

Investors Guide

For the Nine Months Ended
December 31, 2025



Financial Results and
Business Highlights

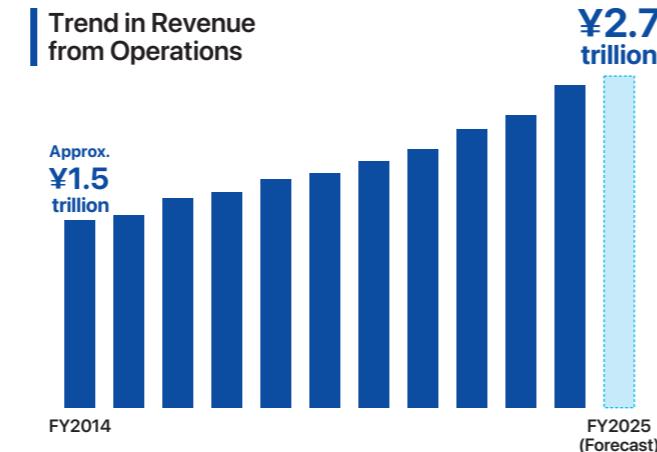
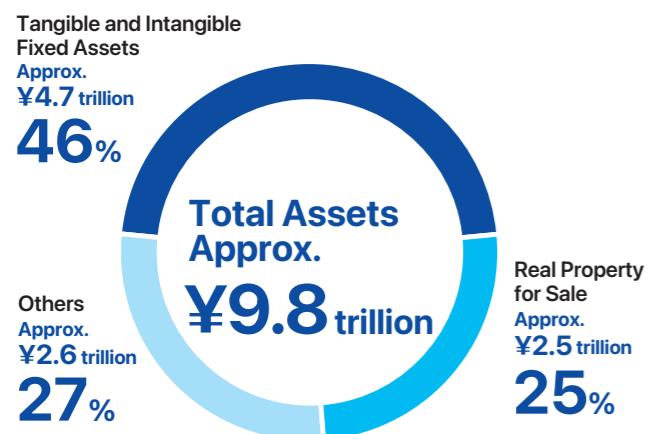
New Group Long-Term Vision,
& Innovation 2030



