

Investors Guide

Financial Results for FY2025

Financial Results and
Business Highlights



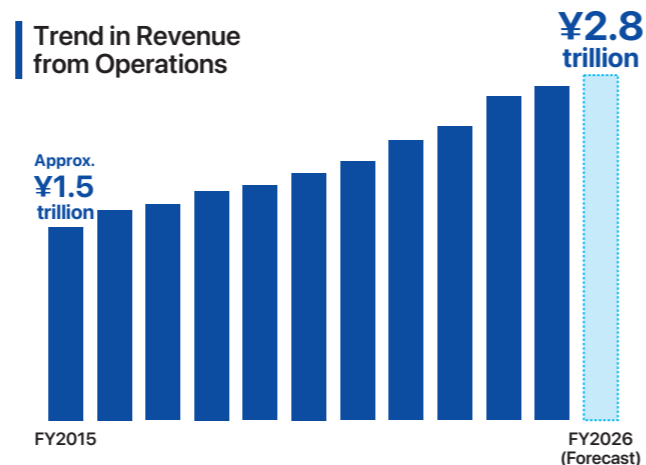
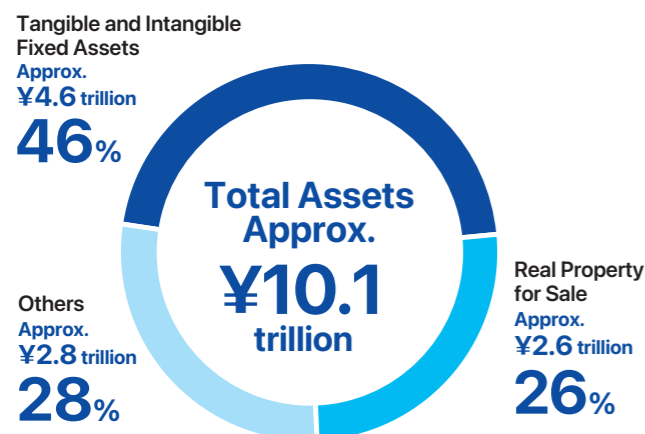
New Group Long-Term Vision,
& Innovation 2030



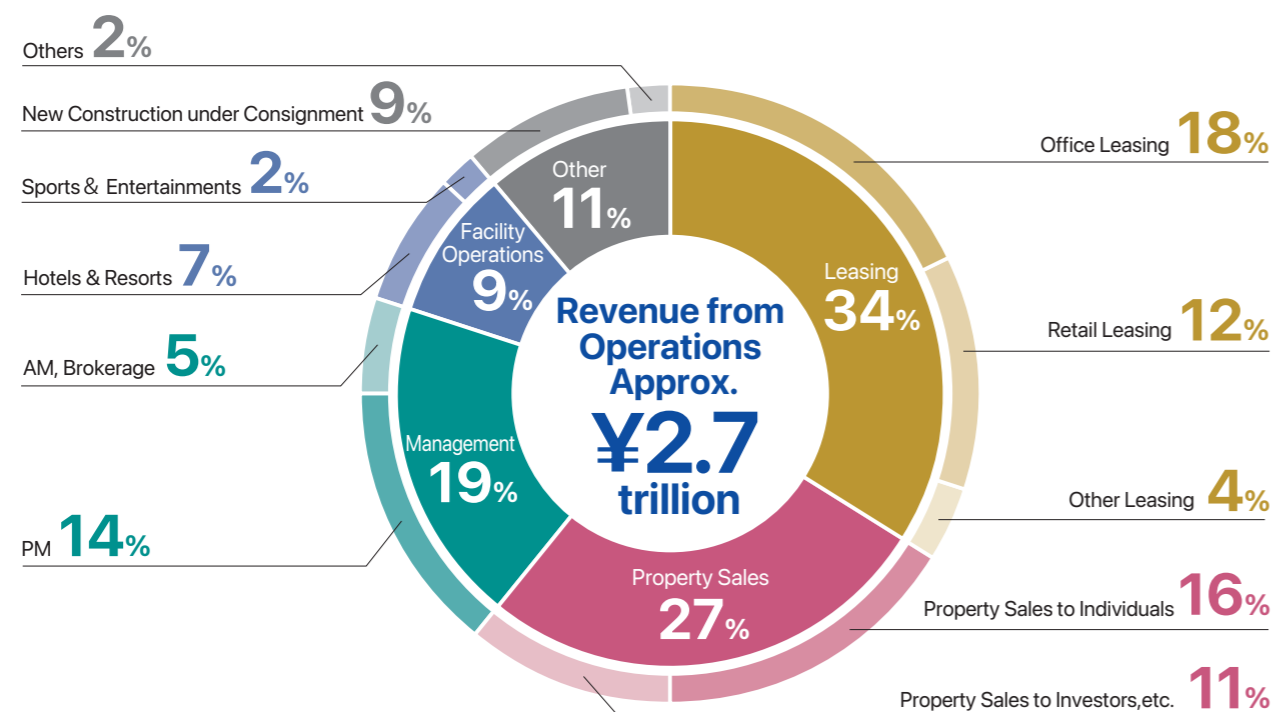
[For more details](#)

