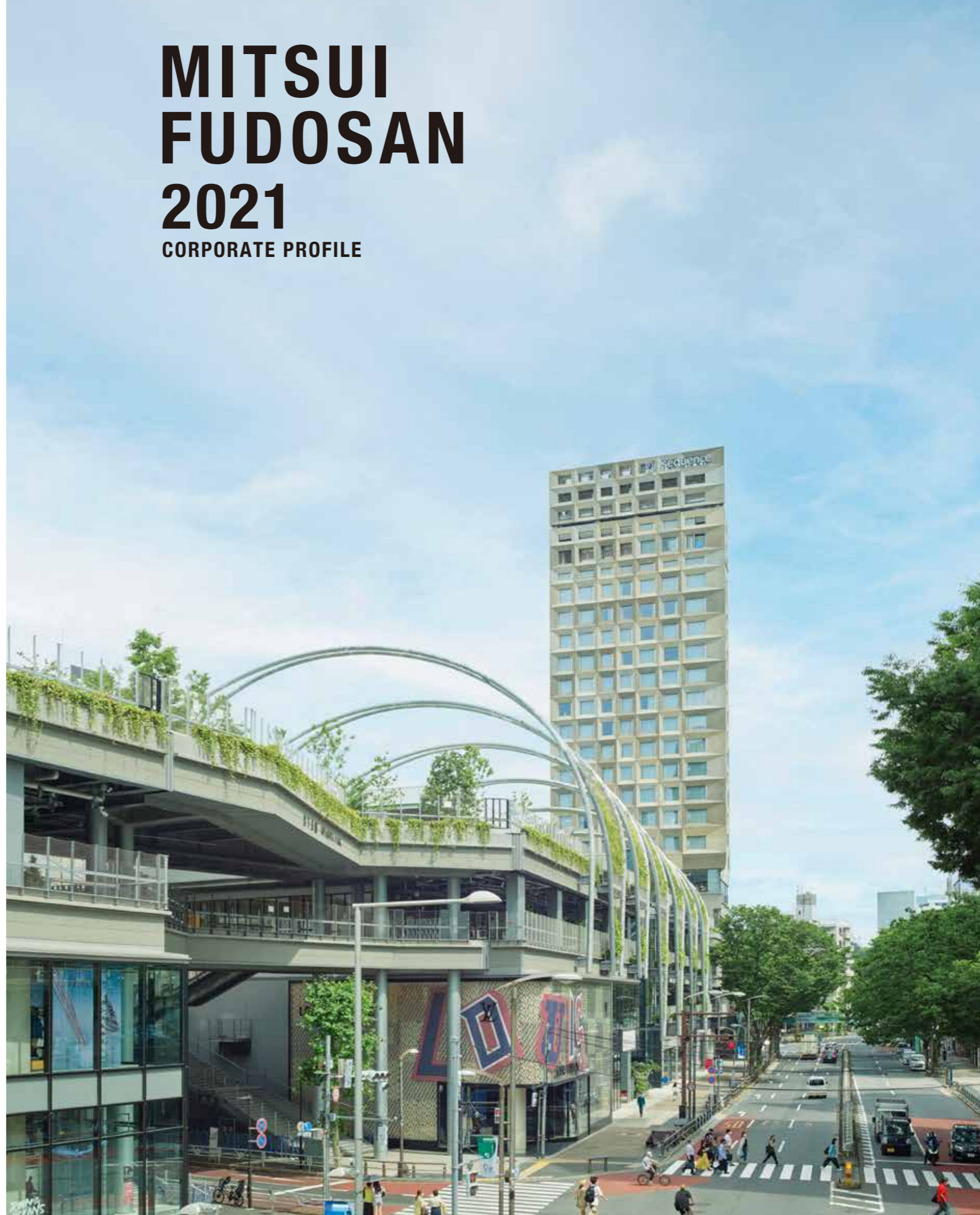


mitsui fudosan

2021


CORPORATE PROFILE



GROUP STATEMENT “Bring affluence and comfort to urban living”

GROUP VISION What we want to be

1 Philosophy

Seeking to link diverse values, coexist in harmony with society and achieve a sustainable society, as symbolized by the Mitsui Fudosan “” logo, we will work to foster social and economic development as well as global environmental preservation. Under “&EARTH”, we will aim for a society that enriches both people and the planet.

2 Evolution and value creation

By bringing knowledge and experience together in diverse ways, we seek to advance the real estate business and create new value, both at home and abroad, proactively responding to global changes in social environments and market structures.

3 A profitable and growing Mitsui Fudosan Group

We seek to create a profitable and growing Mitsui Fudosan Group, acting honestly and fairly to realize the capabilities of the entire organization.

GROUP MISSION What is expected of us

1 Provide business and lifestyle-related solutions and services

- Maximize urban value creation by providing secure, safe and attractive urban spaces and soft services that bring enrichment and comfort to urban living.
- Provide variable and innovative solutions that stimulate the real estate investment market.

2 Work in partnership with customers from a global perspective

- Treat customers as the business foundation on which to progress and develop the Company.
- Propose and provide products and services by deploying the collaborative strength of the Group with a multidisciplinary approach that meets the real needs of customers.
- Work in partnership with customers to raise brand value by continuously providing services that are highly valued by them.

3 Raise our corporate value

- Raise corporate value through sustainable profit growth and continual innovation.
- Optimize the allocation and use of available resources and pursue efficient operations.
- Conduct operations while closely monitoring and managing business risks.

4 Create a strong corporate group by enhancing the capabilities of individuals

- Seek to maintain a creative and pioneering spirit by integrating various skills and values.
- Cultivate and institutionalize the professional capabilities of individuals to enhance our ability to create value-added products and services.
- Maintain high awareness of ethical, disciplinary, and compliance issues, and act accordingly.

(Established: June 1999, Revised: April 2018)

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Top Message

<Left>
Hiromichi Iwasa
 Chairman of the Board and Chief Executive Officer

<Right>
Masanobu Komoda
 President and Chief Executive Officer



Through the creation of neighborhoods, we will build a Sustainable Society.

Group Initiatives to Address Social Issues

The global battle against COVID-19 goes on. Economic activity has been drastically restricted; private consumption has dramatically shrunk; inbound demand has evaporated; and a wide range of industries, especially the tourism and food service industries, have been severely impacted. Vaccination efforts are moving forward, but the emergence of highly infectious virus variants is expected to continue to constrain social and economic activity for some time to come. In this business environment, our Group will fulfill our corporate social mission by taking an active role in preventing the spread of infection and protecting lives, even including measures such as the closing of commercial facilities and hotels. Together with our adoption of thorough infection control measures to ensure the confident usage of Group's facilities as well as programs to prevent the spread of infection and normalize facility operations, the Group is supporting the structural changes necessary for how people should live and work to meet the challenges of the COVID-19 pandemic including expanding our network of WORK STYLING multi-site shared offices for corporate users, accelerating the growth of our “& mall” EC virtual shopping mall site which synergistically coexists with

real-world stores, and facilitating telework in hotel guestrooms. Through these and other efforts, we have been creating new value in line with the Group's long-term management policy “VISION 2025”.

Our Group also recognizes that it is our social responsibility as a real estate developer to contribute to the solution of various social issues and “build a sustainable society through the creation of communities, and towards this goal, we have set new quantitative targets in the areas of “reduction of environmental load” and “employment of human resources”.

Paving the way for a carbon-free society, we have set a goal of reducing greenhouse gas (GHG) emissions for the entire Group to net zero by fiscal 2050. We also have been actively promoting energy conservation and utilization of renewable energy including incorporation of greening schemes to use renewable energy sources to supply the electrical power consumed by office buildings and other facilities. One example is our smart energy projects, which provide a stable supply of electricity and thermal energy to their respective service areas. Joining our existing Nihonbashi Project which contributes to a 30% reduction in CO₂ emissions for the Nihonbashi service area, the Toyosu project has launched operations, reducing CO₂ emissions by about 20% in the Toyosu service area. We

also already are moving forward with plans to expand green power generation to all our facilities in the Tokyo Metropolitan area by fiscal 2030, beginning with the introduction of green power in 25 buildings by the end of 2022. Our efforts in this initiative include the Nihonbashi area as well as 3 facilities in Tokyo Midtown. Furthermore, our environmentally-focused initiatives are being advanced by a smart energy project in the Yaesu area and plans to construct a 17-story wooden high-rise office building in Nihonbashi.

At the same time, we have agreed to the recommendation of the Task Force on Climate-related Financial Disclosures (TCFD) to disclose corporate risks and opportunities regarding climate change. In addition, in response to changing social needs and with the aim of realizing new value creation, we have set a corporate goal of women holding 10% of management positions by fiscal 2025, and 20% of such positions by fiscal 2030, and will promote measures to empower our diversity of human resources and fully utilize the unique set of values, skills and lifestyles which each brings to the workplace.

2021, marks our entry in Stadium and Arena business and the expansion of our sports and entertainment-centric neighborhood creation endeavors.

Future Outlook

COVID-19 has changed the way people live and work. For example, the widespread adoption of telework which has been necessitated by the pandemic has accelerated recognition of its usefulness. However, it has also clarified the limitations of remote work. We have reaffirmed that there are things that can only be accomplished face-to-face, and some things that are simply better in real life. Among the many changes in response to the pandemic, some will eventually be reversed; however, some changes will be irreversible. It will be indispensable to gain a proper grasp of which changes are here to stay and which will disappear in the coming post-pandemic era.

We believe that workstyles will evolve into a combination of working at the “head office”, in “distributed-type offices” and “at home”. Shopping will be an omni-channel paradigm of physical real stores and virtual e-commerce. When we consider the direction of our urban development and neighborhood creation in the post-pandemic era, it is necessary to think about the optimal combination of the real and the virtual digital worlds. We must aim at establishing a post-COVID-19 business model of maximization of the value of real world spaces which cannot be replaced by digital technology.

Proper response to changes in customer needs which have been accelerated by the pandemic demands a grasp of the business structure – not by product or facility – but according to the behavior of our customers. With this objective in mind, we are honing our competitive edge in business by taking proactive steps to accelerate our digital transformation based on the concept of Real-Estate-as-a-Service, which is premised on our understanding that we provide real estate to customers as a service and not as a product.

Mitsui Fudosan Group is accelerating its ESG management and initiatives with special attention on the achievement of a carbon-free society, and has accordingly adopted the long-term goal of reducing greenhouse gas (GHG) emissions by the Group to net zero by 2050. With our eyes set on this target, we have formulated a roadmap for promoting the Group-wide reduction of emissions, energy conservation, and renewable and energy utilization as well as advancing ZEB (Net Zero Energy Building), ZEH (Net Zero Energy House) and other initiatives. Our ESG policy also aims at promoting further diversity and contributing to creation of a society in which diverse human resources play an active role. Key measures include encouraging more active participation of women in the company, hiring and training global and IT human resources, and continuous improvement and innovation of work styles.

Through this wide range of initiatives, our Group will contribute not only to forging solutions to ESG challenges and to reaching SDGs, but also towards achieving the three core objectives articulated in VISION 2025, the Mitsui Group Long-Term Vision: “Successfully establish a sustainable society through the creation of neighborhoods”, “Harness technology to innovate the real estate business”, and “Evolve into a global company”. Through the execution of three basic strategies: customer-centered management, business innovation and evolution of Group management, we will achieve our ultimate aim: the creation of value.

State of Our Businesses

Our Office Buildings business continues to make progress under VISION 2025. In addition to the completion of Bunkyo Garden Gate Tower and other major projects, our WORK STYLING multi-site shared office services for corporations are responding to the continuing diversification of work styles. 76 new WORK STYLING bases have opened including the launch of our WORK STYLING SOLO multisite shared satellite offices specializing in private rooms, and affiliated bases in Mitsui Garden Hotels and other locations, bringing the total to 126 bases with a significant increase in the number of members has increased significantly.

