

Year Ended March 31, 2022

Analyst Meeting Presentation

May 17, 2022



mitsui fudosan

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

1. External Environment Recognition

The environment surrounding COVID-19

Successive appearances
of COVID-19 variants

Increasing and
decreasing the number
of new COVID-19
infections

The progress of
vaccination in many
countries

Seek for a society living with COVID-19

Factors to be monitored closely

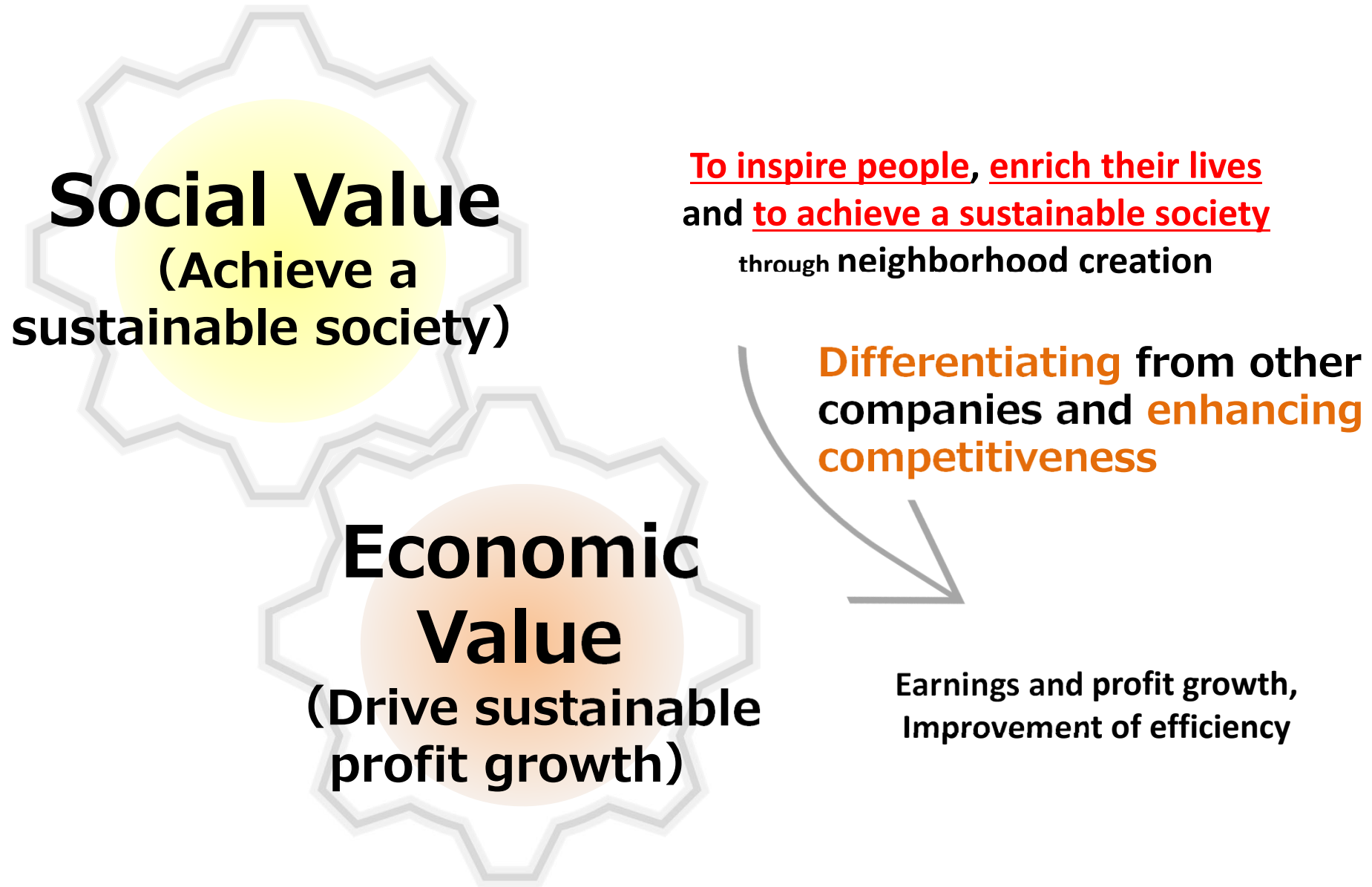
The progress
of inflation

The risk of
rising
interest
rates

The Russia-
Ukraine
situation

etc.

