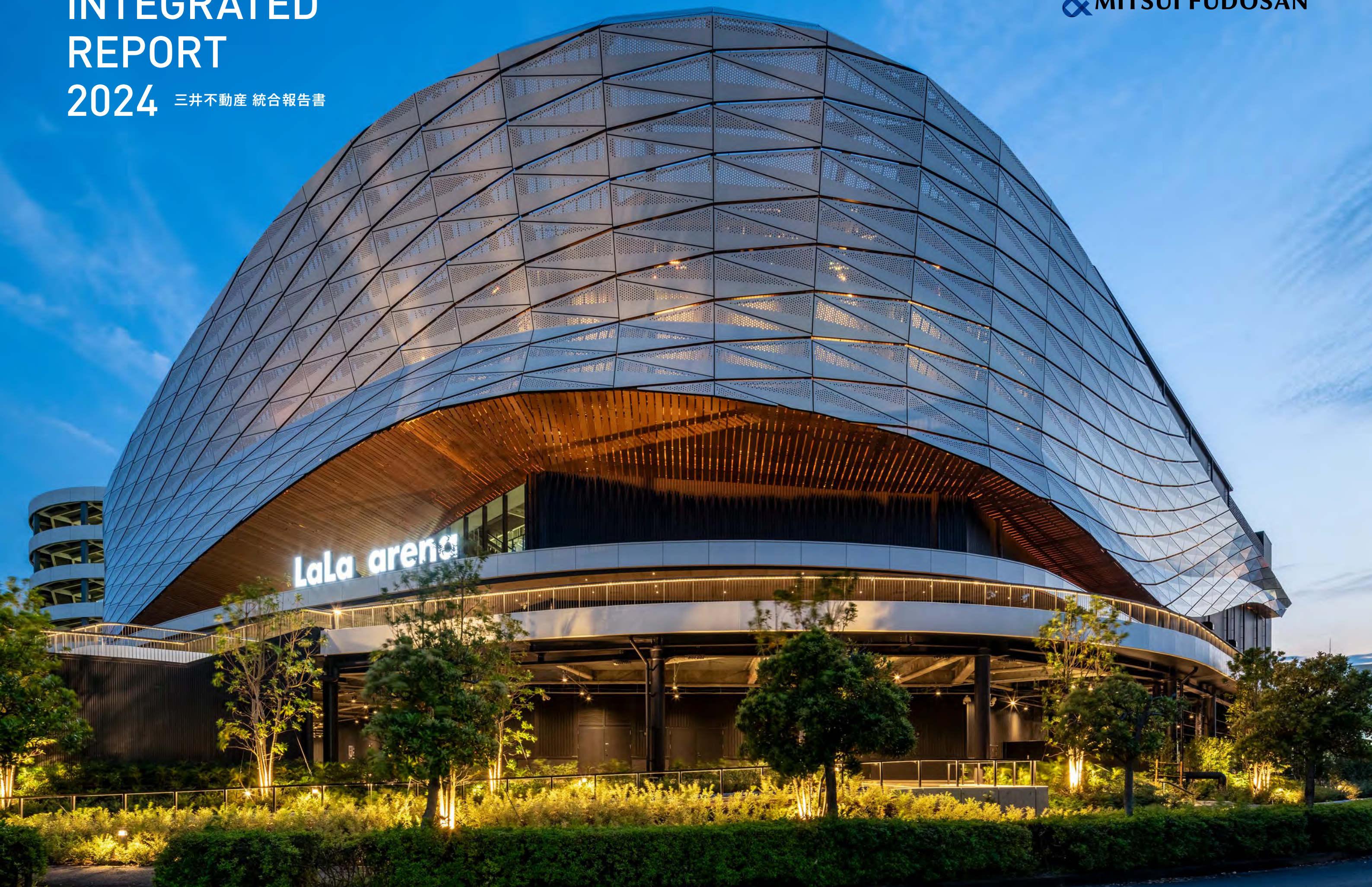


INTEGRATED REPORT

2024 三井不動産 統合報告書

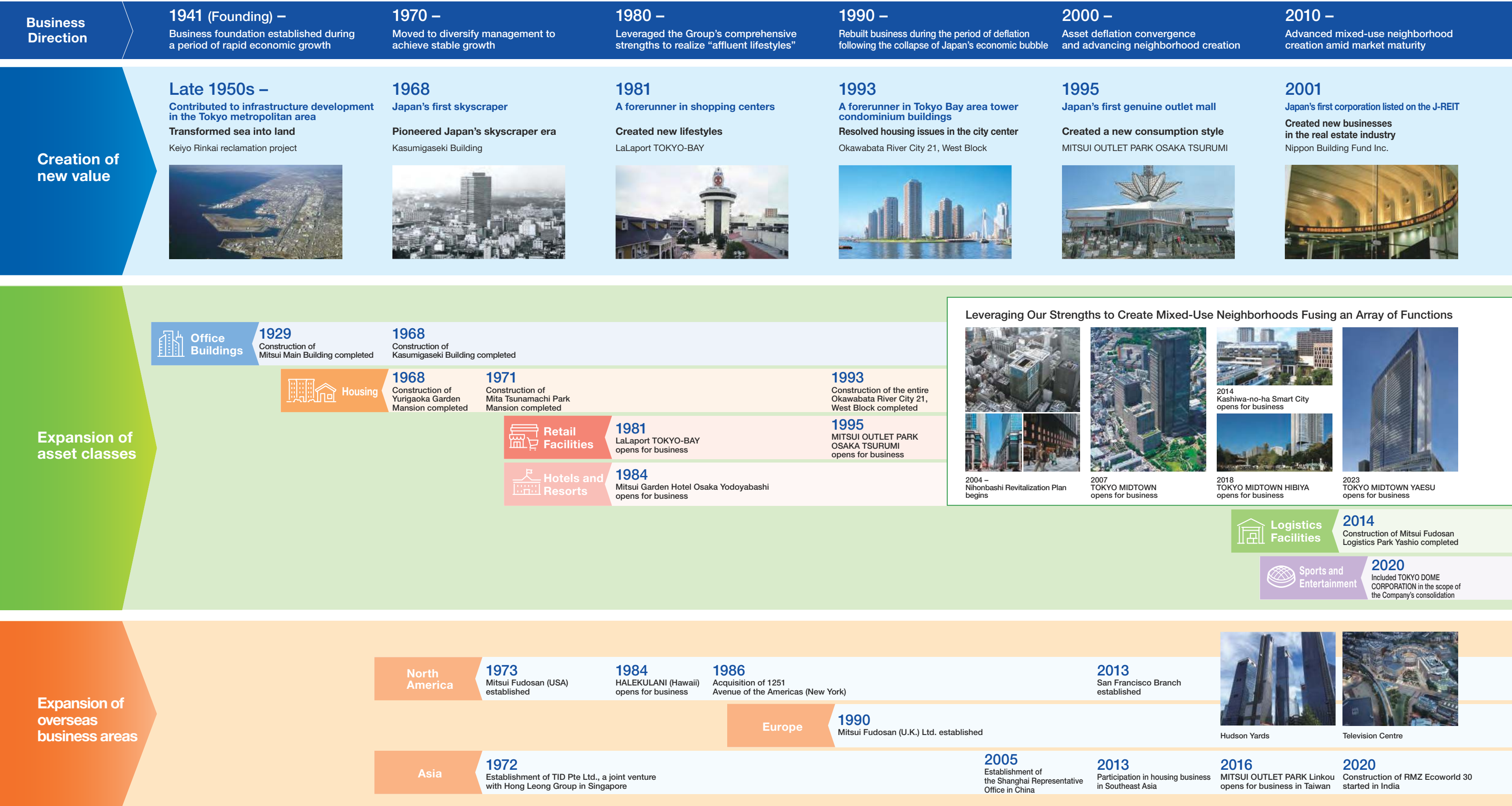
 MITSUI FUDOSAN



A History of Value Creation

Unceasing Challenge in Our DNA

The Mitsui Fudosan Group's history can be seen as one that, in step with the development of Japan's economy and society, has created new value by innovating its business in ways that meet the demands of the times and the voices of customers.

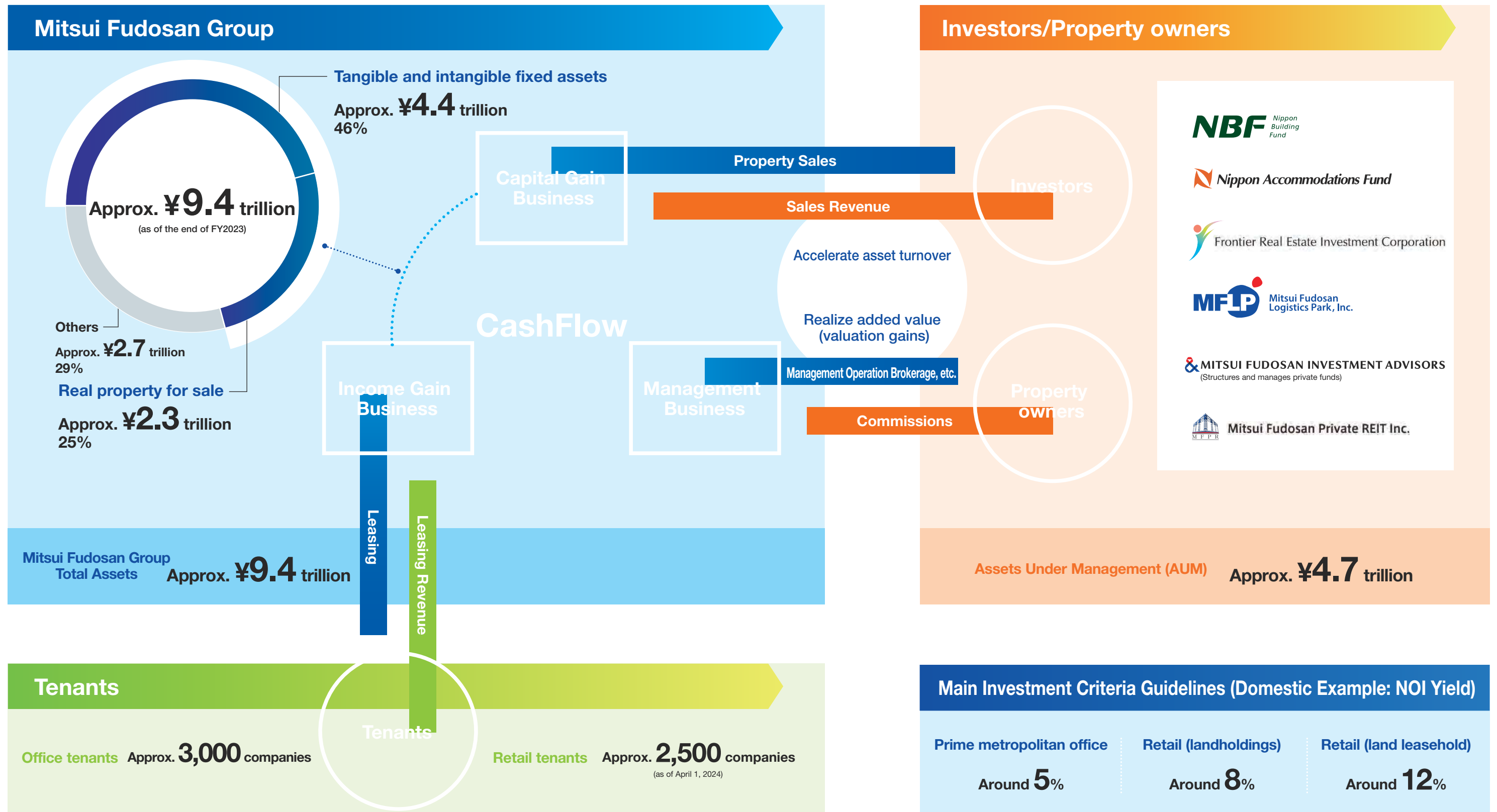


Business Model for Realizing Sustainable Growth

Maximize Profits through an Optimal and Flexible Combination of Real Estate "Income Gain Business," "Capital Gain Business," and "Management"

Please also refer to the second initiative, strengthen development profitability—realize added value, of the first path under the long-term vision & INNOVATION 2030.

P.045



Note: Values without a noted time are as of the end of fiscal 2023.

Expanding Our Corporate Value

We will expand our corporate value by improving the Group's growth potential while reducing the cost of capital, and by working to create value based on social value and economic value.



We will generate steady cash flows by creating value unique to the Mitsui Fudosan Group through the promotion of “& INNOVATION 2030.”

The Corporate Value of the Mitsui Fudosan Group

Key components

Our Philosophy

P.005

Mitsui Fudosan's DNA and the “&” Logo Principles

P.007

Message from the CEO

P.029



We will link efforts to enhance the Company's sustainability through measures aimed at addressing ESG concerns and dialogue with stakeholders to reductions in the cost of capital.

- Key components
- Sustainability Strategy P.075
 - Main Environmental Initiatives P.081
 - Main Social Initiatives P.086
 - Corporate Governance P.089
 - Risk Management P.107
 - Compliance P.109
 - Investor Relations Activities..... P.139



We will improve our growth potential by promoting further core business growth and carrying out new strategies that lead to value creation.

- Key components
- Diverse Asset Classes and Global Expansion P.019
 - Human Resource Strategies P.063
 - Digital Transformation Strategy P.071
 - Strategies by Business Segment P.111

Message from the CEO

We will steadfastly bring to fruition the Group's long-term vision under the "& INNOVATION 2030" banner, formulated in concert with all stakeholders, and together, build a robust future for the Group and Japan. "Transforming the city Transforming the future"

President and Chief Executive Officer
Mitsui Fudosan Co., Ltd.

Introduction

Japan's Nikkei Stock Average hit a record high for the first time in 34 years in February this year. As someone who experienced the peaks and troughs of Japan's bubble economy and so-called "lost 30 years," I am witnessing this historical milestone conscious of the enormous swell that continues to emerge on the back of evolving trends. At this critical tipping point, the Group announced details of its new Group Philosophy and the Group's long-term vision "& INNOVATION 2030" this spring. In formulating our Philosophy and long-term vision, and in my capacity as President, I had the opportunity to exchange views with various stakeholders, including investors. Our long-term vision, in particular, embodies the many valuable comments and opinions of investors, who have supported us over an extended period of time. The Company's Executive Management Committee and Board of Directors have deliberated on how we can maximize the Group's corporate value over the medium to long term on numerous occasions. Taking the aforementioned into consideration, I am proud to say that our long-term

vision, which was formulated in concert with our long-term investors, provides the road map toward the optimal solution.

Working hand-in-hand with stakeholders, I look forward to building a robust future for the Group and Japan guided by this new long-term vision. "Transforming the city Transforming the future."

Corporate Message

(Formulated in April 2024)

.....

**Transforming the city
Transforming the future**

Looking Back on "VISION 2025" and Our Understanding of the External Environment

Under its long-term vision, "VISION 2025," announced in May 2018, the Group completed eight large-scale mixed-use developments in central cities and such large-scale projects as Hudson Yards in New York, expanded the scope of its operations on a global scale, overcame difficulties imposed by the COVID-19 pandemic, and has grown steadily toward its goals. We overcame the COVID-19 pandemic and have steadily grown toward achieving our goals. Regarding our shareholder return policy, we raised our total shareholder return ratio, which combines the stable payment of dividends with the continuous buyback of shares, from our initial target of 35% to 45% in fiscal 2021.

Meanwhile, we recognize the need to address pending issues with respect to our balance sheet and efficiency. The balance of the Group's balance sheet, for example, has exceeded initial projections. The is due to such factors as unforeseen fluctuations in foreign currency exchange rates, rapid inflation, and subsequent shifts in policies encompassing interest rate hikes, as well as stagnant real estate market conditions in

Europe and the United States, and the acquisition of prime investment properties, including Tokyo Dome, in excess of expectations.

Turning to the external environment, the world is undergoing a major paradigm shift. Looking ahead, changes in operating conditions can be expected to intensify with the upswing in geopolitical risks, the transition to an inflationary society and an increase in global interest rates, currency fluctuations, widespread acceptance of new workstyles, rapid growth of generative AI, efforts to address climate change, and other factors.

Taking into consideration the status of domestic wage increases by the corporate sector and achievement of commodity price targets, the Bank of Japan lifted its negative interest rate policy. As a result, we are witnessing the shift to unprecedented monetary easing. During the prolonged period of deflation, markets failed to fully appreciate added value, consumer sentiment waned, and it became difficult to pursue new ideas. Today, Japan is finally breaking free from deflation and is primed to embark on a new era of innovation.

Message from the CEO

Aspirations Underpinning the Group's New Philosophy

How then should we interpret this external environment?

I am convinced that the coming era represents a tremendous opportunity for the Mitsui Fudosan Group. It is clear that in the coming days, added value will be fairly evaluated, and that the significance of our overwhelming ability to create added value will become increasingly evident.

The world is undergoing a major transformation. For the Group to continue creating new value, we must refrain from settling on the status quo, and change our mindset, transform ourselves, and evolve.

With this in mind, I have taken a fresh look at the Group's origins, redefined our Philosophy, and summarized the aspirations that we wish to fulfill into three missions. These missions codify our commitment to nature and an abundant earth, shining brightly through innovation, and providing people with inspiration and happiness.

In addition, we summarized our Philosophy and newly established a corporate message that indicates the direction in which the Group

is moving.

The Mitsui Fudosan Group is guided by the Corporate Message: “Transforming the city Transforming the future.” In a society that is beset by a high degree of uncertainty and a harsh future outlook, we have expressed our strong desire to “transform the future” by “transforming the city” in concert with our stakeholders, unafraid of change, for a brighter future.

While formulating our Philosophy, we reviewed the Group's key issues and identified a new set of “GROUP MATERIALITIES” based on deliberations by the Executive Management Committee and Board of Directors. In specific terms, we streamlined these GROUP MATERIALITIES to six priority issues and reset non-financial KPIs.

Our Philosophy and GROUP MATERIALITIES outline the core concepts that underpin the Group's corporate activities. We will ensure that all employees reaffirm the DNA passed down by our predecessors, clarify our mission and priority issues for the future, and evolve into a Mitsui Fudosan Group that is finely attuned to the new era.

A Complete Picture of the Group's New Long-Term Vision & INNOVATION 2030

Based on our Philosophy and GROUP MATERIALITIES, we will work to bring the Group's *DREAM* to a *REALITY* through our *VISION* with an eye firmly placed on the next era. Against this backdrop, “& INNOVATION 2030” defines our policy as a company that will continue to create new value for society in the years to come, while efforts to contribute to the creation of added value for society as an industry

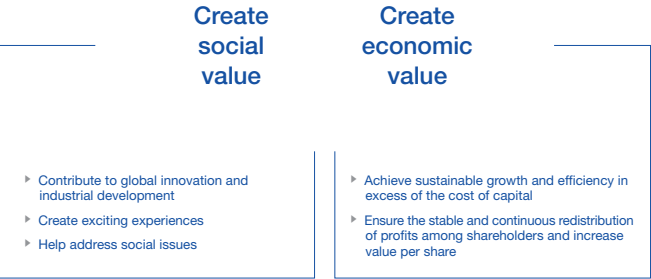
developer outline our vision around 2030. To achieve each of these ends and growth going forward, we have identified three paths as business strategies and will engage in management with an equal focus on the three financial strategies of enhancing growth, promoting efficiency, and providing shareholder returns.



The Group's Vision

The Mitsui Fudosan Group has continued to support life science and other industries not only through hard (real estate development) activities but also through the provision of places and communities by bringing together the expertise and knowledge of the companies, society, and people that comprise them.

Our goal is to evolve into an industry developer that transcends the traditional boundaries of a real estate developer by around 2030. As an industry developer, we will work to create both social and economic value as two wheels of a cart by strengthening Japan's industrial competitiveness and creating new industries.



Business Strategy

In an effort to realize our vision, we will promote a business strategy that consists of three core paths. In addition to a growth strategy in existing real estate domains, we will practice “ambidextrous management” with the dual aim of capturing business opportunities in new business domains.



Path 1: Promote further core business growth

(1) Decouple from the market

Decoupling refers to the achievement of high profitability regardless of the external environment through differentiation and other means. As our track record of central city mixed-use developments and premium condominiums indicates, the Mitsui Fudosan Group's strengths lie in the competitive advantage of each of its assets as well as its ability to generate new market demand while also decoupling from the market by developing and providing innovative high-value-added products and services to customers.

The provision of added value coupled with demand for its fair evaluation are prerequisites for top-line growth in periods of prolonged inflation. Against this backdrop, and buoyed by its comprehensive and mixed-use asset capabilities, the Group will work to secure stable and continuous revenue and earnings growth by creating new added value

in its creation of neighborhoods and stimulating new demand.

For example, the Tsukiji District Development Project, which recently selected a prospective operator, is a neighborhood creation initiative designed to transform the future with the next 100 years of society in mind. Drawing on the District's history, the project looks to revitalize the Tokyo aqua metropolis, bring excitement, promote interaction and innovation, engender the admiration of locals, and attract people from around the world.

Strengthening the Mitsui Fudosan Group network is another important theme. With this in mind, we will generate new demand for our valued customers by establishing a single network that seamlessly links services by asset.

(2) Accelerate efforts to realize added value generated through development

Reflecting earlier on VISION 2025, I commented on the need to improve efficiency. In addition to securing stable leasing income from the properties that we own, I believe that we must accelerate the pace at which we promote an Income Gain, Capital Gain, and Management business model cycle as we work to achieve increased efficiency going forward. From a large-scale development perspective, we will also proactively utilize third-party funding from various entities, including institutional investors from the business kickoff stage, and work to improve business efficiency.

To continuously achieve added value in the future, it is vital that we

accelerate the pace of asset turnover while also capturing new business opportunities. On these two points, the Mitsui Fudosan Group has already earmarked an investment of approximately ¥1 trillion in major projects through fiscal 2030 with the amount of new value added generated projected to reach around ¥500 billion.

I am confident that this cycle of generating and realizing high added value through development will enable us to enhance the quality of the portfolio through the ongoing replacement of assets in the future and to secure sustainable, stable, and continuous gain on sales.

(3) Further develop and evolve overseas business

Two trophy assets completed at Hudson Yards in Manhattan, New York, have further strengthened the leasing income that forms the bedrock of our overseas business. Over the past several years, the Group has also engaged in numerous rental multifamily housing, Mitsui Lab, and office building developments, primarily in North America, and has steadily accumulated a number of seed properties for sale to investors. In addition to enjoying income gains from the upswing in properties in operation, the Group's future overseas

business expansion endeavors will transition to a phase that is driven by efforts to realize added value through development and the sale of properties. In this manner, we will shift our focus to business development through the turnover of assets. In the sale of properties, we will monitor domestic and overseas interest rates as well as investment market trends in a bid to maximize capital gains, and make smart decisions on when to sell and when to buy in the local market.

Message from the CEO

Path 2: Expand into new asset classes

For details, see P.047

(1) Sports and Entertainment Business

In the post COVID-19 era, we again realize that real value stems from various sources, including sports. Meanwhile, the more the global trend toward digitalization progresses, I believe we will witness an era in which a growing number of people will seek out higher added value in emotional experiences and real-world, sense-based experiences that cannot be obtained digitally. Quick to recognize the emergence of this era, we acquired TOKYO DOME CORPORATION through a takeover bid. Drawing on that company's expertise and know-how in stadium management, we acquired the Chichibunomiya Rugby Stadium

reconstruction business. We are also involved in arena operations in Funabashi and are promoting the creation of neighborhoods utilizing the power of sports and entertainment as one of our key themes.

Moreover, we combined the retail facilities and sports and entertainment businesses and established a single division. As a group, we are working to gain a competitive advantage and secure strengths not found in other companies by generating new synergies through collaboration between the two businesses.

(2) Mitsui Lab and Office Building Business

People across all corners of the globe witnessed firsthand the fusion of technology and biomedicine through the accelerated development of a vaccine in the aftermath of COVID-19, reminding us of the role that innovation plays in paving the way for the future. This in turn highlights the growing importance of global-scale life science initiatives in the coming years. One of the industries in which Japan can compete on the global stage is the life science field.

The Mitsui Fudosan Group is committed to the development of Japan's life science field. Since 2016, we have endeavored to build an ecosystem that encourages the creation of life science innovation by "building communities" and "developing places" mainly in Nihonbashi. Each life science base around the world is built on an established community and is supervised by a governing body. In collaboration with interested members in academia, we established Life Science Innovation Network Japan, Inc. (LINK-J), in Nihonbashi and put in place a platform for the life science community. In addition, we are pioneering the promotion of R&D rental lab and office development in

close proximity to the city center. The life science R&D environment in Europe and the United States has already experienced change over the years with the mainstream trend shifting from the traditional "suburban, closed, and ownership-type" R&D facility to today's "urban, open, rental-type" base. For example, a concentration of life science companies has located in the Boston-Cambridge area, most of which are rental labs and offices.

Distinguished by their low remote work and high attendance rates, these labs and offices are recognized as a stable asset class with high operating levels. In recent years, the supply of rental labs and offices has skyrocketed in the United States.

In light of the aforementioned global trends, we repositioned rental labs and offices as a seed for the next stage of growth and will further expand this business both in Japan and overseas. We will work to help resolve R&D environment issues, capture new demand, and create new markets.

