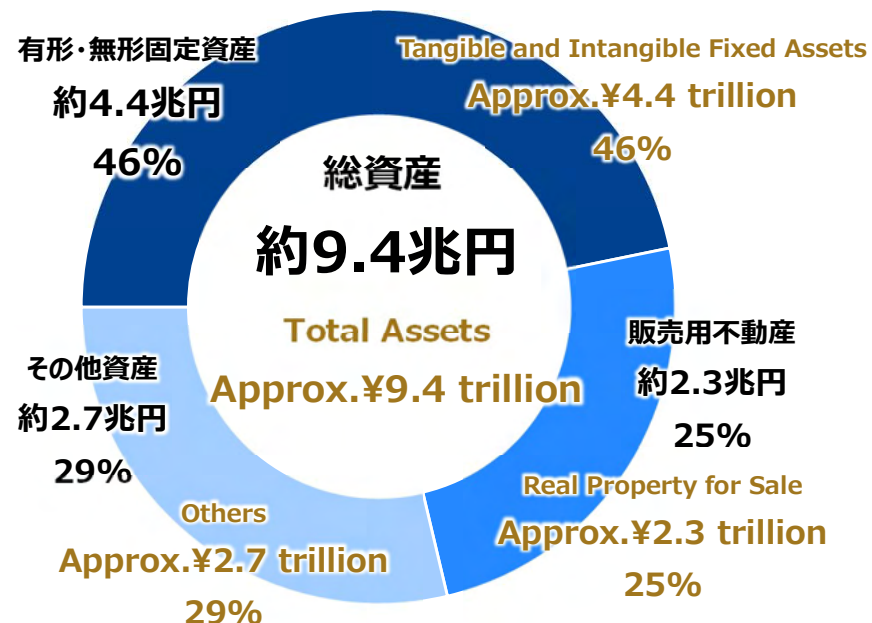


三井不動産グループの資産

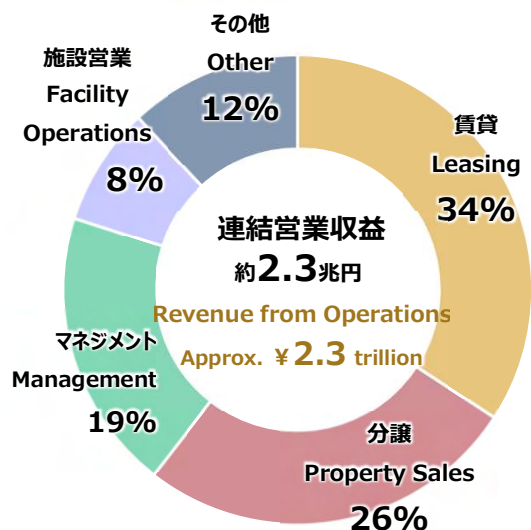
Assets of the Mitsui Fudosan Group

- **連結総資産**  
Total Consolidated Assets  
約**9.4兆円**  
Approx. **¥9.4 trillion**
- **有形・無形固定資産**  
(うち、賃貸等不動産3.5兆円)  
Tangible and Intangible Fixed Assets  
(including about ¥3.5 trillion in rental property)  
約**4.4兆円**  
Approx. **¥4.4 trillion**
- **販売用不動産**  
(うち投資家向け約1.6兆円、個人向け0.7兆円)  
Real Property for Sale  
(Approx.¥1.6 trillion for investors;  
Approx.¥0.7 trillion for individuals)  
約**2.3兆円**  
Approx. **¥2.3 trillion**



収益構造

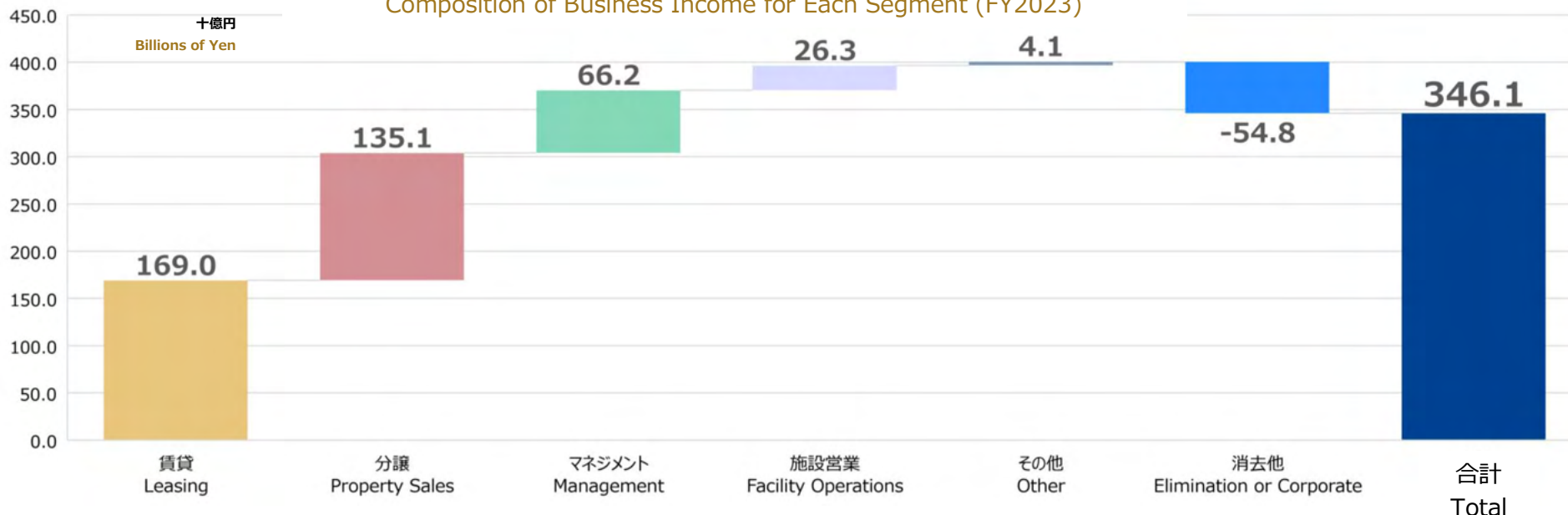
Revenue Structure



賃貸 Leasing	分譲 Property Sales	マネジメント Management	施設営業 Facility Operations	その他 Other
<p>その他 Other 10%</p> <p>商業 Retail 35%</p> <p>オフィス Office 55%</p>	<p>投資家向け・海外住宅等 To Investors and Individuals (Overseas), etc. 50%</p> <p>国内住宅 To Individuals (Domestic) 50%</p>	<p>仲介・AM等 Brokerage, AM, etc. 25%</p> <p>PM 75%</p>	<p>スポーツ・エンターテインメント Sports &amp; Entertainments 28%</p> <p>ホテル・リゾート Hotels &amp; Resorts 72%</p>	<p>その他 Others 13%</p> <p>新築請負・リフォーム New Construction under Consignment &amp; Reform 87%</p>

セグメント毎の事業利益の構成（2024年3月期）

Composition of Business Income for Each Segment (FY2023)

