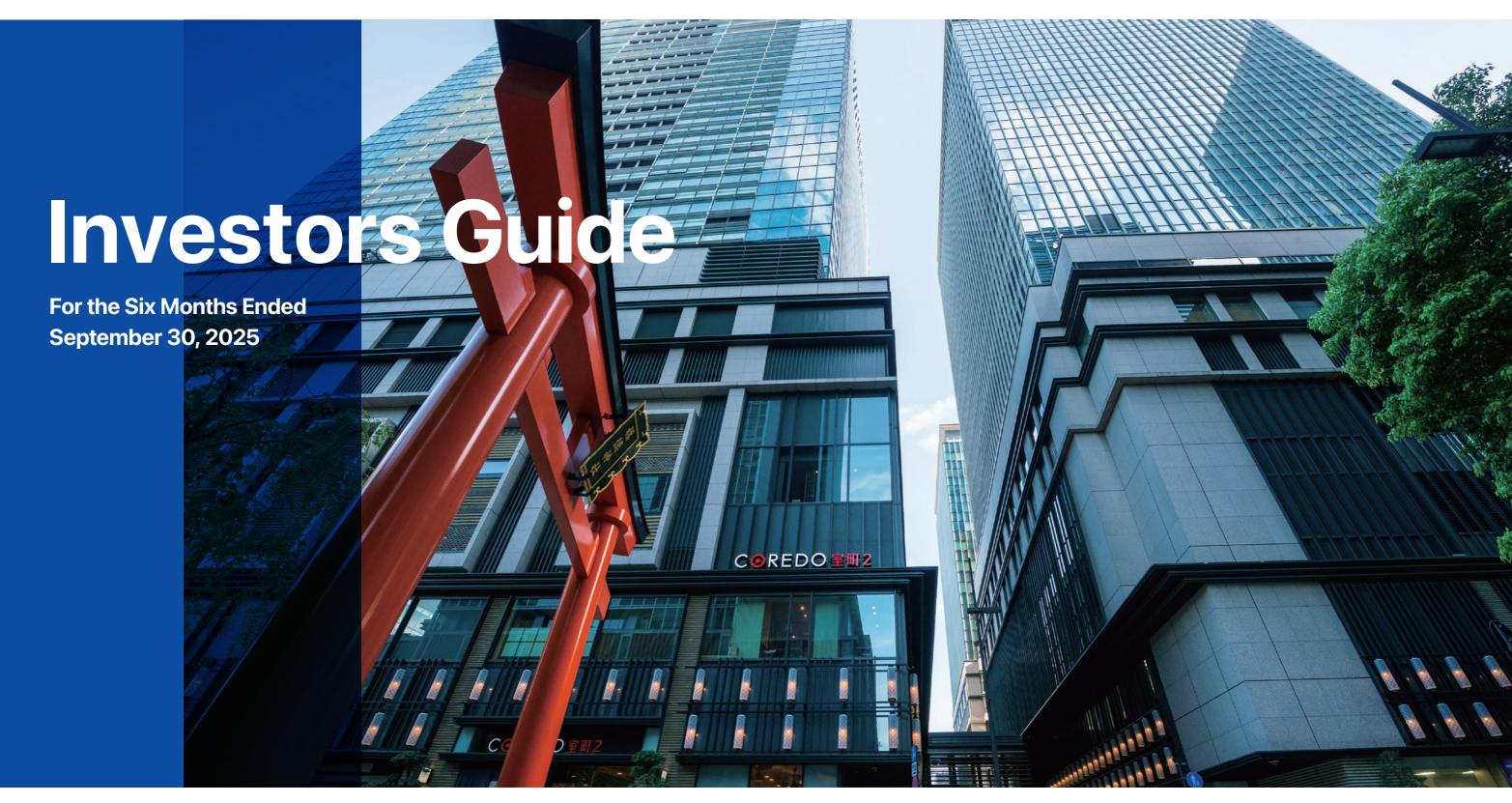
& MITSUI FUDOSAN



Financial Results and Business Highlights

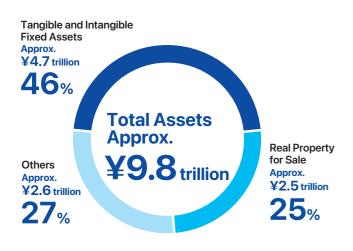
New Group Long-Term Vision, & Innovation 2030

