun. 2019	マルチテナント Multi-tenant
MFLP立川立飛	MFLP Tachikawa Tachihi 東京都立川市 Tachikawa-shi, Tokyo	≈ 70,000㎡	2020年6月 Jun. 2020	マルチテナント Multi-tenant

ホテル・リゾート 稼働施設室数 約13,000室（連結、2023年3月末時点）

Hotels and Resorts Number of rooms in operation ≈ 13,000 (Consolidated, as of March 31, 2023)

■ 宿泊主体型ホテル施設 室数上位10物件（2023年3月末時点） / Top 10 Lodging-focused Hotels by rooms (As of March 31, 2023)

名称/Name*2	所在/Location	室数(約) / Rooms	開業/Opening Date	スキーム/Scheme
東京ドームホテル	Tokyo Dome Hotel 東京都文京区 Bunkyo-ku, Tokyo	≈ 1000	2000年6月 Jun. 2000	土地・建物保有 Land and buildings owned
MGHプラナ東京ベイ	MGH PRANA Tokyo Bay 千葉県浦安市 Urayasu-shi, Chiba	≈ 550	2007年6月 Jun. 2007	建物賃借 Rent Building
MGH汐留イタリア街	MGH Shiodome Italia-gai 東京都港区 Minato-ku, Tokyo	≈ 370	2007年4月 Apr. 2007	建物賃借 Rent Building
MGH五反田	MGH Gotanda 東京都品川区 Shinagawa-ku, Tokyo	≈ 370	2018年6月 Jun. 2018	借地・建物保有 Leased land and own building
MGH神宮外苑の杜プレミア	MGH Jingugaien Tokyo Premier 東京都新宿区 Shinjuku-ku, Tokyo	≈ 360	2019年11月 Nov. 2019	借地・建物保有 Leased land and own building
MGH銀座プレミア	MGH Ginza Premier 東京都中央区 Chuo-ku, Tokyo	≈ 360	2005年11月 Nov. 2005	土地・建物保有 Land and buildings owned
MGH岡山	MGH Okayama 岡山県岡山市 Okayama-shi, Okayama	≈ 350	2000年7月 Jul. 2000	土地・建物保有 Land and buildings owned
MGH京都四条	MGH Kyoto Shijo 京都府京都市 Kyoto-shi, Kyoto	≈ 340	1997年10月 Oct. 1997	建物賃借 Rent Building
MGH銀座五丁目	MGH Ginza-gochome 東京都中央区 Chuo-ku, Tokyo	≈ 330	2019年9月 Sep. 2019	土地・建物保有 Land and buildings owned
ミレニアムMGH東京	Millennium MGH Tokyo 東京都中央区 Chuo-ku, Tokyo	≈ 320	2014年12月 Dec. 2014	建物賃借 Rent Building

\*2：MGH=三井ガーデンホテル/Mitsui Garden Hotel

■ 主なリゾート・ラグジュアリー施設（2023年3月末時点） / Main Operating Resort and Luxualy Facilities (As of March 31, 2023)

名称/Name	所在/Location	室数(約) / Rooms	開業/Opening Date	スキーム/Scheme
ハレクラニ沖縄	Halekulani Okinawa 沖縄県国頭郡 Kunikami-gun, Okinawa	≈ 360	2019年7月 Jul. 2019	土地・建物保有 Land and buildings owned
HOTEL THE MITSUI KYOTO	京都府京都市 Kyoto-shi, Kyoto	≈ 160	2020年11月 Nov. 2020	土地・建物保有 Land and buildings owned
フォーシーズンズホテル東京大手町	FOUR SEASONS HOTEL TOKYO OTEMACHI 東京都千代田区 Chiyoda-ku, Tokyo	≈ 190	2020年7月 Jul. 2020	土地・建物保有 Land and buildings owned