Business Overview

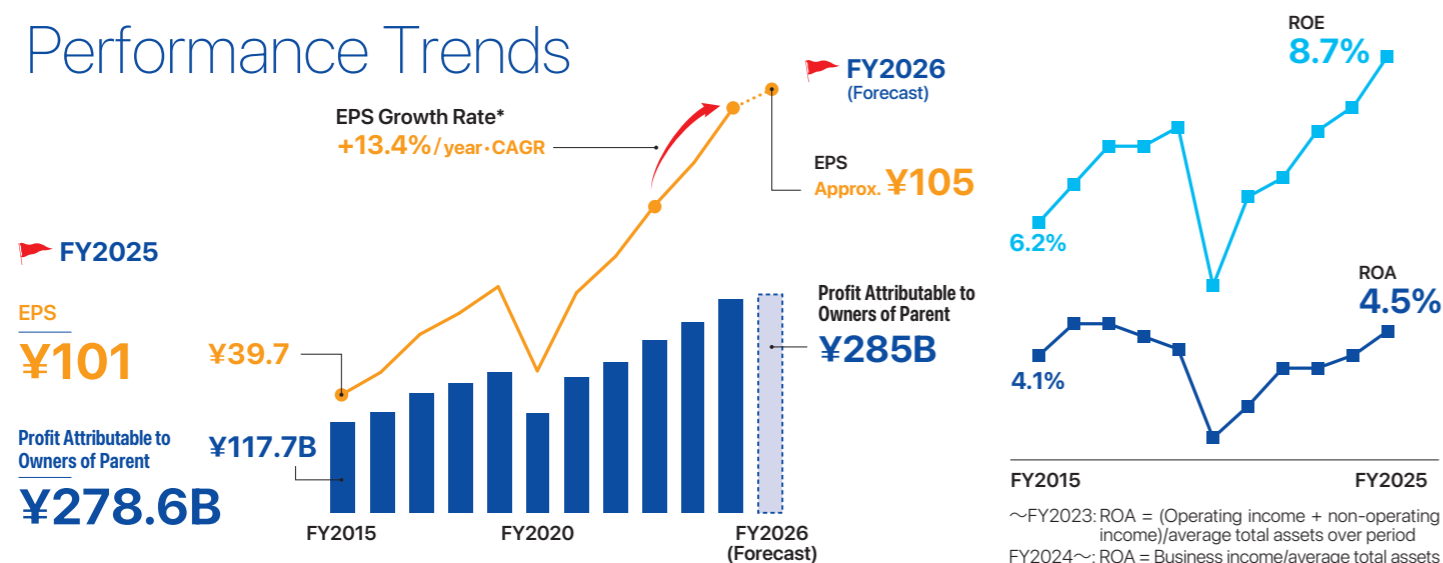
Year ended March 31, 2026 (FY2025)



