

三井不動産グループの資産

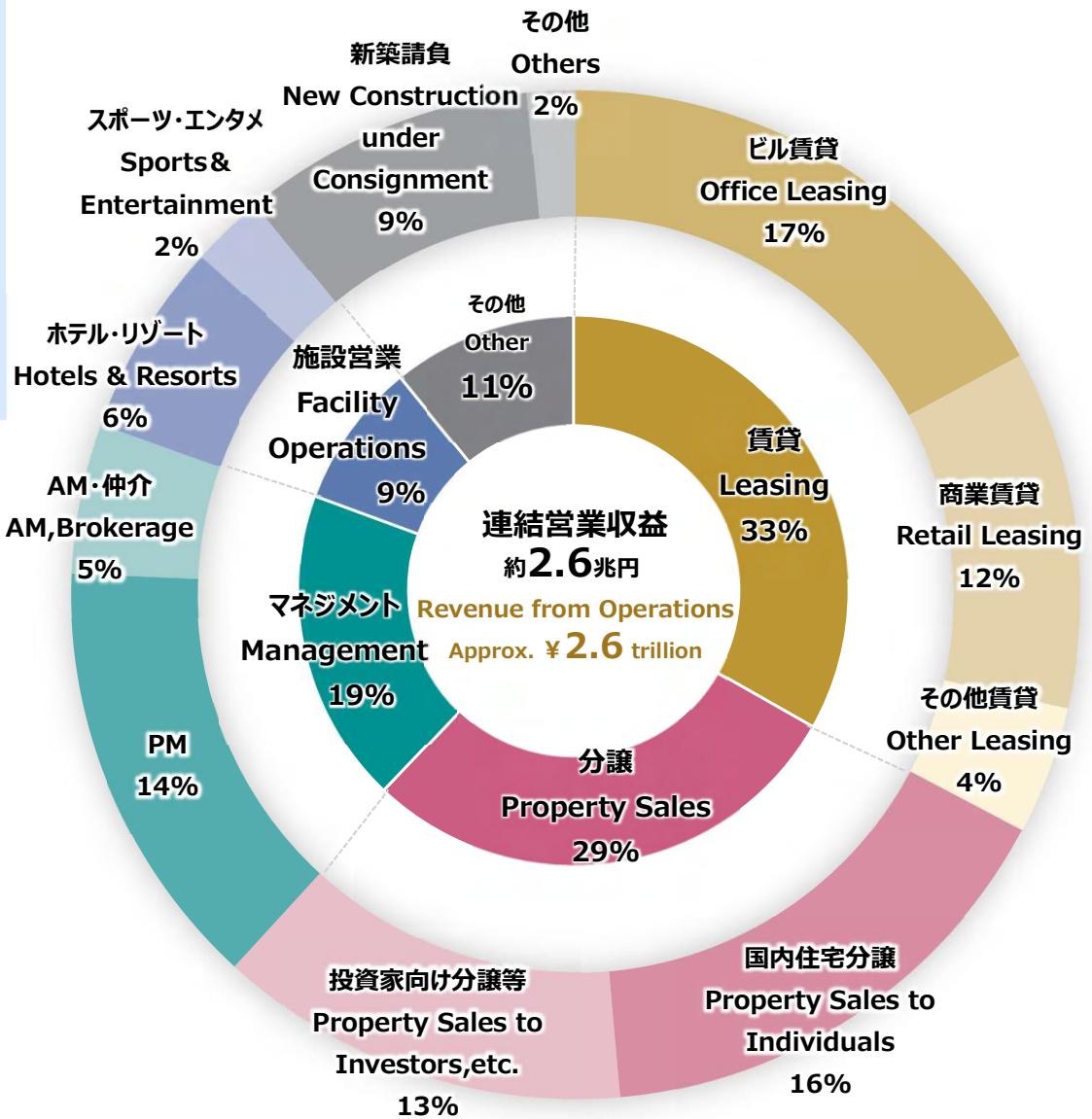
Assets of the Mitsui Fudosan Group

● 連結総資産 Total Consolidated Assets	約9.8兆円 Approx. ¥9.8 trillion
● 有形・無形固定資産 (うち、賃貸等不動産3.8兆円) Tangible and Intangible Fixed Assets (Including about ¥3.8 trillion in rental property)	約4.7兆円 Approx. ¥4.7 trillion
● 販売用不動産 (うち投資家向け約1.7兆円、個人向け約0.7兆円) Real Property for Sale (Approx. ¥1.7 trillion for investors; Approx. ¥0.7 trillion for individuals)	約2.5兆円 Approx. ¥2.5 trillion



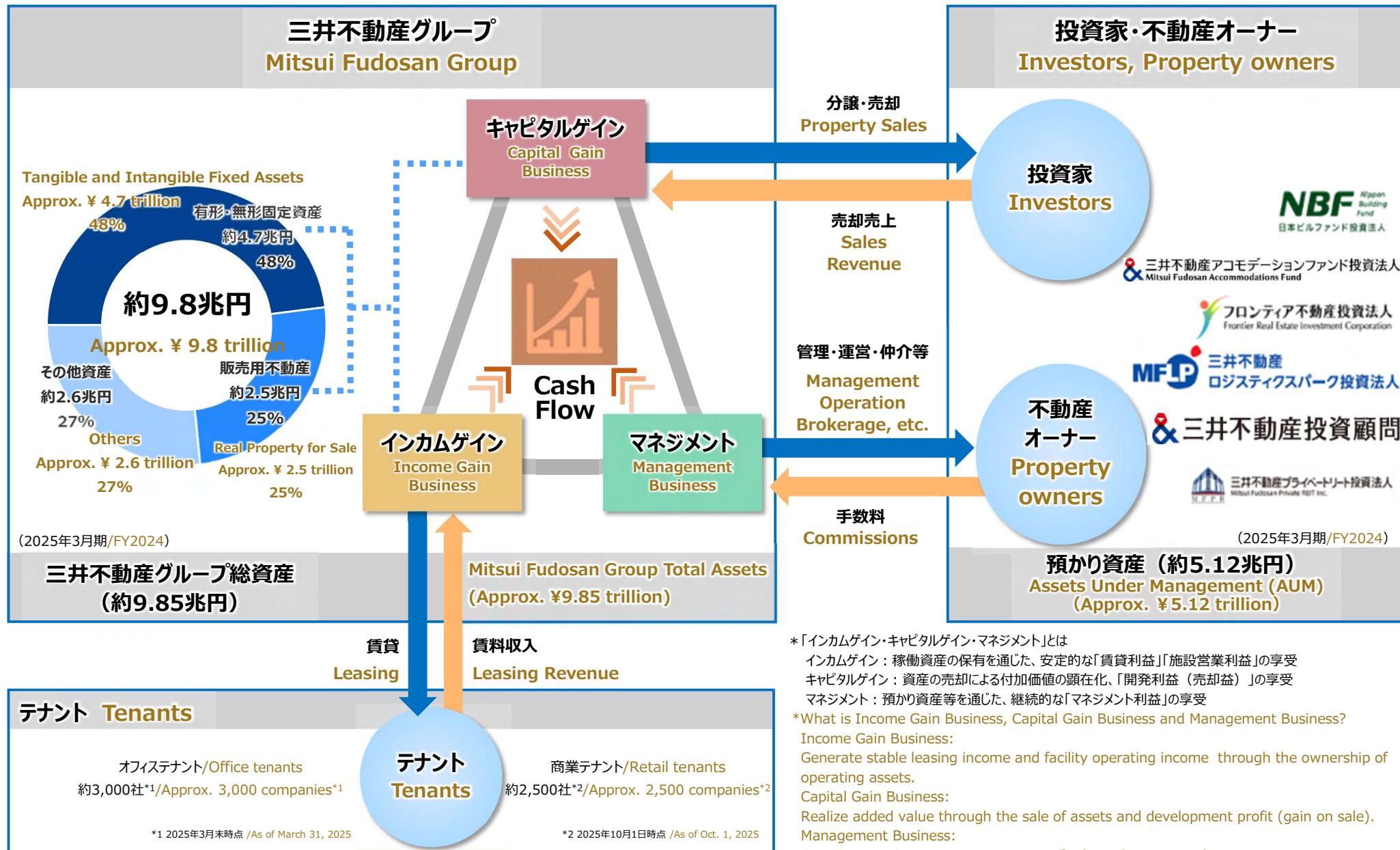
収益構造

Revenue Structure



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"



マーケットやエリアの価値を牽引する「市場とのデカップリング」を実現

We generate new demand and decouple from the market in a bid to drive value.

