# MITSUI FUDOSAN 2024-2025 CORPORATE PROFILE



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# Top Message

### Mitsui Fudosan Group's Value Creation

Since its founding, the Mitsui Fudosan Group has seen changes of the times as opportunities and has continued to embrace a host of challenges.

During Japan's period of rapid economic growth, we created land through land reclamation projects and fueled the country's industrialization. Starting with Japan's first skyscraper, the Kasumigaseki Building, we have supported corporate activities by improving the office environment.

In the logistics facilities business, the Group has supported the industry through increasing efficiency of logistics in tandem with the growth of e-commerce. We have also promoted such businesses as housing, retail facilities, hotels and resorts, and sports and entertainment, including Tokyo Dome, to provide more affluent lifestyles and enhance people's quality of life.

The Group is now operating a wide range of businesses on a global scale and has achieved diversity of its personnel and substantial corporate growth.

In 1991, we introduced the "&" mark, and in 1999, we established the statement "bring affluence and comfort to urban living" along with our vision and mission. Under these principles, we have promoted value creation through neighborhood creation that emphasizes not only tangible buildings but also service and other intangible aspects. And now, a major paradigm shift is taking place in our times.

We also need to evolve further into a corporate group that continues to creating new added value in response to various changes in the operating environment and diversifying customer needs.

### Our Desire Encapsulated in Our Philosophy

In order to advance value creation in this new era, we need to transform ourselves and evolve. We therefore reexamined our purpose and redefined Our Philosophy.

Our DNA that has been passed down to us is the meaning of "&" and represents our aspiration "to generate new value through cooperation, coexistence and co-creation, we forge ahead, innovating".

In line with our Group Mission, we wish to fulfill:"& EARTH, With nature, sharing the future";"& INNOVATION, With Creativity, sharing the brilliance"; and "& PEOPLE, With people, sharing the inspiration". It represents our commitment to caring for the future of the earth, to achieving a brilliant society through innovation, and to bringing excitement and happiness to people.In order to encapsulate Our Philosophy and indicate the direction in which we are moving forward, we have formulated the corporate message, "Transforming the city. Transforming the future." This message expresses our desire to "change the future" for the better together with various stakeholders, starting from the neighborhoods, even in a highly uncertain and unpredictable society.

We have also revised our corporate logo, the "&" mark. The new design of "&", which represents the Group's DNA, can readily be recognized as "&" and hints flexibility and resilience. The "&" drawn in one line reminiscent of obi (kimono belt) not only suggests the flexibility and Takashi Ueda President and Chief Executive Officer



resilience associated with our approach, but also links to Mitsui Fudosan's roots of Echigoya clothing emporium.

### Mitsui Fudosan Group's Long-Term Vision

Guided by this Philosophy, we formulated a long-term vision under the "& INNOVATION 2030" banner. This VISION aims to bring the Group's DREAM for 2030 to a REALITY by conceptualizing specific strategies.

We see ourselves as an industry developer or platformer that goes beyond the boundaries of a real estate developer. By providing a platform for open innovation, we take pride in contributing to the creation of both added value for society and new industries by helping bring together the wisdom of companies, society, and the people who live there. The Mitsui Fudosan Group will continue to contribute to the creation of new industries and new demand.

In the value creation which we aim for, we view "creation of social value" and "creation of economic value" as two wheels of a cart. Creating social value leads to the creation of economic value, which in turn leads to the creation of even greater social value.

We have established three business strategy paths:

As the first path, we will promote further growth of the core businesses that have supported the Group's efforts to create value. Building on the first path, we will accelerate expansion into new asset classes in the real estate domain as the second path. Finally, we will work to expand new



business domains and capture business opportunities in other domains as real estate.

Now that we can expect steady growth in our core business, we will explore new business seeds that have the potential for significant future growth and develop them into pillars of our earnings. We strive to implement ambidextrous management by aiming for growth in our core business and its peripheral domains, while exploring new business domains and capturing business opportunities.

### In Conclusion

We view this historic turning point as an unparalleled opportunity for the Mitsui Fudosan Group.

I am convinced that the coming era will be one in which added value is fairly appreciated, and that the significance of the Group's overwhelming strength in added-value creation will further be enhanced.

Even a single person's wildest "dream" can become a "vision" for a certain cause to attract colleagues, and then, if they have the courage, the vision can lead to "reality".

As a united group, we will push forward with passion to create new value for society.

Together with you, I believe that we can build a stronger future for Japan. "Transforming the city, Transforming the future".

# The Group's New Philosophy Formulated

Believing that we must transform and evolve ourselves in order to promote value creation in the new era, the Mitsui Fudosan Group has reexamined our raison d'étre and redefined Our Philosophy. Moreover, we have formulated the corporate message "Transforming the city Transforming the future" to summarize Our Philosophy and indicate the direction in which the Group is moving.

# Our Philosophy

### **GROUP DNA** -The spirit that has been passed down to us-

The meaning of "&"

To generate new value through cooperation, coexistence and co-creation, we forge ahead, innovating.

# **GROUP MISSION**

-The MISSION that we wish to fulfill-

Contribute to industrial competitiveness

& EARTH & INNOVATION & PEOPLE

Priority Issues

With nature, sharing the future With creativity, sharing the brilliance With people, sharing the inspiration

Based on Our Philosophy, we have identified GROUP MATERIALITY as priority issues.

# Corporate Message

Safety and security

Diversity and inclusion

Compliance and governance

Transforming the city Transforming the future

\*The message summerizes Our Philosophy and indicates the direction in which the Group is moving.

### What We Believe

cannot be measured. Or the moments when, for people to co-exist. toward a bright future.

What Mitsui Fudosan Group creates For instance, moments when people with diverse views meet and mingle, inspiring visions for a better world. in the course of an ordinary day, our hearts beat a little faster. We provide opportunities and communities Buildings and city centers take their shape from there. Since our founding, we have been pathfinders, inspired by our enterprising nature and human-centric ideas. Deploying our credo, dream, vision, reality, that we embrace to the fullest with unrivalled passion, we will remain the "&" that connects people, nature and industry,

# 

## Corporate Logomark



intelligence, and nature". Design concept

Group's Long-Term Vision

•Health and vitality

Coexist with the environment

**& INNOVATION 2030** DREAM, VISION, REALITY

**GROUP MATERIALITY** 

# **MITSUI FUDOSAN**

#### Purpose of revision

•"&", which represents our DNA, is designed to be recognized as a flexible and resilient "&" symbol. Just like "&" does, each member of the Group tirelessly connects people, nature, and industry.

•The corporate colors of red and blue are used also in the new logo. Red represents "sun, passion, and neighborhood" and blue represents "ocean,

. The motif of the logo design takes inspiration from obi belt for kimono. Obi is associated with the image of flexibility and resilience and suggests Mitsui Fudosan's roots of "Echigoya" clothing emporium.

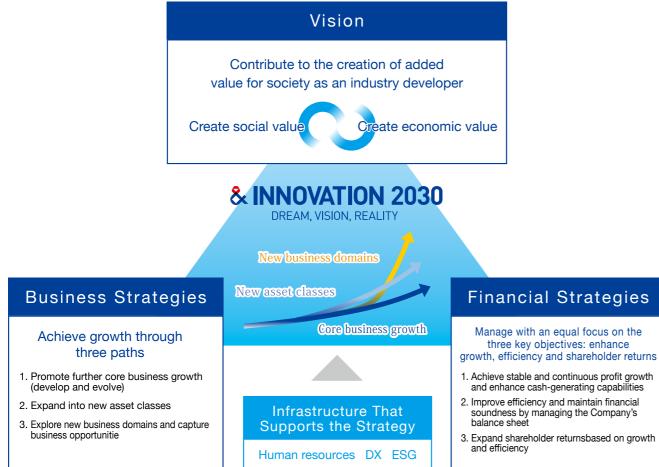
. The "igeta" grid patterns are hidden in the blue parts of the mark, with all elements representing our corporate identity.

# & INNOVATION 2030

The Group's new long-term vision, "& INNOVATION 2030" is described as follows.

For details of & INNOVATION 2030, visit  $\downarrow$ https://www.mitsuifudosan.co.jp/corporate/innovation2030/

# Structure of & INNOVATION 2030

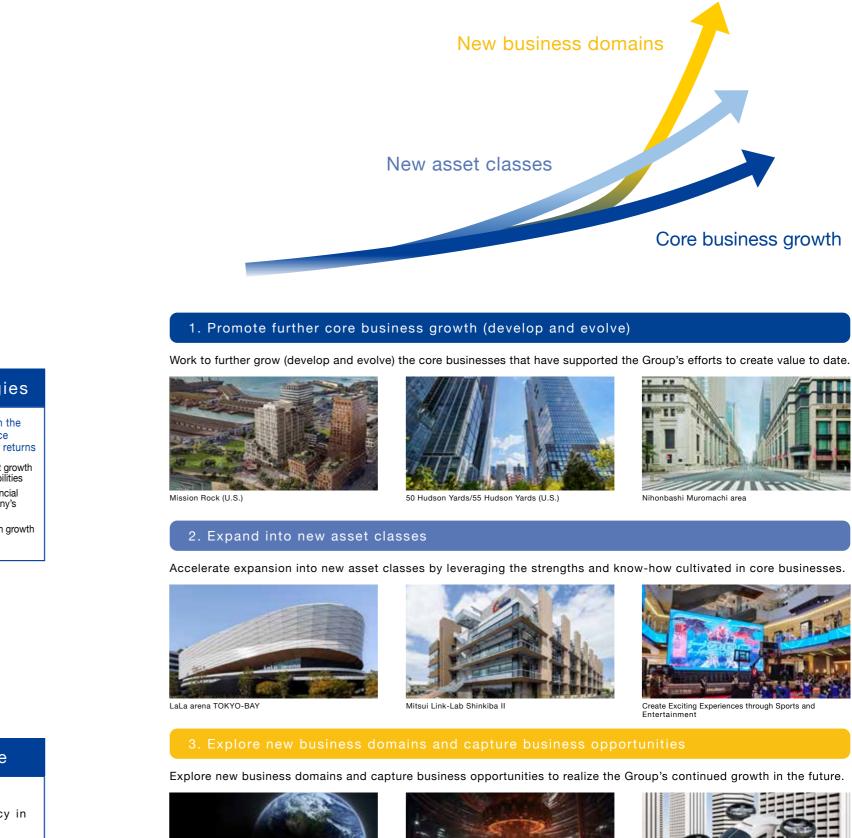


## Vision

- Contribute to the creation of added value for society as an industry developer.
- "Create social value" and "create economic value" as two wheels of a cart.
- "Creating social value" leads to differentiation and competitiveness, which in turn helps "create economic value."
- Employ the economic value created to then create even greater social value.



## Three Business Strategy Paths



Space exploration

\*CG photo Energy



\*CG photo



Mobility

\*CG photo

# **GROUP MATERIALITY** (Priority Issues)

The Mitsui Fudosan Group identified GROUP MATERIALITY as priority issues when formulating its new management philosophy in April 2024. Moving forward, we will contribute to sustainability by addressing these issues through our core business.



### 1. Contribute to industrial competitiveness

We play a role in bringing together the wisdom of companies, society, and the people who live there, and contribute to the creation of added value for society and new industries.

We strive to strengthen industrial competitiveness by supporting people's daily lives and diverse corporate activities and implementing initiatives that contribute to the creation of added value for society. We will also take on the challenge of expanding into new business domains by evolving our industry creation platform.



### 2. Coexist with the environment

We aim to coexist in harmony with the natural environment, including efforts to address climate change, in order to pass on a sustainable global environment to the next generation.

In November 2021, Mitsui Fudosan Co., Ltd. formulated a Group Action Plan to realize a decarbonized society. It provides a comprehensive and concrete strategy and sets higher medium- to long-term targets for greenhouse gas emissions than previous plans.(1) Improve environmental performance of new and existing properties; (2) Greening of electricity in common areas of properties and areas used by the company; (3) Provide Green Menu to tenants and buyers; (4) Secure stable renewable energy sources; (5) Initiatives to reduce CO2 emissions during construction; [Other Key Initiatives] Utilization of forests, Acquisition of external certifications, Open innovation, Improvement of internal systems, and the creation of Neighborhoods initiatives. Currently we are moving steadily forward with implementation of initiatives with FY2030 as an interim target year, and are promoting actions that will contribute to realizing a decarbonized society by FY2050.

Group-wide greenhouse gas (GHG) emissions 40% reduction by FY2030 (compared to FY2019), Net zero by FY2050





Mega Solar Business (Tomakomai City, Hokkaido)

Tokyo Midtown Yaesu (introduction of green power



Our Group also proactively participates in various initiatives related to responding to climate change Click here for details on the Group Action Plan to Realize a Decarbonized Society  $\downarrow$ https://www.mitsuifudosan.co.ip/esg csr/carbon neutral/

### **Biodiversity Initiatives**

Our March 2023 formulation of the Mitsui Fudosan Group Biodiversity Policyreflects the group-wide importance placed on protection of biodiversity in the pursuit of business.