Revenue Structure



Performance Trends

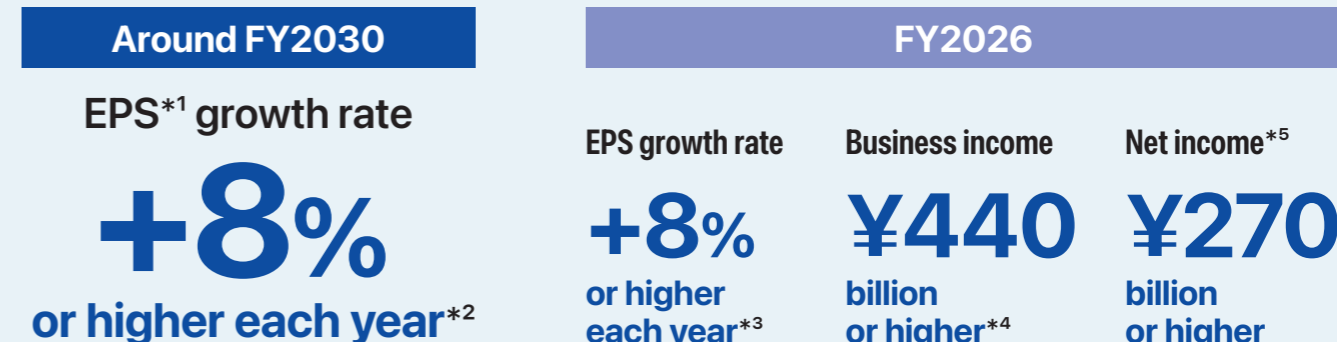


*Starting from the FY2023 forecasted EPS: ¥78.5

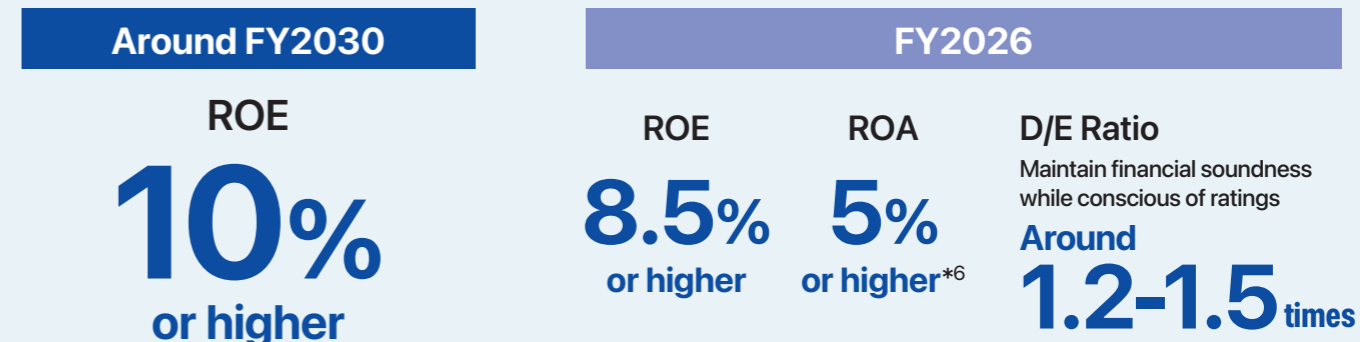
~FY2023: ROA = (Operating income + non-operating income)/average total assets over period
 FY2024~: ROA = Business income/average total assets over period
 ROE = Profit Attributable to Owners of Parent/Average shareholders' equity over the period