Our Retail Properties business unveiled Mitsui Shopping Park RAYARD, a new brand of shopping mall which combines a public park with a shopping center, and has opened the RAYARD MIYASHITA PARK and RAYARD Hisaya-odori Park. Also our first outlet mall Mitsui Outlet Park Yokohama Bayside has undergone significant scaling up and has reopened.

In our Hotels and Resorts business, we are offering new products such as WORK STYLING hotel guestrooms and a new Hotel x Home Subscription service, which responds to the needs of a multi-base lifestyle with flat-rate pass plans. In addition to the birth of the sequence brand of next-generation hotels which incorporate digital transformation technology advances, and the opening of sequence MIYASHITA PARK, sequence KYOTO GOJO, and sequence SUIDOBASHI, we have opened HOTEL THE MITSUI KYOTO, our first original luxury hotel brand.

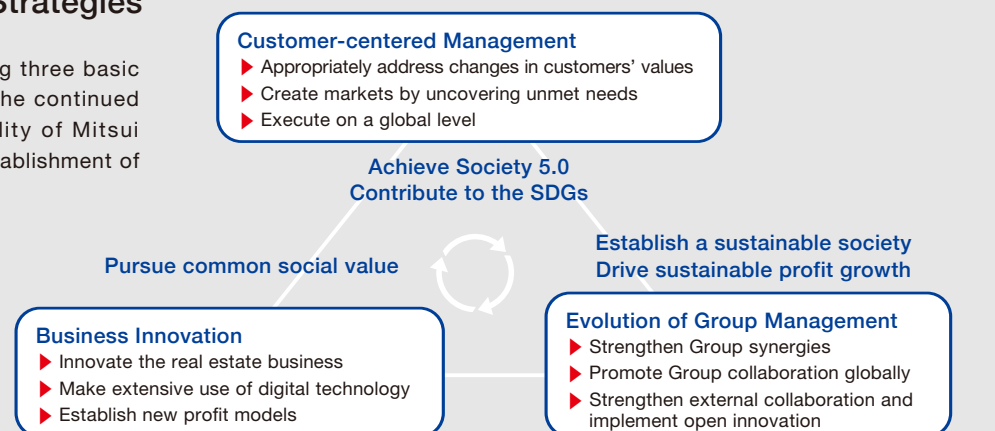
In the domestic Homes and Living market, locations in convenient central urban areas and properties near subway stations continue to enjoy strong sales. On the other hand, diversifying customer needs driven by changes in working styles such as the growing telework trend are expected to support steady demand for suburban properties and detached housing.

Our Overseas business celebrated the opening of MGH Mitsui Garden Hotel Taipei Zhongxiao in Taiwan. Also other overseas development projects including Mitsui Shopping Park LaLaport SHANGHAI JINQIAO, and Mitsui Shopping Park LaLaport KUALA LUMPUR and adjacent BBCC (Bukit Bintang City Centre) Project in Malaysia are making steady progress.

Our acquisition of Tokyo Dome Corporation and its subsequent consolidation as a Group subsidiary on January 25,

VISION 2025 Basic Strategies

Our execution of the following three basic strategies will contribute to the continued robust growth and profitability of Mitsui Fudosan Group and to the establishment of a sustainable society.



ESG Management

In order to realize continuous value creation, the Mitsui Fudosan Group has positioned ESG (Environment, Society, and Governance) as a key management issue, and established six materiality issues for the area in the Mitsui Fudosan Group Long-term Vision formulated in May 2018. By further evolving neighborhood creation through the pursuit of these goals, the Group aims to achieve a sustainable society and drive sustainable profit growth.

Mitsui Fudosan Group Approach to ESG Management

Materiality

E Environment	<ul style="list-style-type: none"> ▶ Establish ultra-smart societies by creating neighborhoods ▶ Achieve a society where a diverse workforce can thrive
S Society	<ul style="list-style-type: none"> ▶ Achieve health, safety and security in people's daily lives ▶ Create new industries through open innovation
G Governance	<ul style="list-style-type: none"> ▶ Reduce environmental impact and generate energy ▶ Continuously improve compliance and governance

Drive evolution in the creation of neighborhoods

- Create communities closely tied to localities and promote high-quality town management
- Proactively harness new technologies to develop smart cities that serve as platforms for ultra-smart societies

Sustainable Society

Sustainable Profit Growth

SUSTAINABLE DEVELOPMENT GOALS

Society 5.0
ソサエティ

- IoT will connect all people and things, and totally new value will be born.
- Innovation will empower society to respond to a diversity of needs.
- AI will make necessary information accessible whenever it is needed.
- Robots, autonomous driving technology and more will open up new possibilities.

For more information about the ESG Management of Mitsui Fudosan Group, please refer to information available at the links below:



ESG Management / Sustainability

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



Integrated Report 2020

<https://www.mitsuifudosan.co.jp/english/corporate/ir/library/annual/>

Decarbonization Initiatives

Awareness of Climate Change

To curb global warming, reduce the risk to the Group due to climate change, protect environments where people and other organisms can live, and build a sustainable, carbon-free society, Mitsui Fudosan Group believes that one of its key social missions as a real estate developer is to create, supply, and operate buildings and neighborhoods which curb energy consumption, and have low emissions of greenhouse gases.

Policy

Based on our Group Environmental Policy, we create buildings and neighborhoods with low energy consumption and reduced emissions of greenhouse gases. Our aim is to build a decarbonized society by pursuing energy-saving activities and taking other steps to address global warming together with our business partners, tenant companies and stores, and customers.

Activity Indices and Goals, and the State of Our Progress

The Group has adopted the following climate change-related indices and goals, and measures progress toward achieving them.

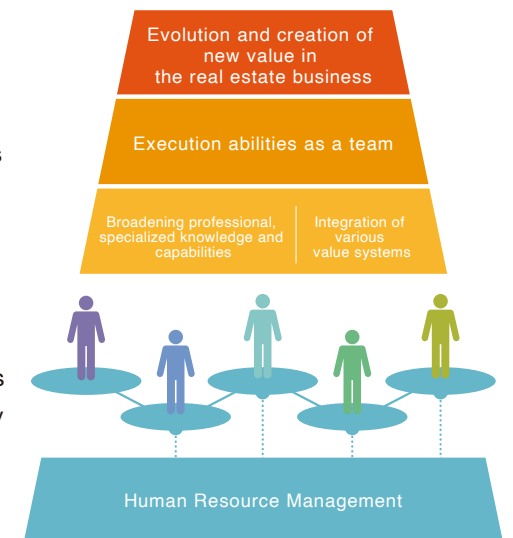
Item	Objective (KPI)
Medium-term goal Reduction of greenhouse gas (GHG) emissions	30% by fiscal 2030 (compared to fiscal 2019) SBT initiative certification
Long-term goal Reduction of greenhouse gas (GHG) emissions	Net zero greenhouse gas emissions by fiscal 2050
Long-term goal RE100 (Proportion of electric power used in business activities derived from renewable energy)	100% by fiscal 2050

Human Resources Strategies

Since its founding, the Mitsui Fudosan has inherited and nurtured a progressive spirit and free and open corporate culture and used these as a driver for providing diverse and innovative solutions and services in connection with business and living, under the Group Statement of "Bring affluence and comfort to urban living."

We see our people as an asset and the most important drivers in creating new value as a real estate developer.

The basic approach to human resource management at Mitsui Fudosan is to treat each employee as an individual and create a stage on which they can sharpen their professional knowledge and abilities, increase their ability to create added-value, and transform team performance through the integration of diverse values and skills.



Our Efforts for Diversity

The "&" logo embodies the Mitsui Fudosan Group's management philosophy of linking diverse values and coexisting in harmony to realize sustainable societies. In order to respond to dramatically changing social needs and realize new value creation, we are building an organization that allows personnel with diverse values, talents, and lifestyles to fully realize their capabilities.

Example:

- Nurturing human resources (Education, Training, Global)
- Workstyle Innovation
- Dual Support (Childcare & Nursing)
- Activation of Diverse Human Resources (Women, Global, Seniors)
- Creation of Work-friendly Environments

Our initiatives to promote employee health, active roles for women and child-rearing support have been recognized by various certifications.



Eruboshi certification as an Excellent Enterprise for the Promotion of Active Participation by Women in their Work Life.



2020 Certification as an Excellent Enterprise of Health and Productivity Management.



Kurumin certification as a childcare supporting company in compliance with the Act on Advancement of Measures to Support Raising Next-Generation Children.



Inclusion in the MSCI Japan Empowering Women Index (WIN).

THE INCLUSION OF ISSUER ENTITY NAME 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 ISSUER ENTITY NAME 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.

MITSUMI FUDOSAN'S NEIGHBORHOOD CREATION



**With our eyes fixed on a brighter future,
we are driving the evolution of neighborhood creation.**

In addition to our existing properties and facilities, Mitsui Fudosan Group is undertaking several new development projects of substantial scale with a focus on the central Tokyo area. In each of these projects, we are fully leveraging our strengths: the identification of areas with potential that can be enhanced by added value; the creation of a development concept that fits the area and the capability to realize it; and the creation of communities that increase in value over time and mature with age. While continuing to refine and advance our approach to Smart City development, we are maximizing the value of neighborhoods through further pursuit of "mixed use" development and the synergistic fusion of the "hardware" of facilities and amenities and the "software" of services and know-how.

- 09-10 | Nihonbashi Revitalization Plan
- 11-12 | Kashiwa-no-ha Smart City
- 13-14 | Large-scale Projects in Tokyo
- 15-16 | Global Initiatives

Nihonbashi Revitalization Plan

Unifying local public and private sector endeavors for area revitalization and innovative neighborhood creation.

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



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

"Nihonbashi Revitalization Plan": Neighborhood Creation

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

"Nihonbashi Revitalization Plan": Vision

The Road to the Future Starts in Nihonbashi

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

"Nihonbashi Revitalization Plan": Development Concept



Preserving

Buildings
Traditional shops
District history and culture



Revitalizing

District scenery
Water and greenery
Vitality



Creating

For future generations
New district appeal
Broadcast Nihonbashi originals

"Nihonbashi Revitalization Plan": Timeline

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

1st Stage

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

2nd Stage

Neighborhood creation fusing the tangible and intangible at a high level.
(COREDO MUROMACHI 2, 3 and Terrace; Fukutoku Shrine, Fukutoku Garden, etc.)

3rd Stage

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

Nihonbashi Neighborhood Creation:

"Preserving and Revitalizing the Heritage While Creating the Future"

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

Industry Creation

Leveraging Nihonbashi's many historic and distinctive ties with the pharmaceutical industry, efforts are being made to promote industry creation in the field of life science innovation.



Nihonbashi Life Science Hub

Neighborhood Renaissance

Leveraging the charming network of alleyways and backstreets alive with history and culture gives birth to a townscape that invites wandering and discovery.



Nihonbashi Nakadori

Coexistence with the Area

This district renaissance respects the communities and cultures inherited from the past while establishing functions and mechanisms that enable visitors, residents and workers to pursue their lives with confidence and peace of mind.



Fukutoku Shrine

Renewal of the Aqua Metropolis

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



NIHONBASHI MEGURU FES

SDG Initiatives

Three Priority Initiatives Driving the Nihonbashi Renaissance

Using our "Understand, Collaborate, Communicate" approach to neighborhood renaissance and based on the three priority initiatives: river and waterside regeneration, a focus on tomorrow's innovative industries, and a vital and welcoming international stage for hosting world-class events, the 3rd Stage of the Nihonbashi Revitalization Plan aims at realizing community where people, goods and ideas from around the world gather, interact and create innovative value for the future.

River and Waterside Regeneration



Looking across Nihonbashi toward Hakozaeki
*Image for illustrative purposes.

