

Investors Guide

Financial Results for FY2024

Financial Results and
Business Highlights



New Group Long-Term Vision,
& Innovation 2030

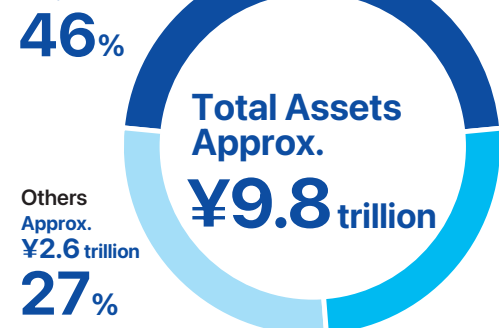


[For more details](#)

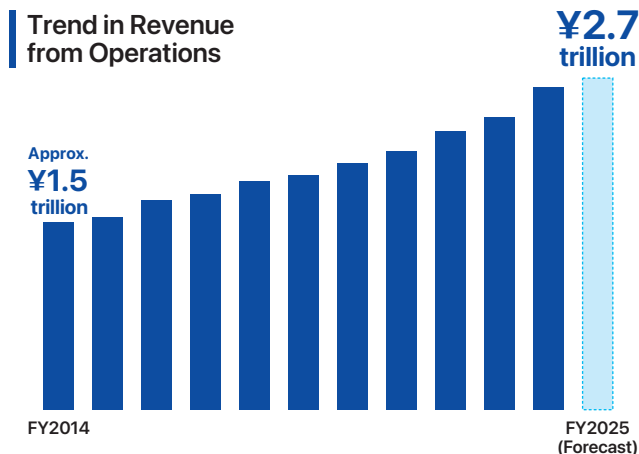
Business Overview

Year ended March 31, 2025 (FY2024)

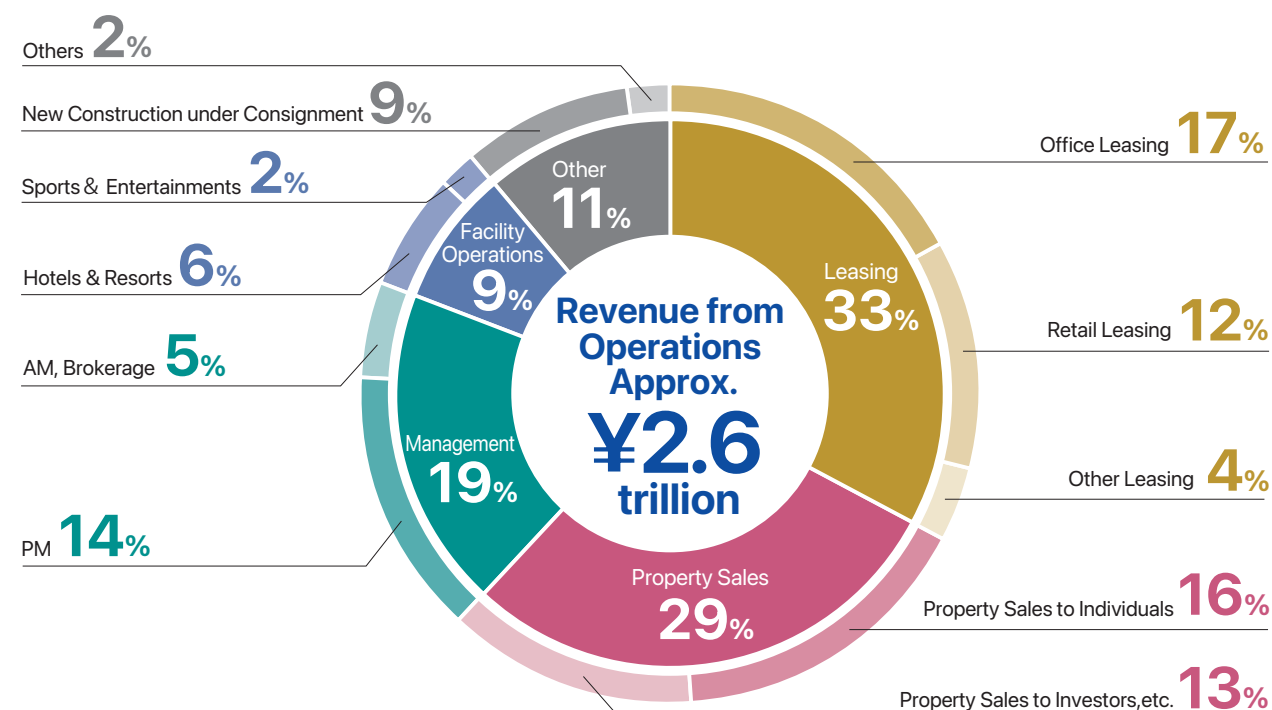
Tangible and Intangible
Fixed Assets
Approx.
¥4.7 trillion



