

# Financial Results and Business Highlights for Summary of 3Q, FY2021

February 2022



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

# 目次 /Content

## 1. 決算情報 Financial Information P.3

- ✓ 決算ハイライト /Financial Highlights
- ✓ 決算実績 /Financial Results

## 2. 三井不動産の経営戦略 Mitsui Fudosan Group Management Strategy P.17

- ✓ グループ概要・長期経営方針 /Mitsui Fudosan Group Overview and Long Term Vision
- ✓ 資本政策・成長投資とポートフォリオ・財務戦略・株主還元  
Capital Policy, Growth Investment and Portfolio, Financial Strategy,  
and Shareholder Return
- ✓ サステナビリティへの取り組み /Sustainability Initiative

## 3. 三井不動産の事業状況 Mitsui Fudosan Group Business Situation P.41

- ✓ 三井不動産の主なアセットクラス /Mitsui Fudosan Group Main Asset Classes
- ✓ オフィス /Leasing      ✓ 商業施設 /Retail      ✓ 物流施設 /Logistics
- ✓ シェアオフィス /Shared Office      ✓ ECモール /E-Commerce Mall
- ✓ 国内住宅分譲 /Property Sales to Individuals
- ✓ 投資家向け分譲 /Property Sales to Investors
- ✓ プロパティマネジメント /Property Management
- ✓ 仲介・アセットマネジメント /Brokerage, Asset Management
- ✓ ホテルリゾート /Hotels and Resorts      ✓ 新築請負 /New Build Contract
- ✓ 東京ドーム /Tokyo Dome      ✓ (補足)海外への展開 / (Apx.) Global Expansion

## 4. 補足説明資料 Supplementary Explanations P.61

- ✓ 企業データ・事業データ /Corporate and Business Data
- ✓ 主な当社稼働物件一覧 /List of Major Properties in Operation
- ✓ マーケット動向 /Market Trends

## 本資料における掲載データの時点表記 Time Notation of Posted Data on the Document

2021年12月末時点（ただし、個別データに表記のある場合を除く）  
As of end of December 2021 (Except for the case of specific notation on each page)

## 免責事項 /Disclaimer

本資料には、将来の業績見通し、開発計画、計画目標等に関する記述が含まれています。こうした記述は、本資料作成時点で入手可能な情報、および不確実性のある要因に関する一定の主観的な仮定に基づき当社が判断した予想であり、潜在的なリスクや不確実性を内包するほか、記述通りに将来実現するとの保証はありません。

経済情勢、市場動向、経営環境の変化などにより、実際の結果は本資料にある予想と異なる可能性があることにご留意ください。

また、本資料の内容については細心の注意を払っておりますが、本資料に関する全ての事項について、新規性、正当性、有用性、特定目的への適合性、機能性、安全性に関し、一切の保証をいたしかねますのでご了承ください。また、本資料は投資勧誘を目的としたものではありません。投資に関する決定は、ご利用者自身の判断においておこなわれるようお願い申し上げます。

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.

### ■ 3Q Financial Results Highlights for the Fiscal Year Ending March 2022

- Net income (cumulative 3Q) was **¥123.5 billion, 24% increase** from the same period of the previous year. **Record high.**
  - **The full-year net income has been revised up to ¥175 billion (+¥15 billion)**, mainly due to favorable trends in brokerage.
  - **The year-end dividend forecast has been revised upwards. The annual dividend is planned to be ¥55/share (+¥11/share).**
- And as part of the flexible capital policy, **¥15 billion Share Repurchase has been determined.**

### ■ Main status of cumulative 3Q (Please see next page for details of financial results)

|                       |  |
|-----------------------|--|
| <b>Leasing</b>        | Commercial sales recovered, Office leasing revenue increased yoy. <b>Office vacancy rate: 4.1%</b> (Tokyo Metropolitan area, non-consolidated)   |
| <b>Property Sales</b> | Condominiums: Reported number of units decreased yoy. <b>Contract progress rate*1: 99%</b><br>Sales to investors: <b>Contracts are almost completed</b> toward the end of the fiscal year. Concentrated hand-over is expected in 4Q. |
| <b>Management</b>     | Repark (rental parking), Rehouse (intermediary for individuals) revenue and profits increased.   |
| <b>other</b>          | Hotels and resorts are recovering. Started reporting revenue and operating losses of "Tokyo Dome" from 1Q.   |
| <b>Ex-Gain/Losses</b> | Recorded extraordinary profit from <b>selling of strategic shareholdings.</b>  |

\*1 Ratio to the number of units scheduled to be recorded. The full-year forecast announced on Feb. 4, 2022 has been revised upward from 3,100 to 3,200 units.

### ■ Upward revision of earnings forecast (Announced February 4, 2022)

The uncertain situation continues due to infection spread of new COVID-19 mutants and some restrictions of the government.

Although the situation differs among each business of the company, the perspective of the total business performance of the company is on recovery. Accordingly, the forecast for revenue, OP and other profit has been changed as the table on the right.

Details of the changes are posted on P4 and P15

| [unit: ¥ billion]                           | Full-year forecast for FY2021           |   |        | <Reference> |
|---|---|---|--------|-------------|
|   | Latest forecast<br>(As of Feb. 4, 2022) | Previous forecast<br>(As of May 14, 2021) | change | FY2020      |
| Revenues from Operations                    | 2,150                                   | 2,150                                     | -      | 2,008       |
| Operating Income                            | 240                                     | 230                                       | +10    | 204         |
| Ordinary Income                             | 215                                     | 205                                       | +10    | 169         |
| Profit Attributable to Owners of the Parent | 175                                     | 160                                       | +15    | 130         |

### ■ Upward revision of dividend forecast (Announced February 4, 2022)

|  | Annual dividend per share (yen/share) |               |               |
|--|---------------------------------------|---------------|---------------|
|  | End of 2Q                             | Year-end      | Total         |
| <b>Previous Forecast</b><br>(Announced May. 14, 2021)  | ¥22                                   | ¥22           | ¥44           |
| <b>Latest Forecast</b><br>(Announced February 4, 2022) | ¥22 (Performed)                       | ¥33 (planned) | ¥55 (planned) |

### ■ Determination of Share Repurchase

(Announced February 4, 2022)

|  |   |
|--|---|
| Aggregate repurchase price               | <b>15 billion yen</b> (Maximum)   |
| Total number of shares to be repurchased | <b>10,000,000 shares</b> (Maximum)<br>(1.04% of issued shares, excluding treasury shares) |
| Period of repurchase                     | From Feb. 7, 2022 to Sep. 30, 2022  |

# 決算ハイライト：第3四半期決算実績

## Financial Highlights: 3Q Financial Results

# 1 決算情報

## Financial Information

|   | 決算実績<br>Financial Results |                           |                         |                           |                    | 対業績予想進捗<br>Progress Against Forecast                                   |  |
|---|---------------------------|---------------------------|-------------------------|---------------------------|--------------------|--|--|
|   | 2022年3月期<br>FY2021        | 2021年3月期<br>FY2020        | 前年同期比<br>Y on Y         |                           | 2020年3月期<br>FY2019 | 2022年3月期<br>FY2021<br>通期予想<br>Forecast<br>(2022/2/4公表)<br>(Feb 4,2022) | 通期予想との比較<br>Comparison with<br>full-year forecast<br>進捗率<br>Progress<br>Rate |
|   | 3Q実績<br>3Q Results<br>(A) | 3Q実績<br>3Q Results<br>(B) | 差異<br>Change<br>(A)-(B) | 割合<br>Rate<br>(A)/(B)×100 | 3Q実績<br>3Q Results | (C)  | (A)/(C)×100  |
| (単位：十億円)<br>(Billions of Yen)   |                           |                           |                         |                           |                    |  |  |
| <b>営業収益/Revenues from Operations</b>  | <b>1,466</b>              | <b>1,468</b>              | <b>-1</b>               | 99.9%                     | <b>1,295</b>       | <b>2,150</b>   | 68.2%  |
| 賃貸/Leasing  | 101                       | 96                        | +5                      | 105.2%                    | 118                | 130  | 78.1%  |
| 国内/to individuals   | 20                        | 31                        | -11                     | 64.6%                     | 22                 | 24   | 85.5%  |
| 投資家/to investors  | 54                        | 65                        | -11                     | 83.2%                     | 21                 | 113  | 48.6%  |
| 分譲/Property Sales   | 75                        | 97                        | -22                     | 77.2%                     | 43                 | 137  | 55.0%  |
| マネジメント/Management   | 41                        | 25                        | +16                     | 165.0%                    | 41                 | 57   | 72.9%  |
| その他/Other   | -26                       | -20                       | -5                      | 125.4%                    | 0                  | -31  | 84.5%  |
| 消去他/Elimination, etc.   | -37                       | -34                       | -3                      | 110.8%                    | -33                | -53  | 71.2%  |
| <b>営業利益/Operating Income</b>  | <b>154</b>                | <b>164</b>                | <b>-9</b>               | 94.0%                     | <b>170</b>         | <b>240</b>   | 64.4%  |
| 営業外損益/Non-operating Income/Expenses   | -16                       | -21                       | +4                      |                           | -13                | -25  |  |
| 特別利益/Extraordinary Gain   | 51                        | 47                        | +3                      |                           | 3                  | 40   |  |
| 特別損失/Extraordinary Losses   | -4                        | -47                       | +43                     |                           | -5                 |  |  |
| 法人税等/Income Taxes and others  | -63                       | -44                       | -18                     |                           | -51                | -80  |  |
| <b>親会社株主に帰属する四半期純利益*</b><br><b>Profit Attributable to Owners of the Parent*</b> | <b>123</b>                | <b>98</b>                 | <b>+24</b>              | 124.9%                    | <b>102</b>         | <b>175</b>   | 70.6%  |

\* 通期予想のみ「親会社株主に帰属する当期純利益」

\* Profit Attributable to Owners of Parent (full-year forecast only)