2. Value Creation our Group aims to achieve



2. Value Creation our Group aims to achieve

Social Value
(Achieve a sustainable society)

To inspire people, enrich their lives
and to achieve a sustainable society
through neighborhood creation

Mitsui Fudosan's Thought

People first



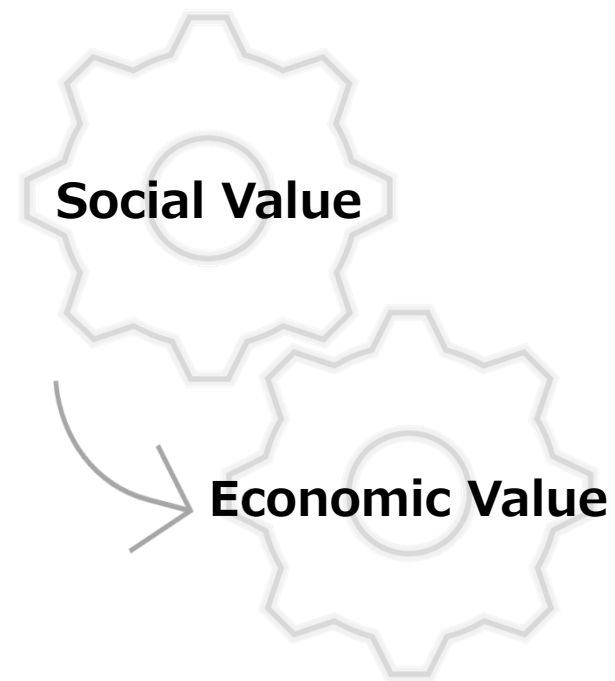
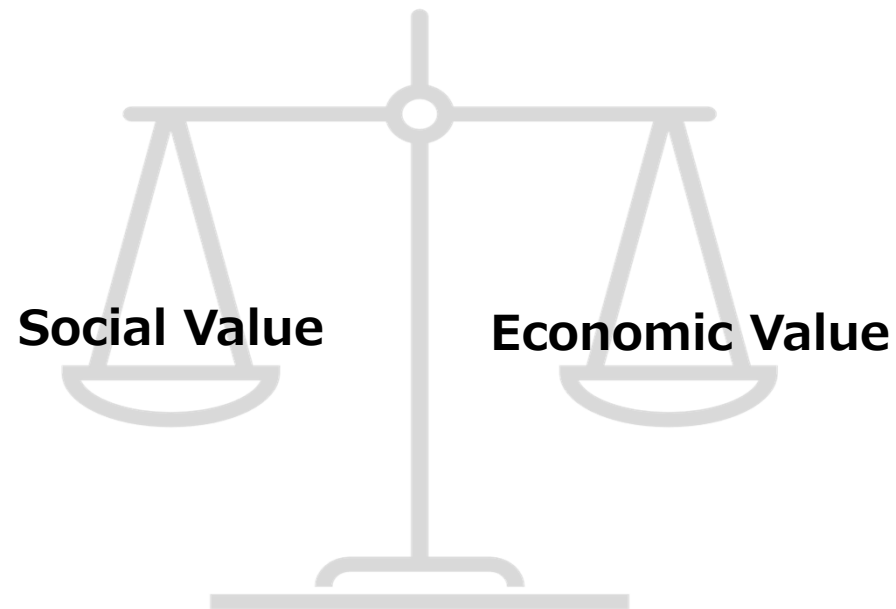
Improve with age

"Real Estate as a Service"
Belong to high quality communities

The neighborhoods continue to evolve in response to change in people's needs and values

2. Value Creation our Group aims to achieve

Value Creation Relationships



Achieve the value of both

Interlock the value of both

2. Value Creation our Group aims to achieve

The feature of Balance sheet of real estate developer

Unutilized assets

- ✓ Developing from scratch is necessary to create new value
- ✓ The assets under development do not generate profit
- ✓ The assets are resources of growth in the future

About 30%
of real estate assets*1

Central urban assets *2

- ✓ Innovation and inspiration through the accumulation of people, things, money, and information
- ✓ The Land is relatively expensive
- ✓ Stabilization of Cash Flow and reduction of capital cost
- ✓ Large unrealized and realized gains

About 50%
of real estate assets*1

Holding assets

- ✓ Evolve the neighborhoods by holding assets continuously based on the idea of improving with age
- ✓ Ensure the degree of freedom to additional investment and demonstrate tests, etc
- ✓ Balance Sheet Control is necessary

Holding & leasing : Development & sales : Management

4 : 4 : 2
Our Understanding of Profit Composition

Efficiency Indicators

- Achieve both social value and economic value
- Seek for balance between growth and efficiency
- Appropriate D/E ratio :Around 1.2~1.5 times

