

Investors Guide

Financial Results for 1Q FY2026

Financial Results and
Business Highlights

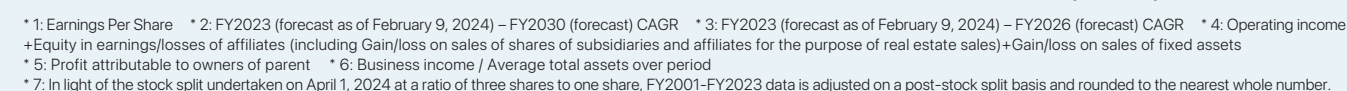


New Group Long-Term Vision,
& Innovation 2030



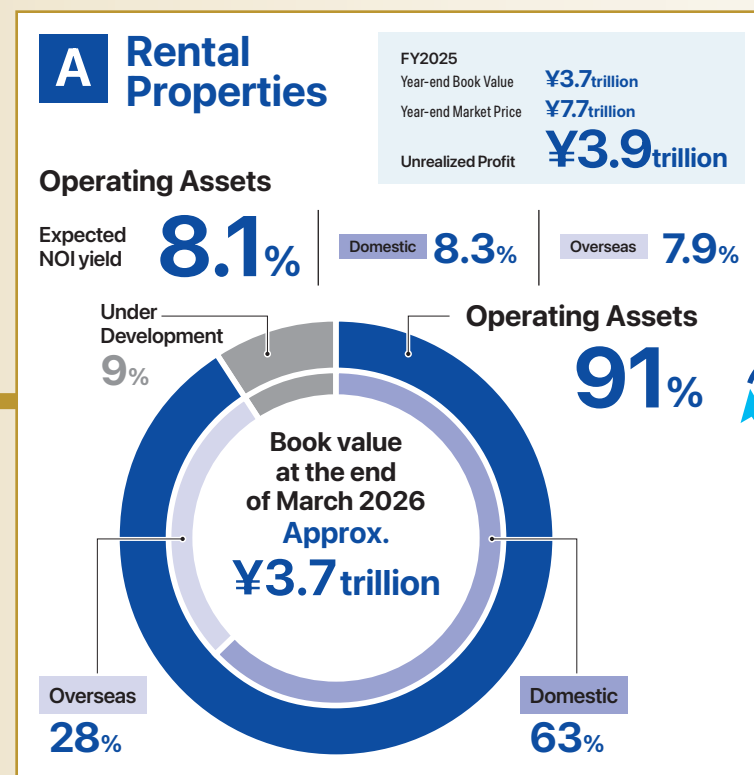
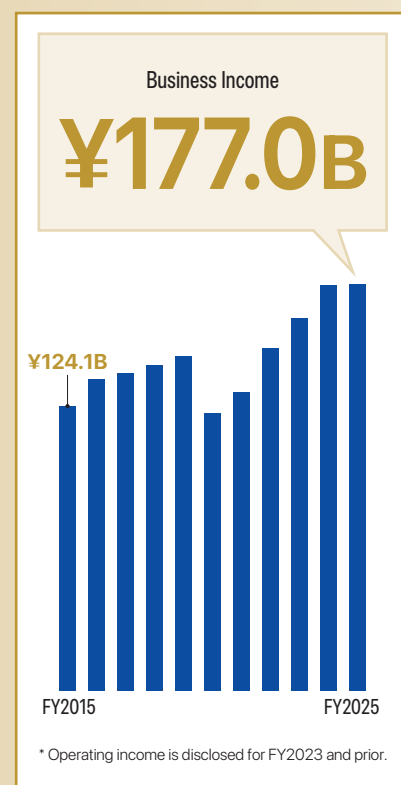
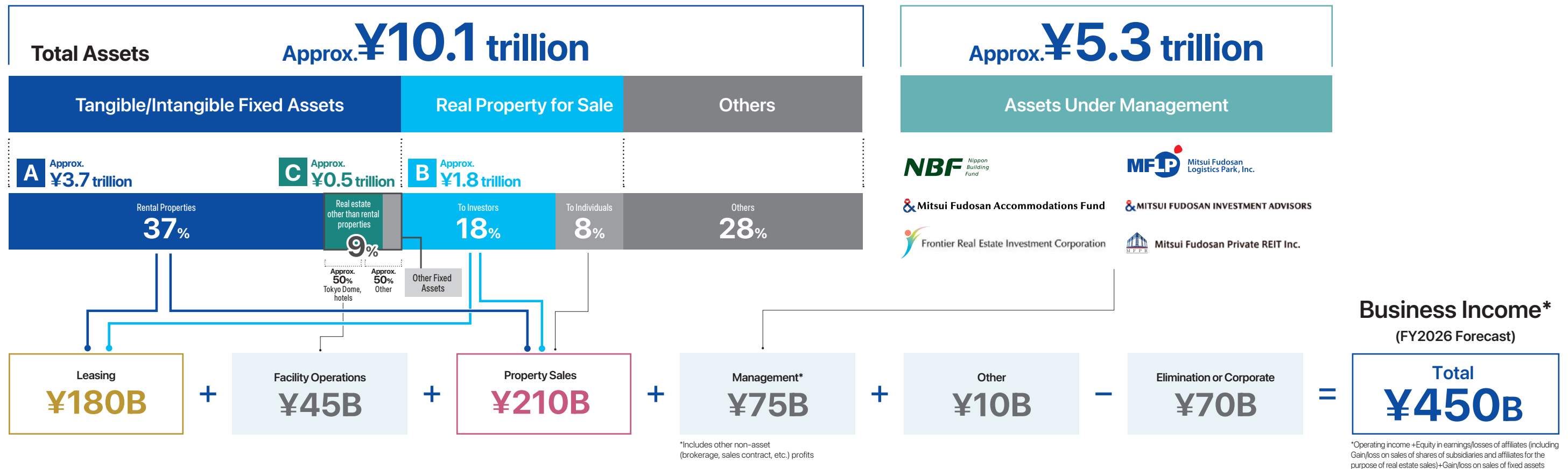
[For more details](#)