(3) Further expand business domains, including strengthening the data center business

Data centers are forecast to experience growth in line with the rapid digitalization of society in recent years. These assets have a high affinity with retail and logistics facilities, and as a strength of the Group, we believe we can demonstrate our competitive advantage compared with other companies in our industry by leveraging our know-how in

this field.

In addition to the "solar power generation" and "offshore wind power" businesses, we will focus on business development that precisely meets the needs of the times, including "school facilities," to further expand our business domains.

Path 3: Explore new business domains and capture business opportunities

For details, see P.049

With the aim of cultivating new fields that transcend the real estate domain, this third path can be expected to serve as a new source of revenue. The Mitsui Fudosan Group has built a diverse customer base through various business development activities over the past 80 years. Expanding beyond the conventional landlord-tenant bond, these relationships are evolving into robust ties built on broad and deep joint businesses and research.

In this instance, we will take full advantage of our customer base strengths, build networks that go beyond the boundaries of the traditional real estate developer, and upgrade our development menu of places and communities. One specific example is the "Aerospace"

field. In partnership with JAXA and other volunteers from industry, government, and academia, we established "cross U" as a co-creation platform for the aerospace business and have already initiated activities. cross U operates two aerospace hubs in the Nihonbashi area to provide aerospace business players with places and a community. During the first year of activities, cross U expanded to 252 members, making it one of Japan's largest aerospace business communities, based in Nihonbashi. The scope of aerospace development is broad, encompassing industries as diverse as the mobility, green tech, robotics, data science, and life science fields, and is expected to expand from the related business and market scale perspectives.

Looking ahead, we will continue to contribute to the development of the aerospace business in Japan.

In this format, we intend to identify new industry fields that will drive the next generation of Japanese industry and nurture new sources of revenue for the future through various means, including investments as a major player.

As a framework designed to help bring these aspirations to fruition, we recently established the Innovation Promoting Division. As far as

Financial Strategies

For details, see P.053

Moving on, I would like to elaborate on our financial strategies aimed at realizing our vision. As a company that is inextricably tied to the capital markets, we recognize the need to earn the confidence of investors by not only creating social value but also steadfastly enhancing economic value to continue creating the future through the creation of new value backed by the creation of neighborhoods. To this end, we must stably maintain, manage, and expand the three key

[1] Improving growth potential

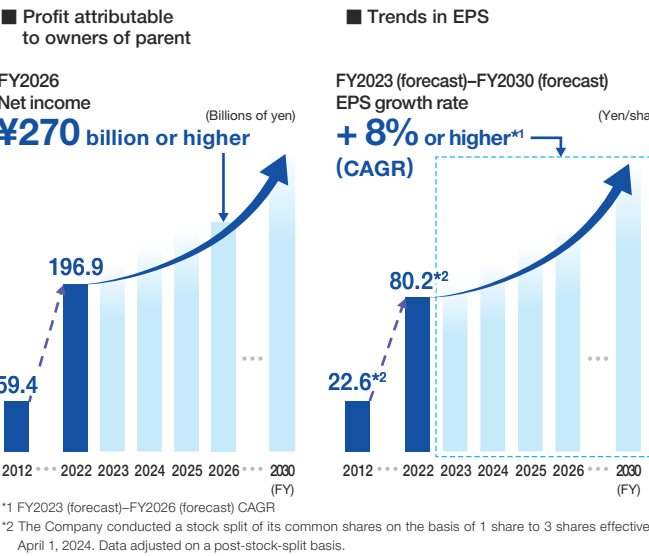
From a growth potential perspective, we will work to achieve stable and continuous profit growth and enhance cash-generating capabilities by steadfastly carrying out each of the measures outlined in our previously mentioned business strategies. In particular, we have set the business and net income targets of ¥440 billion or higher and ¥270 billion or higher, respectively, in fiscal 2026, and will aim for further sustainable growth around fiscal 2030, a long-term milestone.

In similar fashion to the past, we have positioned the EPS growth rate as an important KPI and an indicator of net income growth and source of shareholder returns. We will also target an EPS CAGR of 8% or higher/year from fiscal 2023 to fiscal 2030, exceeding the 7% target under "VISION 2025," while taking into account organic profit growth through our mainstay business and the flexible and continuous repurchase of own shares.

financing is concerned, we have also put in place an M&A investment budget of over ¥400 billion and a start-up equity investment limit of over ¥100 billion through fiscal 2030.

Over the period of the Group's stated vision, we will explore new promising industrial fields, allocate management resources, including human and financial capital, and paint a picture of renewed growth for both the Group and the next generation of burgeoning industries as an industry developer.

objectives: enhance growth, efficiency, and shareholder returns. Focusing equally on each of these objectives, we will efficiently employ the capital entrusted to us by investors, promote underlying sustainable growth, and expand shareholder returns commensurate with growth. Sharing this aspiration with investors, we see this as the most appropriate path to maximizing our corporate value.



[2] Improving efficiency

Next, I will comment on "efficiency" in line with our approach toward balance sheet control.

From a balance sheet asset control perspective, we will endeavor to improve the Group's ROE by ramping up efforts to accelerate the turnover of assets and realize added value while taking into consideration the scale of total assets and the need to enhance the asset portfolio's quality. We will promote the turnover of assets based on a total balance sheet approach, taking into consideration not only the disposition of existing real property for sale but also such factors as fixed assets, strategic shareholdings, and stocks held purely for investment purposes. At the same time, we plan to allocate proceeds to investments for future growth.

As another measure designed to improve ROE, we will firmly implement our universal Income Gain, Capital Gain, and Management business model cycle as a means to expand assets under

management and management revenue through such means as the consignment of management following the sale of assets and promotion of development business activities utilizing the capital of other parties.

Turning to our approach toward controlling balance sheet liabilities and equity, the Group's main real estate development and neighborhood creation-oriented businesses are characterized by the heavy long-term use of the balance sheet. As such, it is extremely important that we maintain and enhance financial soundness in preparation for long-term fluctuations in financial markets and unforeseen circumstances. Over and above the need to improve ROE, we will therefore work to secure a balance between the scale of interest-bearing debt and maintaining financial soundness while promoting proper financial leverage control based on the Group's D/E ratio.

Message from the CEO

[3] Enhancing shareholder returns



As the manager of a business, I am acutely aware that a stable and continuous approach toward returns as the basis for sustainable growth is of the utmost importance to investors who support the Company over the long term. In formulating our vision, we have decided to further enhance shareholder returns in light of our stable cash flow underpinned by a robust asset portfolio, confidence in our ability to expand future cash-generating capabilities, and the balance between such factors as profit growth and equity. Guided by our new shareholder return policy, we will strengthen the total payout return ratio to 50% or higher for each period over the next three years.



Infrastructure That Supports Our Business Strategy: Human Resources, DX, and ESG

In closing, I would like to convey our thoughts on human resources, DX, and ESG, which form the infrastructure that supports our business and financial strategies.

[1] Human Resources (the Importance of D&I)

For details, see P.063

Human resources who take the initiative while mobilizing their knowledge and networks, not only in the real estate sector but also in all other industries, are essential for the Group to initiate innovation across various industries as an industrial developer. As the world's values diversify amid dramatic changes in the business environment, it is equally important to embrace diversity within the organization in order to accurately grasp customers' needs and social requirements. Put another way, D&I lies at the core of the Group's strategy. It is critical that every facet of our organization, including the decision-making layer, comprises diverse human resources. Our goal is to become a corporate

group in which human resources with diverse backgrounds and values can maximize their capabilities, share information through the exchange of opinions, stimulate a positive chemical reaction, and create new added value. To achieve this goal, we will engage in Group-wide efforts to raise the level of human resource capabilities, the source of value creation, and actively secure human resources and knowledge to accelerate innovation. Supporting the activities of diverse human resources, we will also further develop the Group's One-Team organization that brings together the strengths of the Mitsui Fudosan Group.

[2] About DX (Developing DX Business Personnel)

For details, see P.071

Changes in behavior due to the digital shift and such emerging trends as generative AI are evolving at an accelerating pace while triggering global transformation. The inference here is that DX is sparking dramatic change in traditional values irrespective of the industry and across all fields. Against this backdrop, the environment surrounding the real estate industry is expected to become increasingly diverse with disparate ways in which people live and work. Under these circumstances, the Mitsui Fudosan Group will pursue diversity in its human resources in the real estate DX field as well as in the development of an infrastructure to ensure AI and digital support to

deepen DX with the aim of establishing a business model that combines the real and digital and further promoting innovation. Rather than simply secure professionals well versed in the DX and digital fields, it is important that the Group's pool of DX professional recruits actively interact with existing business staff and evolve into DX business personnel with a deep understanding of both DX and the Company's business. We will link efforts to develop DX business personnel with expertise in both DX and business to a new level of competitiveness going forward.

[3] About ESG (The Era of Sustainability Management)

For details, see P.075

Historically, Mitsui Fudosan has employed quantitative financial indicators to measure trends in its corporate value. Having said this, we are today entering an era in which the driving force behind sustainability management, which works to increase corporate value through both the financial and non-financial perspectives, will come to the fore. In particular, the surging wave of global-scale climate change is a phenomenon that transcends national borders and is ravaging a single earth. To solve this issue, the entire supply chain must be connected as a "chain of self" toward the realization of a sustainable society. In order to solve this issue, the entire supply chain must work in unison to realize a sustainable society. Working to fulfill its social responsibility to build and develop social infrastructure, the Mitsui Fudosan Group formulated the Group Action Plan to Realize a Decarbonized Society in 2021. We will work diligently to implement and achieve this plan. Against this backdrop, the Group is also committed to sustainable forestry and is involved in protecting

natural forests taking into consideration the need to conserve biodiversity in the roughly 5,000 hectares of forest it owns in Hokkaido. Furthermore, based on the Mitsui Fudosan Biodiversity Policy, formulated in 2023, we will endeavor to realize the Nature Positive concept. As far as corporate governance is concerned, we have on numerous occasions taken steps to consider the structure of the Board of Directors required to bring & INNOVATION 2030 to fruition. In conjunction with these considerations, we increased the ratio of outside directors by adding one outside director with extensive knowledge of the finance and capital markets as well as insight into corporate management. Also recognizing the importance that diversity plays in the composition of the Board of Directors, we will continue to pay close attention to efforts aimed at improving the soundness, transparency, and efficiency of management.

In Closing

Guided by the "&" Logo Principles, the Mitsui Fudosan Group's neighborhood creation goal is to provide a neighborhood platform, build communities, and develop places where various people and businesses can gather. In creating ecosystems from which new demand and needs can be expected to emerge, the Group is working to stimulate innovation while creating new industries and value. With the passage of time with people and companies, the neighborhoods that we create will become more appealing, which in turn will attract even more people and businesses. This virtuous cycle will help promote industry and corporate growth, increase the competitiveness of cities, and advance economic development. This kind of value creation is the Group's raison d'être and its social mission. Through the announcement of & INNOVATION 2030, we will continue to engage in dialogue with stakeholders and work to create both social and economic value as two wheels of a cart while sharing the direction that the Group should take. I also believe that one of my key missions as president is to build a track record that exceeds expectations and increase shareholder value.



We will continue to take on the challenge of creating new value through the creation of neighborhoods, together with long-term investors who share the Group's vision for the future. As we work to achieve our established goals, I ask for the continued support and understanding of all stakeholders.

TOPICS — Selected as a participant in the Tsukiji District Urban Development Project

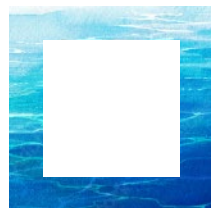


As the representative company of a consortium comprising 11 partner companies, Mitsui Fudosan announced that the consortium was selected as the prospective operator for the Tsukiji District Development Project by the Tokyo Metropolitan Government in April 2024. The former site of the Tsukiji fish market is an asset of Tokyo residents. Building on the history of Tsukiji, the goal is to create an area that is cherished by locals and attracts people from around the world.

Serving in part as a foreign settlement during the Meiji Restoration, the area helped promote the exchange of civilizations and cultures with the rest of the world. As such, plans are in place to construct a

number of buildings, including a grand-scale multifunctional venue and a meetings, incentives, conferences, and exhibitions (MICE) facility. Following the market's relocation from Nihonbashi to Tsukiji in the wake of the Great Kanto Earthquake, and continued development as a food hub, another initiative is the scheduled establishment of a food court and food lab in collaboration with the Tsukiji outer market.

In addition to a concept of "delicious" and "enjoyable," we are looking to establish innovation facilities, including life science facilities, to enhance Japan's industrial competitiveness and create cutting-edge industries.



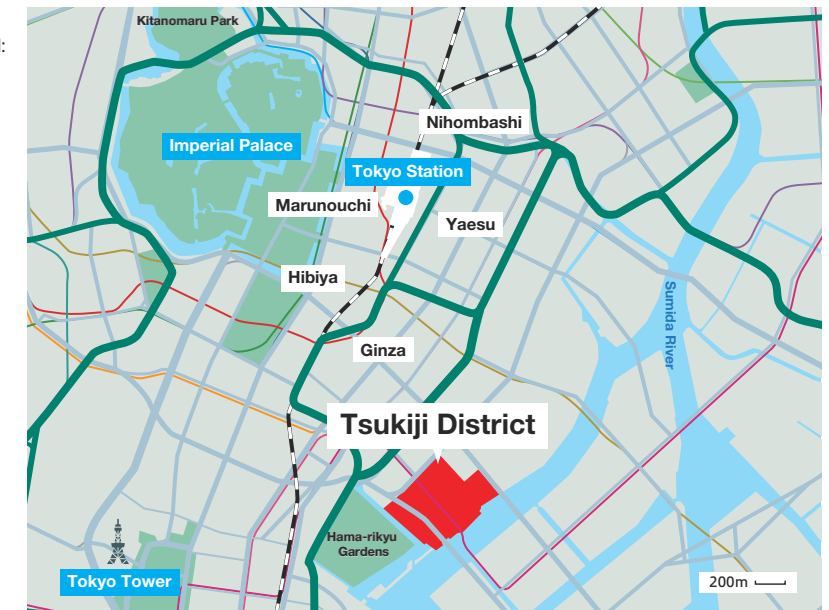
Through the creation of this neighborhood that is designed to transform the future with the next 100 years of society in mind, we will work to revitalize the Tokyo aqua metropolis, bring excitement, promote interaction and innovation, engender the admiration of locals, and attract people from around the world.



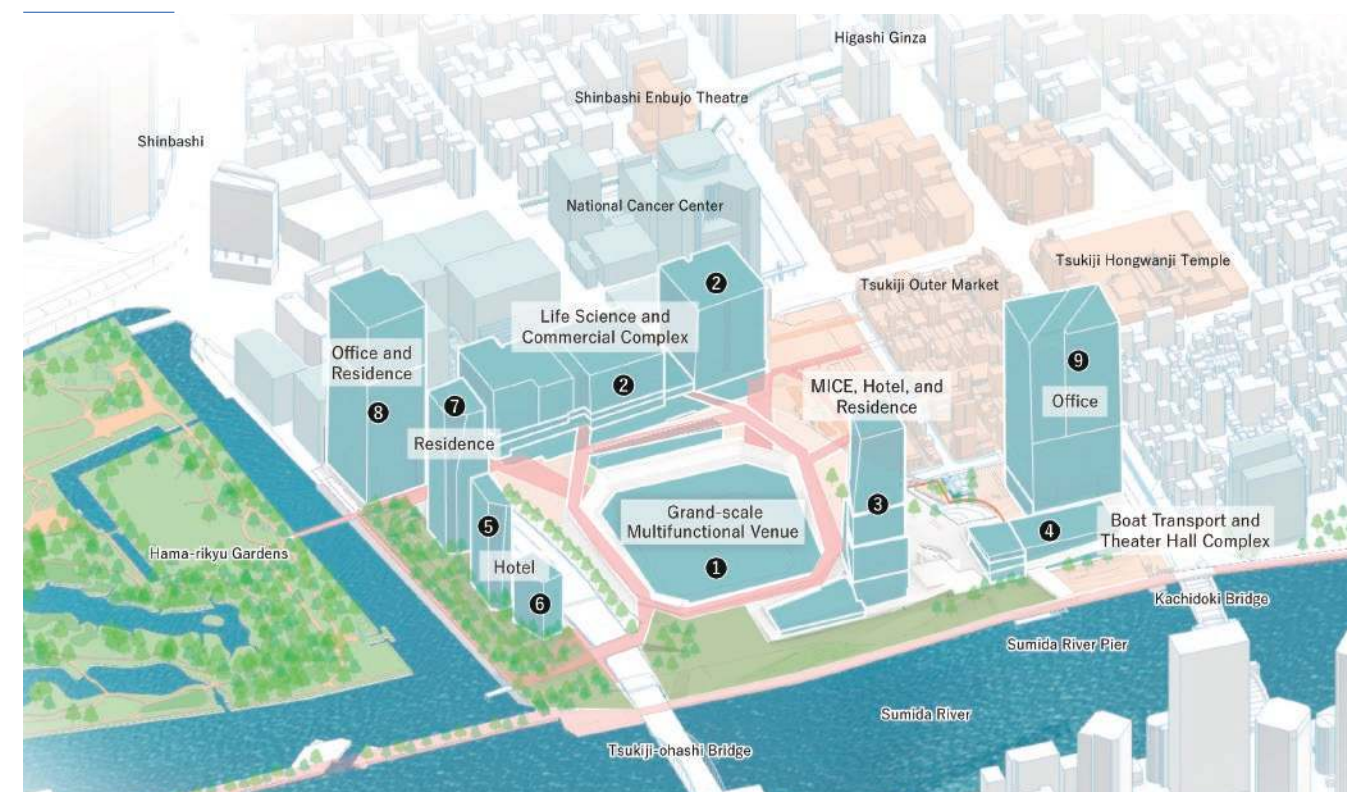
A new neighborhood with a site area of approximately 19 hectares in central Tokyo

- ▶ Area of Tokyo Metropolitan Government-owned land to be used:
Approx. 19 hectares
- ▶ Scheduled opening: First half of 2030s or later
(partial opening in advance in fiscal 2029)
- ▶ Operating companies*: Mitsui Fudosan Co., Ltd.
(representative company)
Toyota Fudosan Co., Ltd.
The Yomiuri Shimbun Holdings
- ▶ Builders: Kajima Corporation
Shimizu Corporation
Taisei Corporation
Takenaka Corporation
- ▶ Architects: Nikken Sekkei Ltd.,
Pacific Consultants Co., Ltd.
- ▶ Partners: The Asahi Shimbun Company
Toyota Motor Corporation

* Companies responsible for development and operation



Building Layout Plan



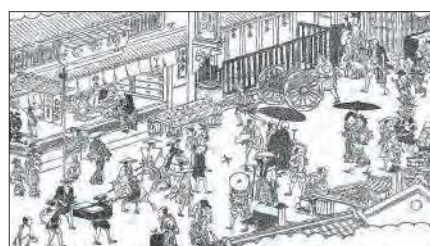
Special
Feature

Expand the Rental Lab and Office Buildings Businesses

► Why Is Mitsui Fudosan Promoting Life Sciences Businesses?

In the Nihonbashi Area

- During the Edo period, Tokugawa Ieyasu concentrated drug wholesalers in Nihonbashi, which was then the center of drug trading throughout Japan.
- Many pharmaceutical companies are still based there today
- Base for promoting "old yet new" bio-innovation



Edo Meisho Zu-e (Illustrated Book of Famous Places in Edo) Vol. 7 (National Diet Library)
Compiled from <https://dl.ndl.go.jp/pid/2563380/1/39>

In the United States

- Leading the world in the life science field
- The Rental Lab and Office Buildings businesses form a mature market as infrastructure supporting the life science field
- Life science clusters in Boston, San Francisco, and San Diego, which are close to the Company's U.S. business promotion areas



Launching initiatives in life science both domestically and overseas

► Why Is Mitsui Fudosan Able to Promote Its Rental Lab and Office Buildings Businesses?

Features of Rental Labs and Office Buildings

- Stable asset class with high utilization rates as worker attendance rates are high
- In contrast, dedicated equipment is required, with initial investments high and tenants limited compared to regular offices

While an attractive asset class, relationships with life science companies are essential to advance business

Status of Life Science Companies

- Start-ups: Low financial resources and unable to own research facilities
Necessary scale changes as they grow
- Large : Research facilities in locations with good transportation companies access needed to increase competitiveness in recruiting
Need for collaboration with start-ups, academia, and other industries

Rising demand for rental laboratories



Mitsui Fudosan Group's Characteristics/Initiatives

- Based in Nihonbashi, Tokyo, where Japan's life science industry is concentrated
- Established LINK-J, a life science community organization, to support innovation in the life science industry as a platform provider

Mitsui Fudosan Group maintains strong relationships with many life science companies

The increasing demand for rental labs and office buildings among life science companies and the Mitsui Fudosan Group's relationships with them have enabled the promotion of the Rental Lab and Office Buildings businesses.

► Further Accelerating Creation of Demand for and Proliferation of Rental Labs and Office Buildings

Building Communities



An interaction platform for life sciences established in 2016 in partnership with academia and industry

Number of members	137 (2017)	810 (Feb. 2024)
Number of events per year	380 (2017)	1,142 (2023 results)

Providing capital

LP investments in life science-related funds

Providing support according to each stage; putting more advanced technological seeds into practical use.
Further accelerating the creation of new industries



VC

Expansion of the life science community, increase in contact points

Accelerating the development of places, absorbing demand

Expansion of Rental Labs and Office Buildings

Positioning rental labs and office buildings as the seeds for its next growth, the Group is greatly expanding further both domestically and overseas.

Japan | 9 properties

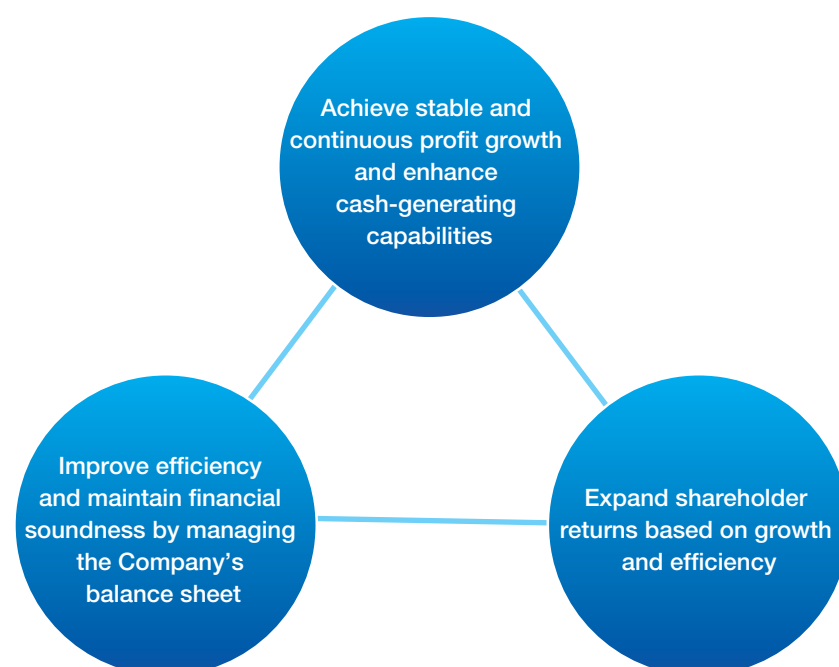
U.S. | 4 properties*
* Including planned property development



We aim to help resolve R&D environment-related issues in the life science field, a global growth field, both in Japan and overseas while capturing new demand and creating new markets.

Financial Strategies

Summary of Financial Strategies



Achieve stable and continuous profit growth and enhance cash-generating capabilities

- ▶ Achieve stable and continuous leasing income growth through various measures, including the development of new properties and existing property top-line growth.
- ▶ Realize development added value through the stable and continuous turnover of assets, while taking into consideration the balance between leasing income and sales profit.
- ▶ Enhance cash-generating capabilities through business planning, property development, and management capabilities that are the source of the Company's competitive advantage.

Improve efficiency and maintain financial soundness by managing the Company's balance sheet

- ▶ Further enhance the quality of the asset portfolio by considering and executing asset turnover, reviewing not only real property for sale but fixed assets and investment securities.
- ▶ Maintain an "A" rating as a measure of financial soundness and appropriately control financial leverage.
- ▶ Steadily and sustainably improve ROE to a level that exceeds the cost of shareholders' equity.

Expand shareholder returns based on growth and efficiency

- ▶ Improve the dividend payout ratio and achieve stable dividend increase linked to profit growth (continuous and progressive dividends).
- ▶ Undertake the flexible and continuous repurchase of own shares.
- ▶ Implement measures to increase the proportion of long-term shareholders.

1. Achieve stable and continuous profit growth

- Increase profit with a view toward fiscal 2030, Set the EPS growth rate as a quantitative target and key indicator of increased shareholder value and target an EPS CAGR of +8% or higher from fiscal 2023 to fiscal 2030 together with the flexible and continuous repurchase of own shares.