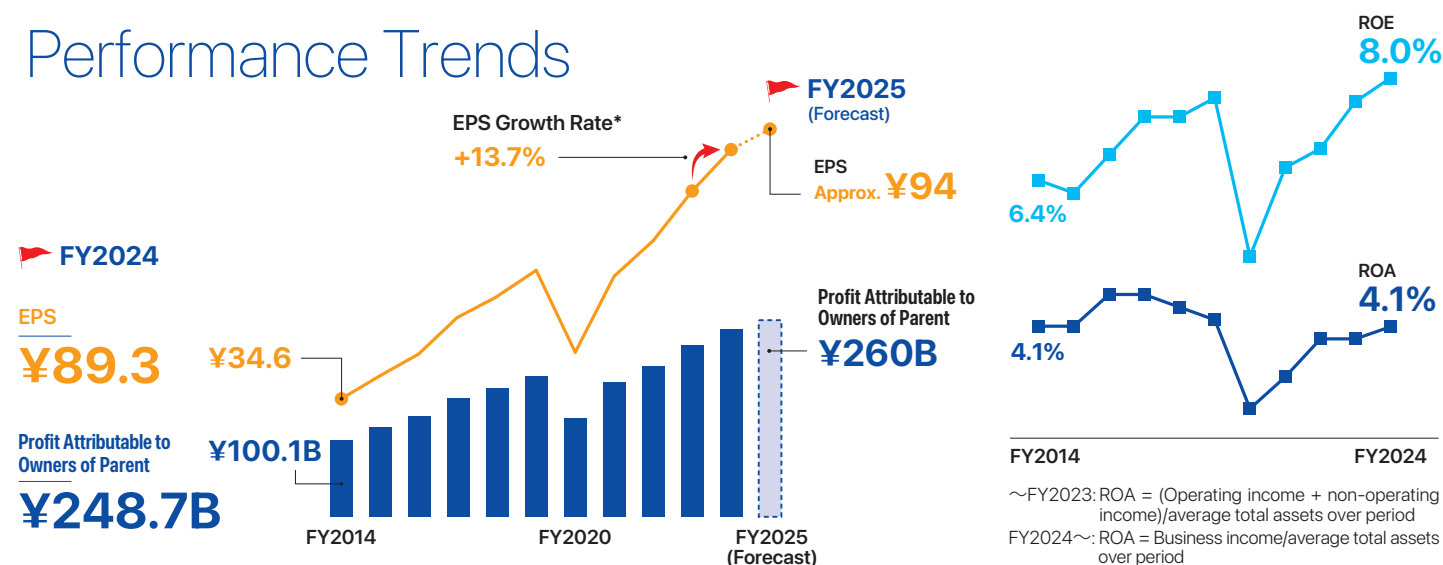
Trend in Revenue
from Operations



Revenue Structure



Performance Trends



*Starting from the FY2023 forecasted EPS: ¥78.5

~FY2023: ROA = (Operating income + non-operating income)/average total assets over period
FY2024~: ROA = Business income/average total assets over period
ROE = Profit Attributable to Owners of Parent/Average shareholders' equity over the period