Management Goals & INNOVATION 2030



Source of Our Profit

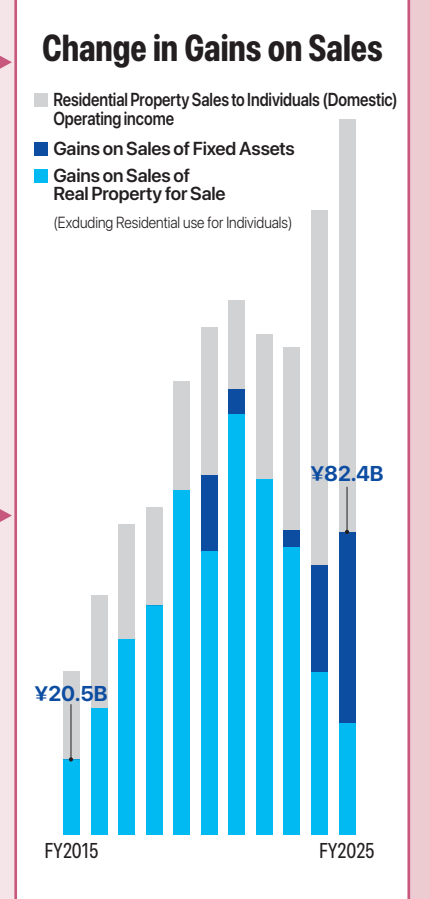
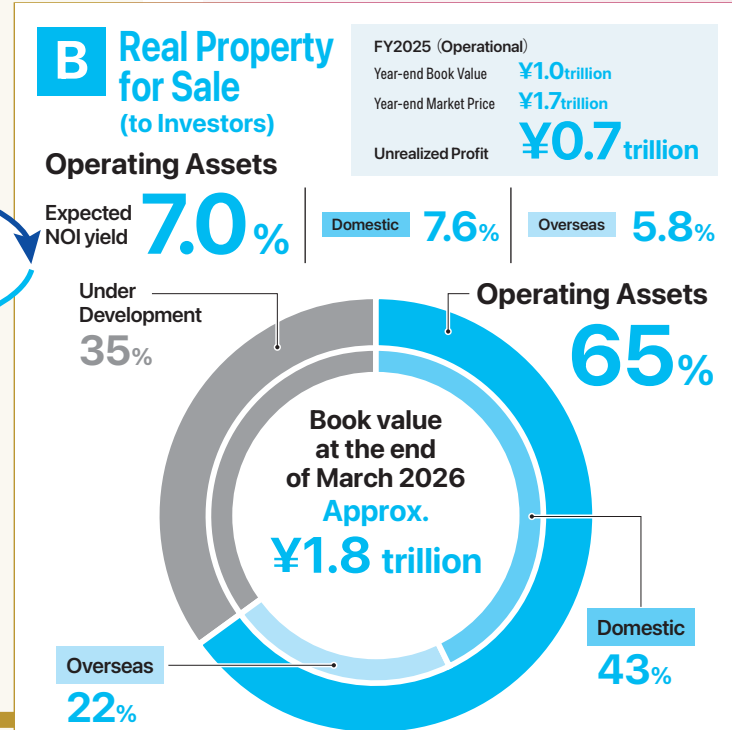
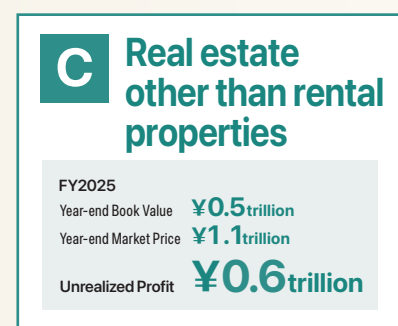
(FY2025)