Mitsui Fudosan has joined the 30by30 Alliance and is engaged in various sustainable forestry projects including the conservation of approximately 5,000 hectares of group-owned natural forests in Hokkaido with consideration of their role as habitat for biodiversity.

In addition to the preservation of the iconic four rows of ginkgo trees in the Jingu Gaien redevelopment project, planting of a diversity of trees and other flora is planned for the area. We currently plan to increase the number of trees at the site from 1,904 to 1,998 trees, which will increase the ratio of greenery from the current status of approximately 25% to approximately 30%. Moreover, the planned replacement of trees nearing end of life, etc. with young trees over the next century will promote a healthy green cycle for the area.







Rows of Gingko Trees at Jingu Gaien







Forests owned by the Mitsui Fudosan Group



### 3. Health and vitality

enable each individual to live healthy and fulfilling lives.

Recognizing that the health and safety of employees is an important management issue, we have established a policy for health management initiatives and are actively working to maintain and promote the health of our employees. We also offer "&well," a service that facilitates the promotion of corporate health management, both internally and externally. and conduct health promotion events, seminars and other activities.

#### Selected as a 2023 Health & Productivity Stock constituent and Certified as a Health and Productivity Management Organization (Large Enterprise Category, White 500) for the eighth consecutive year

Recognized for various initiatives promoting employee health and encouraging health and productivity management, Mitsui Fudosan was selected as a 2023 Health & Productivity Stock constituent jointly by Japan's Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE). In addition, Mitsui Fudosan is certified as a "Health and Productivity Management Organization (Large Enterprise Category, White 500)" for the eighth consecutive year.

# 4. Safety and security

#### Striving to realize a safe and secure society from both tangible and intangible perspectives

The Mitsui Fudosan Group is working to establish a network using its office buildings as community disaster response centers. In the Nihonbashi, Toyosu and Yaesu areas, the Group is implementing the Smart Energy Project that supplies electricity and heat to nearby buildings in times of disaster.



# 5. Diversity and inclusion

their full potential.

The Company has positioned the promotion of active participation by women as an important management theme, and defined group-wide quantitative targets and qualitative activity plans, according to which the Group is taking various measures and making concerted efforts to ensure the active women's participation.

#### Selected as a "Nadeshiko Brand" for the Third Consecutive Year in 2024

Mitsui Fudosan was selected as a Nadeshiko Brand for the third concecutive years as an enterprise that is outstanding in terms of encouraging women's empowerment in the workplace. The "Nadeshiko Brand" is a joint initiative by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE) to select such companies.

As an initiative to create a "neighborhood that people are inspired to visit" where everyone can feel at ease regardless of disabilities or language differences, "VUEVO Display" is installed at Nihonbashi Mitsui Tower, Nihonbashi Muromachi Mitsui Tower, and Tokyo Midtown Yaesu. "VUEVO Display" is equipped with real-time captioning and multilingual translation functions.



We not only comply with laws, regulations, and social norms, but also conduct corporate activities in a fair and transparent manner in line with corporate ethics.

# We contribute to the realization of a vibrant society by delivering inspiring experiences that

As part of our neighborhood creation utilizing the "power of sports", we offer the Mitsui Fudosan Sports Academy, a 1-day sports class held at retail facilities operated by the Company nationwide, inviting top-class athletes as instructors.



Ice Skating Academy at Tokyo Midto







Energy center in Tokyo Midtown Yaesu

#### The Group promotes initiatives to achieve a society that employers everyone to perform at





VUEVO Display" placed at nformation on the first floo of Nihonbashi Mitsui Tow



# **Business Details**

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	Space & Environment Institute
	CARE DESIGN Department

The Mitsui Fudosan Group works to further grow the core businesses that have supported its efforts to create value to date. By combining real and digital media, we will evolve our businesses to meet the diversifying needs of individual customers. In addition, we will achieve further growth in creating mixed-use neighborhoods that allow people to work, live, enjoy and relax by leveraging our various know-how in Japan and overseas.

From top left: Mitsui Main Building Nihonbashi Mitsui Tower/Urban Dock LaLaport TOYOSU/Park Axis PREMIER MINAMI AOYAMA 5 CHOME/TOKYO MIDTOWN From bottom left: Kashiwa-no-ha Smart City/MFLP FUNABASHI III/Maple Terrace/HOTEL THE MITSUI KYOTO

# Office Buildings

"Mitsui Office" aims to develop offices you want to work in in cities you want to visit. We provides spaces that are not just for work, but where people can gather and explore new lifestyles through a variety of activities both on and off the clock.

Mixed-use development projects are underway in the Nihonbashi and Yaesu areas to create neighborhoods with a variety of urban functions including offices, retail facilities, hotels, residences, theaters, halls.

We are creating the neighborhoods that inspire people to visit through engaging in projects such as the "Nihonbashi 1-Chome Central District Category I Urban Redevelopment", which will become a new landmark along the Nihonbashi River, and the "Yaesu 2-Chome Central District Category I Urban Redevelopment", which follows Tokyo Midtown Yaesu.









# **Diversity of Services for Diversifying Tenant Needs**

Under the slogan of "COLORFUL WORK PROJECT," Mitsui Office aims to realize offices that enable people to choose free and flexible workstyles, keeping an attentive ear to customer needs and an eye on changes around the world as we aim to promote expanded workstyle flexibility. Through this initiative, Mitsui Fudosan will provide services that support the maximization of the performance of tenant companies.

#### "&BIZ" Portal site to enrich the lives of people working at Mitsui Offices on and off the clock.

This portal site offers its members a range of benefits including ability to participate in events for skill development and team building as well as special offers at retail facilities, hotels, residences and other facilities of the Mitsui Eudosan Group



&BIZ supports businesspersons working in Mitsui Offices in various scenes on and off the clock.

#### &BIZ consulting, a workstyle consulting service, to realize an ideal workplace at companies

&BIZ consulting is a one-stop, comprehensive consulting service for companies relocating their head offices and changing office lavouts to provide office spaces, make new workstyle proposals, provide floor design, facility installation and various services focused on the human side of work

**& BIZ** consulting

&BIZ conference, offering rental conference rooms for tenant companies

Spacious meeting rooms for large-capacity gatherings are available for various purposes such as conferences and seminars

# &BIZ conference





Rental conference rooms

#### &BIZ fitness, fitness facilities for tenant companise

As a place to get refreshed during break times and to exercise before or after work. &BIZ fitness supports healthy lifestyles of customers

# &BIZ fitness





Membership-based fitness gvm



# SDGs Festival at a Mitsui Office

As a partner of our tenant companies, we are committed to collaboration in the SDGs In July 2023, we collaborated with about 20 tenant companies to hold a large-scale SDG-themed event for parents and children. Through SDG-related content provided by each tenant company, the event created educational and experiential opportunities for the next generation. For tenant companies, such events are hoped to serve as a venue for new collaborative creation and innovation Mitsui Office aims to contribute to society together with tenant companies through these efforts.



3 Nihonbashi Muromachi Mitsui Tower Chuo-ku, Tokyo (completed in March 2019)

1 Mitsui Main Building (Mitsui Honkan) egistered as Important Cultural Property) Chuo-ku, Tokyo (completed in March 1929)

Nihonbashi Mitsui Tower

4 Otemachi One Chiyoda-ku, Tokyo(completed in February 2020)

5 Kasumigaseki Building Chiyoda-ku, Tokyo (completed in April 1968)



MITSUI FUDOSAN

#### &WORK STYLING: Our New Shared Office Service to Expand Workstyle Freedom

Since debuting in 2017, &WORK STYLING services have been proposing happy workstyles of today's corporations and business persons by providing a wide range of services through a nationwide network that currently exceeds over 550 bases.



WORK STYLING Tokyo Midtown Yaesu



WORK STYLING Otemach

& WORK STYLING



WORK STYLING Tokyo Midtown (Rog



WORK STYLING SOLO facility interiorShin-Yuric

&well, a health management support platform, is designed to increase work engagement and maximize the value of human resources.

Since 2019, we have been providing "&well", a solution platform that comprehensively supports members of management, those involved in personnel affairs, and other employees. From the identification of related



issues to the provision of appropriate measures, the platform broadly contributes to the advance of corporate health management

The "&well" platform aims to provide services that make it fun for workers to spend time together and for that enjoyment to lead to continued employment. For example, the "&well Walk" team walking events designed to encourage workplace communication. The platform provides a wide variety of real and online content, including real events using Mitsui Fudosan-owned office buildings, columns and quizzes to increase health literacy, and more.

Service for human resources departments include consulting and report generation to assist enterprises gain certification as a Health & Productivity Management Outstanding Organization, supporting resolution of thier specific health management issues.









# **Retail Properties**



Under the concept of "Growing Together," we seek to realize a new form of retail property that is rooted in the local community and that grows together with our customers. We operate a wide range of retail properties that meet the needs of communities all over Japan.



## Mitsui Shopping Park LaLaport More and more convenient and lively.



LaLaport is a nationwide series of regional shopping centers combining fashion, food, entertainment, and much more. There are 21 such facilities operating in Japan. Offering plenty to enjoy alongside shopping, these facilities create neighborhoods at the heart of regional communities.



LaLaport KADOMA & MITSUI OUTLET PARK OSAKA KADOMA Kadoma City, Osaka (opened in April 2023



LaLaport FUKUOKA Fukuoka City, Fukuoka (opened in April 2022)



LAZONA Kawasaki Plaza\* Kawasaki City, Kanagawa (opened in September 2006) received the Good Design Award 2007



LaLaport TOKYO-BAY Funabashi City, Chiba (opened in April 1981)



Koto-ku, Tokyo (opened in April 2012)

\*Though this facility does not have "LaLaport" in its name, this regional shopping center is under the management of the brand

# MITSUI OUTLET PARK Where just visiting is fun.

MITSUI OUTLET PARK provides customers with an enjoyable experience shopping for brand items at reasonable prices within a bright and open environment. Facilities at 13 locations throughout Japan draw on local culture through events and other occasions to create lively spaces where people gather.



MITSUI OUTLET PARK YOKOHAMA BAYSIDE Yokohama City, Kanagawa (opened in June 2020





MITSUI OUTLET PARK KISARAZU Kisarazu City, Chiba (opened in April 2012)

#### MITSUI OUTLET PARK HOKURIKU OYABE Oyabe City, Toyama (opened in July 2015)

## Mitsui Shopping Park Urban Bringing an elegant relaxation to the city.

Our singular approach to structuring our retail offerings including one-of-a-kind stores and innovative business formats define our diverse solutions to enrich the lives of office workers and customers living in the city center. We are moving forward with the building of facilities that both brighten and energize life in the city.





COREDO Muromachi Terrace Chuo-ku, Tokyo (opened in September 2019)

RAYARD MIYASHITA PARK Shibuva-ku, Tokvo (opened in July 2020)

## Mitsui Shopping Park LaLa terrace and LaLa garden bringing liveliness, convenience and elegance to towns

Shopping parks that bring liveliness to the town, enhance convenience of everyday life and offer an elegant lifestyle. We seek to create facilities that constantly deliver a new environment while offering various types of shops and services that respond to people's needs.



LaLa terrace TOKYO-BAY Funabashi City, Chiba (opened in November 2023)





MITSUI OUTLET PARK JAZZ DREAM NAGASHIMA Kuwana City, Mie (opened in March 2002)



MITSUI OUTLET PARK SAPPORO **KITAHIBOSHIMA** shima City, Hokkaido(opened in April 2010)

• • Mitsui Shopping Park Urban





RAYARD Hisaya-odori Park Nagova City, Aichi (opened in September 2020)







LaLa garden KAWAGUCHI Kawaguchi City, Saitama (opened in November 2008)

# Initiatives to Improve Shopping Convenience



Mitsui Shopping Park & mall improves sales at stores by enabling sales of not only warehouse inventory, but also stock in real stores. Also store staff can use the e-commerce mall website to sell warehouse inventory when an item is out of stock at the store and avoid lost sales or to provide timely information about strong-selling items or fashion coordination proposals, empowering real stores with the synergistic effects of omni-channeling.

#### LaLaport CLOSET a New Paradigm for Shopping

In addition to pick-up, fitting and return of products purchased through "&mall". the popular service &mall DESK offers online reservation of fitting rooms serving multiple stores and fashion advice based on 3D data measurements



Mitsui Shopping Park App he official app for serving Mitsui Fudosan Group commercial facilities

In April 2023, the renovated Official Mitsui Shopping Park App with expanded functionality was released as a support tool that makes shopping and dining at Mitsui Shopping Park more enjoyable, economical, and smoother



SDG Initiatives

&EARTH Clothing Support Project - Bring a Smile to the World with Your Clothes-Unneeded clothing is collected and donated to refugees and disaster victims in countries all over the world.