Office (mixed-use properties in city centers)

■ Strength of the customer base

- Tenant companies **Approx. 3,000**
- Various industries
- High head office use **80%*1**
- Long-term use **Approx. 24 years(average)*2**



■ Planning, development, and management skills

● Favorably located, high specification	+	● Intangible services
● Newer, mixed-use properties		● Places and communities

<Rental Rates in Our Major Development Areas >

(Compared to 2010)*3

Through "The creation of neighborhoods" that enhances the value of the area, rental rates in development areas have increased, achieving top-class growth rates in central Tokyo.

- Nihonbashi Honcho & Muromachi: **175%**

- Yaesu / Kyobashi / Nihonbashi : **145%**

- Low vacancy rates, stable rental income, and sources of further top-line growth

Office vacancy rate
(as of the end of FY2024)

Mitsui Fudosan

(Tokyo metropolitan area, non-consolidated)

1.3%

⇒ Market (Central Tokyo 5 wards) 3.9%*4

Office leasing revenue

Approx. **1.3 times in 6 years**
FY2024: **¥466.6 billion**

⇒ FY2019: **¥360.2 billion**

Retail & Sports and Entertainment

■ Collaboration between retail facilities and sports/ entertainment that only we can provide



- Attract more customers and increase sales by increasing the attractiveness of real facilities
- The creation of neighborhoods that instill excitement

Logistics

■ Attractive portfolio of properties with highly competitive tangible (favorably located, high-specification real estate) and intangible (services)

- Direct sales to cargo owners utilizing the Group's strong customers base / strong relationship with logistics companies

● High competitiveness

Neighborhood creation-type facilities

Cases of contracts with rents

1.3 times
higher than the market*5

Vacancy rate (over 1 years old)
As of Mar. 2025

Development properties : **2.2%**
⇒ Market 11.1%*6

Housing (Homes and Living)

■ Robust development and sales capabilities of central urban, large-scale, high-end condominiums

High-end condominiums
(priced at ¥200 million or higher/unit)



Market share:
More than 50% (FY2024)

- Buoyed by increases in central urban, large-scale, high-end condominium profit margins
- Property Sales to Individuals (Domestic) profit margin reached a record high of 23.3% in FY2024, and it is expected to surpass this in FY2025.

Hotels and Resorts

■ Shift in brand positioning (Mitsui Garden Hotels)

Brand recognition has elevated
from upscale to **upper upscale**



■ Capturing demand from inbound travelers

Inbound travelers lodging ratio (Tokyo)
60% level (end of FY2018) → **Approx. 80%** (end of FY2024)

● High ADR growth rate

FY2024: **Approx. + ¥5,000** (compared with FY2023)

Amounts are record highs

⇒ Hotel REIT (ADR) + Approx. ¥2,000–¥3,000*7

- **4 of the 7 highest-rated facilities in Japan by MICHELIN Guide are our facilities** → P.42

*1 : Area used as headquarters by approx. 100 tenants who lease large areas. Leased area of approx. 100 tenants who lease large areas *2 : Counted as continuous use not only when one of the Company's buildings is continuously used as a head office but also when a head office is relocated from one of the Company's buildings to another and continuously used as a head office. Percentage excluding the eight recent major properties that have opened in the immediate past.
*3 : Sankō Estate Co., Ltd. *4 : Source: Miki Shōji Co., Ltd. *5 : Example of MLP+LOGIFRONT TOKYO ITABASHI+MLP FUNABASHI+MFIP HANEDA *6 : According to CBRE (2025.1Q) vacancy rate of large multi-tenant logistics facilities in the Tokyo metropolitan area (more than 1 years old) *7 : 2024 Jan.-Dec.

Creation of Added Value through Growth Investment

Investment and Development

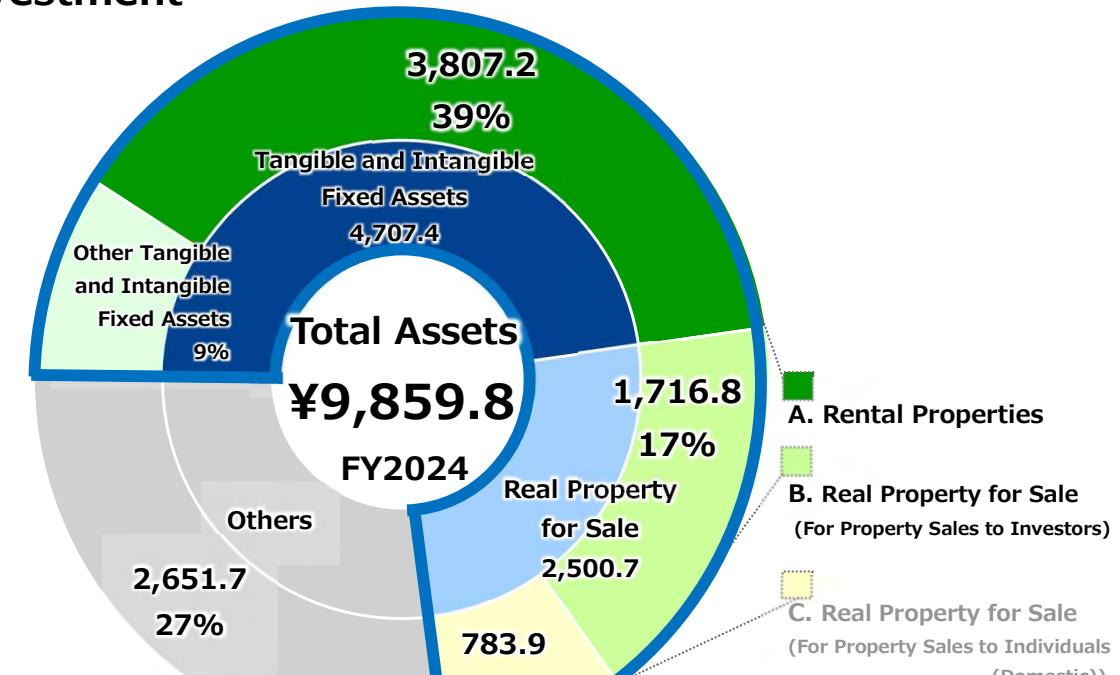
Focal points in portfolio building

- ✓ 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

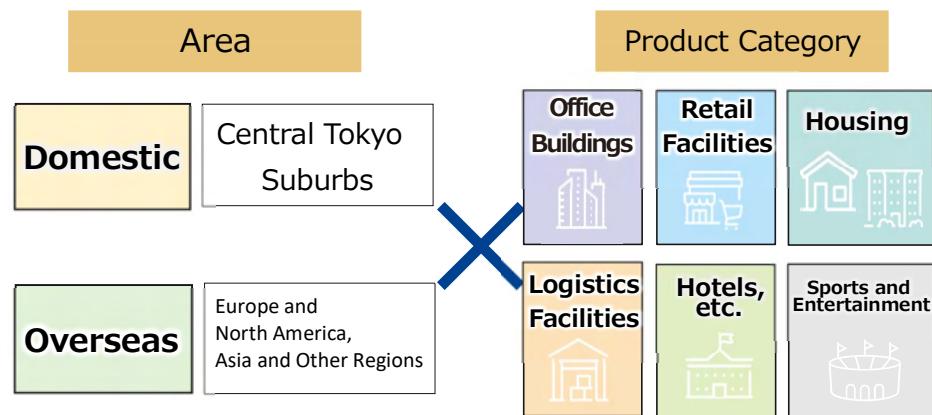
Guideline for Investment Criteria

(Domestic example: NOI yield)