# 主な稼働物件一覧（海外）

## List of Main Properties in Operation (Overseas)

### ■ 欧米（2023年3月末時点） / Europe and North America (As of March 31, 2023)

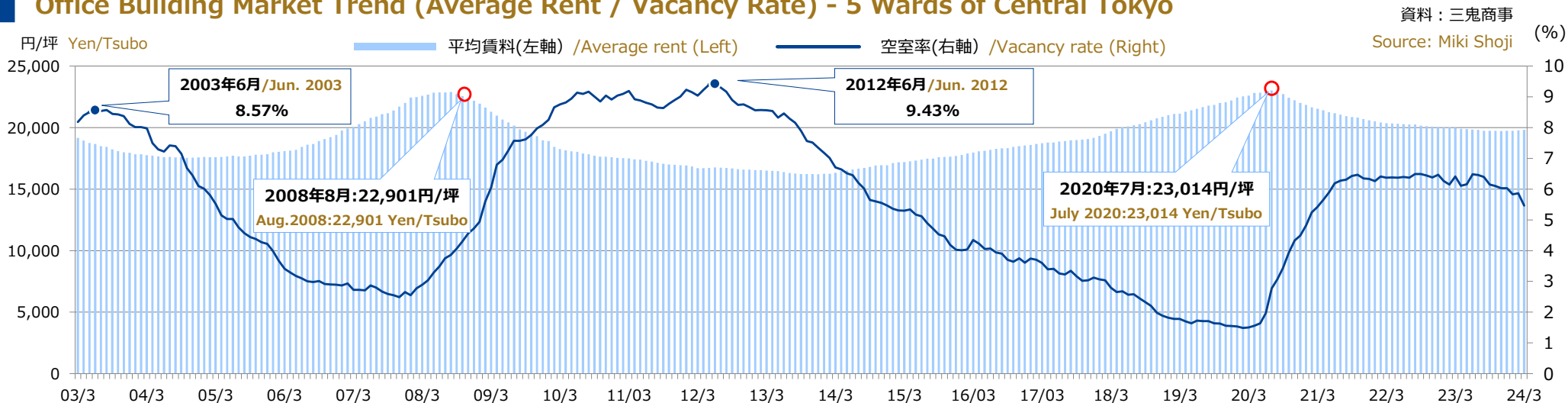
アセット Asset	名称 Name	所在 Location	貸付可能面積（約）または戸数 Total Floor Space for lease or Number of Units	竣工 Completion
オフィス Office Buildings	50 HUDSON YARDS	New York, US	≒ 270,000㎡	2022年 /2022
	55 HUDSON YARDS	New York, US	≒ 118,000㎡	2018年 /2018
	1251 AVENUE OF THE AMERICAS	New York, US	≒ 215,000㎡	1970年 /1970
	WATERFRONT CORPORATE CENTER III	Hoboken, US	≒ 54,000㎡	2015年 /2015
	HOMER BUILDING	Washington D.C., US	≒ 46,000㎡	1913年 /1913
	1200 17TH STREET	Washington D.C., US	≒ 22,000㎡	2014年 /2014
	270 BRANAN	San Francisco, US	≒ 20,000㎡	2016年 /2016
	5 HANOVER SQUARE	London, UK	≒ 8,000㎡	2012年 /2012
	1 ANGEL COURT	London, UK	≒ 45,000㎡	2017年 /2017
	TELEVISION CENTER	London, UK	≒ 55,000㎡	2017年 /2017
賃貸住宅 Rental Housing	525 West 52nd	New York, US	≒ 390 戸 /Units	2017年 /2017
	J-SOL (4000 North Fairfax Drive)	Arlington, US	≒ 330 戸 /Units	2020年 /2020
	The Landing (22 Texas)	San Francisco, US	≒ 260 戸 /Units	2019年 /2019
	Maizon Bethesda	Maryland, US	≒ 230 戸 /Units	2021年 /2021

### ■ アジア（2023年3月末時点） / Asia (As of March 31, 2023)

アセット Asset	名称 Name	所在 Location	店舗面積（約） Shop Area	店舗数（約） Shops	開業 Opening Year
商業施設 Retail Facilities	三井アウトレットパーク 台中港 MITSUI OUTLET PARK TAICHUNG PORT	台湾 Taiwan	≒ 43,000㎡	≒ 220	2018年 /2018
	三井アウトレットパーク 台湾林口 MITSUI OUTLET PARK LINKOU	台湾 Taiwan	≒ 45,000㎡	≒ 220	2016年 /2016
	三井アウトレットパーク 台南 MITSUI OUTLET PARK TAINAN	台湾 Taiwan	≒ 34,000㎡	≒ 190	2022年 /2022
	三井アウトレットパーク クアラ Lumpur 国際空港 セパン MITSUI OUTLET PARK KLIA SEPANG	マレーシア Malaysia	≒ 34,000㎡	≒ 200	2015年 /2015
	ららぽーと ブキッ・ビンタン シティセンター LaLaport BUKIT BINTANG CITY CENTRE	マレーシア Malaysia	≒ 82,600㎡	≒ 400	2022年 /2022
	ららぽーと上海金橋 LaLaport SHANGHAI JINQIAO	中国 China	≒ 55,000㎡	≒ 180	2021年 /2021
	ららステーション上海蓮花路 LaLa Station SHANGHAI LIANHUA ROAD	中国 China	≒ 16,500㎡	≒ 90	2021年 /2021