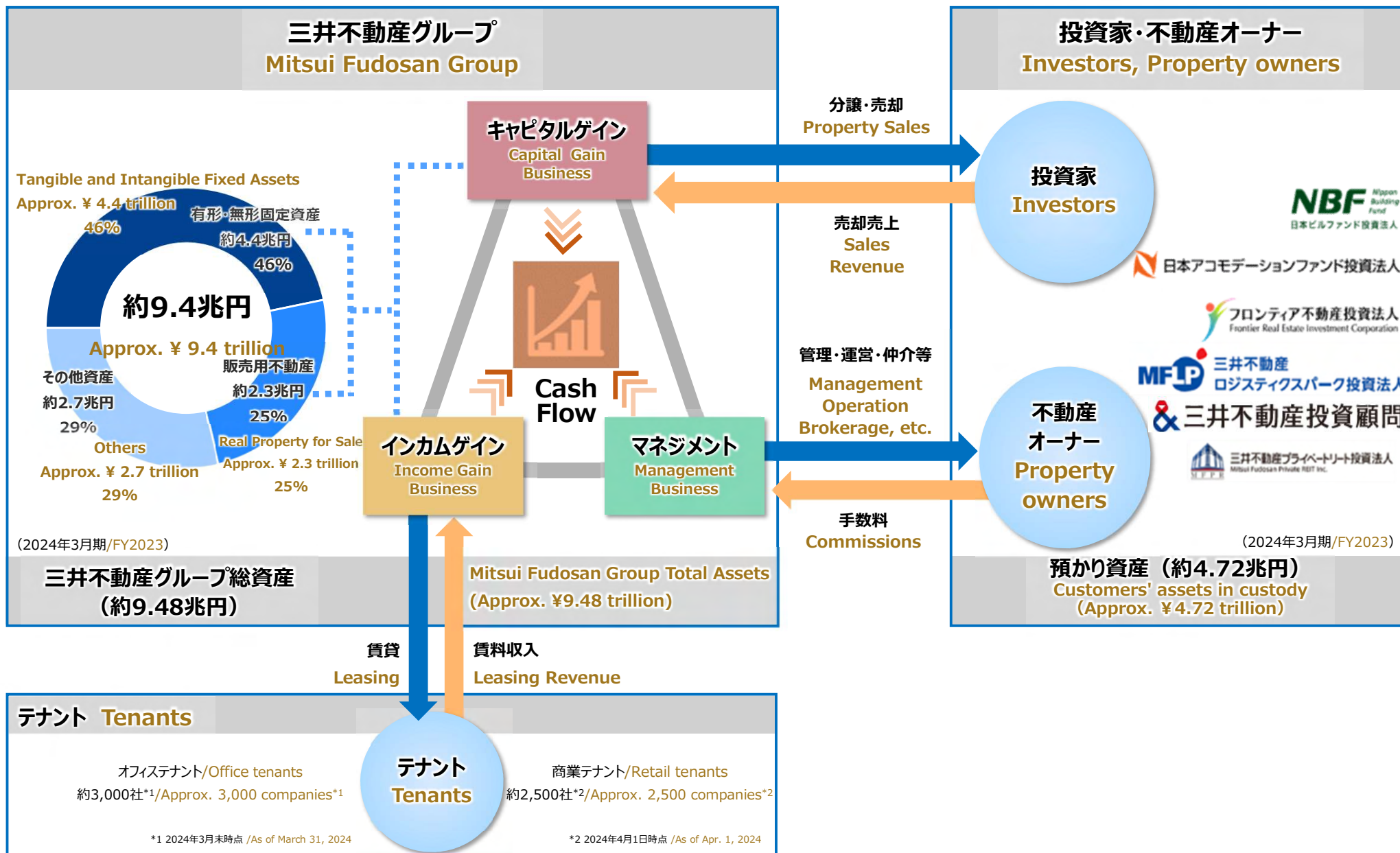


- 主に収益を上げているカテゴリ
- Main revenue generating categories

主なアセットクラス Main asset class	賃貸 Leasing			分譲 Property Sales			マネジメント Management			施設営業 Facility Operations		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	ホテル・ リゾート Hotels & Resorts	スポーツ・エン ターテインメント Sports & Entertainment	新築請負・ リフォーム New Construction under Consignment & Reform
オフィス Office Buildings	●					●	●	●			●			
商業施設 Retail Facilities		●				●	●				●			
物流施設 Logistics Facilities			●			●	●				●			
住宅 Housing	中高層 Condominiums			●	●	●	●	●	●	●	●			
	戸建 Detached Housing			●					●					●
ホテル・リゾート Hotels and Resorts											●			
東京ドーム Tokyo Dome												●		

不動産の「インカムゲイン」「キャピタルゲイン」「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 “Income Gain Business,” “Capital Gain Business,” and “Management”



Creation of Added Value through Growth Investment

Guideline for Investment Criteria

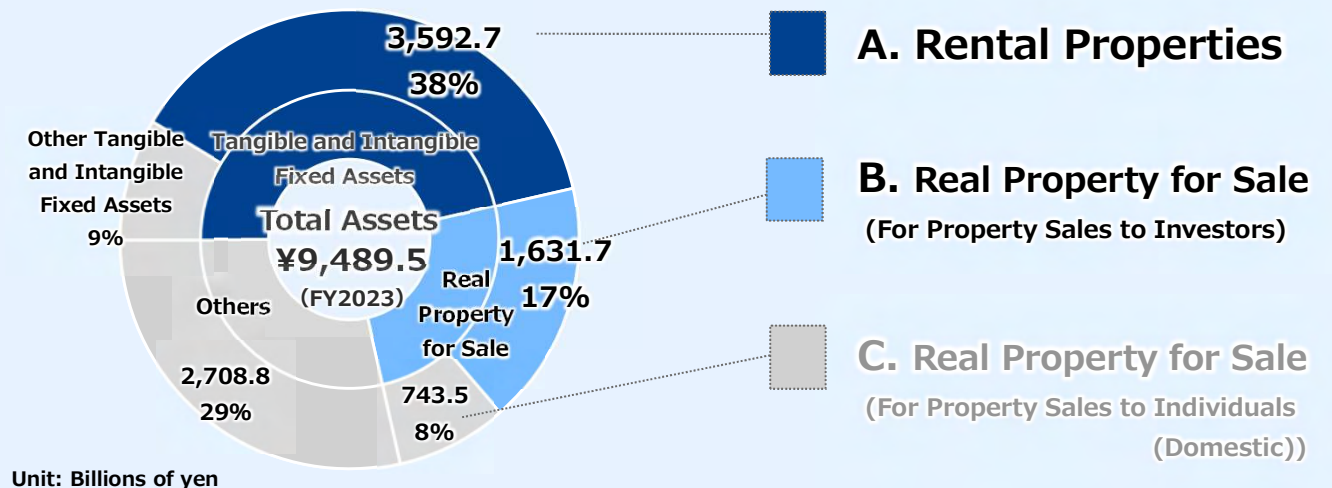
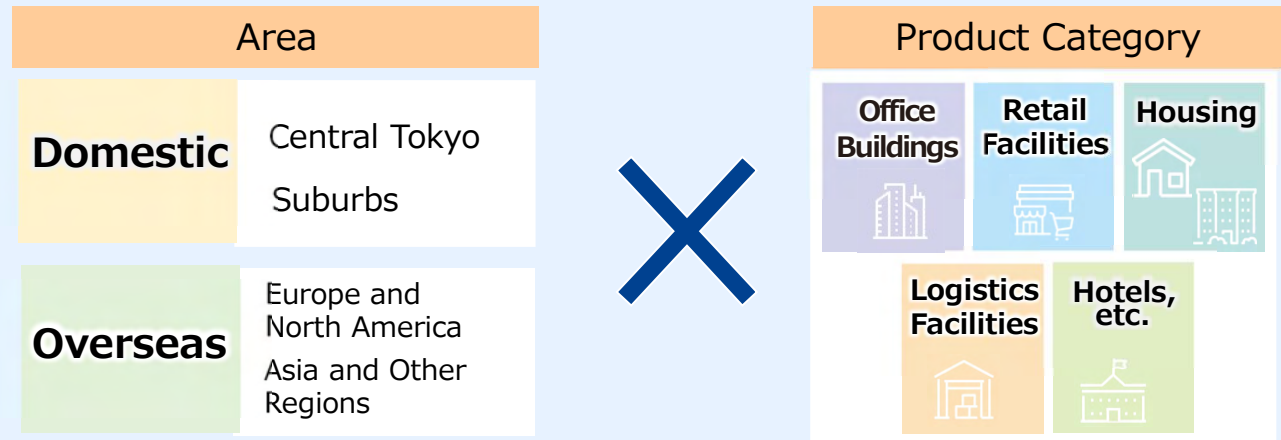
- (Domestic example: NOI yield)  
Central Tokyo prime office buildings  
≈5%
- Retail Facilities (land holding)  
≈8%
- Retail Facilities (lease-land type)  
≈12%