Unrealized Profit (A+B+C)

¥5.3trillion

Asset Sales and Replacement
according to Portfolio Strategies



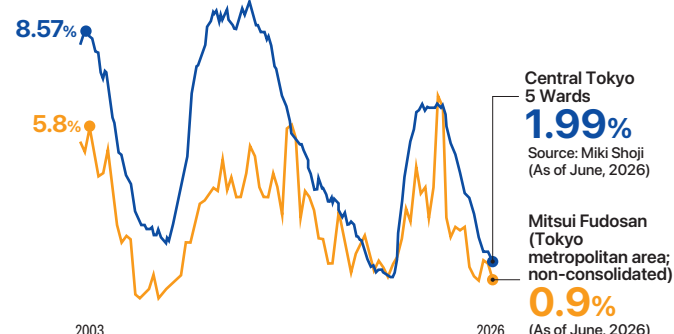
Market Potential

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 June, 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 89 properties
¥1.45 trillion cumulative investment

Approx. 6.5 million m² total floor space

(As of June, 2026)

Vacancyrate (Tokyo metropolitan area, over 1 years old)

Development properties 1.7%

Tokyo Metropolitan Area

7.8% vacancy rate (Market) Source: CBRE (2026.2Q)

Property Sales to Individuals

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

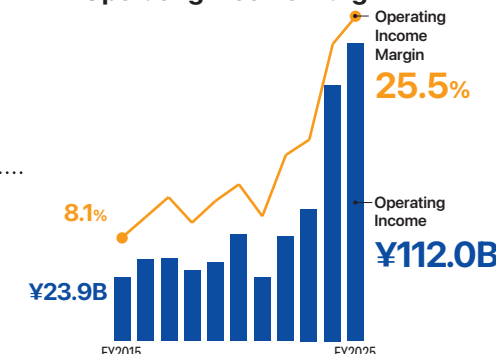
Contract Progress Rate 83%

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

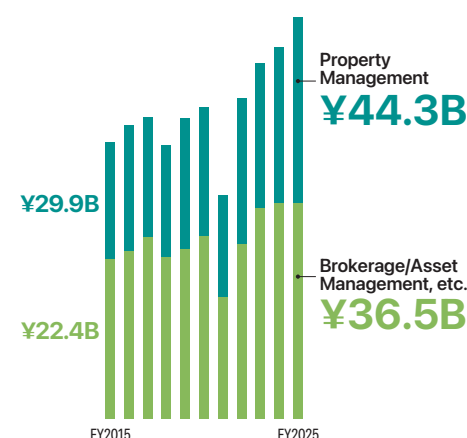
Approx. 24,600 units*

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

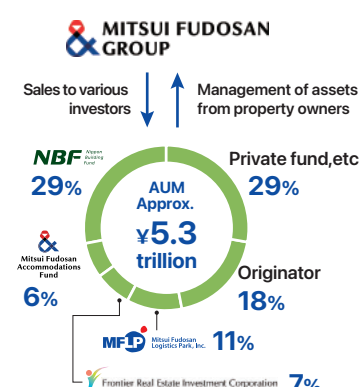
Brokerage

Brokerage for Individuals (Rehouse)
Approx. 36,200 units*
handled for individuals
No. 1 for 39 consecutive years (FY1986-FY2024)

REALPLAN
三井のリハウス Mitsui Rehouse

*FY2025

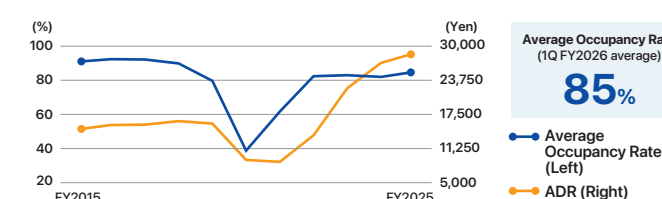
Asset Management



Facility Operation

Hotels and Resorts

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



Facilities Directly Operated by the Company (Domestic and overseas)

52 facilities Approx. 13,100 rooms
(As of June, 2026)

Approx. 1.29 million Mitsui Garden Hotel members
(As of June, 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)