In this project, people are encouraged to bring their unneeded clothing to retail facilities operated by the Mitsui Fudosan Group where they are collected and then donated to people in need in South America, Asia, Africa and other countries all over the world through the NPO Japan Relief Clothing Center. Our clothes are also needed locally for preserving life rather than some fashion value. Also, by promoting reuse of clothing, we contribute to the reduction of waste and consequently, the burden on the environment.





OUR BUSINESS **Business Details** 

# **Logistics Properties**

"Tomoni, Tsunagu. Tomoni, Umidasu." (Connecting values together with customers and creating new values together with customers)

In response to the growing demand for logistics facilities, Mitsui Fudosan has continued to develop and provide advanced logistics properties. Working as a true partner to solve the challenges of each customer, we connect various people, goods and things to deliver optimized solutions.

# MFLP FUNABASHI-"Neighborhood Creation"-type logistics facility

Work has been completed on MFLP FUNABASHI III and MFLP FUNABASHI &PARK, which includes approximately 20,000 square meters of green spaces open to the local community, marking the culmination of MFLP FUNABASHI, a neighborhood creation-type logistics facility with a total area of approximately 700,000 square meters that Mitsui Fudosan has spent 8 years developing since launching the project in 2013. MFLP FUNABASHI & PARK, which can also be used by local residents, has attracted the sports facility MITSUI FUDOSAN ICE PARK FUNABASHI. This ice skating rink will create liveliness in the area, including by hosting events in collaboration with the nearby Mitsui Shopping Park LaLaport TOKYO-BAY. It aims to coexist with the local community and environment and contribute to achieving the SDGs as a neighborhood creation-type logistics property that lives up to Mitsui Fudosan ideal of a facility that improves with age.

## Automation of the majority of warehouse work showcased in the opening of the EC Automation Logistics Center.

Opened in November 2022 as a logistics base for Mitsui Shopping Park's official online shopping site "&mall", the "EC Automation Logistics Center" introduced automated systems within the MFLP FUNABASHI III facility. Soon the facility began utilizing these systems in its own operations. Future plans include proposing the joint use of this automated logistics center to other e-commerce businesses. Through this initiative, MFLP is evolving into a rental logistics storage asset with even higher added value.

### **Green Energy Logistics Center\* with Effectively Zero CO2 Emissions** \*Registered trademark

Featuring a roof with a photovoltaic power system, on-site power generation and supply, it will meet the needs of tenants to respond to the RE100 initiative and ESG issues through an energy supply structure that ensures 100% of electricity consumed in the facility is from renewable sources.





ICHIKAWA-SHIOHAMA II (MFLP ICHIKAWA-SHIOHAMA I Ichikawa City, Chiba (completed in March 2022)

Mitsui Fudosan Logistics Park FUNABASHI III (MFLP FUNABASHI III) Funabashi City, Chiba (completed in June 2021







Mitsui Fudosan Logistics Park (MFLP FUNABASHI





FC Automation Logistics Cente



Mitsui Fudosan Logistics Park EBINA I (MFLP EBINA I



Mitsui Fudosan Industrial Park HANEDA (MEIP HANEDA) Ota-ku, Tokvo (completed in June 2019)



Mitsui Fudosan Logistics Park HINC (MELP HINO) Hino City, Tokyo (completed in October 2015)

# Homes and Lifestyle

#### "Best Partner for Homes and Lifestyle"

Fully exploiting the vast and integrated strengths of Mitsui Fudosan Group, each of us fully recognizes and takes pride in our commitment to providing our customers with "high quality housing and comfortable living" with highadded value. In the future, we will continue to be the trusted and best partner for homes and living by providing a diversity of housing choices and a service lineup of breadth and depth to more fully satisfy our customers' needs.



Park City Hamadayama received the Good Design Award 2010

#### & MITSUI FUDOSAN RESIDENTIAL

Integrating construction, sales, and managemement in a comprehensive system of residential property services, we respond to the needs of customers every step from land acquisition and product planning to support and services after moving in. As your best partner for homes and living, we go beyond the sale of condominiums and detached housing and provide rental apartments, senior residences and other residential properities to answer the growing diversity of lifestyles to support comfortable living, and the broad variety of services are provided under a unified system of management.

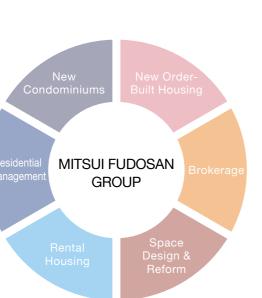
#### & MITSUL FUDOSAN RESIDENTIAL SERVICE

The scope of work undertaken by condominium management associations is broad and often requires highly specialized know-how. As condominium management experts, we support these associations by providing condominium management services to maintain and protect the precious assets of our customers

#### & MITSUI FUDOSAN RESIDENTIAL LEASE

From product planning of condominium properties for rental and lease to consulting and operational management of the properties, our service is comprehensive

Since our establishment in 1986, our experience backed by a proud record of achievements has been providing owners with total support for utilization of their real estate while creating comfortable residential space for the people who make their home in the property.



#### MITSUI HOME

Semi-order standard housing, order-built housing leasing/rental, land utilization, clinic/facility construction, and renovation - whatever our customers require, our expert staff respond with design and comfort of wooden buildings which exceed expectations.

#### **&** MITSUI FUDOSAN REALTY

From sale and purchase to rental and leasing of real estate property, we provide a variety of agency and brokerage services for residential and other properties. In addition to car park management and operation business, we have added the car-sharing business which has been the focus of attention in recent years. For 38 consecutive years from 1986 to 2023. we have been the No.1 real estate brokerage agency in total number of transactions in Japan.

#### **& MITSULDESIGNTEC**

Innovative planning, design and construction solutions for business facilities from offices to hotels, as well as the renovation of condominiums, detached residences, and hospitals plus diverse interior-related services including the conversion/renovation of buildings for commercial use, together comprise the core capabilities of our business. We concentrate on contributing to society and people's lives by providing advanced solutions incorporating pioneering "spatial design" methodologies to meet the diversified and borderless needs of group and individual living and working styles.

# 📕 🚴 MITSUI FUDOSAN RESIDENTIAL





ΡΛRΚ

# MITSUI HOME



Housing Custom-built homes using our original construction method, which advanced the 2x4 construction method. Responding to each home-related desire of our customers with a real solution, we collaborate with our customers in the creation of their ideal home

Detached

# 📕 🚴 MITSUI FUDOSAN REALTY



🛲 REALPLAN Real Plan Dept.

# &MITSUI DESIGNTEC Ξ井のロリフォーム

Leveraging design expertise to provide a one-stop solution for all space-related services.



Interior Coordinator Salon LIVE LAVO

17

### Answering the diversity of needs with a diversity of homes and comfortable living.



Senior Residences



ental Apart

With "Life-styling x Improving With Age" as its brand concept, we are creating optimal solutions to support the ever-evolving and diversifying lifestyles and life stages of our customers. We provide services which continue to deliver safe, secure, and comfortable living even 10 or 20 years after moving in.

### Building with sustainable wood – another way we are contributing to the realization of a decarbonized society.



#### Wooden Construction Condominium "MOCXION"

Constructed of the sustainable wood, these condominiums exhibit excellent thermal insulation energy-saving features, durability, earthquake resistance, fire resistance, and sound insulation We will contribute to a decarbonized society by taking on the challenge of converting all types of buildings to wooden construction by applying MOCX technology, which we have developed through the construction of more than 250,000 wooden buildings.

## Leveraging the value of homes and neighborhoods and solving real estate issues.

# 三井のリハウス

Mitsui's Rehouse

Mitsui's Rehouse system answers the real estate sale and leasing-related needs of individual customers with safe, secure and trusted real estate transactional services.

For HNWI customers considering the sale. lease, and utilization of Tokyo metropolitan real estate property, RealPlan answers with personalized expert consulting services.

#### 回 三井のリパーク Mitsui's Repark

Mitsui Repark offer a wide range of service options to utilize assets as automobile and bicycle parking lots in order to meet the various needs of property owners.



#### Mitsui's car shares

From shopping and other everyday needs to weekend leisure trips, this "user-friendly car sharing" service provides members with enjoyment of a life with the convenience of a car without the burden of ownership





Home renovation examp

# Hotels and Resorts



ときめきも、超えていく。

Mitsui Fudosan's Hotels and Resorts Division has entered a new stage. We go beyond being a mere travel destination to create scenes that enrich and color lives. We create hotels and resorts where guests and the members of staff who welcome them can be thrilled and both be happy. We will flexibly accept the changes of the times with diversity. We aim to be hotels and resorts close to the hearts of our guests by providing them with new stay values that exceed expectations.



Mitsui Garden Hotel Kyoto Sanjo PREMIER Kyoto City, Kyoto (Opened July 31, 2024 with 185 rooms)

### Lodging-focused Hotels Provide Profound Relaxation for Everyone

We operate three brands that provide every guest with a serene visit that satisfies all the senses.



### Resort Hotels Where Guests Fully Enjoy the Natural Beauty Unique to the Locale

Mitsui Fudosan Group is developing high-class residential-style resort hotels that offer enjoyment of cuisine made from local ingredients, heartwarming hospitality, and a wide selection of activities.





### World-class Luxury Hotels

We provide a first-class hotel that is the flagship of the Mitsui Fudosan Group and develop businesses in partnership with world-class luxury brands.



# Golf Courses that Immerse the Visitor in Natural Beauty

We develop golf courses that make use of abundant nature and meet the varied needs of players, from casual resort courses to formal members-only courses.



# Lodging-focused Hotels Provide Profound Relaxation for Everyone

Welcoming guests at locations all over Japan, Mitsui Garden Hotels, THE CELESTINE HOTELS, and sequence aspire to be the "memorable hotel" experience. Also as of November 2022, "Mitsui Garden Hotels" has been rebranded with the new tagline "Stay in the Garden". Like a garden, every Mitsui Garden Hotel invites guests to tune into the sense of place and enjoy a heartfelt sense of comfort and enrichment.





Mitsui Garden Hotel Yokohama Minatomirai PREMIER Yokohama City, Kanagawa (opened in May 2023, 364 rooms)

# World-class Luxury Hotels

We offer elegant spaces and hospitality that only luxury hotels can provide. HOTEL THE MITSUI KYOTO aims to be a first-class hotel as our Group's new flagship hotel in Kyoto which attracts guests from around the

world. HOTEL THE MITSUI KYOTO and Halekulani Okinawa have been awarded the highest rating of five

stars by the Forbes Travel Guide for three consecutive

HOTEL THE I Kyoto City, Kyoto

# Resort Hotels Where Guests Fully Enjoy the Natural Beauty Unique to the Locale

Fascinating traditional culture, a sense of history, and breathtaking natural beauty. We immerse guests in all the qualities that give our locations their inimitable charm. Never simply a near forgotten stop on the road of life, our resorts make a place in your heart with attentive service and hospitality that truly care about and value each guest, with cuisine conjured from ingredients that tell a delicious tale of the destination, and an abundant choice of activities to stimulate and delight. More than a place, our resorts offer personal time and experience to enjoy with loved ones, leaving memories that can be cherished forever.



years.

Toba Hotel International Toba City, Mie (orinigally opened in March 1964; the hotel underwent renovation and opened in March 2024 with&4 rooms)



## Support for facilities for persons with disabilities x forest preservation activities A charity event with the participation of Hotel Guest

In collaboration with Group Happy Smile, all 39 facilities of THE CELESTINE HOTELS, Mitsui Garden Hotels, and sequence in Japan and overseas are hosting charity events with the participation of hotel guests during the Tanabata and Christmas seasons. In these events, handmade strips of paper or ornaments made by people with disabilities are distributed to the guests to write their wishes on and hang them on the bamboos or trees in the hotels. Charity boxes are placed during the event to collect donations, all of which are donated to facilities for people with disabilities through Group Happy Smile. In addition, the wood used for the ornaments is thinned from forests in Hokkaido owned by Mitsui Fudosan Group, thereby contributing also to forest conservation activities.