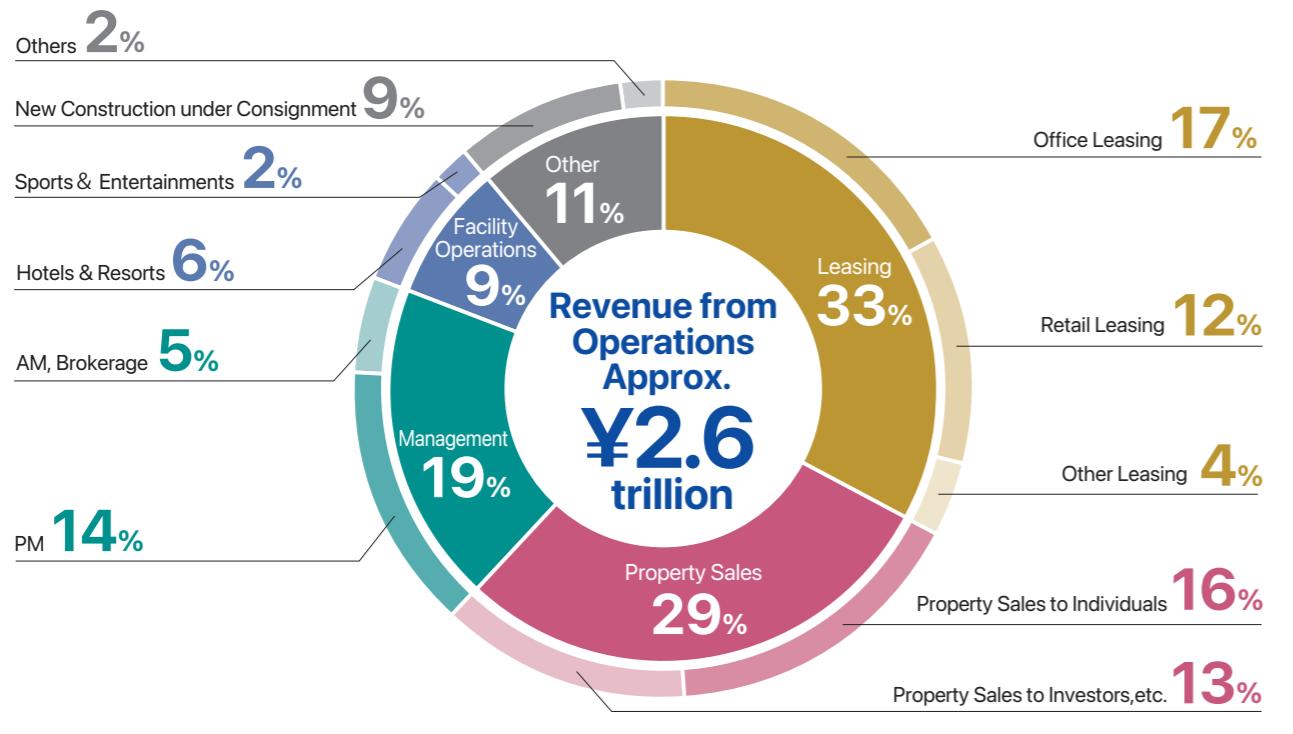
For more details

Business Overview

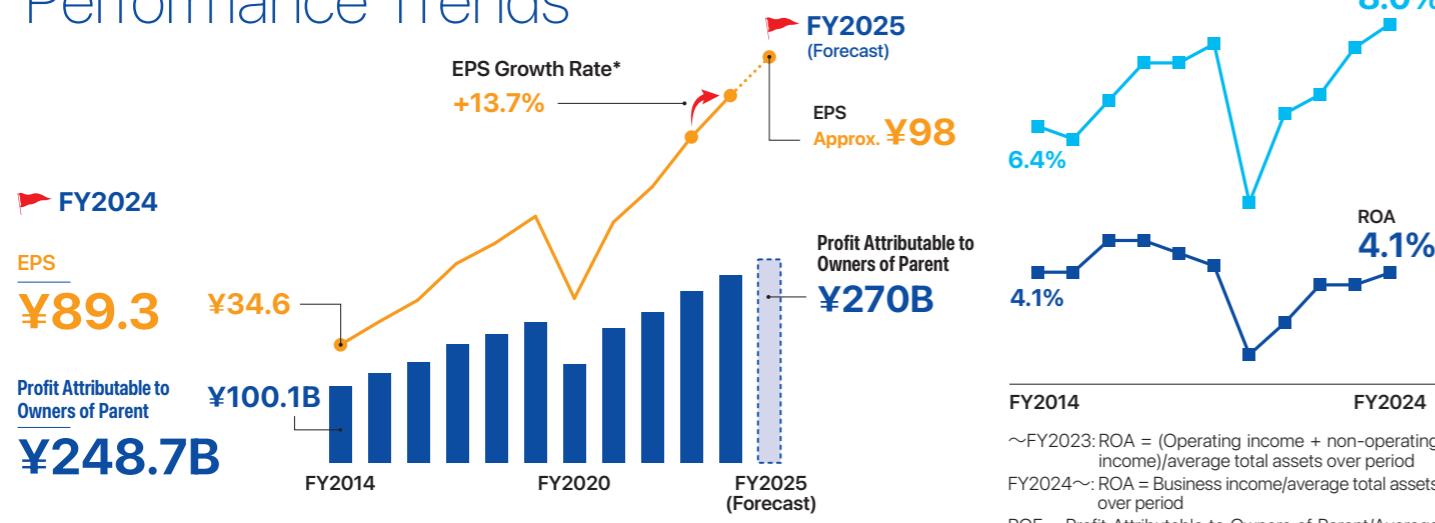
Year ended March 31, 2025 (FY2024)