Management Goals & INNOVATION 2030

Growth Indicator

Around FY2030

EPS*¹ growth rate

+8%
or higher each year*²

FY2026

EPS growth rate

+8%
or higher each year*³

Business income

¥440
billion or higher*⁴

Net income*⁵

¥270
billion or higher

Efficiency Indicator

Around FY2030

ROE

10%
or higher

ROE

8.5%
or higher

ROA

5%
or higher*⁶

D/E Ratio

Maintain financial soundness while conscious of ratings

Around **1.2-1.5** times

Shareholder Returns (FY2024-FY2026)

Total payout return ratio

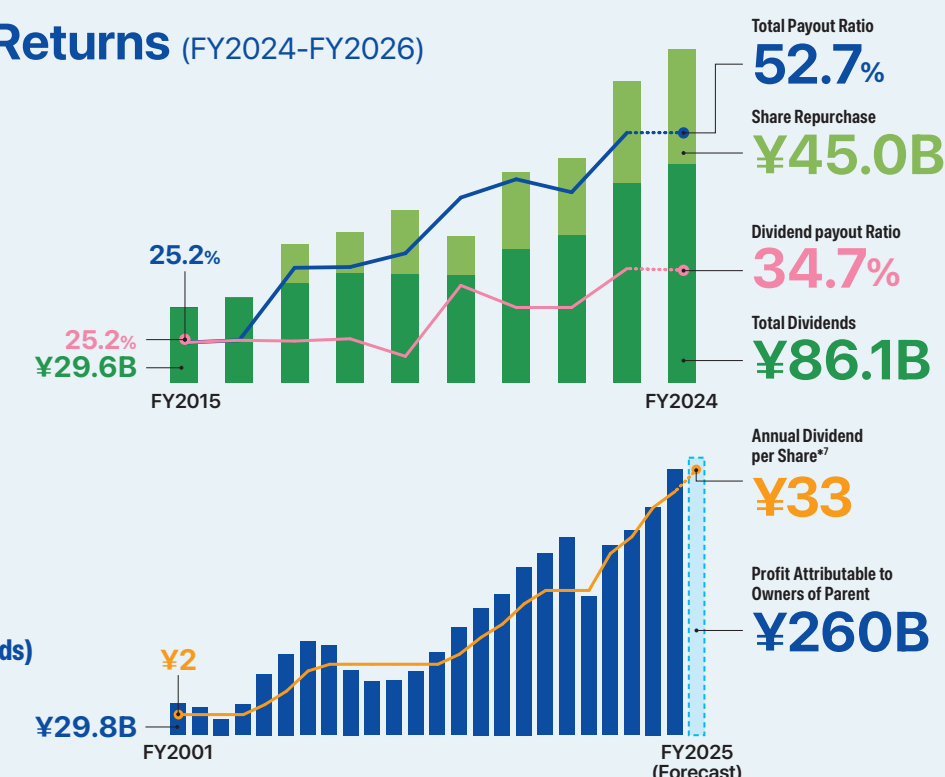
50%
or higher each period

Dividend payout ratio

Around **35%**
each period

Stable dividend increases linked to sustainable profit growth (continuous and progressive dividends)