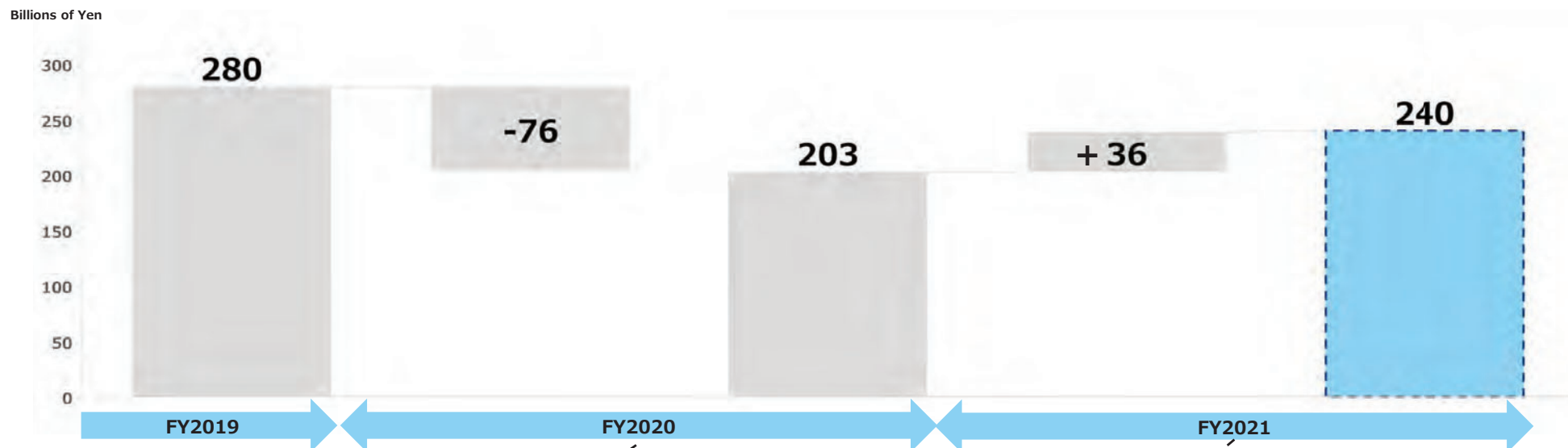


# 決算ハイライト：連結業績予想（2022年2月4日公表）

Financial Highlights: Consolidated Statements of Earning Forecasts (Announced : Feb. 4, 2022)

## 1 決算情報 Financial Information

| 2022年3月期 通期予想<br>Forecast For the Year Ending March 31, 2022 |  |  |   |                | <参考><br>2021年3月期                                     |
|--|--|--|---|----------------|--|
| [単位：百万円] (unit: ¥ millions)                                  |  | 今回予想<br>2022年2月4日公表<br>Latest forecast<br>(As of Feb. 4, 2022) | 前回予想<br>2021年5月14日公表<br>Previous forecast<br>(As of May 14, 2021) | 増減<br>change   | <Reference><br>For the Year Ending<br>March 31, 2021 |
| <b>営業収益</b>  | <b>Revenue from Operations</b>   | <b>2,150,000</b>   | <b>2,150,000</b>  | <b>-</b>       | <b>2,007,554</b>                                     |
|  | 賃貸 Leasing   | 680,000  | 680,000   | -              | 623,073  |
|  | 分譲 Property Sales  | 670,000  | 670,000   | -              | 714,739  |
|  | 国内住宅分譲 to individuals  | 270,000  | 270,000   | -              | 325,364  |
|  | 投資家向け等 to investors, etc   | 400,000  | 400,000   | -              | 389,374  |
|  | マネジメント Management  | 435,000  | 420,000   | +15,000        | 402,929  |
|  | その他 Other  | 365,000  | 380,000   | -15,000        | 266,812  |
|  | 賃貸 Leasing   | 130,000  | 128,000   | +2,000         | 120,777  |
|  | 国内住宅分譲 to individuals  | 24,000   | 22,000  | +2,000         | 40,003   |
|  | 投資家向け等 to investors  | 113,000  | 111,000   | +2,000         | 78,209   |
|  | 分譲 Property Sales  | 137,000  | 133,000   | +4,000         | 118,213  |
|  | マネジメント Management  | 57,000   | 44,000  | +13,000        | 39,969   |
|  | その他 Other  | -31,000  | -22,000   | -9,000         | -27,215  |
|  | 消去他 Elimination, etc.  | -53,000  | -53,000   | -              | -47,974  |
| <b>営業利益</b>  | <b>Operating Income</b>  | <b>240,000</b>   | <b>230,000</b>  | <b>+10,000</b> | <b>203,770</b>                                       |
| 営業外損益  | Non-Operating Income/Expenses  | -25,000  | -25,000   | -              | -34,904  |
|  | 純金利負担 Interest Income/Expense, in Net  | -28,000  | -28,000   | -              | -26,476  |
|  | その他 Other  | 3,000  | 3,000   | -              | -8,428   |
| <b>経常利益</b>  | <b>Ordinary Income</b>   | <b>215,000</b>   | <b>205,000</b>  | <b>+10,000</b> | <b>168,865</b>                                       |
|  | 特別損益 Extraordinary Gains/Losses  | 40,000   | 30,000  | +10,000        | 22,954   |
| 税前当期純利益  | Income before Income taxes   | 255,000  | 235,000   | +20,000        | 191,820  |
|  | 法人税等 Income taxes  | -80,000  | -75,000   | -5,000         | -62,092  |
| 当期純利益  | Profit   | 175,000  | 160,000   | +15,000        | 129,727  |
|  | 非支配株主に帰属する<br>当期純利益 Profit (Loss) Attributable to<br>Non-controlling Interests | 0  | 0   | -              | -151   |
| <b>親会社株主に帰属する<br/>当期純利益</b>                                  | <b>Profit (Loss) Attributable to<br/>Owners of Parent</b>                      | <b>175,000</b>   | <b>160,000</b>  | <b>+15,000</b> | <b>129,576</b>                                       |



### ■ The impact of COVID-19\*

FY2020 (Results)

About **¥104 bil.**

Breakdown

Operating                    ¥84bil.

Non-Operating            ¥20bil.

FY2021 (Forecasts)

About **¥65 bil.**

Breakdown

Operating  
( exc The Tokyo Dome )            ¥40bil.

Non-Operating                    ¥5bil.

Tokyo Dome                        ¥20bil.

FY2021 3Q (Cumulative Results)

About **¥55 bil.**

Breakdown

Operating                        ¥49bil.

Non-Operating                    ¥6bil.

\*Estimated recovery capacity of businesses affected by COVID-19

# 新型コロナウイルス影響下における営業状況

## Operation of Facilities Under the Impact of COVID-19

### ■ 行政等の措置 / Measures taken by the government, etc.

|                                    | 緊急事態宣言 / States of emergency  |  |   |  |
|------------------------------------|---|--|---|--|
|                                    | 1回目 /1st  | 2回目 /2nd   | 3回目 /3rd  | 4回目 /4th   |
| 対象期間*1<br>Period*1                 | 2020/4/7~5/25<br>(2021年3月期/1Q)<br>Apr. 7, 2020<br>- May 25, 2020<br>(1Q FY2020) | 2021/1/8~3/21<br>(2021年3月期/4Q)<br>Jan. 8, 2021<br>- Mar. 21, 2021<br>(4Q FY2020)             | 2021/4/25~6/20<br>(2022年3月期/1Q)<br>Apr. 25, 2021<br>- Jun. 20, 2021<br>(1Q FY2021)        | 2021/7/12~9/30<br>(2022年3月期/2Q)<br>Jul. 12, 2021<br>- Sep. 30, 2021<br>(2Q FY2021) |
| 対象日数*1<br>Number of days covered*1 | 49日 /49 days  | 73日 /73 days   | 57日 /57 days  | 81日 /81 days   |
| 対象地域*1<br>Area*1                   | 全国*2<br>Nationwide*2  | 11都道府県<br>(首都圏、関西圏、その他)<br>11 prefectures<br>(Tokyo metropolitan area, Kansai area,<br>etc.) | 10都道府県<br>(首都圏、関西圏、その他)<br>10 prefectures<br>(Tokyo metropolitan area, Kansai area, etc.) | 最大21都道府県<br>Up to 21 prefectures   |

### ■ 当社施設の営業状況 (2022年2月4日時点。今後、行政の要請等により対応が変更となる可能性があります。)

#### The operating status of our facilities (As of February 4, 2022, but subject to change due to government requests, etc.)

|  |   |   |  |  |   |
|--|---|---|--|--|---|
| 商業施設<br>Retail facilities  | 休館*3 (全施設)<br>Closed*3 (All facilities) | 時短営業<br>Early Closing                                     | 4/25~5/31休館*3(約5割*4)<br>Apr.25-May 31<br>Closed*3 (About 50%*4)                | 6/1~6/20<br>時短営業<br>Jun.1-<br>Jun.20<br>Early<br>Closing                                       | 時短営業<br>Early Closing   |
| 住宅販売 (モデルハウス等)<br>Condominium Sales Center<br>仲介店舗 (リハウス)<br>Brokerage stores (Re-House) | 休店<br>Closed                            |   |  |  | 営業<br>Open  |
| ホテル・リゾート施設<br>Hotel and Resort facilities  | 休館<br>Closed                            |   |  |  | 営業<br>Open  |
| 宿泊主体型ホテル(三井ガーデンホテル等)<br>Lodging-focused hotels (Mitsui Garden<br>Hotels, etc.)           | 休館 (約6割*4)<br>Closed (About 60%*4)      |   |  |  | 営業<br>Open  |
| リゾート施設<br>Resort facilities  | 休館 (全施設)<br>Closed (All facilities)     |   |  |  | 営業<br>Open  |
| 東京ドーム (野球試合開催)<br>Tokyo Dome (Baseball game held)  | 開催中止<br>Baseball game : canceled        | 最大収容5,000人<br>Baseball game :<br>Maximum 5,000 spectators | 4/25~5/11<br>無観客開催*5<br>Apr. 25 - May 11<br>Baseball game<br>: No spectators*5 | 5/11~6/20<br>最大収容5,000人*5<br>May 11 - Jun. 20<br>Baseball game<br>: Maximum 5,000 spectators*5 | 最大収容5,000人*5<br>Baseball game<br>: Maximum 5,000 spectators*5 |

\*1 都道府県により発出時期・解除時期は異なる

\*1 The timing of the issuance and cancellation of the declaration differs from prefecture to prefecture.