HOTEL THE CELESTINE KYOTO GION Kyoto City, Kyoto (opened in September 2017, 157 rooms)



sequence MIYASHITA PARK Shibuya-ku, Tokyo (opened in August 2020, 240 rooms)



HOTEL THE MITSUI KYOTO Kyoto City, Kyoto (opened in November 2020, 160 rooms)



Halekulani Okinawa Onna Village, Kunigami District, Okinawa (opened in July 2019, 360 rooms)



HAIMURUBUSHI Taketomi Town, Yaeyama-gun, Okinawa (opened in July 1979, 148 rooms)

SDG Initiatives



\*Information current as of July 1, 2024

# Nihonbashi Revitalization Plan

Unifying local public and private sector endeavors for area revitalization and innovative neighborhood creation. Based on the concept of "Preserving and Revitalizing the Heritage While Creating the Future," Mitsui Fudosan Group is pursuing the Nihonbashi Revitalization Plan in a united effort with public, private and local interests. This is a labor of love and appreciation for over 300 years of history shared by the Mitsui Fudosan Group and this area. The diversification of town functionality through mixed-use redevelopment and the creation of new vibrancy will both revitalize the district and bring out new attractive qualities in this unique quarter.



COBEDO Muromachi 1 and COBEDO Muromachi 3 received the Good Design Award 2015

### "Nihonbashi Revitalization Plan": Neighborhood Creation

As the origin point for the "Five Highways" that have radiated from the capital since Edo times and a key center for land and water trade, Nihonbashi thrived as a national hub and magnet for people and goods. However, its prosperity faded in the second half of the 1990's, following the collapse of Japan's economic bubble and a financial crisis. The Revitalization Plan was established by the coming together of Nihonbashi residents, businesses and local government with a shared sense of urgency and a desire to "bring prosperity back to Nihonbashi"

### "Nihonbashi Revitalization Plan": Vision

#### Nihonbashi, a Starting Point in the Past and for the Future

Nihonbashi in the Edo period served as the starting point for five major roads, so it was a gathering place for people and goods from all over Japan. This made it a highly innovative district and through this interaction and exchange it gave rise to new industries and cultures. Mitsui Fudosan wants to reestablish in contemporary times the centrality Nihonbashi once enjoyed and with the world as its stage. We aim to make the district a place where people from all over the world gather and interact, as well as be a starting point for broadcasting new, forward-looking values globally

## "Nihonbashi Revitalization Plan": Timeline

In 2019, "Nihonbashi Revitalization Plan" launched the 3rd Stage. In the first two stages, the plan tackled "Diversification of Town Functionality", "Neighborhood Creation Exploiting Nihonbashi's Inherent Attractiveness" and "Industry Revitalization/Innovation Promotion"

1st Stage Development of mixed-use properties contributed to diversification of urban functionality. (COREDO Nihonbashi, Nihonbashi Mitsui Tower, COREDO MUROMACHI 1)

#### 2nd Stage Neighborhood creation fusing the tangible and intangible at a high level. (COREDO MUROMACHI 2, 3 and Terrace; Fukutoku Shrine, Fukutoku Forest, etc.

3rd Stage Original Nihonbashi value is based on an approach of "Understand, Collaborate, Communicate".

#### "Nihonbashi Revitalization Plan": Development Concept "Preserving and Revitalizing the Heritage While Creating the Future"

"Coexistence and Harmony" with local communities, the Japanese spirit, heritage properties and the underlying culture and traditions. "Value Creation" demanded by the times. Aiming to achieve these objectives, our initiatives to create neighborhoods brimming with charm and vibrancy are revitalizing Nihonbashi with a new magnetism that attracts and excites the many people who visit and work in Nihonbashi.

## Nihonbashi Neighborhood Creation: "Preserving and Revitalizing the Heritage While Creating the Future"

In the 2nd Stage of Nihonbashi Revitalization Plan which started in 2014, neighborhood renaissance that fuses tangible and intangible aspects was promoted under the four key concepts: creating business clusters, neighborhood renaissance, in harmony with the community and reviving the aquapolis. The diversification of urban functionality, enterprises and people in the district, and its development as a vital and welcoming international stage continue to progress.

### Industry Creation

We leveraged Nihonbashi's history and distinctiveness as the home to many pharmaceutical companies to promote the creation of industries in the life science innovation field



Nihonbashi Life Science Hub

Coexistence with the Area This district renaissance respects the

communities and cultures inherited from

the past while establishing functions and

mechanisms that enable visitors, residents

and workers to pursue their lives with

confidence and peace of mind.

Fukutoku Shrine

# Three Priority Initiatives Driving the Nihonbashi Renaissance

Using our "Understand, Collaborate, Communicate" approach to neighborhood renaissance and based on the three priority initiatives, the 3rd Stage of the Nihonbashi Revitalization Plan aims at realizing a town where people, goods and ideas from around the world gather, interact and create innovative value for the future.





Looking across Nihonbashi toward Hakozaki

We are developing a pedestrian zone along the bank of the Nihonbashi River where people can enjoy abundant space, water, and greenery. The goal is to create a new Tokyo landmark that will generate a lively atmosphere.

"&moa" in 2024

Nihonbashi

## Launch of the Nihonbashi Next-Generation Education Project as a sustainable initiative to support the generation who will lead the community in the future, together with other players in the Nihonbashi area

The Nihonbashi area is home to a variety of companies, long-established businesses, and retail stores that drive the Japanese economy. The area was historically one of the leading educational centers in Japan with many temples, private schools, and other places of learning supported by the town's big stores since the Edo period. Inheriting the spirit of those days to the present, we will carry out projects for a sustainable society throughout the year by implementing various initiatives to expand the possibilities of children who will lead the future.

#### Neighborhood Renaissance

The old streets of Nihonbashi are teeming with history and culture, so we leveraged this charm in a way that directs the flow of people around the district.

#### Renewal of the Aqua Metropolis

In 2011 Nihonbashi Dock underwent major renovation and improvement, opening the way for river bus transport and sightseeing cruises from the district. Once a former hub of river and bay area trade, Nihonbashi is again a vibrant center of activity in the Aqua Metropolis of Tokyo.



Nihonbashi Nakadori



NIHONBASHI MEGURU FES

Launch of a food innovation creation platform,

Life science, aerospace, mobility, and food have been set as new strategic business areas for promoting the creation of industries unique to



Nihonbashi Mitsui Hall

Taking advantage of the convenience of transportation and the strengths of hardware and software, the entire city has become an event venue. We aim to hold an event that has the power to communicate internationally. which is a fusion of business and entertainment.

### SDG Initiatives





# Kashiwa-no-ha Smart City



#### This City's Development Linked to the Global Future

Environment, energy, food, health-humankind has many problems it must overcome, and Japan is facing them a step ahead of the world. It is with this sense of mission that Kashiwa-no-ha is building a stage for solutions, with open platforms available to all based on partnerships between the public, private and academic sectors. Based on the three themes of "Environmental Harmony", "Health and Longevity", and "New Industry Creation", Kashiwa-no-ha Smart City is making our vision of the global future a reality.



Kashiwa-no-ha Smart Citv

### Neighborhood Creation That Leads to our "New Vision for the Cities of Tomorrow".

In order to meet the challenges that Japan is taking on to build a better future for the world, we have chosen three neighborhood creation themes for urban development: the "Environmental-Symbiotic City", which coexists in harmony with our planet; "A City of Health and Longevity", where people of all ages can enjoy a healthy and secure life; and "A City of New Industry Creation", which develops new growth fields that will be the source of new vitality for Japan. In pursuit of the optimal solutions to these three challenges, we are leveraging the "hardware" of infrastructure, the "software" of services, and the power of the hearts and minds of the people who live, work and visit Kashiwa-no-ha Smart City, are making our "New Vision for the Cities of Tomorrow" a reality.



Kashiwa-no-ha Smart Center

#### Environmental Harmony

Mitsui Fudosan is making the city's energy conservation, creation and consumption more visible for residents. While seeking to employ renewable energy, we are also working to create energy locally and promoting "energy storage" by large-scale storage cells.



A-Shi-Ta - Community Health Promotion Laboratory

### Health and Longevity We are creating neighborhoods premised

on preventative health care. We are contributing to the health of the city by providing voluntary programs designed to promote health and pre-empt disease with the eventual objective of decreasing future health insurance expenditures



KOIL Factory

#### New Industry Creation

New and vital businesses such as membershipbased shared work space. shared rental housing for students and researchers from abroad, and international business competitions are jump starting open innovation in Japan, and Mitsui Fudosan is actively supporting their creation and growth

# Station-centered Smart Compact City.

The area centered on the station is a hub for people, goods, and information. With the aim of further development of the city, the "Kashiwa-no-ha Smart City Consortium" is making use of this attribute to build a data platform that brings together data from both the private and public sectors. By incorporating the latest technologies, such as AI and IoT, the consortium is seeking to build a data-driven Station-centered Smart Compact City.

#### Mitsui Garden Hotel Kashiwa-no-ha Park Side

Located on the premises of one of the leading cancer hospitals in Japan -- the National Cancer Center Hospital East (hereinafter referred to as NCC East Hospital), the hotel improves convenience and accessibility for outpatients and families visiting hospitalized patients. By providing nearby availability of quality accommodations we aim to enable more people to receive treatment at NCC East Hospital.



#### 

The hotel offers convenient and comfortable accommodations for cancer patients with care and support provided in cooperation with the National Cancer Center Hospital East. In addition to 24-hour support for cancer patients and their families, and emergency response by care staff if feeling unwell, there is an expanded hospital outpatient area and the introduction of wearable device system to streamline reception and treatment.



#### Rugby School Japan

Rugby School Japan is an international school offering a holistic education comparable to that of Rugby School in the UK, with an international standard rugby field, dance studio, and theater room. The school contributes to attracting globally competent human resources not only to Kashiwanoha, but also to Tokyo and Japan as a whole, thereby enhancing Japan's global competitiveness.



#### KOIL MOBILITY FIELD

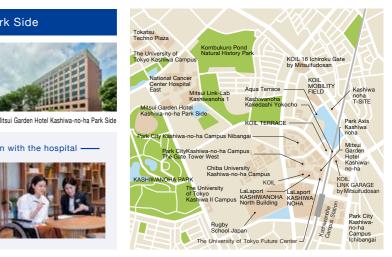
KOIL MOBILITY FIELD is a development and verification field to facilitate the safe testing of robots under development, which has been a challenge for Japan's robot-related industries which are expected to see growth in in automated driving, micro mobility, drones and other areas



KOIL MOBILITY FIELD

### SMART LIFE PASS KASHIWA-NO-HA portal site for enhanced convenience of healthcare-related services for consumers who live and work in Kashiwa-no-ha.

SMART LIFE PASS KASHIWA-NO-HA was launched in November 2020 as a portal site offering healthcare-related services to consumers who live and work in Kashiwa-no-ha. It currently offers services such as d-Healthcare® for managing data such as exercise (pedometer) and body weight, Calomama Plus (health advice provided by an Alregistered dietitian), and Medical Note (allows users to directly consult specialist doctors). NTT DATA's Health Data Bank was added to the menu of services as HDB for SLP in April 2021. Services that are a part of SMART LIFE PASS KASHIWA-NO-HA can share access to personal data by utilizing the proprietary, highly safe network environment, which offers potential for developing new services. Personal data cannot be shared across services without the user's consent.



#### Mitsui Link-Lab Kashiwanoha 1

A that Taking full advantage of a location near Japan's leading academia and medical facilities, this "seeds proximity type" rental laboratory and office facility is planning to have various experimental equipment installed to enable the pursuit of advanced research and development. In addition, the facility will provide industry-academia-medicalpartnership support services unique to a seeds proximity type facility, such as mediation of clinical trials. in collaboration with the adjacent National Cancer Center.



Mitsui Link-Lab Kashiwanoha

#### **KOIL TERRACE**

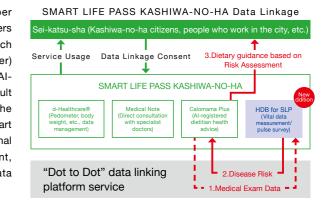
Designed to accommodate a variety of workstyles. KOIL TERRACE features a variety of space including a five-story atrium that overflows with an open feeling, a lounge where people can take in Kashiwanoha's scenery, and a relaxation room.

The pleasant waterscape spreads out before the offices, creating a place where people can enjoy working surrounded by a rich, natural environment.



KOU TERRACI

### SDG Initiatives



# Large-scale Projects in Tokyo

TOKYO MIDTOWN, embodying value and sensibilities unique to Japan in a city unlike any other in the world. Tokyo Waterfront, creation of a neighborhood which brings reimagined value to the bayside area. Engaging in also the neighborhood creation projects in the Jingu Gaien and Tsukiji districts, Mitsui Fudosan continues introducing the world to visions of ideal cities.

# Neighborhood Creation in the Jingu Gaien District

Towards the upcoming 100 years of the Jingu Gaien area, a world-class sports cluster will be formed by phased reconstruction of aged sports facilities. While preserving the historic landscape with four rows of ginkgo trees, the project will expand greenery and open space, while upgrading the function of the area as a wide-area evacuation site. The project aspires for creating a new type of mixed-use neighborhood with completion of the entire district slated for 2036.