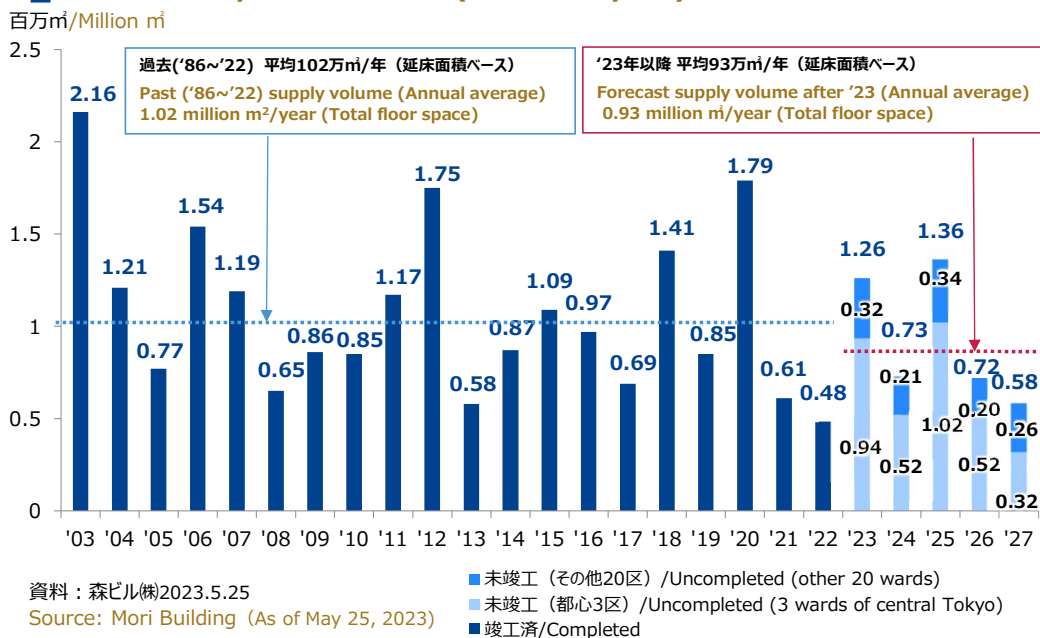
### 都心5区のオフィス市況（平均賃料・空室率）

### Office Building Market Trend (Average Rent / Vacancy Rate) - 5 Wards of Central Tokyo



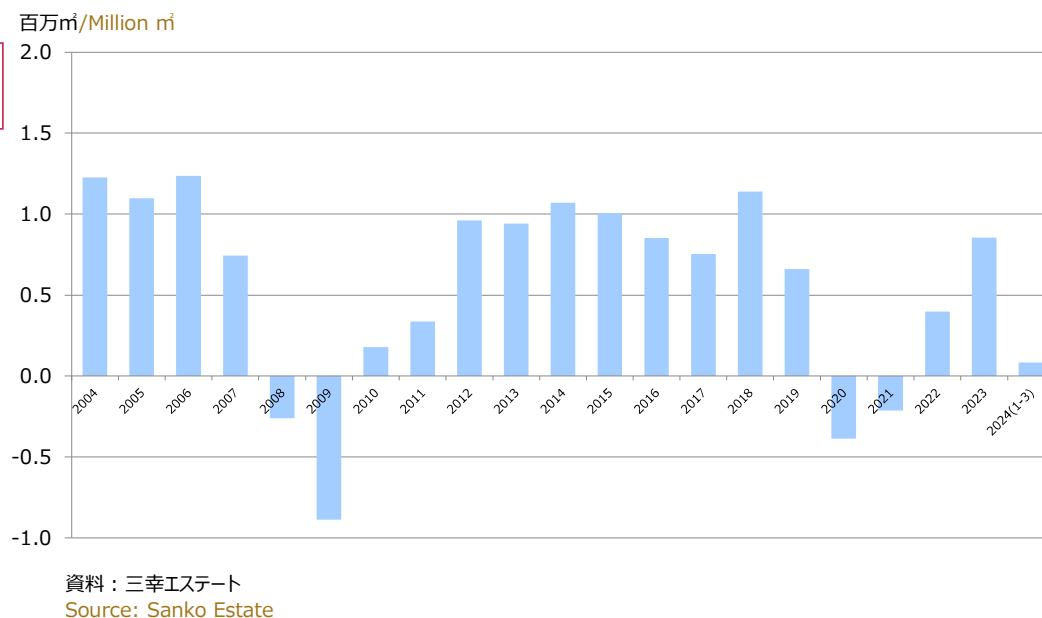
### オフィスビル新規供給量（東京23区大規模、暦年）

### Trend of Supply Volume of Large-Scale Office Buildings within Tokyo's 23 Wards (Calendar year)



### 都心5区のネットアブソープション（暦年）

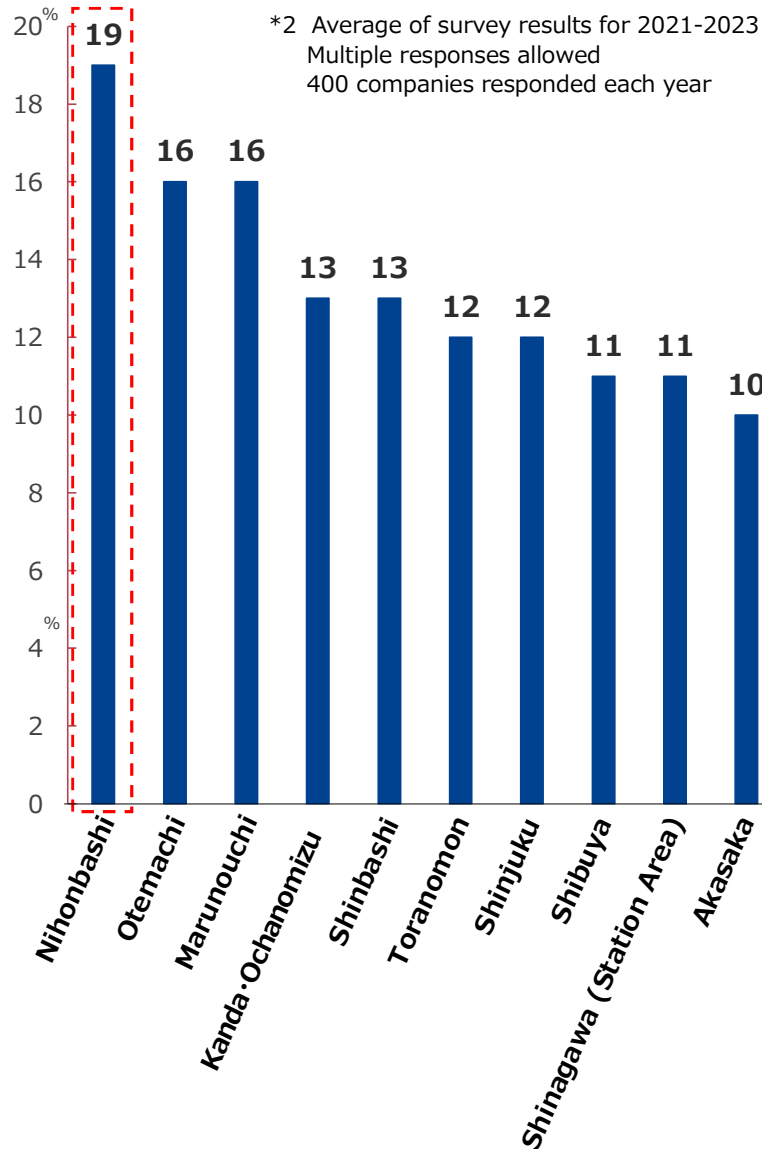
### Net Absorption Trend (5 wards of Central Tokyo, Calendar year)