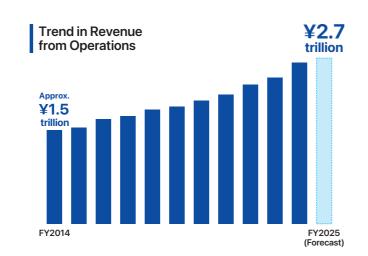


For more details

Business Overview

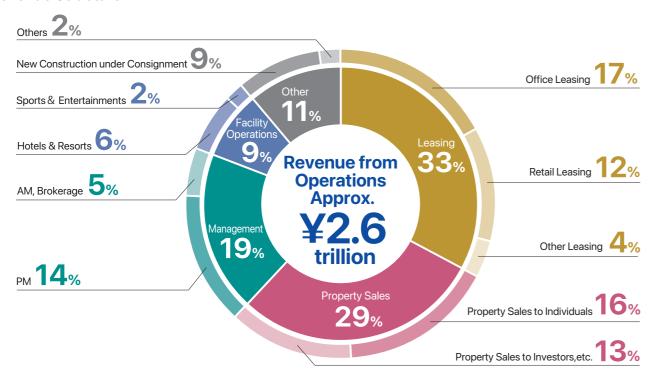
Year ended March 31, 2025 (FY2024)

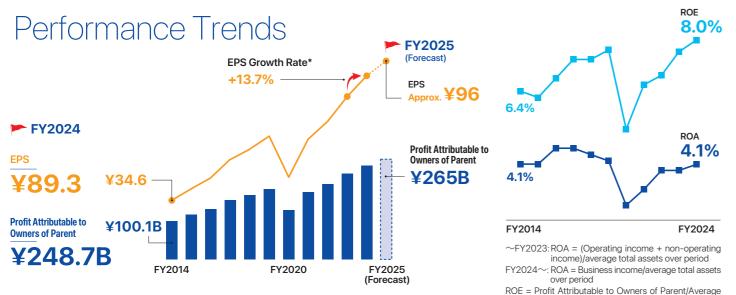




shareholders' equity over the period

Revenue Structure





*Starting from the FY2023 forecasted EPS: ¥78.5



Management Goals & INNOVATION 2030

Growth Indicator

Around FY2030

EPS*1 growth rate

or higher each year*2

FY2026

EPS growth rate **Business income**

or higher each year*3

billion or higher*4

Net income*5

billion or higher



Efficiency Indicator

Around FY2030

ROE

10% or higher

FY2026

ROE ROA 8.5%

or higher*6

D/E Ratio

Maintain financial soundness while conscious of ratings

Around



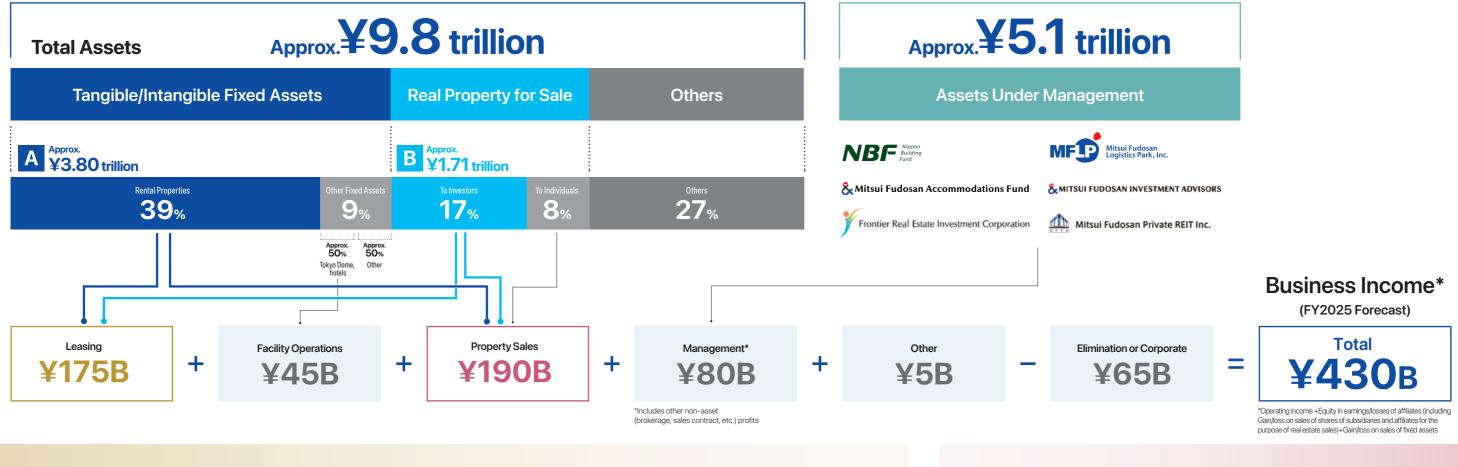
^{*1:} Earnings Per Share *2: FY2023 (forecast as of February 9, 2024) – FY2030 (forecast) CAGR *3: FY2023 (forecast as of February 9, 2024) – FY2026 (forecast) CAGR *4: Operating income +Equity in earnings/losses of affiliates (including Gain/loss on sales of shares of subsidiaries and affiliates for the purpose of real estate sales)+Gain/loss on sales of fixed assets