\*2 2020/4/16~2020/5/14までは全国で適用

\*2 Applicable nationwide from April 16, 2020 to May 14, 2020

\*3 生活必需関係店舗は時短営業

\*3 Only stores related to daily necessities are open shorter hours.

\*4 割合は施設数ベースで算出

\*4 Percentages are calculated based on the number of facilities.

\*5 発令時チケット発売済等の一部試合は除く

\*5 Excluding some games for which tickets have already been sold at the time of issuance.

# 新型コロナウイルス影響下における営業状況の推移

## Trends in Operating Conditions under the Impact of COVID-19

|                                    | 2020   |     |      |                           |      |      |                           |      |      |  |      |      | 2021   |     |      |  |      |      |                           |      |      |  |  |  |
|------------------------------------|--|-----|------|---------------------------|------|------|---------------------------|------|------|--|------|------|--|-----|------|--|------|------|---------------------------|------|------|--|--|--|
|                                    | 4月   | 5月  | 6月   | 7月                        | 8月   | 9月   | 10月                       | 11月  | 12月  | 1月   | 2月   | 3月   | 4月   | 5月  | 6月   | 7月   | 8月   | 9月   | 10月                       | 11月  | 12月  |  |  |  |
|                                    | Apr.   | May | June | July                      | Aug. | Sep. | Oct.                      | Nov. | Dec. | Jan.   | Feb. | Mar. | Apr.   | May | June | July   | Aug. | Sep. | Oct.                      | Nov. | Dec. |  |  |  |
|                                    | 2021年3月期/1Q<br>1Q, FY2020  |     |      | 2021年3月期/2Q<br>2Q, FY2020 |      |      | 2021年3月期/3Q<br>3Q, FY2020 |      |      | 2021年3月期/4Q<br>4Q, FY2020  |      |      | 2022年3月期/1Q<br>1Q, FY2021  |     |      | 2022年3月期/2Q<br>2Q, FY2021  |      |      | 2022年3月期/3Q<br>3Q, FY2021 |      |      |  |  |  |
| 新型コロナウイルスの影響<br>Impact of COVID-19 | 感染拡大 第1波<br>1st Wave   |     |      | 感染拡大 第2波<br>2nd Wave      |      |      | 感染拡大 第3波<br>3rd Wave      |      |      | 感染拡大 第4波<br>4th Wave   |      |      | 感染拡大 第5波<br>5th Wave   |     |      |  |      |      |                           |      |      |  |  |  |
|                                    | 緊急事態宣言 <sup>*1</sup><br>(1回目)<br>State of emergency <sup>*1</sup><br>(1st) |     |      |                           |      |      |                           |      |      | 緊急事態宣言 <sup>*1</sup><br>(2回目)<br>State of emergency <sup>*1</sup><br>(2nd) |      |      | 緊急事態宣言 <sup>*1</sup><br>(3回目)<br>State of emergency <sup>*1</sup><br>(3rd) |     |      | 緊急事態宣言 <sup>*1</sup><br>(4回目)<br>State of emergency <sup>*1</sup><br>(4th) |      |      |                           |      |      |  |  |  |

\*1 地域により対応開始・終了時期は異なる \*1 Start and end dates vary by region.

| セグメント<br>Segment | 商品・事業<br>Product and Businesses  | 指標<br>Indicators   | 4月                                       | 5月   | 6月   | 7月     | 8月   | 9月   | 10月    | 11月  | 12月  | 1月     | 2月  | 3月   | 4月                   | 5月   | 6月   | 7月     | 8月   | 9月   | 10月     | 11月 | 12月 |
|------------------|--|--|--|------|------|--------|------|------|--------|------|------|--------|-----|------|----------------------|------|------|--------|------|------|---------|-----|-----|
| Apr.             | May  | June   | July                                     | Aug. | Sep. | Oct.   | Nov. | Dec. | Jan.   | Feb. | Mar. | Apr.   | May | June | July                 | Aug. | Sep. | Oct.   | Nov. | Dec. |         |     |     |
| 賃貸<br>Leasing    | 商業<br>Retail<br>らぼーと<br>+MOP <sup>*2</sup><br>LaLaport<br>+MOP <sup>*2</sup> | 施設売上<br>2020年3月期<br>(2019年度)<br>同期比率<br>Facility sales<br>Ratio for the same period<br>in FY2019 | 休館 <sup>*3</sup><br>Closed <sup>*3</sup> |      |      | 80~90% |      |      | 85~95% |      |      | 80~90% |     |      | 80~90% <sup>*4</sup> |      |      | 70~80% |      |      | 90~100% |     |     |

\*2 三井アウトレットパーク \*3 2020/4/8~: 休館、5/15~: 順次再開 \*4 休館施設を除く \*2 Mitsui Outlet Park \*3 Closures started Apr. 8, 2020; reopened sequentially from May 15 \*4 Calculations exclude closed facilities.

| マネジメント<br>Management | すまい<br>Homes,<br>Living | リパーク<br>Re-Park  | 売上<br>2020年3月期 (2019年度)<br>同期比率<br>Sales<br>Ratio for the same period<br>in FY2019  | 約75%  | 約75% | 約95% | 約95% | 約90% | 約95% | 約100%   | 約95% | 約95% | 約85%   | 約90% | 約105% | 約95%  | 約90% | 約95% | 約95%                             | 約85% | 約90% | 約95%  | 約95% | 約95% |
|----------------------|-------------------------|------------------|---|---|------|------|------|------|------|---|------|------|--|------|-------|---|------|------|----------------------------------|------|------|-------|------|------|
|                      |                         |                  | 仲介件数 <sup>*5</sup><br>2020年3月期 (2019年度)<br>同期比率<br>Number of brokerages <sup>*5</sup><br>Ratio for the same period<br>in FY2019 | 約80% <sup>*6</sup><br>About 80% <sup>*6</sup> |      |      | 約80% |      |      | 約110%   |      |      | 約100%  |      |       | 約100%   |      |      | 約90%                             |      |      | 約100% |      |      |
|                      |                         | リハウス<br>Re-House |   | 約80% <sup>*6</sup><br>About 80% <sup>*6</sup> |      |      | 約80% |      |      | 約110% <td colspan="3">約100% <td colspan="3">約100% <td colspan="3">約90% <td colspan="3">約100% </td></td></td></td> |      |      | 約100% <td colspan="3">約100% <td colspan="3">約90% <td colspan="3">約100% </td></td></td> |      |       | 約100% <td colspan="3">約90% <td colspan="3">約100% </td></td> |      |      | 約90% <td colspan="3">約100% </td> |      |      | 約100% |      |      |

\*5 計上 (引渡し) ベース \*6 2020/4/8~: 一部休店、5/15~: 順次営業再開 \*5 Accounting (transfer) basis \*6 Closures started Apr. 8, 2020; reopened sequentially from May 15

| その他<br>Others | ホテル<br>Hotel | 宿泊主体型<br>ホテル <sup>*7</sup><br>Lodging-<br>focused<br>hotels <sup>*7</sup> | 当月稼働率<br>Occupancy rate<br>for the month | 一部休館 <sup>*8</sup><br>Closed <sup>*8</sup> | 10%台<br>10%<br>level | 20%台<br>20%<br>level | 40%台<br>40%<br>level | 50%台<br>50%<br>level | 60%台<br>60%<br>level | 60%台<br>60%<br>level | 50%台<br>50%<br>level | 30%台<br>30%<br>level | 40%台<br>40%<br>level | 50%台<br>50%<br>level | 50%台<br>50%<br>level | 40%台<br>40%<br>level | 50%台<br>50%<br>level | 60%台<br>60%<br>level | 50%台<br>50%<br>level | 50%台<br>50%<br>level | 60%台<br>60%<br>level | 70%台<br>70%<br>level | 70%台<br>70%<br>level |  |                      |  |  |
|---------------|--------------|---|--|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--|----------------------|--|--|
|               |              |   |  | 一部休館 <sup>*8</sup><br>Closed <sup>*8</sup> |                      |                      | 10%台<br>10%<br>level |                      |                      | 20%台<br>20%<br>level |                      |                      | 40%台<br>40%<br>level |                      |                      | 50%台<br>50%<br>level |                      |                      | 60%台<br>60%<br>level |                      |                      | 60%台<br>60%<br>level |                      |  | 70%台<br>70%<br>level |  |  |

\*7 三井ガーデンホテル+ホテル ザ セレスティン+sequence \*8 2020/4/22~: 一部休館、5/22~: 順次再開 \*7 Mitsui Garden Hotel + Hotel The Celestin + sequence \*8 Closures started Apr. 22, 2020; reopened sequentially from May 22

# 2022年3月期第3四半期決算概要: 連結PL概要 全体

Summary of 3Q, FY2021 Financial Results: Consolidated Income Summary (Overall)