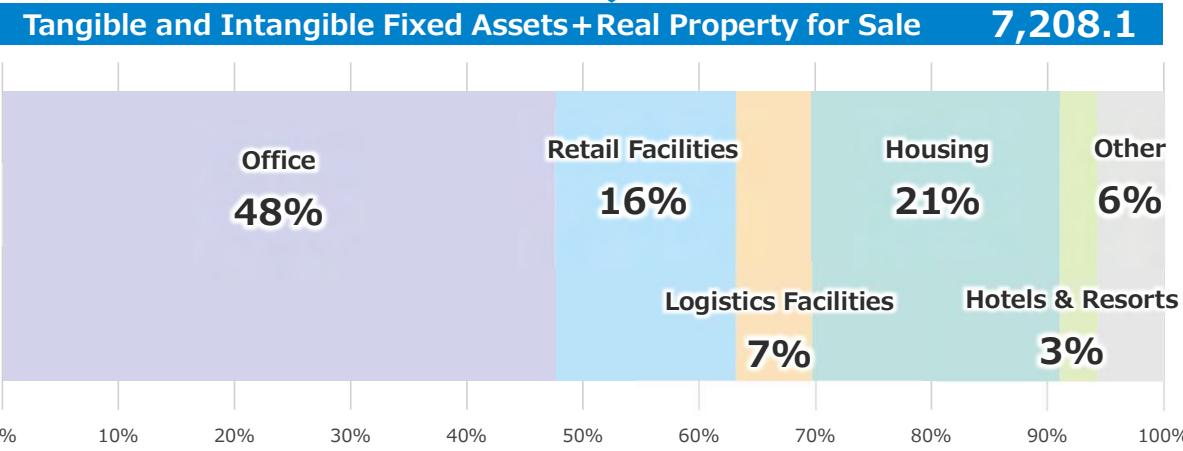
- Central Tokyo prime office buildings $\approx 5\%$
- Retail Facilities (land holding) $\approx 8\%$
- Retail Facilities (lease-land type) $\approx 12\%$



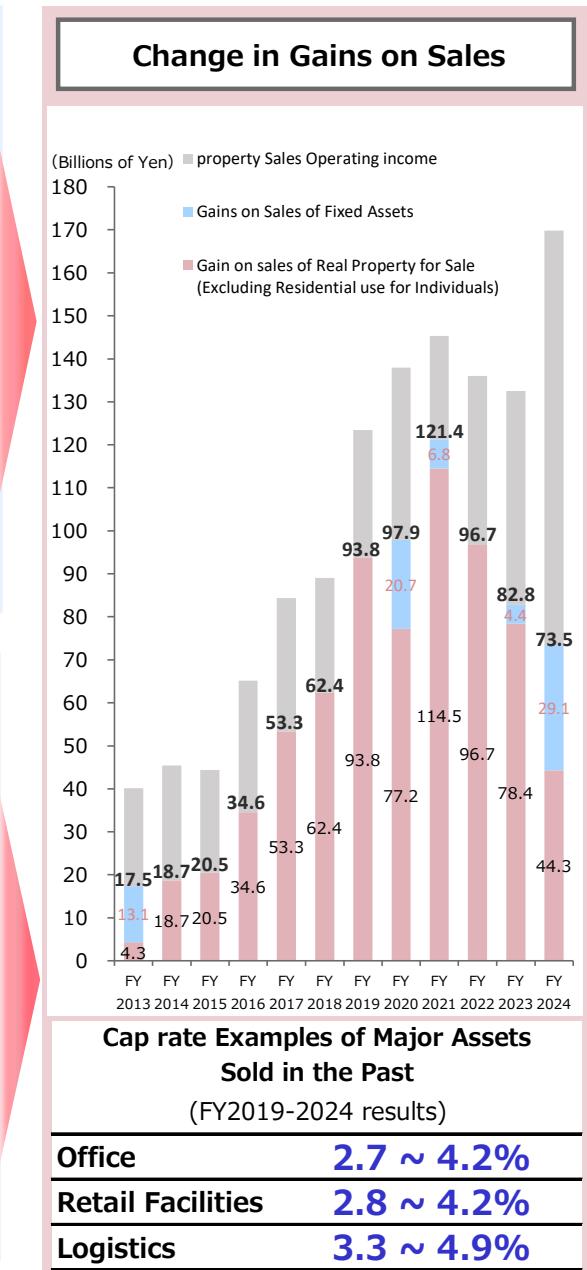
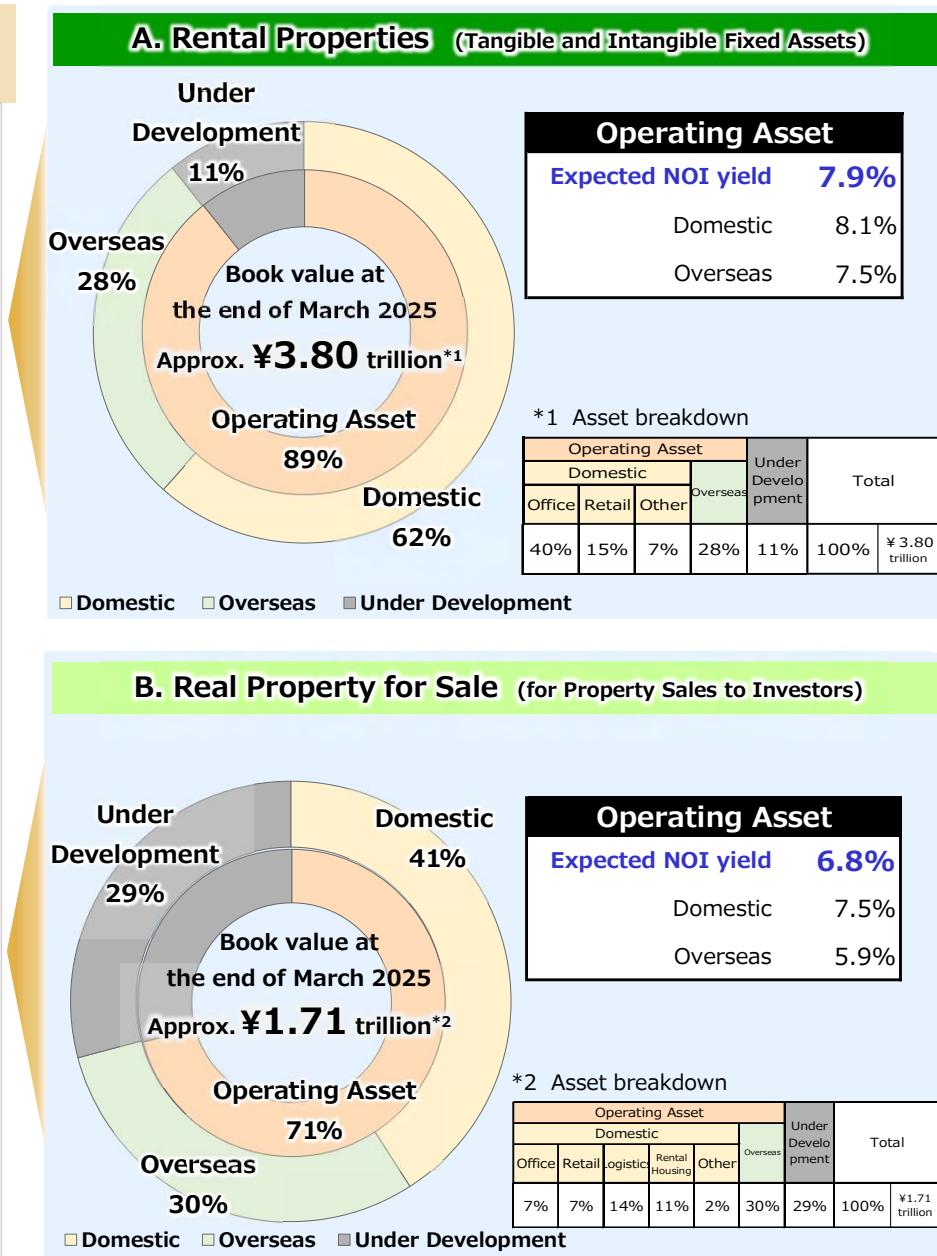
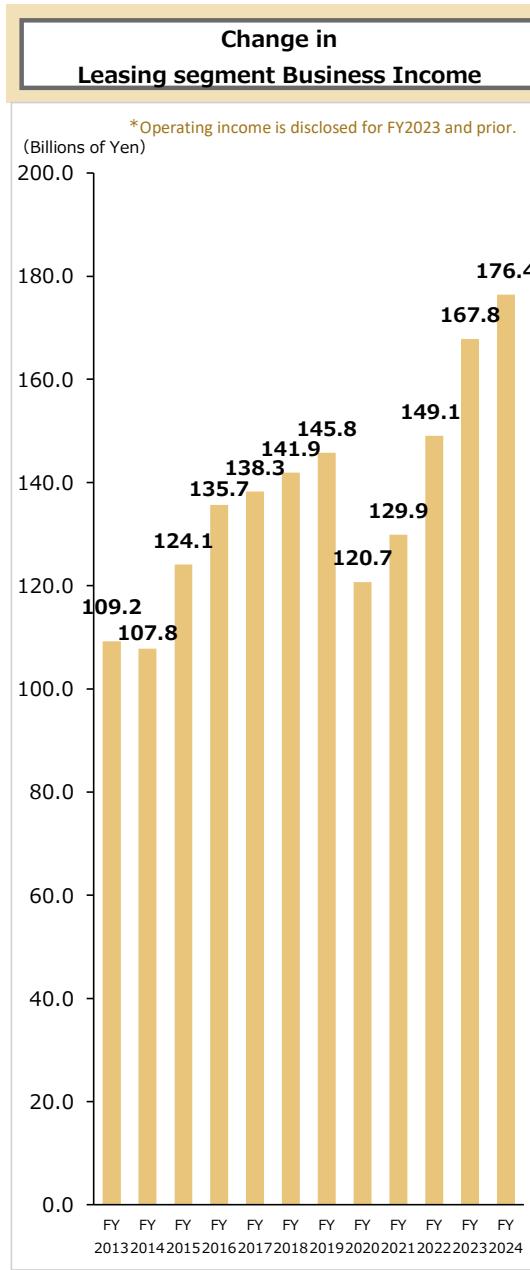
Asset Portfolio of the Mitsui Fudosan Group