Revenue Structure



Performance Trends



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

¥270 billion
or higher

Efficiency Indicator

Around FY2030

ROE

10%
or higher

FY2026

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

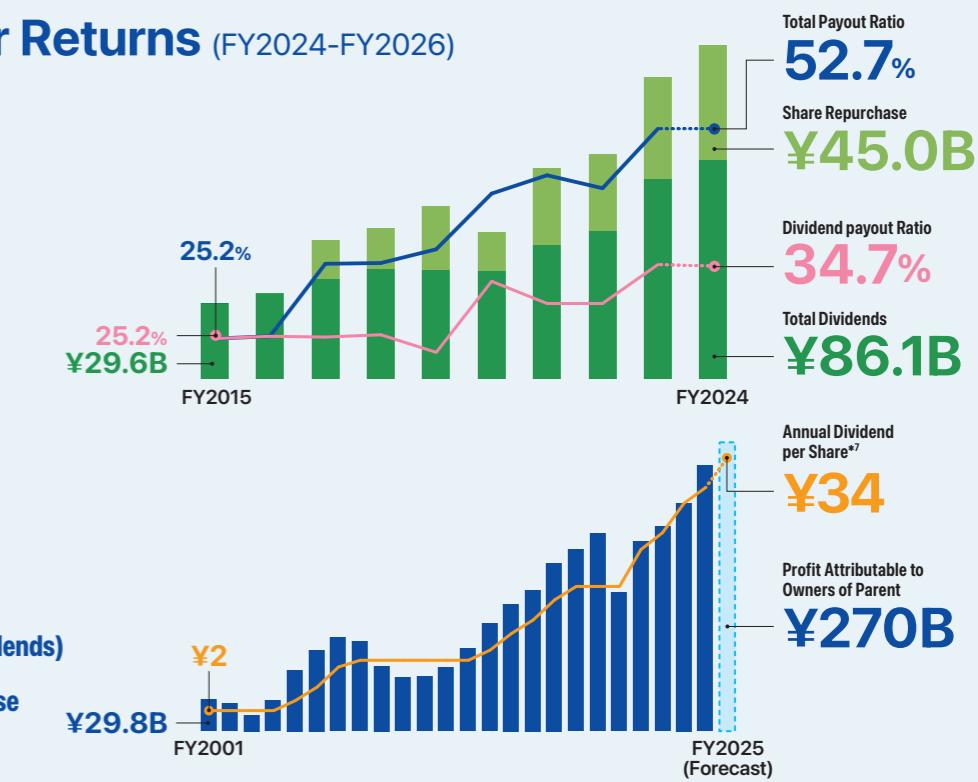
Shareholder Returns (FY2024-FY2026)