For details on Jingu Gaien District Urban Redevelopment Project, visit website 4 https://www.jingugaienmachidukuri.jp/



Jingu Gaien aimed to be a global sports center (Rendered image



Central plaza bustled with people (Rendered image)



The four rows of ginko trees will be inherited to the future generations. (Rendered image)

\*The images shown above are rendered images at the planning stage, and are subject to change. (As of June 2024)

# Neighborhood Creation in the Tsukiji District

Mitsui Fudosan envisions a neighborhood that enhances Tokyo's global competitiveness, is loved by its residents, attracts people from all over the world, and is admired. We pursue an advanced, environmentally symbiotic neighborhood. We will deliver excitement through sports and entertainment, promote food rooted in the history of Japan's world-class Tsukiji market, and drive innovation primarily in life science to boost industrial competitiveness.



Birds-eye view of the project site (Rendered image



and, sea, and air obility (Rendered image)



Concert (Rendered image)

# TOKYO MIDTOWN

Opened in Roppongi in 2007, TOKYO MIDTOWN is a large-scale mixed-use development that provides the various functions needed by a city, including offices, housing, a hotel, stores, and galleries. It finds ways to combine these functions to create synergies that benefit the entire neighborhood.



# TOKYO MIDTOWN HIBIYA

Comprising office and retail facilities, and serving as a hub for business networking, and more, TOKYO MIDTOWN HIBIYA is a large-scale mixed-use complex. It maximizes the locational potential offered by Hibiya and combines it with various urban functions to create new future-orientated value and experiences. Our goal is to create a neighborhood that exudes quality.



# **TOKYO MIDTOWN YAESU**

Yaesu, the gateway to Japan, is a hub of diverse mobility connecting the town to the entire nation. The concept of the TOKYO MIDTOWN YAESU is "JAPAN Presentation Field: Where Japan's dreams come together and develop into the world's dreams". The objective is to create a neighborhood where people, information, goods and experiences gather from all over Japan and the world, interact, and produce new value, which is communicated around the world.

# Bay Area Neighborhood Creation

On the former site of the IHI Shipyards in the Toyosu area, retail facilities, condominium towers, a university, offices and parks are energizing the advance of the waterfront district as a next-generation city complete with residential, office and other urban functions. Every year the residential population and visitor volume to the area are increasing and driving the continued growth and vibrancy of the district.



Toyosu Bayside Cross (opened in October 2020)





TOKYO MIDTOWN received the Good Design Award 2007

Shops & Restaurants

Suntory Museum of Art ©Keizo Kioku

The Ritz-Carlton



Grass Square











TOHO Cinemas Hibiya,



Hibiva Step Square



TOKYO MIDTOWN YAESU





2F Yaesu Public

TOKYO MIDTOWN YAESU



2E Office Jobby



WORK STYLING shared office for corporate clients



Mitsui Garden Hotel Toyosu PREMIER



Urban Dock LaLaport TOYOSL

#### WANGAN ACTION

In pursuit of "proposals that enhance the happiness of residents" we focus efforts on innovative ways to create more attractive communities. While fostering a love for their neighborhood and an enduring desire to live in this town, we endeavor to create attractive value.

# **Global Initiatives**

Leveraging our know-how and management resources, we are building a stable and growing portfolio around the world. From our mixed-use building development business in major cities of Europe and North America to our hotel and residential property business in countries around the world, Mitsui Fudosan has been active on a global scale since 1972. Today, as we continue to enhance our portfolio of superior properties in the U.S. and Europe, we are also moving forward with development projects in the high-growth region of Asia.

# North America

















 Halekulani [Hotel] Honolulu, U.S. (opened in 1984)
 Maple Terrace [Rental housing] Dallas, U.S. (completion scheduled in 2024)

 S 50 Hudson Yards [Office] New York, U.S. (completed in 2022)
 S 55 Hudson Yards [Office] New York, U.S. (completed in 2018)

**5** 1251 Avenue of the Americas

[Office] New York, U.S. (acquired in 1986) **(3)** Torrey View [Laboratory & Office] San Diego, U.S. (completed in 2023)

**7** Television Centre Redevelopment Project/White City Place Redevelopment Project [Office/Residential] London, U.K.

(Television Centre: Total completion of Phase 1 in 2018, 1 Wood Crescent (completed in 2023), White City Place Gateway Central and Gateway West (completed in 2022))

South Molton Triangle [Office]London, U.K. (completion scheduled in 2027)



ASIA

















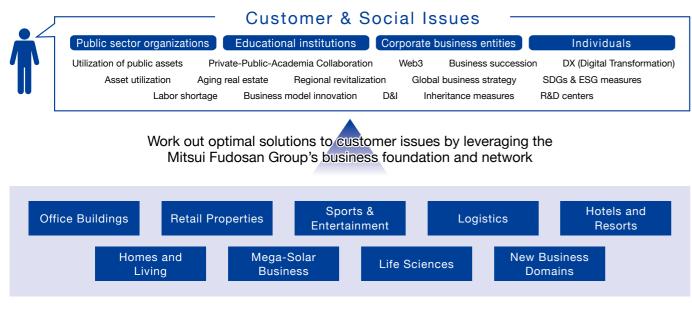
- Kulim Logistics Hub
  [Logistics facility] Kulim, Kedah, Malaysia (completed in 2023)
- Ascott Thonglor Bangkok
  [Serviced apartment building] Bangkok, Thailand
  (opened in 2022)
- Tree Terrace [Residence] Sydney, Australia (completion scheduled in 2025)
- 2 RMZ Ecoworld 30 [Office] Bangalore, India (Phase 1 completed in 2024)
- Mitsui Shopping Park LaLaport Shanghai Jinqiao [Retail facility] Shanghai, China (opened in 2021)
- MGH Mitsui Garden Hotel Taipei Zhongxiao [Hotel] Taipei, Taiwan (opened in 2020)
- Mitsui Shopping Park LaLaport Kaohsiung (Tentative Name) [Retail facility] Kaohsiung Taipei (planned opening in 2026)

#### OUR BUSINESS **Business Details**

# Solution Partner



In response to dizzying pace of social changes and the diverse challenges and social issues facing our clients, we are not only providing optimal solutions, but also tackling new areas of business.



## Case Studies

#### Reviving aging real estate with REFINING ARCHITECURE®

As a solution to the issue of aging buildings, Mitsui Fudosan proposes Refining Architecture by Aoki Shigeru Architectural Studio Co., Ltd. to many real estate owners. By reusing more than 80% of the existing building frame, the Refining Architecture method improves earthquake resistance to the level of current regulations and extends the life of the building, while realizing a shorter construction period and lower cost compared to rebuilding. Joint research with the University of Tokyo has revealed that Refining Architecture can reduce CO<sub>2</sub> emissions by 72% compared to new construction, demonstrating its superiority in terms of reducing environmental impact. By employing Refining Architecture, the Company will contribute to addressing the social issues posed by aging buildings, while also helping realize a decarbonized society.





Vorota Hikawadai (Constructed in 1976





CO<sub>2</sub> Emissions Reduced by

The airport concession business is one of our new asset classes. The company is involved in three projects: Kumamoto Airport, seven airports in Hokkaido, and Hiroshima Airport. Through the airport business, the Company creates inbound demand targeting East Asia, contributing to "the expansion of the exchange population by revitalizing the airport" and "creation of the airport as a nucleus for regional development". As Mitsui Fudosan is the largest shareholder of Kumamoto International Airport Co., Ltd., the completion of redevelopment of the terminal building and commencement of operations at the new facility in March 2023 was a first for a privatized airport in Japan. In Kumamoto, in particular, the relationship with Taiwan is growing as TSMC established its production base in the region. We aim to build an industrial platform that facilitates the development of the semiconductor industry as a whole, in collaboration with a wide range of players in industry, government, and academia, while utilizing our know-how in neighborhood creation



New Kumamoto Airport Terminal (Kamimashiki, Kumamoto)



Image of the airport business's contribution to the development of the region

OUR BUSINESS **Business Details** 

# DX (Digital Transformation) Initiatives

As an infrastructure to support the strategies set forth in our long-term vision "& INNOVATION 2030," Mitsui Fudosan is aggressively tackling DX in every aspect of our business to establish a business model that combines real and digital and further develop DX to promote innovation.

In particular, we are focusing on measures to ensure that our personnel are fully armed with AI and digital skills and to strengthen our digital platform.

With respect to the use of generative AI, we have developed a dedicated in-house environment, provided training, and conducted a "company-wide prompt idea-thon", in which ideas for operational improvement are solicited. We are also promoting the use of AI on our website pages for customers, and will continue to enhance the value of experience by upgrading the use of AI. We are also stepping up our effort to develop "DX business personnel" who are specialized in digital technology and have knowledge of the Company's business, and started the DX trainee program in 2024 to help regular "business personnel" to gain deeper understanding of digital technology. We are actively hiring mid-career "DX professionals" and will start the business internship program to give them an opportunity to learn the Company's business. Mitsui Fudosan was chosen as a Competitive IT Strategy Company in 2019 and as a Digital Transformation Stock in 2022 in recognition of the Company's innovation creation framework, DX promotion structure, and DX project execution capabilities. The Mitsui Fudosan Group's initiatives for DX as described above, progress in and promotion structure for DX are summarized in "DX White Paper 2023" (in Japanese). For more information on the "DX White Paper 2023", visit →https://www.mitsuifudosan.co.jp/dx/dx\_hakusyo.pdf

OUR BUSINESS **Business Details** 

# Space & Environment Institute

As a think tank, our main responsibility is creating new value

The world is now facing an era of rapid change, as exemplified by responses to climate change and dramatic advances in technology. We must grasp the signs of changes and address social challenges for the realization of a decarbonized society and the creation of new industries, thereby realizing a sustainable society. The S&E Research Institute, as Mitsui Fudosan's in-house think tank, conducts research on urban development in a new society under the theme of "People make the city". It provides information and solutions that contribute to new value creation within the Mitsui Fudosan Group by conducting research and surveys based on unique concepts not limited to the real estate business.

OUR BUSINESS **Business Details** 

# **CARE DESIGN Department**

Care design to prepare for livelihood and support lifestyles of the elderly

The CARE DESIGN department has provided many clients with consulting services, seminars, and training programs related to living in old age. Based on the knowhow that specialists have accumulated over the years, the Department provides support for secure living of the elderly. It is also engaged in surveys and research activities to identify social issues and potential needs in the fields of health care, medical care, and long-term care, which are of growing concern worldwide. In cooperation with Mitsui Fudosan Group companies, the Department strives to verify the businesses of the Mitsui Fudosan Group from the perspective of improving the wellbeing of people who live and work in communities.