### Results of survey\*1 on corporate needs for office (23 wards of Tokyo)

\*1 Source : Mori Building Co., Ltd. "2023 Survey of Office Needs in Tokyo's Core 23 Cities"  
Target : Approximately 10,000 companies with headquarters in the 23 wards of Tokyo  
(approx. 1,800 valid responses)

#### Desired areas for new renters\*2 (Top 10 areas)



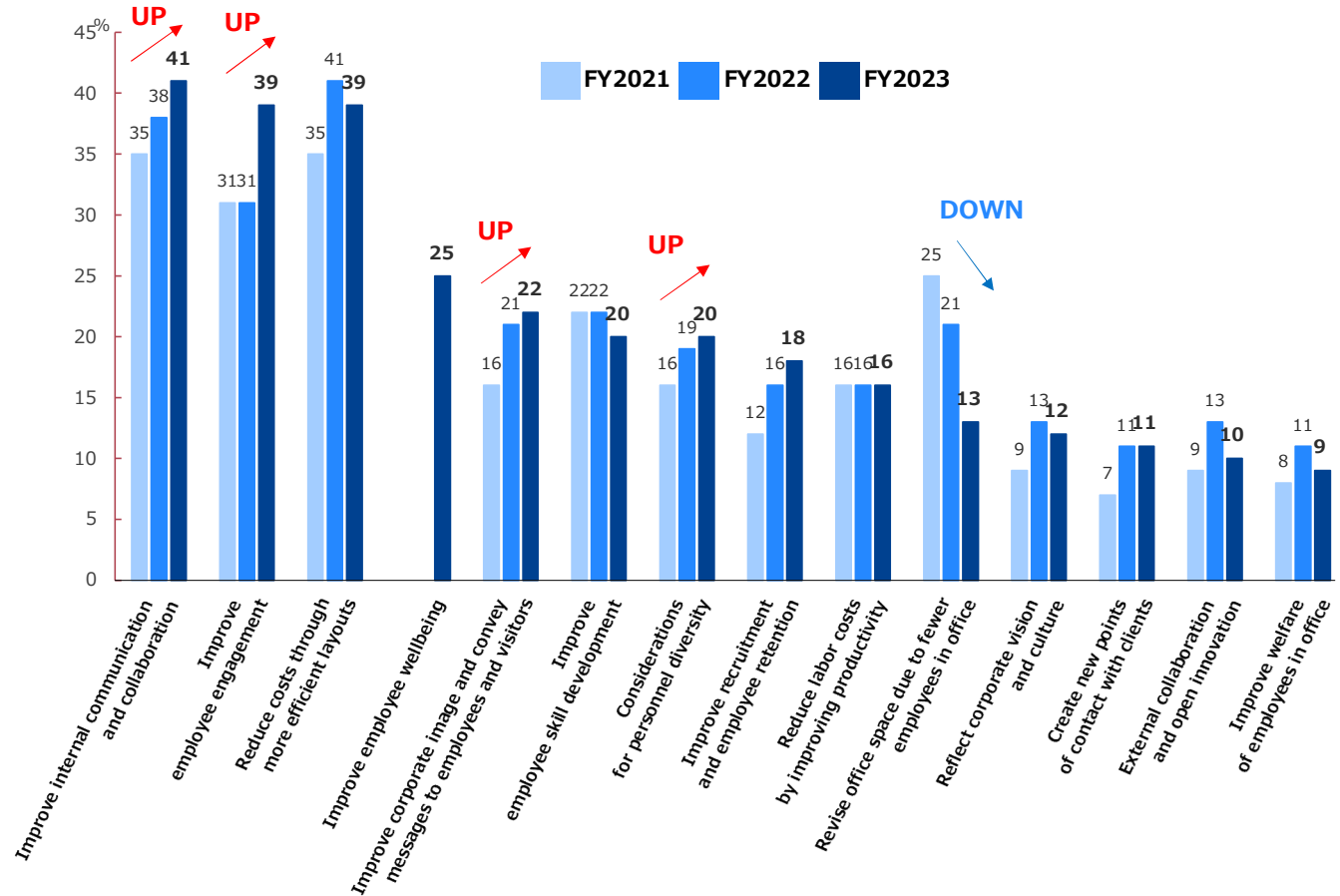
#### Challenges in creating an office environment\*3

\*3 Survey results for 2021-2023  
Multiple responses allowed  
approx. 1,800 companies responded each year

The percentage of responses for "Improve internal and external communication" and "Improve employee engagement" increased and ranked at the top as challenges in creating an office environment.

Among companies with 300 or more employees, Approximately 60% point to "Improve internal and external communication" and "Improve employee engagement" as challenges, while 40% point to "Improve employee wellbeing" as a challenge.

Extracted from Mori Building Co., Ltd. "2023 Survey of Office Needs in Tokyo's Core 23 Cities"