▶ **ROA Target :Around 5%**
ROE Target :Around 8%

*1 : Real estate assets=Fixed assets and real property for sale, etc *2 : Central urban assets=Assets in the central Tokyo 3 wards and New York in the US

3. Value Creation Achievements in the first four years of VISION2025



Tokyo Midtown Hibiya
(Tokyo, 2018)



Nihonbashi Takashimaya
Mitsui Building
(Tokyo, 2018)



Nihonbashi Muromachi
Mitsui Tower
(Tokyo, 2019)



2 Television Center
(London, 2018)



msb Tamachi (S, N)
(Tokyo, 2018-2020)



TOYOSU BAYSIDE
CROSS TOWER
(Tokyo, 2020)

① Create new Mixed-use neighborhood in domestic and overseas



55 Hudson Yards
(NY, 2018)



BUNKYO GARDEN
GATETOWER
(Tokyo, 2020)



Otemachi One
(Tokyo, 2020)



Tokyo Midtown Yaesu
(Tokyo, 2022)



50 Hudson Yards
(NY, 2022)

3. Value Creation Achievements in the first four years of VISION2025



Innovation Square
(Boston, 2021)



Mission Rock
(San Francisco, 2023予定)



Torrey View
(San Diego, Completion scheduled for 2023)

Expansion of rental Lab & Office in the US
Expansion into three major life science cities
 (Boston, San Diego, San Francisco)

② Expansion of Lab & Office and Life science businesses



Mitsui Link Lab SHINKIBA 1
(Tokyo, 2021)

Number of life science tenants
(Nihonbashi area)

About **150** companies*₁

Members
About **570**
or more*₁

Number of events
per year
Over **500** times*₂

*1: As of April 2022 *2: FY2021 results

3. Value Creation Achievements in the first four years of VISION2025



Tokyo Dome (Participation in Mitsui Fudosan Group in 2021)



Sports



Entertainments

③ Expansion of stadium and arena business (Tokyo Dome TOB)

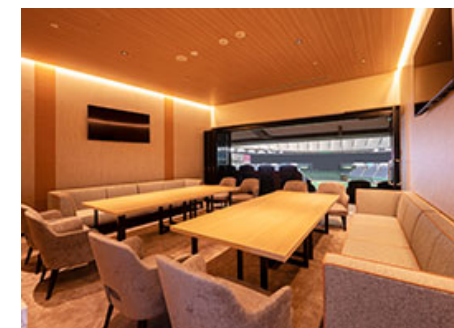


Main Vision

Largest ever renewal and DX



Concourse



THE SUITE TOKYO
(Private room)

TOKYO DOME CORPORATION × THE YOMIURI SHIMBUN・GIANTS × MITSUI FUDOSAN

3. Value Creation Achievements in the first four years of VISION2025



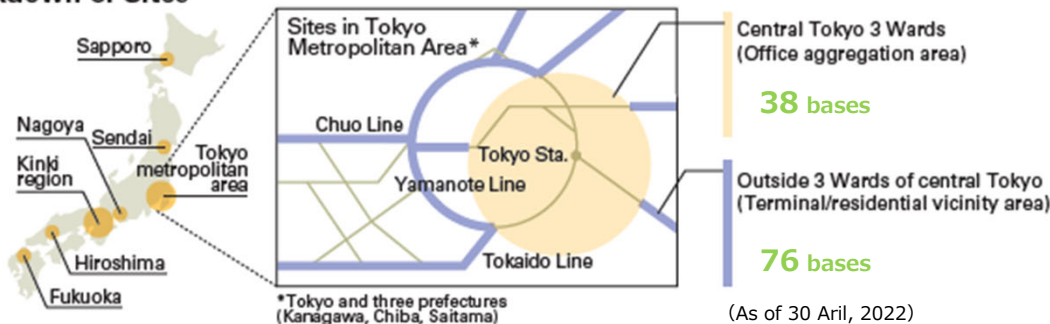
The value of “New Working Styles”

④ Expansion of shared office business

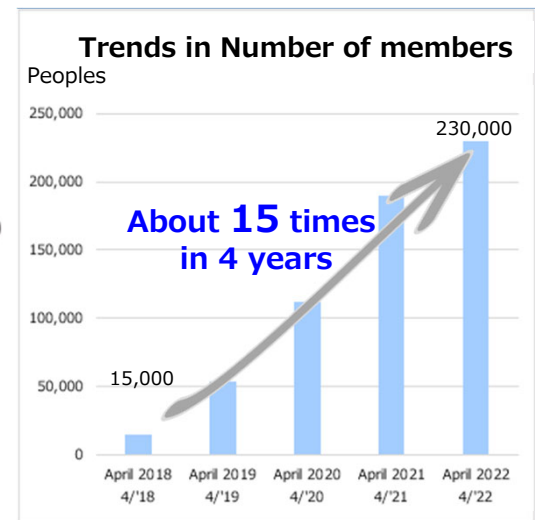
Distribution and Breakdown of Sites

Tokyo metropolitan area **114 bases**
 Kinki region **17 bases**
 Other areas **15 bases**