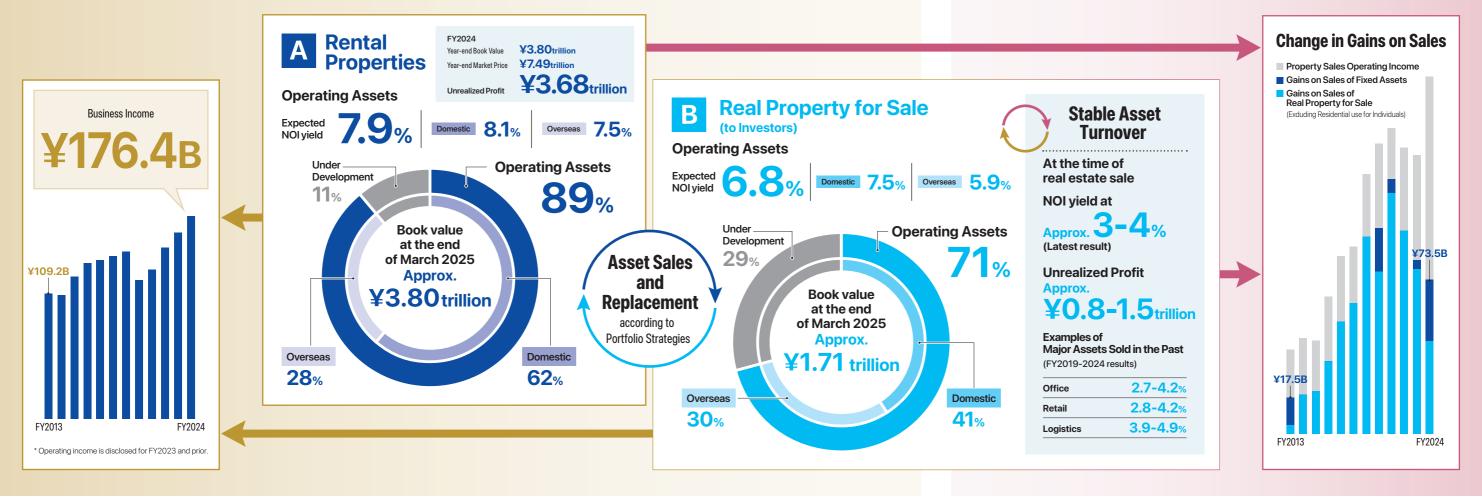
^{* 5:} Profit attributable to owners of parent * 6: Business income / Average total assets over period * 7: In light of the stock split undertaken on April 1, 2024 at a ratio of three shares to one share, FY2001-FY2023 data is adjusted on a post-stock split basis and rounded to the nearest whole number.



Source of Our Profit

(FY2024)



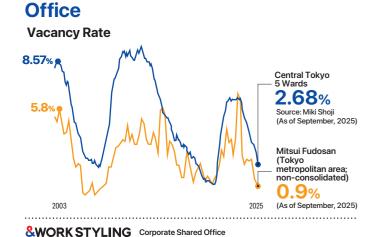




Market Potential

As of March 31, 2025, except as stated

Leasing



Retail

Number of **Domestic Facilities**

Mitsui Shopping Park
LaLaport 22 MITSUI OUTLET PARK 13

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

(As of October, 2025)

Approx. 11,500 stores (As of October 1, 2025)