## Results of survey\*1 on corporate needs for office (23 wards of Tokyo)

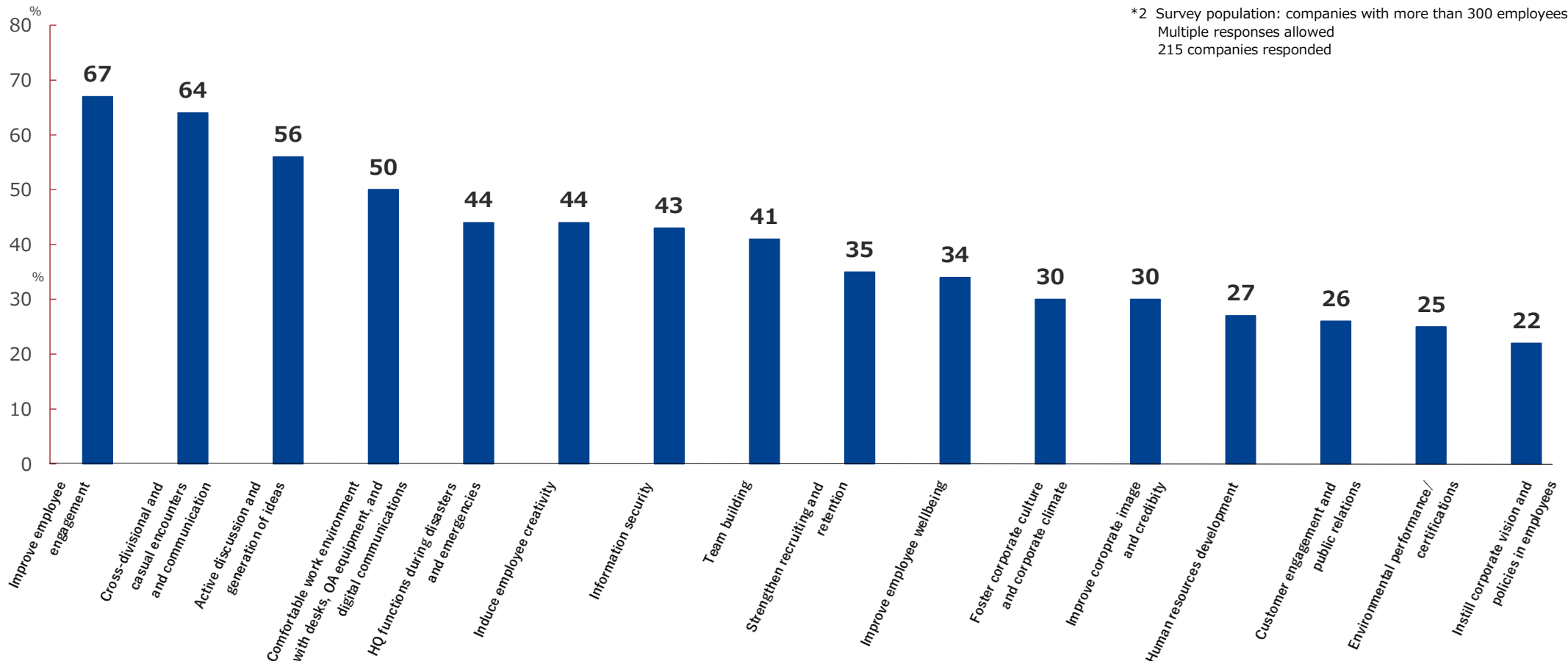
\*1 Source : Mori Building Co., Ltd. "2023 Survey of Office Needs in Tokyo's Core 23 Cities"  
Target : Approximately 10,000 companies with headquarters in the 23 wards of Tokyo  
(approx. 1,800 valid responses)

## Significance of the head office and the functions and roles required of the head office

Among companies with 300 or more employees, the top responses were " **Improve employee engagement,**" " **Cross-divisional and casual encounters and communication,**" and " **Active discussion and generation of ideas.**"

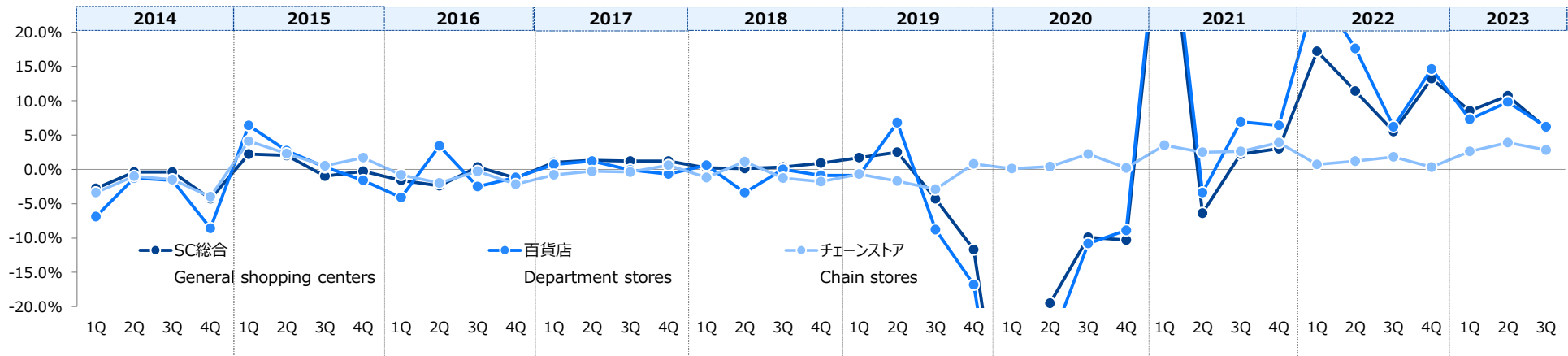
In addition to these, " **Induce employee creativity,**" " **Strengthen recruiting and retention,**" and " **Improve employee wellbeing**" received a much higher percentage of responses than the total number of responding companies, indicating a greater emphasis on the impact of the office on the employees.