Unit: Billions of yen



Realization of unrealized gain from the timely sale of income-generating real estate holdings (Approx. ¥5.5 trillion)



Structure of & INNOVATION 2030



& INNOVATION 2030

DREAM, VISION, REALITY

Business Strategies

Achieve growth through three paths

1. Promote further core business growth (develop and evolve)
2. Expand into new asset classes
3. Explore new business domains and capture business opportunities

Financial Strategies

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

1. Achieve stable and continuous profit growth and enhance cash-generating capabilities
2. Improve efficiency and maintain financial soundness by managing the Company's balance sheet
3. Expand shareholder returns based on growth and efficiency

Infrastructure That Supports the Strategy

Human resources

DX

ESG

Please refer to the following URL link for details

<https://www.mitsufudosan.co.jp/english/corporate/innovation2030/>

Quantitative Targets: Around FY2030

Growth Indicator	EPS^{*1} growth rate +8% or higher, CAGR FY2023 (forecast as of Feb.9, 2024)~FY2030(forecast)CAGR	Efficiency Indicator	ROE 10% or higher
-------------------------	--	-----------------------------	--------------------------

*1: Earnings Per Share

Quantitative Targets: FY2026

Growth Indicator	EPS growth rate +8% or higher, CAGR FY2023 (forecast as of Feb.9, 2024)~FY2026(forecast)CAGR	Efficiency Indicator	ROE 8.5% or higher
PL	Business income ¥440 billion or higher ^{*2} Profit attributable to owners of parent ¥270 billion or higher	Shareholder Returns (FY2024-FY2026)	Total payout return ratio 50% or higher each period Dividend payout ratio Around 35% each period Stable dividend increases linked to sustainable profit growth (continuous and progressive dividends)
BS	Total assets Around ¥9 trillion Interest-bearing debt Around ¥4.5 trillion		
Efficiency Indicator	ROA 5% or higher ^{*3}		Flexible and continuous repurchase of own shares

*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

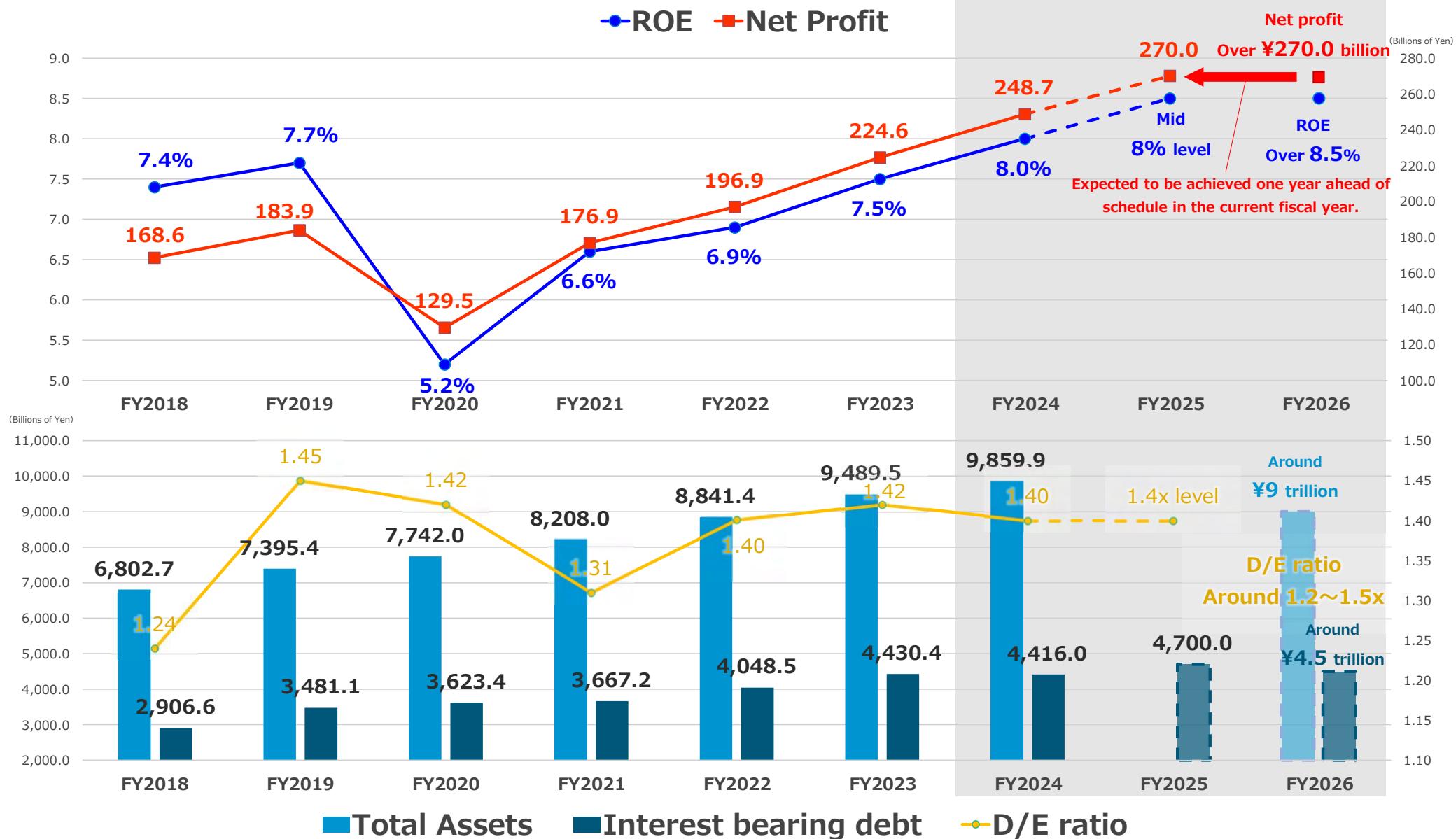
Fixed Assets/ Real Property for Sale	Asset turnover with no exceptions (Scope not limited to only real property for sale; fixed assets to also be considered) (FY2024-FY2026)	Around ¥2 trillion	D/E Ratio Maintain financial soundness while conscious of ratings	Around 1.2-1.5 times
Marketable Securities	Strategic shareholdings (FY2024-FY2026)	Reduction of 50%	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.	
	Stocks held purely for investment	Sell at the right time	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.	