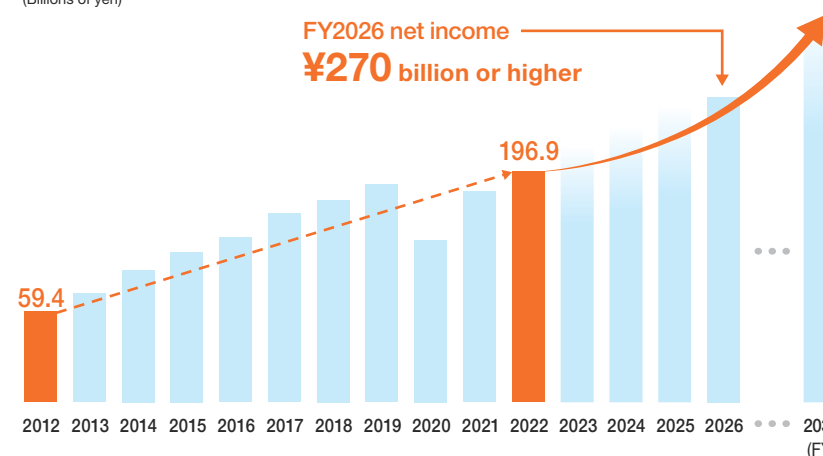
Business income by segment

	FY2022	FY2026	Image of growth
Leasing	Approx. ¥150 billion ▶	Around ¥180 billion	Increase in leasing income due to the completion of new properties. Increase in leasing income due to such factors as the increase in existing property rent revenue.
Property Sales	Approx. ¥153 billion ▶	Around ¥210 billion	Focus on the stable generation of high margins. Amounts recorded each period vary depending on market conditions.
Management	Approx. ¥63 billion ▶	Around ¥70 billion	Increase in management fees due to such factors as AUM growth and increase in property management fees.
Facility Operations	Approx. -¥4 billion ▶	Around ¥30 billion	Further improvements in ADR for hotels and resorts. Increase in the number of Tokyo Dome customers, etc.
Business Income*	Approx. ¥313 billion ▶	¥440 billion or higher	

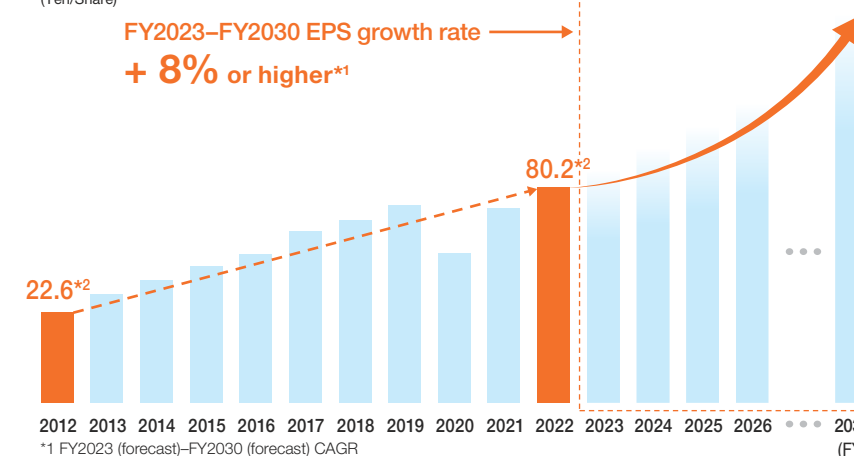
* Business income = Operating income + Equity in earnings/losses of affiliates (including Gain/loss on sales of shares of subsidiaries and affiliates for the purpose of real estate sales) + Gain/loss on sales of fixed assets

High profit growth

■ Trends in profit attributable to owners of parent
(Billions of yen)



■ Trends in EPS
(Yen/Share)



*1 FY2023 (forecast)–FY2030 (forecast) CAGR

*2 The Company conducted a stock split of its common shares on the basis of 1 share to 3 shares effective April 1, 2024. Data adjusted on a post-stock-split basis.

Financial Strategies

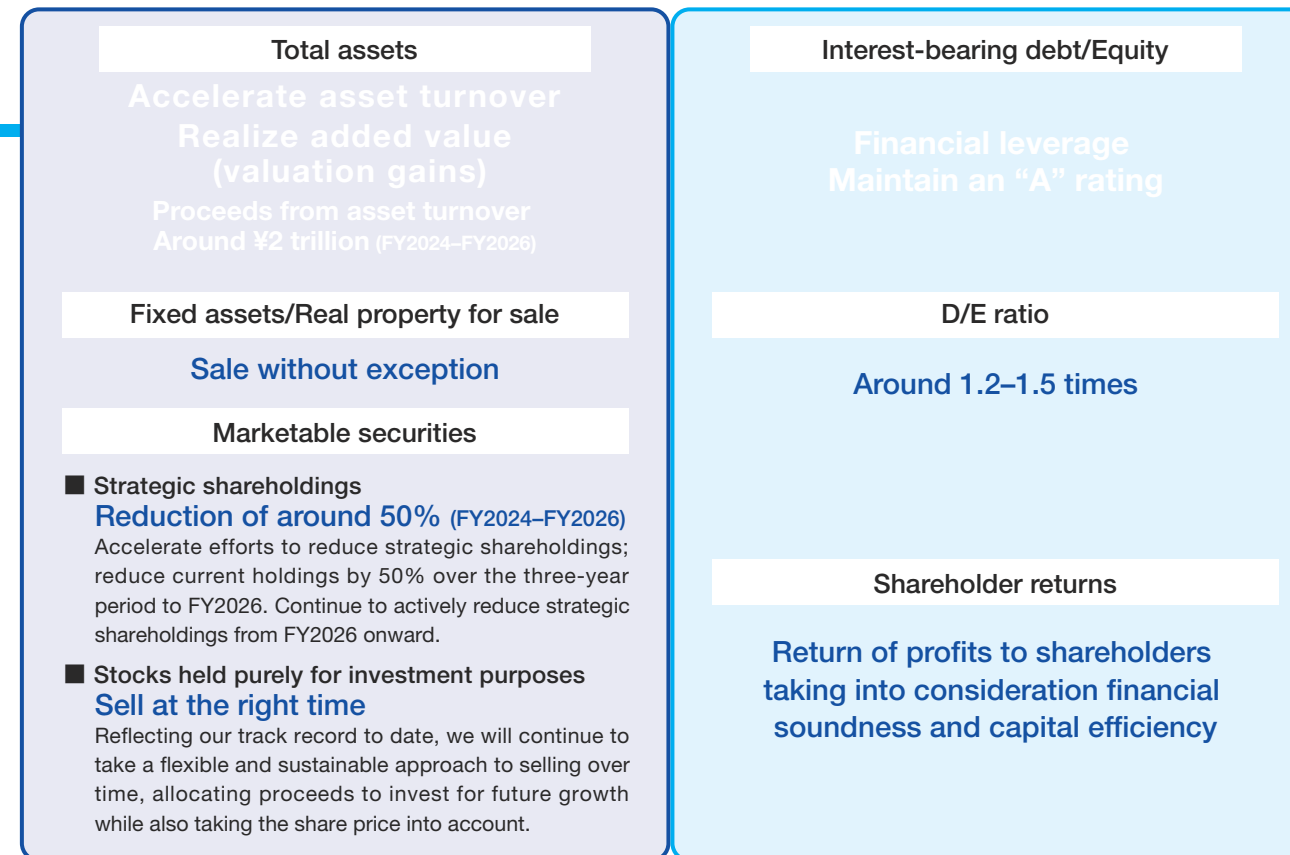
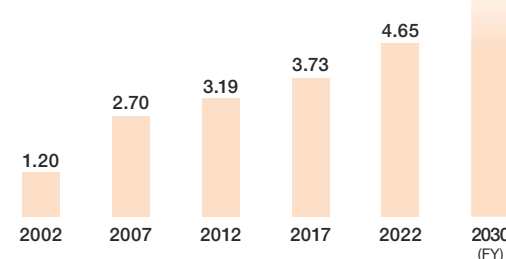
2. Improve efficiency and maintain financial soundness

- Accelerate asset turnover and realize added value (valuation gains), while taking into consideration the balance between leasing income and sales profit. (Sale of fixed assets and real property for sale without exception; reduction of strategic shareholdings; sell at the right time stocks held purely for investment purposes.) Work to increase management revenue by expanding assets under management.
- Maintain a highly efficient and sound financial structure while controlling the balance sheet (BS).

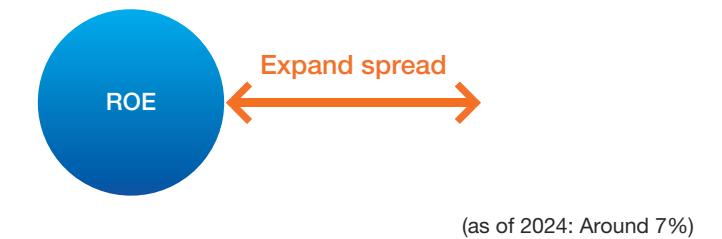


Steady growth in total assets under management

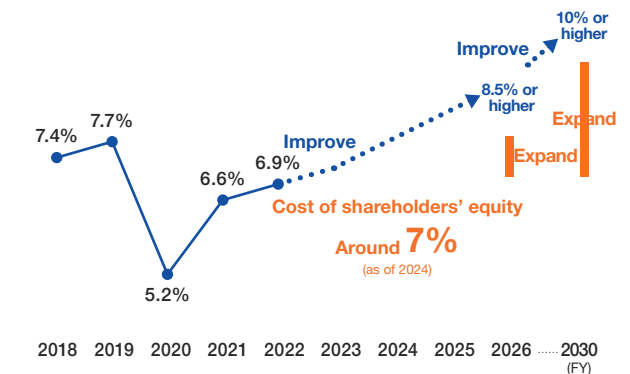
■ Total assets under management
(Trillions of yen)



Steadily and sustainably improve ROE to a level that exceeds the cost of shareholders' equity

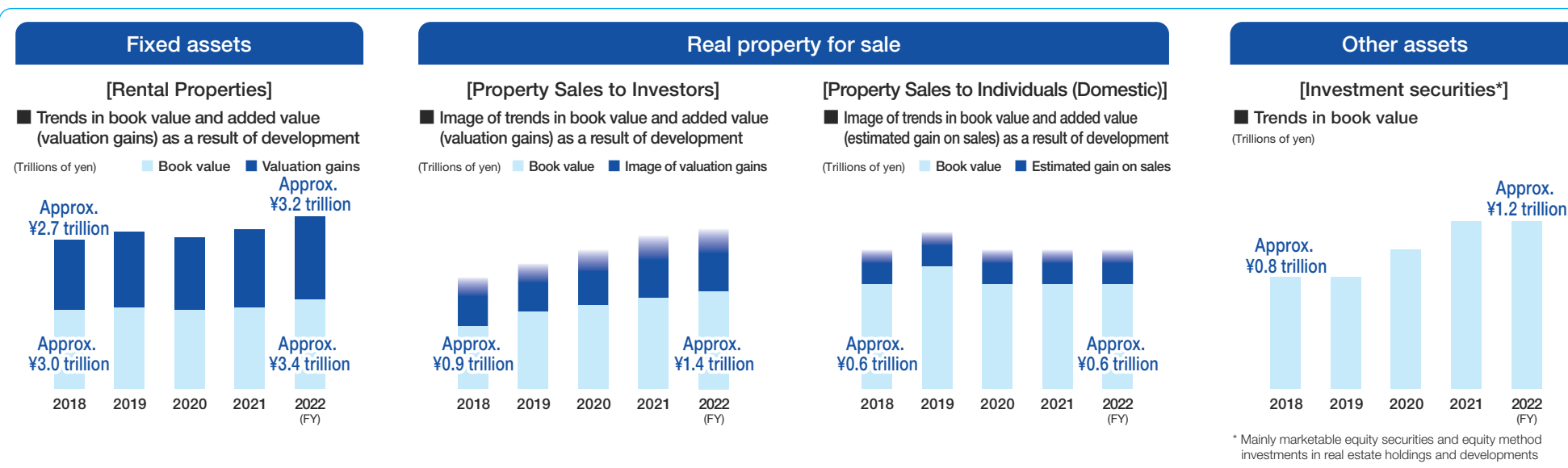


■ ROE performance trends and future targets



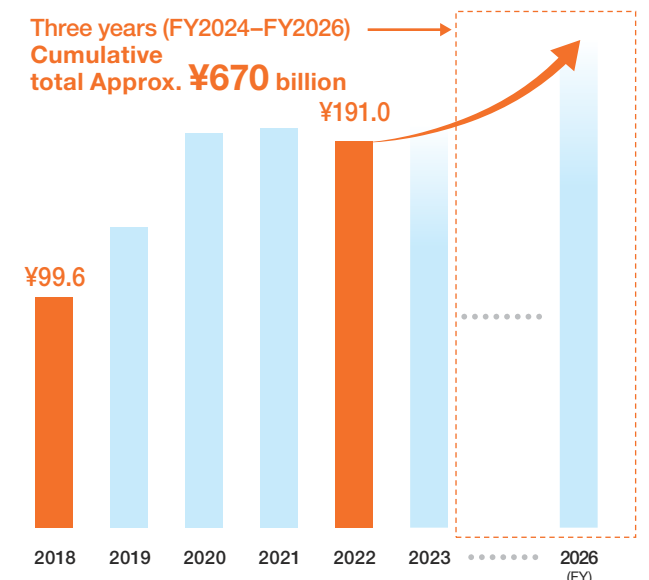
3. Realize added value (gain on sales)

- Enhance the quality of the asset portfolio for further growth and improved efficiency.
- Accelerate asset turnover of not only real property for sale but fixed assets and investment securities (including strategic shareholdings and stocks held purely for investment purposes). Continuously realize added value.



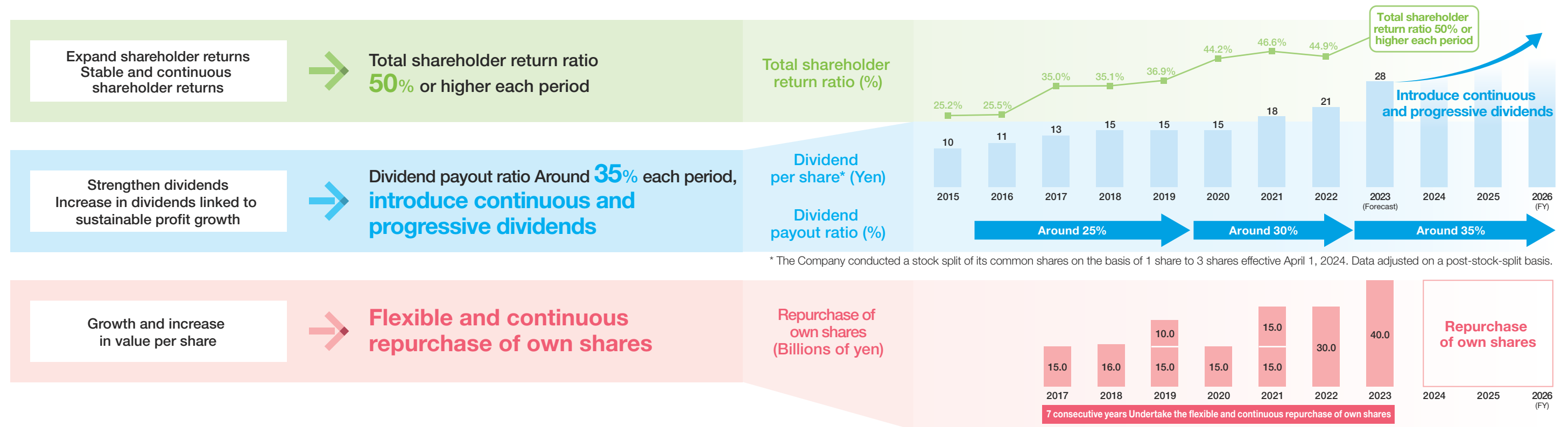
Added value realization

■ Fixed assets, real property for sale, marketable securities
(Billions of yen)



Financial Strategies

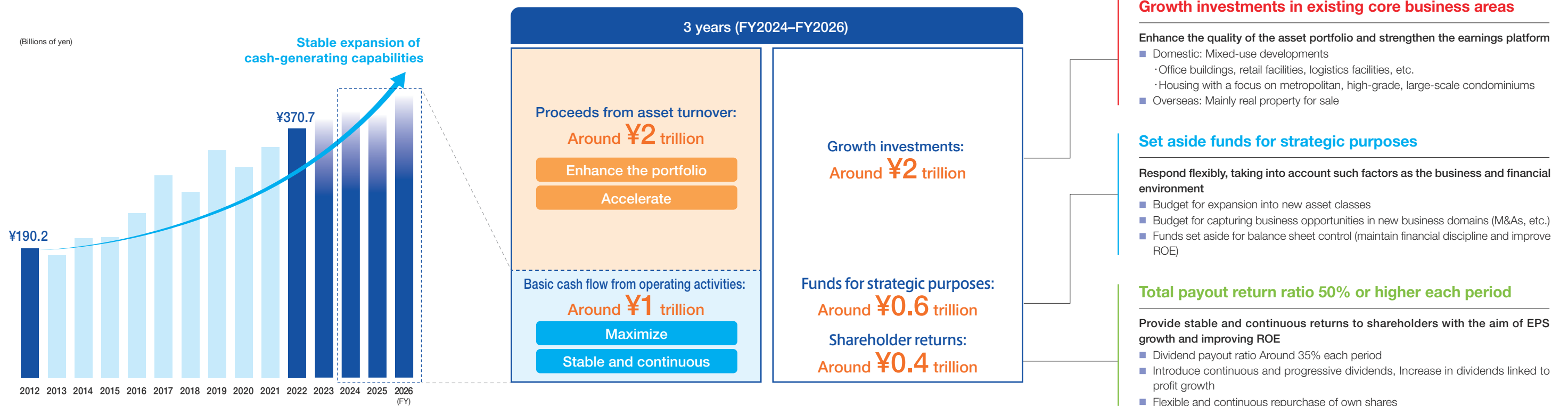
4. Expand shareholder returns (FY2024–FY2026)



5. Enhance cash-generating capabilities (FY2024–FY2026)

- Maximize basic cash flow* generated by mainstay businesses. Strengthen stable and continuous cash-generating capabilities.
- Enhance the quality of the asset portfolio, accelerate asset turnover, and realize added value.
- Appropriately allocate basic cash flow from operating activities and proceeds from asset turnover to growth investments, strategic funds and shareholder returns with a focus on growth and efficiency while controlling increases in outstanding debt.

* Basic cash flow from operating activities: Cash flow minus changes in such items as working capital (including increase/decrease in real property for sale) from operating cash flows, plus gains/losses on asset turnover.



Human Resource Strategies



Since our founding, we at Mitsui Fudosan have demonstrated a spirit of enterprise and willingness to flexibly and tenaciously take on challenges that we have inherited and nurtured as our DNA and have been offering varied and innovative solutions and services for business and living. And based on the belief that human resources, as assets, are the driving force behind the continued creation of new value, we have laid out a basic approach to our human resource strategies. Specifically, we will engage with each and every employee in a way that helps them to enhance their respective fields of knowledge and capabilities, and to serve as a driving force as a team.

Within the Group's long-term vision & INNOVATION 2030, we have positioned the concept that, as assets, human resources serve as the key infrastructure for supporting our strategies to realize the Group's vision: contribute to the creation of added value for society as an industry developer. We will therefore work as a Group to raise the level of human resource capabilities, the source of value creation, and secure new human resources and knowledge that will accelerate innovation to realize the Group's vision. Moreover, we will support the activities of diverse human resources in an effort to further develop the Group into a One-Team organization that brings together the strengths of the Group in a way that only Mitsui Fudosan can.

In terms of "raising the level of human resource capabilities," we will work to further strengthen talent management and engagement that addresses the careers of individuals by understanding their career aspirations and situations, for example, by conducting annual individual interviews between the staff of the Personnel Department and all employees. We will provide more opportunities to gain new knowledge

and awareness through various educational investments, such as the provision of cross-border program in different industries and the development of a postgraduate study support system.

Moreover, in terms of acquiring new human resources and knowledge to accelerate innovation, we will promote recruitment from various fields and different industries to respond to an increasingly complex and sophisticated business environment, and expand inclusion measures such as mentoring and onboarding training to enable people with diverse backgrounds to play an active role. We will continue to expand inclusion measures such as mentoring and onboarding training to enable people with diverse backgrounds to flourish. And we will work to strengthen training and provide education in new areas in an effort to develop capabilities in the fields of technology and global business, including DX training for all employees and overseas language training for young and mid-career employees.

As our approach to preparing an environment that supports the participation of this diverse group of human resources, in addition to enhancing employee benefits, we will work together as a Group in the area of D&I, including efforts to create a safe working environment through health and productivity management, as well as by empowering women. Moreover, to further mobilize the Group's strength, the Group is working to deepen its organisation into a One Team organisation by spreading values such as "a thoroughgoing customer-centered approach" and "the importance placed on team results" throughout the Group, strengthening inter-Group personnel exchanges. The Group is working to deepen its organisation into a One Team organisation.

For more detailed information about our human resource initiatives, please refer to the following link. (In Japanese only)
<https://www.hrm.mitsufudosan.co.jp/>

For more detailed information about the promotion of active roles for women, please refer to the following link.
https://www.women.mitsufudosan.co.jp/index_en.html

Positioning of Human Resources in the Mitsui Fudosan Group

Within the Group's long-term vision & INNOVATION 2030, we have positioned the concept that, as assets, human resources serve as the infrastructure that supports our strategies to realize the Group's vision: contribute to the creation of added value for society as an industry developer.



Five priority measures under our human resource strategies For details, see P. 65

Under our human resource strategies, we have defined and will promote the following five priority measures. The initiatives described on the following pages include the numbers corresponding to the relevant priority measures next to the initiative titles.

- 1

Diversity and Inclusion
- 2

Human Resource Development and Improvement of Skills
- 3

Diverse Workstyles
- 4

Health and Productivity Management
- 5

Improvement of Employee Engagement

Human Resource Strategies

Raise the level of human resource capabilities, the source of value creation

Engage in talent management commensurate with individual careers

Priority measures 2 3

Human Resource Development

Our approach to human capital is to prepare an environment for action to enable the improvement of employees' professional knowledge and capabilities and enhancement of their ability to create added value and to bring together diverse values in a spirit of mutual respect while being a driving force as a team. Similarly, our basic approach to human resource development is to expand upon the individual capabilities of each employee through a combination of four human resource development opportunities, according to the individual's career. This approach aims to develop employees with advanced expertise and a broader perspective, and who are able to fully demonstrate their individual attributes.

Diverse Workstyles

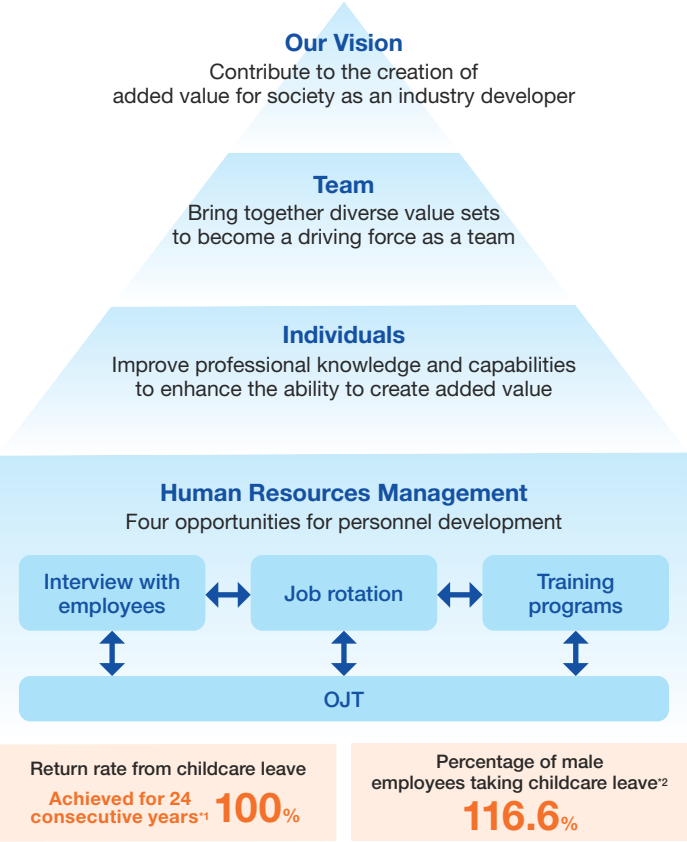
We are putting in place organizations in which human resources with diverse talents, lifestyles, and perceptions of value can maximize their respective abilities.

[Examples of initiatives for realizing flexible work locations and times]

- Set targets for the number of paid leave days taken and set recommended days for taking leave
- Establish a remote work system and a super flex-time system for all employees
- Support productivity improvements through the use of DX

[Examples of initiatives for balancing childcare and nursing care]

- In-office nurseries, subsidy system for babysitter and housekeeping service expenses
- Childbirth and childcare interview system and training programs for those returning to work from maternity/childcare leave
- Nursing care consulting system, subsidizing the cost of providing nursing care
- Partially subsidizing expenses involved in fertility treatments



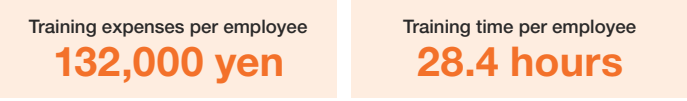
*1 Fiscal 2000 to fiscal 2023
*2 The denominator is the number of male employees whose partner gave birth in the relevant fiscal year, and the numerator is the number of male employees who used the leave system either as childcare leave at the time of their child's birth or childcare leave in the relevant fiscal year. Where there are male employees who take childcare leave, etc. in a different fiscal year from that of their child's birth, this rate might exceed 100%.