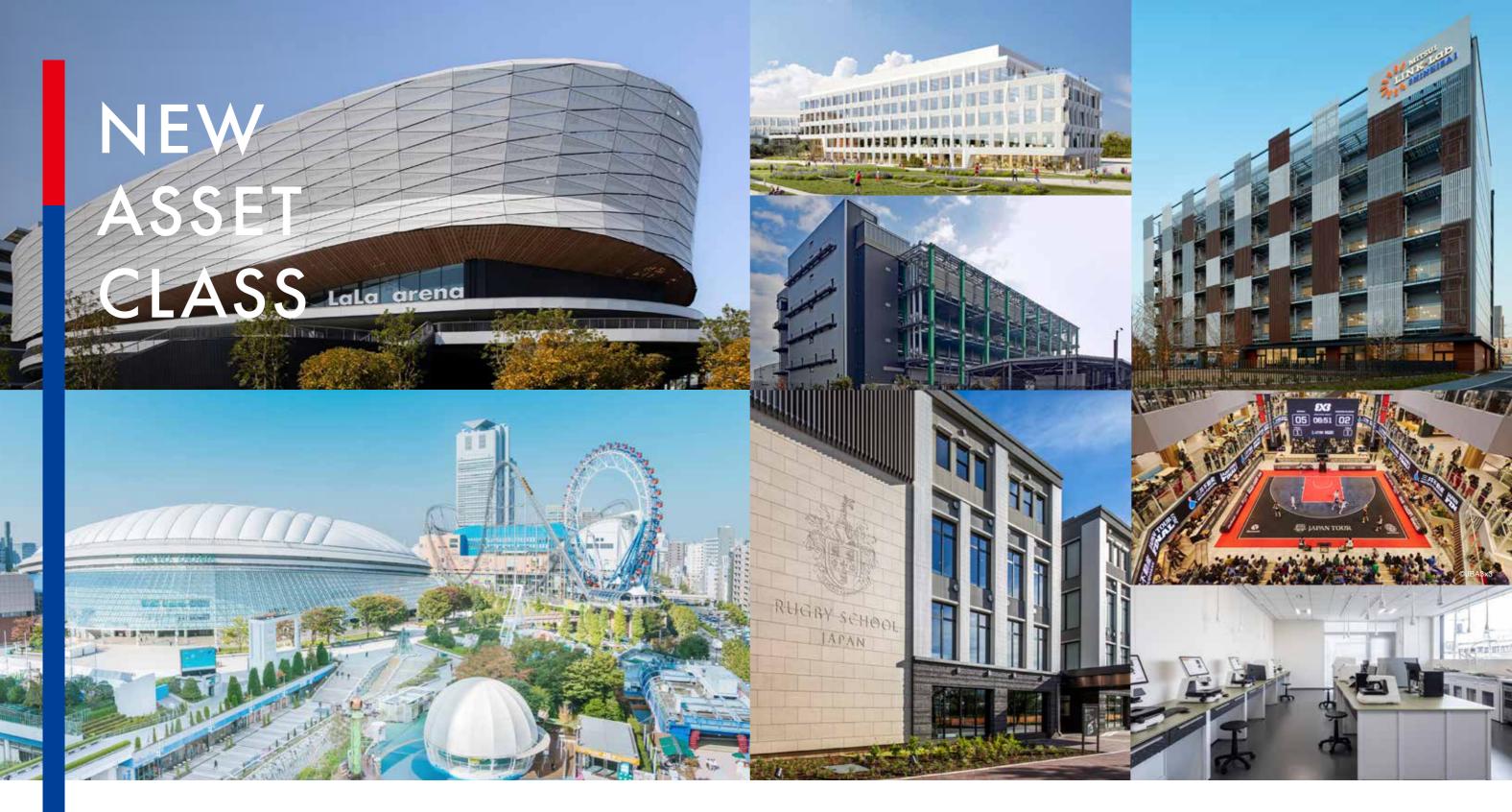












# New Asset Classes

33-34 Neighborhood Creation Harnessing the Power of Sports and Entertainment

Expansion of Mitsui Lab & Office and Data Center Businesses 35-36

Mitsui Fudosan is accelerating the expansion into new asset classes by leveraging the strengths and know-how cultivated in its core businesses. We pursue neighborhood creation that maximizes the value of real experiences harnessing the power of sports and enterteinment. While contributing to open innovation through the expansion of Mitsui Lab & Office business, we are committed to further expand business domains such as by reinforcing the data center business.

From top left: LaLa arena TOKYO-BAY/Torrey View (Lab & Office) (top)/Data Center (Mitsui Fudosan Industrial Park) (bottom)/Mitsui Link-Lab Shinkiba I From bottom left: Tokyo Dome City/Rugby School Japan/LaLaport SAKAI (top)/Mitsui Link-Lab Shinkiba II Common equipment room (bottom)

# Neighborhood Creation Harnessing the Power of Sports and Entertainment

Mitsui Fudosan believes that sports and entertainment are essential elements of creating an attractive neighborhood that provides inspiring experiences, and therefore incorporates the sports and entertainment facilities into neighborhood creation projects. In January 2021, Tokyo Dome Corporation became a consolidated subsidiary of the Group, and from 2023 and 2024 a variety of large-scale renovation projects have been undertaken at Tokyo Dome City. In 2024, LaLa arena TOKYO-BAY opened as a multipurpose arena capable of accommodating music concerts, sports events, trade shows and various other events.

### **Expand on the back of TOKYO DOME CORPORATION's strengths**

- Employ sales and booking coordination capabilities across a wide range of genres, including sports and concerts.
- Leverage the ability to manage on-site operations for events that cater to thousands to tens of thousands of people.
- Harness the ability to plan and manage independent entertainment events.
- Utilize the ability to plan leisure facilities.



LaQua

# Create Exciting Experiences through Sports and Entertainment

We are creating exciting experiences from entertainment contents offered at the IMM THEATER, a new theater jointly operated with the Yoshimoto Kogyo Group, as well as at facilities of the Company in Nihonbashi and other locations. We also hold events at LaLaport SAKAI, Tokyo Midtown Hibiya, LaLaport FUKUOKA, and other facilities owned by the Company.

3 x 3 JAPAN TOUR FINAL in LaLaport SAKAI



IMM THEATER



Public Viewing of Japan National Basketball Team Game in Tokyo Midtown Hibiya



© ARMOR PROJECT/BIRD STUDIO/SQUARE ENIX



Running Academy in LaLaport FUKUOKA

### Promoting the Arena Business

We strive to increase points of customer contact through a measures to increase synergies with retail facilities.



LaLa arena TOKYO-BAY

### Sports Sponsorship (as of June 2024)

We maximize the value of the "real" experience by combining our facilities (tangible assets) with contents that utilizes our sponsorship rights (intangible assets).



As a TEAM JAPAN Gold Partner for neighborhood creation, we support promoting the Olympic Movement aimed at building a peaceful and better world through our support of TEAM JAPAN athletes and sports.



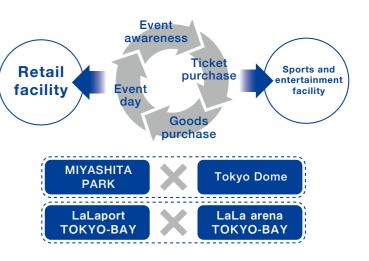
Supporting sport for persons with disabilities also coincides with our key principles of "&", which uphold "cooperation and coexistence", "inkage of diverse values", and "realization of a sustainable society", and therefore we support the JPC as an official sponsor for neighborhood creation.



We support the Japanese national basketball team as an official partner for neighborhood creation as we share the team's spirit of challenge to the world and their willingness to take the initiative in making changes, along with the appeal of basketball, a sport that can be enjoyed by both men and women alike



As a top partner, we support members of the Japanese national wheelchair rugby team as they compete against world-class athletes. We also support a barrier-free world that embraces diversity regardless of gender, race, nationality, or disability.



#### We strive to increase points of customer contact through arena operations, enhance event contents, and develop





Mitsui Fudosan is the MAJOR PARTNER of the Japan National Team of Football



As a JFA's neighborhood creation partner, we are supporting the Japanese national soccer team taking on the challenge of becoming the world's number one soccer team by 2050 through neighborhood creation harnessing the power of sports, including the opening of the JFA soccer culture creation center "blue-ing!" in Tokyo Dome City, one of our facilities.

We support the association as a gold sponsor because sport climbing, which can be enjoyed by children and adults as families and communities, has a high affinity with our facilities that are visited by people of all ages.



New Zealand Rugby (NZR) is a globally renowned, multiratial and multiethnic rugby organization that embodies diversity while constantly striving to reach the pinnacle of the sport. We support NZR as it shares our philosophy expressed by our "&" corporate logo.

# Expansion of Mitsui Lab & Office and **Data Center Businesses**

We will further expand the rental lab market that we created and capture demand, thereby contributing to open innovation of society.

# Rantal Labs & Offices

Based on our belief that drug discovery and life science are a field of vital importance to society, we launched the "Rental Lab & Office" business that combines a full-scale wet lab and an office in May 2019. Since then, we have expanded our life science business by developing the Mitsui Link-Lab series at five locations in Japan. In addition to providing well-equipped laboratory facilities and common-use areas, we implement the "Open Innovation Support Program," which provides a wide range of solutions to various issues faced by tenants, to meet their needs.

# Mitsui Link-Lab

Mitsui Labs are offered in two locational concepts: Labs close to and with easy access to urban centers, such as those in Kasai and Shinkiba (labs in proximity to urban centers); and those located close to an area where a cluster is formed of universities and medical institutions that are undertaking cutting-edge research projects (labs in proximity to seeds).









Labs in proximity to seeds



Fully-equipped, relaxing communal area

## Contracted Facility Management and Operation

Mitsui Fudosan has cultivated know-how in the life science and innovation business through preparing places and creating communities, and has gained experience as an industry developer from contributing to the creation of added value for society through neighborhood creation. Leveraged by the know-how and experience, we are engaged in contracted operation of incubation facilities at universities: In 2018, we began contracted operation of the Entrepreneur Lab at the University of Tokyo's South Research Building. In 2024, we embarked on contracted operation of CRIK Shinanomachi, a research and incubation facility established in the Keio University Hospital Building on Keio University's Shinanomachi campus.



Entrepreneur Lab, South Clinical Research Building, The University of Tokyo



CRIK Shinanomachi (9th floor, Keio University Hospital Building 2)



CRIK Shinanomachi community space

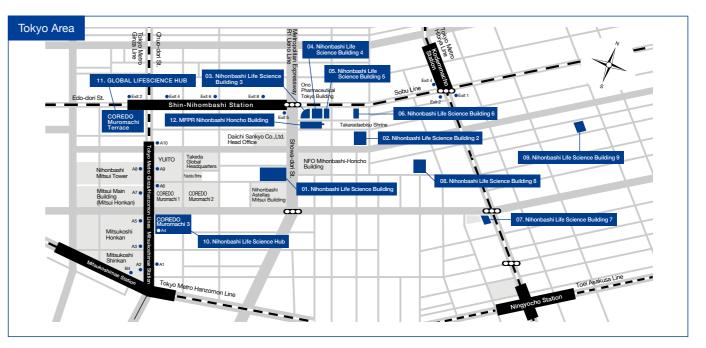
# Life Science Building

Key players in the life science field, including venture companies, universities, seeds, hospitals, and major pharmaceutical companies, have gathered around the Nihonbashi area in Tokyo and the Honmachi area in Osaka, driving the establishment of an ecosystem for new industry creation. Mitsui Fudosan has established a total of 13 life science bases in Nihonbashi and Osaka, attracting over 180 new office tenants.





Honmachi Life Science Hub West, Osaka



## Strangthening the Data Center Business

Data centers support the digitalization of society as a whole. To meet growing demand for data centers, we will expand business scope to include urban data centers and co-location data centers (a service in which space for installing servers and network equipment is rented out), while leveraging our know-how in the data center business. In addition, based on the strengths and know-how of the Mitsui Fudosan Group, we advance into a variety of other business areas, such as renewable energy (offshore wind power generation, etc.) and the opening of Rugby School Japan, in order to increase the value provided to customers in connection with the creation of neighborhoods.





Data Center, Mitsui Fudosan Industrial Park Inzai II (MFIP Inzai II)

Offshore wind power generation





Nihonhashi Life Science Hu

\*Conceptual image



School building, Rugby School Japan (Kashiwanoha



# **New Business Domains**

- 39 Developing and Evolving as a Platformer
- 40 Exploring New Business Domains and Capturing Business Opportunities

The Mitsui Fudosan Group will work toward exploring new business domains and capturing business opporutnities to realize the Group's continued growth in the future. We will build a network that transcends the traditional boundaries of real estate developers and upgrade our business to provide places and communities as an industry developer. While strengthening and accelerating contribution to creating new industries, the Group will identify and invest in mainstay areas where the Group can leverage its strengths.

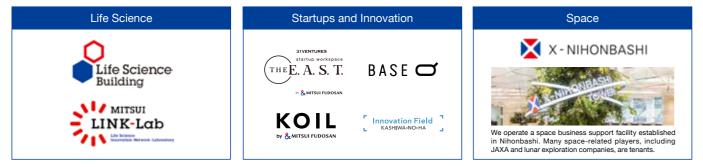
From top left: NanoTerasu, a synchrotron radiation facility/Mobility \*CG photo (top)/LINK-J (community) (bottom)/GREEN COLLAR From bottom left: X-NIHONBASHI TOWER/&mog/Space exploration \*CG photo (top)/Energy \*CG photo (bottom)

# Developing and Evolving as a Platformer

Through the provision of "place", "community", and "funds", our Group has been working to create innovation beyond the boundaries of a real estate developer. We will strengthen and accelerate our contribution to generating innovation and developing new industries by expanding the network we have built and actively providing funds.

# Enhancing "Places"

In new industrial fields beyond the real estate industry, we have provided office buildings for diverse players and a range of spaces that can be used for interaction. In addition, we are providing private companies and other institutions with comprehensive support, including the provision of demonstration fields, for demonstration projects of new products and services at the stage of social implementation, thereby helping to develop new industries and address social issues.



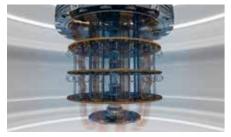
# Building Communities

We are also focusing on building a community where companies, universities, hospitals, and other players can mutually leverage their knowledge, technology, and capital to create cross-industrial innovation in the places we have developed.



# Science Park with Academia at its Core

As cutting-edge science and technology evolve at an accelerating pace, expectations for academia are growing ever higher. In recent years, the United States and Europe have seen a clustering of advanced industries centered on academia, which produces highly specialized human resources, and a similar trend is beginning to take place in Japan.Mitsui Fudosan has concluded a partnership agreement with Tohoku University, under which the Science Park Concept is being promoted. Tohoku University is the first university accredited as Japan's University for International Research Excellence. Mitsui Fudosan will contribute to the creation of innovation through industryacademia collaboration. To this end, we are striving to expand communities in respective academic fields of semiconductor, materials science, and life science, in which Tohoku University excels, to create interdisciplinary communities, and establish a place for co-creation where researchers and companies conducting cutting-edge research from around the world can come together.