Progress Toward the Fiscal Year 2026 Goals of “& INNOVATION 2030” and Upward Revision of the FY2025 Earnings Forecast

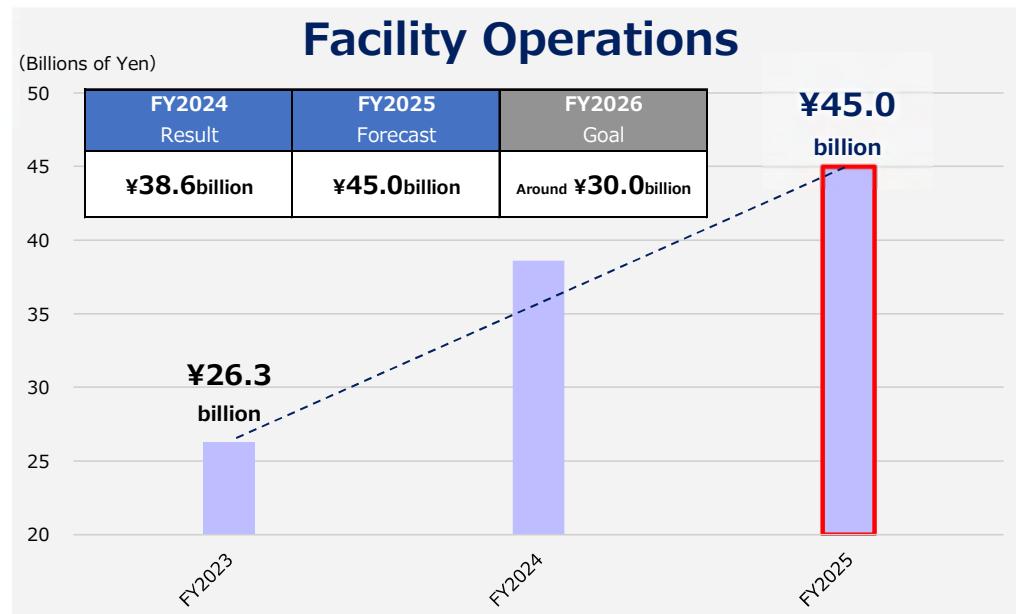
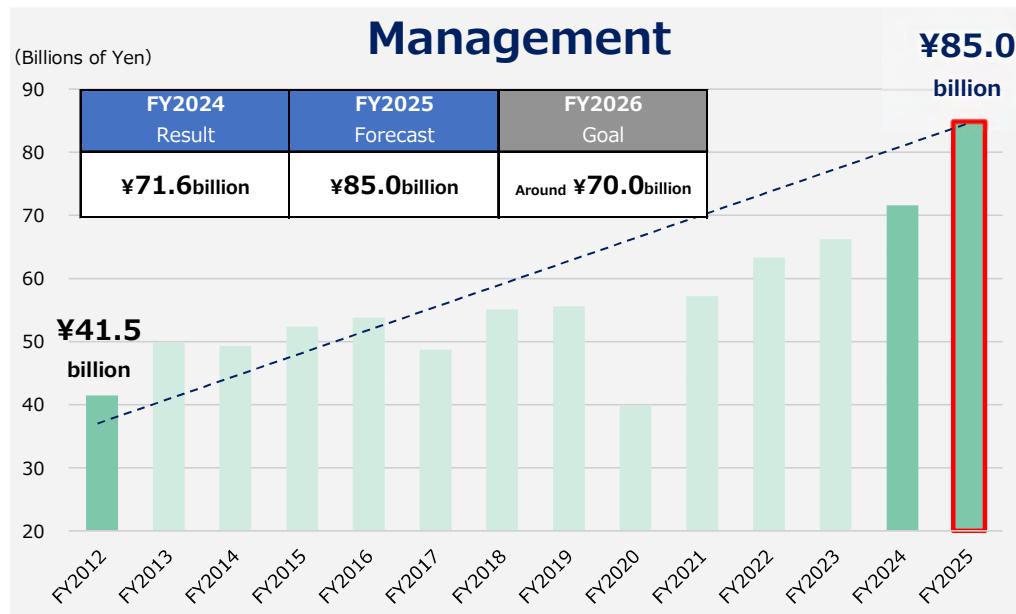
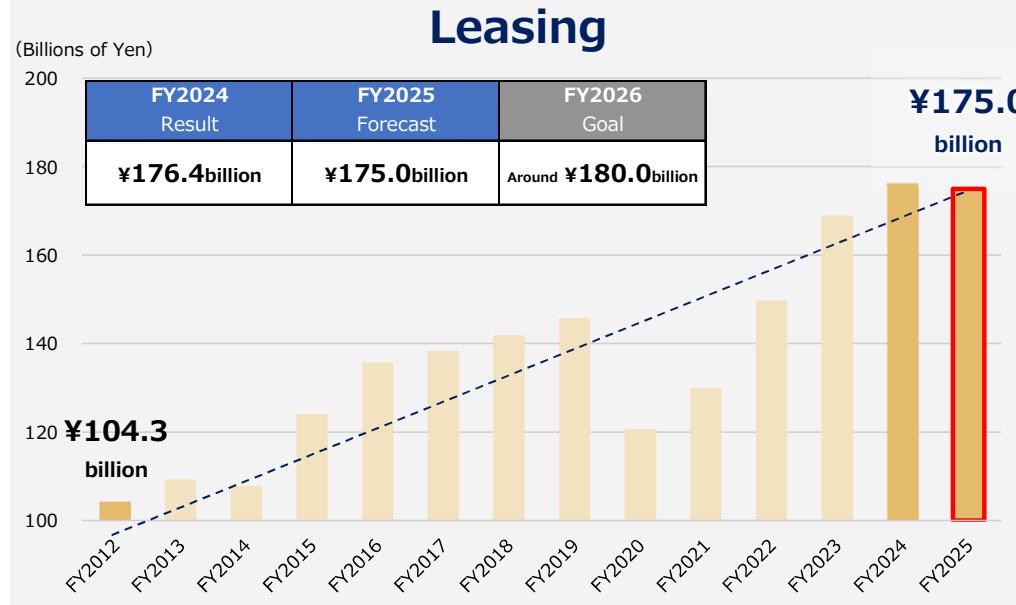
& INNOVATION 2030 KPI		FY2024 Result	FY2025 Initial Forecast (announced on May 9, 2025)	FY2025 Previous Forecast (announced on November 7, 2025)	FY2025 Current Forecast (announced on February 6, 2026)	FY2026 Goals
Growth Indicator	EPS growth rate*1 *1 : Starting from the FY2023 forecasted EPS: ¥78.5	+13.7%/year (EPS : ¥89.3)	Approx. +9.6%/year·CAGR (EPS:Approx.¥94*1)	Approx. +10.3%/year·CAGR (EPS:Approx.¥96*1)	Approx. +11.5%/year·CAGR (EPS:Approx.¥98*1)	+8%/year or higher·CAGR
Efficiency Indicator	ROE	8.0%	Low 8% range*2	Mid 8% range*2	Mid 8% range*2	8.5% or higher
PL	Business income	¥398.6 billion	¥425.0 billion	¥430.0 billion	¥440.0 billion	¥440.0 billion or higher
	Profit attributable to owners of parent	¥248.7 billion	¥260.0 billion	¥265.0 billion	¥270.0 billion	¥270.0 billion or higher
BS	Interest bearing debt	Approx. ¥4.42 trillion	¥4.60 trillion		¥4.70 trillion	Around ¥4.5 trillion
D/E Ratio	Maintain financial soundness while conscious of ratings	1.40x	In the 1.4X range*2			Around 1.2-1.5 times
Marketable Securities	Strategic shareholdings	Approx. 23% reduction	Cumulative reduction of around 40%			50% reduction (3-year cumulative)