Extracted from Mori Building Co., Ltd. "2023 Survey of Office Needs in Tokyo's Core 23 Cities"



### 業態別の売上高前年対比

### Year-on-Year Change in Sales by Category

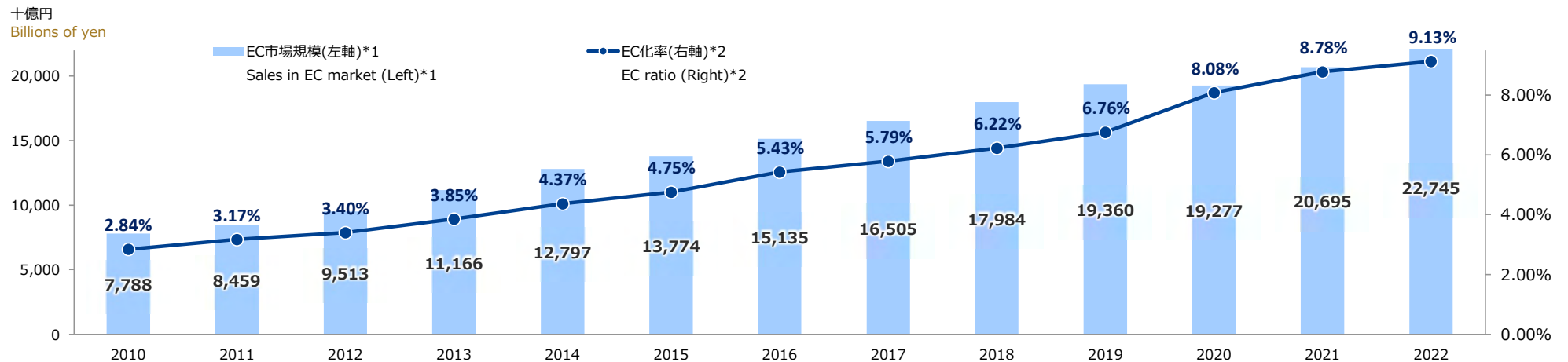


\* <SC総合> 1Q,FY2020 : -48.8% / 1Q,FY2021 : 42.7% <百貨店> 1Q,FY2020 : -51.7% / 2Q,FY2020 : -25.6% / 1Q,FY2021 : 44.9%  
 \* <General shopping centers> 1Q,FY2020 : -48.8% / 1Q,FY2021 : 42.7% <Department stores> 1Q,FY2020 : -51.7% / 2Q,FY2020 : -25.6% / 1Q,FY2021 : 44.9%

資料：百貨店協会、日本ショッピングセンター協会、チェーンストア協会  
 Source: Japan Department Stores Association, Japan Council of Shopping Centers, Japan Chain Stores Association

### 日本のEC市場規模の推移 (BtoC) (暦年)

### EC Market in Japan (BtoC) (Calendar year)



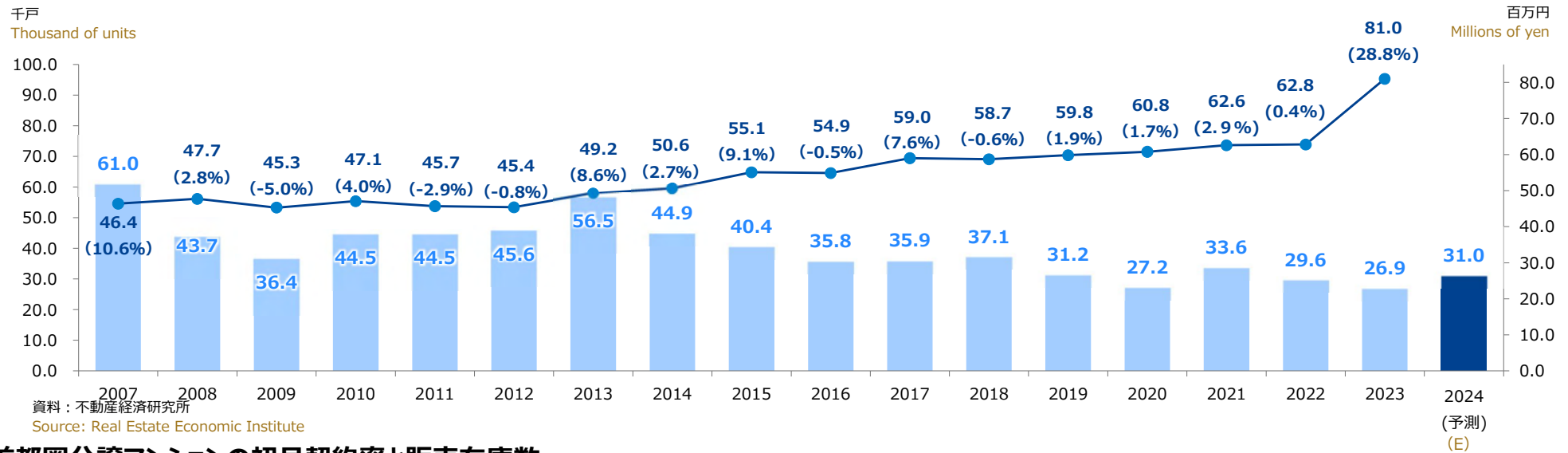
資料：経済産業省  
 Source: METI

\*1：EC市場規模には物販系分野、サービス系分野、デジタル系分野を含む  
 \*2：EC化率データの対象は物販系分野のみ

\*1 Scope of e-commerce market includes online ordering, services and digital  
 \*2 Data on shift to e-commerce is for online ordering only