## 1 決算情報 Financial Information

### 連結損益計算書 / Consolidated Income Statement

単位: 百万円  
Unit: Millions of yen

|   | 当第3半期<br>Q3 of<br>This Year | 前年同期<br>Y on Y   | 増減<br>Change   | 増減率<br>Change<br>[%] |
|---|-----------------------------|------------------|----------------|----------------------|
| <b>営業収益/Revenues from Operations</b>  | <b>1,466,906</b>            | <b>1,468,035</b> | <b>-1,128</b>  | <b>-0.1%</b>         |
| 賃貸/Leasing  | 493,136                     | 459,922          | +33,213        |                      |
| 分譲/Property Sales   | 405,586                     | 526,423          | -120,836       |                      |
| マネジメント/Management   | 318,548                     | 294,729          | +23,818        |                      |
| その他/Other   | 249,634                     | 186,959          | +62,675        |                      |
| 賃貸/Leasing  | 101,488                     | 96,468           | +5,019         |                      |
| 分譲/Property Sales   | 75,414                      | 97,735           | -22,321        |                      |
| マネジメント/Management   | 41,557                      | 25,191           | +16,366        |                      |
| その他/Other   | -26,199                     | -20,887          | -5,312         |                      |
| 消去他/Elimination or Corporate  | -37,730                     | -34,063          | -3,667         |                      |
| <b>営業利益/Operating Income</b>  | <b>154,529</b>              | <b>164,444</b>   | <b>-9,915</b>  | <b>-6.0%</b>         |
| <b>営業外損益/Non-operating Income/Expenses</b>  | <b>-16,711</b>              | <b>-21,176</b>   | <b>+4,465</b>  |                      |
| 持分法損益/Equity in Net Income<br>or Loss of Affiliated Companies                               | 478                         | -841             | +1,319         |                      |
| 純金利負担/Interest Income/Expense, in Net   | -21,793                     | -20,102          | -1,690         |                      |
| その他/Other, in Net   | 4,604                       | -231             | +4,836         |                      |
| <b>経常利益/Ordinary Income</b>   | <b>137,818</b>              | <b>143,268</b>   | <b>-5,450</b>  | <b>-3.8%</b>         |
| <b>特別損益/Extraordinary Gains/Losses</b>  | <b>46,953</b>               | <b>-197</b>      | <b>+47,150</b> |                      |
| 特別利益/Extraordinary Gains  | 51,175                      | 47,177           | +3,998         |                      |
| 特別損失/Extraordinary Losses   | -4,222                      | -47,374          | +43,152        |                      |
| <b>税金等調整前四半期純利益<br/>Income before Income Taxes</b>  | <b>184,771</b>              | <b>143,071</b>   | <b>+41,700</b> |                      |
| 法人税等<br>Income Taxes  | -63,023                     | -44,235          | -18,787        |                      |
| <b>四半期純利益<br/>Profit for the Quarter</b>  | <b>121,748</b>              | <b>98,835</b>    | <b>+22,912</b> |                      |
| 非支配株主に帰属する四半期純損失<br>Loss Attributable to Non-Controlling Interests<br>for the Quarter       | 1,755                       | 50               | +1,704         |                      |
| <b>親会社株主に帰属する四半期純利益<br/>Profit Attributable to Owners of the Parent<br/>for the Quarter</b> | <b>123,503</b>              | <b>98,886</b>    | <b>+24,616</b> | <b>24.9%</b>         |

### 特別損益 / Extraordinary Gains/Losses

単位: 百万円  
Unit: Millions of yen

#### [特別利益/Extraordinary Gain]

|   |               |
|---|---------------|
| 投資有価証券売却益<br>Gain on Sales of Investment Securities | 51,175        |
| <b>合計/Total</b>                                     | <b>51,175</b> |

#### [特別損失/Extraordinary Loss]

|   |               |
|---|---------------|
| 新型コロナウイルス感染症による損失<br>Loss Related to COVID-19 | -4,222        |
| <b>合計/Total</b>                               | <b>-4,222</b> |

### 公表 (進捗率)

#### Announcement

#### (Progress Rate)

単位: 百万円  
Unit: Millions of yen

|  | 当第3四半期<br>Q3 of This<br>Year | 通期予想<br>(2022.2.4公表)<br>Full-Year<br>Forecast<br>(Feb. 4, 2022) | 進捗率<br>Progress<br>Rate |
|--|------------------------------|---|-------------------------|
| <b>営業収益<br/>Revenues from<br/>Operations</b>   | <b>1,466,906</b>             | <b>2,150,000</b>  | <b>68.2%</b>            |
| <b>営業利益<br/>Operating Income</b>   | <b>154,529</b>               | <b>240,000</b>  | <b>64.4%</b>            |
| <b>経常利益<br/>Ordinary Income</b>  | <b>137,818</b>               | <b>215,000</b>  | <b>64.1%</b>            |
| <b>親会社株主に帰属する<br/>四半期純利益<br/>Profit attributable to<br/>owners of the parent<br/>for the Quarter</b> | <b>123,503</b>               | <b>175,000</b>  | <b>70.6%</b>            |

# 2022年3月期第3四半期決算概要: 連結PL概要 セグメント別

## Summary of 3Q, FY2021 Financial Results: Consolidated Segment Revenue & Operating Income

## 1 決算情報 Financial Information

単位: 百万円/Unit: Millions of yen

### 賃貸 / Leasings

新型コロナウイルス感染症の影響が継続する中、既存オフィスの賃貸収益の増加、前期に竣工した「文京ガーデン ゲートタワー」等の通期稼働効果、商業施設の前年同期比での売上回復等により、セグメント全体では332億円の増収、50億円の増益。

なお、当第3四半期末における当社の首都圏オフィス空室率(単体)は4.1%。

Amid the ongoing impact of COVID-19, overall revenue from operations and operating income in the "Leasing" segment grew ¥33.2 billion and ¥5.0 billion, respectively, in the nine months ended December 31, 2021. This was mainly due to the year-on-year recovery in sales at retail facilities, the full-term contribution from Bunkyo Garden Gate Tower, which was completed during the previous fiscal year, and an increase in leasing revenue and income from existing office buildings.

On a separate note, the Company's office vacancy rate in the Tokyo metropolitan area as of December 31, 2021 (nonconsolidated) was 4.1%.

### 当第3四半期における主要な新規・通期稼働物件 Main New Properties and Properties Operated Throughout the Year in Q3 of This Year

#### 【新規稼働(当期稼働物件)】

Newly operating (properties operating from this year)

- ・大宮門街SQUARE/OMIYAKADOMACHI SQUARE
- ・ららぽーと上海金橋/LaLaport SHANGHAI JINQIAO

#### 【通期稼働(前期稼働物件)】

Properties operating throughout the year (properties operating from last year)

- ・文京ガーデンゲートタワー  
BUNKYO GARDEN GATETOWER
- ・名古屋三井ビルディング北館  
Nagoya Mitsui North Building
- ・三井アウトレットパーク横浜ベイサイド  
MITSUI OUTLET PARK YOKOHAMA BAYSIDE
- ・RAYARD MIYASHITA PARK  
RAYARD MIYASHITA PARK
- ・ららぽーと愛知東郷  
LaLaport AICHI TOGO
- ・RAYARD Hisaya-odori Park  
RAYARD Hisaya-odori Park

|                                  | 当第3四半期<br>Q3 of This Year | 対前年同期<br>Y on Y |                          | 当第3四半期<br>Q3 of This Year | 対前年同期<br>Y on Y |
|----------------------------------|---------------------------|-----------------|--------------------------|---------------------------|-----------------|
| 営業収益<br>Revenues from Operations | 493,136                   | +33,213         | 営業利益<br>Operating Income | 101,488                   | +5,019          |

| 収益/Revenue |                        | 当第3四半期<br>Q3 of This Year | 前年同期<br>Y on Y | 増減<br>Change |
|------------|------------------------|---------------------------|----------------|--------------|
|            |                        | オフィス/Office               | 288,808        | 274,805      |
|            | 商業施設/Retail Facilities | 166,635                   | 151,817        | +14,818      |
|            | その他/Other              | 37,691                    | 33,299         | +4,392       |
|            | 合計/Total Revenue       | 493,136                   | 459,922        | +33,213      |

| 貸付面積(千㎡) / Leased Floor Space (1,000m <sup>2</sup> ) | オフィス<br>Office              | 所有/Owned    | 1,923 | 2,162 | -239 |
|--|-----------------------------|-------------|-------|-------|------|
|  |                             | 転貸/Sublease | 1,439 | 1,243 | +196 |
| 商業施設<br>Retail Facilities                            | 所有/Owned                    | 1,803       | 1,869 | -66   |      |
|  | 転貸/Sublease                 | 574         | 550   | +24   |      |
|  | 合計/Total Leased Floor Space | 5,739       | 5,824 | -85   |      |

| 空室率推移/Vacancy Rate                                    | 21/12<br>12/'21 | 21/9<br>9/'21 | 21/6<br>6/'21 | 21/3<br>3/'21 | 20/3<br>3/'20 | 19/3<br>3/'19 |
|---|-----------------|---------------|---------------|---------------|---------------|---------------|
| 連結オフィス・商業<br>Office Buildings & Retail Facilities     | 3.5%            | 3.7%          | 3.7%          | 2.9%          | 2.3%          | 1.8%          |
| 単体オフィス首都圏<br>Tokyo Metropolitan Area Office Buildings | 4.1%            | 3.9%          | 4.7%          | 3.1%          | 1.9%          | 1.7%          |

### (参考) 単体・賃貸総括表/Breakdown of Leasing Operations (Non-consolidated)

| オフィス/Office  | 総計/Total                  |                | 首都圏/Metropolitan Tokyo    |                | 地方/Regions                |                |
|--|---------------------------|----------------|---------------------------|----------------|---------------------------|----------------|
|  | 当第3四半期<br>Q3 of This Year | 前年同期<br>Y on Y | 当第3四半期<br>Q3 of This Year | 前年同期<br>Y on Y | 当第3四半期<br>Q3 of This Year | 前年同期<br>Y on Y |
| 棟数/Number of Buildings                               | 135                       | 140            | 110                       | 113            | 25                        | 27             |
| 貸付面積(千㎡) / Leased Floor Space (1,000m <sup>2</sup> ) | 2,915                     | 2,947          | 2,621                     | 2,629          | 294                       | 318            |
| 賃貸収益/Leasing Revenue (¥ millions)                    | 246,442                   | 237,044        | 228,913                   | 220,399        | 17,529                    | 16,644         |
| 空室率/Vacancy Rate                                     | 4.1%                      | 3.5%           | 4.1%                      | 3.5%           | 4.3%                      | 3.2%           |

| 商業施設/Retail Facilities                               | 総計/Total                  |                | 首都圏/Metropolitan Tokyo    |                | 地方/Regions                |                |
|--|---------------------------|----------------|---------------------------|----------------|---------------------------|----------------|
|  | 当第3四半期<br>Q3 of This Year | 前年同期<br>Y on Y | 当第3四半期<br>Q3 of This Year | 前年同期<br>Y on Y | 当第3四半期<br>Q3 of This Year | 前年同期<br>Y on Y |
| 棟数/Number of Buildings                               | 99                        | 99             | 73                        | 72             | 26                        | 27             |
| 貸付面積(千㎡) / Leased Floor Space (1,000m <sup>2</sup> ) | 2,229                     | 2,277          | 1,479                     | 1,485          | 750                       | 791            |
| 賃貸収益/Leasing Revenue (¥ millions)                    | 161,159                   | 146,074        | 111,892                   | 99,695         | 49,266                    | 46,378         |
| 空室率/Vacancy Rate                                     | 1.8%                      | 1.3%           | 2.0%                      | 1.5%           | 1.6%                      | 1.1%           |