Strengthen investment in education to secure new knowledge and awareness

Priority measure 2

We offer more than 100 different types of training programs, including mandatory rank-based training ranging from new employees to the management level, systematic elective training that encourages learning by individual employees, and cross-boundary learning, global training, and other offerings for nominated employees only. We are also strengthening investments in education intended to encourage new insights and awareness, including a business proposal system, a

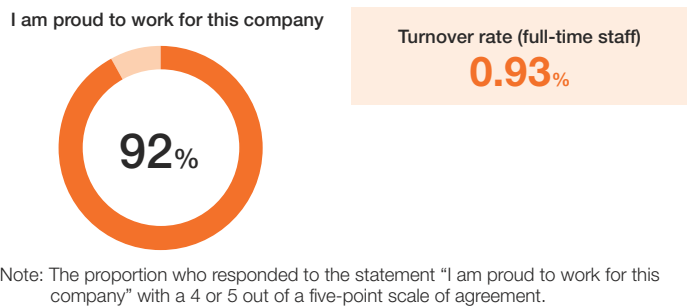
side-job system, a reemployment system, a leave whereby employees can take time to study at graduate school, and a graduate school tuition fee subsidy system.



Further strengthen the current high level of engagement

Priority measure 5

We distribute engagement surveys to all employees for the purpose of measuring the coherency between the values and orientations of our employees and the organization as it currently stands. We believe that the fact that more than 90% of our employees are proud of working for the Company, possess the desire to independently contribute to their organization and work, and are able to engage in work of their own initiative has materialized in the low turnover rate.



Note: The proportion who responded to the statement "I am proud to work for this company" with a 4 or 5 out of a five-point scale of agreement.

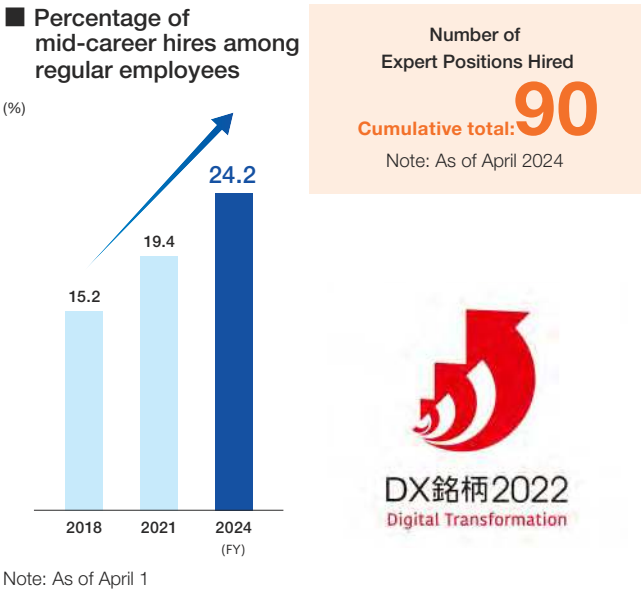
Actively secure human resources and knowledge to accelerate innovation

Recruit and include employees from various fields and industries

Priority measures 1 2

To contribute to the creation of added value for society as an industry developer, we actively recruit mid-career human resources from various fields and industries, with the number of mid-career hires increasing each year. More recently, we have strengthened efforts to recruit professionals in the field of IT and have focused on recruiting those with overseas experience, foreign nationals, and other globally minded human resources. This move has served to establish business models that combine real and digital tools and to further develop DX in a way that promotes innovation.

Similarly, we are engaging in efforts to expand our various approaches to onboarding for mid-career hires so that as human resources with a diverse range of backgrounds come together, they can play an active role in the Company by fully exercising their unique attributes based on their respective experiences and capabilities. Specifically, we offer a mentoring system to help build networks within the Company, introduce employees hired at the same timing to each other, hold regular one-on-one meetings between employees and superiors, organize group training sessions for self-reflection and goal-setting, and run site tours of the Company's major facilities.



Strengthen training to utilize technology and global resources and education that encourages employees to take on challenges in new fields

Priority measures 1 2

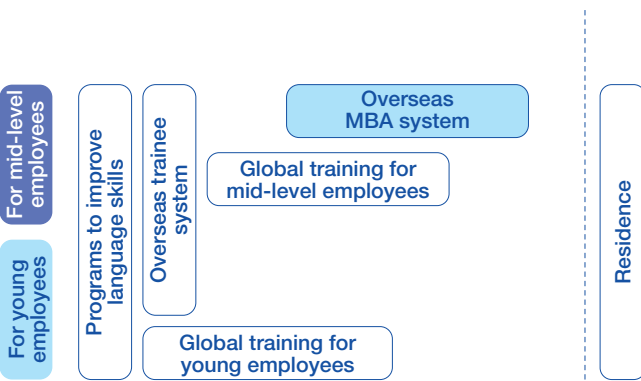
Development of Global Personnel

We are striving to develop global-oriented staff through measures such as a one-month language learning program for younger employees, a specific language training for mid-level employees, a one-year overseas internship program, an MBA system provided by overseas graduate schools, and stints working overseas through job rotation.

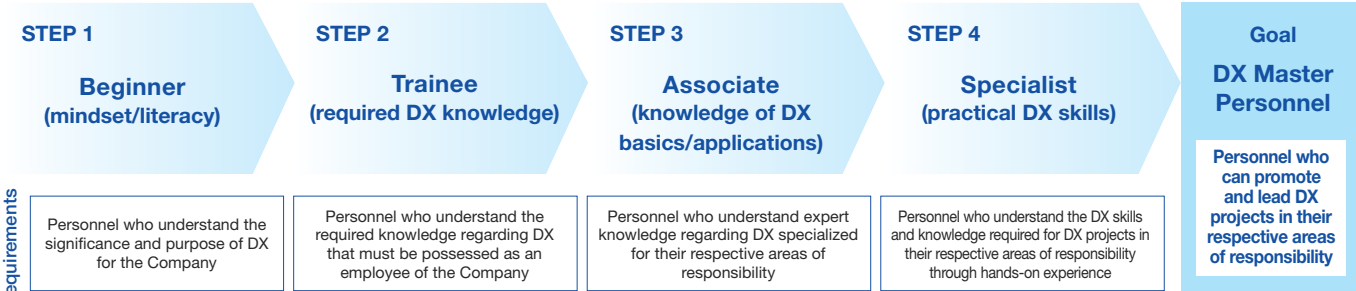
Development of DX Business Personnel

In fiscal 2021, we established the DxU, a DX training program targeting all employees in an effort to develop human resources with both excellent planning and digital tool implementation skills. Employees who have completed each step are certified as DX Masters who can promote and lead DX projects in their respective areas of responsibility and are awarded a corporate commendation. Also, see the DX Strategy (page 071) for details on human resource development initiatives intended to provide the ability to understand both business and digital tools.

Global personnel development program



DX Training Road Map



Human Resource Strategies

Support the activities of diverse human resources and further develop the Group's One-Team organization that brings together the strengths of the Group

Diversity and inclusion

Priority measure 1

Diversity and Inclusion Declaration

As the principle behind the “&” logo, the Group's DNA is based on the concept of “to generate new value with society through cooperation, coexistence, and co-creation, we forge ahead, innovating.” Believing that the driving force for continuous creation of new value as “an industry developer” that goes beyond the boundaries of a real estate developer resides in human resources as assets, Mitsui Fudosan positions promoting diversity and inclusion as one of the fundamental business strategies and works throughout the Group in unison toward developing an organization where people with diverse values, talents, and lifestyles can achieve their potential.

Policy

Our passionate, capable employees have a diverse range of skills, experiences, and values; as such, we are working to ensure an environment where they can demonstrate their individual abilities to the utmost, and recognize one another as individuals, evaluated fairly regardless of their race, nationality, religion, sex, age, presence or not of disability, gender identity, sexual orientation, or other characteristics. To this end, we are promoting workstyle reforms and enhancing our human resource system so as to raise organizational productivity and enhance our employees' work-life balance. We have made promoting female participation a key theme, setting Group-wide quantitative goals and qualitative action plans, and we will formulate various measures to promote this as a united Group.

Promotion Framework

Under our Management's Commitment, the Director in Charge of Personnel bears ultimate responsibility for ensuring diversity- and inclusion-related initiatives are pushed forward with the Personnel Department's D&I Promotion Office at their heart, with knowledge input from inside and outside the Group. In this way, diversity and inclusion is an important management strategy. Reports of our activities, policies for each fiscal year, and other matters are discussed by the Board of Directors. Furthermore, we are promoting this topic as a united Group and share policies at meetings at which Group company presidents are present, as well as periodically convening the Diversity & Inclusion Promotion Council.



Feedback training for organization heads

Priority Measures: Promoting Active Roles for Women
An Environment Where People Want to Work for a Long Time

To develop an environment where diverse personnel, whether male or female, can play an active role, we are working to change the awareness of the organization and our managers. To do this, we are implementing unconscious bias training and other measures for all our employees. Through efforts by members of the Personnel Department, such as discussions and individual interviews with all employees, we will grasp the circumstances that employees face and their hopes, and develop an environment and various systems, including those that support childcare and caring for others, accordingly.

Through improving the environment and actively hiring women (with a ratio of female hires target of at least 40%), female employees are playing active roles in many departments as corporate officers, company staff, and business line staff in Japan and overseas. As of April 2024, we had a 9.2% ratio of female managers and a 25.0% ratio of female sub-section managers or the equivalent. We are working to increase the ratio of female managers to 10% by 2025 and 20% by 2030.

In recognition of our various initiatives, we were selected for the third consecutive year as a Nadeshiko Brand, a program in which Japan's Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE) jointly select companies that excel in the promotion of women's participation. Similarly, we were selected for the seventh consecutive year as a constituent stock in the MSCI Japan Empowering Women Index, an index composed of companies that excel in gender diversity practices.



2024 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

THE INCLUSION OF Mitsui Fudosan Co., Ltd. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Mitsui Fudosan Co., Ltd. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

Selected for inclusion in the MSCI Japan Empowering Women Index (WIN)

Raising Motivation and Supporting Career Development

By conducting diversity and inclusion training, and other measures for organization heads, we are promoting female participation and advancing changes in awareness throughout the organization. We also offer female managers career development support via a mentor system and other initiatives, such as career development planning for female employees in management positions and female manager candidates. In addition, we work to enhance the motivation of female employees and support their career development through exchanges of opinions as part of D&I working groups composed of members openly recruited from within the Company, lectures and seminars organized by female role models from inside and outside the Company, and exchange events within the Company.

Various Diversity Promotion and Inclusion Initiatives

The Company is advancing initiatives intended to realize a corporate culture in which personnel with diverse values accept each other and demonstrate their individual abilities to the fullest, regardless of their race, nationality, religion, sex, age, presence or not of disability, gender identity, sexual orientation, or other characteristics.

As a means of enabling employees to choose from among a diverse range of workstyles and careers, we have established a system related to changing official duties, as well as a system to allow contract employees to become regular employees, through which we encourage employees to further their careers within the Company. In addition, we have introduced the Return Entry System for reemploying employees who have resigned for unavoidable reasons, such as the relocation of a spouse, childcare, or nursing care.

We are also engaged in ongoing efforts regarding the hiring of people with disabilities, including establishing the Challenged Center in the Company's Personnel Department composed of employees with intellectual disabilities as well as full-time advisors. Moreover, in collaboration with Hakuodo Incorporated, we established SUPERYARD Co., Ltd., to expand employment at companies for people with mental disabilities and to support their career advancement after they have been employed. Staff with mental disabilities also play a role at the Company, so we expect to hire more in the future.

From the perspective of diversity of gender identity and sexual orientation, we have established internal regulations to enable employees with same-sex partners to apply for and use various Company programs that cover spouses, family members, etc. In addition, we offer e-learning courses for all employees and training for Personnel Department staff to help them acquire knowledge on LGBTQ+. Moreover, we are advancing various D&I initiatives that reflect the views of our employees. These views are acquired through exchanges of opinions as part of D&I working groups composed of members openly recruited from within the Company and through in-house questionnaires.



LGBTQ+ training for Personnel Department staff



Exchanging opinions as part of working groups composed of members openly recruited from within the Company

Group-Wide Initiatives

To support the activities of a diverse range of human resources and bring together the strengths of the Group, we engage in various activities involving the promotion of D&I and the empowerment of women as a unified group. For example, with Mitsui Fudosan's Personnel Department serving as secretariat, the Company established the Group Women's Participation Promotion Subcommittee to promote active roles for women as a unified group. Furthermore, we are promoting initiatives within the Group, including sharing policies and confirming progress at meetings at which Group company presidents are present, periodically convening the Diversity and Inclusion Promotion Council together with the departments in charge of D&I at each Group company, and implementing universal Group initiatives. We have also set and manage the progress of targets for each Group company regarding indicators such as the ratio of female managers.

Moreover, we are working to evolve the entire Group into a One Team organization through inter-Group personnel exchanges and by expanding Group-wide employee benefits.

Mitsui Fudosan Group Get Connected and Grow Project

We organize the Mitsui Fudosan Group Get Connected and Grow Project, through which we hold joint Group training programs and networking events that have been attended by more than 6,000 people in total. In addition to acquiring skills and abilities, these jointly organized Group events offer the opportunity for women to form inter-organizational networks with each other and to discover a variety of different role models.

[Project Activity Examples]

- Seminar for young female employees (e.g., fostering career awareness)
- Seminar for female manager candidates (one-step-higher perspective and understanding roles)
- Female manager forums (attaining the point of view of management positions, networking between female managers)
- Seminar for managers (e.g., management skills)
- Roundtable discussion by theme (working fathers, self-improvement)
- One-time training (psychological safety, organizational knowledge management)
- e-learning (e.g., diversity management)



Discussion during a seminar-style training

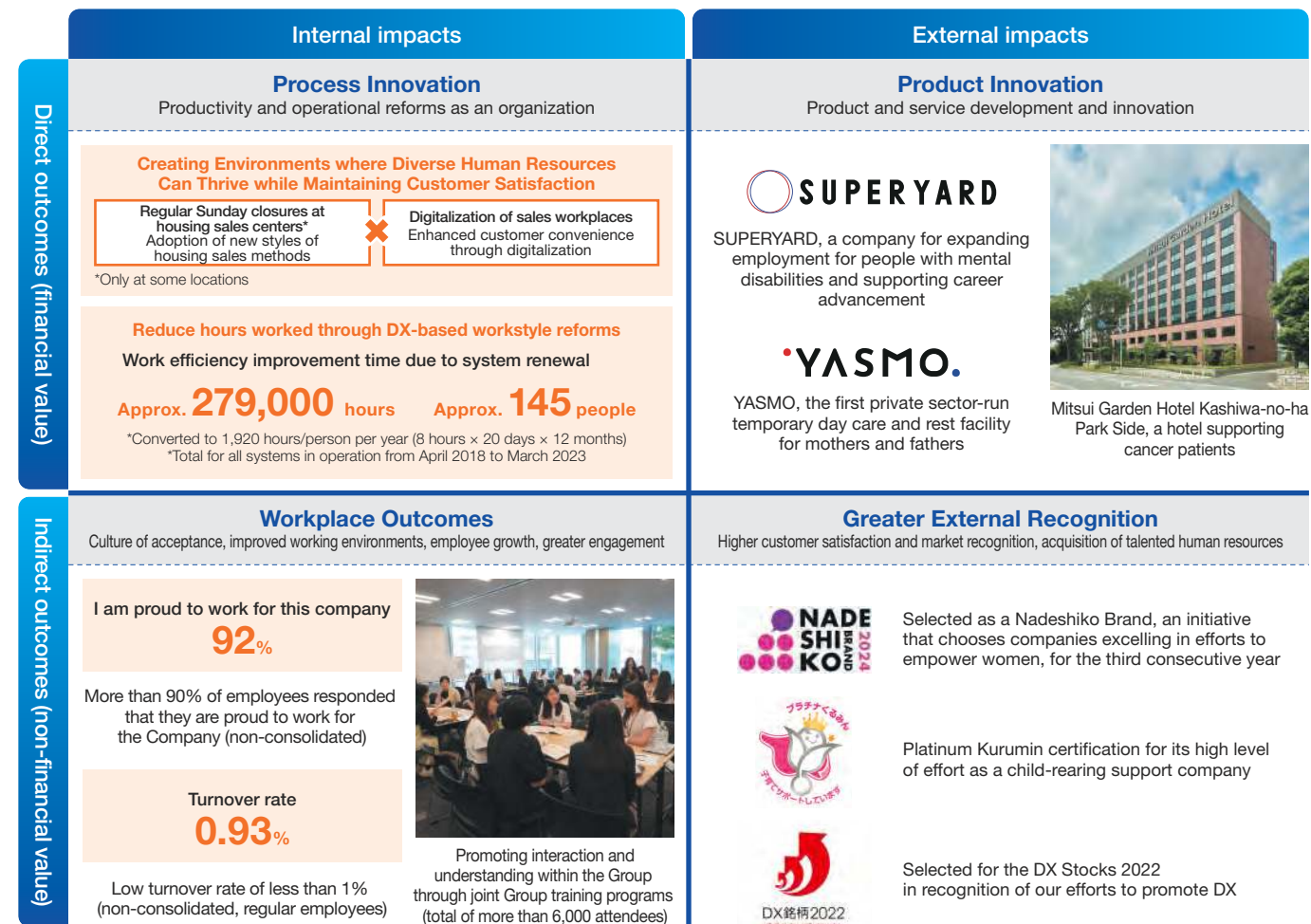


Message from a managing officer at a seminar-style training

Human Resource Strategies

Examples of Diversity and Inclusion Promotion Outcomes

Our Group-wide efforts to promote diversity and inclusion have led to operational reforms throughout the Group, a corporate culture of acceptance, and a greater level of engagement. Moreover, they have helped to create various services that support a diverse group of customers and lifestyles, as well as to enhance our reputation among society, including our selection by multiple external recognition programs, for example.



Health and productivity management

Priority measure 4

We formulated our Health and Productivity Management Declaration given our recognition that the health and safety of all employees is an important issue for management in strengthening the Company's competitiveness and achieving sustainable growth. With responsibility placed on the managing director in charge of personnel affairs, we have taken action to maintain and improve employees' health to create environments where employees can work energetically in ways suited to their individual lifestyles.

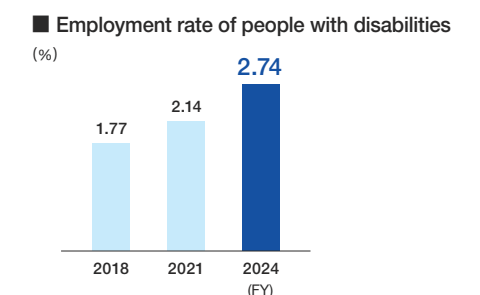
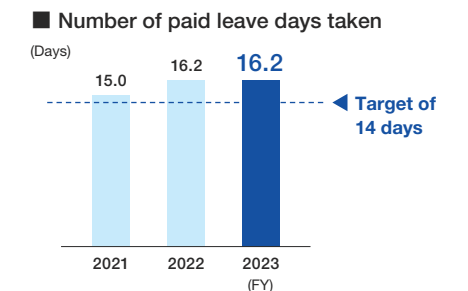
Specifically, we conduct consultations for employees by personnel staff and provide health checkup expense subsidies for employees and their spouses. We also organize health promotion events, seminars, and step count challenges, as well as distribute online articles, as part of the &well service that we offer as a health and productivity management support service for companies. Moreover, we have established a specialized organization responsible for maintaining and promoting employee health: the Health Management Center. We also plan and verify the outcomes of measures to address health issues in consultation with the health insurance association. In recognition of these initiatives, we were selected as a 2023 Health & Productivity Stock Constituent as a company that excels in health and productivity management practices, and for eight consecutive years, we have been certified under the Certified Health & Productivity Management Outstanding Organizations Recognition Program (White 500, Large Enterprise Category).



KPIs & Progress (Mitsui Fudosan non-consolidated)

Raising the level of human resource capabilities and actively securing human resources and knowledge to accelerate innovation

Indicators	Period	Numerical target	FY2023
Training time per employee ^{*1}	Annual	Last year's level	28.4 hours (+0.2 hours compared with the previous year)
Training expenses per employee ^{*2}	Annual	Last year's level	¥132,000 (+¥1,000 compared with the previous year)
Return rate from childcare leave	Annual	100%	100%
Percentage of male employees taking childcare leave ^{*3}	Annual	100%	116.6%
Number of paid leave days taken	Annual	14 days annually	16.2 days
Employee engagement ^{*4}	Annual	80%	92%

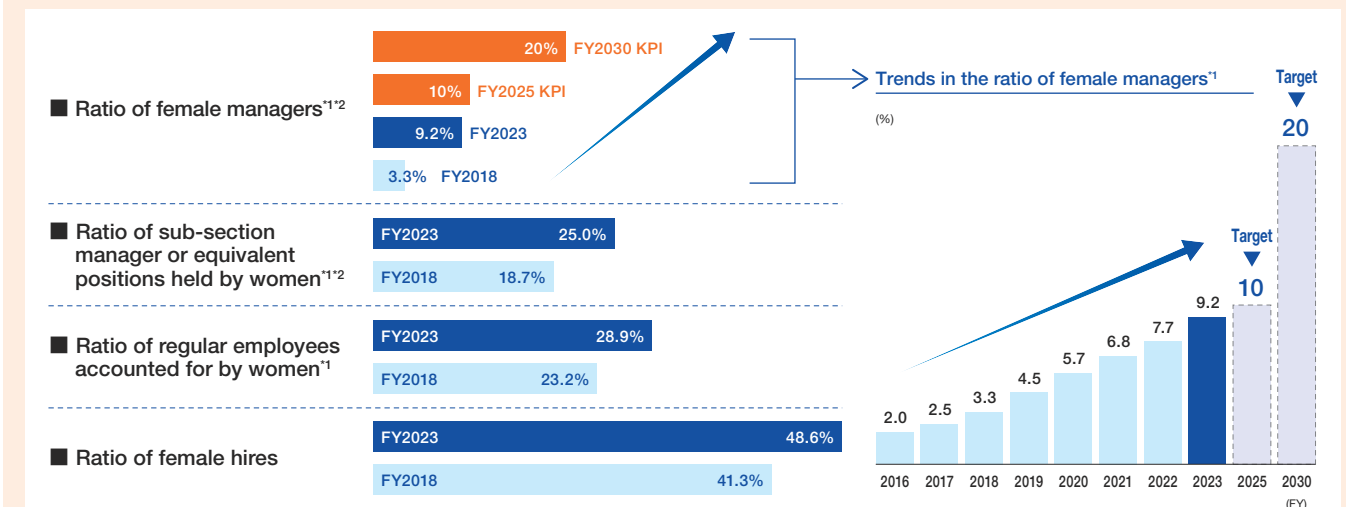


Supporting the activities of diverse human resources and further develop the Group's One-Team organization

Indicators	Period	Numerical target	FY2023
Ratio of female managers ^{*5}	2025	10%	9.2%
	2030	20%	
Ratio of female hires	Annual	40%	48.6%
Employment Rate of People with Disabilities ^{*6}	Annual	2.5% or higher ^{*7}	2.74%
Health checkup and screening rate	Annual	100%	100%

*1 Calculated by dividing the total amount of training hours by the total number of permanent employees
 *2 Calculated by dividing the total amount of training expenses by the total number of permanent employees
 *3 The denominator is the number of male employees whose partner gave birth in the relevant fiscal year, and the numerator is the number of male employees who used the leave system either as childcare leave at the time of their child's birth or childcare leave in the relevant fiscal year. Where there are male employees who take childcare leave, etc. in a different fiscal year from that of their child's birth, this rate might exceed 100%.
 *4 The proportion who responded to the statement "I am proud to work for this company" with a 4 or 5 out of a five-point scale of agreement.
 *5 Among career-track employees, the ratio of female managers as of April 1 of the following fiscal year
 *6 Figures for each fiscal year are those for June 1 of the relevant fiscal year
 *7 Work toward exceeding the legal employment rate (2.5% as of April 2024, increased to 2.7% from July 2026)

KPI related to the empowerment of women and progress updates (Mitsui Fudosan non-consolidated)



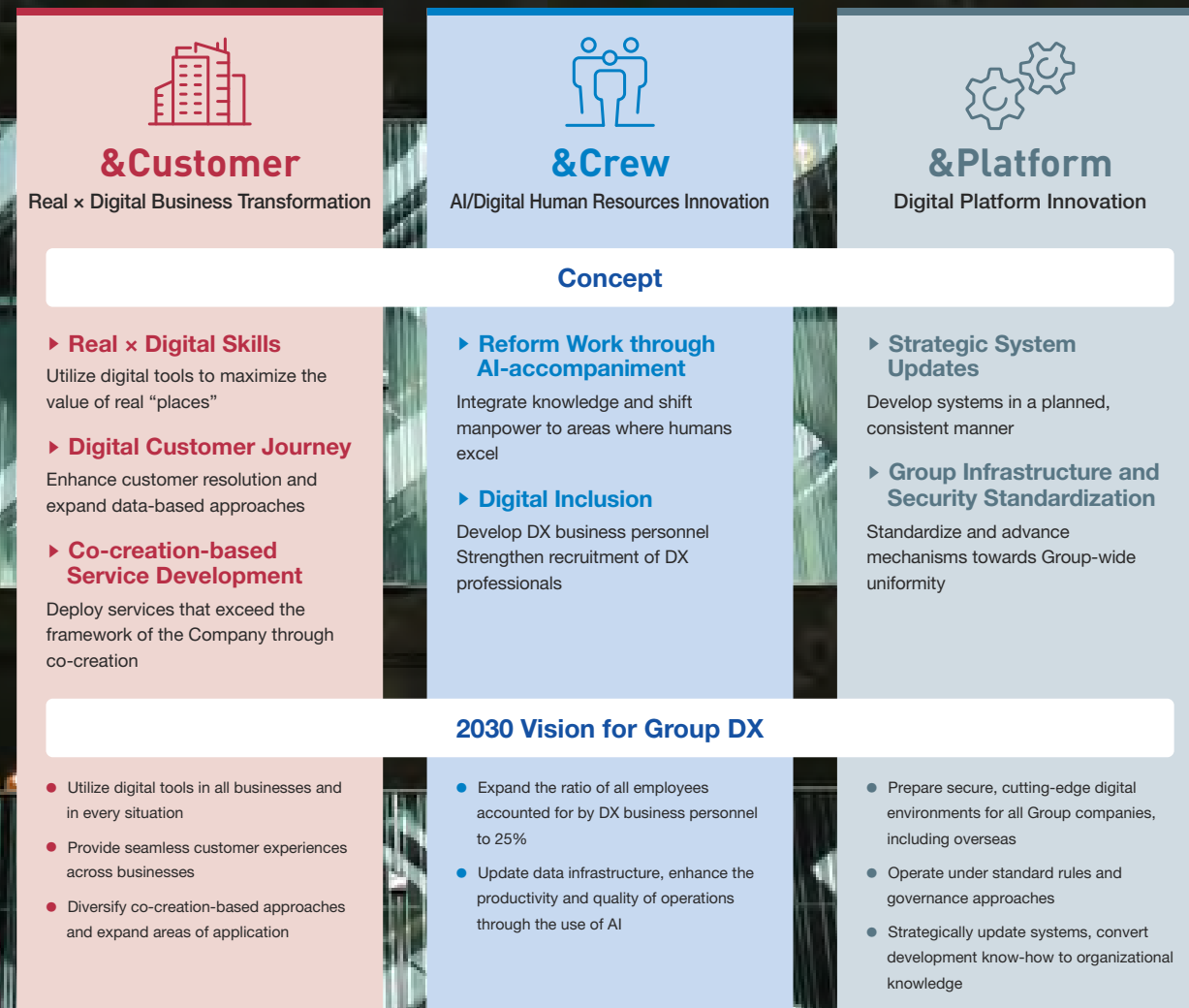
*1 Figures for each fiscal year are those for the beginning of the fiscal year starting April 1 of the following year.