Five redevelopment projects* are planned for the Nihonbashi riverside that will have a total site area of approx. 6.7 hectares (approx. 20,000 tsubo) and total facility floor space of 370,000 tsubo. When the projects are complete and the Shuto Expressway is moved underground, there will be a large, park-like water area that is approx. 100 meters wide, including the river width, and 1,200 meters long. The riverside will see sophisticated mixed-use development that includes retail, plazas, offices and hotel accommodations. The water area will feature artwork and rest spaces, and plans also call for utilizing the space to hold locally themed festivals and conferences. In addition, a waterway transport network with Nihonbashi as a hub will connect multiple points on the waterfront. Nihonbashi interlaced with urban walkways and waterway transport networks is set to become the main artery of Tokyo.

A Focus on Tomorrow's Innovative Industries



X-NIHONBASHI Space
Business Co-creation Project

X-NIHONBASHI (Cross Nihonbashi) aims to expand aerospace fields of business and create new innovations in space and on Earth. By providing "places" and creating "opportunities" in the city of Nihonbashi, this initiative actually comprises a series of projects to spark innovation planetside by promoting co-creation activities with diverse players from the industrial, academic, and public sectors who gather in Nihonbashi. One of these "places" is X-NIHONBASHI TOWER. The December 2020 opening of this center for aerospace business-related information dissemination and co-creation activities in Nihonbashi Mitsui Tower launched the full-scale activities of the aerospace industry hub X-NIHONBASHI promotion project. Through the X-NIHONBASHI project, Mitsui Fudosan will push ahead with initiatives in the aerospace field, a new strategic category of the third stage of the Nihonbashi Revitalization Plan.

A Vital and Welcoming International Stage



Nihonbashi Mitsui Hall

Access to Nihonbashi is highly convenient whether traveling from inside Japan or from overseas. Halls and conference space owned by Mitsui Fudosan, public spaces and other venues will be organically connected, transforming the entire district itself into event space. Large-scale events with a global reach that fuse business and entertainment are also being considered. Further, efforts will be made to create appealing events and projects that combine tradition and innovation while leveraging the strong relationships formed and shared with long-established companies and shops and with various creative professionals by Mitsui Fudosan through its years of neighborhood renaissance.

*Details of the plan may be subject to change in the future.

Kashiwa-no-ha Smart City

Every step is leading to "A New Vision for the Cities of Tomorrow."

From the environment and energy to food and health, the issues we face in the future are not few, and Japan is confronting these challenges a step ahead of the world. Based on a unique public-private-academia partnership, Kashiwa-no-ha Smart City is a city designed to respond to these problems. We have set three themes of urban development: "Environmental Harmony," "Health and Longevity," and "Creation of New Industries." This city will continue to embody our "New Vision for the Cities of Tomorrow."



Kashiwa-no-ha Smart City

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

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



Kashiwa-no-ha Smart Center

Environmental Harmony

While seeking to employ renewable energy, we are also working to create energy locally and promoting "energy storage" by large-scale storage cells.



A-Shi-Ta - Community Health Promotion Laboratory

Health and Longevity

For the creation of a town premised on preventative health care, we aim at providing voluntary programs designed to promote health and pre-empt disease with the eventual objective of decreasing future health insurance expenditures.



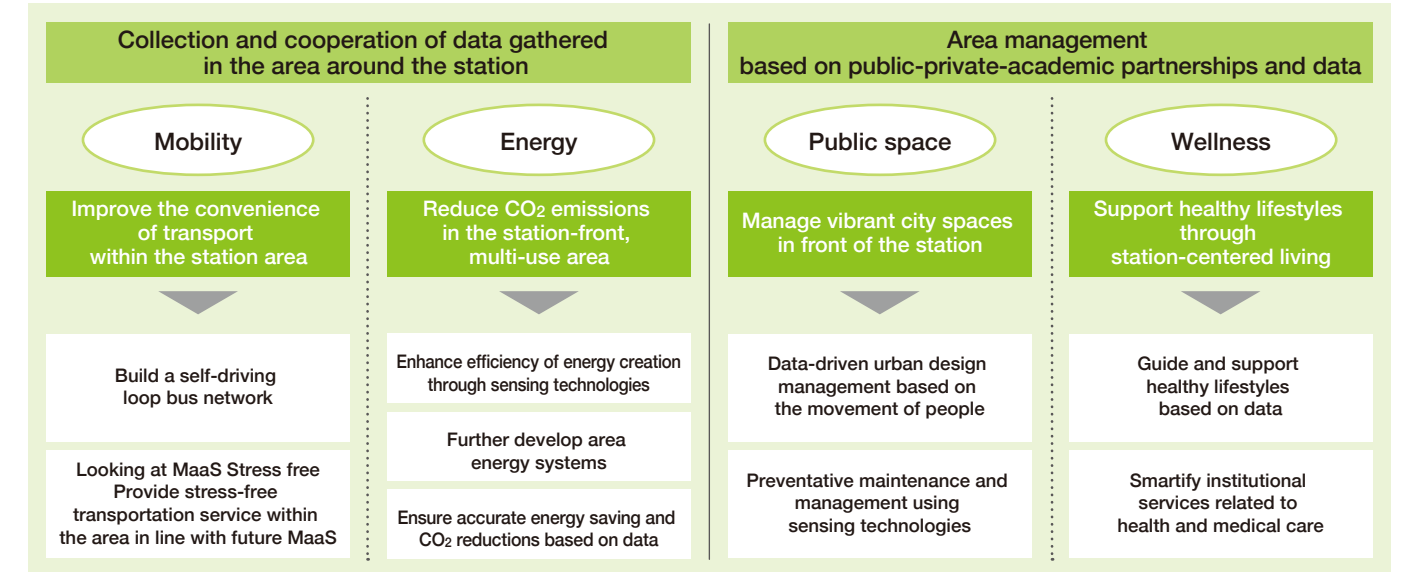
KOIL Factory

New Industry Creation

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

Station-centered Smart Compact City

Located in a 2km radius of Kashiwanoha Campus Station, Kashiwa-no-ha area is home to the University of Tokyo, Chiba University, National Cancer Center Hospital East and other facilities. In recent years, University of Tokyo Kashiwa II Campus has welcomed the establishment of several new research institutes including the National Institute of Advanced Industrial Science and Technology Kashiwa Center. With the aim of further development of the city, the "Kashiwa-no-ha Smart City Consortium" is building a data platform that links private and public data, taking full advantage of the characteristics of this station-centered community where people, goods, and information centrally gravitate. In addition, through the introduction of AI, IoT and other new technologies such as IoT, Kashiwa-no-ha aims to form a data-driven, station-centered "smart compact city".



Autonomous Driving Bus

Commercial trials of an autonomous driving bus service for the approx. 2.6 km zone from Kashiwa-no-ha Campus Station on the Tsukuba Express Line to the University of Tokyo Kashiwa Campus commenced in 2019. This service will address various social issues including road safety in Japan's rapidly aging society, the reduced convenience of public transportation due to a shortage of drivers, and negative economic impact of degradation of logistics. Based on the results, plans for future trials will proceed using new improved vehicles.



Autonomous driving bus test vehicle

KOIL TERRACE

Designed to accommodate a variety of workstyles, KOIL TERRACE features a variety of space including a five-story atrium that overflows with an open feeling, a lounge where people can take in Kashiwanoha's scenery, and a relaxation room. The pleasant waterscape spreads out before the offices, creating a place where people can enjoy working surrounded by a rich, natural environment.



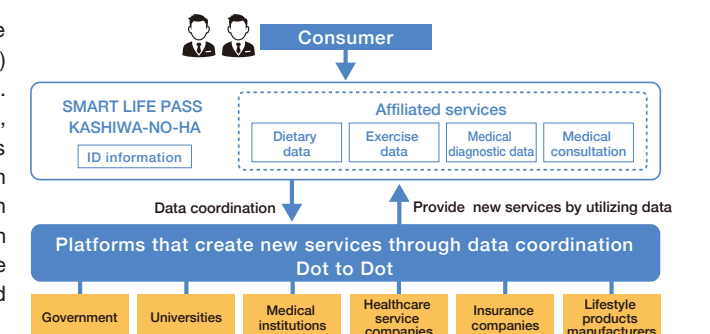
KOIL TERRACE



SDG Initiatives

Creating places for new value creation in Kashiwa-no-ha Smart City.

With the aim of providing Kashiwa-no-ha residents (people residing within a 2km radius of Kashiwanoha Campus Station) with innovative services, Mitsui Fudosan and Nihon Unisys, Ltd. have cooperated in the development of the Dot to Dot platform, that enables movement of personal data held by consumers safely and securely across business sectors and industries with their consent. By using this platform, participating companies can combine their own data with those of other companies, which can lead to the development of new services. The platform offers the merits of smooth provision of consent-based personal data and early usage of resulting services by Kashiwa-no-ha residents.



Large-scale Projects in Tokyo

Value and sensibilities drive our development of Central Tokyo and the Bay Area.

TOKYO MIDTOWN, embodying value and sensibilities unique to Japan in a city unlike any other in the world. Tokyo Waterfront, creation of a neighborhood which brings reimagined value to the bayside area. Mitsui Fudosan is introducing the world to visions of the ideal city.

TOKYO MIDTOWN

Opened in Roppongi in 2007, TOKYO MIDTOWN is a large-scale mixed-use complex boasting an array of urban functionality from office and residential space to a hotel, retail shops, restaurants, and an art museum - all essential to an attractive life in the city. The insightful combination of these functions gives birth to the unique synergies of this urban community.



TOKYO MIDTOWN received the Good Design Award 2007



Shops & Restaurants



The Ritz-Carlton, Tokyo



Suntory Museum of Art © Keizo KIOKU



Grass Square

TOKYO MIDTOWN HIBIYA

Comprising office and retail facilities, and serving as a hub for business networking, and more, TOKYO MIDTOWN HIBIYA is a large-scale mixed-use complex. Fully exploiting the incredible potential of the Hibiya area, this development will create future-oriented new values and experiences through its blend of diverse urban functions. Here we aim at creating a neighborhood that resonates with moments of elegance.



TOKYO MIDTOWN HIBIYA



Park View Garden



Hibiya Festival (FY2019)



Atrium



Hibiya Step Square

TOKYO MIDTOWN YAESU

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

New Green Energy for a Carbon-free Society

Depending on tenant company needs, the environmental value of five solar power generation facilities owned and developed by Mitsui Fudosan in Japan is added as non-fossil fuel energy certificates with tracking information and supplied as green energy. This means that power consumed by companies using the service is accredited as electric power compliant with the RE100 international standard.



TOKYO MIDTOWN YAESU (Scheduled to open in August 2022) *Image for illustrative purposes.



5F Open-air terrace *Image for illustrative purposes.



2F Office lobby *Image for illustrative purposes.

Bay Area Neighborhood Creation

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



Toyosu Bayside Cross (Opened in October 2020)



Urban Dock Park City TOYOSU received the Good Design Award 2008



Urban Dock LaLaport TOYOSU received the Good Design Award 2007



Edomae Jyokamachi (Opened in January 2020)

WANGAN ACTION

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

Global Initiatives

Leveraging our know-how and management resources, we are building a stable and growing portfolio around the world.