# 2022年3月期第3四半期決算概要: 連結PL概要 セグメント別

## Summary of 3Q, FY2021 Financial Results: Consolidated Segment Revenue & Operating Income

## 1 決算情報 Financial Information

単位: 百万円  
Unit: Millions of yen

### 分譲 / Property Sales

国内住宅分譲は、計上戸数が前年同期に比べ減少したこと等により減収減益。

投資家向け・海外住宅分譲等は、契約済み物件の引き渡しが第4四半期に集中していることから当第3四半期では減収減益。セグメント全体では1,208億円の減収、223億円の減益。

なお、国内の新築マンション分譲の当期計上予定戸数3,200戸に対する当第3四半期末の契約進捗率は99%。Revenue and earnings in the "Property Sales to Individuals (Domestic)" category decreased. This was mainly due to the year-on-year decline in the reported number of condominium units. Owing to the concentrated handover of contracted properties in the fourth quarter, revenue and earnings in the "Property Sales to Investors and Individuals (Overseas) etc." category also declined in the nine months ended December 31, 2021. In overall terms, revenue from operations and operating income in the "Property Sales" segment decreased ¥120.8 billion and ¥22.3 billion, respectively. Of the 3,200 new condominium units in Japan being recorded in the fiscal year ending March 31, 2022, the Company had contracts in place for 99% as of December 31, 2021.

|                                  | 当第3四半期<br>Q3 of This Year | 対前年同期<br>Y on Y |                          | 当第3四半期<br>Q3 of This Year | 対前年同期<br>Y on Y |
|----------------------------------|---------------------------|-----------------|--------------------------|---------------------------|-----------------|
| 営業収益<br>Revenues from Operations | 405,586                   | -120,836        | 営業利益<br>Operating Income | 75,414                    | -22,321         |

|   |                       | 当第3四半期<br>Q3 of This Year | 前年同期<br>Y on Y | 増減<br>Change |
|---|-----------------------|---------------------------|----------------|--------------|
| 国内住宅分譲<br>Property Sales to Individuals (Domestic)                            | 収益/Revenue            | 186,567                   | 249,508        | -62,940      |
|   | 営業利益/Operating Income | 20,521                    | 31,771         | -11,250      |
| 投資家向け・海外住宅分譲等<br>Property Sales to Investors and Individuals (Overseas), etc. | 収益/Revenue            | 219,019                   | 276,914        | -57,895      |
|   | 営業利益/Operating Income | 54,892                    | 65,963         | -11,071      |
| 合計/Total  | 収益/Revenue            | 405,586                   | 526,423        | -120,836     |
|   | 営業利益/Operating Income | 75,414                    | 97,735         | -22,321      |

| 中高层分譲<br>/Condominium Sales                                | 戸数(戸)/Number of Units (Units)       | 2,398   | 2,969   | -571    |
|--|-------------------------------------|---------|---------|---------|
|  | 戸当たり単価(万円)/Unit Price(¥10 thousand) | 6,575   | 7,616   | -1,041  |
|  | 収益/Revenue                          | 157,659 | 226,120 | -68,461 |
| 戸建分譲<br>/Detached Housing Sales                            | 戸数(戸)/Number of Units (Units)       | 377     | 351     | +26     |
|  | 戸当たり単価(万円)/Unit Price(¥10 thousand) | 7,668   | 6,663   | +1,005  |
|  | 収益/Revenue                          | 28,908  | 23,387  | +5,520  |
| 国内住宅分譲合計<br>Total Property Sales to Individuals (Domestic) | 戸数(戸)/Number of Units (Units)       | 2,775   | 3,320   | -545    |
|  | 戸当たり単価(万円)/Unit Price(¥10 thousand) | 6,723   | 7,515   | -792    |
|  | 収益/Revenue                          | 186,567 | 249,508 | -62,940 |

| 当第3四半期における主要な計上物件<br>Main Recorded Properties in Q3 of This Year |
|--|
| 【国内住宅分譲】 Property Sales to Individuals                           |
| ・パークコート渋谷 ザ タワー<br>Park Court Shibuya The Tower                  |
| ・パークコート文京小石川 ザ タワー<br>Park Court BUNKYO KOISHIKAWA The Tower     |
| ・パークホームズ柏タワーレジデンス<br>Park Homes Kashiwa Tower Residence          |
| ・ファインコート永福四丁目<br>Fine Court Eifuku 4-Chome                       |
| 【投資家向け分譲】 Property Sales to Investors                            |
| ・飯田橋グラン・ブルーム<br>Iidabashi Grand Bloom                            |
| ・8-10 ムーアゲート<br>8-10 Moorgate                                    |
| ・銀座5丁目グローブ<br>Ginza 5-chome GLOBE                                |

| 国内住宅分譲完成在庫推移/Inventories of Property Sales to Individuals (Domestic) | (戸/Units)       |               |               |               |               |               |
|--|-----------------|---------------|---------------|---------------|---------------|---------------|
|  | 21/12<br>12/'21 | 21/9<br>9/'21 | 21/6<br>6/'21 | 21/3<br>3/'21 | 20/3<br>3/'20 | 19/3<br>3/'19 |
| 中高层分譲/Condominiums   | 109             | 139           | 121           | 150           | 128           | 141           |
| 戸建分譲/Detached Housing  | 2               | 3             | 6             | 17            | 58            | 30            |
| 合計/Total   | 111             | 142           | 127           | 167           | 186           | 171           |

| 国内住宅分譲契約戸数/Contracted for Sale from the Property Sales to Individuals (Domestic) | (戸/Units)                                 |                               |               |                               |                                     |                                      |
|--|---|-------------------------------|---------------|-------------------------------|-------------------------------------|--------------------------------------|
|  | 前期末契約済み<br>Contracts at Beginning of Term | 期中契約<br>Contracts during Term | 契約累計<br>Total | 売上計上<br>Reported No. of Units | 当期末契約済み<br>Contracts at End of Term | 期中新規発売<br>Newly Launched during Term |
| 中高层分譲/Condominiums   | 3,043                                     | 3,125                         | 6,168         | 2,398                         | 3,770                               | 3,054                                |
| 戸建分譲/Detached Housing  | 145                                       | 374                           | 519           | 377                           | 142                                 | 357                                  |
| 合計/Total   | 3,188                                     | 3,499                         | 6,687         | 2,775                         | 3,912                               | 3,411                                |



# 2022年3月期第3四半期決算概要: 連結PL概要 セグメント別

## Summary of 3Q, FY2021 Financial Results: Consolidated Segment Revenue & Operating Income

### 1 決算情報 Financial Information

単位: 百万円  
Unit: Millions of yen

#### マネジメント / Management

プロパティマネジメントは、リパーク（貸し駐車場）における継続的なコスト削減の推進や前年同期比での稼働向上等により増収増益。

仲介・アセットマネジメント等は、リハウス（個人向け仲介）における前年同期比での取引単価の向上や仲介件数の増加等により増収増益。

セグメント全体では238億円の増収、163億円の増益。

In the "Property Management" category, revenue and earnings increased owing mainly to continuous efforts to reduce costs and the year-on-year recovery in occupancy rates in the "Repark" (car park leasing) business.

Revenue and earnings in the "Brokerage and Asset Management, etc." category also improved. This was due to a variety of factors including increases in the number of brokerage units and improvements in unit prices per transaction handled in the "Rehouse" (brokerage for individuals) business compared with the corresponding period of the previous fiscal year.

Accordingly, overall revenue from operations in the "Management" segment increased ¥23.8 billion and operating income grew ¥16.3 billion.

|   | 当第3四半期<br>Q3 of This Year | 対前年同期<br>Y on Y |                                 | 当第3四半期<br>Q3 of This Year | 対前年同期<br>Y on Y |
|---|---------------------------|-----------------|---------------------------------|---------------------------|-----------------|
| <b>営業収益</b><br>Revenues from Operations | <b>318,548</b>            | <b>+23,818</b>  | <b>営業利益</b><br>Operating Income | <b>41,557</b>             | <b>+16,366</b>  |

|  |                          | 当第3四半期<br>Q3 of This Year | 前年同期<br>Y on Y | 増減<br>Change |
|--|--------------------------|---------------------------|----------------|--------------|
| <b>プロパティマネジメント</b><br>Property Management                  | 収益<br>Revenue            | 239,806                   | 228,505        | +11,301      |
|  | 営業利益<br>Operating Income | 22,792                    | 14,353         | +8,438       |
| <b>仲介・アセットマネジメント等</b><br>Brokerage, Asset Management, etc. | 収益<br>Revenue            | 78,741                    | 66,224         | +12,517      |
|  | 営業利益<br>Operating Income | 18,765                    | 10,837         | +7,927       |
| <b>合計</b><br>Total   | 収益<br>Revenue            | 318,548                   | 294,729        | +23,818      |
|  | 営業利益<br>Operating Income | 41,557                    | 25,191         | +16,366      |

|   | 当第3四半期<br>Q3 of This Year | 前年同期<br>Y on Y | 増減<br>Change   |
|---|---------------------------|----------------|----------------|
| <b>リパーク（貸し駐車場）台数（台）</b><br>Re-Park (Car Park Leasing) - Total Managed Units (Units) | <b>256,090</b>            | <b>274,868</b> | <b>-18,778</b> |
| <b>仲介件数*</b><br>Number of Brokerages* (Units)                                       | <b>30,648</b>             | <b>27,461</b>  | <b>+3,187</b>  |
| <b>販売受託件数</b><br>Consignment Sales (Units)  | <b>778</b>                | <b>1,632</b>   | <b>-854</b>    |

(注) 仲介件数は外部顧客からの件数

(参考) 三井不動産リアルティグループの消去前仲介件数: 30,748件 (前年同期比+3,229件)

Note: Brokerages refers to brokerages from outside customers

Reference: Brokerages for Mitsui Fudosan Realty Group before elimination of unrealized gains and losses: 30,748 (+3,229 Y on Y)