*2 Among career-track employees, the ratio of manager, sub-section manager, or equivalent positions held by women

Mitsui Fudosan Group Long-Term Vision & INNOVATION 2030

Digital Transformation Strategy

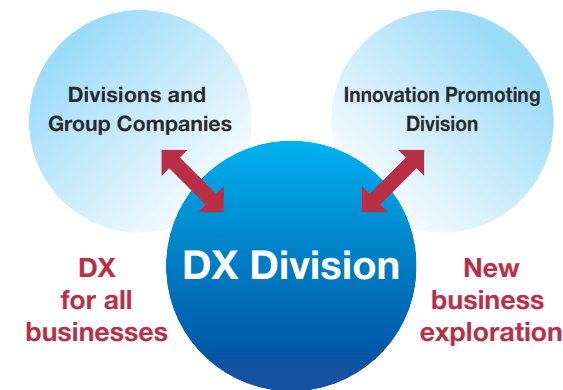
Positioning of the DX Strategy in the Mitsui Fudosan Group



&Customer (Real x Digital Business Transformation)

Real x Digital Skills

- Prioritize the value provided to customers and maximize the value of various real "places" using digital tools

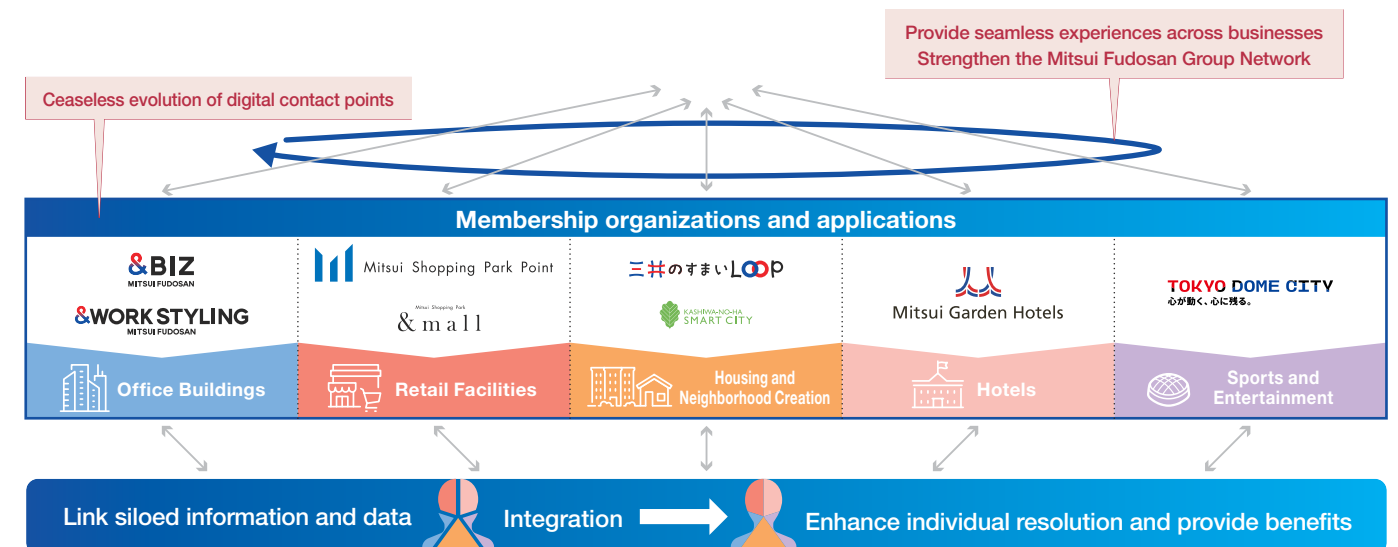


Real x Digital Strategies for each business

Office Building Division	Realize offices in which people want to work in the cities they want to visit, and strengthen intangible services.
Retail Properties Division	Diversify revenue sources by providing various services through a combination of physical facilities and an omni-channel platform, and innovate business models.
Homes and Lifestyle Promotion Division	Integrate the management of customer data and strengthen collaboration among Group companies. Provide one-stop service.
Hotels and Resorts Division	Utilize customer data to propose a full-package (pre and post travel) and a personalized stay experience. Promote DX while putting in place an environment in which staff can focus on service.
Logistics Properties Business Division	Strengthen various service functions using digital technology and implement a platform strategy through community formation.
Neighborhood creation related divisions	Evolve smart cities (data-based services).

Digital customer journey

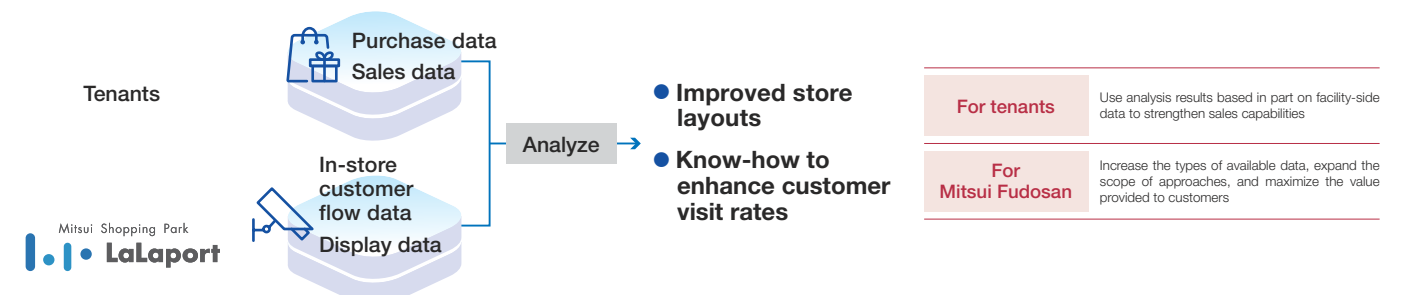
- Enhance customer resolution by evolving contact points, and help strengthen the Mitsui Fudosan Group Network using digital skills



Co-creation-based service development

- Collaborate with tenant and partner companies to develop new services, as well as to utilize data, in a way that goes beyond the scope of individual companies

Example of co-creation with LaLaport Tenants



Digital Transformation Strategy

&Crew (AI/Digital Human Resources Innovation)

Reform work through AI-accompaniment

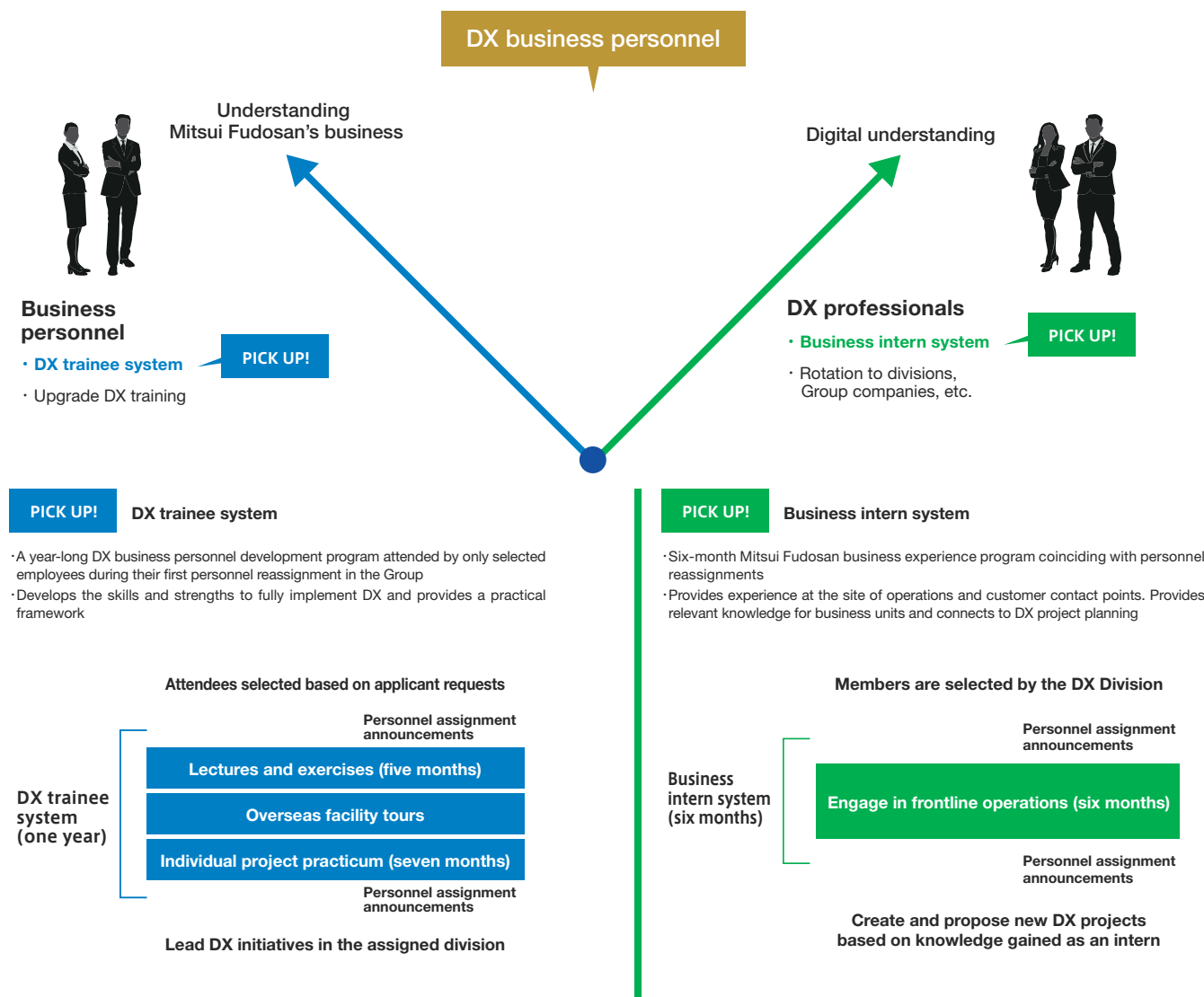
- Fully leverage AI to elevate knowledge into wisdom as a group

Digital inclusion

- Develop DX business personnel that can understand both business and digital tools

DX business personnel development structure

In addition to continuously developing DX business personnel, secure DX professionals from outside



&Platform (Digital Platform Innovation)

Strategic system updates

- With a comprehensive view of the Group, strategically update systems from the perspectives of integration, simplification, and differentiation

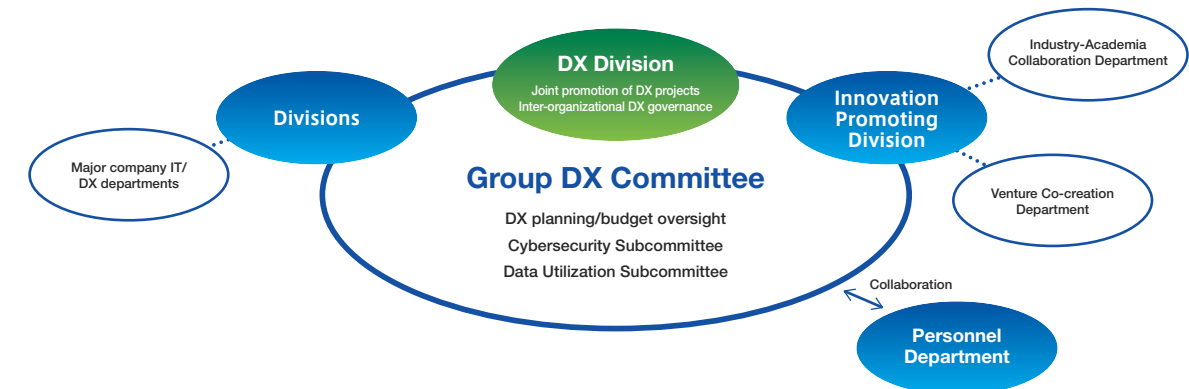
Group infrastructure and security standardization

- Standardize and advance mechanisms toward Group-wide uniformity
- Take more sophisticated action against dramatically evolving cyberattacks

DX Promotion Framework

Promoting DX simultaneously in all businesses

- Under our management's commitment, the divisions and Innovation Division collaborate on promoting DX through the an ambidexterity approach of evolving existing businesses and exploring new businesses.
- Simultaneously promote DX in nearly the entire range of existing businesses for the purpose of enhancing customer satisfaction and solving social issues.
- Work to recruit DX professionals and provide DX training for all companies in collaboration with the Personnel Department.



Successful Examples of DX Promotion

Result 1 & Customer (Real × Digital Business Transformation)

- Simultaneously promoting DX in all businesses with the aim of improving customer satisfaction and solving social issues
- Releasing new businesses that go beyond the boundaries of existing businesses one after another

Major Real × Digital projects

	FY2021	FY2022	FY2023
Released services	11	14	11
Main projects under development	12	9	7
Main demonstration experiment projects	6	4	1

Our main membership organizations

Oct. 2021	Retail facilities	14 million people
13.64 million people	Housing	340,000 people
	Hotels	960,000 people
As of the end of July 2024	Office buildings (WORK STYLING members)	290,000 people
16.34 million people	Office buildings (& Life-Biz)	150,000 people
	Tokyo Dome	600,000 people

Result 2 &Crew (AI/Digital Human Resources Innovation)

DX Division personnel

	FY2020	FY2021	FY2022	FY2023
	92	105	119	138

Go beyond system development and infrastructure preparation to realize diverse approaches to DX promotion, including data-based marketing, etc.

Mitsui Fudosan specialized generative AI: &Chat

Used by nearly all **2,000** employees

Enhance the quality and productivity of operations by preparing a secure data protection environment and by linking internal data

Result 3 &Platform (Digital Platform Innovation)

Number of cybersecurity inspection sites

	FY2020	FY2021	FY2022	FY2023
	101 Sites	103 Sites	106 Sites	114 Sites

Under way at all target sites

Cloud-usage ratio (Mitsui Fudosan Co., Ltd., non-consolidated)

	FY2020	FY2021	FY2022	FY2023
	80%	94%	95%	96%

The transition to cloud-based operations by Mitsui Fudosan on a non-consolidated basis is nearly complete

Sustainability Strategy



We recognize that the Mitsui Fudosan Group has a social responsibility to help build a global-scale sustainable society and work to coexist with the environment through various measures, including efforts to address climate change. We formulated a new Group Philosophy in April 2024, positioning the idea “to generate new value through cooperation, coexistence, and co-creation, we forge ahead, innovating” at the heart of the “&” Logo Principles. At the same time, we have identified “& EARTH: Together with Nature, Together with the Future” as one of the missions that we wish to fulfill. Conscious that the creation of neighborhoods must remain in harmony with the global environment, we will work to realize a society that coexists with the Earth while calling on the support of the entire supply chain.

The Group has set the goal of achieving net-zero greenhouse gas (GHG) emissions by 2050. Drawing on the Group Action Plan to Realize a Decarbonized Society, we are working with suppliers and tenants to achieve this goal. As a part of efforts to improve the environmental performance of our properties, including the acquisition of external green building certification for all of our new buildings, we expect to provide green energy to the tenant companies of a cumulative total of more than 140 properties by the end of this fiscal year. Meanwhile, approximately 90% of the Group’s GHG emissions stem from upstream and downstream supply chain activities, which are classified as Scope 3 emissions. To reduce these emissions, we recognize the critical need to expand our efforts beyond our own operations to the entire supply chain. We formulated the GHG Emissions Calculation Manual to help calculate CO₂ emissions during construction in fiscal 2021. Following an approach to the Real Estate Companies Association of Japan, our Manual led to the publication of an industry manual in fiscal 2023. This manual helps “visualize” GHG emissions throughout the supply chain and encourages the industry as a whole to reduce GHG emissions associated with the construction of buildings. In addition to taking up an equity interest in venture capital companies that specialize in

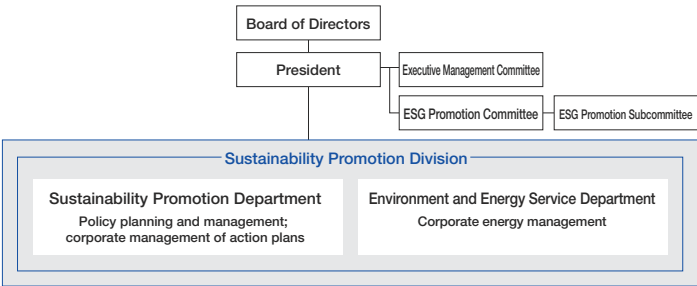
decarbonization both at home and abroad, we invest in and support the development of new technologies that are indispensable to achieving net zero emissions across a broad area. This includes the fusion energy field, which is expected to provide a new energy source that does not emit CO₂ in the power generation process. In each instance, we are advancing initiatives in collaboration with the supply chain and stakeholders.

The Mitsui Fudosan Group owns and manages approximately 5,000 hectares of forest in Hokkaido and is committed to promoting “never-ending forests” based on a cycle of “planting,” “cultivating,” and “using.” We are working to conserve biodiversity in Company-owned forests. In recognition of these endeavors, a portion of the Company’s forests was certified as a Nature Harmony Site by Japan’s Ministry of the Environment. Furthermore, we are increasing the green spaces in urban areas through the creation of neighborhoods. Working in this way to preserve the natural environment, we are trying to realize nature positivity.

As a measure of the high esteem in which the Group’s contributions to sustainability are held, we were selected for inclusion by CDP, a nonprofit organization engaged in international environmental surveys and information disclosure, in the “CDP 2023 Climate Change A List” of top-ranking companies in the climate change category (for the third consecutive year since 2021). In addition, we obtained the highest rank of “5 Stars” in the GRESB Real Estate Assessment, which measures the level of consideration toward ESG concerns among real estate companies and funds, and were selected as a Global Sector Leader, making us one of the companies to receive the highest rank, particularly among global real estate companies and funds in the sector. We will continue to work with our diverse stakeholders to achieve a sustainable society and resolve various social issues, including climate change.

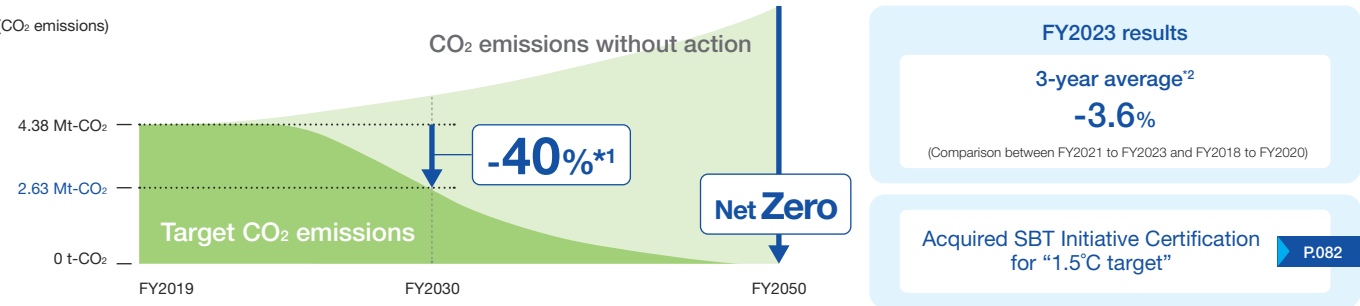
Sustainability Promotion Framework

To accelerate ESG and SDG initiatives, including further strengthening the framework for promoting the “Group Action Plan to Realize a Decarbonized Society,” the Sustainability Promotion Division was established in fiscal 2022.



Greenhouse Gas Emission Reduction Targets

See details of the Mitsui Fudosan Group's Reduction Targets for Greenhouse Gas Emissions here.
https://www.mitsui-fudosan.co.jp/english/esg_csr/carbon_neutral/



*1 Scope 1 + Scope 2: 46.2% reduction by FY2030 (vs. FY2019)

*2 The majority of our Group’s greenhouse gas emissions (total of Scope 1, 2, and 3) are from the emissions at the time of construction (Scope 3-1, 3-2), which are recorded at the time of completion of buildings for lease and at the time of sale of buildings for sale, as well as emissions from future operations until the demolition of buildings for sale (Scope 3-11). These emissions vary greatly depending on the increase or decrease in the number of properties completed or sold in each fiscal year, so it is not possible to verify the reduction effect only by the emissions in a single fiscal year. Therefore, our Group has decided to verify the progress of emission reductions by comparing the average emissions over a three-year period, not just a single year.

Progress of the Group Action Plan to Realize a Decarbonized Society

Action plans	Major programs in fiscal 2023
Action Plan 1 ● New properties: Realize ZEB/ZEH-level environmental performance for all properties ● Existing properties: Create on-site renewable energy for the renovation of properties to improve the energy efficiency of properties	● New buildings: In principle, all new buildings constructed after the “Decarbonization Action Plan” achieved ZEB/ZEH-level environmental performance ● Existing properties: Implemented renovation for improved energy-saving performance as needed
Action Plan 2 ● By fiscal 2022, achieve greening of electricity consumption in common areas of properties owned and areas used by the Group in 25 properties in the Tokyo metropolitan area ● By fiscal 2030, achieve greening of electricity consumption in common areas of properties and areas used by the Group	● Achieved the greening of electricity consumption in common areas of properties and areas used by the Group in 25 buildings in the Tokyo metropolitan area ● Achieved greening of electricity consumption in common areas of properties and areas used by the Group amounting to a total of 100 million kWh
Action Plan 3 ● Provide a Green Menu to tenants and buyers	● Concluded an agreement for introducing green energy: A total of 107 cases
Action Plan 4 ● Develop mega-solar with a total output of approximately 175,000 kW by fiscal 2030	● Expanded to a total of 16 sites, amounting to 56,000 kW
Action Plan 5 ● Develop tools to accurately grasp CO₂ emissions during construction ● Require submission of a reduction plan by construction companies, etc.	● Construction companies are required to calculate CO₂ emissions during construction and submit reduction plans using the Company’s GHG Emissions Calculation Manual as of October 2023
Action Plan (Other) ● Acquire external certifications ● Introduce an Internal Carbon Pricing (ICP) System ● Establish a system for promoting action plans	● Mitsui Fudosan Obtains Highest Rank of “5 Stars” in GRESB Real Estate Assessment Selected as a Global Sector Leader ● All newly constructed properties acquired external certifications

TOPICS — Creating “never-ending forests” that last into the future

The Mitsui Fudosan Group is actively engaged in the creation of sustainable “never-ending forests” that will lead to a more abundant future while continuing to promote a cycle of planting, cultivating, and using the roughly 5,000 hectares of forests it owns in Hokkaido.

Creating never-ending forests



Planting



Planting 90,000–100,000 saplings each year

Every year since 2008, Group employees have been conducting tree-planting training activities. By planting saplings one at a time, employees experience being a part of creating a “never-ending forest” and a creator of the future environment.