Management Goals & INNOVATION 2030

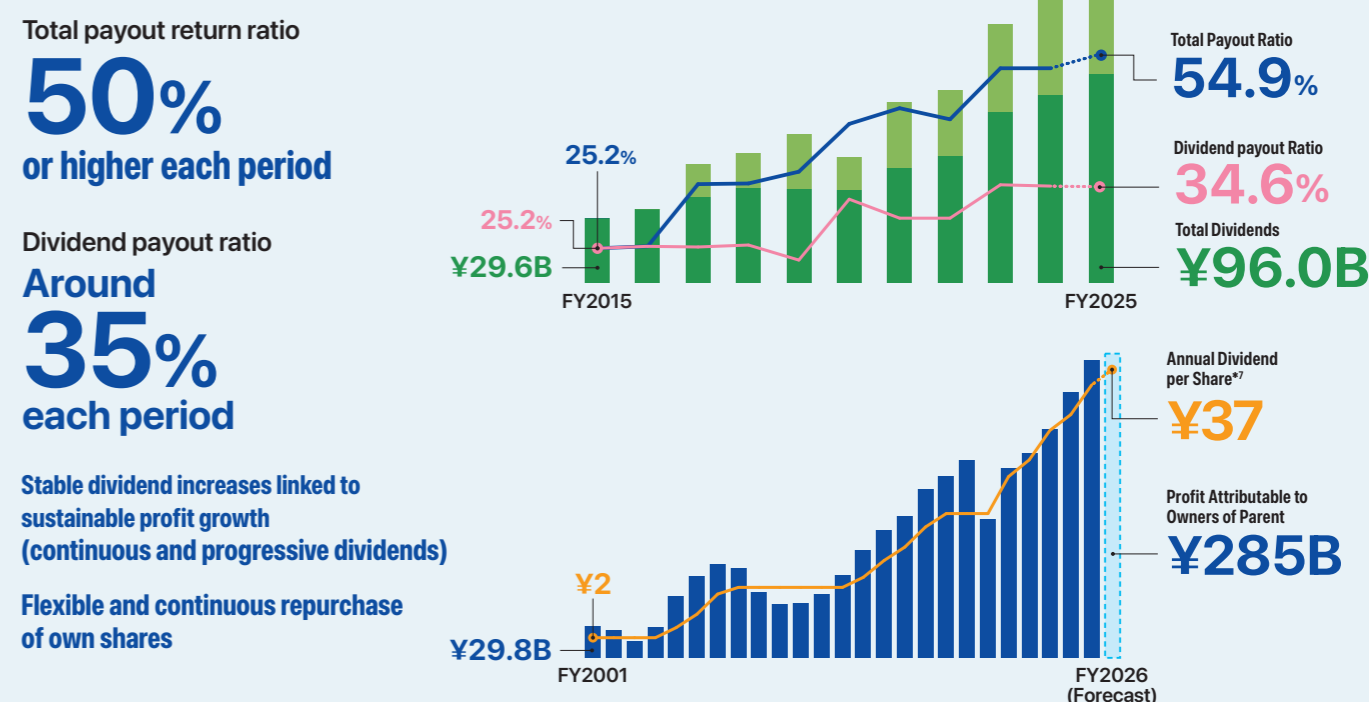
Growth Indicator



Efficiency Indicator



Shareholder Returns (FY2024-FY2026)