Total payout return ratio

50%
or higher each period

Dividend payout ratio

Around 35%
each period



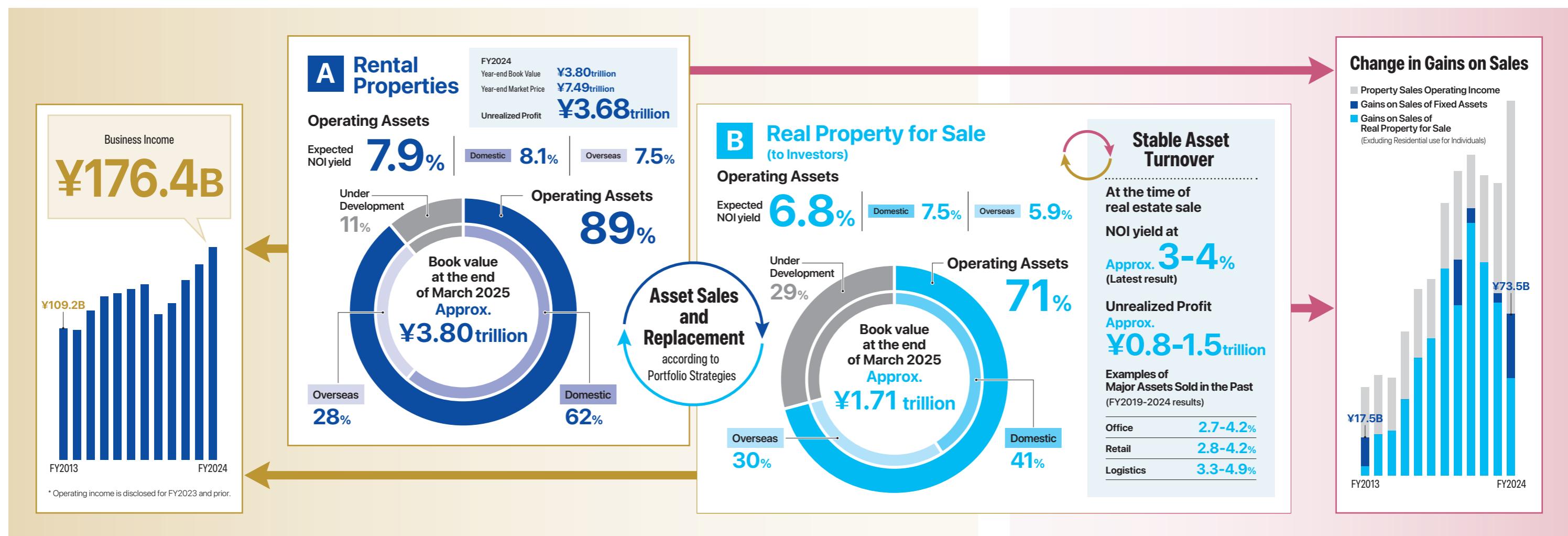
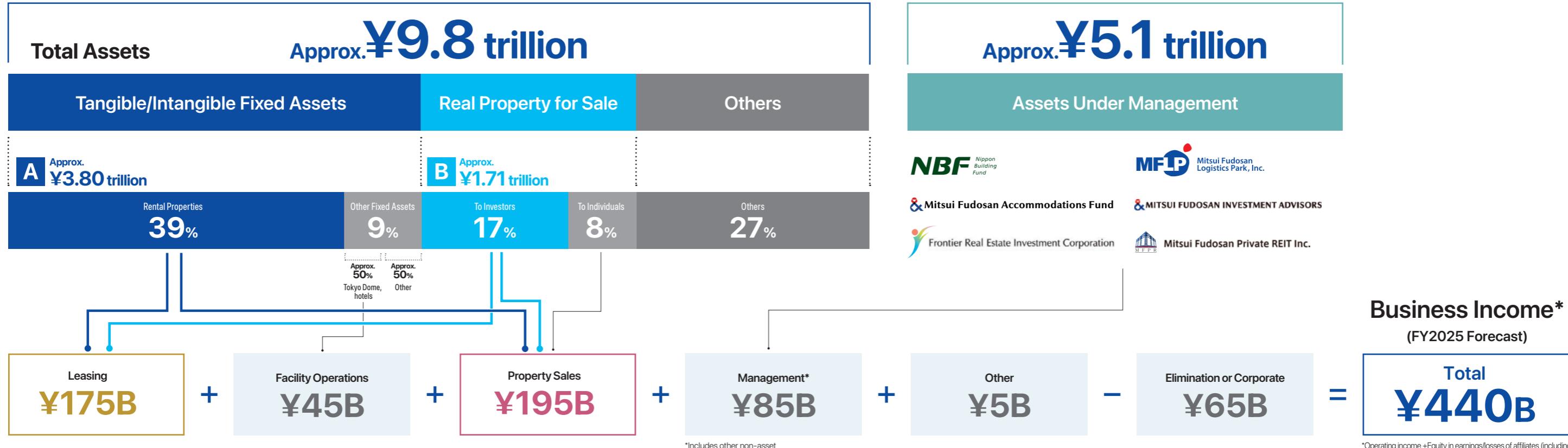
Stable dividend increases linked to
sustainable profit growth
(continuous and progressive dividends)

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 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)

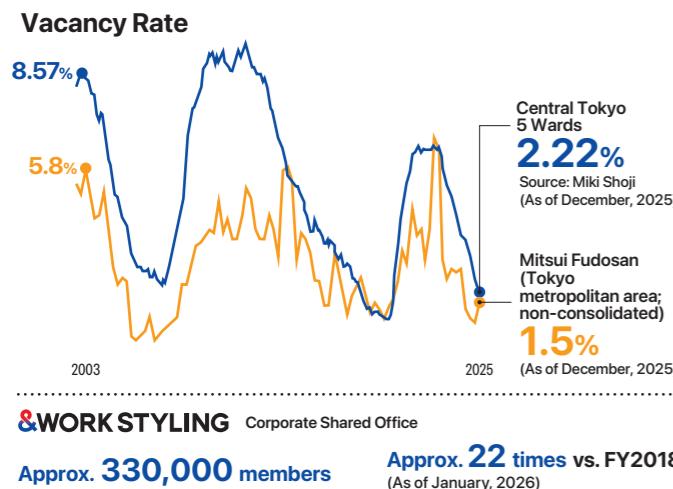


Market Potential

As of March 31, 2025, except as stated

Leasing

Office



Retail

Number of Domestic Facilities

Mitsui Shopping Park 1.1 • LaLaport 22
MITSUI OUTLET PARK 14
(As of January, 2026)