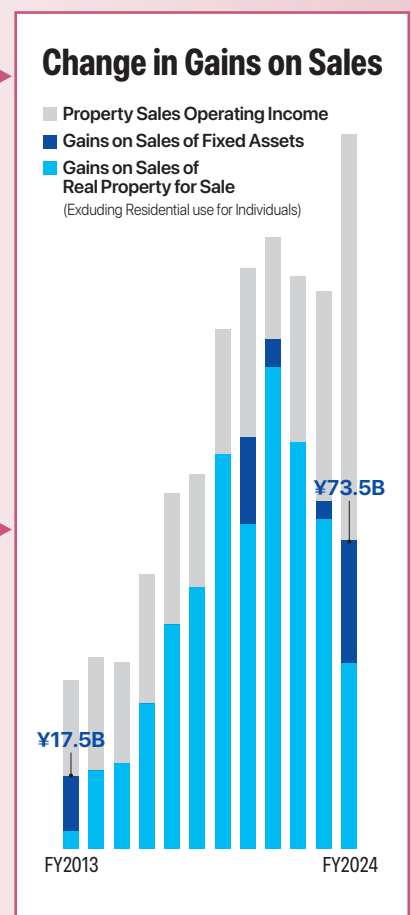
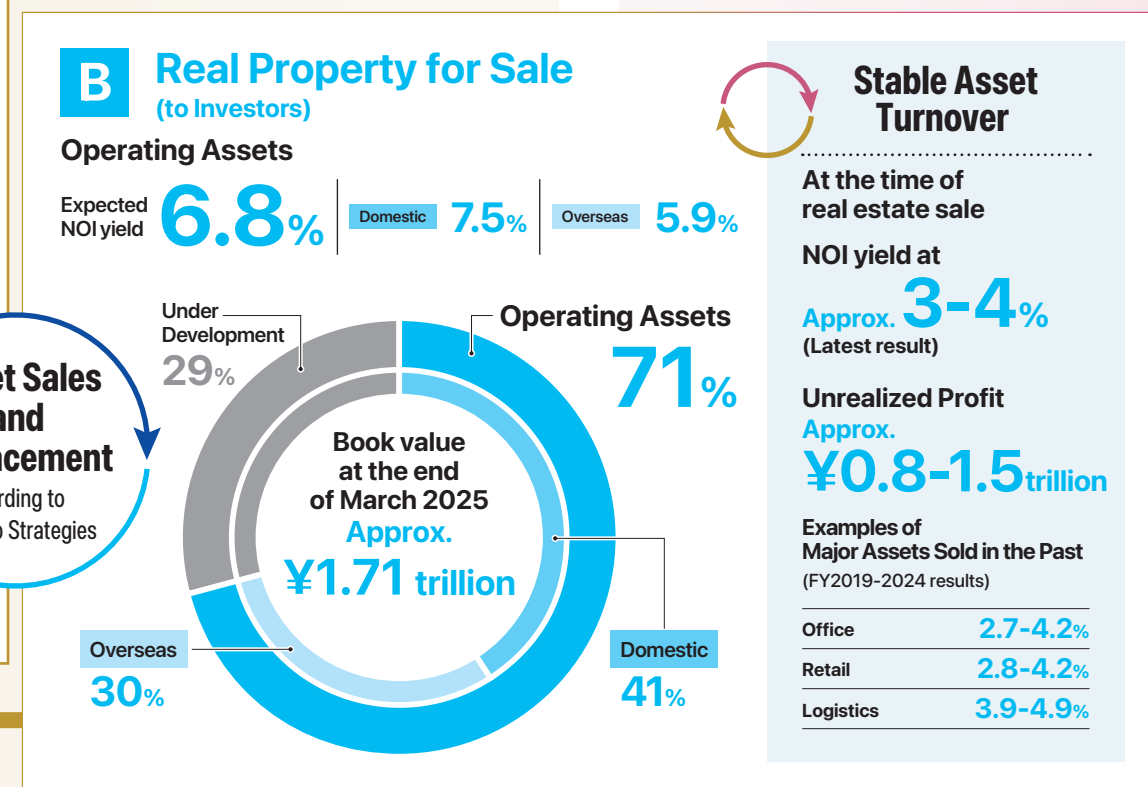
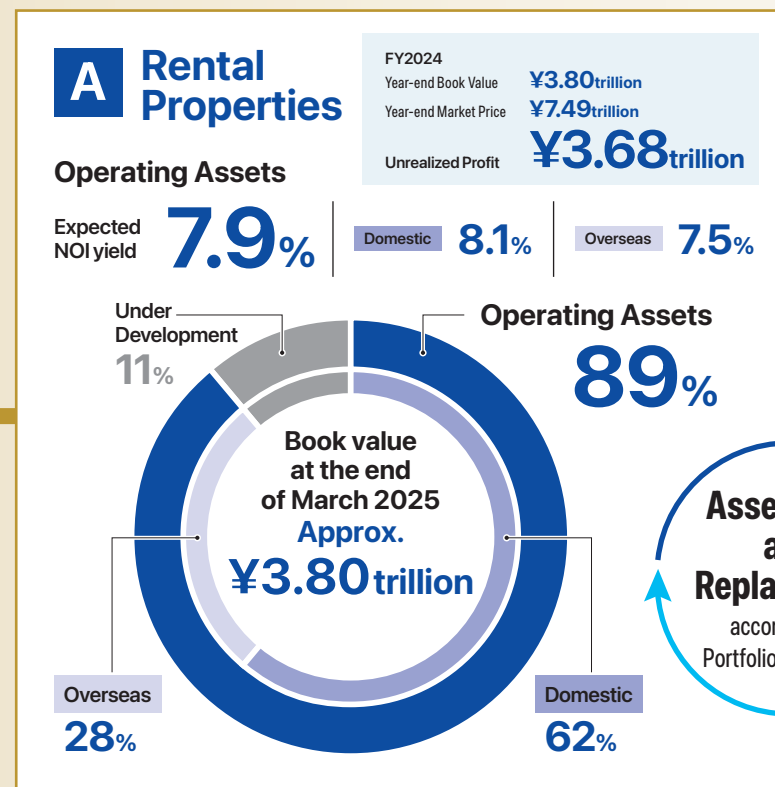