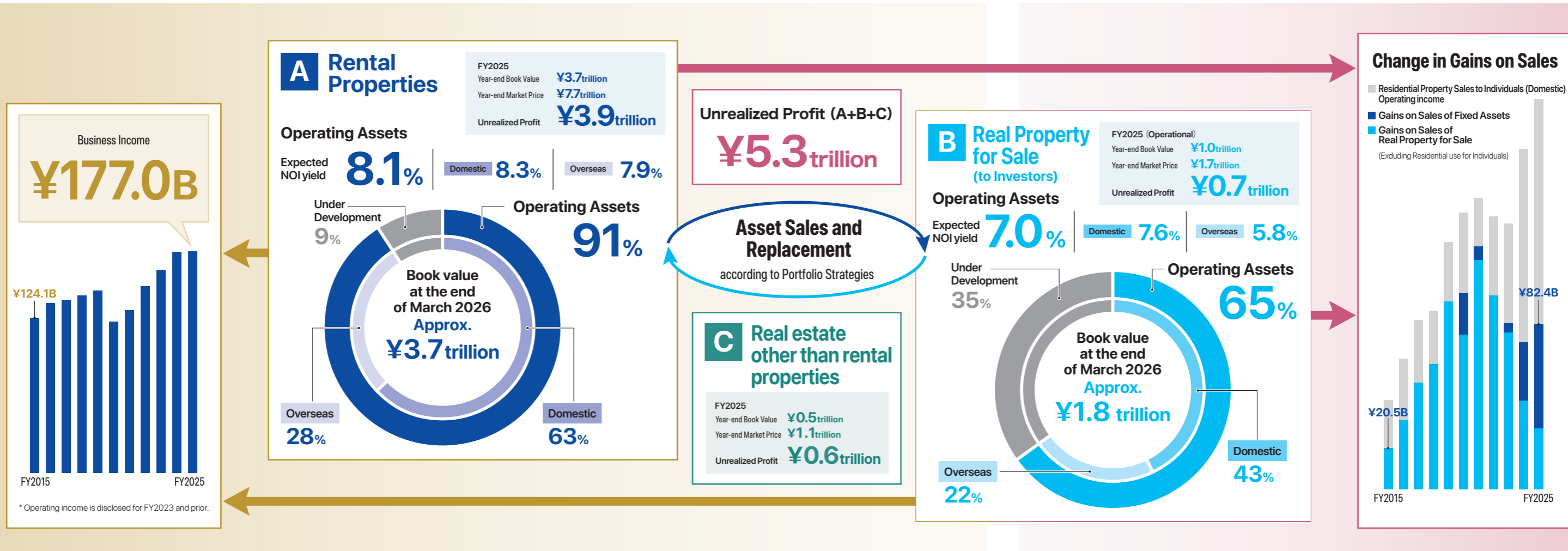
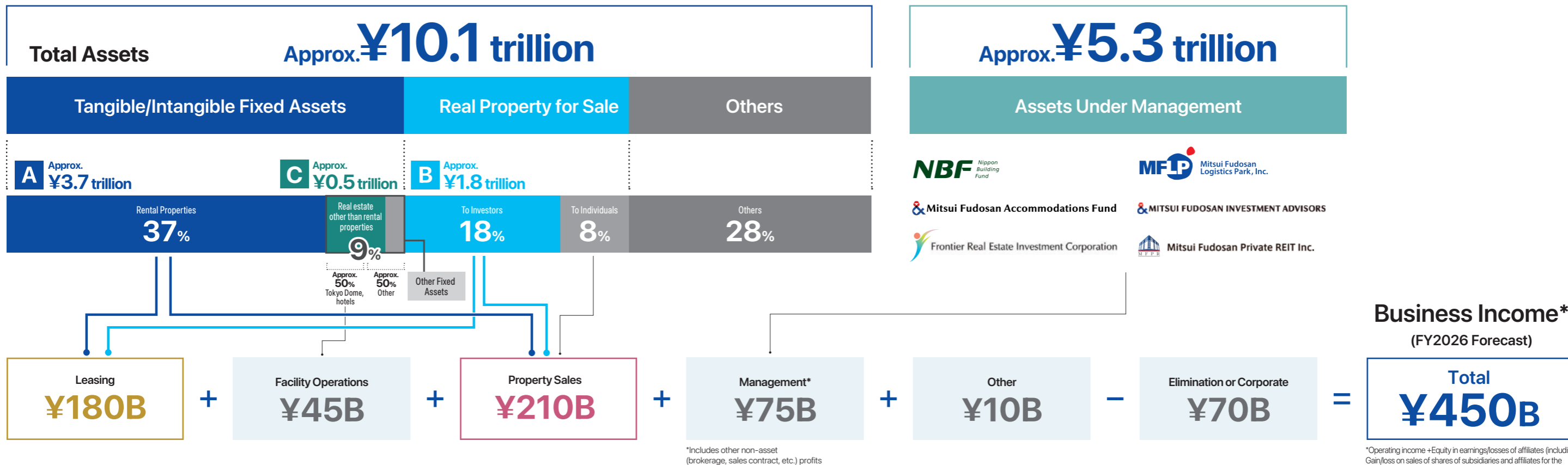
Stable dividend increases linked to sustainable profit growth (continuous and progressive dividends)

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

(FY2025)