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



EUROPE



1 Television Centre Redevelopment Project / White City Place Redevelopment Project
[Office/Residential/Hotel] London, U.K.
(Television Centre: Total completion of Phase 1 in 2018; West Office Building: Scheduled completion in 2023)
(White City Place Gateway Central: Scheduled completion in 2022)

2 One Angel Court
[Office/Retail] London, U.K.(completed in 2017)

ASIA



3 Mitsui Outlet Park Linkou
[Retail Facility] New Taipei City, Taiwan
(Phase 1 Opened in 2016; Phase 2 scheduled to open in 2024)

4 Idea Q Victory
[Residential] Bangkok, Thailand (completed in 2020)

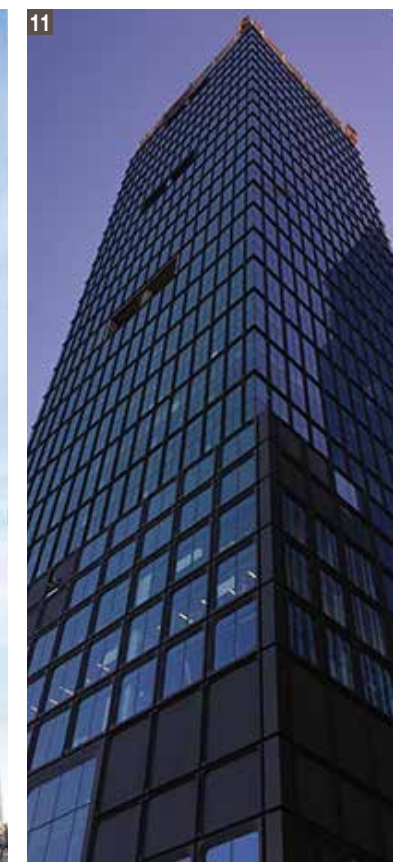
6 RMZ Ecoworld 30
[Office] Bangalore, India (scheduled completion of Phase 1 in 2022; scheduled completion of Phase 2 in 2023)

5 Mitsui Shopping Park LaLaport Kuala Lumpur (tentative name)
[Retail Facility] Kuala Lumpur, Malaysia (scheduled for opening in 2021)

8 MGH Mitsui Garden Hotel Taipei Zhongxiao
[Hotel] Taipei City, Taiwan (opened in 2020)

7 Mitsui Shopping Park LaLaport Shanghai Jinqiao
[Retail Facility] Shanghai City, China (opened in 2021)

NORTH AMERICA



9 Halekulani
[Hotel] Honolulu, USA
(opened in 1984)

10 50 Hudson Yards Project (tentative name)
[Office/Retail] New York, USA
(scheduled for completion in 2022)

11 55 Hudson Yards
[Office/Retail] New York, USA
(completed in 2018)

12 Halepuna Waikiki
[Hotel] Honolulu, USA
(opened in 2019)

13 1251 Avenue of the Americas
[Office/Retail] New York, USA
(acquired in 1986)

14 Innovation Square Phase II (tentative name)
[Rental Laboratory & Office] Boston, USA
(scheduled for completion in 2021)



*The above includes partially rendered images for illustrative purposes only.

Office Buildings

BEYOND THE OFFICE

MITSUI FUDOSAN

"Mitsui Office" anticipates today's diversifying workstyles and workplaces with innovative fusion of space and services – a total environment that maximizes the vibrancy of the unique color each individual brings to their work. This solution sees the workplace as more than simply a place to work. Here people spend time in a variety of on- and off-the-clock scenes and get together to share, create and mutually inspire each other. Mitsui Office is a place where office workers experience this new lifestyle.



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

Nihonbashi Mitsui Tower
Chuo-ku, Tokyo
(completed in July 2005)
received the Good Design Award 2006
- 2 TOKYO MIDTOWN YAESU**
Chiyoda-ku, Tokyo
(scheduled completion in August 2022)
- 3 Nihonbashi Muromachi Mitsui Tower**
Chuo-ku, Tokyo
(completed in March 2019)
- 4 Otemachi One**
Chiyoda-ku, Tokyo
(completed in February 2020)
- 5 Kasumigaseki Building**
Chiyoda-ku, Tokyo
(completed in April 1968)
- 6 Nagoya Mitsui Building North Building**
Nagoya City, Aichi
(completed in January 2021)
- 7 Nakanoshima Mitsui Building**
Osaka City, Osaka
(completed in August 2002)
- 8 Sapporo Mitsui JP Building**
Chuo-ku, Sapporo City
(completed in August 2014)
received the Good Design Award 2014

*Image for illustrative purposes.

COLORFUL WORK PROJECT

三井のオフィス

Diversity of Services for Diversifying Tenant Needs

COLORFUL WORK PROJECT promotes Mitsui Fudosan's proposal for a new business life where everyone can work freely and flexibly. From the WORK STYLING shared offices available through a nationwide network of over 100 locations to tenant enterprise-targeted mot. membership facilities and services and web services such as &Life-Biz and &well, the diversity of services and facilities is fostering a diversity of workstyles

WORK STYLING: Our New Service to Expand Workstyle Freedom for Corporate Clients

Since debuting in 2017, WORK STYLING services have been responding to the new and evolving workstyles of today's corporations and business persons by providing a wide range of services through a nationwide network that currently exceeds over 100 locations.



WORK STYLING SHARE

With locations nationwide, these multi-site shared satellite offices can be used in 10-minute increments by corporate clients.



WORK STYLING Yaesu



WORK STYLING Shiodome Annex

WORK STYLING FLEX

WORK STYLING FLEX serviced offices flexibly respond to period, staff size (number of desks) and other requirements of corporate clients.



WORK STYLING TOKYO MIDTOWN



WORK STYLING TOKYO MIDTOWN HIBIYA

WORK STYLING SOLO

Launched in December 2020 with locations mainly in suburban areas, this new satellite office service for corporate users specializes in private room space and solves the issue of employees working remotely from home by providing nearby access to an environment designed for teleworking.



WORK STYLING SOLO facility interior
Shin-Yurigaoka (interior view)



WORK STYLING SOLO Shimokitazawa
(private room interior)

"&Life-Biz" Community Website for Office Tenant Companies

"&Life-Biz" provides a variety of information and "venues" via the web and through a free newsletter with the aim of helping tenant companies achieve greater fulfillment in "Life" (private) and in "Biz" (work).



mot. (Mitsui Office for Tomorrow) Membership-based Services and Facilities for Office Tenant Companies

Inspired by the concept of providing a place where workers can have the "more" they seek while enjoying a pleasant business life, the various membership-based facilities and services of "mot. Mitsui Office for Tomorrow" were launched in December 2018.



Membership-based fitness gym



Rental conference rooms

"&well" Health Management Support Service

Through health programs for both mind and body and other activities to enhance wellness in the daily routine, "&well" supports the healthy business life of employees and enterprise health management and promotion.



&well Summer Festival

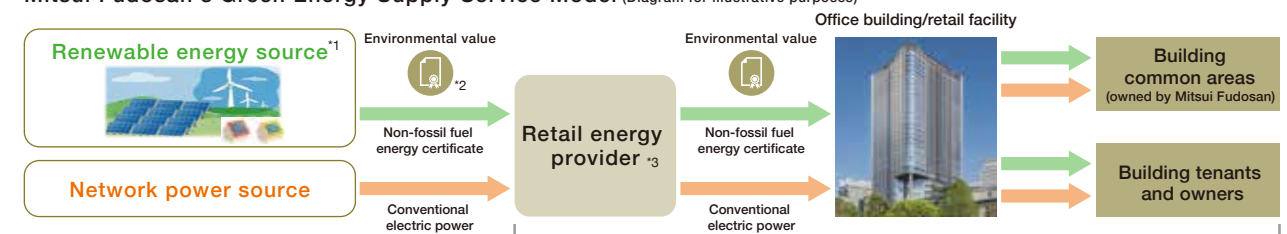


SDG Initiatives

Green Energy Supply Service for a carbon-free society

Exploiting a variety of initiatives to promote the "greening" of power generation and consumption, Mitsui Fudosan's Green Energy Supply Service essentially supplies electrical power as renewable energy to office buildings and other facilities owned and leased by Mitsui Fudosan through the use of non-fossil fuel certificates with tracking information. Compliant with RE100 and international standards, this renewable energy service features the unique flexibility to respond to management plans and phased green energy plans of each corporate tenant. Through this and other services, Mitsui Fudosan supports tenants and business partners in meeting their ESG challenges.

Mitsui Fudosan's Green Energy Supply Service Model (Diagram for illustrative purposes)



*1 Solar energy resources possessed by the solar power generation facilities of Mitsui Fudosan, by post-FIT (Feed in Tariff) residential solar power generation facilities contracted by TEPCO Energy Partner, Incorporated, and by affiliated power generation providers. *2 FIT power supply is obtained via Japan Electric Power Exchange (JEPX); non-FIT power supply is obtained from electric power companies. *3 Mitsui Fudosan TG Smart Energy Co., Ltd. for the specially designated power supply business area. TEPCO Energy Partner, Incorporated, supplies other business areas.

Green Energy Supply Service

Retail Properties



With “Growing Together” as our core concept, we are introducing a new form of retail properties that are rooted in the local communities and will grow together with our customers.

We are developing and operating a wide variety of retail properties specifically designed for regions and communities all over Japan.



RAYARD MIYASHITA PARK received the Good Design Award 2020

Mitsui Shopping Park LaLaport More and more convenient and lively.



Fashion, F&B and entertainment are all found under one roof in these regional shopping centers. New developments are underway all around in Japan. There will be a lot more than shopping to offer, and our malls are designed to be a core of the local communities.



LaLaport AICHI TOGO
Togo Town, Aichi District, Aichi (opened in September 2020)



LaLaport NUMAZU
Numazu City, Shizuoka (opened in October 2019)



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



LaLaport EXPOCITY
Suita City, Osaka (opened in November 2015)



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



DiverCity Tokyo Plaza*
Koto-ku, Tokyo (opened in April 2012)

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



Opened in 1981, LaLaport Funabashi Shopping Center (currently LaLaport TOKYO-BAY) was the first LaLaport. Today there are 16 LaLaport shopping centers located nationwide in Japan plus our first overseas LaLaPort mall, LaLaport SHANGHAI JINQIAO. LaLaport is a flagship brand of Mitsui Fudosan's Retail Facilities business and enjoys the trust and patronage of customers throughout Japan and in China.



In addition to the 13 facilities in Japan, our MITSUI OUTLET PARK business is expanding worldwide with locations at Kuala Lumpur International Airport in Malaysia and in Linkou and Taichung in Taiwan with more scheduled to open in the future.

MITSUI OUTLET PARK Where just visiting is fun.



These facilities allow you to enjoy reasonably priced shopping for brand-name items in the midst of bright and open-air streetscapes. Through events and other occasions at 13 facilities that draw on the local culture, we create lively spaces where people assemble.



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



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



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



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



MITSUI OUTLET PARK SAPPORO KITAHIROSHIMA
Kitahiroshima City, Hokkaido (opened in April 2010)



Including multiple locations in the Ginza and Nihonbashi areas, there are 28 facilities in central Tokyo. Offering a lineup of attractive retail tenants bursting with originality, Mitsui Shopping Park Urban brings vibrancy to urban life.



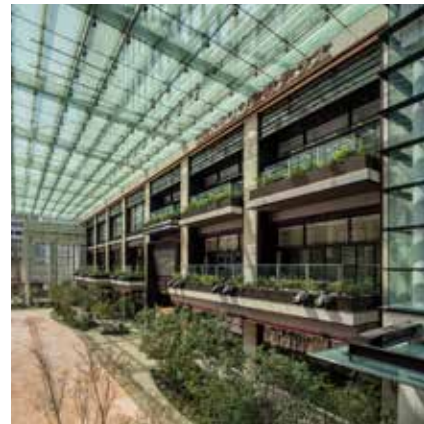
Mitsui Shopping Park &mall is a fashion e-commerce mall based on a new concept which enables our customers to enjoy our existing malls and online shopping seamlessly.

* As of January, 2021

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



From one-of-a-kind stores to shops featuring popular brands presented in new business formats, attractive tenants in line with the distinctive concept of each facility promise to add warmth and liveliness to your urban life.