National Commercial Sales Ranking

4 out of Top 10 Facilities Owned by Mitsui Fudosan Store sales Rankings, FY2024 LAZONA Kawasaki Plaza ¥94.4B Mitsui Outlet Park ¥69.0B ¥62.7B Lalaport TOKYO-BAY Mitsui Outlet Park
JAZZ DREAM NAGASHIMA ¥61.0B

Source: SENKEN SHIMBUN, August 13, 2025 Edition Excerpt from our facilities only

Logistics

Facilities under development or operation in Japan and overseas

Total 81 properties

¥1.3 trillion cumulative investment

Approx. 6.1 million m² total floor space

(As of October, 2025)

Vacancyrate (over 1 years old) Development properties 2.2%

Tokyo Metropolitan Area

10.4% vacancy rate (Market) Source: CBRE (2025.3Q)

Property Sales to Individuals

Number of Condominium Contracts Posted 2,800 units*

Contract Progress Rate 96% (As of September, 2025)

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

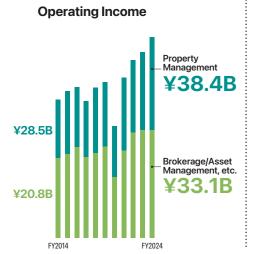




*Including a redevelopment project in the planning phase

Management

Approx. 330,000 members



Property Management

Approx. 22 times vs. FY2018

Rental Parking (Repark) Approx. 250K units* ● 三井のリパーク Contracted Operation and Management (e.g., Office, Retail, Housing) Condominiums Managed Approx. 300K units* Rental Housing Units Managed Approx. 150K units*

Number in

future development pipeline*

APAC

(+2)

(+3)

(-)

(+5)*Plans for the next phase and expansion

of existing properties are counted

(+8)

(-)

(+22)

(+3)

Total

+10

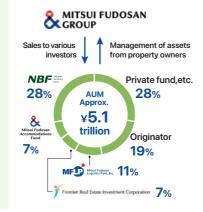
+3

+22

Brokerage



Asset Management



Hotels and Resorts

Facility Operation

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



Facilities Directly Operated by the Company

53 facilities Approx. 13,400 rooms

Approx. 1.16 million Mitsui Garden Hotel members Twice members as many as 2018 year-end



Halekulani. Halekulani

Tokyo Dome



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

> Tokyo Station Approx. 6 minutes

Approx. 45 minutes

Narita Airport Approx. 50 minutes



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,

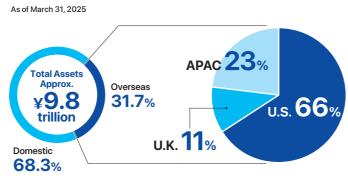
Tokyo Dome Hotel

Overseas

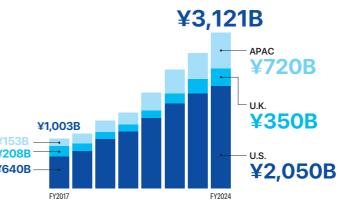
Expansion of Overseas Projects

-			-	
	Number of properties in operation as of end of Jun., 2025.			
	Europe and America	APAC	Total	
Office	(16)	(1)	17	
Retail	(-)	(10)	10	Н
Rental Housing	(11)	(1)	12	
Hotel/SA/ Logistics	(3)	(10)	13	

Breakdown of Group Assets by Area



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



 Large multipurpose arena with a seating capacity of 10,000



Basketball game (image)



Music Concerts (image)



At a Glance of our overseas business







Office

UK

Housing





Our Global Network (Local Offices)

Retail

Overseas Assets by Area Overseas 32% ¥3.1trillion ¥9.859.8 Domestic 68%



Number of properties in operation as of

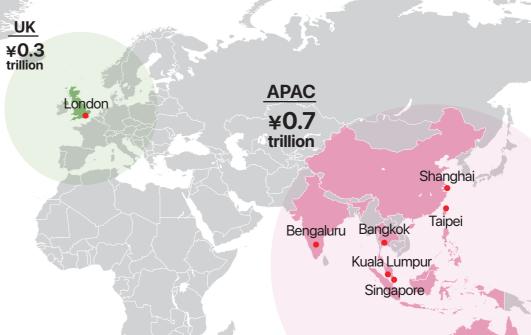
the end of June 2025					
	Europe and the U.S.	APAC			
Office	16	1			
Retail Facilities	-	10			
Rental Housing	11	1			
Hotel/SA/Logistics	3	10			



50&55Hudson Yards / New York

Office





Retail























Office

housing

Office