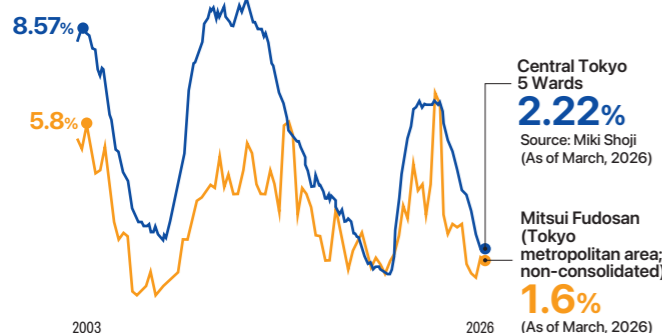
Market Potential

As of March 31, 2026, except as stated

Leasing

Office

Vacancy Rate



&WORK STYLING Corporate Shared Office

Approx. **330,000** members

Approx. **22** times vs. FY2018
(As of March, 2026)

Retail

Number of Domestic Facilities



Approx. **2,500** tenants

Approx. **11,600** stores

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 **87** properties
¥1.4 trillion cumulative investment

Approx. **6.3** million m² total floor space
(As of March, 2026)

Vacancyrate (over 1 years old)
Development properties **2.2%**

Tokyo Metropolitan Area
9.2% vacancy rate (Market) Source: CBRE (2026.1Q)

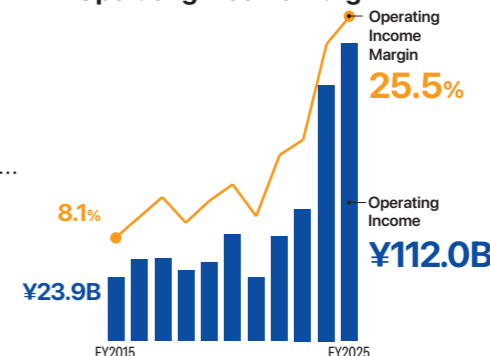
Property Sales to Individuals

Number of Condominium Contracts Posted **2,350** units*
* FY2026, Full-year Forecast

Contract Progress Rate **75%**

Total number of units handled in Tokyo's six central wards.*
Approx. **40%** of the Group
* In the case of JV properties, units are counted by the lead company.

Operating Income/ Operating Income Margin



An Abundant Land Bank

FY2032 or later **9,000** units

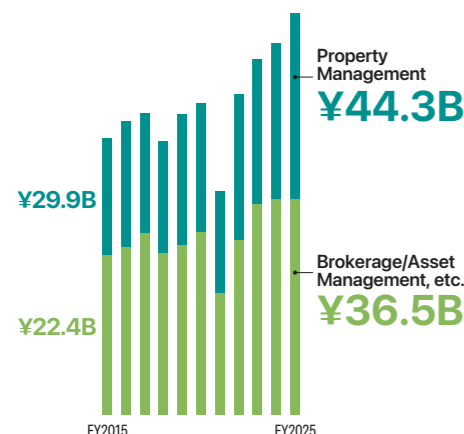
FY2026-2028 **8,800** units

Approx. **24,600** units*

FY2029-2031 **6,800** 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*

Rental Housing Units Managed
Approx. **160K** units*

*FY2025

Brokerage

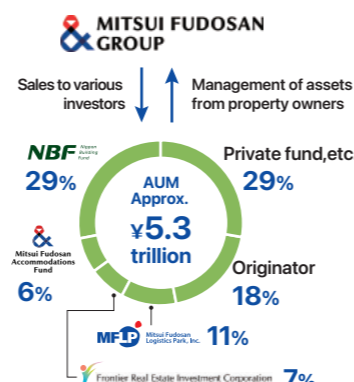
Brokerage for Individuals (Rehouse)
Approx. **36,200** units*
handled for individuals

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

REALPLAN Mitsui Rehouse

*FY2025

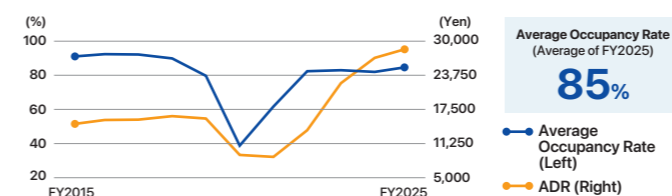
Asset Management



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. **13,300** rooms
(As of March, 2026)

Approx. **1.22** million Mitsui Garden Hotel members
(As of March, 2026)