(As of 30 April, 2022)



(As of 30 April, 2022)



Member Bases since2017 **146**
Member Companies About **800**
Members About **230,000**

3. Value Creation Achievements in the first four years of VISION2025

Mitsui Fudosan Group's Greenhouse Gas Emission Reduction Targets

● **40% reduction** in Group's GHG emissions by FY2030※

● **Net Zero** by FY2050

※SCOPE1+SCOPE2:46.2% reduction by FY2030 (Compared to FY2019)

Formulation of Group Action Plan to Realize Decarbonized Society

Action Plan 1	Improve environmental performance of new and existing properties	Action Plan 4	Secure stable renewable energy sources
Action Plan 2	Greening of electricity in common areas of properties and areas used by the Company	Action Plan 5	Initiatives to reduce CO ₂ emissions during construction
Action Plan 3	Provide Green Menu to tenants and buyers	Other Key Initiatives	<ul style="list-style-type: none"> Utilization of forests Acquisition of external certifications Open innovation The creation of neighborhoods initiatives Improvement of internal systems

⑤ Providing green power/Obtaining external environmental assessments



Start of Provision
April 2021

Under consideration/contracted
About **100** companies

The three major metropolitan areas

Provideable at
180 facilities

Joining and endorsing various initiatives, including environmental and climate change initiatives, and obtaining recognition



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



CLIMATE



2021

4. Business strategy for Coronavirus (1) Our understanding of COVID-19

the Post-Coronavirus Period



The state in which coronavirus has disappeared from the world



The state in which coronavirus coexists with people's social activities and almost free of restrictions that have a negative impact on the economy

Sales can be returned to the level before the pandemic, even when we coexist with COVID-19

Transform our own business by accurately grasping irreversible behavioral changes in lifestyles and working styles

What we recognized in the COVID-19 pandemic is as follows

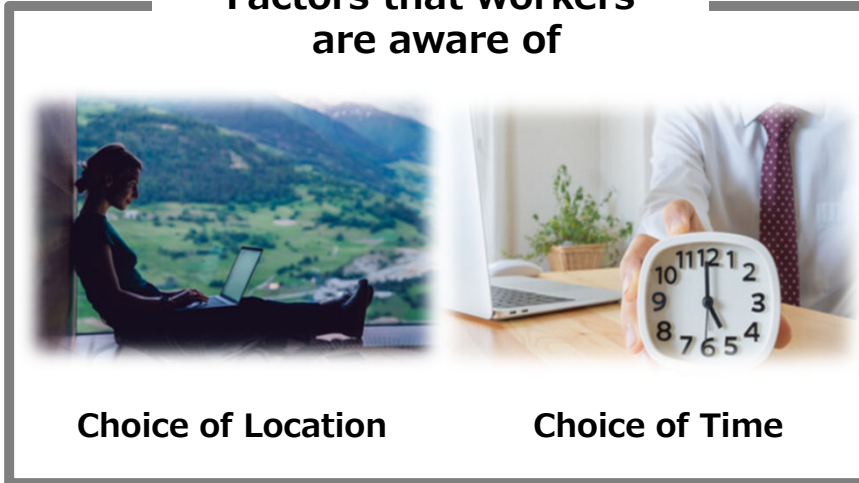
- ◆ The usefulness of the remote
- ◆ The value of real spaces that digital technology cannot replace

4. Business strategy for Coronavirus (2) Medium- to long-term office business

[Customer's needs]

Diversification of working styles (Signs of change in awareness of both workers and companies)