Investment and Development

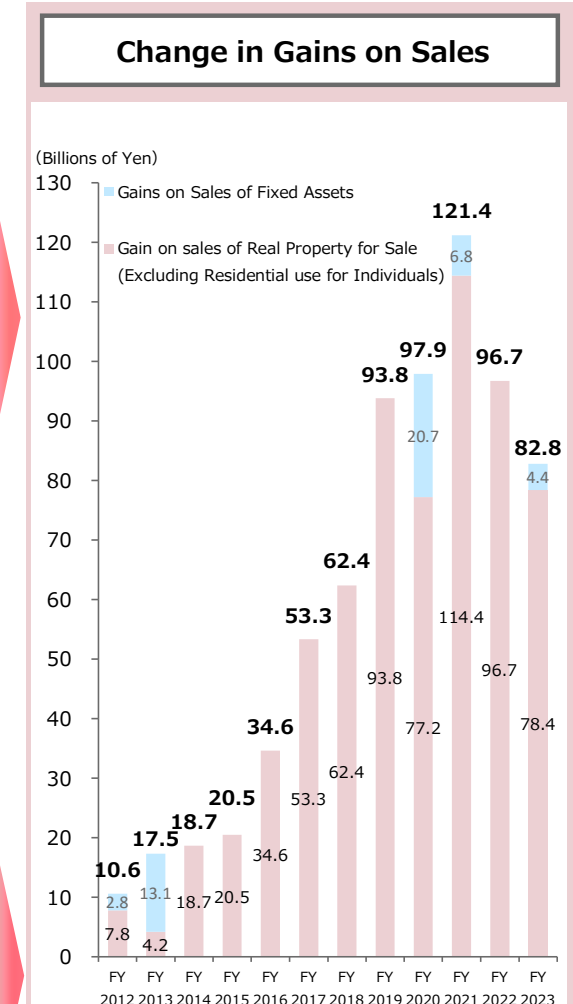
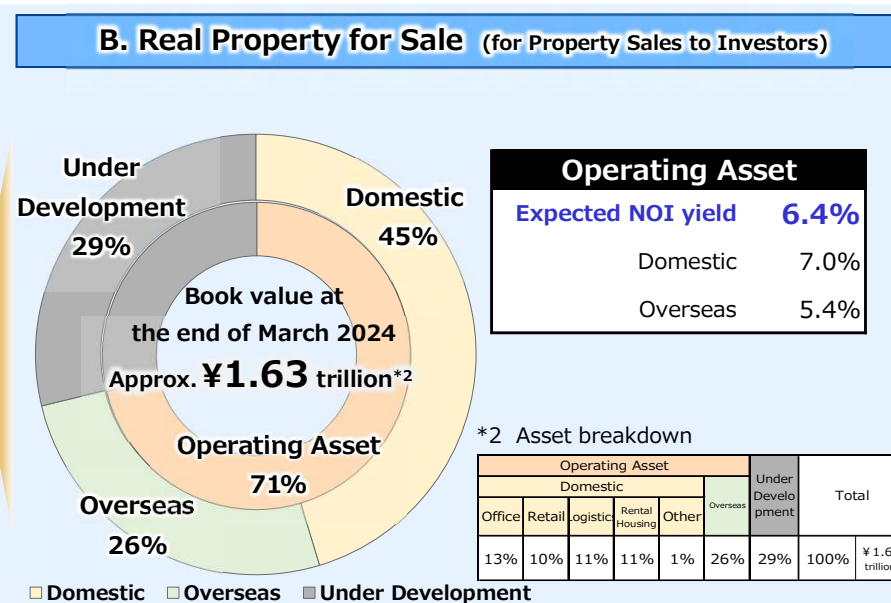
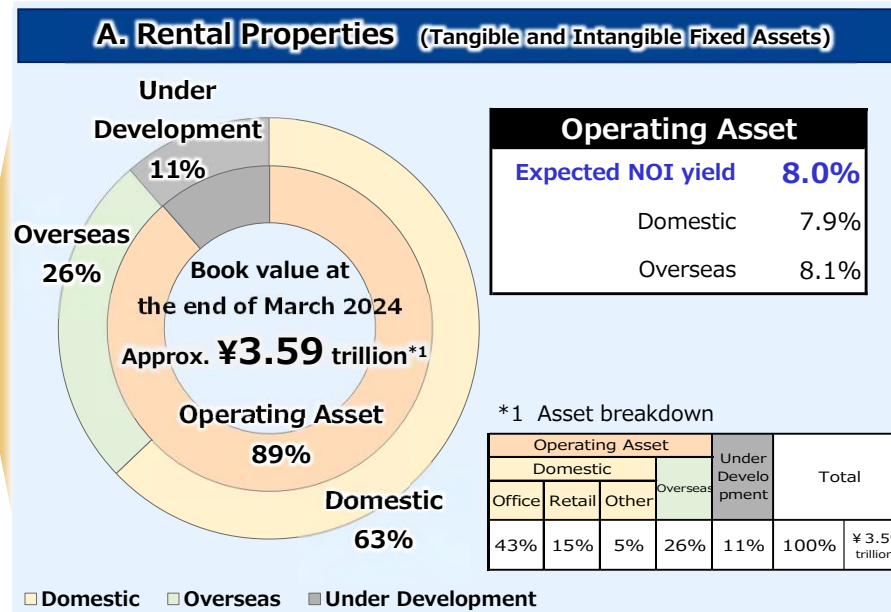
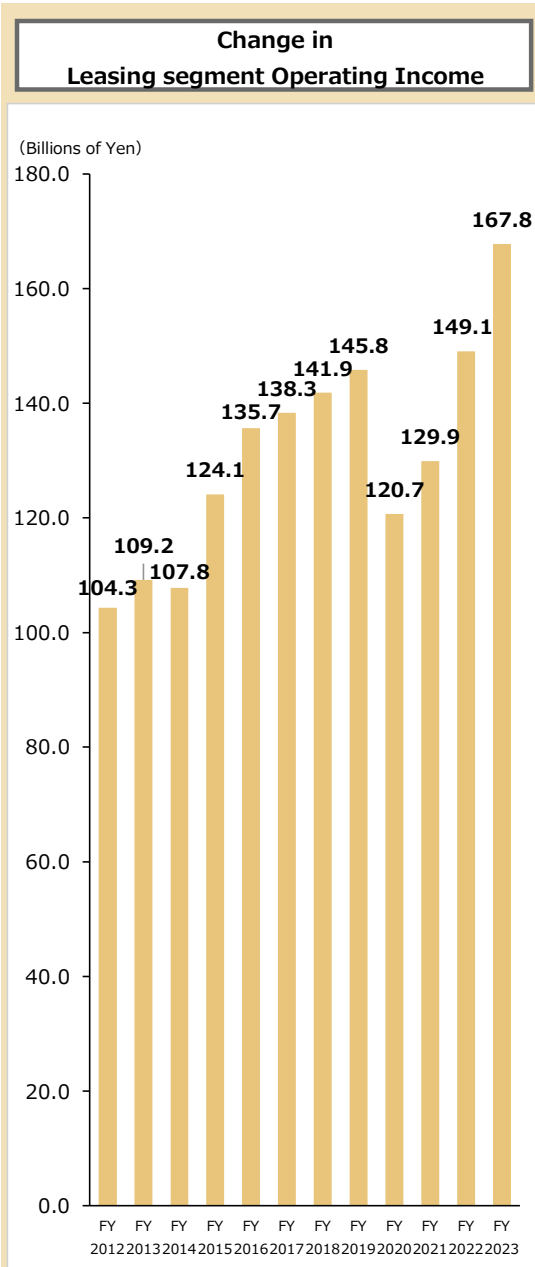
Focal points in portfolio building