# 2022年3月期第3四半期決算概要: 連結PL概要 セグメント別

## Summary of 3Q, FY2021 Financial Results: Consolidated Segment Revenue & Operating Income

### 1 決算情報 Financial Information

単位: 百万円  
Unit: Millions of yen

#### その他 /Other

新型コロナウイルス感染症の影響が継続する中、主に施設営業のホテル・リゾート事業が回復途上にあることや、東京ドームの収益・営業損失の取り込み等により、セグメント全体では626億円の増収、53億円の減益。

Overall revenue from operations in the "Other" segment increased ¥62.6 billion while operating income declined ¥5.3 billion. This was mainly due to the inclusion of the revenue and operating loss of Tokyo Dome Group and the recovery trend exhibited by the hotel and resort business in the Facility Operations category amid the ongoing impact of COVID-19.

|                                  | 当第3四半期<br>Q3 of This Year | 対前年同期<br>Y on Y |                          | 当第3四半期<br>Q3 of This Year | 対前年同期<br>Y on Y |
|----------------------------------|---------------------------|-----------------|--------------------------|---------------------------|-----------------|
| 営業収益<br>Revenues from Operations | 249,634                   | +62,675         | 営業利益<br>Operating Income | -26,199                   | -5,312          |

|   |   | 当第3四半期<br>Q3 of This Year | 前年同期<br>Y on Y | 増減<br>Change |
|---|---|---------------------------|----------------|--------------|
| 収益<br>Revenue   | 新築請負/New Construction under Consignment | 113,944                   | 96,935         | +17,009      |
|   | 施設営業/Facility Operations                | 33,783                    | 25,938         | +7,844       |
|   | 東京ドーム/Tokyo Dome                        | 33,896                    | -              | +33,896      |
|   | その他/Other                               | 68,010                    | 64,085         | +3,925       |
|   | 合計<br>Total                             | 249,634                   | 186,959        | +62,675      |
|   |   | 当第3四半期<br>Q3 of This Year | 前年同期<br>Y on Y | 増減<br>Change |
| 新築請負受注工事高 / Revenue from New Construction under Consignment Orders Received |   | 103,909                   | 89,691         | +14,218      |

※1 以下の金額の合計額

・海外所在持分法適用会社について、各社の営業利益または営業利益相当額(注)に当社持分割合を乗じて算出。

(注)営業利益相当額は当期純利益から税負担分を考慮して簡便的に算出した利益。

・海外所在持分法適用会社に係る関係会社株式売却損益(不動産分譲を目的とした事業に係るものに限る)

※2 海外事業利益合計÷(連結営業利益+海外持分法換算営業利益)×100

\*1 Total of the following amounts

・Calculated by multiplying the operating income or the amount equivalent to operating income of each overseas equity-method affiliated company by the Company's equity interest

(Note) The amount equivalent to operating income is the amount of profit calculated on a simplified basis after taking into consideration the tax burden

・Gain on sale of shares of overseas equity-method affiliated companies(Limited to overseas equity-method affiliated companies whose principal business is the sale of real estate)

\*2 Total overseas income/(Operating income + Pro forma operating income of overseas affiliates)×100

#### (参考) 海外事業/(Reference) OVERSEAS BUSINESS

|   |                            | 当第3四半期<br>Q3 of This Year | 前年同期<br>Y on Y | 増減<br>Change |
|---|----------------------------|---------------------------|----------------|--------------|
| 賃貸<br>Leasing   | 収益/Revenue                 | 55,092                    | 50,180         | +4,912       |
|   | 営業利益①/Operating Income (1) | 11,743                    | 11,853         | -110         |
| 分譲<br>Property Sales  | 収益/Revenue                 | 32,136                    | 9,265          | +22,871      |
|   | 営業利益②/Operating Income (2) | 11,838                    | -162           | +12,001      |
| マネジメント・その他等<br>Management, Other, etc.                                      | 収益/Revenue                 | 640                       | 3,318          | -2,677       |
|   | 営業利益③/Operating Income (3) | -4,243                    | -941           | -3,302       |
| 海外持分法換算営業利益④(※1)<br>Pro forma Operating Income of Overseas Affiliates (4)*1 |                            | 2,786                     | 6,421          | -3,635       |
| 海外事業利益合計①+②+③+④<br>Total Overseas Income ((1) + (2) + (3) + (4))            |                            | 22,124                    | 17,170         | +4,953       |
| 海外事業利益比率(※2)<br>Overseas Income Ratio*2                                     |                            | 14.1%                     | 10.0%          | +4.1pt       |

# 2022年3月期第3四半期決算概要: 連結BS概要 全体

## Summary of 3Q, FY2021 Financial Results: Consolidated Balance Sheet Summary

# 1 決算情報 Financial Information

### ■ 連結貸借対照表/Consolidated Balance Sheet

単位: 百万円/Unit: Millions of yen

|                  |   | 当第3四半期末<br>End of Q3 of<br>This Year | 前期末<br>End of Last<br>Year | 増減<br>Change |                |  | 当第3四半期末<br>End of Q3 of<br>This Year | 前期末<br>End of Last<br>Year | 増減<br>Change |
|------------------|---|--------------------------------------|----------------------------|--------------|----------------|--|--------------------------------------|----------------------------|--------------|
| <b>流動資産</b>      | <b>Current Assets</b>   | 2,675,490                            | 2,455,996                  | +219,493     | <b>流動負債</b>    | <b>Current Liabilities</b>   | 1,421,701                            | 1,001,167                  | +420,533     |
| 現金・預金            | Cash & Time Deposits  | 219,190                              | 189,542                    | +29,647      | 支払手形及び買掛金      | Accounts Payable-Trade   | 83,935                               | 97,969                     | -14,033      |
| 受取手形及び売掛金        | Accounts Receivable—Trade   | -                                    | 41,368                     | -41,368      | 短期借入金          | Short-Term Debt  | 664,231                              | 306,860                    | +357,371     |
| 受取手形、売掛金及び契約資産   | —Trade and Contract Assets  | 64,548                               | -                          | +64,548      | コマーシャルペーパー     | Commercial Paper   | 196,000                              | 99,500                     | +96,500      |
| 有価証券             | Marketable Securities   | 99                                   | 87                         | +12          | 短期償還社債         | Bond Redeemable Within One Year                                      | 61,700                               | 56,677                     | +5,022       |
| 販売用不動産・前渡金       | Real Property for Sale<br>(including Advances Paid for Purchases) | 2,051,875                            | 1,930,528                  | +121,346     | 未払法人税等         | Income Taxes Payable   | 20,135                               | 50,339                     | -30,204      |
| 未成工事支出金          | Expenditure on Contracts in Progress                              | 10,848                               | 17,710                     | -6,862       | 未成工事受入金        | Payments Received for Uncompleted Construction                       | -                                    | 21,566                     | -21,566      |
| その他の棚卸資産         | Other Inventories   | 10,664                               | 6,204                      | +4,459       | 契約負債           | Contract Liabilities   | 118,568                              | -                          | +118,568     |
| 短期貸付金            | Short-Term Loans  | 21,247                               | 17,186                     | +4,060       | 完成工事補償引当金      | Allowance for Completed Project Indemnities                          | 684                                  | 705                        | -21          |
| 営業出資金            | Equity Investments in Properties for Sale                         | 9,998                                | 10,013                     | -14          | 債務保証損失引当金      | Allowance for Possible Guarantee Losses                              | 0                                    | 1                          | -0           |
| その他の流動資産         | Other   | 287,804                              | 243,928                    | +43,875      | その他流動負債        | Other  | 276,445                              | 367,546                    | -91,101      |
| 貸倒引当金            | Allowance for Doubtful Accounts                                   | -786                                 | -574                       | -212         |                |  |                                      |                            |              |
|                  |   |                                      |                            |              | <b>固定負債</b>    | <b>Long-Term Liabilities</b>   | 3,989,857                            | 4,084,813                  | -94,956      |
|                  |   |                                      |                            |              | 社債             | Corporate Bonds  | 703,243                              | 797,047                    | -93,803      |
| <b>有形固定資産</b>    | <b>Tangible Fixed Assets</b>                                      | 3,861,472                            | 3,717,166                  | +144,306     | 長期借入金          | Long-Term Debt   | 2,334,771                            | 2,363,352                  | -28,581      |
| 建物及び構築物          | Buildings and Structures  | 1,346,257                            | 1,284,152                  | +62,105      | 預り敷金・保証金       | Deposits from Tenants  | 440,289                              | 435,929                    | +4,360       |
| 機械装置・運搬具         | Machinery, Equipment and Vehicles                                 | 54,486                               | 59,040                     | -4,553       | 役員退職慰労引当金      | Allowance for Directors' and Corporate Auditors' Retirement Benefits | 828                                  | 846                        | -17          |
| 土地               | Land  | 2,094,940                            | 2,058,993                  | +35,947      | 退職給付に係る負債      | Net Defined Benefit Liability  | 48,707                               | 48,066                     | +640         |
| 建設仮勘定            | Construction in Progress  | 289,463                              | 249,386                    | +40,077      | 繰延税金負債         | Deferred Tax Liabilities   | 273,451                              | 269,233                    | +4,218       |
| その他              | Other   | 76,324                               | 65,593                     | +10,730      | 再評価に係る繰延税金負債   | Deferred Tax Liabilities on Land Revaluation                         | 94,835                               | 94,835                     | -            |
|                  |   |                                      |                            |              | その他固定負債        | Other  | 93,729                               | 75,501                     | +18,227      |
| <b>無形固定資産</b>    | <b>Intangible Fixed Assets</b>                                    | 77,096                               | 79,633                     | -2,537       | 有利子負債          | Interest-Bearing Debt  | 3,959,945                            | 3,623,438                  | +336,507     |
|                  |   |                                      |                            |              | うちノンリコース債務     | Non-recourse debt  | 553,620                              | 542,602                    | +11,017      |
| <b>有形・無形固定資産</b> | <b>Tangible and Intangible Fixed Assets</b>                       | 3,938,568                            | 3,796,800                  | +141,768     | 余剰敷金・保証金       | Surplus lease deposits/guarantee deposits                            | 277,296                              | 274,986                    | +2,310       |
|                  |   |                                      |                            |              | <b>負債計</b>     | <b>Total Liabilities</b>   | 5,411,558                            | 5,085,981                  | +325,577     |
| <b>投資その他資産</b>   | <b>Investments and Other Assets</b>                               | 1,572,918                            | 1,489,174                  | +83,743      | 資本金            | Common Stock   | 340,162                              | 339,897                    | +265         |
| 投資有価証券           | Investment Securities   | 1,098,622                            | 1,049,085                  | +49,537      | 資本剰余金          | Capital Surplus  | 372,473                              | 372,293                    | +180         |
| 長期貸付金            | Long-Term Loans   | 9,031                                | 8,857                      | +173         | 利益剰余金          | Retained Earnings  | 1,342,803                            | 1,259,715                  | +83,087      |
| 差入敷金・保証金         | Lease Deposits  | 162,993                              | 160,943                    | +2,049       | 自己株式           | Treasury Stock   | -20,890                              | -5,920                     | -14,970      |
| 退職給付に係る資産        | Net Defined Benefit Asset   | 49,905                               | 50,677                     | -771         | 土地再評価差額金       | Reserve on Land Revaluation  | 202,652                              | 202,686                    | -34          |
| 繰延税金資産           | Deferred Income Taxes   | 26,001                               | 26,586                     | -585         | その他有価証券評価差額金   | Net Unrealized Holding Gains on Securities                           | 402,252                              | 394,873                    | +7,379       |
| その他投資その他資産       | Other   | 227,410                              | 194,222                    | +33,187      | 繰延ヘッジ損益        | Deferred Gains or Losses on Hedges                                   | 5,075                                | 5,165                      | -89          |
| 貸倒引当金            | Allowance for Doubtful Accounts                                   | -1,046                               | -1,198                     | +152         | 為替換算調整勘定       | Foreign Currency Translation Adjustment                              | -2,429                               | -34,524                    | +32,094      |
|                  |   |                                      |                            |              | 退職給付に係る調整累計    | Remeasurements of Defined Benefit Plans                              | 20,226                               | 21,697                     | -1,471       |
|                  |   |                                      |                            |              | 新株予約権          | New Share Subscription Rights  | 1,380                                | 1,422                      | -42          |
|                  |   |                                      |                            |              | 非支配株主持分        | Non-Controlling Interests  | 111,712                              | 98,683                     | +13,028      |
|                  |   |                                      |                            |              | <b>純資産計</b>    | <b>Total Net Assets</b>  | 2,775,419                            | 2,655,991                  | +119,428     |
|                  |   |                                      |                            |              | [D/Eレシオ]       | [D/E Ratio]  | 1.49                                 | 1.42                       | +0.07        |
|                  |   |                                      |                            |              | [自己資本比率]       | [Equity Ratio]   | 32.5%                                | 33.0%                      | -0.5pt       |
| <b>資産計</b>       | <b>Total Assets</b>   | 8,186,977                            | 7,741,972                  | +445,005     | <b>負債・純資産計</b> | <b>Total Liabilities and Net Assets</b>                              | 8,186,977                            | 7,741,972                  | +445,005     |