Approx. 2,500 tenants (As of October 1, 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 | | |
|------------------------------|---|--------|
| 3rd | LAZONA Kawasaki Plaza | ¥94.4B |
| 5th | Mitsui Outlet Park KISARAZU | ¥69.0B |
| 8th | Lalaport TOKYO-BAY | ¥62.7B |
| 9th | 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 January, 2026)

Vacancy rate (over 1 year old)

Development properties 2.2%

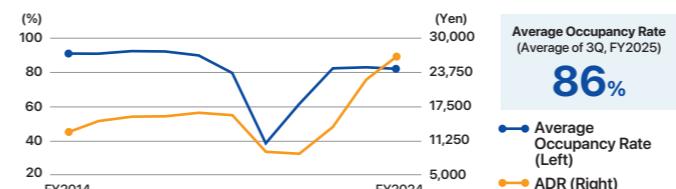
Tokyo Metropolitan Area

9.8% vacancy rate (Market) Source: CBRE (2025.4Q)

Facility Operation

Hotels and Resorts

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



Facilities Directly Operated by the Company



Property Sales to Individuals

Number of Condominium Contracts Posted 2,800 units*

* FY2025, Full-year Forecast

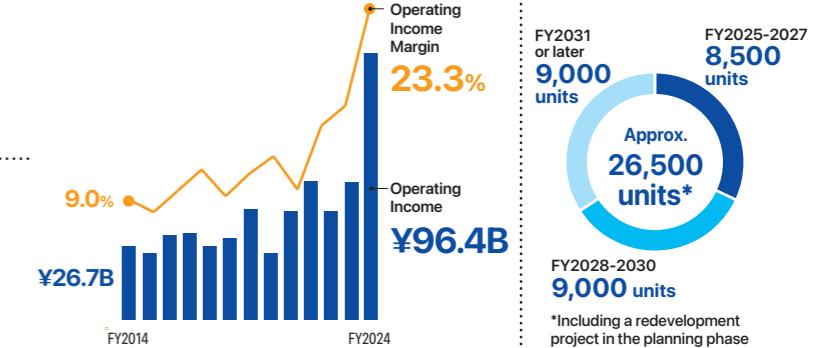
Contract Progress Rate 98% (As of December, 2025)

Market share of high-grade condominiums (over ¥200 million/unit)

Over 50% of the Group

(Source: MERCURY FY2024)

An Abundant Land Bank



Management

Operating Income



Property Management

Rental Parking (Repark) Approx. 250K units*



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

Condominiums Managed Approx. 300K units*

Rental Housing Units Managed Approx. 150K units*

*FY2024

Brokerage

Brokerage for Individuals (Rehouse)

Approx. 38,100 units*

handled for individuals

No. 1 for 39 consecutive years (FY1986-FY2024)

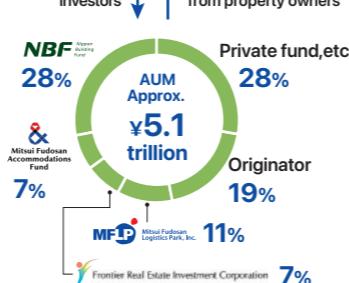
REALPLAN
三井のリバウス

*FY2024

Asset Management

MITSUI FUDOSAN GROUP

Sales to various investors Management of assets from property owners



Overseas

Expansion of Overseas Projects

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

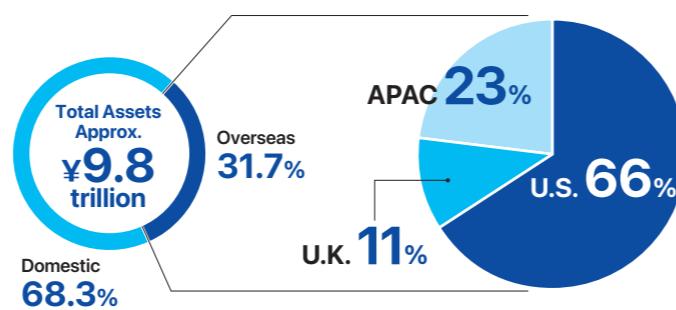
+ Number in future development pipeline*

| Europe and America | APAC | Total |
|--------------------|------|-------|
| (+8) | (+2) | +10 |
| (-) | (+3) | +3 |
| (+21) | (-) | +21 |
| (+5) | (+5) | +10 |