Forests owned by the Mitsui Fudosan Group absorb and store 21,315 t-CO₂/year*¹ equivalent to the emissions of 7,400 households*².

*¹ Figures certified by FORESTOCK Association as of Jan. 1, 2023.

*² CO₂ emissions per household in Japan: 2.88 t-CO₂/year (Ministry of the Environment, 2020)

Using



Wooden rental office buildings Wooden condominium “MOOXION”

Active use of wood from thinning

Timber that has been systematically harvested in the right time and manner in our forests is actively used by Group companies for construction materials to build office and rental houses.

Cultivating



Putting in place and environment conducive to the cultivation of trees

Since it is essential to create a good environment for the growth of trees, the planted forests owned by the Mitsui Fudosan Group are maintained by the Group's own staff. In the management of the planted forests, the Group is committed to creating a good environment for the growth of trees.

Nature positive initiatives



We are contributing to the Nature Positive goal by protecting forests and conserving ecosystems centered on trees, plants, and animals. Just under 40% of our forests are natural forests that are preserved in their natural state with minimal management. Meanwhile, just over 60 percent are planted forests dominated by Sakhalin fir and other trees species, which must be properly managed to maintain the health of the forest. In addition, steps have been taken to confirm that vulnerable plant and animal species identified in Japan's Ministry of the Environment's Red List habitat these forests.

● Scarce flora and fauna that inhabit the Group's forests



Japanese drawish



Cephalanthera longituba

Creating forests in cities

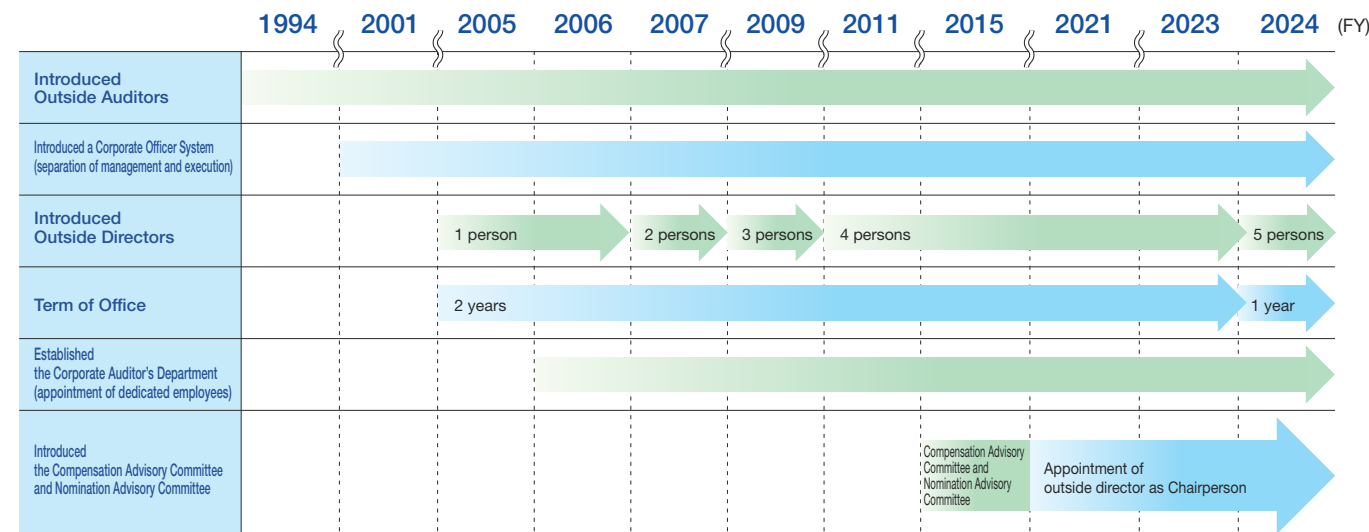


As the demand for green spaces in cities is concerned, we are working to create green spaces overflowing with greenery and get better with age by actively providing green spaces while carrying forward each urban area's history through various measures, including the preservation and transplanting of existing trees.

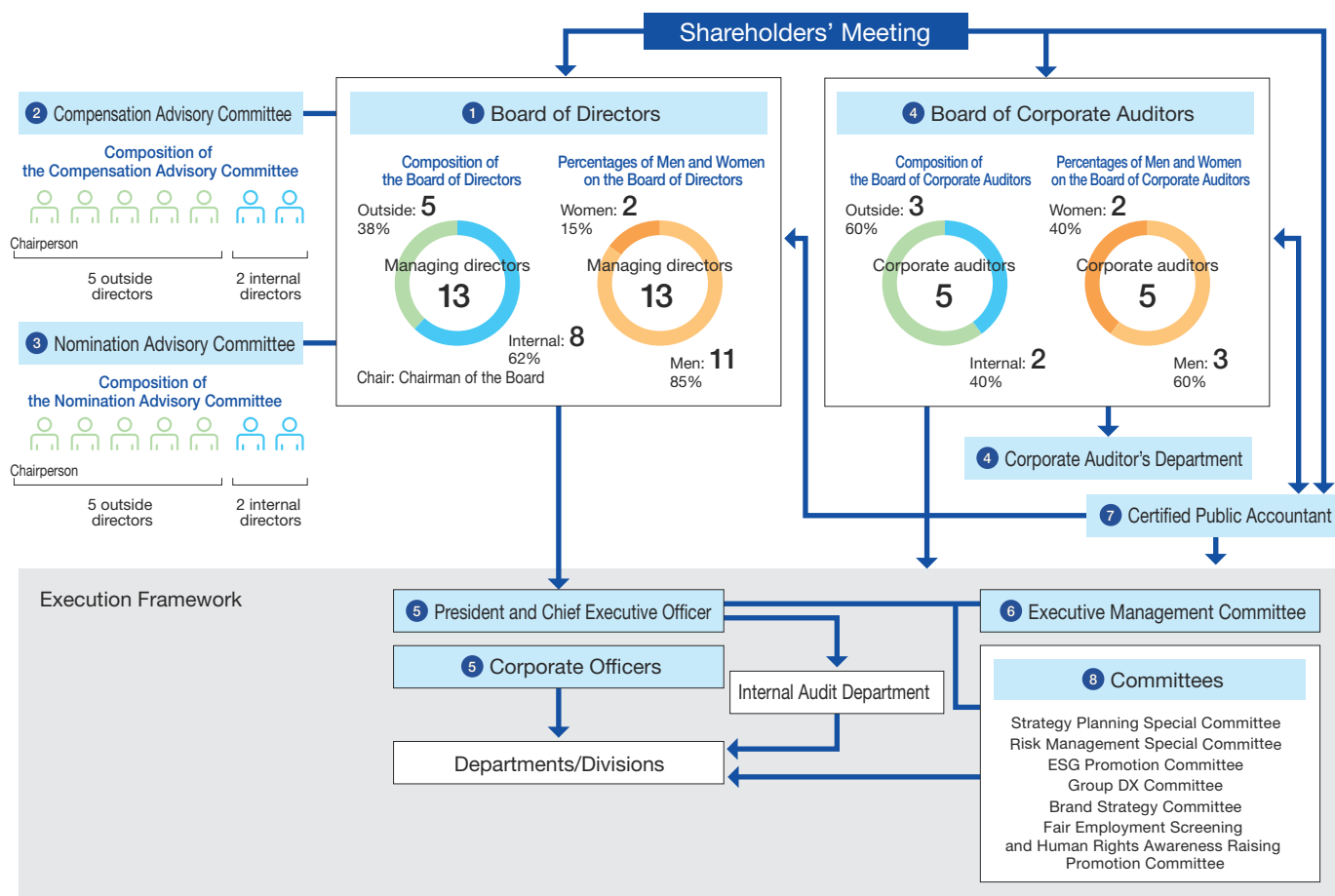


Corporate Governance

Initiatives for Enhancing Corporate Governance



Corporate Governance Structure



Organizations in the Corporate Governance Structure

1 Board of Directors

The Board of Directors, headed by Chairperson Masanobu Komoda and comprising 13 members, including eight internal directors (Masanobu Komoda, Takashi Ueda, Takashi Yamamoto, Shingo Suzuki, Makoto Tokuda, Hisashi Osawa, Yutaka Saito, and Nobuhiko Mochimaru) and five outside directors (Tsunehiro Nakayama, Shinichiro Ito, Eriko Kawai, Mami Indo, and Takashi Hibino), decides on issues material to Mitsui Fudosan and monitors the execution of business by managing directors. The corporate auditors also attend meetings of the Board of Directors and provide opinions as necessary.

2 Compensation Advisory Committee

The Compensation Advisory Committee, headed by independent outside director Shinichiro Ito as Chairperson and comprising seven members, including five independent outside directors (Tsunehiro Nakayama, Shinichiro Ito, Eiko Kawai, Mami Indo, and Takashi Hibino), President and Chief Executive Officer Takashi Ueda, and one internal director (Makoto Tokuda), advises on matters pertaining to the compensation of managing directors when the Board of Directors makes resolutions on such matters. Two meetings were held in fiscal 2023 with all committee members in attendance.

<Specific Advisory Matters>

- Recent trends in executive compensation
- Review of the restricted stock compensation system
- Directors' basic compensation, bonuses, and restricted stock compensation paid

3 Nomination Advisory Committee

The Nomination Advisory Committee, headed by independent outside director Shinichiro Ito as Chairperson and comprising seven members, including five independent outside directors (Tsunehiro Nakayama, Shinichiro Ito, Eiko Kawai, Mami Indo, and Takashi Hibino), President and Chief Executive Officer Takashi Ueda, and one internal director (Makoto Tokuda), advises on matters pertaining to the nomination of managing directors and corporate auditors, as well as the appointment and dismissal of managers when the Board of Directors makes resolutions on such matters. Two meetings were held in fiscal 2023 with all committee members in attendance.

<Specific Advisory Matters>

- Division of duties of the executive directors
- Delegation of responsibilities, appointment, and dismissal of corporate officers
- Appointment and dismissal of executive corporate officers and corporate officers and the delegation of responsibilities
- Preliminary selection of director and corporate auditor candidates
- Appointment of Group senior officers and Group corporate officers

4 Board of Corporate Auditors

The Board of Corporate Auditors, comprising five corporate auditors, including two internal auditors (Wataru Hamamoto and Yoshihiro Hirokawa) and three outside auditors (Minoru Nakazato, Mayo Mita, and Michiko Chiba), formulates auditing policies and determines assignments. It also receives reports and discusses material items on audits conducted according to these policies and assignments. Note that the Corporate Auditor's Department has been established specifically to assist the corporate auditors with their work, and each corporate auditor has been assigned two dedicated employees.

5 Corporate Officers

Mitsui Fudosan has introduced a corporate officer system with the aim of creating a business execution framework that best suits its operating environment and activities. By promoting the separation and reinforcement of the management and executive functions, a role that was previously undertaken by managing directors, the system enhances management soundness and efficiency. In addition, seeking to further reinforce the management of the Mitsui Fudosan Group, we have expanded the range of managers across the Group and introduced a Group corporate officer system, under which executives at Group companies have been given a status and mission similar to those of the corporate officers.

6 Executive Management Committee

The Executive Management Committee, consisting of executive corporate officers, has been formed to deliberate and report on important matters related to business execution, and supervises internal control and risk management. Full-time corporate auditors also attend meetings to stay informed of important decision-making processes and the status of business execution, and provide opinions as necessary.

7 Certified Public Accountant

Mitsui Fudosan has concluded an auditing contract with KPMG AZSA LLC as its certified public accountant, which conducts audits. There is no shared interest between the auditor and the Company, nor between employees conducting operations for the auditor and the Company.

8 Committees

Mitsui Fudosan has established committees headed by the President and Chief Executive Officer. The Risk Management Special Committee is an organization that manages work risks, while the Strategy Planning Special Committee is an organization that manages business risks. Through these, we identify and assess risk issues and draft countermeasures. In addition to these, the ESG Promotion Committee manages the Company's initiatives involving sustainability. Moreover, the Group DX Committee, the Brand Strategy Committee, and the Fair Employment Screening and Human Rights Awareness Raising Promotion Committee have been established as advisory bodies to the President and Chief Executive Officer.

Corporate Governance

Enhancement of the Effectiveness of the Board of Directors

Evaluation of Board of Director Effectiveness

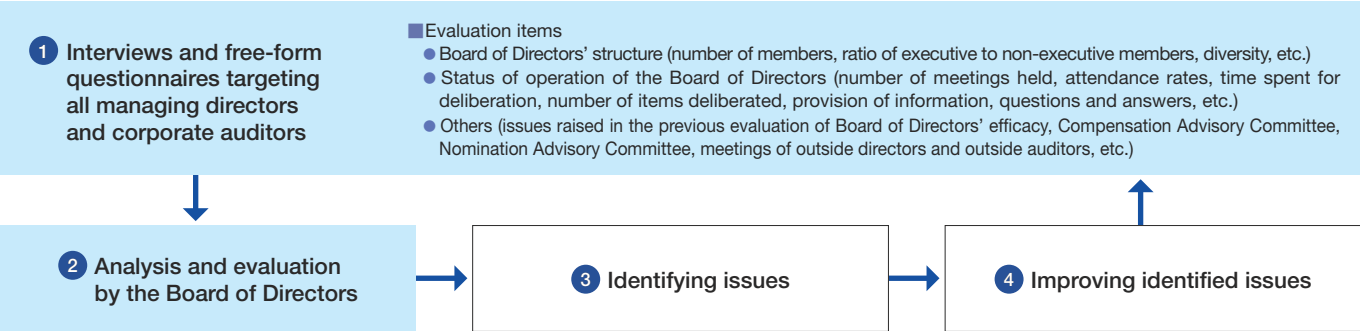
Aiming to further enhance the functions of the Board of Directors, the Company analyzes and evaluates the efficacy of the Board of Directors every year to identify issues and respond to such issues. As a means of analysis and evaluation, the Company uses a third-party organization for preparation and analysis of questionnaires. The evaluation and improvement process for the effectiveness of the Board of Directors is as described in (1) below.

In the evaluation of the effectiveness of the Board of Directors in fiscal 2023 (current year), each evaluation item was generally highly evaluated, as shown in (2) below, and it was confirmed that the Board of Directors' efficacy was properly maintained.

In the future, we will continue to identify issues and formulate action policies as described in (3) below.

(1) Evaluation and improvement process

Process of utilizing a third-party organization



(2) Issues identified and actions taken in FY2022 (previous year)

<Issues>	<Details of Improvements>
Report on the status of communication with investors	The status of communication with investors will continue to be reported at Board of Directors' meetings in a timely and appropriate manner, as there was an opinion in this efficacy evaluation that this initiative was appreciated.
Deepening the discussions at Board meetings	The discussion at the execution side was further shared during the explanation of each agenda item and the criteria for the agenda for the Board of Directors was changed so that the discussion time could be used more effectively for the discussion of more important topics.
Discussion on brand and PR strategies	Opportunities were set up at the Board of Directors to report on PR strategies, brand strategies, etc., and discussions at the Board of Directors were fed back to the execution side for action, etc.

(3) Issues identified and actions taken in FY2023 (current year)

Generally, a high evaluation was given to each evaluation item. The improvement initiatives listed above are being implemented based on the findings of the previous evaluation of Board of Directors' efficacy, and it was confirmed that the Board of Directors' efficacy was properly maintained.

<Issues>	<Initiative Policy>
Monitoring of the Group's Long-Term Vision	The Board of Directors continuously monitors the progress of future plans and other aspects of both financial and business strategies from the perspective of achieving the goals of the Group's Long-Term Vision.
Discussion on priority areas of business strategies and infrastructure to support the strategies	In making progress on the Group's Long-Term Vision, discussions on necessary topics are held through Board of Directors and external officer meetings, etc., and the results are fed back to the execution side.

Initiatives Aimed at Holding Meaningful Discussions

To aid managing directors and corporate auditors in ably fulfilling their roles, the Company conducts orientations upon appointing new officers, performs regular executive training, and otherwise provides information necessary for the performance of duties.

In addition to creating opportunities for exchanges of opinions between outside officers and top management, assigning staff to support the Board of Directors and the Board of Corporate Auditors, and distributing materials and providing briefings to outside directors in advance of Board of Directors meetings, the Company bears expenses required by managing directors and corporate auditors in carrying out their roles.

Practical example

Outside Officer Meetings (conducted five times in FY2023)	We hold Outside Officer Meetings as appropriate to enable exchanges of opinions with corporate auditors, outside directors, and internal directors, including the President and Chief Executive Officer. These meetings address our business strategy and specific businesses.
Project Tours (held four times in FY2023)	The Company holds site tours for outside officers as and when required to deepen their understanding of its projects. (Among a number of sites, outside officers toured the area around Minami-Funabashi and Mita Garden Hills.)

Board of Directors Decisions and Reports

The following matters are resolved by or reported to the Mitsui Fudosan Board of Directors as stipulated by laws and regulations, the Company's Articles of Incorporation, and Company rules such as those regarding the Board of Directors. Agenda items to be deliberated by the Board of Directors are, in principle, deliberated in advance by the Executive Management Committee, which is composed of executive corporate officers. Full-time corporate auditors also attend Executive Management Committee meetings to stay informed on important decision-making processes and the status of business execution, and provide opinions as necessary.

(1) Matters related to shareholders' meetings	(5) Important matters related to personnel ■ The appointment and dismissal of corporate officers and executive corporate officers ■ The appointment and dismissal of key employees ■ Basic compensation, bonuses, and restricted stock compensation for corporate officers, etc.
(2) Matters related to managing directors ■ Preliminary selection of director candidates ■ The appointment and dismissal of the managing director and executive vice president ■ The appointment and dismissal of executive directors ■ Basic compensation, bonuses, and restricted stock compensation for directors ■ Other important matters	(6) Important matters related to finance and assets
(3) Matters related to the Company's structure	(7) Other matters that are especially important in regard to managing the Company or executing duties ■ Fiscal year plan ■ ESG plan ■ Report on risk management ■ Verification of stock holdings regarding strategic shareholdings ■ Other important matters
(4) Important matters related to compliance, etc. ■ Formulating a risk management plan for the fiscal year ■ Reporting on the results of risk management-related activities implemented during the fiscal year ■ Formulating an audit plan for the fiscal year ■ Reporting on audit activities implemented during the fiscal year ■ Evaluating internal controls concerning financial reporting during the fiscal year and formulating audit-related policy (J-SOX activities)	

Risk Management

Risk Management System

The Executive Management Committee supervises overall risk management for the Group, and the President and Chief Executive Officer, who chairs the Executive Management Committee, supervises risk management. Under their supervision, the Strategy Planning Special Committee and the Risk Management Special Committee manage business risk and administrative risk, respectively, and these risk management systems are supervised by the Board of Directors.

The Risk Management Special Committee meets in principle once a month to identify and delineate risk issues and evaluate and propose preventive and response measures. Where required, the committee shares information and/or communicates in other ways with the Mitsui Fudosan Group.



Major Risks

See our annual securities report for details (In Japanese only).
https://www.mitsuifudosan.co.jp/corporate/ir/library/fs/pdf/YUHO_2403.pdf

Business Risk: Business risk is primarily risk associated with advancing business and earning profits.

Name of risk	Overview	Action
Risk due to change in the business environment	●Changes in business environment in general (exchange rate fluctuations, rising interest rates, declining birth rate and aging population, etc.) ●Changes in customer needs (lifestyle changes following the spread of the coronavirus infection, etc.)	●Strengthen coordination between Group companies ●Develop products that anticipate customer needs ●Further strengthen neighborhood creation ●Provide new business infrastructure to customers ●Promote DX ●Develop a location strategy that takes into account population and supply trends ●Build a strategic asset portfolio including overseas assets, etc.
Risk associated with market interest rates	●Rising fund procurement costs associated with rising interest rates ●Deterioration in the Company's performance associated with rising interest rates (falling housing sales prices, rising investor yield expectations)	●Procure the necessary funding with a focus on long-term, fixed-rate interest loans that are comparatively resistant to rising market interest rates ●Pay close attention to fluctuations in housing loan interest rates and capitalization rates resulting from interest rate trends ●Mitigate the risk of rising interest rates by appropriately controlling balance sheets
Risk associated with exchange rate fluctuations	●Cost fluctuations through import prices ●Impact of the inclusion of the PL/BS statements of overseas business ●Decrease in rent revenues due to the impact of tenant companies' performance	●Control various costs by paying close attention to cost fluctuations, including changes in exchange rates, and by taking appropriate action ●Leasing business: Reduce decreases in revenue, etc., by maintaining product competitiveness and by strengthening efforts to attract tenants ●Overseas business: Reduce exchange rate fluctuation risk by procuring funds backed by local currencies and through portfolio decentralization
Risk associated with climate change	●Large-scale climate change ●Changes in needs that take climate change risks into account	●Position action on climate change as a key management issue ●Formulate the Group Action Plan to Realize a Decarbonized Society, and strengthen forecasting and action on climate change
Geopolitical risk	●Impact of countries/areas concerned ●Impact of supply chain disruptions, etc.	●Appropriately decentralize the portfolio by area and product ●Make investment decisions and promote business in consideration of risk on an individual project basis

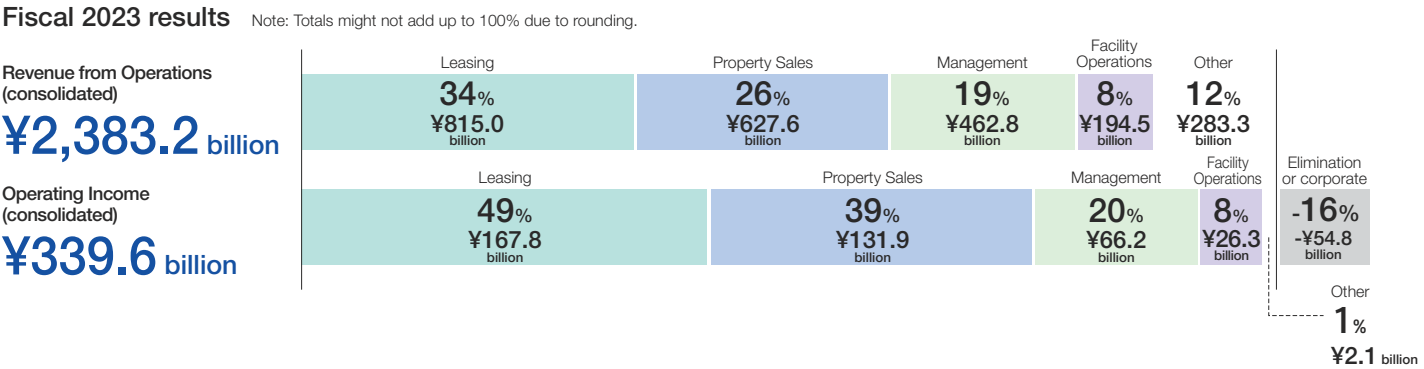
Name of risk	Overview	Action
Risk associated with the spread of infectious diseases	●Business restrictions due to the spread of the coronavirus infection ●Decrease/change in customer needs due to the spread of the coronavirus infection	●Formulate Mitsui Fudosan 9BOX Infection Control Measure Standards for the purpose of mitigating and preventing damages from infectious diseases ●Maintain and strengthen competitiveness through measures that consider the impact of infectious diseases ●Take a well-balanced approach to business activities in a way that also prioritizes the protection of human life in the event new infectious diseases emerge
Risk from competition in the real estate industry	●Competition with other companies in each business ●Disruptive innovation	●Strengthen coordination between Group companies ●Develop products that anticipate customer needs ●Further strengthen neighborhood creation ●Provide new business infrastructure to customers ●Promote DX ●Enhance the value of existing facilities ●Use the Group's capabilities to seize business opportunities, etc.
Risk associated with rental income	●Decrease in rental income due to tenant cancellations/rent reductions, contract cancellations, tenant bankruptcies, etc.	●Strengthen coordination between Group companies ●Develop products that anticipate customer needs ●Further strengthen neighborhood creation ●Provide new business infrastructure to customers ●Promote DX ●Enhance the value of existing facilities ●Strengthen and promote tenant leasing
Risk of changes in asset values	●Falling asset values due to declining demand for housing/rising investor yield expectations	●Build a risk-resistant business platform by optimizing balance sheets and portfolios ●Mitigate the risk of asset value fluctuation by ascertaining changes in market-based asset values and by strengthening market competitiveness
Cost fluctuations risk	●Price fluctuations in costs for construction, energy, labor, etc.	●Control various costs by ascertaining market cost fluctuations and by taking appropriate action on an individual project basis
Fund procurement risk	●Increase in funding costs due to changes in the lending attitudes of financial institutions, etc. ·Rise in market interest rates ·Financial market turmoil ·Downgrading of the Company's credit rating, etc.	●Maintain financial soundness through D/E ratio management ●Secure stable funding through capital procurement that ensures sufficient liquidity
Real estate development risk	●Cost increases and schedule delays due to a variety of circumstances during development (weather, disasters, buried objects, soil contamination, etc.)	●Promote projects and engage in construction management based on investment decisions that consider risk ●Build a governance framework that can rapidly and appropriately take action in preparation for problems that impact business
Risk associated with overseas business	●Business environments in overseas countries (inflation, exchange rates, civil wars/conflicts, impact of geopolitical risks on countries/areas concerned, etc.) ●Financial status, etc. of local partner companies	●Collect the necessary information for overseas business expansion ●Select local partner companies that are well-versed in local matters ●Formulate the Global Governance Guidelines as a standard governance policy for overseas businesses ●Implement appropriate risk management through a three-tiered approach consisting of overseas subsidiaries, the Head Office's International Division, and Head Office staff
Risk related to property portfolio location	●Occurrences of natural disasters, man-made disasters or acts of terrorism (earthquakes, typhoons, missiles, etc.) that cause damage to areas where our assets are concentrated	●Decentralize portfolio areas ●Enhance building durability ●Introduce damage assessment systems ●Commission emergency generators that can operate for 72 hours ●Promote BCP measures for the special power business, etc.
Risk associated with changes to laws, regulations, and government policy	●Changes to business structure and fund procurement methods in response to changes in laws and regulations	●Take appropriate action upon collecting and analyzing information regarding trends in domestic and overseas legal and regulatory environments, and after sharing this information with each organization as necessary
Risk associated with securing diverse human resources	●Insufficient human resource development and recruitment to respond to changes in the business environment and changing needs	●Position the promotion of diversity and inclusion as a key management issue ●Formulate the Diversity and Inclusion Declaration, and Initiative Policy

Administrative Risk: Operational risk associated with administrative duties

Name of risk	Overview	Action
Disaster risk	●Natural disasters (earthquakes, wind and flood damage, etc.) ●Man-made disasters (war, acts of terrorism, etc.)	●Formulate a business continuity plan (BCP) for each disaster type ●Prepare a framework that minimizes the impact of disasters ●Regularly conduct disaster response training assuming large-scale earthquakes ●Prepare a 24-hour, year-round system based on a day and night shift system ●Implement measures to design disaster-resistant facilities
System risk	●Systems failures and data leaks due to cyberattacks, etc. i IT systems ii Control systems	●Conduct systematic security diagnoses and inspections of information and control systems ●Improve the environment for handling cyberattacks and information leaks ●Establish Information Management Rules and Confidential Information Handling Rules, and conduct regular educational and awareness raising activities regarding personal information
Compliance risk	●Violations of laws, company rules, social norms, etc. i Violations of laws and regulations in business execution ii Violations of laws and regulations for employee personal gain	●Formulate the Mitsui Fudosan Group Compliance Policies and other internal regulations, and thoroughly inform employees of these through regular training ●Formulate an operations flow for legal compliance, and implement regular voluntary inspections
Quality risk	●Caused by product/service/operation quality i Properties/real estate ii Management and operation business iii Other business	●Real estate development business: Establish proprietary Group quality standards, ensure compliance among construction companies, verify construction progress, and implement quality inspections ●Operational quality for leased and managed facilities: Formulate and apply manuals according to operational details ●Insure against damages

At a Glance

The Mitsui Fudosan Group’s main business activities are implemented through its leasing business, property sales business, management business, and facility operations business. In line with this structure, we have adopted the five accounting segments of Leasing, Property Sales, Management, Facility Operations, and Other from fiscal 2023. Furthermore, revenues and profits generated by individual projects are classified into these segments and can be allocated to a single segment or multiple segments.