- ✓ 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



### Realisation of unrealized gain from the timely sale of income-generating real estate holdings (Approx. ¥5.2 trillion)



#### Cap rate Examples of Major Assets Sold in the Past (FY2019-2023 results)

Office	2.7 ~ 4.2%
Retail	2.8 ~ 4.2%
Logistics	3.9 ~ 4.9%

## Structure of & INNOVATION 2030



Please refer to the following URL link for details  
<https://www.mitsuifudosan.co.jp/english/corporate/innovation2030/>

## Quantitative Targets: Around FY2030

<b>Growth Indicator</b>	<b>EPS*1 growth rate</b>	<b>+ 8% or higher, CAGR</b> <small>FY2023 (forecast as of Feb.9, 2024)–FY2030(forecast)CAGR</small>
-------------------------	--------------------------	--------------------------------------------------------------------------------------------------------

\*1: Earnings Per Share

<b>Efficiency Indicator</b>	<b>ROE 10% or higher</b>
-----------------------------	--------------------------

## Quantitative Targets: FY2026

<b>Growth Indicator</b>	<b>EPS growth rate</b>	<b>+ 8% or higher, CAGR</b> <small>FY2023 (forecast as of Feb.9, 2024)–FY2026(forecast)CAGR</small>
-------------------------	------------------------	--------------------------------------------------------------------------------------------------------

<b>Efficiency Indicator</b>	<b>ROE 8.5% or higher</b>
-----------------------------	---------------------------

<b>PL</b>	<b>Business income</b>	<b>¥440 billion or higher *2</b>
	<b>Profit attributable to owners of parent</b>	<b>¥270 billion or higher</b>
<b>BS</b>	<b>Total assets</b>	<b>Around ¥9 trillion</b>
	<b>Interest-bearing debt</b>	<b>Around ¥4.5 trillion</b>
<b>Efficiency Indicator</b>	<b>ROA</b>	<b>5% or higher*3</b>

<b>Shareholder Returns (FY2024-FY2026)</b>	<b>Total payout return ratio</b>	<b>50% or higher each period</b>
	<b>Dividend payout ratio</b>	<b>Around 35% each period</b>
	<b>Stable dividend increases linked to sustainable profit growth (continuous and progressive dividends)</b>	
<b>Flexible and continuous repurchase of own shares</b>		

\*2: Operating income +Equity in earnings/losses of affiliates (including Gain/loss on sales of shares of subsidiaries and affiliates for the purpose of real estate sales)+Gain/loss on sales of fixed assets

\*3: Business income / Average total assets over period

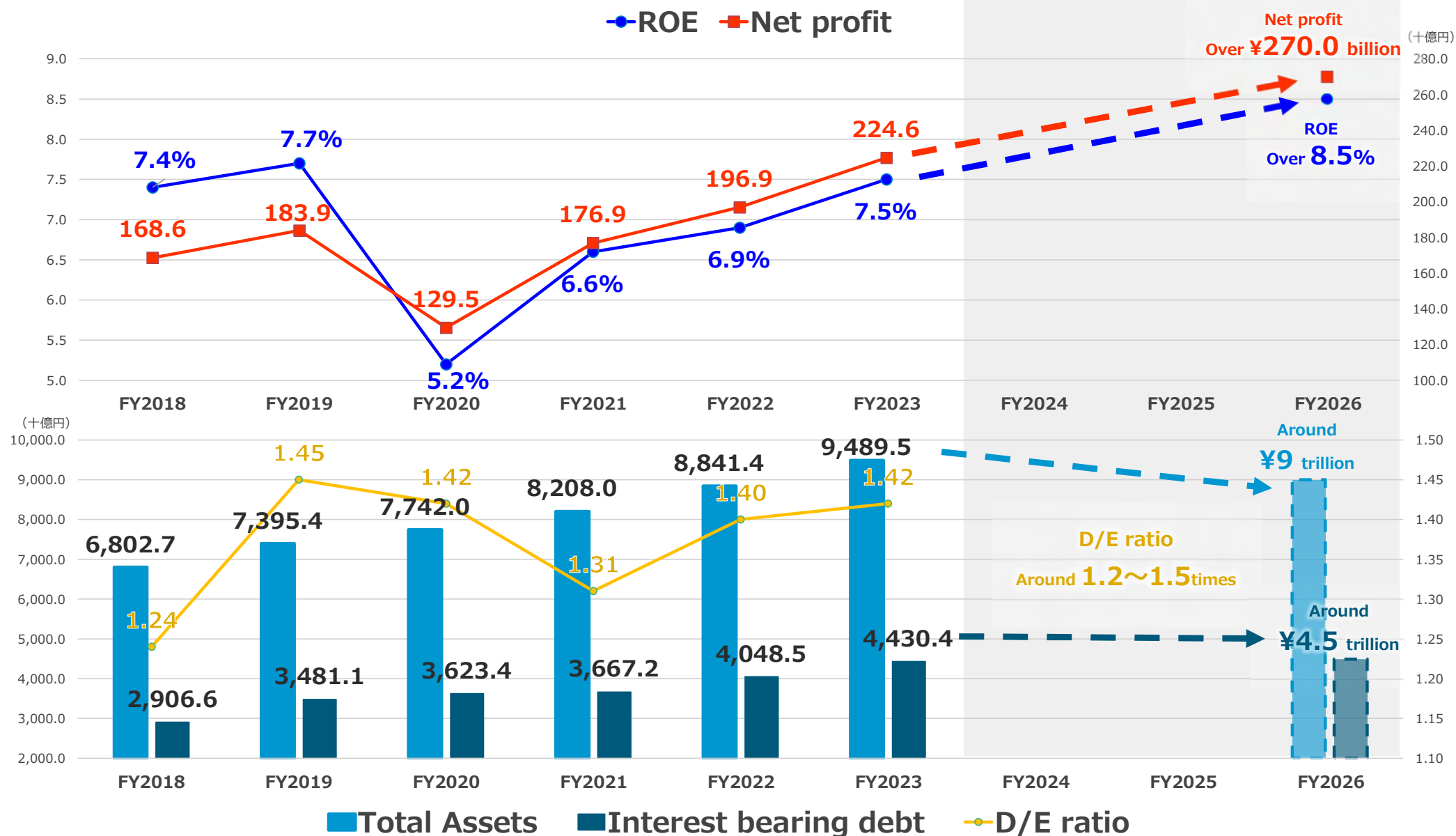
## Balance Sheet Control

<b>Fixed Assets/ Real Property for Sale</b>	<b>Asset turnover with no exceptions (Scope not limited to only real property for sale; fixed assets to also be considered) (FY2024-FY2026)</b>	<b>Around ¥2 trillion</b>
---------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------