Triple 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

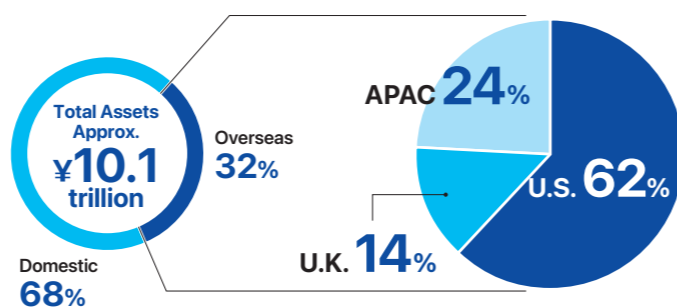
Expansion of Overseas Projects

	Number of properties in operation As of end of Dec., 2025.			Number in future development pipeline*		
	Europe and America	APAC	Total	Europe and America	APAC	Total
Office	(16)	(1)	17	(+8)	(+2)	+10
Retail Facilities	(-)	(10)	10	(-)	(+3)	+3
Rental Housing	(14)	(1)	15	(+18)	(-)	+18
Hotel/SA/Logistics	(4)	(10)	14	(+5)	(+8)	+13

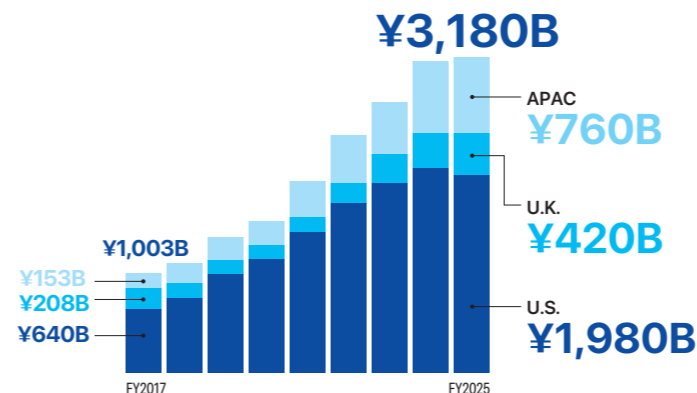
*Plans for the next phase and expansion of existing properties are counted