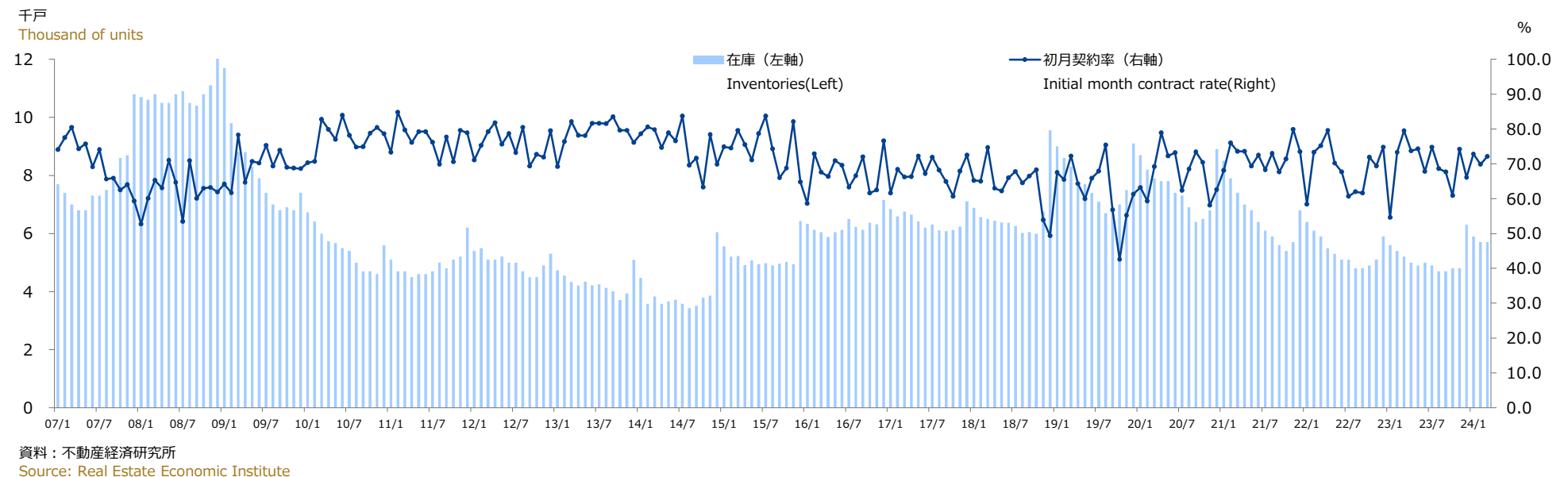
### 首都圏分譲マンションの新規発売戸数と戸当たり平均価格（暦年）

### Tokyo Metropolitan Area Condominium Market : New Units Launched and Average Price per Unit (Calendar year)



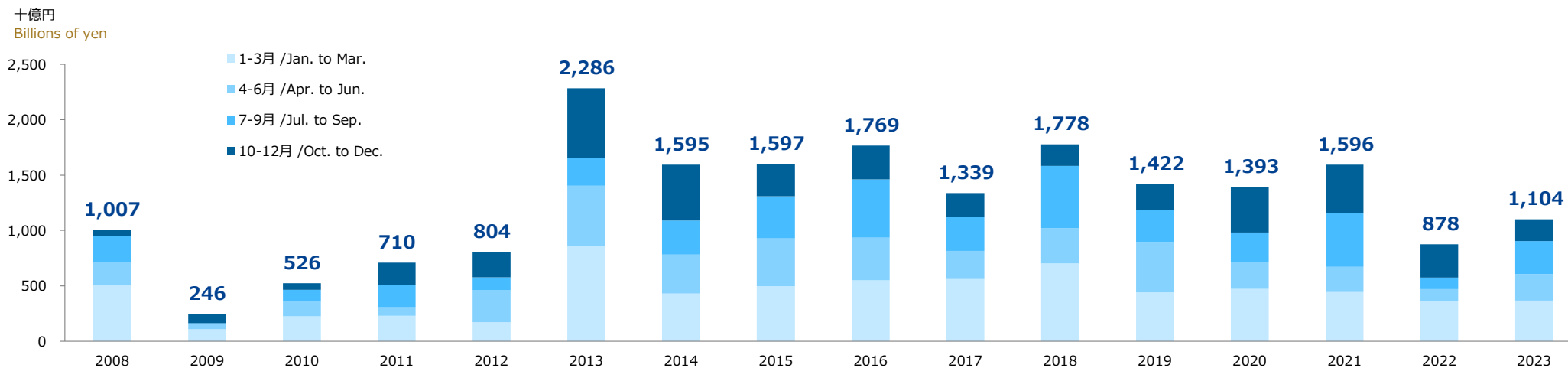
### 首都圏分譲マンションの初月契約率と販売在庫数

### Condominium Market in the Tokyo Metropolitan Area : Initial Month Contract & Unsold Inventory



### J-REITの資産取得価格（暦年）

### Acquisition of Assets by J-REITs (Calendar year)

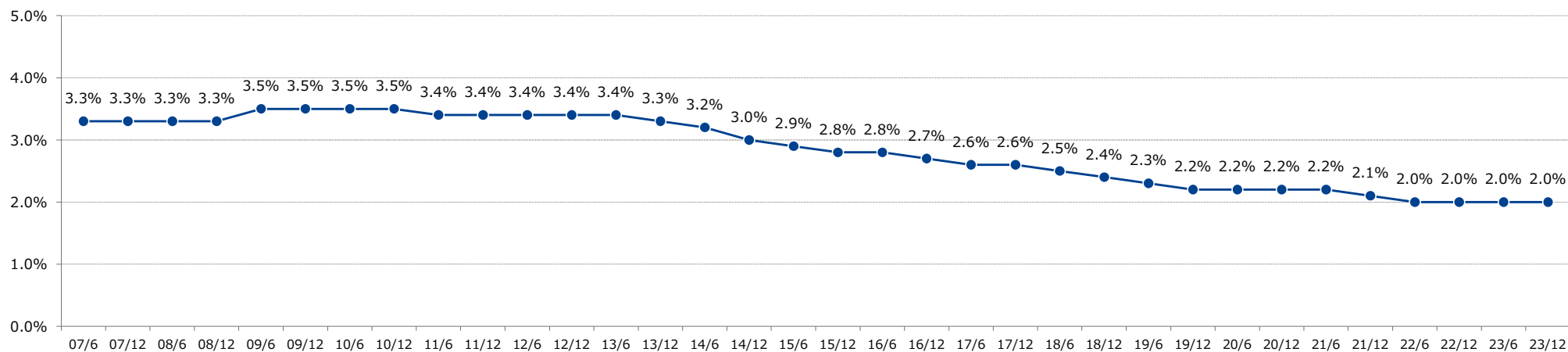


資料：不動産証券化協会

Source: The Association for Real Estate Securitization

### プライムエリアオフィス利回りのベンチマーク

### Yield Benchmark for Offices in Prime Locations



資料：日本不動産研究所

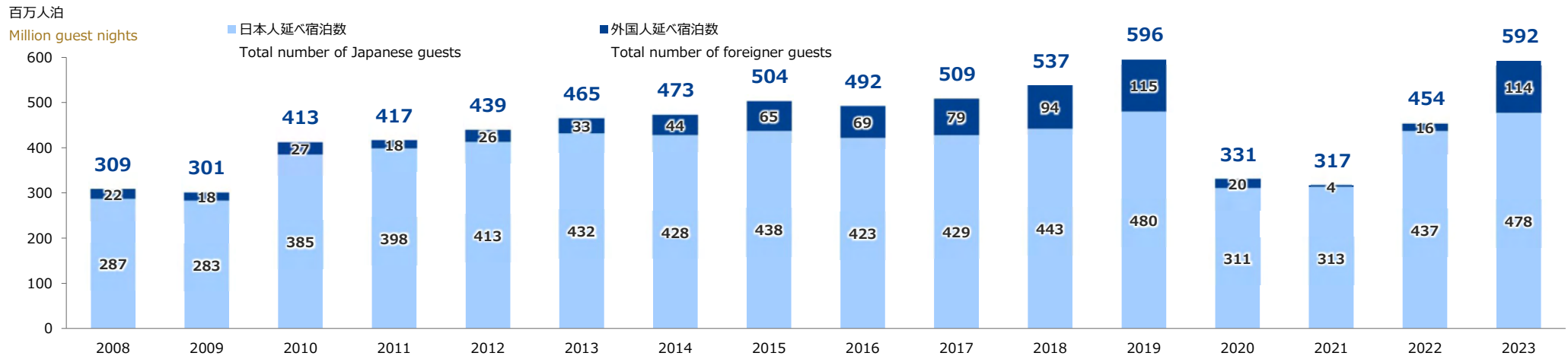
Source: Survey by Japan Real Estate Institute

プライムエリアオフィス：千代田区丸の内・大手町、中央区日本橋地区における築5年程度、延床面積20,000坪以上、基準階面積500坪以上  