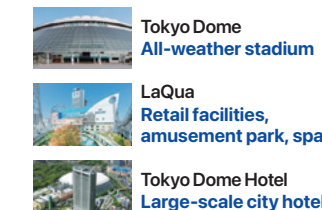
Approx. 40M people/year

In central Tokyo A spacious site covering

Approx. 13 hectares

Facility Overview

Plentiful Facilities That Meet the Needs of Diverse Visitors



Overseas

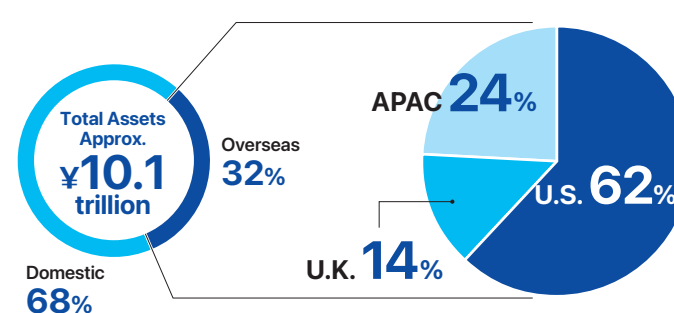
Expansion of Overseas Projects

	Number of properties in operation as of end of Mar., 2026.				Number in future development pipeline*		
	Europe and America	APAC	Total		Europe and America	APAC	Total
Office	(16)	(1)	17	+	(+8)	(+2)	+10
Retail Facilities	(-)	(11)	11		(-)	(+2)	+2
Rental Housing	(15)	(1)	16		(+18)	(-)	+18
Hotel/SA/Logistics	(4)	(10)	14		(+5)	(+9)	+14

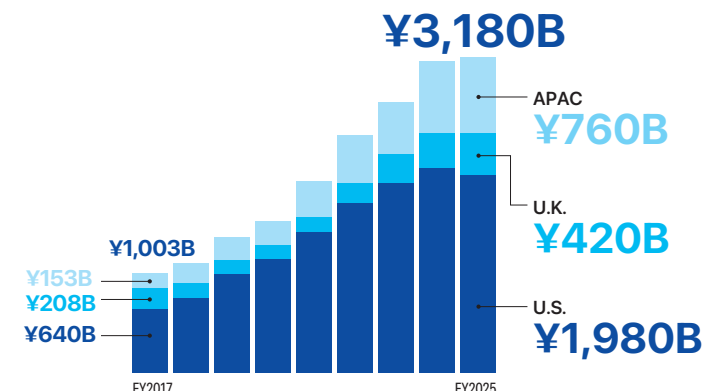
*Plans for the next phase and expansion of existing properties are counted