Breakdown of Group Assets by Area

As of the end of FY2025



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

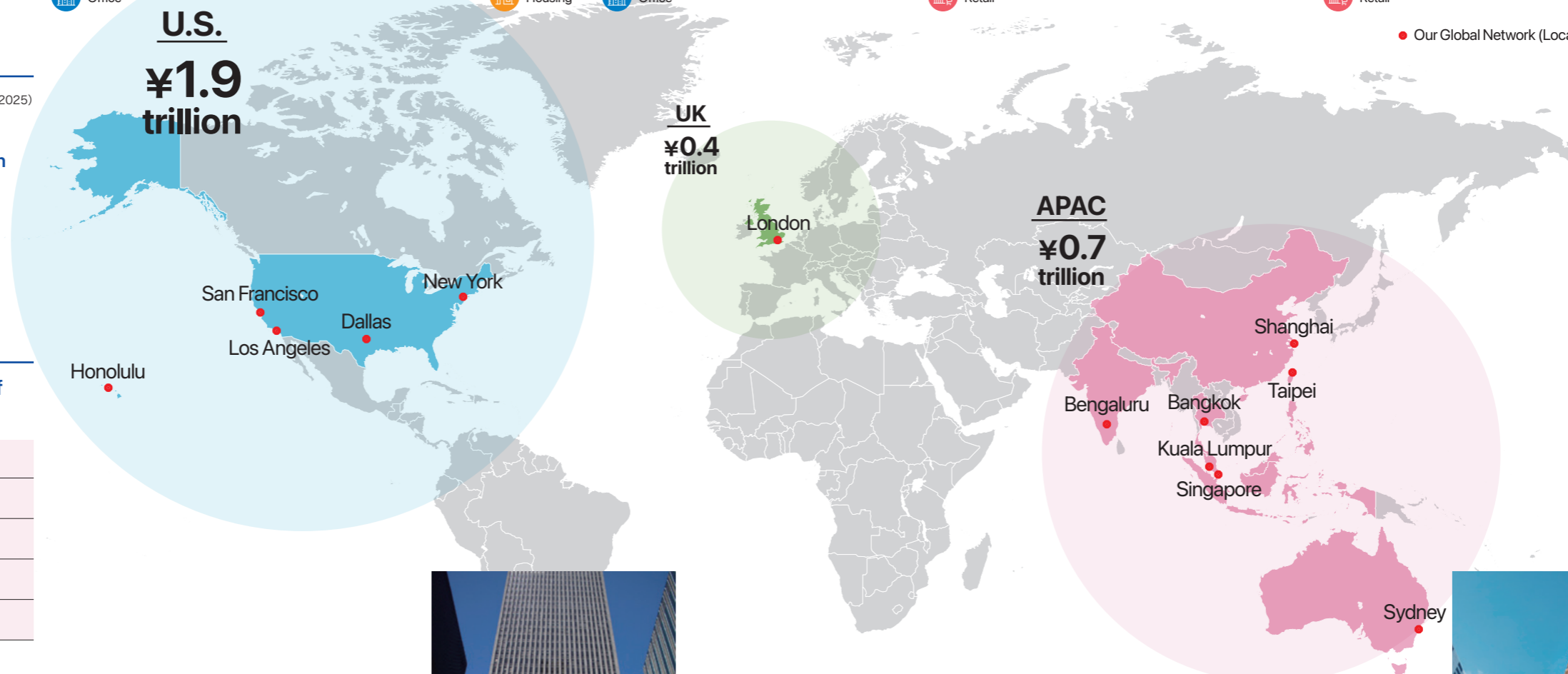
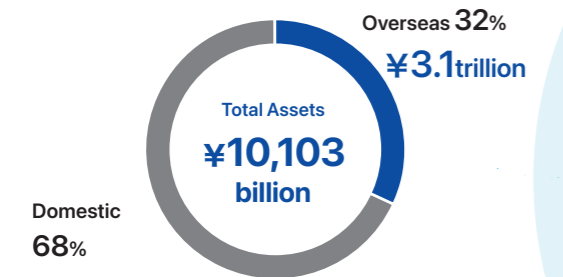


LaLaport TAIPEI NANGANG / Taipei

Retail

● Our Global Network (Local Offices)

Overseas Assets by Area (As of the end of FY2025)



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

	Europe and the U.S.	APAC
Office	16	1
Retail Facilities	-	10
Rental Housing	14	1
Hotel/SA/Logistics	4	10



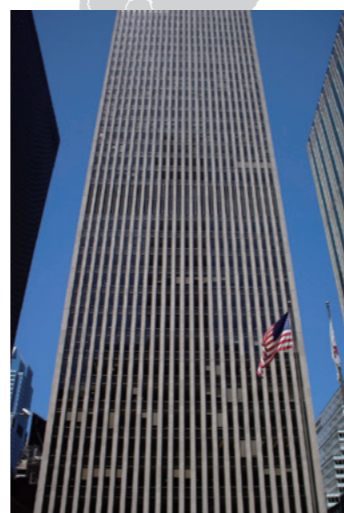
Halekulani / Honolulu

Hotel and Resort



Mission Rock / San Francisco

Housing Office



1251 Avenue of Americas / New York

Office



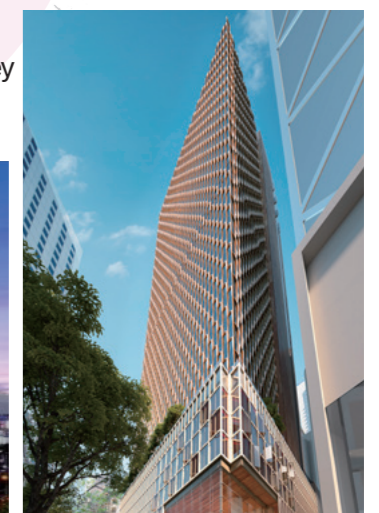
RMZ Ecoworld 30 / Bengaluru

Office



Somerset Rama 9 / Bangkok

Housing



55 Pitt Street / Sydney

Office