利回りベンチマーク（NCFベース）：日本不動産研究所が還元利回りの査定においてベースとする各用途・各地域ごとの利回りを指す

Offices in prime locations: Office buildings around five years old located in the Marunouchi, Otemachi, and Nihonbashi areas with total and standard floor areas of 66,000 m<sup>2</sup> or more and 1,600 m<sup>2</sup> or more, respectively.  
Yield benchmark (on an NCF basis): Yield by use and region based on an assessment of capitalization rates by the Japan Real Estate Institute.

### 外国人・日本人延べ宿泊数の推移（暦年）

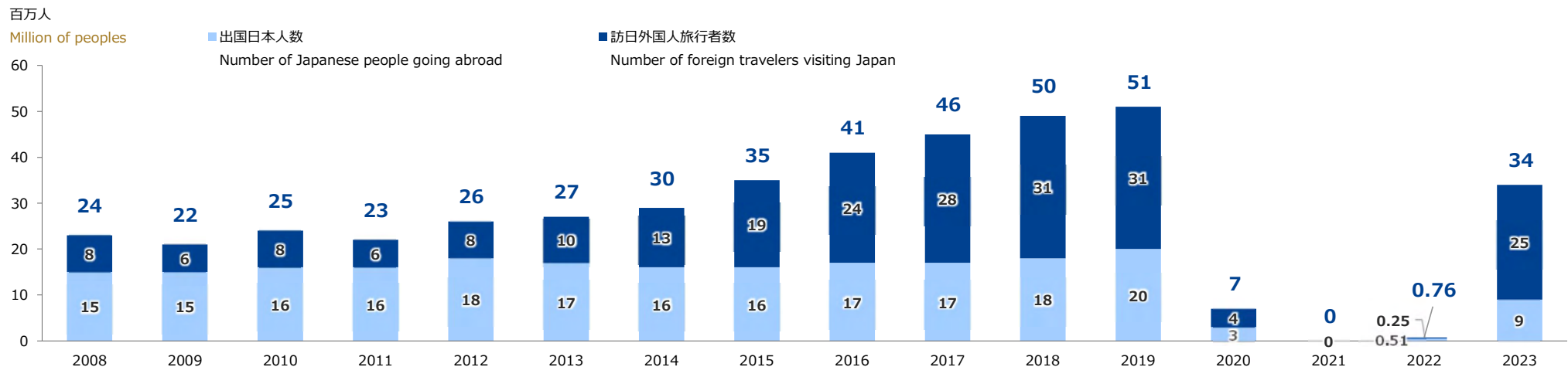
#### Total number of foreign and Japanese guests (Calendar year)



資料：観光庁  
Source: Japan Tourism Agency

### 訪日外国人旅行者数・出国日本人数の推移（暦年）

#### Consumption Trends of International Visitors to Japan (Calendar year)



資料：日本政府観光局  
Source: Japan National Tourism Organization