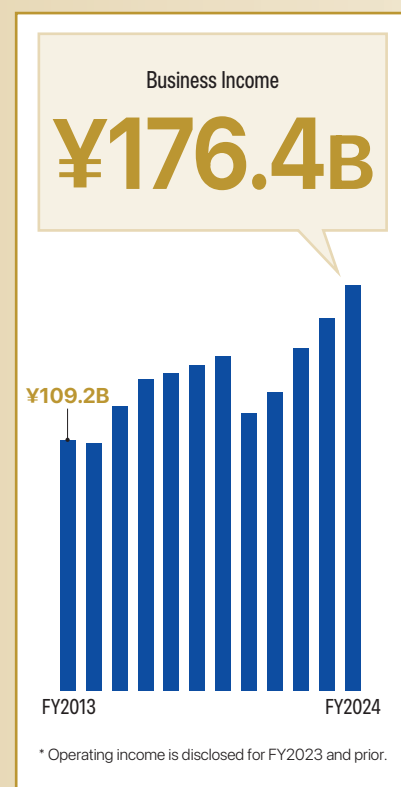
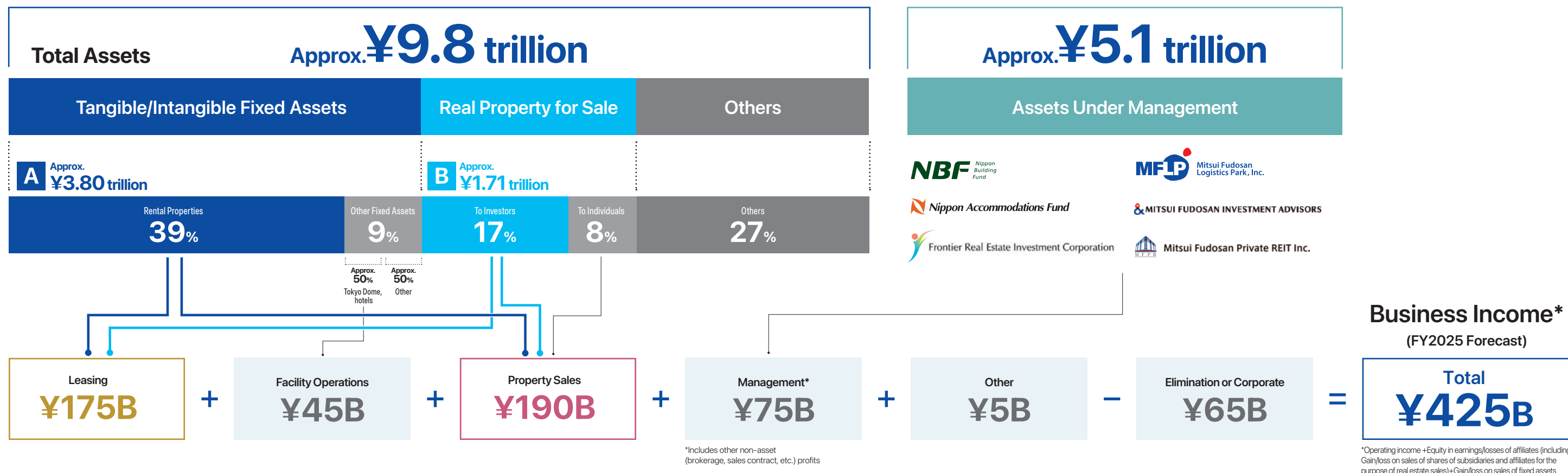
Flexible and continuous repurchase of own shares