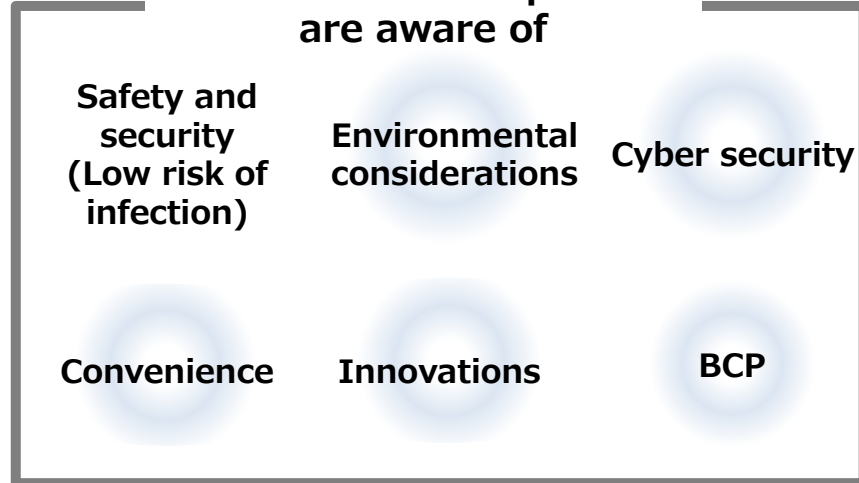
Factors that workers are aware of



Choice of Location

Choice of Time

Factors that companies are aware of



Safety and security
(Low risk of infection)

Environmental considerations

Cyber security

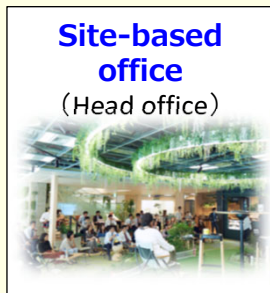
Convenience

Innovations

BCP

[Our strategies]

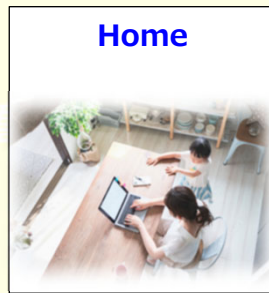
- **Proposal of working styles** that combine office and work-from-home
- **Provide quality and services** such as safety and security and decarbonization



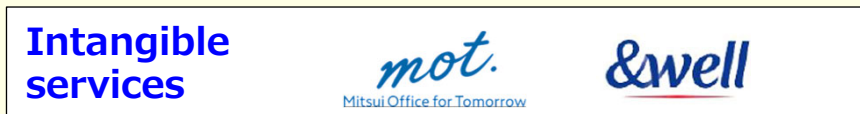
Site-based office
(Head office)



Decentralized office
WORK STYLING



Home



Intangible services

mot.
Mitsui Office for Tomorrow

&well



Eco-friendly Resilient

Energy can be supplied even during power outages



Green Energy

Provision of green power to tenants

4. Business strategy for Coronavirus (3) Hotels and resorts business

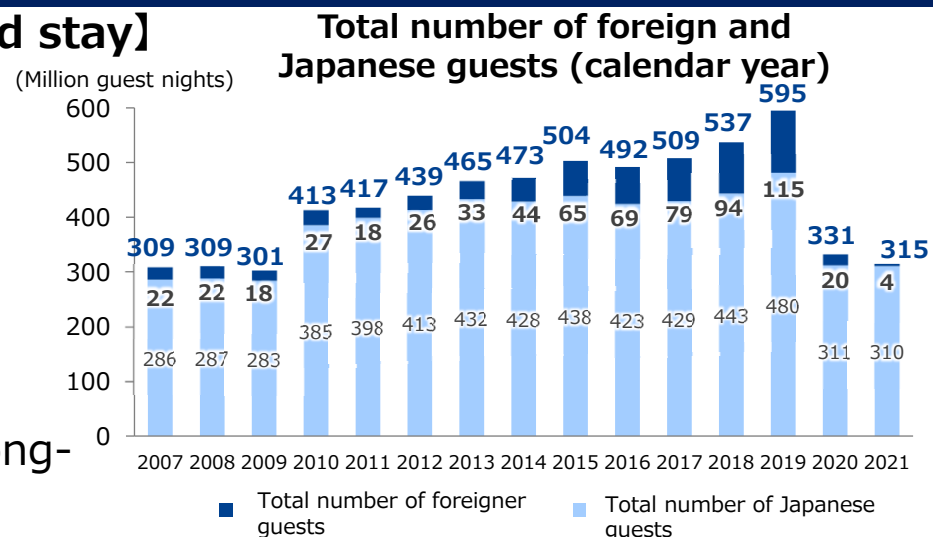
【Trends in demand for accommodation and stay】

Overseas demand (Inbound)

- The recovery of demand will take time (Due to continuous restrictions on entry into Japan, etc)

Domestic demand

- Decrease in demand for business trips mainly due to the spread of telework
- Increase in customers of medium- to long-term stay and short-time use