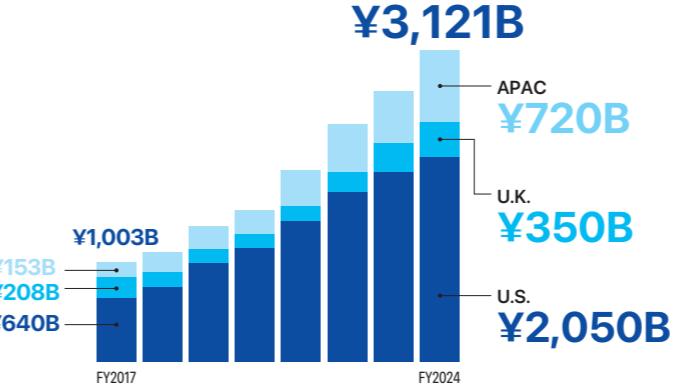
*Plans for the next phase and expansion of existing properties are counted

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)

At a Glance of our overseas business



Maple Terrace / Dallas

 Housing  Office



50&55 Hudson Yards / New York

 Office



Television Centre/ London

 Housing  Office



MITSUI OUTLET PARK LINKOU / Taipei

 Retail

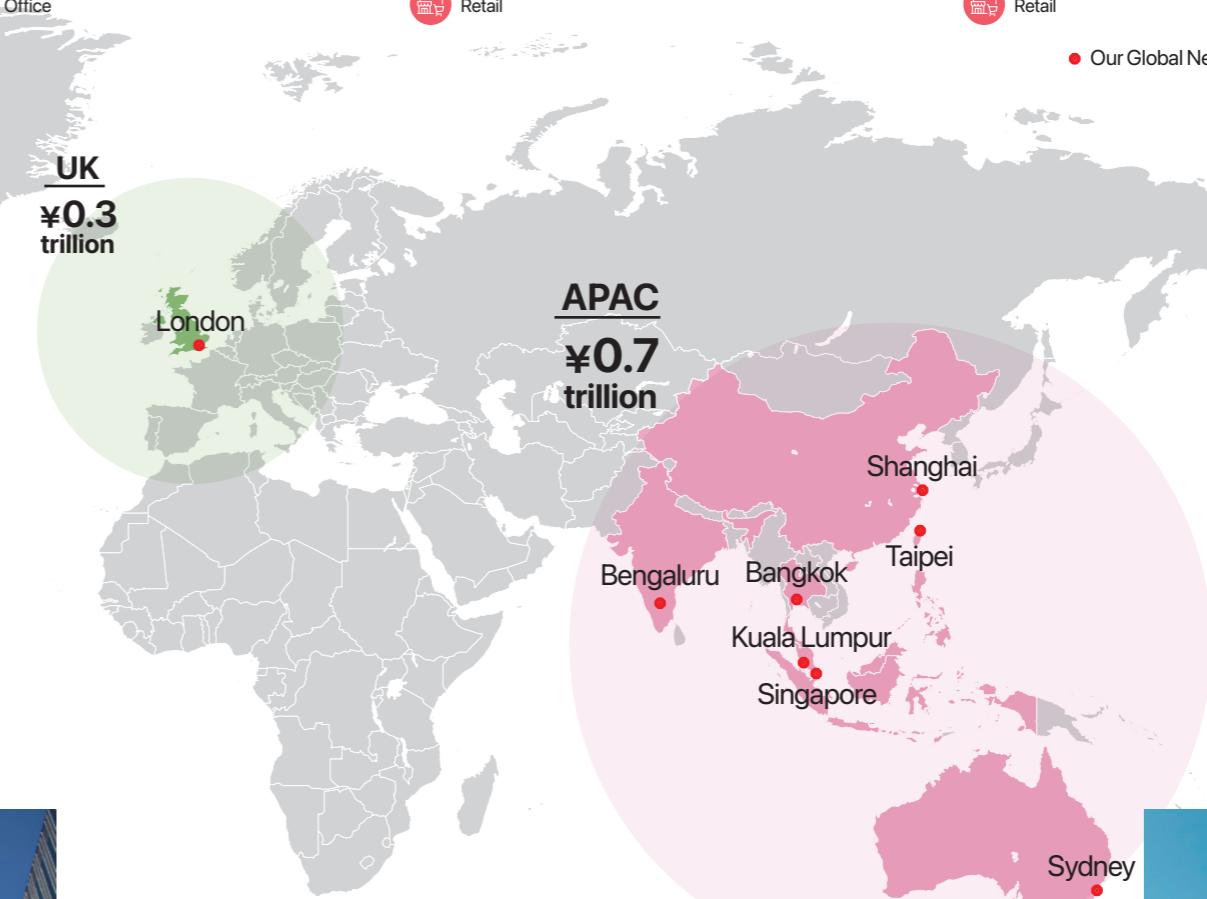


LaLaport TAIPEI NANGANG/ Taipei

 Retail

● Our Global Network (Local Offices)

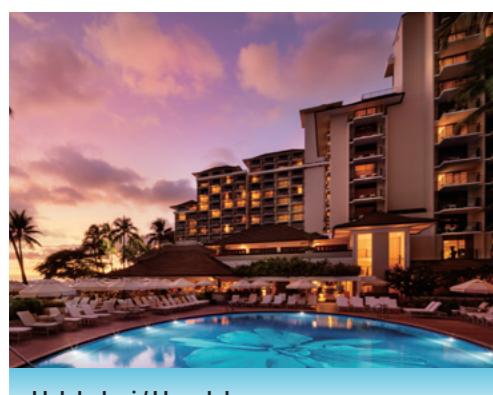
Overseas Assets by Area (As of the end of FY2024)



APAC