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



RAYARD MIYASHITA PARK
Shibuya-ku, Tokyo (opened in July 2020)



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

New Landmark in Shibuya — RAYARD MIYASHITA PARK

Situated between an area in the Shibuya periphery undergoing large-scale redevelopment and the Harajuku-Omotesando area - a hub for trend communication in Japan, RAYARD MIYASHITA PARK combines the appeal of its park and the values of a new era. The special character of this mixed-use facility has shaped a unique place where every visit promises encounters with new people, goods, experiences, and culture. The facility is space to exchange a diversity of sensibilities and venue for creation of new communities and new value.

New Symbol of Nagoya — RAYARD Hisaya-odori Park

Together with the renovated and reopened Nagoya TV Tower, this mixed-use facility provides a place to encounter new people, goods, experiences and culture; to share a wide diversity of sensibilities, and to create communities which foster the creation of new value. Linking with activities and events in the area is generating a ripple effect of energy and information, radiating from the Nagoya's newest icon.

LaLa terrace, LaLa garden Liveliness, convenience and elegance to the town.



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



LaLa terrace MUSASHIKOSUGI
Kawasaki City, Kanagawa (opened in April 2014)



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

Mitsui Shopping Park &mall Official Mitsui Shopping Park E-commerce Mall Site.



Keeping pace with the rapid changes in consumer shopping trends, Mitsui Fudosan Group has established a fashion e-commerce mall based on a new concept that enables enjoyment of the best parts of real store and online shopping at the same time. In the future, through the synergistic effects of our omni-channel platform that integrates real stores with the advantages of an E-commerce mall, we aim to create new shopping value together with customers and tenants.



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



LaLaport CLOSET—Online reservation of fitting rooms for multiple stores and fashion advice based on 3D data measurements.

&mall DESK, the popular service that provides pick-up, fitting and return of products purchased through &mall has evolved. The new service LaLaport CLOSET features expanded functionality including space for kids to play and a cafe lounge.



Main Functions of LaLaport CLOSET

1. Online reservations for fittings of clothes prior to final purchase. Customers can reserve the fitting of numerous products from multiple stores within LaLaport TOKYO-BAY, and have them all ready to try on when they arrive.
2. Adjoining fully-equipped children's play area and café lounge for enhanced family relaxation and comfort while trying on clothes. Spacious fitting rooms are roomy enough to accommodate families, baby strollers, or friends.
3. Usage of 3D smart & try, a 3D measuring service provided by Wacoal Corp. Using full body measurement data, 3D CLOSET powered by 3D smart & try service assists customers in better understanding their own physical body characteristics and provides fashion advice to match the data.
4. Launch of new service featuring added-value interaction with customers including product coordination suggestions based on the apparel customers are wearing or bring with them.
5. Show room and shopping zone that brings together fashion and cosmetics from stores within and outside of LaLaport TOKYO-BAY

SDG Initiatives

Mitsui Shopping Park Staff Circle — Creating Comfortable Work Environments and Enriching Communities



Using Hataluck®, an app which aggregates functions to ease and support work, each of the approx. 100,000 people working at Mitsui Fudosan Group retail facilities will have access to the "software" and "hardware" of a variety of support and services to make their work comfortable and more fulfilling.

Main support and services

1. Realize smooth real-time communication and sharing of information.
2. Support improved productivity of store operations.
3. Digitalize employee ID information.
4. Expand privileges and employee benefit services.
5. Support training and self-development online.

Hotels and Resorts

Mitsui Fudosan Group is creating hotels and resorts which guests will choose those as their "Destinations". Through designs and an atmosphere that resonates with the culture and history of the locale, and by engaging and responding to the needs of every visitor with heartfelt hospitality, we provide visitors with a relaxing time and space befitting our "destinations".



HOTEL THE MITSUI KYOTO

High-class Lodging-focused Hotels

These are Mitsui Fudosan Group hotel brands where visitors can enjoy a comfortable stay while exploring the charms of the destination.



Luxury Hotels That Enhance the Charms of the Destination

In addition to our High-class Lodging-focused Hotels, we also work together to develop businesses with luxury hotel brands all around the world.



Resort Hotels Where Nature and Local Color Can Be Enjoyed to the Fullest

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



Golf Courses That Immerse the Visitor in Natural Beauty

From casual resort courses to formal membership-only courses, our golf courses answer diverse guest needs with full enjoyment of the game amid natural beauty.



High-class lodging-focused hotels

Nationwide, Mitsui Garden Hotels and THE CELESTINE HOTELS offer guests a memorable stay with the authentic hospitality and space to relax as if they are in a second home. In 2020, we launch a new hotel brand "sequence" with innovative value in accommodations and hospitality inspired by the concept of "SMART", "OPEN", and "CULTURE".



Mitsui Garden Hotel Jingugaien Tokyo Premier
Shinjuku-ku, Tokyo
(opened in November 2019, 362 rooms)
received the Good Design Award 2020



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



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

Luxury Hotels that Enhances the Charms of Destination

We offer sophisticated space and hospitality unique to luxury hotels. As our Group's newest, ultra-luxury flagship hotel, HOTEL THE MITSUI KYOTO takes great pride in welcoming guests from around the world to Kyoto, the heart of Japanese culture and beauty.



HOTEL THE MITSUI KYOTO
Kyoto City, Kyoto
(opened in November 2020, 161 rooms)



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

Resort Hotels Where Nature and Local Color Can Be Enjoyed to the Fullest

In the comfort of space inspired by the natural beauty, culture and traditions of the locale, guests can experience a diversity of delicious cuisine, heartwarming service and a wide selection of fun activities. Our aim is to offer resort hotels where guests enjoy themselves to their heart's content.



Toba Hotel International
Toba City, Mie
(opened in March 1964, 130 rooms)



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

SDG Initiatives

For the conservation of our planet's marine environment Coral Nurturing Program

In support of the UN's SDG No. 14: "Life Below Waters" conservation goal, Halekulani Okinawa has undertaken the Coral Nurturing Program. Located in the Okinawa Kaigan Quasi-National Park, Halekulani Okinawa are pursuing this coral planting coral seeding and collection initiative in collaboration with Professor Hideyuki Yamashiro of the University of the Ryukyus' Tropical Biosphere Research Center, and the local Onna Village Fisheries Cooperative, who contributed their knowledge of the regional seas with the aim of restoring coral reefs adversely impacted by global climate change, plastic and land pollution. Guests of the hotel are invited to participate in this program, and through the activities, gain a better understanding of what they can do to preserve the beauty of our oceans. The program is funded by the profits generated from sales of Halekulani Okinawa's eco-bags, which are made from recycled PET (plastic) bottles and sold at the hotel's on-property boutique.



Homes and Living

"Best Partner for Homes and Living"

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



Park City Hamadayama received the Good Design Award 2010

MITSUI FUDOSAN RESIDENTIAL

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

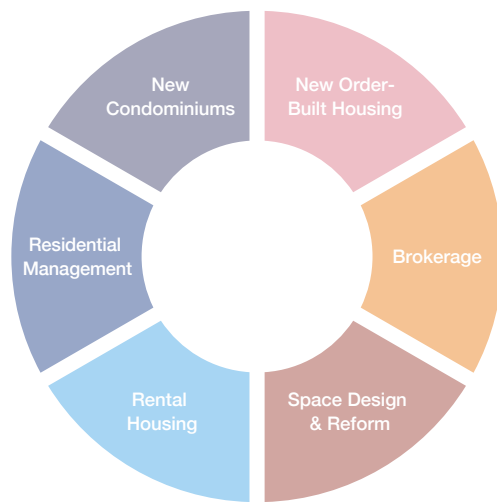
MITSUI FUDOSAN RESIDENTIAL SERVICE

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

MITSUI FUDOSAN RESIDENTIAL LEASE

From product planning of condominium properties for rental and lease to consulting and operational management of the properties, our service is comprehensive. Since our establishment in 1986, our experience backed by a proud record of achievements has been providing owners with total support for utilization of their real estate while creating comfortable residential space for the people who make their home in the property.

MITSUI FUDOSAN GROUP



MITSUI DESIGNTEC

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

MITSUI HOME

Order-built housing, leasing/rental, land utilization, clinic/facility construction, and renovation – whatever our customers require, our expert staff respond with design and comfort which exceed expectations.

MITSUI FUDOSAN REALTY

From sale and purchase to rental and leasing of real estate property, we provide a variety of agency and brokerage services for residential and other properties. In addition to car park management and operation business, we have added the car-sharing business which has been the focus of attention in recent years. For 35 consecutive years from 1986 to 2020, we have been the No. 1 real estate brokerage agency in total number of transactions in Japan.

Answering needs with a diversity of homes and comfortable living.



[Condominiums]



[Detached Housing]



[Rental Apartments]



[Senior Residences]



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

Every year should enrich the value of your home.

From this concept, we make your wish for ideal living a reality.



[Case Study: Built-to-order Home]

Order-built Residences

Our order-built homes are constructed using our original "Premium Monocoque wood frame construction method. Responding to each home-related desire of our customers with a real solution, we collaborate with our customers in the creation of their ideal home.

Large-scale Facility (wood) Construction

Mitsui Home also has abundant experience beyond specialty housing, for example, medical and welfare, cultural and commercial facilities.

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



三井のリハウス Mitsui Rehouse

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

REALPLAN Real Plan Dept.

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

三井のリパーク Mitsui Repark

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

careco Careco Car sharing club

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

Leveraging design expertise to provide

a one-stop solution for all space-related services.



[Interior Coordinator Salon] LIVE LABO

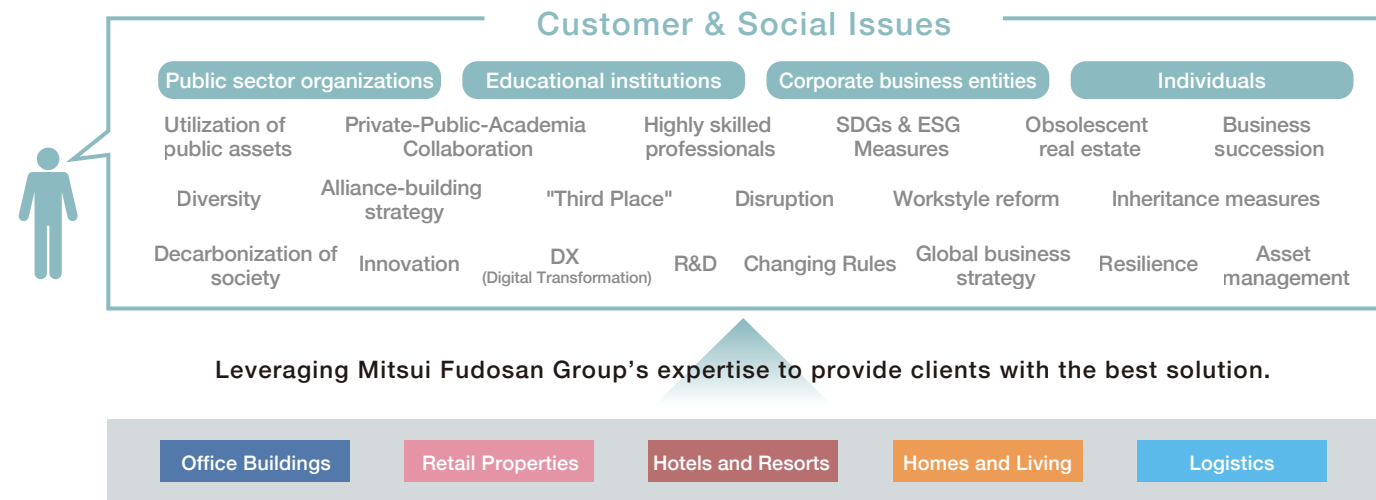


[Home renovation example]

Solution Partner



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



Case Studies

Reviving aging structures with REFINING ARCHITECTURE®

Aging of buildings is an issue many real estate owners are facing. As one approach to tackle this issue as well as decarbonization, we are promoting "REFINING ARCHITECTURE". While upgrading the structure to meet current seismic performance standards to prolong the life time of the building, this approach re-uses approximately 80% of the existing framework, allowing to reduce the burden on the environment as well as the construction cost.