<b>D/E Ratio</b>	<b>Maintain financial soundness while conscious of ratings</b>	<b>Around 1.2-1.5 times</b>
------------------	----------------------------------------------------------------	-----------------------------

<b>Marketable Securities</b>	<b>Strategic shareholdings (FY2024-FY2026)</b>	<b>Reduction of 50%</b>	<b>Accelerate efforts to reduce strategic shareholdings; reduce current holdings by 50% over the three-year period to FY2026. Continue to actively reduce strategic shareholdings from FY2026 onward.</b>
	<b>Stocks held purely for investment</b>	<b>Sell at the right time</b>	<b>Reflecting our track record to date, we will continue to take a flexible and sustainable approach to selling over time, allocating proceeds to invest for future growth while also taking the share price into account.</b>

### Status and outlook of Net profit, ROE, Total Asset and Debt



## Executive summary of Financial Strategy

Manage with an equal focus on the three key objectives  
: enhance growth, efficiency and shareholder returns

### Achieve stable and continuous profit growth and enhance cash-generating capabilities

- Achieve stable and continuous leasing income growth through various measures, including the development of new properties and existing property **top-line growth**.
- Realize development added value through **the stable and continuous turnover** of assets, while taking into **consideration the balance** between **leasing income and sales profit**.
- Enhance cash-generating capabilities through **business planning, property development, and management capabilities** that are the source of **the Company's competitive advantage**.

### Improve efficiency and maintain financial soundness by managing the Company's balance sheet

- Further enhance the quality of the asset portfolio by considering and executing **asset turnover**, reviewing **not only real property for sale but fixed assets and investment securities**.
- Maintain an "A" rating as a measure of financial soundness and appropriately control financial leverage.
- Steadily and sustainably improve ROE to a level that exceeds the cost of capital.

### Expand shareholder returns based on growth and efficiency

- Improve the dividend payout ratio and achieve stable dividend increase linked to profit growth (**continuous and progressive dividends**).
- Undertake the flexible and continuous repurchase of own shares.
- Implement measures to increase the proportion of long-term shareholders.

## Achieve stable and continuous profit growth

Segment	FY2022 Business income*	Image of growth	FY2026 Business income*
Leasing	Approx. ¥150 billion	Increase in leasing income due to the completion of new properties. Increase in leasing income due to such factors as the increase in existing property rent revenue.	Around ¥180 billion
Property Sales	Approx. ¥153 billion	Focus on the stable generation of high margins. Amounts recorded each period vary depending on market conditions.	Around ¥210 billion
Management	Approx. ¥63 billion	Increase in management fees due to such factors as AUM growth and increase in property management fees.	Around ¥70 billion
Facility Operations	Approx. - ¥4 billion	Further improvements in ADR for hotels and resorts. Increase in the number of Tokyo Dome customers, etc.	Around ¥30 billion
<b>Total Business Income*</b>	Approx. ¥313 billion	Based on the above	<b>¥440 billion or higher</b>

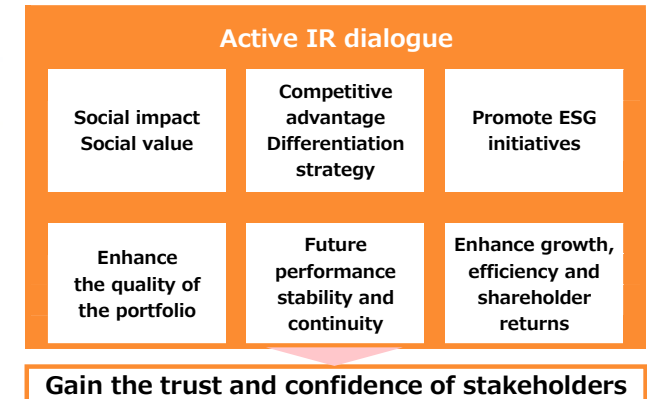
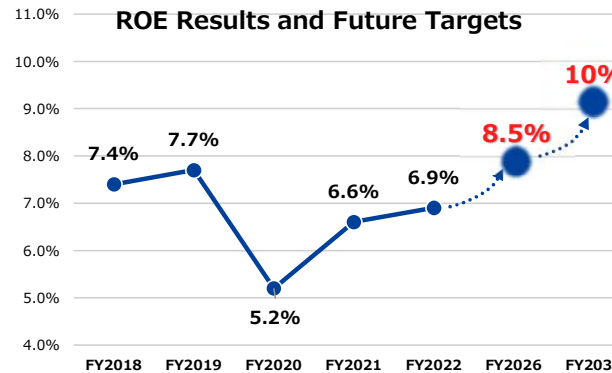
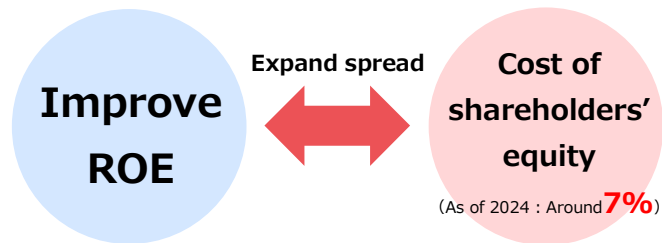
\* Business income = Operating income + Equity in earnings/losses of affiliates (including Gain/loss on sales of shares of subsidiaries and affiliates for the purpose of real estate sales) + Gain/loss on sales of fixed assets  
Total business income includes income and loss of "Other" and "Corporate and Elimination" segments in addition to the above 4 segments.

## Improve efficiency and maintain financial soundness

- ▶ Accelerate asset turnover and realize added value (valuation gains), while taking into consideration the balance between leasing income and sales profit. (Sale of fixed assets and real property for sale without exception; reduction of strategic shareholdings; sell at the right time stocks held purely for investment purposes)  
Work to increase management revenue by expanding assets under management.
- ▶ Maintain a highly efficient and sound financial structure while controlling the balance sheet (BS).



- Steadily and sustainably improve ROE to a level that exceeds the cost of shareholders' equity



## Characteristics of the Mitsui Fudosan Group's Assets

### Assets under development

- ✓ Development from scratch is necessary to create new value
- ✓ No profit is generated during development
- ✓ Source of future growth

### Assets in central cities\*2

- ✓ Innovation and excitement through the integration of people, goods, money and information
- ✓ Relatively high cost of land
- ✓ Stabilization of cash flow and reduction of capital cost
- ✓ Large unrealized/realized gain

### Assets to be held

- ✓ Continued possession based on the concept of getting better with age, leading to the evolution of the neighborhoods
- ✓ Securing the freedom for additional investment and demonstration experiments
- ✓ Necessary to control the balance sheet

Our  
Guideline

Ratio to real estate assets\*1

Approx. 30%

Ratio to real estate assets\*1

Approx. 50%

Income Gain Business:

Capital Gain Business: Management

40 : 40 : 20

Conceptual Image of profit structure

Efficiency  
Indicators

- **Balancing social and economic values**
- **Pursuing a good balance between growth and efficiency**
- **Appropriate D/E ratio of around 1.2 to 1.5**