Overview of Accounting Segments (Facility Operations segment established from fiscal 2023)

			FOR RENT Leasing	Property Sales Property Sales	Management Management	Facility Operations Facility Operations	Other Other										
Segment Explanation			Includes revenue gained from lessees, including tenants from the leasing of real estate.			Includes revenue gained from real estate property sales to individuals and investors.			Includes revenue from fees gained through the management and operation of real estate, brokering deals, and other sources.			Includes revenue gained from facility operations, including hotels, resorts, and Tokyo Dome City.			Includes revenue gained from the new construction of wooden housing under consignment and the renovation business.		
Sub-Segments			OfficeRetailOther			Property Sales to Individuals (Domestic)Property Sales to Investors and Individuals (Overseas), etc.			Property ManagementBrokerage, Asset Management, etc.			Hotels and ResortsSports/Entertainment			New Construction under Consignment/Reform etc.Other		
Revenue from Operations by Segment and Sub-Segment Breakdown Note: Fiscal 2022 results are after the new segment reclassification.			OfficeRetailOther (Billions of yen) 668.152.1226.2389.8755.266.9261.3426.9815.082.3286.5446.0 202120222023 (FY)			Property Sales to Individuals (Domestic)Property Sales to Investors and Individuals (Overseas), etc. (Billions of yen) 643.8398.6245.1641.6371.1270.5627.6313.2314.4 202120222023 (FY)			Property ManagementBrokerage, Asset Management, etc. (Billions of yen) 429.3107.7321.5445.9110.9334.9462.8115.8347.0 202120222023 (FY)			Hotels and ResortsSports and Entertainment (Billions of yen) 144.549.395.1194.553.9140.5 202120222023 (FY)			New Construction under Consignment/Reform, etc.Other (Billions of yen) 359.4281.635.4246.2283.337.3245.9 202120222023 (FY)		
			Operating Income by Segment and Sub-Segment Breakdown Note: Fiscal 2022 results are after the new segment reclassification.			Sub-Segment Total (Billions of yen) 129.9149.7167.8 202120222023 (FY)			Property Sales to Individuals (Domestic)Property Sales to Investors and Individuals (Overseas), etc. (Billions of yen) 138.8114.324.0145.8106.439.3131.982.149.7 202120222023 (FY)			Property ManagementBrokerage, Asset Management, etc. (Billions of yen) 57.225.931.263.325.837.566.227.738.5 202120222023 (FY)			Sub-Segment Total (Billions of yen) -3.626.3 202120222023 (FY) * FY2023: Newly established segments; FY2022: Data after reclassification.		
Main Segment for Recording Revenue for Each Asset Class Note: The categories shown here are to give an idea of the segments for recording revenues and profits, however, the actual details might differ.						✔ : Category which is a main segment for recording revenue											
			OfficeRetailOther			To IndividualsDomesticOverseasTo Investors			Property ManagementBrokerageTo CorporationsTo IndividualsAsset Management			Hotels and ResortsSports/Entertainment			New Construction under Consignment/Reform, etc.		
Main Asset Classes	Office Buildings P.115		✔					✔	✔		✔						
	Retail Facilities P.117			✔				✔			✔						
	Logistics Facilities P.119				✔			✔			✔						
	Housing Condominiums P.121					✔	✔	✔	✔	✔	✔						
	Detached Housing P.121					✔					✔				✔		
	Hotels and Resorts P.123											✔					
Sports and Entertainment P.125												✔					



Office

Business Domains

Office development/operation, leasing to tenants, property sales to investors, management, etc.

Market Environment

Risks

- Increase in office supply and intensifying competition to attract tenants in 2025
- Increases in such expenditures as construction, operating, and maintenance costs

Opportunities

- Heightened mindset toward human capital management
- Need for high-specification office buildings aimed at improving work engagement and attracting talent
- Diversification of times, places, etc. for working associated with changes in working styles
- Expansion of corporate initiatives to achieve carbon neutrality

Competitive Advantages

- Medium- to long-term relationships with about **3,000** tenants*¹
- WORK STYLING members: Approx. **290,000***²; Number of office locations: **554** (nationwide)*² (WORKSTYLING 134; Partnership with STATION BOOTH/DESK 420)
- Highly competitive property portfolio (locations, product performance, etc.)
- Mixed-use type neighborhood creation know-how that goes beyond offices
- Diverse intangible services that contribute to solving tenant management issues
- Achievement of integrated safety and security that spans from development to operational administration under Group management, and disaster-resistant neighborhood creation

*¹ As of the end of March 2024 *² As of the end of July 2024

Business Strategies

- Develop offices where you want to work in cities you want to visit
- Differentiate entire cities by promoting the creation of mixed-use neighborhoods
- Strengthen solution proposals and service menus tailored to tenant companies; provide optimal workstyles for each customer by increasing workplace options

Create mixed-use neighborhoods

- **Creating neighborhoods in Nihonbashi**
By "reviving the aquapolis," we aim to create the world's most bustling water metropolis.
- **Creating neighborhoods in Yaesu**
Realizing a neighborhood that attracts people from around the world and enhancing the potential of the area east of Tokyo Station.
- **Creating neighborhoods in Hibiya**
Promoting the creation of neighborhoods centered on entertainment, encompassing movies, theaters, music festivals, etc.



Nihonbashi Yaesu Hibiya

Strengthen service menus

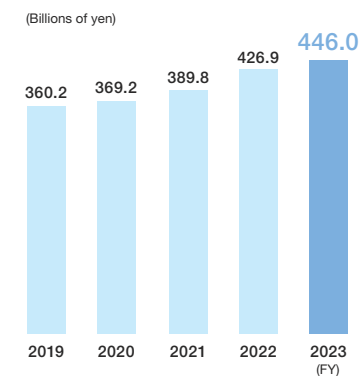
Further enhance various services and membership menus for employees and visualize the value that can be provided. In addition to fixed offices, combine shared office work styling and intangible services to provide optimal workstyles by customer while utilizing DX.

Service menus

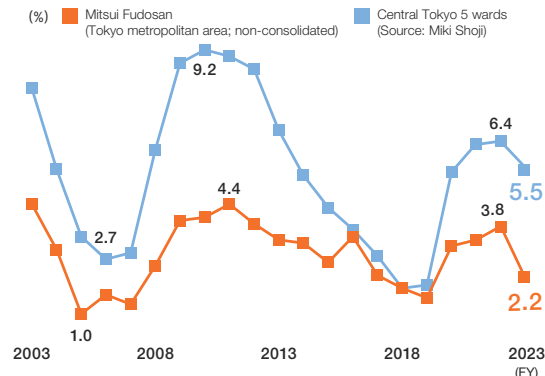
&BIZ MITSUI FUDOSAN	Comprehensive Mitsui Office information site
&BIZ consulting MITSUI FUDOSAN	Workstyle and workplace consultation services
&BIZ conference MITSUI FUDOSAN	Meeting room rental service for tenant companies
&BIZ fitness MITSUI FUDOSAN	Fitness gym service for tenant company employees
&WORK STYLING MITSUI FUDOSAN	Shared office service
&well MITSUI FUDOSAN	Services to promote health management

Performance Trends

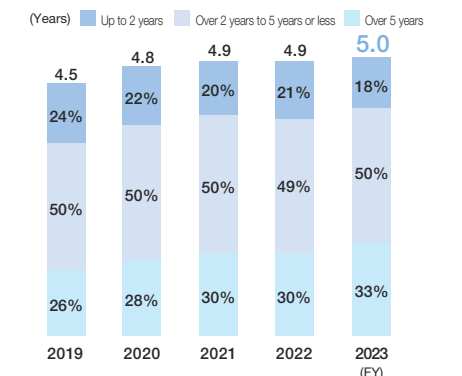
Leasing Revenue (consolidated)



Office Vacancy Rate (vacancy rates as of March 31 of the relevant fiscal year)

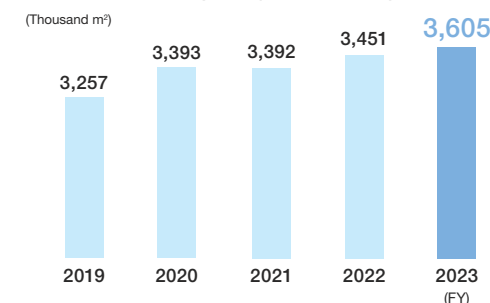


Change in Office Building Lease Contract by Duration (non-consolidated)



Earnings Base

Leased Floor Space (consolidated)



Leased Floor Space Ratio of Tokyo Metropolitan Area (non-consolidated)

Approx. **90%**
(as of the end of FY2023)

Number of tenants
Approx. **3,000** companies
(as of the end of March 2024)

Future Development Pipeline

(as of the end of July 2024)

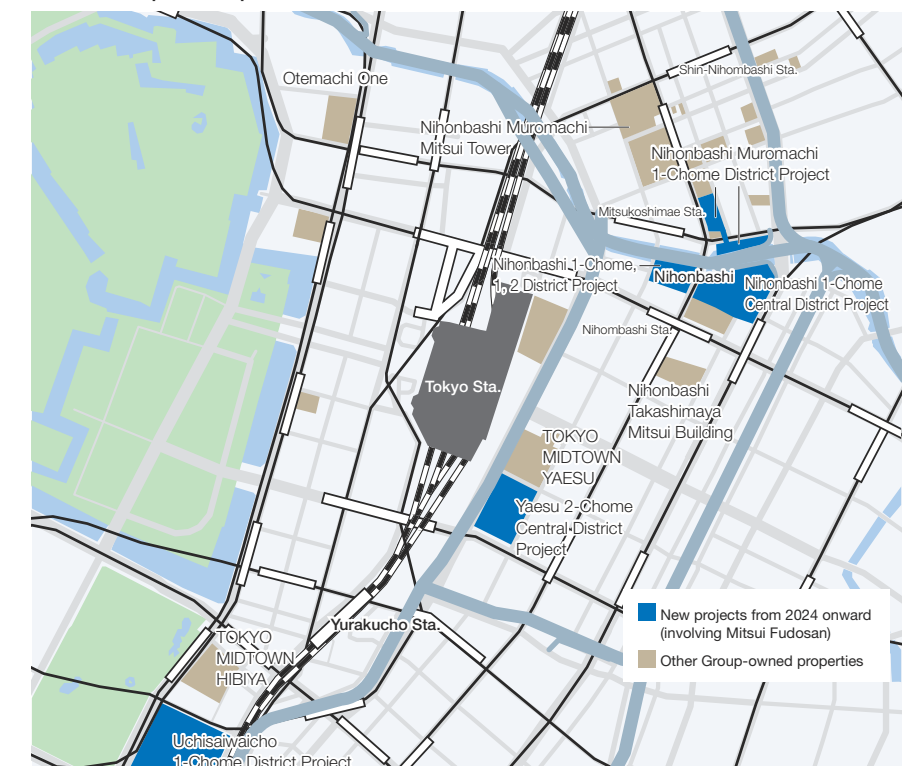
Domestic projects

8 properties
includes **7** redevelopment projects around Tokyo Station

Overseas projects

11 properties
includes **9** in Europe and North America
and **2** in Asia

Redevelopment Pipeline in the Yaesu and Nihonbashi Areas



Logistics

Business Domains

Development/operation of logistics facilities and data centers, leasing to tenants, property sales to investors, etc.

Market Environment

Risks

- Intensification of competition for land acquisition due to entry of new players
- Overheating of leasing competition due to high-volume supply of new properties

Opportunities

- Increased efficiency and consolidation of the logistics function in response to relocation needs from aging warehouses and growth in the e-commerce market
- Increased labor saving and the growing need for mechanization through DX against the backdrop of labor shortages

Competitive Advantages

- Track record of advanced logistics facility development extending to **76 properties***1 in Japan and overseas
- Close tenant relationships that enable provision of CRE solutions and direct sales to cargo owners (Office tenants: Approx. **3,000***1, Retail tenants: Approx. **2,500***2, etc.)
- Ability to propose logistics solutions that leverage DX
- Diverse collaborations and business methods, including joint ventures with originators
- MFLP quality that achieves industry-leading customer satisfaction

*1 As of the end of July 2024 *2 As of April 1, 2024

Business Strategies

- Further evolve as an industrial platformer by strengthening collaboration with tangential companies and building a community including client companies.
- Contribute not only to solving issues within logistics warehouses, but also across the entire supply chain by diversifying the MFLP brand, putting forward various solution proposals utilizing digital technology, and providing GX support.

Diversify the MFLP and MFIP brands

Strengthen the neighborhood creation-type logistics facility brand

- Establish a neighborhood creation-type logistics facility brand represented by MFLP Funabashi.
- Further expand in three major metropolitan areas.



MFLP Funabashi

Develop BTS facilities that address tenant needs

- Strengthen product development through improvements on design/management specifications based on location, market, and tenant needs.

Promote the development of frozen and refrigerated warehouses

- Promote the development of entire building frozen and refrigerated warehouses, focusing on areas with high concentration of the aforementioned facilities.

Actively expand business data centers

- Accelerate the acquisition of sites and further expand the scale of business, including plans for one of the largest data centers in Asia.

Diversify business models

Popularize logistics centers that specialize in EC (sharing)

- Open an EC automated logistics center that can cater to multiple tenants. Reduce labor and improve operating efficiency by leveraging digital technology.



Enhance problem-solving capabilities for end-user companies

&LOGI Solution logistics innovation platform

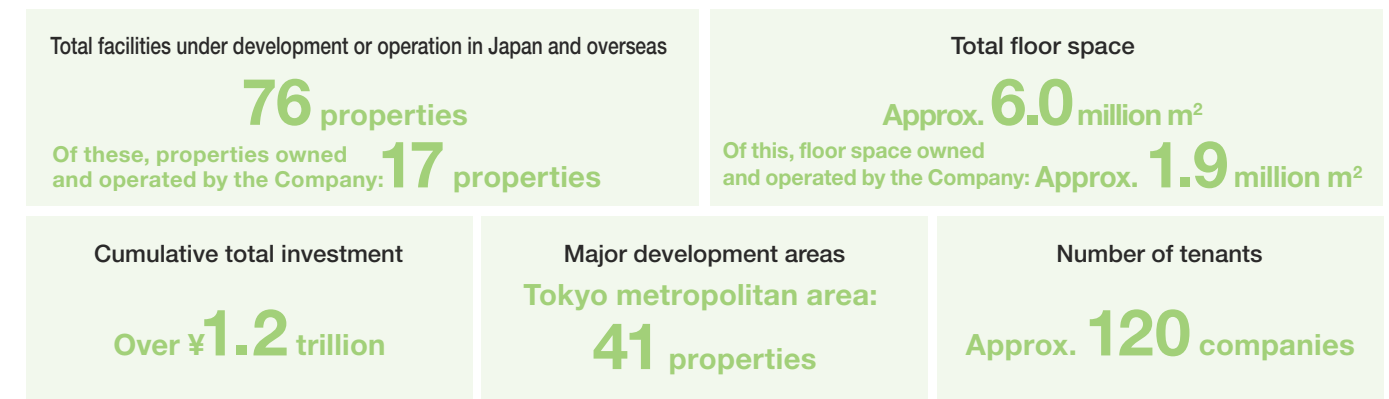
- Open innovation platform to address issues throughout the logistics industry.
- MF Logistics Solutions, the Group's general logistics consulting company, and approximately 50 alliance partners provide SCM-related services.
- Logistics Innovation Community, Mitsui Fudosan Management's end-user community gathers together about 60 companies.



Earnings Base

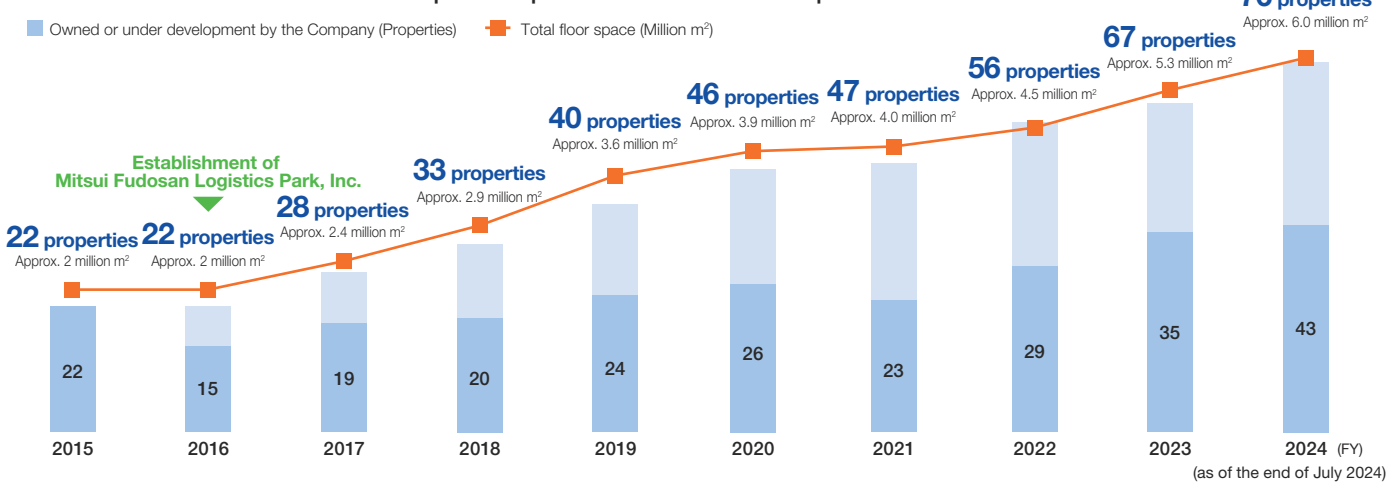
Cumulative Totals including Properties Previously Developed by the Company

(as of the end of July 2024)



Stable Business Expansion

Number of Facilities under Development/Operation and Total Floor Space at the End of Fiscal Years



(as of the end of July 2024)

Future Development Pipeline

Projects **25** properties include **17** properties in the Tokyo metropolitan area, **8** properties overseas



Housing (Homes and Living)

Business Domains

Housing (condominiums and detached housing) development, sales, leasing, management, operation, brokerage, new construction contracting, etc.

Market Environment

Risks

- Decline in housing-related demand due to rising interest rates and worsening business sentiment
- Contraction of domestic housing-related market due to population decline

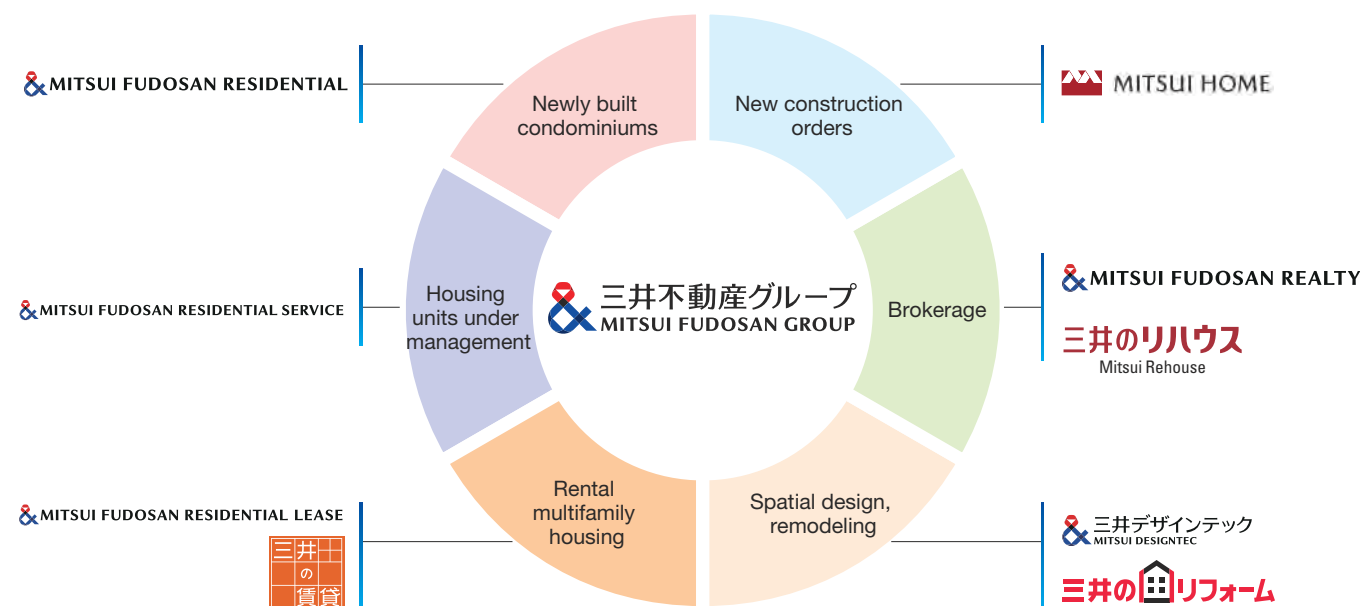
Opportunities

- Heightened awareness concerning housing associated with diversification of customers' lifestyles
- Increased use of information acquisition methods through both real and digital options, including online business negotiations and the use of AI
- Focusing on environment-friendly product planning to realize a decarbonized society
- Focusing on the stock market due to a decrease in the number of new properties and aging buildings

Business Strategies

- Strengthen the ability to make proposals to customers through the integrated management of customer data and enhance collaboration among Group companies
- Provide one-stop service for every customer need
- Strengthen efforts to meet the needs of affluent and foreign customers; expand points of customer contact by enhancing lifestyle-oriented products and services

Comprehensive Group strength in providing one-stop services

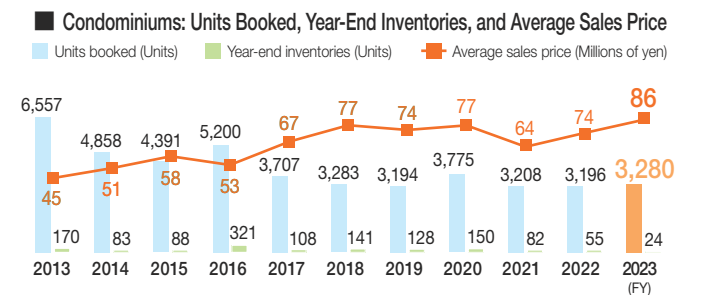
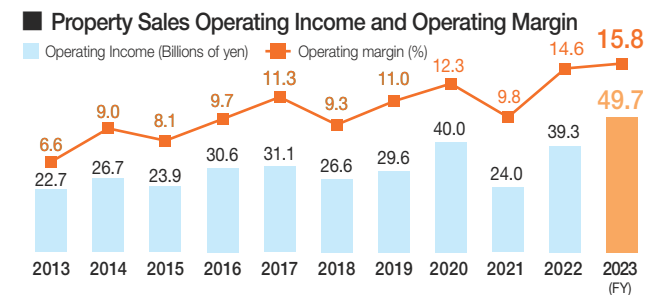


Competitive Advantages

- Condominium unit sales: Approx. **240,000**^{*1}
- Mitsui Housing Loop members: Approx. **340,000**^{*2}
- Brand power as No. 1** in brokered deals for **38** consecutive years
- A lineup of varied products and services related to housing (Leasing/sales, new/used, condominiums/detached houses, senior residences, management/operation/brokerage, etc.)
- Planning and development capabilities for realizing a product lineup of city center, large-scale, and redevelopment

^{*1} As of the end of March 2024 ^{*2} As of the end of June 2024

Property Sales (Property Sales Segment)



Future Development Pipeline

(as of the end of July 2024)

Large-Scale Projects **23** properties | Land Bank (Condominiums) **Approx. 27,000** units

Property Management (Management Segment)

Condominium Units under Management
Approx. 290,000
(FY2023)

Number of Hourly Parking Facilities under Management
Approx. 250,000

三井のリパーク
Mitsui Car Park Leasing

Since it was launched in 1994, Mitsui Car Park Leasing has developed business operating car parks all over Japan.