Source : Japan Tourism Agency

【Our strategies】

- Capturing **alternative demand for outbound** continuously
- Finding and capturing **new demand for stays** (Ex : Hotel×Residence×Subscription)
- Finding and capturing demand through **collaboration within our group**, etc



Capturing outbound demand in resorts, etc

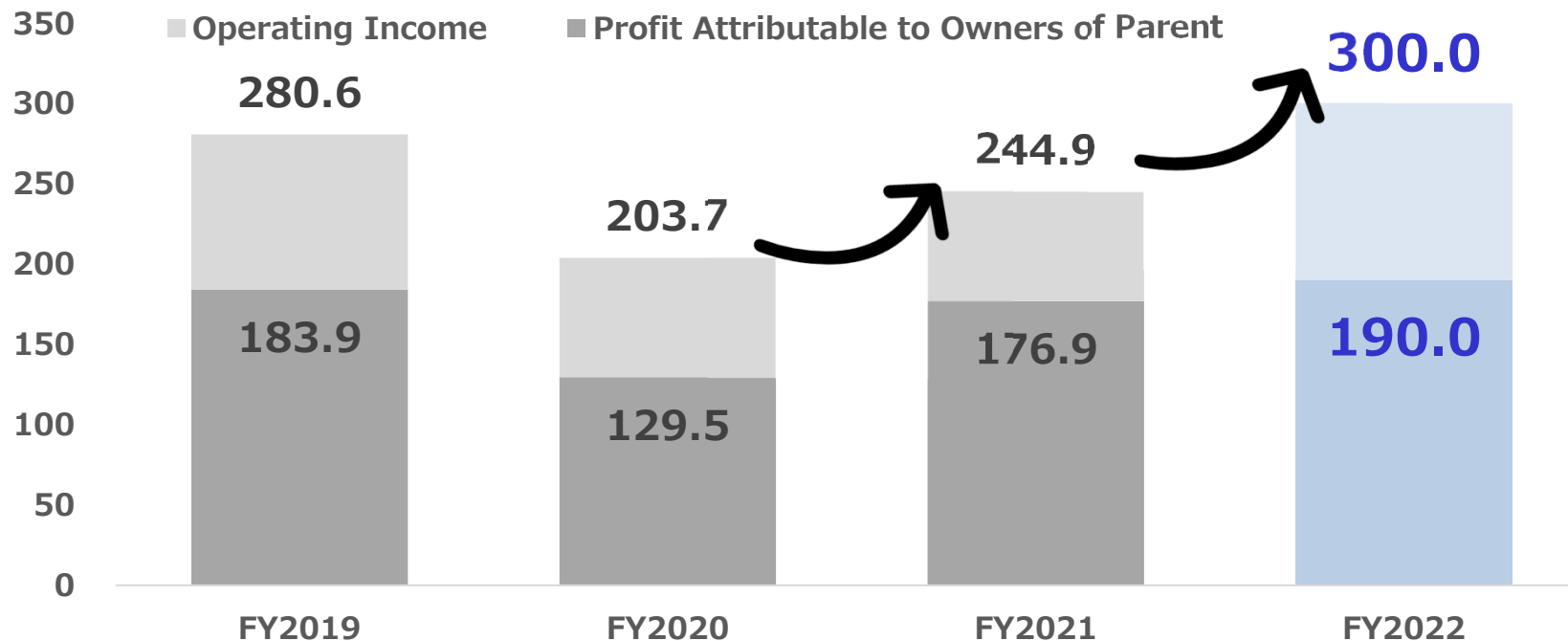


Finding and capturing demand for medium- to long-term stays



Collaborating with restaurant in retail facilities, etc

5. The Outlook for FY2022



(Billions of Yen)