FY2026

**ROE Target 8.5% or higher**  
**ROA Target 5% or higher** \*3

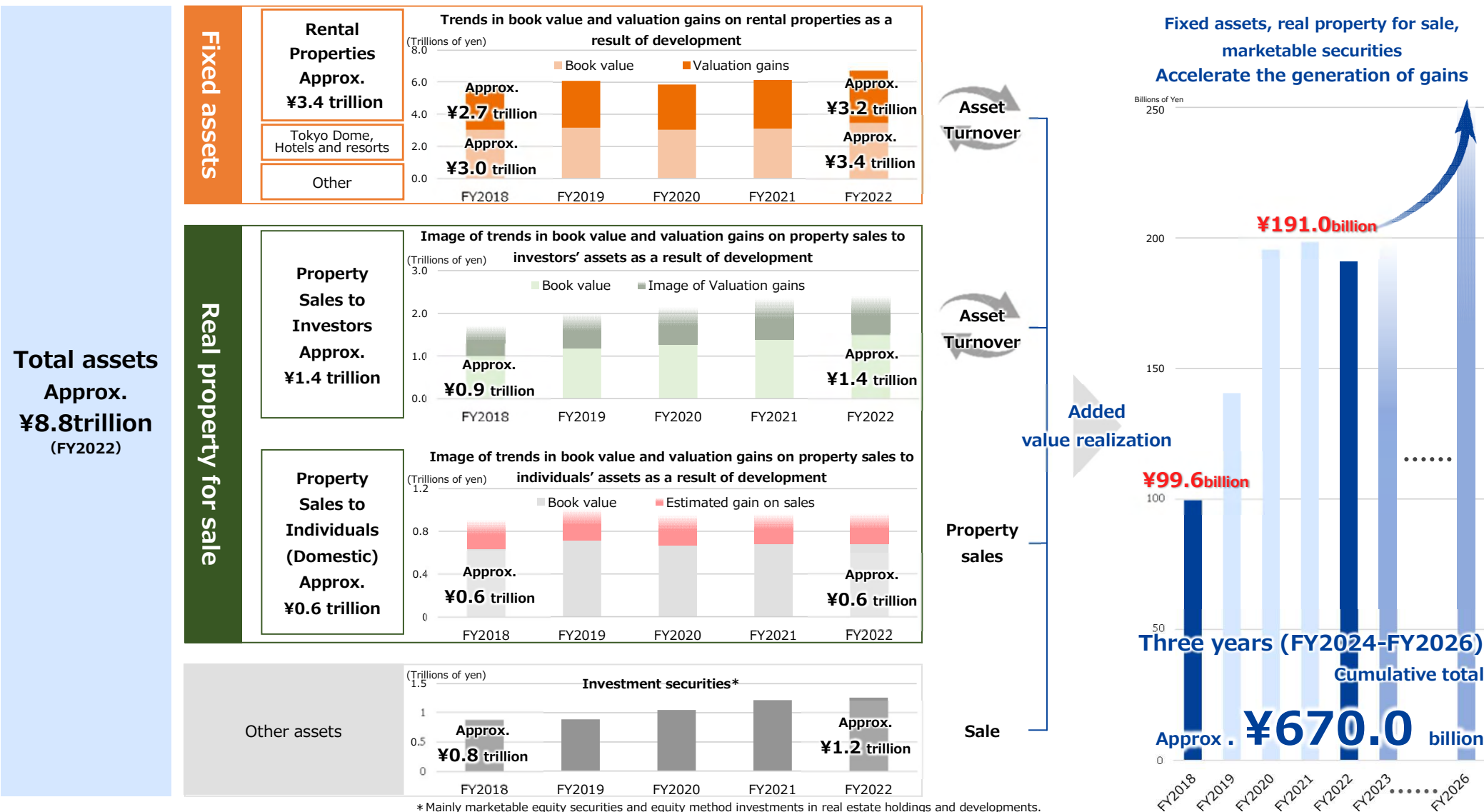
Around FY2030

**ROE Target 10% or higher**

\*1 Real estate assets=Fixed assets, real property for sale, etc \*2 Assets in central cities=assets in the three wards of central Tokyo and New York, USA \*3 Business income / Average total assets over period

## Realize added value (gain on sales)

- ▶ Enhance the quality of the asset portfolio for further growth and improved efficiency.
- ▶ Accelerate asset turnover of not only real property for sale but fixed assets and investment securities (including strategic shareholdings and stocks held purely for investment purposes).  
Continuously realize added value.



\* Mainly marketable equity securities and equity method investments in real estate holdings and developments.

## Expand shareholder returns (FY2024-FY2026)

**Expand shareholder returns**  
Stable and continuous  
shareholder returns

Total payout return ratio  
**50% or higher each period**

**Strengthen dividends** Increase in  
dividends linked to  
sustainable profit growth

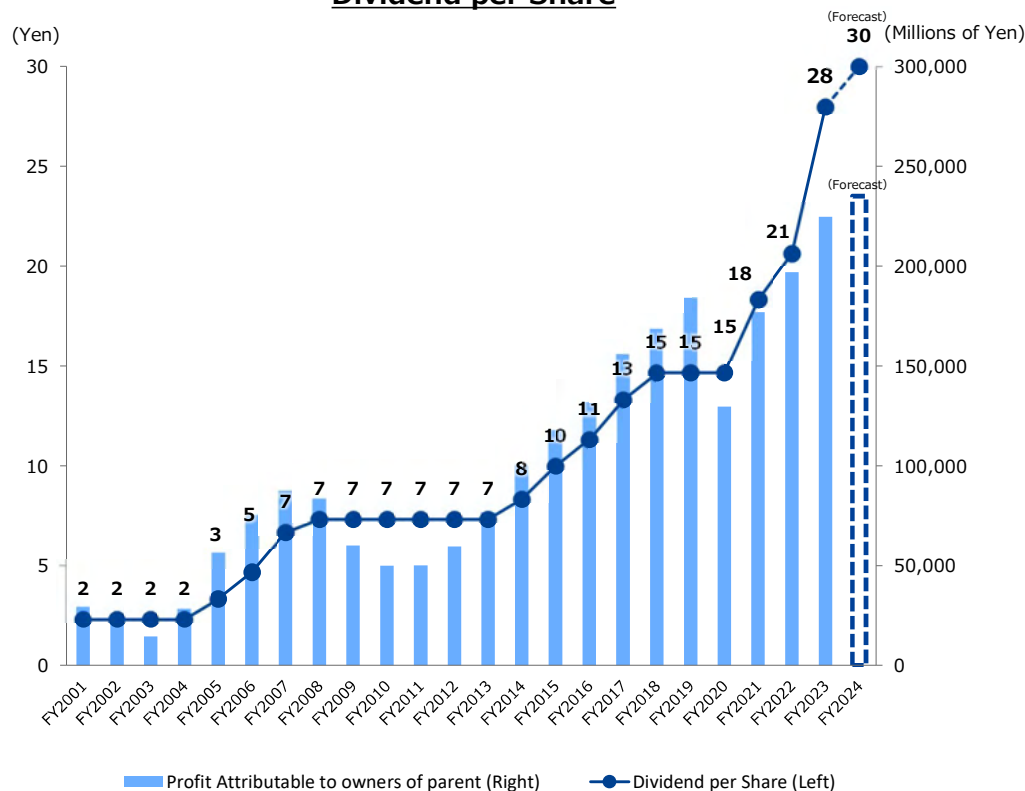
Dividend payout ratio **Around 35%**  
each period, introduce continuous  
and progressive dividends