* 1: Earnings Per Share * 2: FY2023 (forecast as of February 9, 2024) – FY2030 (forecast) CAGR * 3: FY2023 (forecast as of February 9, 2024) – FY2026 (forecast) CAGR * 4: Operating income + Equity in earnings/losses of affiliates (including Gain/loss on sales of subsidiaries and affiliates for the purpose of real estate sales)+Gain/loss on sales of fixed assets
* 5: Profit attributable to owners of parent * 6: Business income / Average total assets over period
* 7: In light of the stock split undertaken on April 1, 2024 at a ratio of three shares to one share, FY2001-FY2023 data is adjusted on a post-stock split basis and rounded to the nearest whole number.

Source of Our Profit

(FY2024)



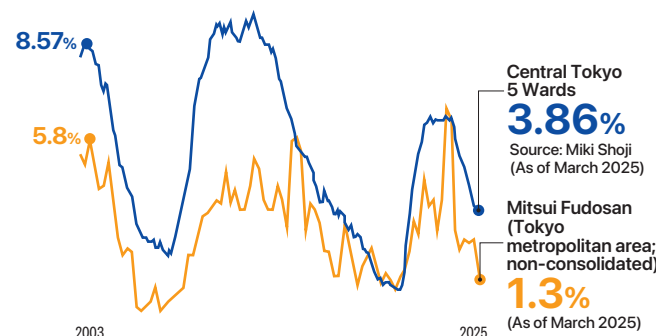
Market Potential

As of March 31, 2025, except as stated

Leasing

Office

Vacancy Rate



WORK STYLING Corporate Shared Office

Approx. 320,000 members

Approx. 21 times vs. FY2018
(As of April, 2025)

Retail

Number of Domestic Facilities



Approx. 2,500 tenants
(As of April 1, 2025)

Approx. 10,800 stores
(As of April 1, 2025)

National Commercial Sales Ranking

4 out of Top 10 Facilities Owned by Mitsui Fudosan

Store sales Rankings, FY2023		
2nd	LAZONA Kawasaki Plaza	¥91.8B
6th	Mitsui Outlet Park KISARAZU	¥64.3B
7th	Lalaport TOKYO-BAY	¥62.8B
9th	Mitsui Outlet Park JAZZ DREAM NAGASHIMA	¥56.7B