Vorota Hikawadai (Constructed in 1976, "Refined" in 2020)

Airport Concession Business

In the field of privatization of public assets, the airport concession business has been attracting increasing attention. Following our acquisitions in Kumamoto Airport and 7 airports in Hokkaido, we embarked on our operation of Hiroshima International Airport as a leading consortium partner in July 2021. Fully utilizing our Group's "neighborhood creation" know-how and experience, we will promote development of the district with Hiroshima International Airport as its nucleus.



Envisaged future of Hiroshima International Airport
*Image for illustrative purposes only

Mitsui Fudosan-University of Tokyo Laboratory

In the first industry-academia collaboration to engage in research and proposals related to next-generation cities, Mitsui Fudosan has entered into an agreement with The University of Tokyo, and together they have launched Mitsui Fudosan-University of Tokyo Laboratory. We are building a post-pandemic vision for cities, creating innovation through the adoption and integration of technology by society, and challenging the solution of ESG issues, which will lead to the creation of neighborhoods that increase in value over time and with age despite the increasing uncertainties facing society.



The University of Tokyo



Tokyo Dome City

In January 2021, Tokyo Dome Corp. became a consolidated subsidiary of our Group. Leveraging the combination of Tokyo Dome's know-how in ballpark management and operation and its unique assets, Mitsui Fudosan's "neighborhood creation" expertise and extensive customer base, we aim to create further added value for Tokyo Dome City as well as augmenting our neighborhood creation business with new "sports and entertainment"-centric appeal.



Tokyo Dome City

Logistics Properties

"Connecting with customers. Creating new values." In response to the growing demand for logistics facilities, Mitsui Fudosan has continued to develop and provide advanced logistics properties.

Working as a true partner to solve the challenges of each customer, we connect various people, goods and things to deliver optimized solutions.

"Neighborhood Creation"-type Development Project

MFIP Haneda and MFLP Funabashi are examples of how our "neighborhood creation"-type development projects contribute to the vitalization and betterment of the overall locale. MFIP Haneda is the core facility in the Haneda Industrial Park, project undertaken in collaboration with ANA HOLDINGS INC. with the aim of revitalizing industry in the Haneda area. In the case of MFLP Funabashi, the site includes an expansive green space of approx. 20,000m2 open to enjoyment by area residents as well as a cafeteria, childcare center and other amenities in the Gate Building.



Mitsui Fudosan Logistics Park (MFLP) Funabashi
*Image for illustrative purposes only

MFLP ICT LABO 2.0 - Interactive Logistics ICT Showroom

MFLP ICT LABO 2.0 is an interactive logistics ICT showroom displaying a full-automation logistics model. It opened in February 2020 at MFLP Funabashi & GATE where it occupies the entire floor area of this annex. The showroom has approximately 30 types of cutting-edge logistics ICT devices from Japan and abroad, and for the logistics industry, which is facing labor shortages and other serious challenges, this showroom will demonstrate automation and labor-saving solutions for warehouse logistics.



MFLP ICT LABO 2.0 - Interactive Logistics ICT Showroom

Industry's First Green Energy Logistics Center with Effectively Zero CO2 Emissions

Featuring a roof with a photovoltaic power system, on-site power generation and supply, and green energy supply service enabling use of renewable energy for 100% of the electricity consumed at the facility, MFLP Ebina I will help tenant companies address the RE100 and ESG issues. This environmentally conscious property boasting its green infrastructure is adjacent to Ebina Interchange on the Ken-O Expressway, contributing to reduction of the environmental load generated by transportation. (Start of construction: May 6, 2021, Scheduled completion: September 2022)



Mitsui Fudosan Logistics Park Ebina I
*Image for illustrative purposes only



Mitsui Fudosan Logistics Park Funabashi II (MFLP Funabashi II)
Funabashi City, Chiba (completed in October 2019)



Mitsui Fudosan Industrial Park Haneda (MFIP Haneda)
Ota-ku, Tokyo (completed in June 2019)



Mitsui Fudosan Logistics Park Ibaraki (MFLP Ibaraki)
Ibaraki City, Osaka (completed in September 2017)



Mitsui Fudosan Logistics Park Hino (MFLP Hino)
Hino City, Tokyo (completed in October 2015)

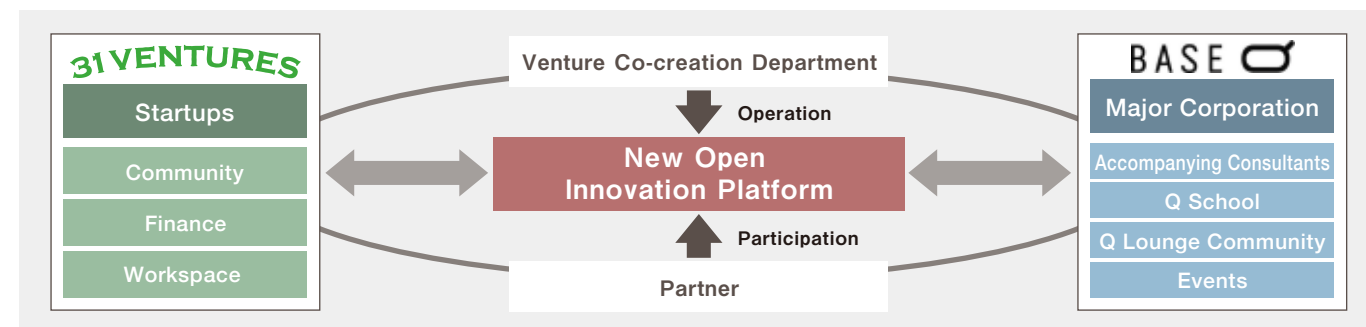
New Business Development Initiatives

Mitsui Fudoson is supporting the accelerated growth of startups through the investments and support services of our “Venture Co-creation” initiative. In addition, we are also driving Group-wide in-house business innovation through aggressive co-creation programs, entry in new business fields, and other activities to innovate the real estate industry.

Co-creation Business

Creation of an open innovation ecosystem driven by a JPY 43.5 billion startup investment project and business development support.

Overview of Venture Co-creation Department



Connecting startups and major corporations to create new industries in Japan.

Startups



"31VENTURES" – Mitsui Fudoson's venture co-creation project was launched in April 2015. With the aim of bolstering existing business and the development of new business, this project leverages the power of our Group's extensive and wide-ranging know-how and networks, and based on the 3 solutions of "community", "funding" and "workspace", we back the accelerated growth of startups.

Community	Opportunities to encounter new knowledge and experience mutual inspiration in a community of diverse perspectives and qualities
Finance	Speedy financial support essential for startup growth
Workspace	“Home base” for startups and an environment designed to advance their businesses

Life Science Innovation Promotion Business

Mitsui Fudoson is fostering innovation building by “building a community” in collaboration with Life Science Innovation Network Japan, Inc., “creating a place” for the construction of an eco-system which will create and foster new industries through innovation in the life science realm, and “providing funding” for limited partner (LP) investment in life science-related venture business. In May 2019, we launched the Mitsui Lab & Office business which rents a combination of full-scale wet labs and offices, further expanding our support of innovation in the life sciences. March 2021 marked the completion of construction of Mitsui Link-Lab Shinkiba 1, the first rental lab and office facility to be newly built by Mitsui Fudoson.



Mitsui Link Lab Shinkiba 1

Industry-Academia Co-Creation Business

Through industry-academia collaborative research, Mitsui Fudoson will leverage the knowledge of the university, and identify hints of innovation for application in our neighborhood creation and business activities. In 2020, University of Tokyo and Mitsui Fudoson concluded the first agreement on industry-academia co-creation in the urban/neighborhood creation field and launched Mitsui Fudoson-University of Tokyo Laboratory. Expectations are rising for university-launched venture companies to lead the way in uncovering research results at universities which will give birth to innovation. We aim to create new business based on collaboration with our company by creating an environment which facilitates innovation by university-launched ventures and the birth of excellent technology-driven ideas for the benefit of society and incorporation in the cities of the future.



Moving Into New Fields of Business

With the objective of reigniting the DNA that drives our innovation and promoting diverse innovation – even in business domains where we do not yet have a presence, Mitsui Fudoson is also developing new business with our enhanced project proposal system MAGIC.

MAGIC

This intrapreneurial program provides financing, personnel and incentive support to promote the Company's enterprising spirit and new business creation by extracting ideas of individual employees in all Group companies.



GREENCOLLAR Co., Ltd., a product of MAGIC business proposal system, plans to engage in the production and sales of fresh grapes in Japan and New Zealand.

DX (Digital Transformation) Initiatives

Mitsui Fudoson is proactively promoting DX as the key to “harnessing technology to innovate the real estate business” – a priority goal under VISION 2025, the Group's long-term vision. Mitsui Fudoson Group has adopted a DX policy focusing on three themes: business transformation, work style innovation, and creating the platform and framework needed to effectively promote this initiative, and has released “2020 DX White Paper” which summarizes the Group's DX policies and promotion structure provides examples of the impact of DX in business. (Examples include the promotion of the transformation to the “Omni-channel” of brick-and-mortar retail facilities and the EC site & mall, the provision of healthcare services in Kashiwa-no-ha Smart City, etc.)



Harnessing the Power of Sports in Neighborhood Creation

Sports not only improve the mental and physical health of people, they also serve as vital software to revitalize communities. Recognition of their role has propelled our efforts to incorporate elements of sports in a wide variety of our neighborhood creation efforts. Tokyo 2020 Olympics presents a unique opportunity for our company to further employ sports as one of the essential contents in our neighborhood creation activities, and through these efforts, to build a lasting legacy for the enrichment of communities and the lives of future generations.



Tokyo Dome



Mitsui Fudoson Ice Park Funabashi

Space & Environment Institute



New value creation begins here.

The Space & Environment Institute was founded in 1991 as an in-house think tank for Mitsui Fudoson. Through surveys and research based on freely developed concepts, we disseminate information both inside and outside the company and provide solutions with the goal of supporting new value creation for the Mitsui Fudoson Group.



CARE DESIGN Department



Planning Ahead for an Aging Society: CARE DESIGN.

The graying of society has generated new and diverse needs for society as a whole. Care Design not only conducts surveys and research on these needs in the fields of health care, medical care and nursing but also provides solutions with respect to the creation of homes, services and neighborhoods by utilizing related cutting-edge know-how and collaborating closely with Mitsui Fudoson Group companies.



Care manual

Corporate Data

Trade Name	Mitsui Fudosan Co., Ltd.	Capital	339,897 million yen (as of March 31, 2021)
Head Office	1-1, Nihonbashi-Muromachi 2-chome, Chuo-ku, Tokyo	Annual Sales (Consolidated)	2,007,554 million yen (FY 2020 performance)
Date of Establishment	July 15, 1941	Number of Shareholders	39,243 (as of March 31, 2021)
		Number of Employees	1,776 (as of March 31, 2021)
		Website	https://www.mitsuifudosan.co.jp/english/

Executive Officers

Members of Board, Auditors

- Chairman of the Board
Hiomichi Iwasa
- President and Chief Executive Officer
Masanobu Komoda
- Managing Director and Executive Vice President
Yoshikazu Kitahara
- Managing Directors
Kiyotaka Fujibayashi
Yasuo Onozawa
Takashi Yamamoto
Takashi Ueda
Wataru Hamamoto
- Outside Directors
Masafumi Nogimori
Tsunehiro Nakayama
Shinichiro Ito
Eriko Kawai
- Senior Corporate Auditors
Masatoshi Sato
Hiroyuki Ishigami
- Outside Auditors
Yoshitaka Kato
Yasushi Manago
Yukimi Ozeki

Corporate Officers

- President and Chief Executive Officer
Masanobu Komoda
- Executive Vice President
Yoshikazu Kitahara
Kiyotaka Fujibayashi
Yasuo Onozawa
- Senior Executive Managing Officers
Takashi Yamamoto
Takashi Ueda
Takayuki Miki
Yasuki Kaibori
Wataru Hamamoto
Yoshihiro Hirokawa

- Executive Managing Officers
Akihiko Funaoka
Shingo Suzuki
Yutaka Kawamura
Retsu Togashi
- Managing Officers
Hiroki Saito
Ikuo Mori
Makoto Tokuda
Motoyasu Kato
Kazunori Yamashita
Hisashi Osawa
Takashi Furuta
Yugo Ono
Tatekazu Nakamura
Chiharu Fujioka

Group Officers

- Group Senior Officers
Hideki Moriya [Mitsui Fudosan Residential Co., Ltd.]
Yasushi Endo [Mitsui Fudosan Realty Co., Ltd.]
Tooru Kamura [Mitsui Fudosan Residential Co., Ltd.]
- Group Officers
Shuji Tomikawa [Mitsui Fudosan Investment Advisors, Inc.]
Yosuke Seko [Mitsui Fudosan Residential Service Co., Ltd.]
Akira Ikeda [Mitsui Home Co., Ltd.]
Osamu Obayashi [Mitsui Fudosan Retail Management Co., Ltd.]