Quantum technology expected to promote technological innovation in various fields

Life science field



NanoTerasu, a synchrotron radiation facility, is the primary feature of Tohoku University's Science Park Concept

# Exploring New Business Domains and **Capturing Business Opportunities**

The Mitsui Fudosan Group will work toward exploring new business domains and capturing business opporutnities to realize the Group's continued growth in the future. Through collaboration with diverse players such as startups and academia, we will identify and invest in focused areas where the Group can leverage its strengths. (Image of new business domains)



# Collaboration with Startups

Since its establishment in 2015, 31VENTURES has been promoting co-creation by combining the excellent services and business models of startups with the resources of the Mitsui Fudosan Group, with the aim of strengthening existing businesses and developing new businesses for the Group.

### **CVC** Activities

In order to provide continuous support and achieve co-creation in accordance with the growth stage of startups, we are managing corporate venture capital funds mainly for early-stage startups (CVC I and II), and that mainly for middle and late-stage startups (the Growth I), jointly with Global Brain, an independent VC firm. To date, we have invested in about 80 projects and conducted about 150 joint demonstrations with startups to identify the issues and needs of respective businesses of offices, retail facilities, housing, hotels, and logistics, with a view solving problems in existing businesses and developing new businesses through co-creation with startups.

#### Strategic LP Investment

We make strategic limited partner investments in funds formed by VCs in Europe, the U.S., Israel, and Asia to discover startups globally.

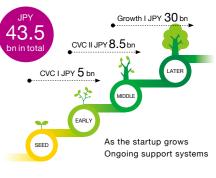
# Collaboration with Academia

Mitsui Fudosan works to generate innovations in collaboration with universities in Japan and overseas that are conducting research in advanced science and technology. The Mitsui Fudosan UTokyo Laboratory, an industry-academia collaboration with the University of Tokyo, is conducting joint research projects on various themes aimed at accelerating social implementation of advanced science and technology, such as a project on autonomously controlled drone flight, which will potentially contribute to future logistics systems. As part of our effort to explore new business domains, we attend academic conferences and symposiums to collect latest information on R&D in advanced scientific and technological fields and keep up on trends in international rule-making in the use of technology.

## "MAG!C" **Project Proposal System**

In FY2018, we launched MAGIC, a business proposal system with full-fledged budget, human resources, and organizational support provided, to draw out the enthusiasm and ideas of our employees and to create social and economic value.





31 VENTURES



## Corporate Data

Trade name	Mitsui Fudosan Co., Ltd.
Head Office	1-1, Nihonbashi-Muromachi 2-chome, Chuo-ku, Tokyo
Date of Establishment	July 15, 1941

# **Executive Officers**

■Members of Board. Auditors

■Corporate Officers

Executive Vice President

Takashi Yamamoto

Takashi Ueda

Yasuki Kaibori

Shingo Suzuki

Makoto Tokuda

Retsu Togashi

Motoyasu Kato

Hisashi Osawa

Chiharu Fujioka

Yutaka Saito

Yutaka Kawamura

Kazunori Yamashita

Nobuhiko Mochimaru

Mizuho Wakabayashi

Tetsuya Matsufuji

Executive Managing Officers

President and Chief Executive Officer

Senior Executive Managing Officers

Capital

Website

Annual Sales (Consolidated)

Managing Officers

Takashi Furuta

Atsumi Kanaya

Takao Sakiyama

Mikiko Utsunomiya

Hiroyuki Shinozuka

Hirotaka Uematsu

Kyosuke Hosoda

Tomoo Nakamura

Hideaki Takanami

Tadahiro Murata

Masakazu Hida

Tomohiko Okuue

Akiko Kaito

Tatekazu Nakamura

Yugo Ono

Jiro Ueda

Number of Shareholders

Number of Employees

Chairman of the Board (Representative) Masanobu Komoda President and Chief Executive Officer Takashi Ueda Managing Director and Executive Vice President (Representative) Takashi Yamamoto Managing Directors Shingo Suzuki Makoto Tokuda Hisashi Osawa Yutaka Saito Nobuhiko Mochimaru Outside Directors Tsunehiro Nakayama Shinichiro Ito Eriko Kawai Mami Indo Takashi Hibino Senior Corporate Auditors Wataru Hamamoto Yoshihiro Hirokawa Outside Auditors Minoru Nakazato Mayo Mita Michiko Chiba

# Domestic Network

#### Head Office

1-1, Nihonbashi-Muromachi 2-chome, Chuo-ku, Tokyo 103-0022 Tel: 81(3)3246-3131

#### Hokkaido Branch

Sapporo Mitsui JP Building 4-1, Nishi, Kitanijo, Chuo-ku, Sapporo City, Hokkaido 060-0002 Tel: 81(11)231-2481

#### Tohoku Branch

Sendai Hon-cho Mitsui Building 4-6, Hon-cho 2-chome, Aoba-ku, Sendai City, Miyagi 980-0014 Tel: 81(22)711-1131

### Chiba Branch

Chiba Chuo Twin Building No.1 11-1. Chuo 1-chome. Chuo-ku, Chiba City, Chiba 260-0013 Tel: 81(43)221-1331

#### Yokohama Branch Yokohama Mitsui Building 1-2, Takashima 1-chome, Nishi-ku, Yokohama City, Kanagawa 220-0011 Tel: 81(45)680- 5711

Chubu Branch Nagoya Mitsui Main Building 24-30, Meieki Minami 1-chome, Nakamura-ku, Nagoya City, Aichi 450-0003 Tel: 81(52)586-1767

Kansai Head Office Midosuji Mitsui Building 1-3, Bingo-machi 4-chome, Chuo-ku, Osaka City, Osaka 541-0051 Tel: 81(6)6205-6700

### Kyoto Branch

Kyoto Mitsui Building 8 Naginataboko-cho, Shijodori-Karasuma Higashiiru, Shimogyo-ku, Kyoto City, Kyoto 600-8008 Tel: 81(75)255-4733

341,000 million yen (as of March 31, 2024)

2,383,289 million yen (FY2023 performance)

https://www.mitsuifudosan.co.jp/english/

■Group Officers

Yasushi Endo [Mitsui Fudosan Realty Co., Ltd.]

Toru Kamura [Mitsui Fudosan Residential Co., Ltd.]

Osamu Obayashi Miteui Fudosan Retail Management Co., Ltd.]

estment Advisors. Inc.]

dential Service Co., Ltd.]

ential Co., Ltd.]

a dential Co., Ltd.]

\*Information current as of June 2024

Group Senior Officers

Hiroki Saito [Mitsui Fudosan I

Group Officers

Yosuke Seko [Mitsui Fudosan Re

Takao Yamada

Kazuyuki Hiruta

Hidetoshi Nojima [Mitsui Home Co., Ltd.]

Daijiro Eguchi [Mitsui Fudosan (Asia) Pte. Ltd.]

Ken Aoki

Mitsuhiro Kodama [Mitsui Fudosan Realty Co., Ltd.]

[Mitsui Fudosan Residential Co., Ltd.]

Hiroshi Murakami [Mitsui Fudosan Building Management Co., Ltd.]

Akira Ikeda [Mitsui Home Co., Ltd.]

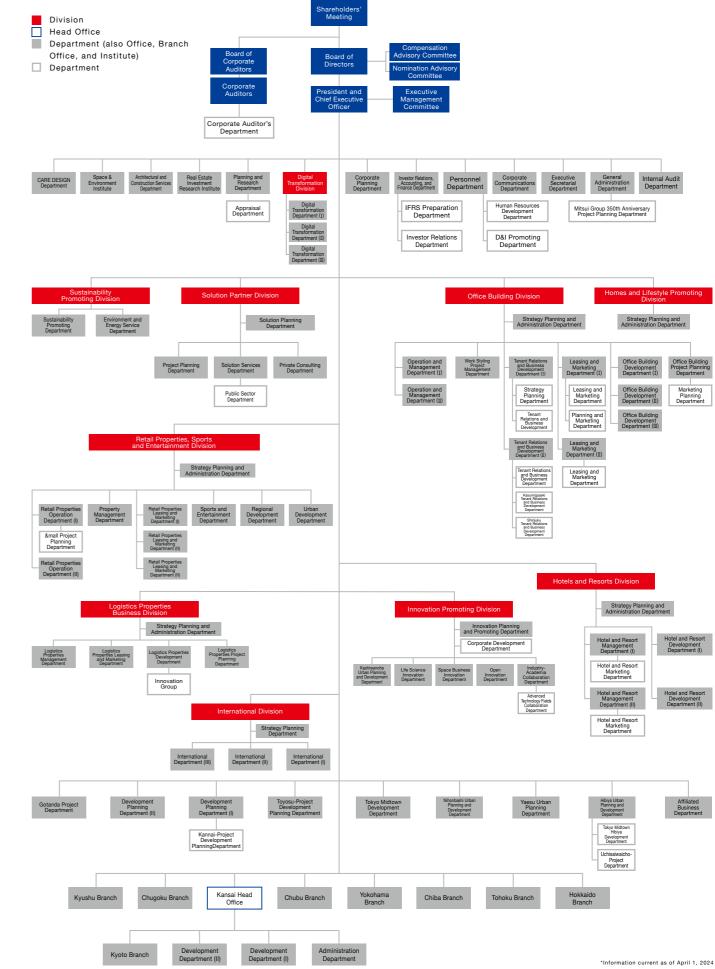
64,064 (as of March 31, 2024)

2,049 (as of March 31, 2024)

Chuqoku Branch Nakamachi Mitsui Building 9-12, Nakamachi, Naka-ku, Hiroshima City, Hiroshima 730-0037 Tel: 81(82)240-1111

Kyushu Branch Hakata Mitsui Building 10-1, Kami Gofuku-machi, Hakata-ku, Fukuoka City, Fukuoka 812-0036 Tel: 81(92)271-3871

# Organization Chart



OFFICE BUILDINGS

# Financial Highlights

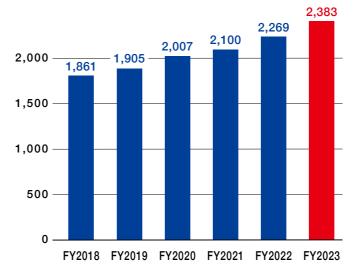
(Consolidated)

	FY2018 Year ended March 31, 2019)	FY2019 (Year ended March 31, 2020)	FY2020 (Year ended March 31, 2021)	FY2021 (Year ended March 31, 2022)	FY2022 (Year ended March 31, 2023)	FY2023 (Year ended March 31, 20)
						Unit: million ye
Revenue from Operations (Total sales)	1,861,195	1,905,642	2,007,554	2,100,870	2,269,103	2,383,28
Leasing	603,284	636,056	623,073	668,167	755,238	815,00
Property Sales	530,766	524,094	714,739	643,851	641,672	627,61
Management	404,346	421,490	402,929	429,350	445,924	462,85
Facility Operations*	-	-	-	-	144,577	194,51
Other	322,797	324,001	266,812	359,499	281,690	283,30
Operating Income	262,147	280,617	203,770	244,978	305,405	339,69
Operating income margin	14.1%	14.7%	10.2%	11.7%	13.5%	14.3
Ordinary Income	254,106	258,510	168,865	224,940	265,358	267,89
Profit Attributable to Owners of Parent	168,661	183,972	129,576	176,986	196,998	224,64
Rate of return on equity	7.4%	7.7%	5.2%	6.6%	6.9%	7.5
Total Assets	6,802,731	7,395,359	7,741,972	8,208,012	8,841,396	9,489,52
Net Assets	2,420,804	2,486,525	2,655,991	2,913,752	3,031,220	3,234,65
						Unit: ye
Earnings per Share (EPS)	57.1	62.8	44.8	61.5	69.3	80
Payout Ratio	25.7%	23.4%	32.7%	29.8%	29.8%	34.9

\* As of April 2023, the segments have been reclassified as follows.

. The former four segments of "Leasing", "Property Sales", "Management" and "Other" have been changed to five segments of "Leasing", "Property Sales", "Management", "Facility Operaions" and "Other" • The Facility Operations business and the Tokyo Dome business, which were previously incluided in the "Other" segment, have been consolidated into the "Facility Operations" segment.