*2 Calculated based on certain assumptions

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



Each segment's income is expected to remain steady toward achieving FY2026 Business Income Goals, over ¥440 billion



* Until FY2022, based on operating income; from FY2023 onward, based on business income.

Steady progress towards the three-year cumulative outlook of "& INNOVATION 2030."

"& INNOVATION 2030" 3-Year Cumulative (FY2024-FY2026)		Progress in FY2024, the First Year of the Group's Long-Term Vision		
Cash In	Cash Out	Item	FY2024 Results	Key Details
Proceeds from asset turnover Around ¥2 trillion	Growth investments Around ¥2 trillion	Cash In	Proceeds from asset turnover Approx. ¥610.0 billion (Approx. 30%)	Through accelerated asset turnover, including both real estate for sale and fixed assets, properties such as Otemachi One Tower, Lalaport Aichi Togo, and Yokohama Mitsui Building were sold, along with progress in the sale of investment securities.
		Cash In	Basic cash flow from operating activities Approx. ¥490.0 Billion (Approx. 50%)	Profit attributable to shareholders of the parent company, totaling ¥248.7 billion, and depreciation of fixed assets and real estate for sale, etc.
Basic cash flow from operating activities Around ¥1 trillion	Funds for strategic purposes Around ¥0.6 trillion Shareholder returns Around ¥0.4 trillion	Cash Out	Growth investments + Funds for strategic purposes Approx. ¥930.0 billion (Approx. 40%)	New investments such as "Lalaport Anjo" by Mitsui Fudosan and "Park Wellstate Nishiazabu" and condominium projects by Mitsui Fudosan Residential, etc.
		Cash Out	Shareholder returns Approx. ¥130.0 billion (Approx. 30%)	<ul style="list-style-type: none"> Shareholder Returns for FY2023: Year-end dividends and Repurchase of own shares totaling ¥40.0 billion. Shareholder Returns for FY2024: Interim dividends and partial Repurchase of own shares totaling ¥45.0 billion.

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**

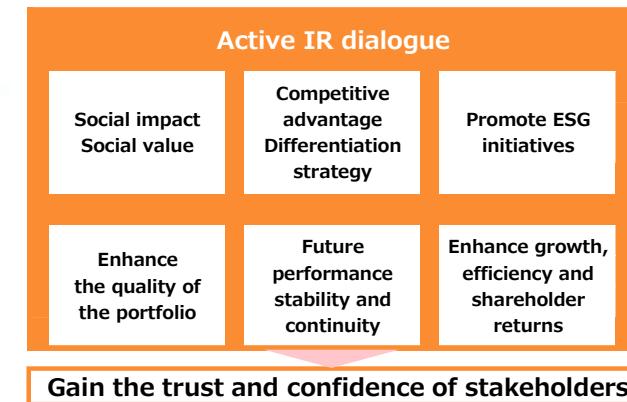
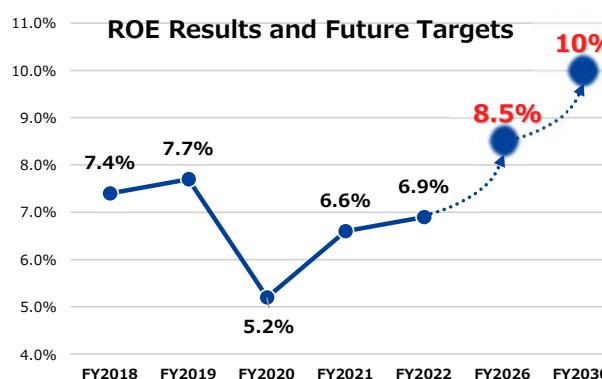
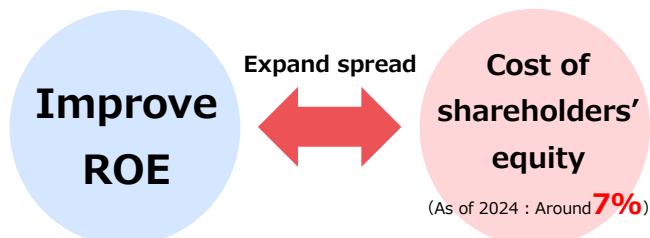
- Improve the **dividend payout ratio** and achieve **stable dividend increase** linked to profit growth (**continuous and progressive dividends**).
- Undertake the **flexible and continuous repurchase of own shares**.
- Implement measures to increase the proportion of **long-term shareholders**.

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%

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**

Ratio to real estate assets^{*1}

Approx. 50%

Income Gain Business:

Capital Gain Business:Management

40 : 40 : 20

Conceptual Image of profit structure

FY2026

ROE Target **8.5%** or higher
ROA Target **5%** or higher ^{*3}

Around FY2030

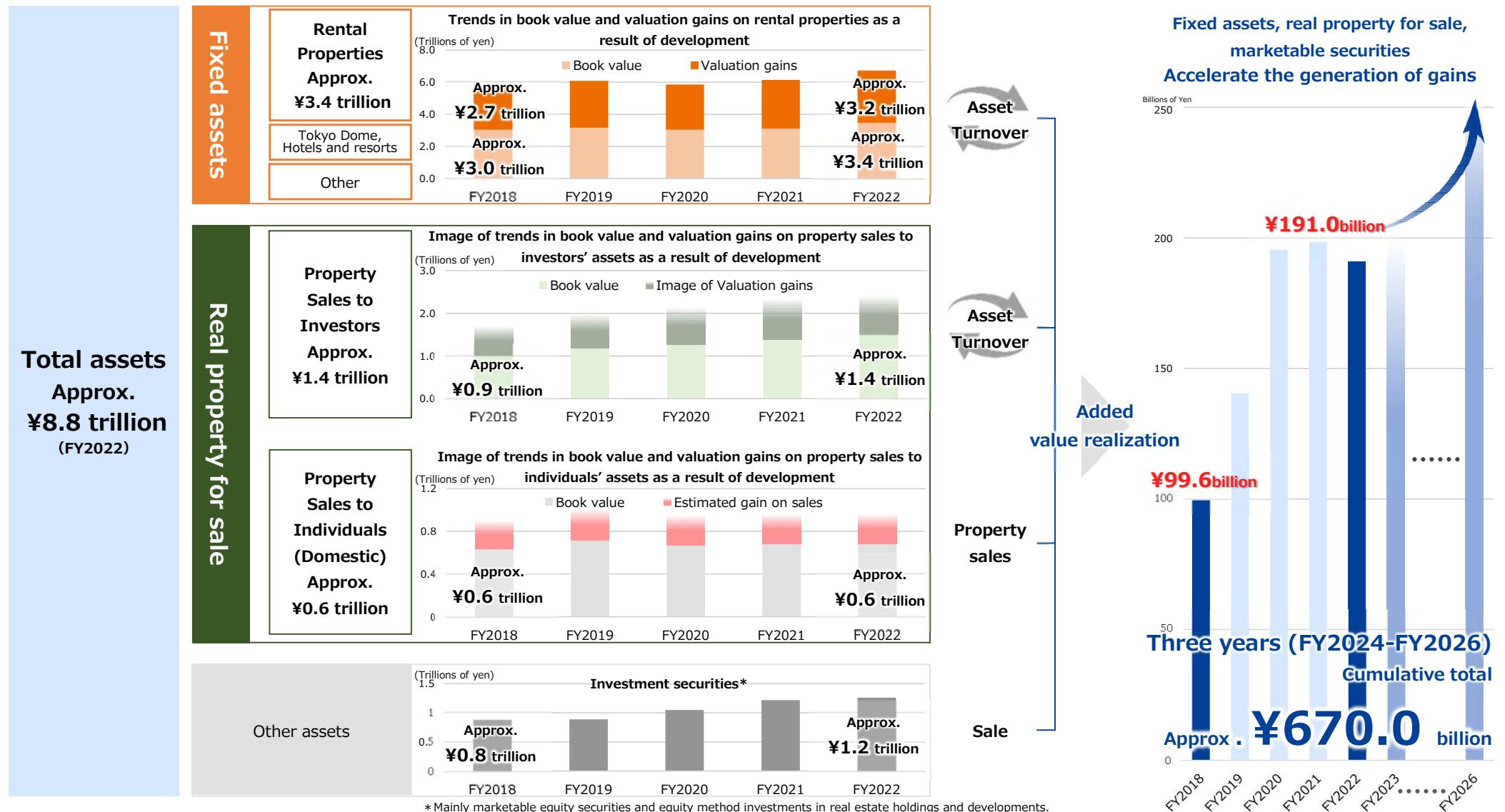
ROE Target **10%** or higher

*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.



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

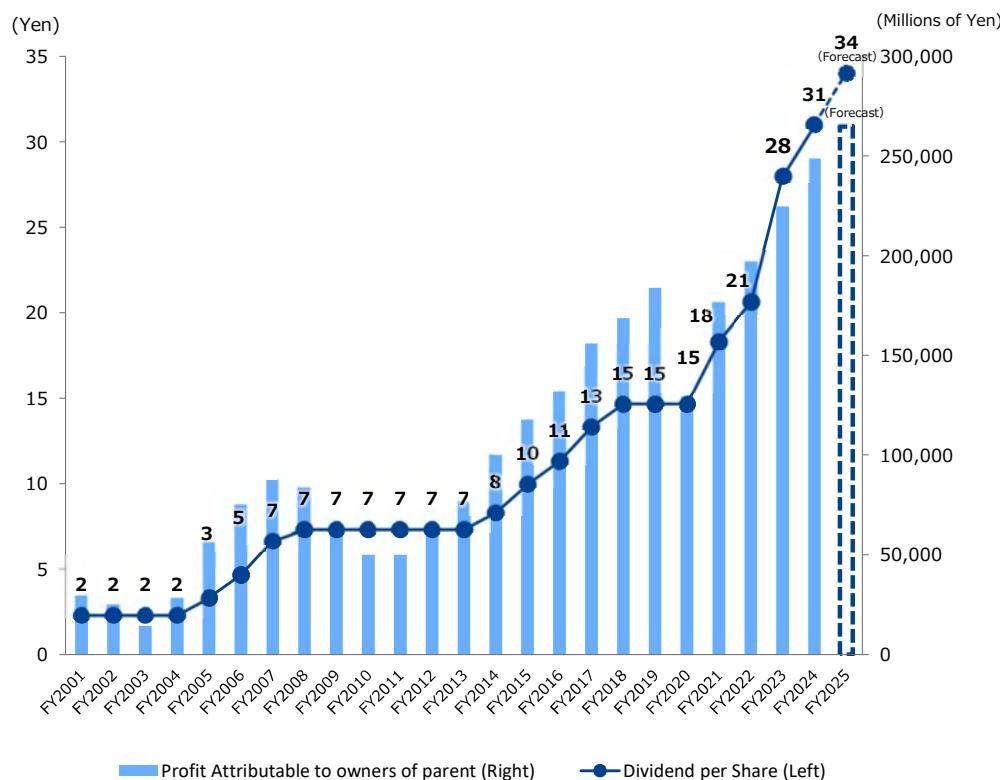
Dividend payout ratio Around 35% each period, introduce continuous and progressive dividends

Growth and increase in value per share

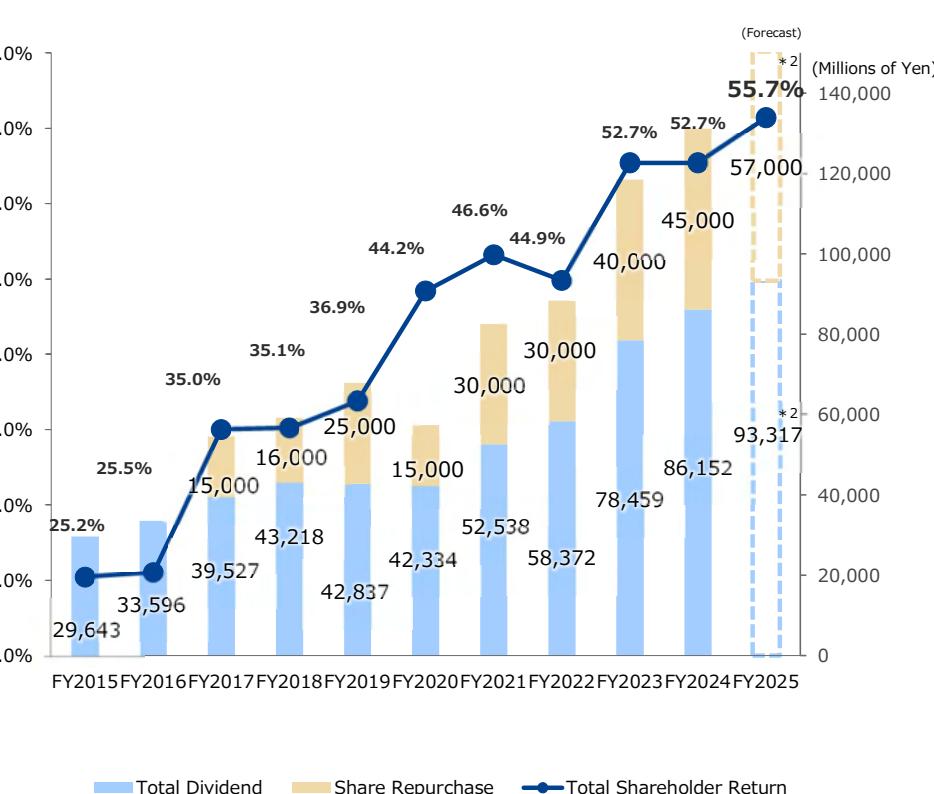
Flexible and continuous repurchase of own shares