- Takao Yamada** [Mitsui Fudosan Residential Co., Ltd.]
- Mitsuhiro Kodama** [Mitsui Fudosan Residential Co., Ltd.]
- Takao Sakiyama** [Mitsui Fudosan Residential Co., Ltd.]

<as of July, 2021>

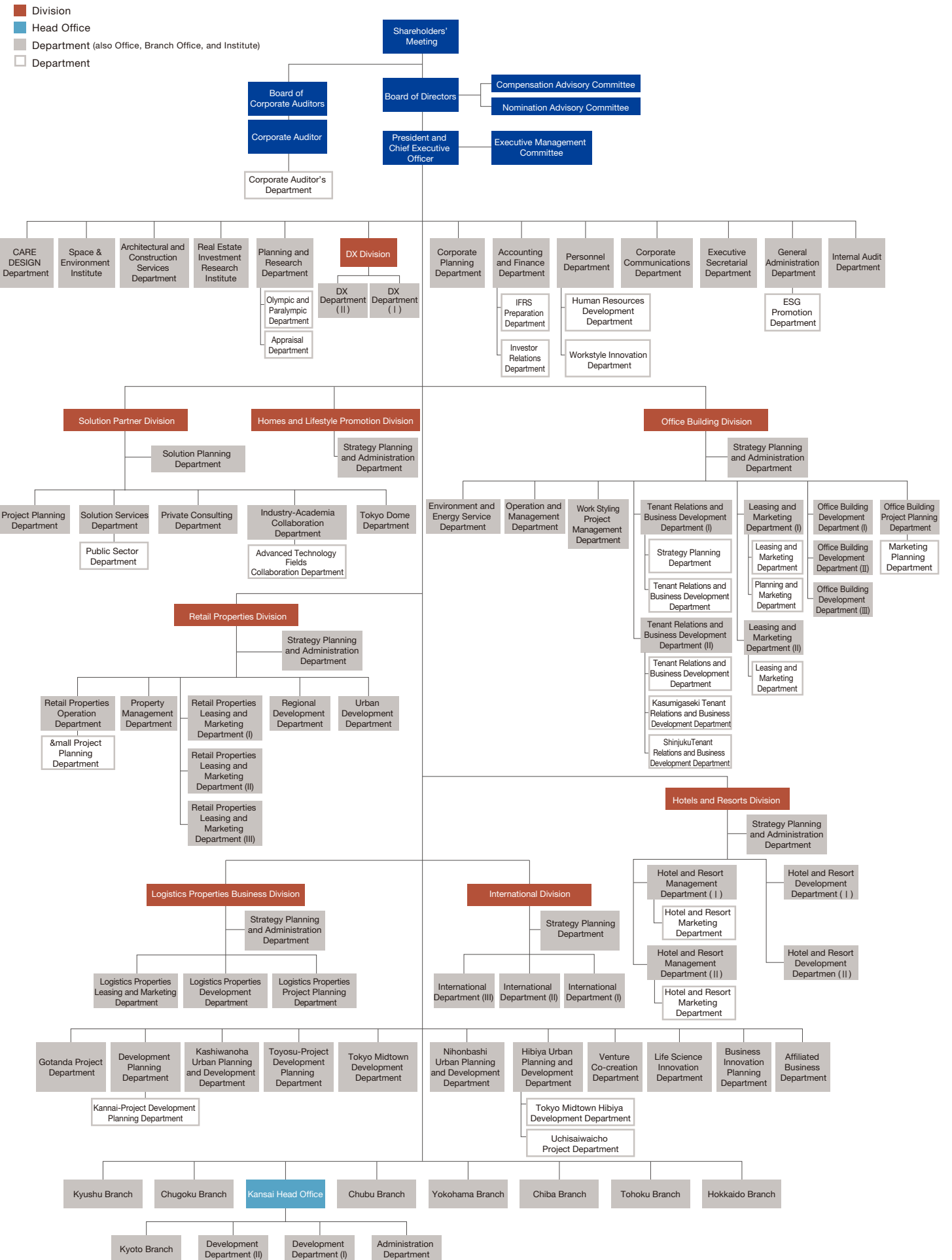
Domestic Network

- Head Office**
1-1, Nihonbashi-Muromachi 2-chome,
Chuo-ku, Tokyo 103-0022
Tel: 81(3)3246-3131
- Hokkaido Branch**
Sapporo Mitsui JP Building
4-1, Nishi, Kitanijo, Chuo-ku,
Sapporo City, Hokkaido 060-0002
Tel: 81(11)231-2481
- Tohoku Branch**
Sendai Hon-cho Mitsui Building
4-6, Hon-cho 2-chome, Aoba-ku,
Sendai City, Miyagi 980-0014
Tel: 81(22)711-1131
- Chiba Branch**
Chiba Chuo Twin Building No.1
11-1, Chuo 1-chome,
Chuo-ku, Chiba City, Chiba 260-0013
Tel: 81(43)221-1331

- Yokohama Branch**
Yokohama Mitsui Building
1-2, Takashima 1-chome, Nishi-ku,
Yokohama City, Kanagawa 220-0011
Tel: 81(45)680- 5711
- Chubu Branch**
Nagoya Mitsui Main Building
24-30, Meieki Minami 1-chome,
Nakamura-ku, Nagoya City, Aichi 450-0003
Tel: 81(52)586-1767
- Kansai Head Office**
Midosuji Mitsui Building
1-3, Bingo-machi 4-chome,
Chuo-ku, Osaka City, Osaka 541-0051
Tel: 81(6)6205-6701

- Kyoto Branch**
Kyoto Mitsui Building
8 Naginataboko-cho,
Shijodori-Karasuma Higashiiru, Shimogyo-ku,
Kyoto City, Kyoto 600-8008
Tel: 81(75)255-4733
- Chugoku Branch**
Nakamachi Mitsui Building
9-12, Nakamachi, Naka-ku,
Hiroshima City, Hiroshima 730-0037
Tel: 81(82)240-1111
- Kyushu Branch**
Hakata Mitsui Building
10-1, Kami Gofuku-machi, Hakata-ku,
Fukuoka City, Fukuoka 812-0036
Tel: 81(92)271-3871

Organization Chart



*Information current as of April 1, 2021

Major Group Companies

OFFICE BUILDINGS

NBF Office Management Co., Ltd.	Mitsui Fudosan Facilities Co., Ltd.
Nippon Building Fund Management Ltd.	Mitsui Fudosan Facilities West Co., Ltd.
Mitsui Fudosan Building Management Co., Ltd.	

RETAIL PROPERTIES

Mitsui Fudosan Retail Management Co., Ltd.	Mitsui Fudosan Frontier REIT Management Inc.
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HOMES AND LIVING

Mitsui Fudosan Accommodations Fund Management Co., Ltd.	Mitsui Designtec Co., Ltd.
Mitsui Fudosan Realty Co., Ltd.	Mitsui Home Co., Ltd.
Mitsui Fudosan Residential Co., Ltd.	
Mitsui Fudosan Residential Service Co., Ltd.	
Mitsui Fudosan Residential Service Kansai Co., Ltd.	
Mitsui Fudosan Residential Lease Co., Ltd.	

HOTELS AND RESORTS

Ise-Shima Resort Management Co., Ltd.	Narita Sports Development Co., Ltd.
Kyusin Kaihatsu Inc.	Mitsui Fudosan Hotel Management Co., Ltd.
Daiasama Golf Co., Ltd.	MITSUI-NO-MORI Co., Ltd.

LOGISTICS PROPERTIES

Mitsui Fudosan Logistics REIT Management Co., Ltd.
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GLOBAL

Mitsui Fudosan America, Inc.	Mitsui Fudosan Australia Pty. Ltd.
Mitsui Fudosan (U.K.) Ltd.	Mitsui Fudosan Taiwan Co., Ltd.
Mitsui Fudosan (Asia) Pte. Ltd.	Mitsui Fudosan (Shanghai) Consulting Co., Ltd.
Mitsui Fudosan (Asia) Malaysia Sdn. Bhd.	Mitsui Fudosan Consulting (Beijing) Co., Ltd.
Mitsui Fudosan Asia (Thailand) Co., Ltd.	Mitsui Fudosan Consulting (Guangzhou) Co., Ltd.

OTHERS

Daiichi Engei Co., Ltd.	Mitsui Fudosan Architectural Engineering Co., Ltd.
Tsunamachi Club Co., Ltd.	Mitsuifudosan TG Smart Energy Co., Ltd.
Tokyo Dome Corp.	Mitsui Fudosan Investment Advisors, Inc.
Tokyo Midtown Management Co., Ltd.	

Financial Highlights

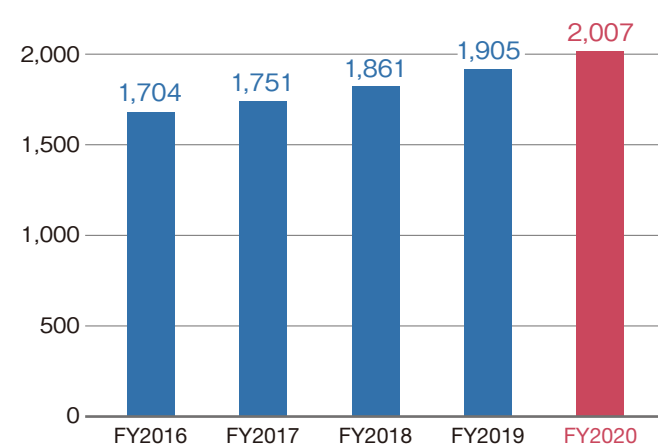
(Consolidated)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
						(Unit: million yen)
Revenue from Operations (Total sales)	1,567,969	1,704,416	1,751,114	1,861,195	1,905,642	2,007,554
Leasing	509,178	536,518	558,165	603,284	636,056	623,073
Property Sales	391,577	488,710	499,607	530,766	524,094	714,739
Management	334,652	347,672	353,813	404,346	421,490	402,929
Mitsui Home	247,455	247,195	252,180	-	-	-
Other	85,104	84,320	87,346	322,797	324,001	266,812
Operating Income	202,482	232,698	245,902	262,147	280,617	203,770
Operating income margin	12.9%	13.7%	14.0%	14.1%	14.7%	10.2%
Ordinary Income	182,521	219,607	240,341	254,106	258,510	168,865
Profit Attributable to Owners of Parent	117,722	131,815	155,874	168,661	183,972	129,576
Rate of return on equity	6.2%	6.7%	7.4%	7.4%	7.7%	5.2%
Total Assets	5,363,477	5,551,751	6,284,723	6,802,731	7,395,359	7,741,972
Net Assets	1,989,041	2,056,931	2,287,700	2,420,804	2,486,525	2,655,991
						(Unit: yen)
Net Income per Share	119.14	133.40	157.75	171.30	188.35	134.44
Payout Ratio	25.2%	25.5%	25.4%	25.7%	23.4%	32.7%

*1: Previously the Group's segments had been aggregated based on the nature of products and services into the 5 reportable segments of "Leasing", "Property Sales", "Management", "Mitsui Home" (a listed subsidiary), and "Other." In accordance with the acquisition of Mitsui Home as a wholly-owned subsidiary in order to reinforce Group internal consolidation, segment aggregation for consolidated reporting for the fiscal year ending March 2020 has been revised to 4 reportable segments: "Leasing", "Property Sales", "Management", and "Other." Segment information for consolidated statements for previous fiscal years have revised to reflect the change in segments.