**Growth and increase**  
in value per share

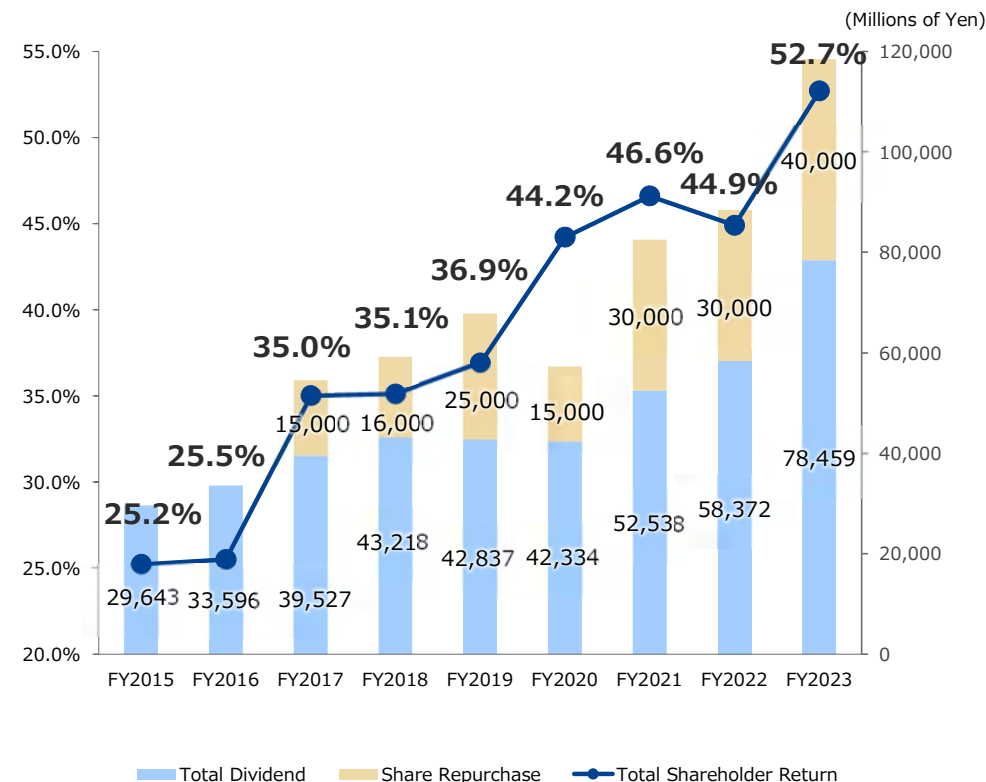
**Flexible and continuous**  
repurchase of own shares

(In principle, repurchased own shares will be cancelled.)

**Trends in Profit Attributable to Owners of Parent and Dividend per Share**



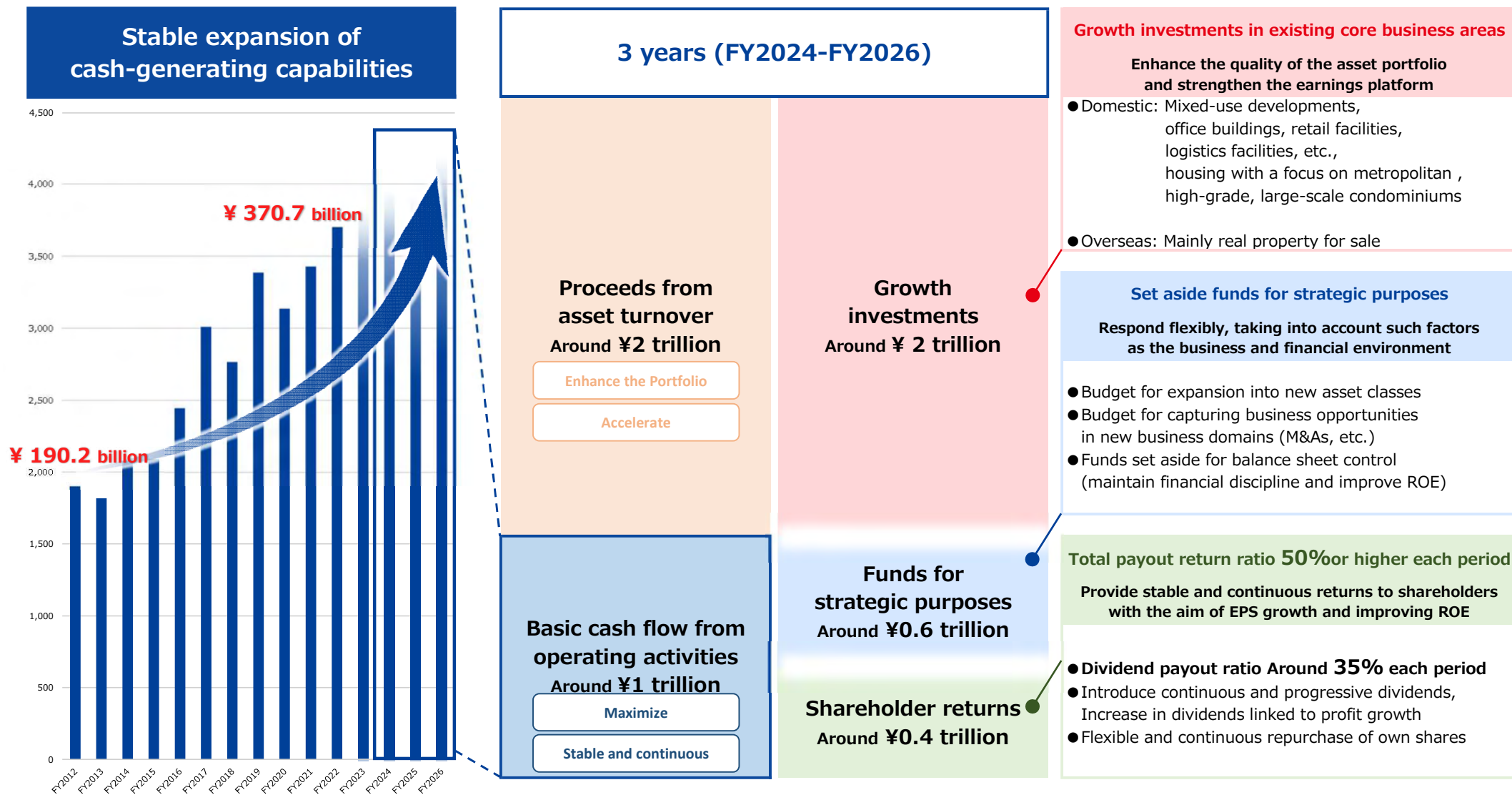
**Trends in Total Dividend Amount, Share Repurchase Amount and Total Shareholder Return Ratio**



\* Due to a stock split on 4/1/2024 (from 1 share to 3 shares), FY2001-2023 figures are adjusted to post-split basis and rounded to the nearest whole number.