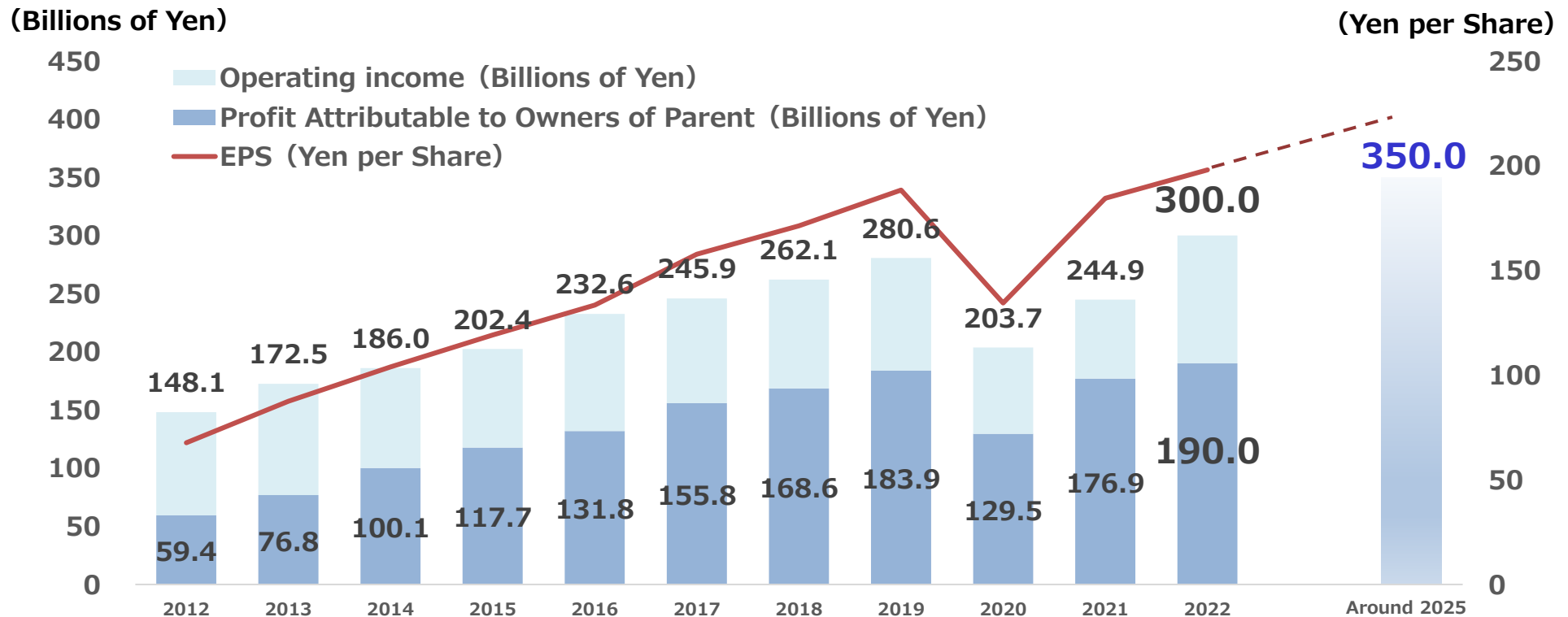
The impact of COVID-19*

FY2020 (Results)	FY2021 (Results)	FY2022 (Forecasts)
<p>About ¥ 104 bil.</p> <p>【Breakdown】</p> <p>Operating ¥ 84 bil.</p> <p>Non-Operating ¥ 20 bil.</p>	<p>About ¥ 63 bil.</p> <p>【Breakdown】</p> <p>Operating ¥ 56 bil.</p> <p>Non-Operating ¥ 7 bil.</p>	<p>About ¥ 20 bil.</p> <p>【Main businesses expected to be impacted】</p> <p>Hotel, Resort</p> <p>Tokyo Dome</p>

Trends in recovery from the COVID-19 pandemic, Operating Income and Profit Attributable to Owners of Parent are record high

*FY2020-FY2021 : Difference between the profit of each business affected by the COVID-19 for each fiscal year and the results for the same period in 2019
 FY2022 : Estimate based on the "profit that could be expected without COVID-19" at this point

5. The outlook for the future



Growth goals

Operating Income Around **¥350 billion** (Around 2025)
 EPS Growth Rate **over 7%/year**
 (Average of VISION2025 period*)

Efficiency goals

ROA Around **5%** (Around 2025)
 ROE Around **8%** (Around 2025)
 D/E Ratio Around **1.2~1.5 Times**
 (VISION2025 period*)

[Growth drivers in the future]

- ①Tokyo Midtown Yaesu·50HY
- ②Completion of other properties in overseas business
- ③Recovery of performance in the Tokyo Dome City Business

*Assume the period after FY2021 of the period of VISION2025 (Announced in May 2022)