Source: SENKEN SHIMBUN, August 7, 2024 Edition
*Excerpt from our facilities only

Logistics

Facilities under development or operation in Japan and overseas



Total 76 properties
¥1.2 trillion cumulative investment

Approx. 6.0 million m² total floor space
(As of April, 2025)

Vacancyrate (over 1 years old)

Development properties 2.2%

Tokyo Metropolitan Area

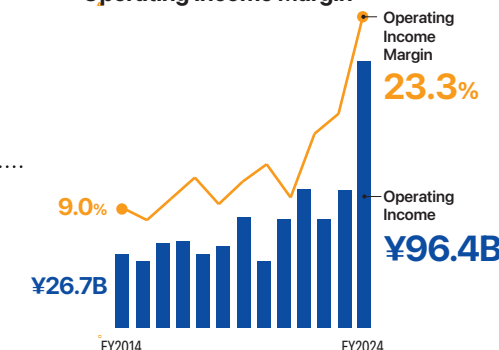
11.1% vacancy rate (Market) Source: CBRE (2025.1Q)

Property Sales to Individuals

Number of Condominium Contracts Posted 2,800 units*
Contract Progress Rate 88.4%
* FY2025, Full-year Forecast

Market share of high-grade condominiums (over ¥200 million/unit)
Over 50% of the Group
(Source: MERCURY FY2024)

Operating Income/
Operating Income Margin



An Abundant Land Bank

FY2031 or later 9,000 units
FY2025-2027 8,500 units

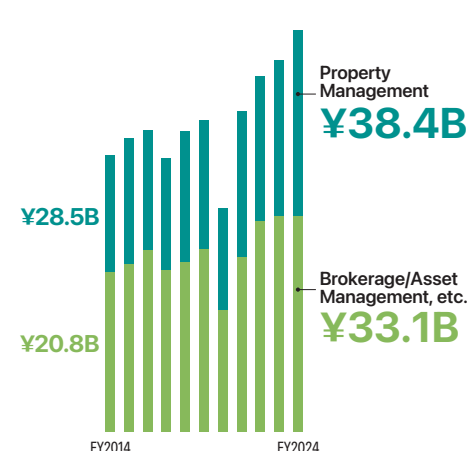
Approx. 26,500 units*

FY2028-2030 9,000 units

*Including a redevelopment project in the planning phase

Management

Operating Income



Property Management

Rental Parking (Repark)
Approx. 250K units*
三井のリパーク Mitsui Car Park Leasing

Contracted Operation and Management (e.g., Office, Retail, Housing)

Condominiums Managed
Approx. 300K units*

Leasing Housing Units Managed
Approx. 150K units*

*FY2024

Brokerage

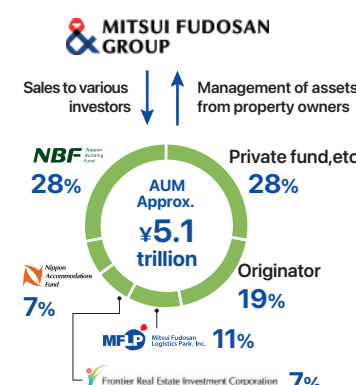
Brokerage for Individuals (Rehouse)
Approx. 38,100 units*
handled for individuals

No. 1 for 38 consecutive years
(FY1986-FY2023)

REALPLAN
三井のリハウス Mitsui Rehouse

*FY2024

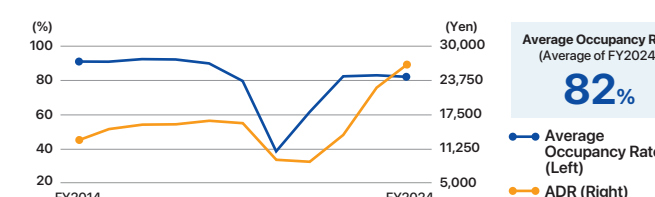
Asset Management



Facility Operation

Hotels and Resorts

Trends in Occupancy Rates/ADR (Lodging-focused hotels)