## Enhance cash-generating capabilities (FY2024-FY2026)

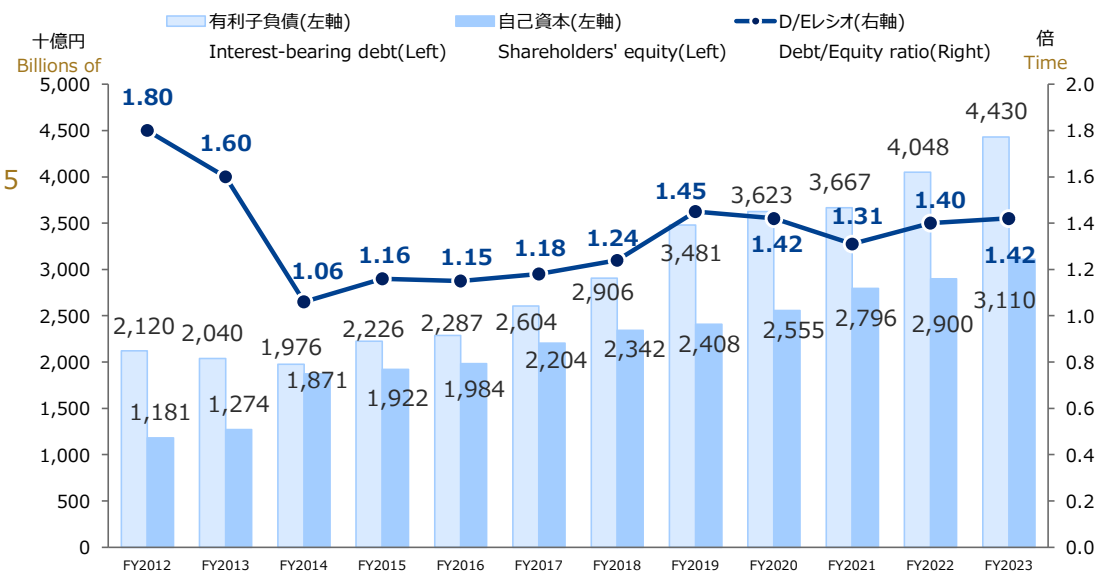
- ▶ Maximize basic cash flow generated by mainstay businesses. Strengthen stable and continuous cash-generating capabilities.
- ▶ Enhance the quality of the asset portfolio, accelerate asset turnover, and realize added value.
- ▶ Appropriately allocate basic cash flow from operating activities and proceeds from asset turnover to growth investments, strategic funds and shareholder returns with a focus on growth and efficiency while controlling increases in outstanding debt.



### 財務状況 / Financial Situation

- 格付を意識しながら、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 control 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
- 未使用のコミットメントライン4,000億円  
The unused commitment line is ¥400 billion

D/Eレシオ等の推移 / Trend of D/E ratio, etc.



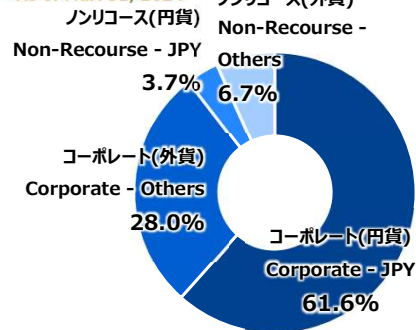
### 資金調達 / Financing

#### 連結有利子負債

Interest-Bearing Debt \*Consolidated

\*2024年3月末

\*As of Mar. 31, 2024

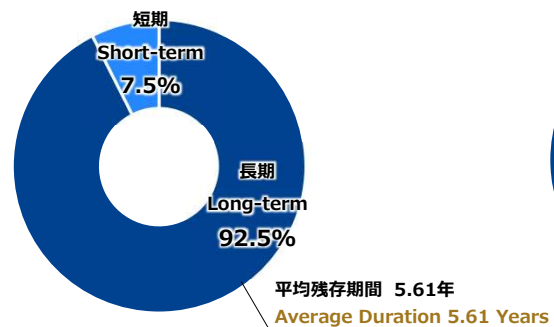


#### 長期・短期比率

Ratio of Long/Short-term Debt

\*ノンリコースを除く 2024年3月末

\*Excl. non-recourse, as of Mar. 31, 2024

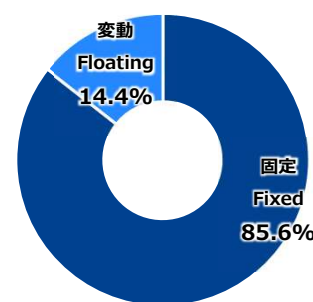


#### 固定・変動比率

Ratio of Fixed/Floating-Interest Debt

\*ノンリコースを除く 2024年3月末

\*Excl. non-recourse, as of Mar. 31, 2024

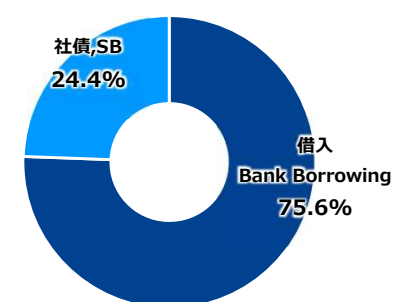


#### 借入・社債比率

Ratio of Bank Borrowing

\*ノンリコース・短期借入を除く 2024年3月末

\*Excl. non-recourse and short-term borrowings, as of Mar. 31, 2024



【調達金利の状況】 \*2024年3月末

円貨+外貨	1.80%
円貨	0.73%
外貨	3.81%

Interest rate situation As of Mar. 31, 2024

All currency	1.80%
Japanese currency	0.73%
Foreign currency	3.81%

### 格付の状況

#### Credit Rating

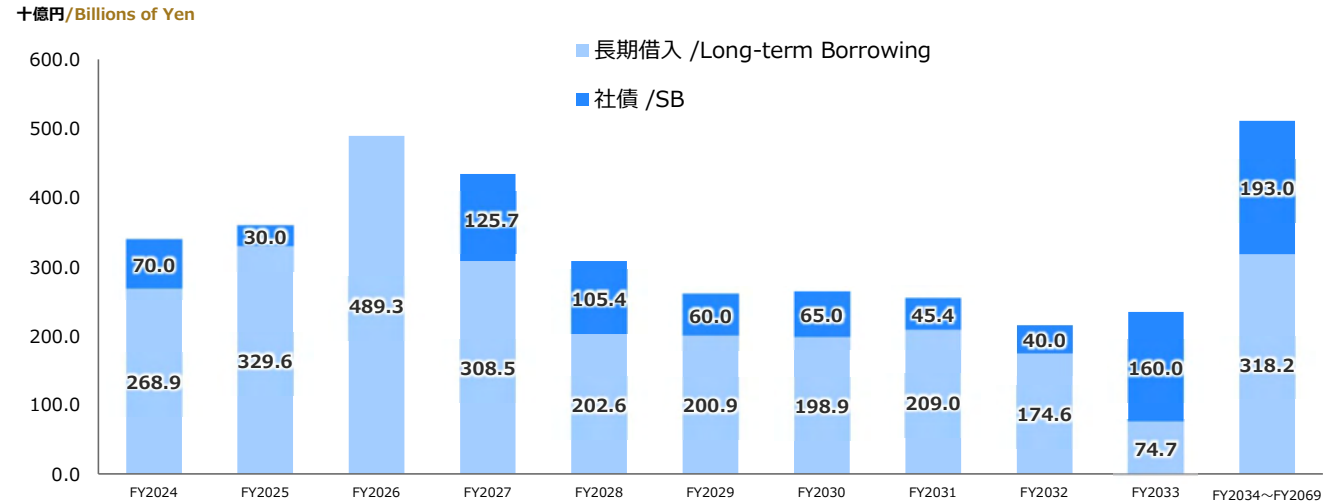
\*2024年8月2日時点  
\*As of Aug. 2, 2024

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-2	安定的 Stable
フィッチ・レーティングス Fitch Ratings	A	-	安定的 Stable
格付投資情報センター Rating and Investment Information (R&I)	AA-	a-1+	安定的 Stable
日本格付研究所 Japan Credit Rating Agency (JCR)	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 2024年3月末  
\*Excl. Non-recourse As of Mar. 31, 2024



### 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