# 2022年3月期第3四半期決算概要: 連結BS概要 全体

## Summary of 3Q, FY2021 Financial Results: Consolidated Balance Sheet Summary

# 1 決算情報 Financial Information

### 販売用不動産(前渡金含む)/Real Property for Sale (Including Advances Paid for Purchases)

単位: 百万円/Unit: Millions of yen

|  | 当第3四半期末<br>End of Q3 of This<br>Year | 前期末<br>End of Last Year | 増減<br>Change |
|--|--------------------------------------|-------------------------|--------------|
| 三井不動産レジデンシャル/Mitsui Fudosan Residential    | 685,163                              | 693,200                 | -8,037       |
| 三井不動産/Mitsui Fudosan                       | 678,061                              | 645,179                 | +32,882      |
| 三井不動産アメリカグループ/Mitsui Fudosan America Group | 503,587                              | 410,208                 | +93,378      |
| SPC合計/SPCs Total                           | 118,265                              | 120,010                 | -1,745       |
| 英国三井不動産グループ/Mitsui Fudosan UK Group        | 44,042                               | 39,979                  | +4,062       |
| その他・消去等/Other and Elimination              | 22,754                               | 21,948                  | +805         |
| 合計/Total                                   | 2,051,875                            | 1,930,528               | +121,346     |

|                        | 期首残高<br>Balance at<br>Beginning of<br>Period | 新規投資*1<br>New<br>Investments*1 | 原価回収<br>Cost Recovery | その他<br>Other | 期末残高<br>Balance at End<br>of Period |
|------------------------|--|--------------------------------|-----------------------|--------------|-------------------------------------|
| 当第3四半期/Q3 of This Year | 1,930,528                                    | 389,124                        | - 297,311             | 29,534       | 2,051,875                           |
| 前年同期/Y on Y            | 1,907,839                                    | 409,897                        | - 393,704             | - 39,098     | 1,884,933                           |

(参考)三井不動産レジデンシャルにおける用地取得関係費(当第3四半期988億円)/Reference: Costs Associated with Land Acquisition by Mitsui Fudosan Residential (¥98.8 billion in Q3 of this year)

### 有形・無形固定資産/Tangible and Intangible Fixed Assets

単位: 百万円/Unit: Millions of yen

|  | 当第3四半期末<br>End of Q3 of This<br>Year | 前期末<br>End of Last Year | 増減<br>Change |
|--|--------------------------------------|-------------------------|--------------|
| 三井不動産/Mitsui Fudosan                       | 2,613,756                            | 2,608,459               | +5,297       |
| 三井不動産アメリカグループ/Mitsui Fudosan America Group | 561,066                              | 469,998                 | +91,067      |
| 東京ドームグループ/Tokyo Dome Group                 | 283,132                              | 286,617                 | -3,484       |
| SPC合計/SPCs Total                           | 126,628                              | 122,968                 | +3,659       |
| 三井不動産レジデンシャル/Mitsui Fudosan Residential    | 91,604                               | 74,856                  | +16,748      |
| 英国三井不動産グループ/Mitsui Fudosan UK Group        | 49,850                               | 55,636                  | -5,786       |
| その他・消去等/Other and Elimination              | 212,529                              | 178,264                 | +34,265      |
| 合計/Total                                   | 3,938,568                            | 3,796,800               | +141,768     |

(再評価差額を含む/Incl. Differences from Re-Appraisals)

|                        | 期首残高<br>Balance at<br>Beginning of<br>Period | 新規投資*2<br>New<br>Investments*2 | 減価償却<br>Depreciation | その他<br>Other | 期末残高<br>Balance at End<br>of Period |
|------------------------|--|--------------------------------|----------------------|--------------|-------------------------------------|
| 当第3四半期/Q3 of This Year | 3,796,800                                    | 196,678                        | -82,253              | 27,343       | 3,938,568                           |
| 前年同期/Y on Y            | 3,753,141                                    | 193,036                        | -71,967              | -68,909      | 3,805,301                           |

### 有利子負債/Interest-Bearing Debt

単位: 百万円/Unit: Millions of yen

|  | 当第3四半期末<br>End of Q3 of This<br>Year | 前期末<br>End of Last Year | 増減<br>Change |
|--|--------------------------------------|-------------------------|--------------|
| 三井不動産/Mitsui Fudosan                       | 3,006,293                            | 2,650,410               | +355,883     |
| 三井不動産アメリカグループ/Mitsui Fudosan America Group | 884,698                              | 688,186                 | +196,512     |
| 三井不動産レジデンシャル/Mitsui Fudosan Residential    | 669,400                              | 621,000                 | +48,400      |
| SPC合計/SPCs Total                           | 186,020                              | 184,905                 | +1,115       |
| 東京ドームグループ/Tokyo Dome Group                 | 154,718                              | 167,875                 | -13,156      |
| 三井不動産アジアグループ/Mitsui Fudosan Asia Group     | 102,603                              | 88,850                  | +13,752      |
| 英国三井不動産グループ/Mitsui Fudosan UK Group        | 25,365                               | 43,348                  | -17,982      |
| 子会社貸付金/Loans to Subsidiaries               | - 1,260,347                          | - 979,603               | -280,744     |
| その他・消去等/Other and Elimination              | 191,193                              | 158,465                 | +32,727      |
| 合計/Total                                   | 3,959,945                            | 3,623,438               | +336,507     |
| (うちノンリコース債務) (Non-recourse Debt of Total)  | 553,620                              | 542,602                 | +11,017      |

\*1 新規投資には、子会社への出資に伴う販売用不動産の増加を含む

\*1 New Investments includes increases in real property for sale gained through investments in subsidiaries

\*2 新規投資には、資本的支出および子会社への出資に伴う有形・無形固定資産の増加を含む

\*2 New Investments includes capital expenditure and increases in tangible and intangible fixed assets gained through investments in subsidiaries

#### 有形・無形固定資産 /Tangible and Intangible Fixed Assets

有形・無形固定資産は1,417億円増加し、3兆9,385億円となった。  
主な内訳は、アメリカにおける「50ハドソンヤード」、中国における「ララポ-と上海金橋」への新規投資、および在外子会社における為替影響等。

Tangible and intangible fixed assets rose ¥141.7 billion, to ¥3,938.5 billion.

Main reasons for the increase were new investments in 50 Hudson Yards in the U.S. and LaLaPort SHANGHAI JINQIAO in China as well as the impact of exchange rate fluctuations at overseas subsidiaries.