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 entertainant



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

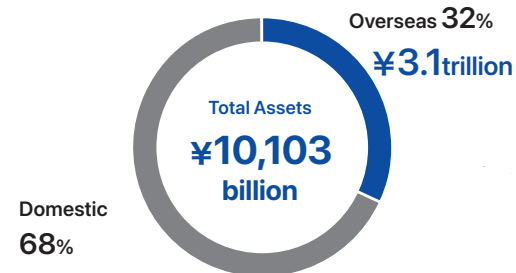


LaLaport TAIPEI NANGANG / Taipei

Retail

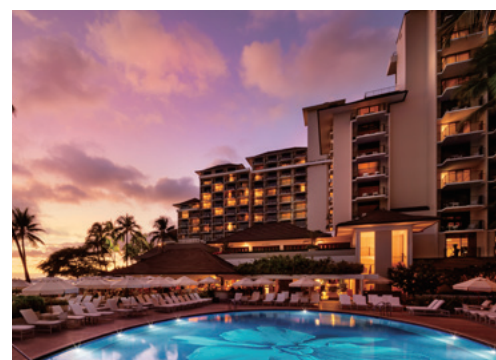
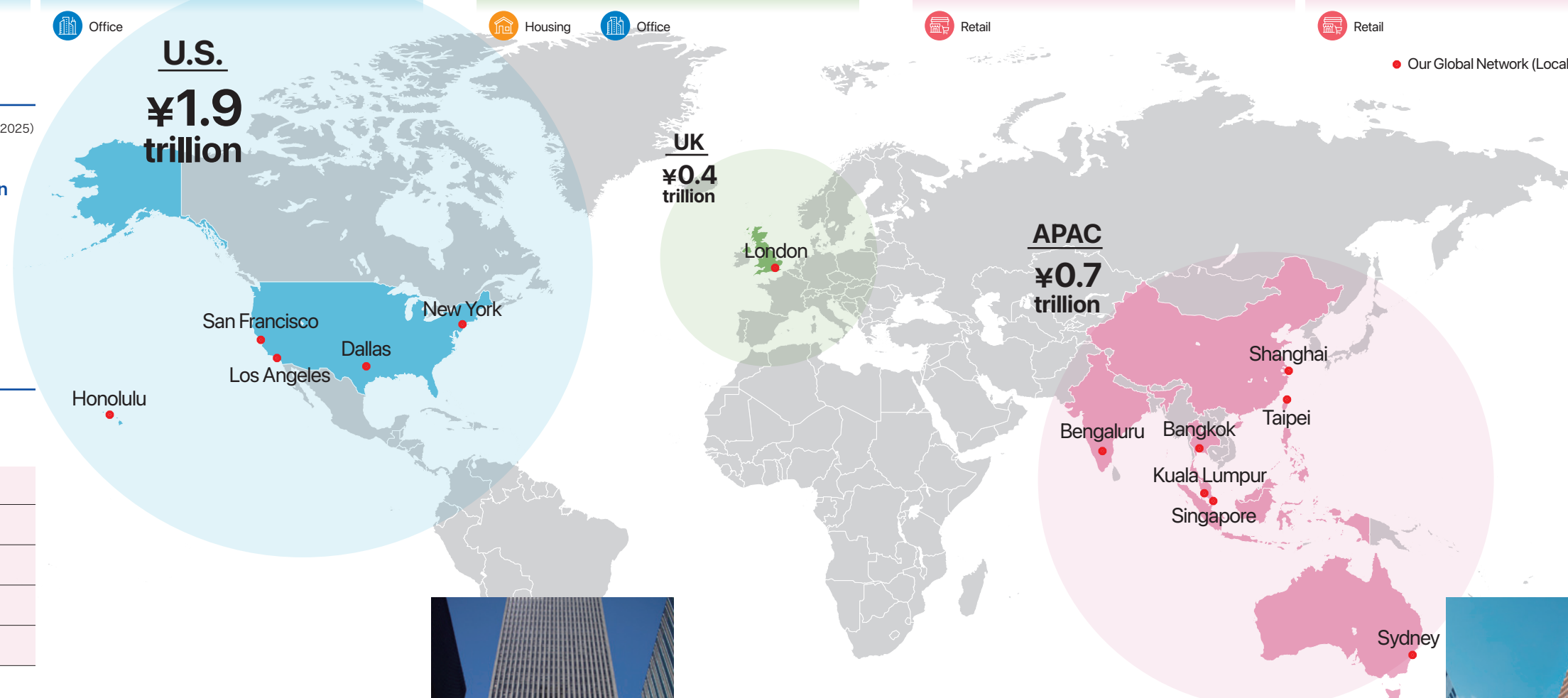
● Our Global Network (Local Offices)

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



Number of properties in operation as of end of Mar., 2026.

	Europe and the U.S.	APAC
Office	16	1
Retail Facilities	-	11
Rental Housing	15	1
Hotel/SA/Logistics	4	10



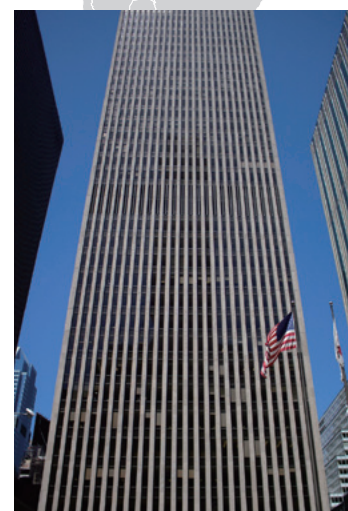
Halekulani / Honolulu

Hotel and Resort



Mission Rock / San Francisco

Housing Office



1251 Avenue of Americas / New York

Office



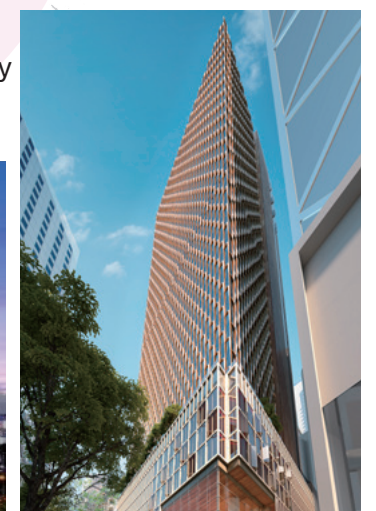
RMZ Ecoworld 30 / Bengaluru

Office



Somerset Rama 9 / Bangkok

SA



55 Pitt Street / Sydney

Office