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

Trends in Profit Attributable to Owners of Parent and Dividend per Share*1



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



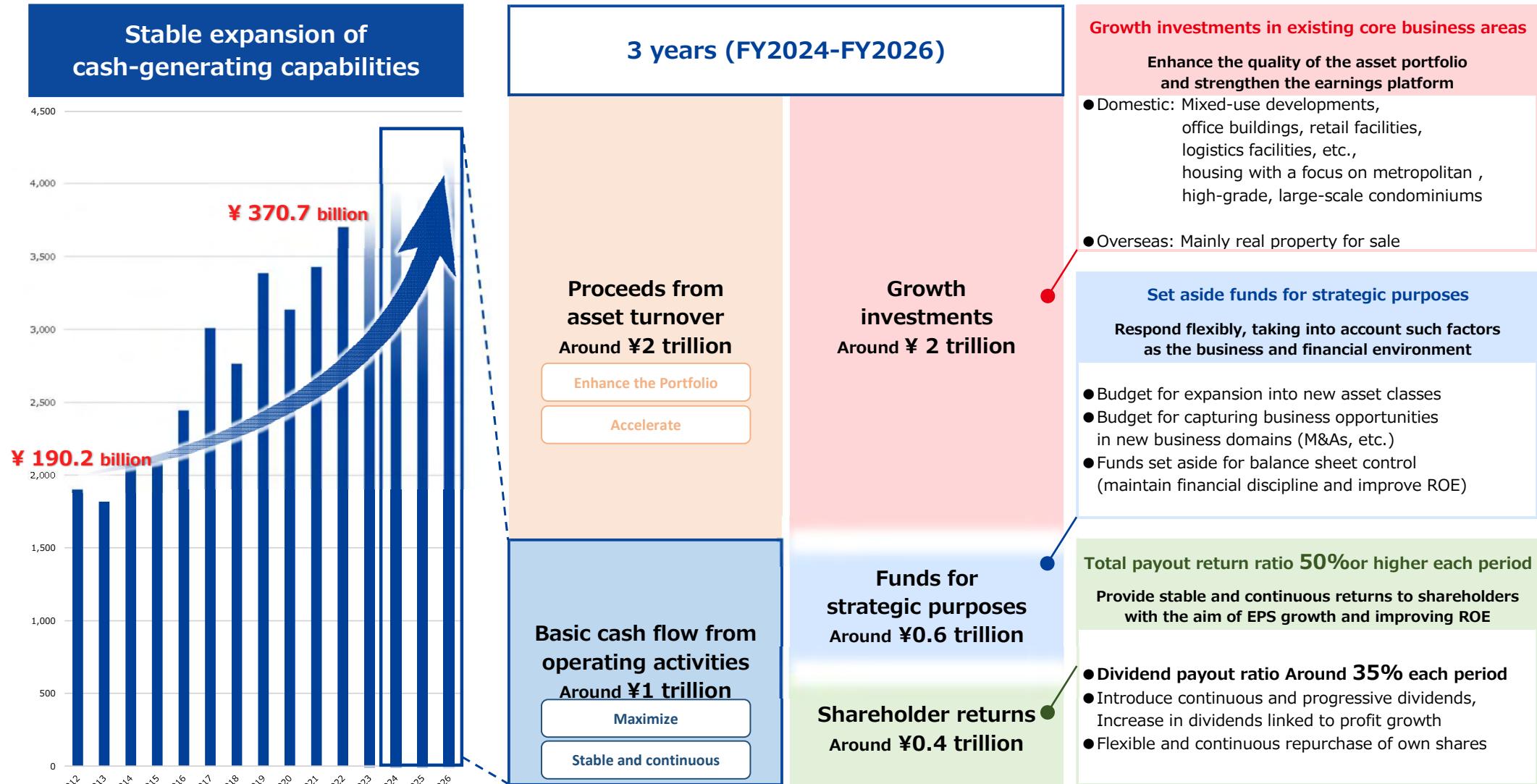
*1 Due to a stock split on 4/1/2024 (from 1 share to 3 shares), FY2001-2023 figures are adjusted to post-split basis and rounded to the nearest whole number.

*2: Assumed figures after reflecting the share repurchase announced on November 7, 2025.

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.

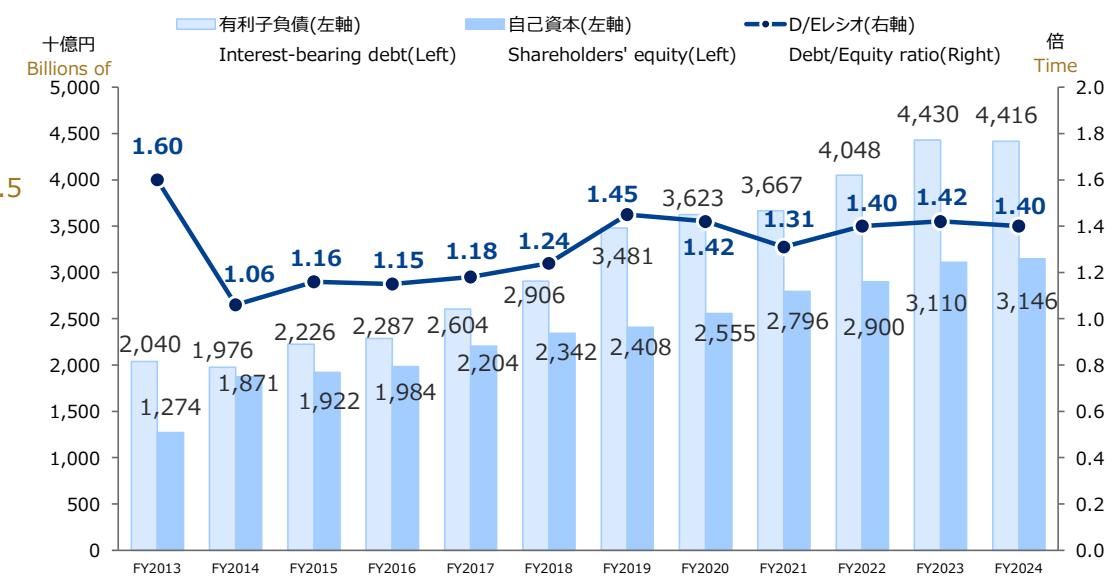
* Basic cash flow from operating activities: Cash flow minus changes in such items as working capital (including increase/decrease in real property for sale) from operating cash flows, plus gains/losses on asset turnover



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

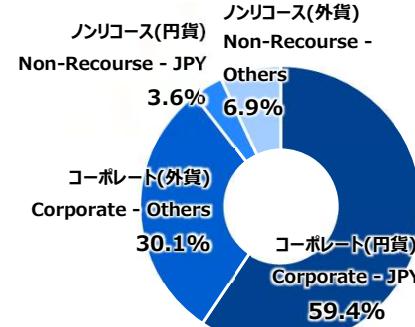
D/Eレシオ等の推移 /Trend of D/E ratio, etc.



資金調達 /Financing (2025年3月末/As of Mar.31,2025)

連結有利子負債

Interest-Bearing Debt *Consolidated



長期・短期比率

Ratio of Long/Short-term Debt

*ノンリコースを除く
*Excl. non-recourse

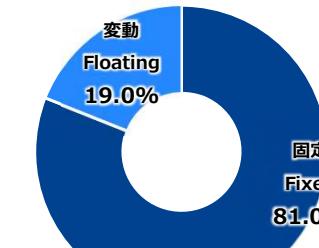


平均残存期間 5.05年
Average Duration 5.05 Years

固定・変動比率

Ratio of Fixed/Floating-Interest Debt

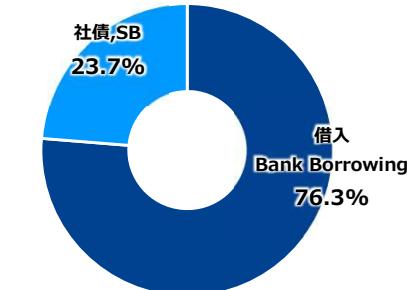
*ノンリコースを除く
*Excl. non-recourse



借入・社債比率

Ratio of Bank Borrowing

*ノンリコース・短期借入を除く
*Excl. non-recourse and short-term borrowings



【調達金利の状況】*2025年3月末

円貨+外貨	1.87%
円貨	0.79%
外貨	3.71%

Interest rate situation As of Mar. 31, 2025

All currency	1.87%
Japanese currency	0.79%
Foreign currency	3.71%

格付の状況

Credit Rating

*2026年2月6日時点
*As of Feb. 6, 2026

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	P-2	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 2025年3月末
*Excl. Non-recourse As of Mar. 31, 2025



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