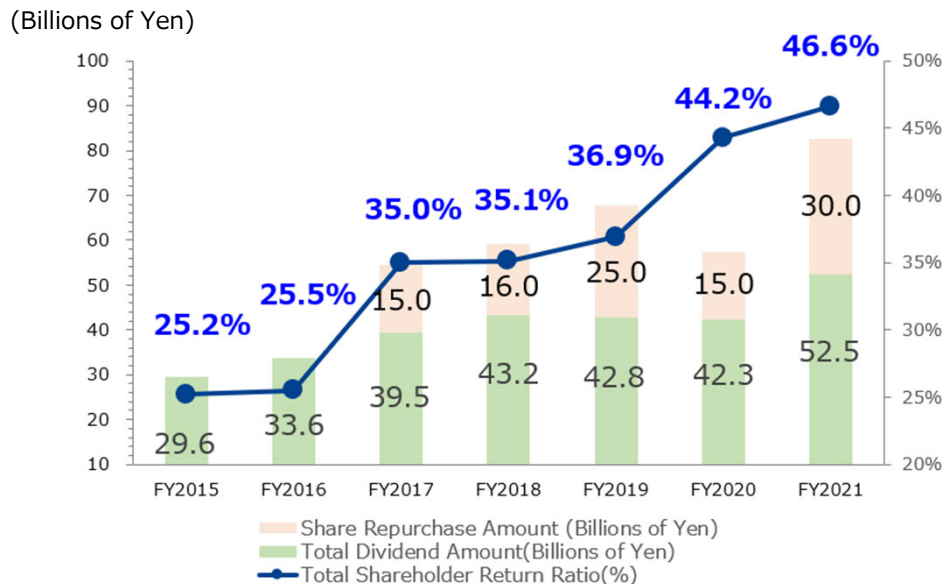
6. Shareholder Return Enhancements

The Basic Policy on Shareholder Returns

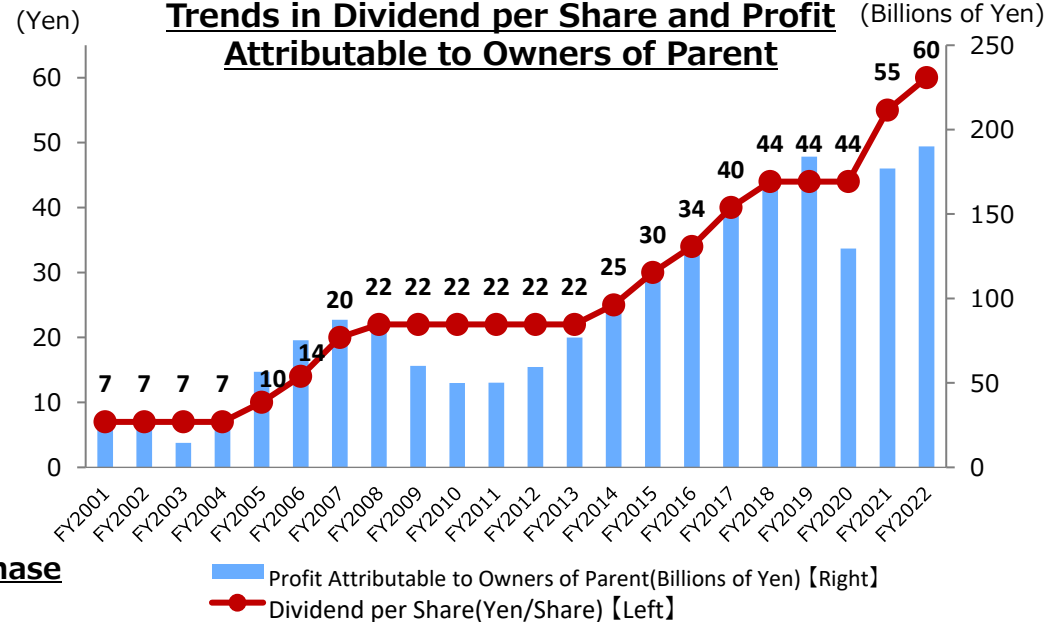
A stance of **stable and continuous** returns

The stable payment of dividends while flexibly repurchasing own shares
 Having consistently maintained and improved dividends, Progressive dividend performance

Trends in Total Dividend Amount, Share Repurchase Amount and Total Shareholder Return Ratio



Trends in Dividend per Share and Profit Attributable to Owners of Parent



Strengthening Total Shareholder Return Ratio

Total Shareholder Return Ratio:
 Around **45%**
 (Previous policy:
 Total Shareholder Return Ratio Around 35%)

Disclaimer

This presentation contains forward-looking statements including details regarding the Company's business results forecasts, development plans, and targets.

All forward-looking statements are based on judgments derived from the information available to the Company at the time this presentation was issued, and are subject to a variety of risks and uncertainties.

As a result, actual results may differ materially from the Company's forecasts due to a number of factors including changes in economic conditions, market trends, and shifts in the operating environment.

Although we exercised all due care in the preparation of this presentation, we assume no obligation to update, revise, or correct any of the statements and do not attest to or guarantee their usefulness, suitability for a specific purpose, functionality, or reliability.

Moreover, this presentation is not intended to solicit investment of any kind.

Investment decisions should be based solely on the judgments of investors.