Facilities Directly Operated by the Company (Domestic and overseas)

53 facilities Approx. 13,400 rooms
(As of April 2025)

Approx. 1.06 million Mitsui Garden Hotel members
Twice members as many as 2018 year-end



Tokyo Dome



Adjacent to 3 stations on 4 lines, for convenience of transportation

Tokyo Station
Approx. 6 minutes
Haneda Airport
Approx. 45 minutes
Narita Airport
Approx. 50 minutes

Visitors (FY2019)

Approx. 40M people/year

In central Tokyo A spacious site covering

Approx. 13 hectares

Facility Overview

Plentiful Facilities That Meet the Needs of Diverse Visitors

Tokyo Dome All-weather stadium
LaQua Retail facilities, amusement park, spa
Tokyo Dome Hotel Large-scale city hotel

Overseas

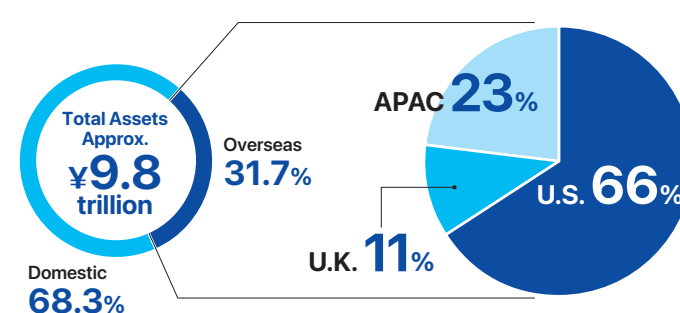
Expansion of Overseas Projects

	Number of properties in operation as of end of Dec., 2024.				Number in future development pipeline*		
	Europe and America	APAC	Total		Europe and America	APAC	Total
Office	(16)	(1)	17	+	(+9)	(+2)	+11
Retail	(-)	(9)	9		(-)	(+4)	+4
Leasing Housing	(12)	(1)	13		(+20)	(-)	+20
Hotel/SA/Logistics	(3)	(10)	13		(+3)	(+4)	+7

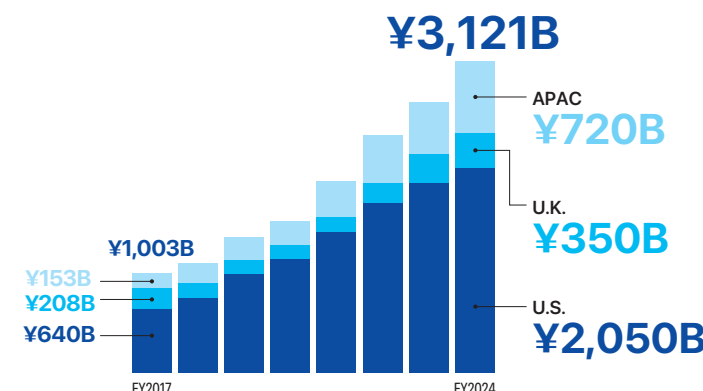
*Plans for the next phase and expansion of existing properties are counted

Breakdown of Group Assets by Area

As of March 31, 2025



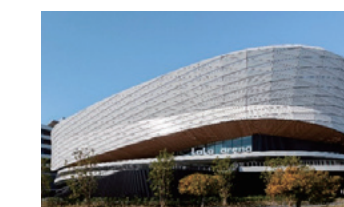
Trend of Overseas Assets



Facility Operation

LaLa arena TOKYO-BAY Completed in Apr. 2024

Further promote neighborhood creation with "excitement" by leveraging the power of sports and entertainment



Large multipurpose arena with a seating capacity of 10,000



Basketball game (image)



Music Concerts (image)