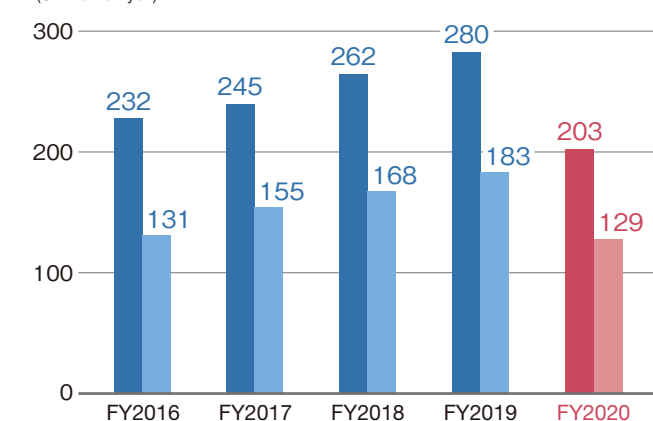
Revenue from Operations

(Unit: billion yen)



Operating Income / Profit attributable to owners of parent

(Unit: billion yen)



* Year ending March 31.

* Year ending March 31.

History

2000

1670

- 1673 • Opening of the "Echigo-ya" clothing store in Nihonbashi by Takatoshi Mitsui, founder of the House of Mitsui
- 1914 • Establishment of Mitsui Company and its real estate section
- 1929 • Completion of "Mitsui Main Building" (Tokyo)



Mitsui Main Building

1940

- 1941 • Separation of real estate division from the Mitsui Company, establishment of Mitsui Fudosan Co., Ltd. with 3 million yen in capital, wholly owned by the Mitsui family
- 1949 • Listing of stock
- 1956 • Liquidation and absorption of the "Mitsui Company" by Mitsui Fudosan

1960

- 1961 • Start of development and sales of residential and vacation property
- 1968 • Start of development and sales of condominiums
Completion of "Kasumigaseki Building," the first skyscraper in Japan (Tokyo)
- 1969 • Start of construction and sales of detached houses
Establishment of "Mitsui Real Estate Sales Co., Ltd." (now "Mitsui Fudosan Realty Co., Ltd.")
- 1971 • Completion of "Mita Tsunamachi Park Mansion" (Tokyo)
- 1973 • Establishment of "Mitsui Fudosan America, Inc."
- 1974 • Establishment of "Mitsui Home Co., Ltd."



Kasumigaseki Building



Mita Tsunamachi Park Mansion

1980

- 1980 • Establishment of "**Let's**" system of joint development
- 1981 • Opening of first retail property in Japan: "LaLaport TOKYO-BAY" (Chiba)
- 1984 • Opening of first hotel in Japan: "Mitsui Garden Hotel Osaka Yodoyabashi" (Osaka)
Opening of "Halekulani" (Hawaii)
- 1986 • Acquisition of "1251 Avenue of the Americas" (New York)
- 1993 • Full completion of "Okawabata River City 21, West Block" (Tokyo)
- 1994 • Opening of "Shonan Village" (Kanagawa)
- 1995 • Opening of the first full-scale outlet mall in Japan "MITSUI OUTLET PARK OSAKA TSURUMI" (Osaka)
- 1998 • Registration of "Mitsui Main Building" as an Important Cultural Property
- 1999 • Completion of "Gate City Osaki" (Tokyo)
Opening of "MITSUI OUTLET PARK MARINE PIA KOBE" (Hyogo)



LaLaport TOKYO-BAY



Halekulani



Okawabata River City 21

- 2000 • Start of Office Building Fund operation
Launch of Mid-term Business Plan
- 2002 • Completion of "Nakanoshima Mitsui Building" (Osaka)
- 2003 • Completion of "Aoyama Park Tower" (Tokyo)
Launch of Long-term Business Plan "Challenge Plan 2008"
- 2004 • Completion of "Nihonbashi 1-chome Mitsui Building (COREDO Nihonbashi)" (Tokyo)
- 2005 • Completion of "Nihonbashi Mitsui Tower" (Tokyo)
Completion of "Mitsui Garden Hotel Ginza Premier" (Tokyo)
Establishment of Mitsui Fudosan Residential Co. Ltd.
- 2006 • Opening of "Urban Dock LaLaport TOYOSU" (Tokyo)
Opening of "Mitsui Shopping Park LAZONA kawasaki plaza" (Kanagawa)
Opening of "LaLaport KASHIWANOHA" (Chiba)
- 2007 • Opening of "TOKYO MIDTOWN" (Tokyo)
Launch of Long-term Business Plan "New Challenge Plan 2016"
Completion of "Gran Tokyo North Tower" (Tokyo)
- 2008 • Completion of "Akasaka Biz Tower SHOPS&DINING" (Tokyo)
Opening of "MITSUI OUTLET PARK SENDAI PORT" (Miyagi)



COREDO Nihonbashi



Urban Dock LaLaport TOYOSU



TOKYO MIDTOWN

2010

- 2010 • Completion of "Muromachi Higashi Mitsui Building (COREDO Muromachi 1)" (Tokyo)
- 2012 • Completion of "Yokohama Mitsui Building" (Kanagawa)
Launch of Medium-to Long-term Business Plan "Innovation 2017"
Opening of "DiverCity Tokyo Plaza" (Tokyo)
- 2014 • Opening of "Mitsui Garden Hotel Osaka Premier" (Osaka)
Completion of "Muromachi Furukawa Mitsui Building (COREDO Muromachi 2)" (Tokyo)
Completion of "Muromachi Chibagin Mitsui Building (COREDO Muromachi 3)" (Tokyo)
Completion of "Iidabashi Grand Bloom" (Tokyo)
Opening of Kashiwa-no-ha Smart City "Gate Square" (Chiba)
Completion of "Fukutoku Shrine" (Tokyo)
Opening of "Millennium Mitsui Garden Hotel Tokyo" (Tokyo)
- 2015 • Launch of Medium- to Long-term Business Plan "Innovation 2017 (Stage II)"
Opening of "MITSUI OUTLET PARK KLIA SEPANG" (Kuala Lumpur)
Opening of "LaLaport EXPOCITY" (Osaka)
- 2016 • Opening of "MITSUI OUTLET PARK LINKOU" (Taiwan)
Completion of "Fukutoku Garden" (Tokyo)
- 2017 • Opening of "WORK STYLING" (Tokyo)
Opening of "HOTEL THE CELESTINE KYOTO GION" (Kyoto)
Rebrand opening of "HOTEL THE CELESTINE TOKYO SHIBA" (Tokyo)
Opening of "Mitsui Shopping Park &mall"
- 2018 • Completion of "TOKYO MIDTOWN HIBIYA" (Tokyo)
Announcement of "VISION 2025" – The New Mitsui Fudosan Group Long-term Vision
Completion of "Nihonbashi Takashimaya Mitsui Building" (Tokyo)
Opening of "LaLaport NAGOYA minato AQUUS" (Aichi)
Completion of "55 Hudson Yards" (New York)
Opening of "Mitsui Garden Hotel Nihonbashi Premier" (Tokyo)
Completion of "Television Centre Redevelopment Project (Phase 1)" (London)
Opening of "MITSUI OUTLET PARK TAICHUNG PORT" (Taichung)



Kashiwa-no-ha Smart City "Gate Square"



Fukutoku Shrine



Fukutoku Garden



WORK STYLING Shibuya



TOKYO MIDTOWN HIBIYA

2019

- Completion of "Yomiuri Namiki-dori St. Building" (Tokyo)
- Completion of "Nihonbashi Muromachi Mitsui Tower", Grand opening of "COREDO Muromachi Terrace" (Tokyo)
- Completion of "Mitsui Fudosan Industrial Park (MFIP) Haneda" (Tokyo)
- Completion of "MFLP Funabashi II and MFLP Funabashi &GATE" (Chiba)
- Opening of "LaLaport NUMAZU" (Shizuoka)
- Opening of "Halekulani Okinawa" (Okinawa)
- Opening of "Halepuna Waikiki" hotel (Hawaii)
* Renewal of "Waikiki Park Hotel" opened in 1987
- Opening of "Mitsui Garden Hotel Fukuoka Gion" (Fukuoka)
- Opening of "Mitsui Garden Hotel Jingugaien Tokyo Premier" (Tokyo)



COREDO Muromachi Terrace



Halekulani Okinawa

2020

- Opening of "Mitsui Garden Hotel Roppongi Tokyo Premier" (Tokyo)
- Opening of "MFLP ICT LABO 2.0" (Chiba)
- Completion of "Otemachi One" (Tokyo)
- Completion of "Toyosu Bayside Cross Tower" (Tokyo)
- Scale-up opening of "Urban Dock LaLaport TOYOSU" (Tokyo)
- Renewal Opening of "MITSUI OUTLET PARK YOKOHAMA BAYSIDE" (Kanagawa) *Opened in 1988
- Opening of "Mitsui Garden Hotel Fukuoka Nakasu" (Fukuoka)
- Opening of "RAYARD MIYASHITA PARK" (Tokyo)
- Opening of "RAYARD Hisaya-odori Park" (Aichi)
- Completion of Bunkyo Garden Gate Tower (Tokyo)
- Completion of "MFLP Tachikawa Tachihi" (Tokyo)
- Opening of "Mitsui Fudosan General Technology Academy" (Chiba)
- Completion of "MFLP Osaka I" (Osaka)
- Opening of "Mitsui Garden Hotel Toyosu BAYSIDE CROSS" (Tokyo)
- Opening of "MGH Mitsui Garden Hotel Taipei Zhongxiao" (Taiwan)
- Completion of "MFLP Yachiyo Katsutadai" (Chiba)
- Opening of "Four Seasons Hotel Tokyo at Otemachi" (Tokyo)
- Opening of "LaLaport AICHI TOGO" (Aichi)
- Opening of "Mitsui Garden Hotel Kyoto Kawaramachi Jokyoji" (Kyoto)
- Completion of "Toyosu Bayside Cross Tower B" (Tokyo)
- Opening of "HOTEL THE MITSUI KYOTO" (Kyoto)
- Opening of "sequence MIYASHITA PARK" (Tokyo)
- Opening of "sequence KYOTO GOJO" (Kyoto)
- Opening of "sequence SUIDOBASHI" (Tokyo)



Toyosu Bayside Cross Tower



RAYARD Hisaya-odori Park



HOTEL THE MITSUI KYOTO



sequence MIYASHITA PARK

- Rebranding of the corporate logomark with the "&" mark.
- Completion of "MFLP Tosu" (Saga)
- Completion of "Mitsui LINK-Lab SHINKIBA I" (Tokyo)
- Opening of "LaLaport SHANGHAI JINQIAO" (China)
- Completion of "MFLP Tokorozawa" (Saitama)
- Completion of "MFLP Funabashi III and MFLP Funabashi &PARK" (Chiba)



LaLaport SHANGHAI JINQIAO

*Properties are identified by their current names.



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