Number of Rental Housing Units for Lease under Management
Approx. 150,000
(FY2023)

Number of Car Sharing Members
Approx. 480,000
(as of the end of June 2024)

三井のカーシェア

We are expanding the car sharing business, centered on Mitsui Car Park Leasing locations in the Tokyo metropolitan and Kansai areas.

Brokerage (Management Segment)

Number of Deals Brokered
Approx. 39,000
No. 1 for 38 consecutive years*

三井のリハウス
Mitsui Rehouse
REALPLAN

* From FY1986 to FY2023

We are realizing safe and reliable deals that meet the needs of diverse customers in areas such as real estate sales, purchases, leasing, and usage.

Brokerage Market (FY2023)

	Fee/Revenue (Billions of yen)	Transactions (Units)	Transaction volume (Billions of yen)	Number of stores
1 Mitsui Fudosan Realty Group	91.6	38,680	1,934.5	289
2 Company A	88.6	30,265	2,080.1	215
3 Company B	70.1	31,502	1,392.8	226
4 Company C	47.7	10,204	1,221.8	98
5 Company D	26.2	8,518	652.4	72

Source: "Fudosan Keizai Tsushin (The Real Estate Business Daily)," May 24, 2024, Real Estate Economic Institute Co., Ltd.

New Construction under Consignment Property Management (Other Segment)

Using the 2x4 construction method, which excels in earthquake resistance, thermal insulation, and other areas of basic performance, Mitsui Home has delivered over 250,000 new buildings in 49 years, primarily made-to-order homes. In addition to homes, it is actively taking on construction consignments for large-scale facilities and overseas projects.

Other (Other Segment)

We offer space design, renovation, and renewal services for homes, offices, hotels, and more. Utilizing the design capabilities that are our strength, we provide wide-ranging support to all customers in every area, both individuals and corporations.

Hotels and Resorts

Business Domains

Hotel and resort development, management, etc.

Market Environment

- Risks
- Incidence of over-tourism owing to the rapid inbound recovery
 - Increase in operating costs due to upswings in various commodity prices and utility expenses
- Opportunities
- High evaluation of Japan's tourism resources from home and abroad
 - Rapid recovery in domestic spending by foreign visitors to Japan and expectations for further growth

Competitive Advantages

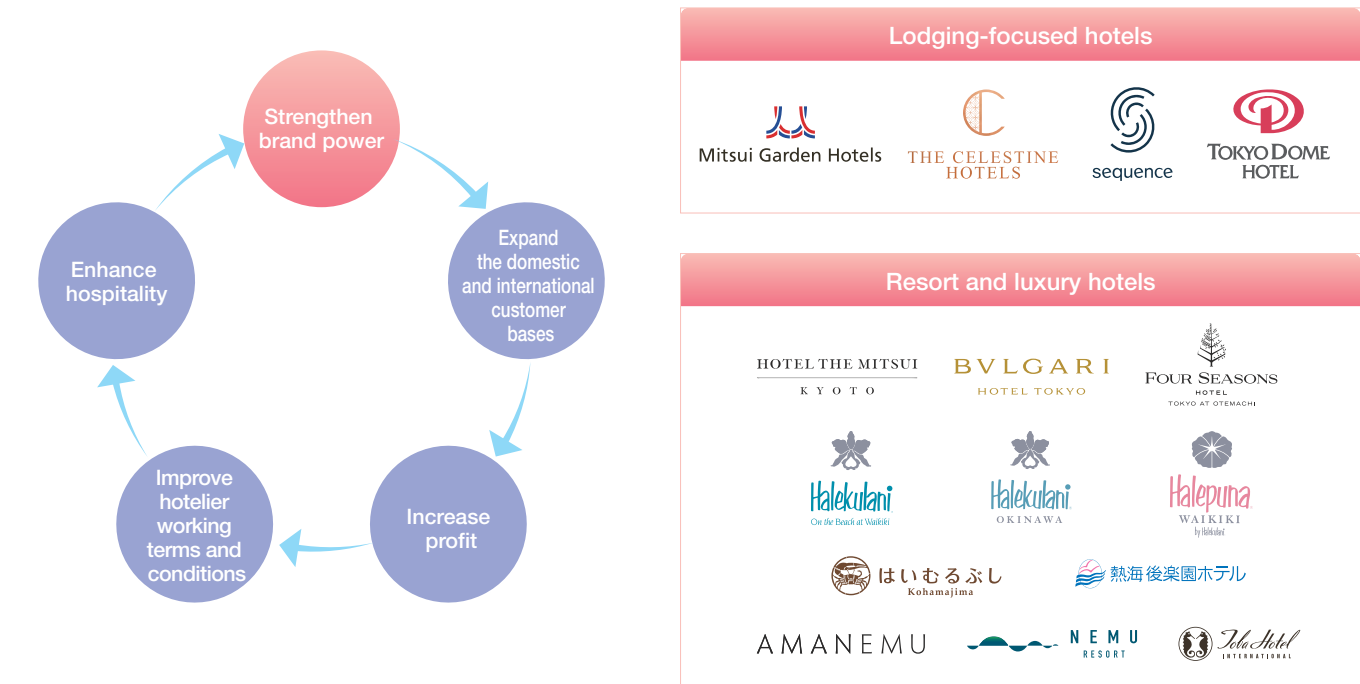
- Mitsui Garden Hotel members: Over **960,000**^{*1}
- Number of directly managed guest rooms: Approx. **13,300 (domestic and overseas)**^{*1}
- Development of 14 hotel and resort brands meeting diverse customer needs, from luxury to lodging-focused brands
- Establishing compatibility with MSP/LOOP points; attraction of restaurant tenants by leveraging retail tenant relations; collaboration with WORK STYLING shared offices

^{*1} As of the end of July 2024

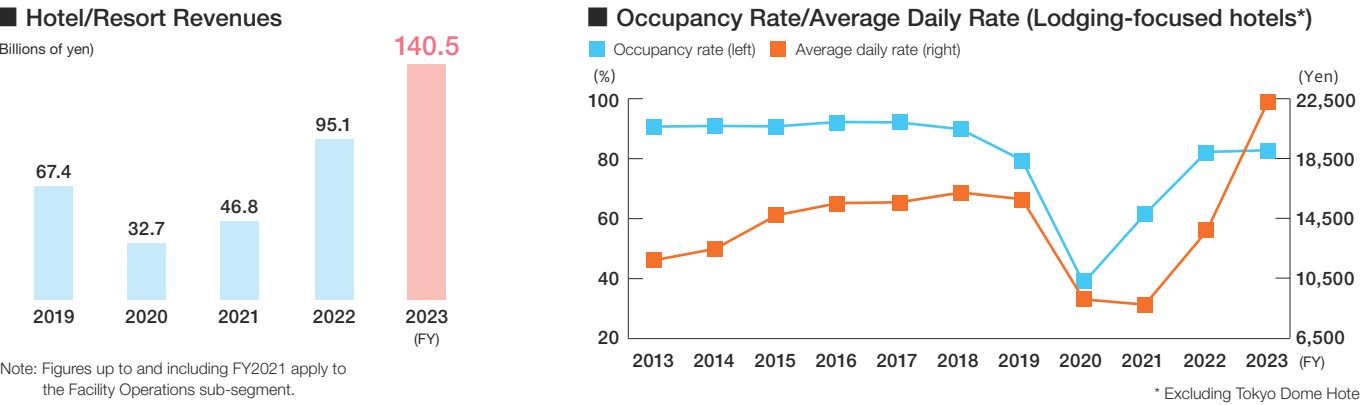
Business Strategies

- Provide high-quality stay value by creating an environment where staff can focus on serving customers through DX.
- Propose personalized stay experiences through the use of customer data and expand the domestic and international customers base.

Strengthen the brand power of each facility and maximize appeal



Performance Trends

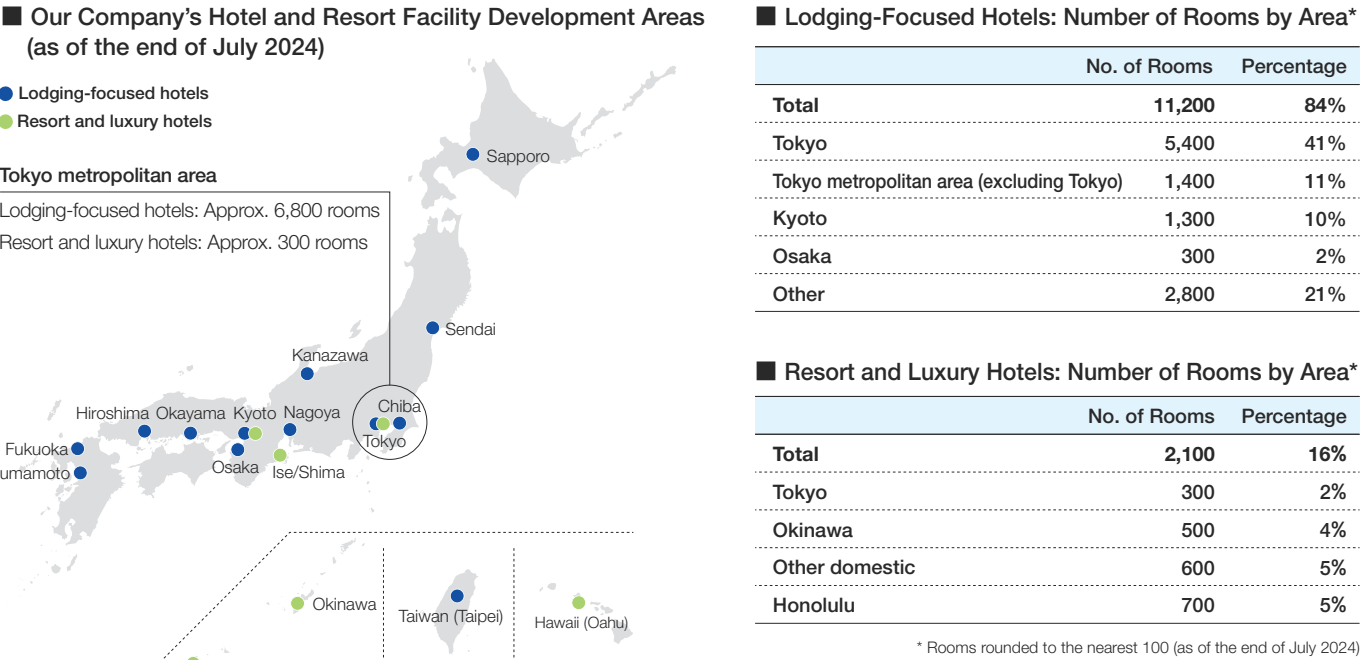


Earnings Base

Hotels and guest rooms (including overseas)
53 hotels Approx. **13,300** rooms
(as of the end of July 2024)

Mitsui Garden Hotel members
Approx. **960,000**
(as of the end of July 2024)

Development of Hotels and Resorts in Major Cities and at Tourist Destinations in Japan and Overseas



Future Development Pipeline

Number of guest rooms (includes overseas) Approx. **800** rooms
Of these, lodging-focused hotels: Approx. **600** rooms Resort and luxury hotels: Approx. **200** rooms

Sports and Entertainment

Business Domains

Development and operation of sports and entertainment facilities centered on stadiums

Business Strategy

- Create neighborhoods harnessing the power of sports and entertainment

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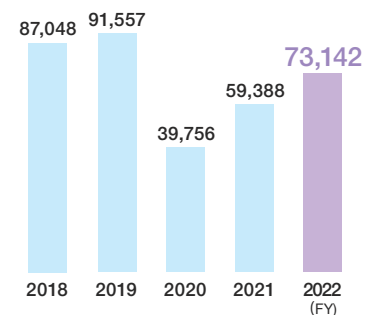
Tokyo Dome City



Tokyo Dome City Revenue from operations

Note: Figures for FY2018 to FY2020 are prior to consolidation and figures for FY2021 are post consolidation in the Group.

(Millions of yen)

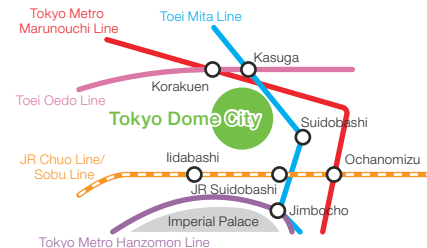


Annual Number of Visitors to Tokyo Dome City
Approx. 40,000,000/year
(FY2019)

Strengths of Tokyo Dome City: Centrally Located, Convenient for Transportation x Collection of Varied Facilities with Customer Appeal

Power of Location

A Spacious Site in the City Center with Convenient Transportation



In central Tokyo

A spacious site covering approx. 13 hectares

Adjacent to 3 stations on 4 lines, for convenience of transportation
Tokyo Station Approx. 6 minutes
Haneda Airport Approx. 45 minutes
Narita Airport Approx. 50 minutes

Power of Facilities

Plentiful Facilities That Meet the Needs of Diverse Visitors

Tokyo Dome

All-weather stadium with 55,000-person capacity



LaQua

Retail facilities, amusement park, spa



Tokyo Dome Hotel

Large-scale city hotel



Power of Events

Attraction of Customers through Varied Events in the City Center

Professional baseball

Other sports

Events

Concerts

Business exhibits

Tokyo Dome City Sources of Revenue

Major sources of revenue for each Tokyo Dome City asset.

Tokyo Dome

- Revenue from events, including professional baseball games and music concerts
- Food and beverage/merchandise revenue
- Advertising revenue

LaQua

- Revenue from facility operations (attractions, hot baths, etc.)
- Retail tenant leasing revenue

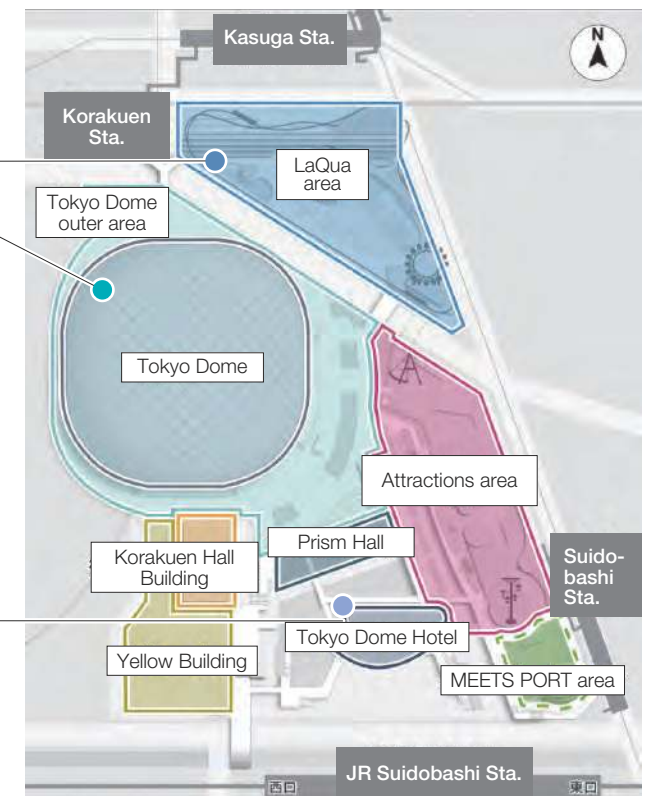
Tokyo Dome Hotel

- Accommodation fees
- Food and beverage revenue
- Revenue from hall use

Other*

- Revenue from facility operations (attractions, amusement facilities, etc.)
- Retail tenant leasing revenue
- Revenue from hall use

* Yellow Building, Korakuen Hall Building, Tokyo Dome City Attractions, MEETS PORT, PRISM HALL, etc.



LaLa arena TOKYO-BAY (completed April 2024)

- Promoted the creation of a neighborhood that harnesses the pulling power of sports and entertainment to instill excitement
- A large, multipurpose arena with 10,000-person capacity
- Maximizing the customer experience by working in collaboration with nearby LaLaport TOKYO-BAY and our e-commerce mall



LaLa arena TOKYO-BAY



During a basketball game (conceptual image)



During a music concert (conceptual image)

Dramatically Growing the Overseas Business

Market Environment

European and North American Market

Risks

- Changes in office and housing needs associated with remote work and other changes in working styles
- Persistent inflation including building costs and continued high policy interest rates

Opportunities

- Preference for high-quality properties in favorable locations due to changes in the need for real venues
- Increase in demand for "Laboratory and Office" buildings associated with the growth of the life science industry
- Increase in business opportunities in the U.S. Sun Belt Area with continued population influx

Asian Market

Risks

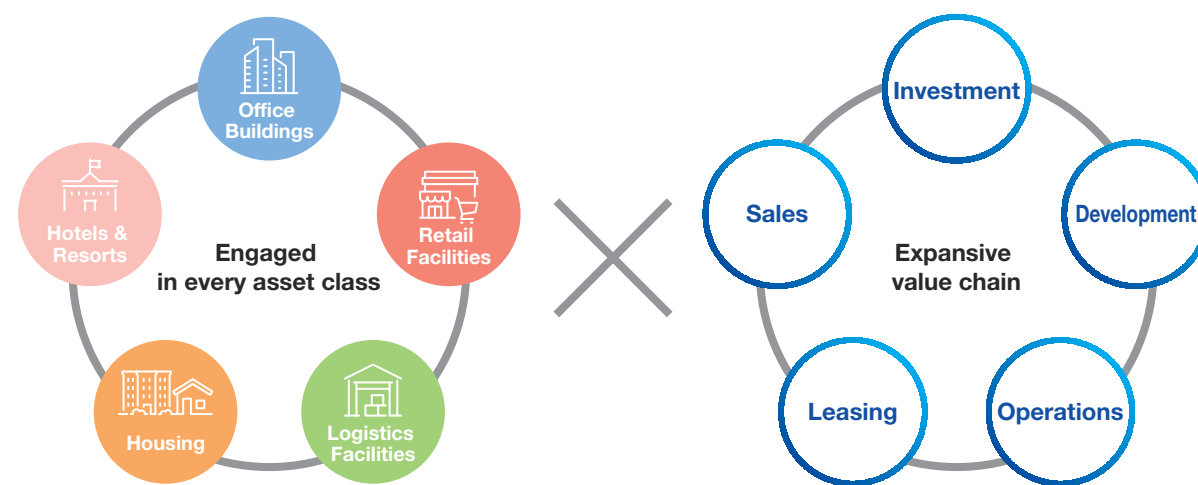
- Changes in the need for real retail facilities associated with growth in e-commerce
- Geopolitical risks caused by such factors as mutual tension between the United States and China

Opportunities

- Expansion of demand for consumption of experiences, etc., unique to real retail facilities
- Increase in business opportunities for each asset on the back of various factors, including economic growth, upswings in middle class and personal consumption, and the advance of urbanization

Competitive Advantages

- "Engaged in Every Asset Class," an "Expansive Value Chain," and "Development Capabilities Necessary for Creating Neighborhoods"

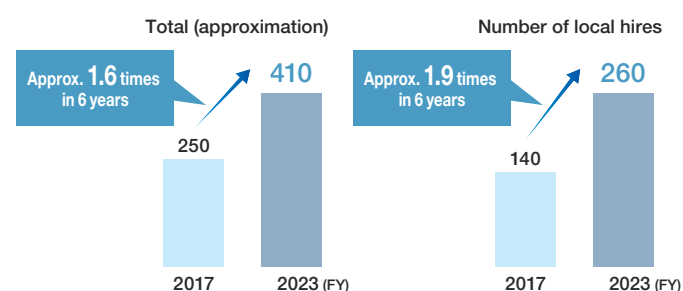


- A History of Over 50 Years in Overseas Business

Mitsui Fudosan America, Inc. (Mitsui Fudosan (USA) established in 1973)	Approx. 50 years
Mitsui Fudosan (U.K.) Ltd. (established in 1990)	Approx. 30 years
Mitsui Fudosan (Asia) Pte. Ltd. (TID Pte. Ltd. established through joint venture in 1972)	Approx. 50 years

- Promoting Localization by Recruiting and Promoting Excellent Local Employees

No. of overseas business staff (excluding facility management companies)



Business Strategy

- Further develop and evolve overseas business

Please see "Further develop and evolve overseas business," the first path of & INNOVATION 2030, the Group's long-term management vision.

P.046

- Area strategy

[Europe and North America]

Develop with a focus on office buildings and leasing housing in a mature, highly transparent, and liquid real estate market.

- Base cities

New York, San Francisco, Los Angeles, Dallas, Honolulu, London

- Overseas partnership strategy

Advancing business in each region with approx. 65 partner companies

- Major partner companies

[Europe and North America] USA Related (company name),
Tishman Speyer, Hines
UK Stanhope, EDGE Technologies

[Asia]

Capture growth in the Asian market where consumer spending is expanding and urbanization is progressing; engage in development with a focus on condominiums, retail facilities, and office buildings.

- Base cities

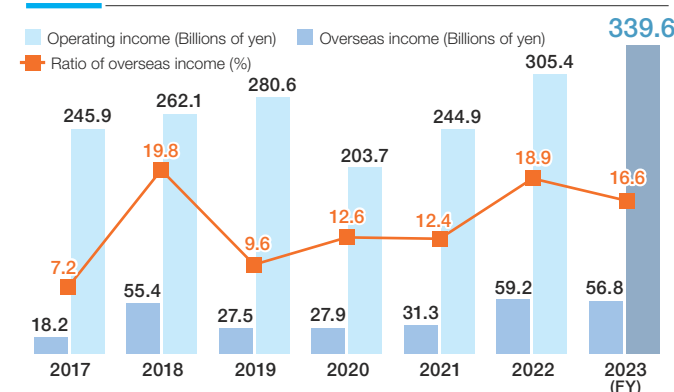
Shanghai, Taipei, Bangkok, Bengaluru, Kuala Lumpur, Singapore, Sydney

[Asia] Singapore Hong Leong Group

Taiwan Cathay Real Estate Development Co., Ltd.

Performance Trends/Earnings Base

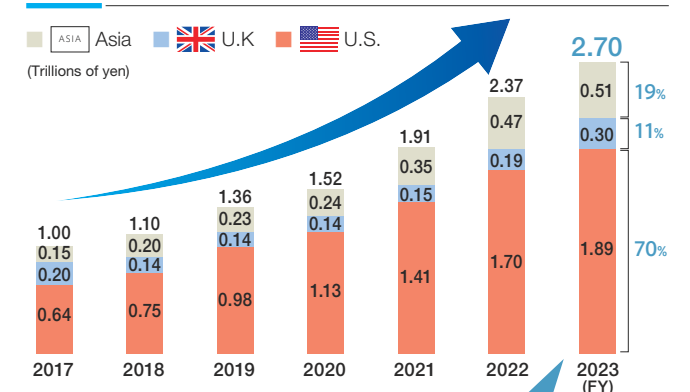
Growth of overseas income*



* Total overseas income [a] ÷ (consolidated operating income + pro forma operating income of overseas affiliates [b]) × 100

[a] Total of overseas operating income and pro forma operating income of overseas affiliates.
[b] Total of overseas equity method affiliated companies' operating income or amount equivalent to operating income multiplied by Mitsui Fudosan's equity interest, and profit/loss on sales of stocks of overseas equity method subsidiaries and affiliates (for the purpose of real estate sales). The amount equivalent to operating income is the amount of profit calculated from net income on a simplified basis after taking into consideration the tax burden.

Growth of overseas assets



Approx. 2.7 times in 6 years
(Approx. 3.0 times in the U.S.)

Number of properties in operation as of the end of June 2024

	Europe and America	Asia
Office	16 properties	1 property
Retail	—	8 properties
Leasing Housing	14 properties	—
Hotel/SA/Logistics	2 properties	9 properties

Future development pipeline*

(as of the end of June 2024)

	Europe and America	Asia
Office	+9 properties	+2 properties
Retail	—	+5 properties
Leasing Housing	+21 properties	+1 property
Hotel/SA/Logistics	+4 properties	+5 properties
Condominiums	+Approx. 400 units	+Approx. 16,000 units

* Plans for the next phase and expansion of existing properties are counted as one project.