¥0.7 trillion

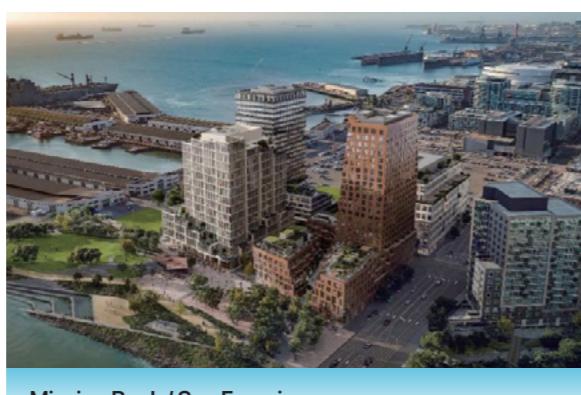
Number of properties in operation as of the end of September 2025

| | Europe and the U.S. | APAC |
|--------------------|---------------------|------|
| Office | 16 | 1 |
| Retail Facilities | - | 10 |
| Rental Housing | 10 | 1 |
| Hotel/SA/Logistics | 3 | 10 |



Halekulani / Honolulu

 Hotel and Resort



Mission Rock / San Francisco

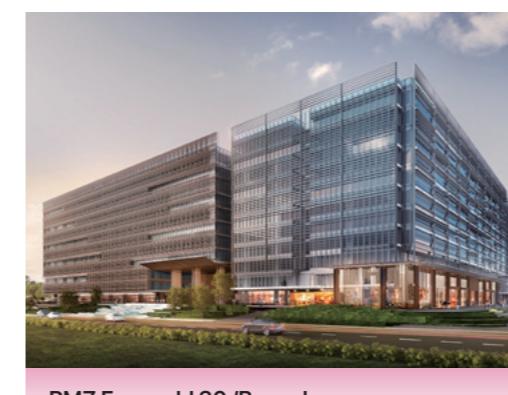
 Housing

 Office



1251 Avenue of Americas / New York

 Office



RMZ Ecoworld 30 /Bengaluru

 Office



Somerset Rama 9 /Bangkok

 Housing



55 Pitt Street / Sydney

 Office