#### Revenue from Operations (Unit: billion yen)



NBF Office Management Co., Ltd.	Mitsui Fudosan Facilities Co., Ltd.			
Nippon Building Fund Management Ltd.	Mitsui Fudosan Facilities West Co., Ltd.			
Mitsui Fudosan Building Management Co., Ltd.				
RETAIL PROPERTIES				
Mitsui Fudosan Retail Management Co., Ltd.	Mitsui Fudosan Frontier REIT Management Inc.			
HOMES AND LIFESTYLE				
HOMES AND LIFESTYLE Mitsui Fudosan Accommodations Fund Management Co., Ltd.	Mitsui Fudosan Residential Lease Co., Ltd.			
	Mitsui Fudosan Residential Lease Co., Ltd. MITSUI Designtec Co., Ltd.			
Mitsui Fudosan Accommodations Fund Management Co., Ltd.	,			
Mitsui Fudosan Accommodations Fund Management Co., Ltd. Mitsui Fudosan Realty Co., Ltd.	MITSUI Designtec Co., Ltd.			

### HOTELS AND RESORTS

Ise-Shima Resort Management Co., Ltd. Kyusin Kaihatsu Inc. Daiasama Golf Co., Ltd.

Narita Sports Development Co., Ltd. Mitsui Fudosan Hotel Management Co., Ltd. Mitsuinomori Co., Ltd.

#### LOGISTICS PROPERTIES

Mitsui Fudosan Logistics REIT Management Co., Ltd.

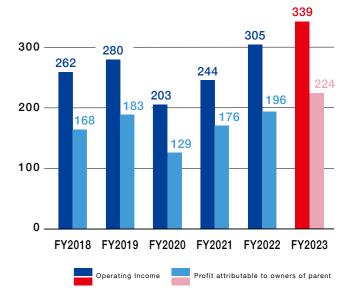
#### GLOBAL

Mitsui Fudosan America, Inc. Halekulani Corporation Mitsui Fudosan (U.K.) Ltd. Mitsui Fudosan (Asia) Pte. Ltd. Mitsui Fudosan (Asia) Malaysia Sdn. Bhd.

#### OTHERS

Daiichi Engei Co., Ltd. Tsunamachi Club Co., Ltd. Tokyo Dome Corp. Tokyo Midtown Management Co., Ltd. Mitsui Fudosan Engineering Advisors Inc. Mitsui Fudosan Asia (Thailand) Co., Ltd. Mitsui Fudosan Australia Pty. Ltd. Mitsui Fudosan Taiwan Co., Ltd. Mitsui Fudosan (Shanghai) Consulting Co., Ltd.

Mitsuifudosan TG Smart Energy Co., Ltd. Mitsui Fudosan Investment Advisors, Inc. ShareTomorrow CO.,LTD. Mitsui Fudosan Loan Guarantee Co., Ltd.



#### Operating Income / Profit attributable to owners of parent (Unit: billion yen)

# History

1670			
1673	•	Opening of the "Echigo-ya" clothing store in Nihonbashi by Takatoshi Mitsui,	A CONTRACTOR
		founder of the House of Mitsui	
1914	•	Establishment of Mitsui Company and its real estate section	The second s
1929	•	Completion of "Mitsui Main Building" (Tokyo)	Echigo-ya
1940			
1941	•	Separation of real estate division from the Mitsui Company, establishment of Mitsu Fudosan Co., Ltd. with 3 million yen in capital, wholly owned by the Mitsui family	i
1949	•	Listing of stock	
1956	•	Liquidation and absorption of the "Mitsui Company" by Mitsui Fudosan	
1960			
1961	•	Start of development and sales of residential and vacation property	
1968	•	Start of development and sales of condominiums	
		Completion of "Kasumigaseki Building", the first skyscraper in Japan (Tokyo)	
1969	•	Start of construction and sales of detached houses Establishment of "Mitsui Real Estate Sales Co., Ltd." (now "Mitsui Fudosan Realty Co., Ltd.")	Kasumigaseki Building
1971	•	Completion of "Mita Tsunamachi Park Mansion" (Tokyo)	×
1973	•	Establishment of "Mitsui Fudosan America, Inc."	
1974	•	Establishment of "Mitsui Home Co., Ltd."	
1980			Mita Tsunamachi Park Mansion
1980	•	Establishment of " Let's " system of joint development	
1981	•	Opening of first retail property: "Mitsui Shopping Park LaLaport TOKYO-BAY" (Chiba)	REAL TO A
1984	•	Opening of first hotel in Japan:	THE REAL PROPERTY
		"Mitsui Garden Hotel Osaka Yodoyabashi" (Osaka)	LaLaport TOKYO-BAY
1986	•	Acquisition of "1251 Avenue of the Americas" (New York)	
1991	•	Establishment of the corporate logomark, the " 太 " mark	all the states
1993	•	Full completion of "Okawabata River City 21, West Block" (Tokyo)	Okawabata River City 21
1994	•	Opening of "Shonan Village" (Kanagawa)	usan and only 1
1995	•	Opening of the first full-scale outlet mall in Japan: "MITSUI OUTLET PARK OSAKA TSURUMI" (Osaka)	
1998	•	Registration of "Mitsui Main Building" as an Important Cultural Property	
1999	•	Completion of "Gate City Osaki" (Tokyo)	Mitsui Main Building

# 2000

2000		
2000	•	Start of Office Building Fund operation
2002	•	Completion of "Nakanoshima Mitsui Building" (Osaka)
2003	•	Completion of "Aoyama Park Tower" (Tokyo)
2004	•	Completion of "Nihonbashi 1-chome Mitsui Building (COREDO Nihonbashi)" (Tokyo)
2005	•	Completion of "Nihonbashi Mitsui Tower" (Tokyo) Opening of "Mitsui Garden Hotel Ginza PREMIER" (Tokyo) Establishment of "Mitsui Fudosan Residential Co., Ltd."
2006	•	Opening of "Mitsui Shopping Park Urban Dock LaLaport TOYOSU" (Tokyo) Opening of "Mitsui Shopping Park LAZONA kawasaki plaza" (Kanagawa) Opening of "Mitsui Shopping Park LaLaport KASHIWANOHA" (Chiba)
2007	•	Opening of "TOKYO MIDTOWN" (Tokyo) Completion of "Gran Tokyo North Tower" (Tokyo)
2008	•	Completion of "Akasaka Biz Tower SHOPS&DINING" (Tokyo) Opening of "MITSUI OUTLET PARK SENDAI PORT" (Miyagi)
2010		
2010	•	Completion of "Muromachi Higashi Mitsui Building (COREDO Muromachi 1)" (Tokyo)
2012	•	Completion of "Yokohama Mitsui Building" (Kanagawa) Opening of "DiverCity Tokyo Plaza" (Tokyo)
2014	•	Completion of "Muromachi Furukawa Mitsui Building (COREDO Muromachi 2)" (Tokyo) Completion of "Muromachi Chibagin Mitsui Building (COREDO Muromachi 3)" (Tokyo) Opening of Kashiwa-no-ha Smart City "Gate Square" (Chiba) Completion of "Fukutoku Shrine" (Tokyo)
2015	•	Opening of "MITSUI OUTLET PARK KLIA SEPANG" (Kuala Lumpur) Opening of "Mitsui Shopping Park LaLaport EXPOCITY" (Osaka)
2016	•	Opening of "MITSUI OUTLET PARK LINKOU" (Taiwan) Completion of "Fukutoku Forest" (Tokyo)
2017	•	Opening of "WORK STYLING" (Tokyo) Launch of "Mitsui Shopping Park &mall"
2018	• • • •	Opening of "TOKYO MIDTOWN HIBIYA" (Tokyo) Completion of "Nihonbashi Takashimaya Mitsui Building" (Tokyo) Completion of "55 Hudson Yards" (New York) Opening of "Mitsui Garden Hotel Nihonbashi PREMIER" (Tokyo) Completion of "Television Centre Redevelopment Project (Phase 1)" (London) Opening of "MITSUI OUTLET PARK TAICHUNG PORT" (Taiwan)
2019	•	Completion of "Nihonbashi Muromachi Mitsui Tower" and opening of "COREDO Muromachi Terrace" (Tokyo) Completion of "Mitsui Fudosan Industrial Park (MFIP) HANEDA" (Tokyo) Completion of "MFLP FUNABASHI II" and "MFLP FUNABASHI &GATE" (Chiba) Opening of "Halekulani Okinawa" (Okinawa) Opening of "Halepuna Waikiki" (Hawaii) *Renewal of "Waikiki Park Hotel" opened in 1987



Mitsui Shopping Park Urban Dock LaLaport TOYOSU



TOKYO MIDTOWN





Fukutoku Shrine



Fukutoku Forest

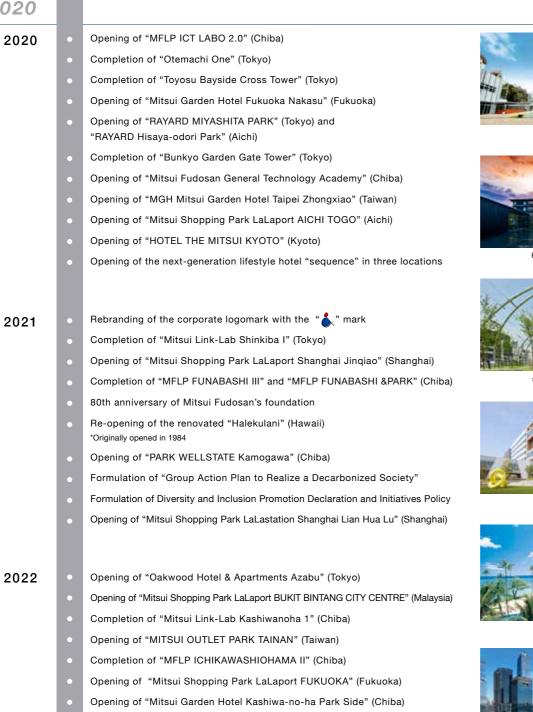


TOKYO MIDTOWN H



Nihonbashi Muromachi Mitsui Tower (COREDO Muromachi Terrace)

### 2020



- Completion of "Yaesu Energy Center" (Tokyo)
- Completion of "MFLP TOUMEIAYASE", "MFLP EBINA I" (Kanagawa)
- Completion of "SG Realty MFLP Fukuoka Kasuya" (Fukuoka)
- Completion of "50 Hudson Yards" (New York)
- Opening of "Mitsui Shopping Park LaLaport SAKAI" (Osaka)

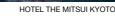
### 2023

- Opening of "TOKYO MIDTOWN YAESU" (Tokyo)
- Opening of "PARK WELLSTATE Senri-Chuo" (Osaka)
- Completion of "MFLP YATOMIKISOSAKI" (Mie)
- Launch of "mitaseru" service, a carefully selected gourmet ordering platform
- Formulation of the Mitsui Fudosan Group Biodiversity Policy
- Opening of "Mitsui Shopping Park LaLaport KADOMA" and "MITSUI OUTLET PARK OSAKA KADOMA" (Osaka)
- Completion of "Mitsui Link-Lab Shinkiba II" (Tokyo)











sequence MIYASHITA PARK









Mitsui Shopping Park LaLaport FUKUOKA



Mitsui Link-Lab Shinkiba I

- Opening of "Rugby School Japan" (Chiba)
- Completion of "MFLP Zama" (Kanagawa)
- Completion of "KULIM LOGISTICS HUB" (Malaysia)
- Opening of "Mitsui Shopping Park LaLa terrace TOKYO-BAY" (Chiba)

#### Opening of "Mitsui Shopping Park LaLa terrace HARUMI FLAG" (Tokyo)

2024

- Establishment of the new philosophy, corporate message and group logo " & "
- Formulation of Mitsui Fudosan Group Long-Term Vision, "& INNOVATION 2030"
- Completion of "Mitsui Link-Lab Nakanoshima" (Osaka)
- Opening of Mitsui Garden Hotel Kyoto Sanjo PREMIER (Kyoto)
- "Maple Terrace" scheduled for completion (Texas, U.S.)

- Planned opening of three "PARK WELLSTATE" properties (Makuhari Bay-Park, Shonan Fujisawa and Nishi-Azabu)
- Planned completion of "Mitsui Link-Lab Shinkiba III" (Tokyo)

- Opening of "Mitsui Garden Hotel Yokohama Minatomirai PREMIER" (Kanagawa)
- Opening of "Mitsui Shopping Park LaLaport Taichung" (Taiwan)
- Opening of four locations for "HUBHUB" mobile accommodation facility



- Completion of "LaLa arena TOKYO-BAY" (Chiba)
- Planned opening of "Mitsui Garden Hotel Ginza Tsukiji" (Tokyo)
- Planned completion of "MFLP LOGIFRONT Tokyo Itabashi" (Tokyo)



Mitsui Garden Hote Yokohama Minatomirai PREMIER



LaLa arena TOKYO-BAY





PARK WELLSTATE Makuhari Bay-Park \*Rendered imag

\*Properties are identified by their current names.



https://www.mitsuifudosan.co.jp/