#### 為替/Exchange rate

当第3四半期末 111.92円/ドル 前期末 103.50円/ドル

当第3四半期末 150.43円/ポンド 前期末 139.82円/ポンド

¥111.92:US\$1 as of December 31, 2021, ¥103.50:US\$1 as of March 31, 2021;

¥150.43:£1 as of December 31, 2021, ¥139.82:£1 as of March 31, 2021

# 2022年3月期第3四半期決算概要：連結業績予想（2022年2月4日公表）

Summary of 3Q, FY2021 Financial Results: Consolidated Statement of Earnings Forecasts (Announced Feb. 4, 2022)

## 1 決算情報 Financial Information

|   | 通期予想/Full-Year Forecast   |   |              |
|---|---|---|--------------|
|   | 今回予想<br>2022/2/4公表<br>Latest<br>forecast<br>(As of Feb. 4,<br>2022) | 前回予想<br>2022/5/14公表<br>Previous<br>forecast<br>(As of May. 14,<br>2021) | 増減<br>Change |
| 営業収益/Revenues from Operations   | 2,150,000   | 2,150,000   | -            |
| 賃貸/Leasing  | 680,000   | 680,000   | -            |
| 分譲/Property Sales   | 670,000   | 670,000   | -            |
| マネジメント/Management   | 435,000   | 420,000   | +15,000      |
| その他/Other   | 365,000   | 380,000   | -15,000      |
| 賃貸/Leasing  | 130,000   | 128,000   | +2,000       |
| 分譲/Property Sales   | 137,000   | 133,000   | +4,000       |
| マネジメント/Management   | 57,000  | 44,000  | +13,000      |
| その他/Other   | - 31,000  | - 22,000  | -9,000       |
| 消去他/Elimination, etc.   | - 53,000  | - 53,000  | -            |
| 営業利益/Operating Income   | 240,000   | 230,000   | +10,000      |
| 営業外損益/Non-operating Income/Expenses   | - 25,000  | - 25,000  | -            |
| 純金利負担/Interest Income/Expense   | - 28,000  | - 28,000  | -            |
| その他/Other   | 3,000   | 3,000   | -            |
| 経常利益/Ordinary Income  | 215,000   | 205,000   | +10,000      |
| 特別利益/Extraordinary Gain   | 40,000  | 30,000  | +10,000      |
| 税前当期純利益/Income before Income Taxes  | 255,000   | 235,000   | +20,000      |
| 法人税等/Income Taxes   | - 80,000  | - 75,000  | -5,000       |
| 当期純利益/Profit Attributable to Owners of Parent   | 175,000   | 160,000   | +15,000      |
| 非支配株主に帰属する当期純利益<br>Profit Attributable to Owners of Parent<br>(Attributable to Non-Controlling Interests) | 0   | 0   | -            |
| 親会社株主に帰属する当期純利益<br>Profit Attributable to Owners of Parent<br>(Attributable to Owners of Parent)          | 175,000   | 160,000   | +15,000      |

| ■ 分譲セグメント内訳/Breakdown of Property Sales Segment                            |  |  |              |
|--|--|--|--------------|
| 単位：百万円/Unit:Millions of yen  |  |  |              |
| 国内住宅分譲/Property Sales to Individuals (Domestic)                            | 今回予想/Latest                                    | 前回予想/Previous                                    | 増減/Change    |
| 営業収益/Revenues from Operations  | 270,000  | 270,000  | -            |
| 中高層分譲/Condominium Sales  | 230,000  | 230,000  | -            |
| 戸建分譲/Detached Housing Sales  | 40,000   | 40,000   | -            |
| 営業利益/Operating Income  | 24,000   | 22,000   | +2,000       |
| 営業利益率/OP Margin  | 8.9%   | 8.1%   | +0.8pt       |
| 投資家向け・海外住宅分譲等/Property Sales to Investors and Individuals (Overseas), etc. |  |  |              |
| 営業収益/Revenues from Operations  | 400,000  | 400,000  | -            |
| 営業利益/Operating Income  | 113,000  | 111,000  | +2,000       |
| 合計/Total   |  |  |              |
| 営業収益/Revenues from Operations  | 670,000  | 670,000  | -            |
| 営業利益/Operating Income  | 137,000  | 133,000  | +4,000       |
| ■ 国内住宅分譲戸数/Property Sales to Individuals (Domestic Units)                  |  |  |              |
|  | 今回予想/Latest                                    | 前回予想/Previous                                    | 増減/Change    |
| 中高層/Condominiums   | 3,200  | 3,100  | +100         |
| 戸建/Detached Housing  | 550  | 550  | -            |
| 合計/Total   | 3,750  | 3,650  | +100         |
| ■ 有形・無形固定資産/Tangible and Intangible Fixed Assets                           |  |  |              |
|  | 今回予想/Latest                                    | 前回予想/Previous                                    | 増減/Change    |
| 新規投資/New Investments   | 230,000  | 230,000  | -            |
| 減価償却費/Depreciation   | 110,000  | 110,000  | -            |
| ■ 販売用不動産・前渡金 /Real Property for Sale・Advances Paid for Purchases           |  |  |              |
|  | 今回予想/Latest                                    | 前回予想/Previous                                    | 増減/Change    |
| 新規投資/New Investments   | 600,000  | 600,000  | -            |
| 減価回収/Recovery of Costs   | 490,000  | 490,000  | -            |
| ■ 有利子負債/Interest-Bearing Debt  |  |  |              |
|  | 今回予想 期末残高<br>Balance at the<br>Latest forecast | 前回予想 期末残高<br>Balance at the<br>Previous forecast | 増減<br>Change |
| 有利子負債/Interest-Bearing Debt  | 3,700,000                                      | 3,700,000  | -            |



### 三井不動産グループのあり姿

#### Aspirations for the Mitsui Fudosan Group



#### GROUP STATEMENT/VISION/MISSION (概要)

##### The Group Statement, Vision and Mission (Outline)

#### GROUP STATEMENT

- 都市に豊かさと潤いを  
The Mitsui Fudosan Group aims to bring affluence and comfort to urban living

#### GROUP VISION

- 「」マークの理念 / "  " Philosophy  
共生・共存、多様な価値観の連繋、持続可能な社会の実現  
Coexist in harmony with society, link diverse values, and achieve a sustainable society
- 進化と価値創造 / Evolution and value creation
- 成長性と収益性に富んだ三井不動産グループ  
A profitable and growing Mitsui Fudosan Group

#### GROUP MISSION

- ビジネスと暮らしに関するソリューションとサービスの提供  
Provide business and lifestyle-related solutions and services
- グローバルな視野で顧客のパートナーへ  
Work in partnership with customers from a global perspective
- 企業価値の向上  
Raise our corporate value
- 個の力を高め結集してグループのカへ  
Create a strong corporate group by building the capabilities of individuals


1999年6月策定、2018年4月改訂 / Established in June 1999, amended in April 2018

### 価値創造とマテリアリティ

#### Value Creation and Materialities

#### 三井不動産グループの価値創造

#### Value Creation for the Mitsui Fudosan Group

「」マークの理念\*のもと、  
街づくりを通して社会課題を解決

Solving social issues through creation of neighborhoods based on the "  " Philosophy

\*「共生・共存」「多様な価値観の連繋」「持続可能な社会の実現」

\*Coexist in harmony with society, link diverse values, and achieve a sustainable society

持続可能な社会の構築  
Establish  
a Sustainable Society

持続的な利益成長  
Drive Sustainable Profit  
Growth

#### 6つのマテリアリティ (重点的に取り組む目標)

#### 6 Materialities (Priority Goals)

街づくりを通じた  
「超スマート社会」の実現  
Establish ultra-smart  
societies by creating  
neighborhoods

健やか・安全・安心な  
くらしの実現  
Contribute to achieving  
healthy, safe and secure  
daily lives

オープンイノベーションによる  
新産業の創造  
Create new industries  
through open innovation

多様な人材が活躍できる  
社会の実現  
Achieve a society where a  
diverse workforce can  
thrive

環境負荷の低減と  
エネルギー創出  
Reduce environmental  
impact and generate energy

コンプライアンス・ガバナンスの  
継続的な向上  
Continuously improve  
compliance and governance

# 三井不動産グループの資産と収益 (2021年3月期)

Assets and Revenues of the Mitsui Fudosan Group (For the Year Ended March 31, 2021)

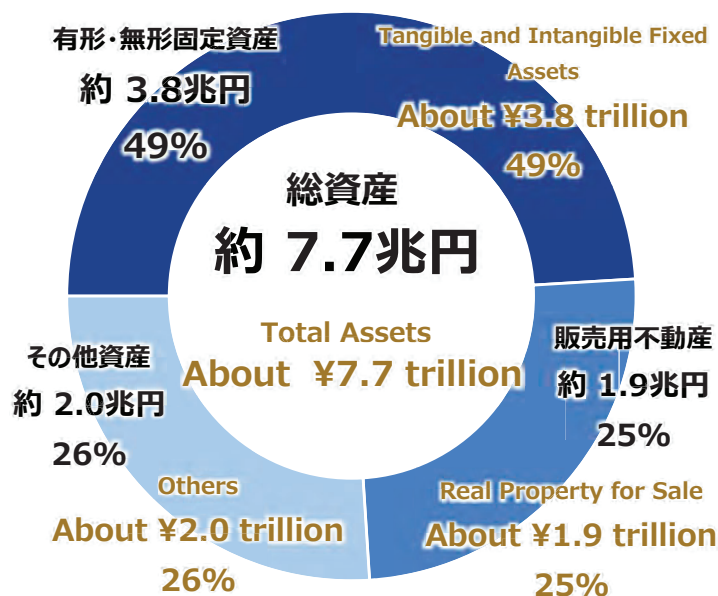
## 三井不動産グループの資産

### Assets of the Mitsui Fudosan Group

**連結総資産**  
Total Consolidated Assets  
約**7.7**兆円  
About **¥7.7** trillion

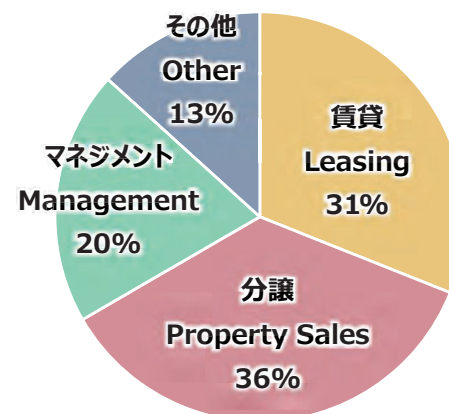
**有形・無形固定資産**  
(うち、賃貸等不動産3.0兆円)  
Tangible and Intangible Fixed Assets  
About **¥3.8** trillion  
(including about ¥3.0 trillion in rental property)

**販売用不動産**  
(うち投資家向け約1.2兆円、個人向け0.7兆円)  
Real Property for Sale  
About **¥1.9** trillion  
(about ¥1.2 trillion for investors; about ¥0.7 trillion for individuals)



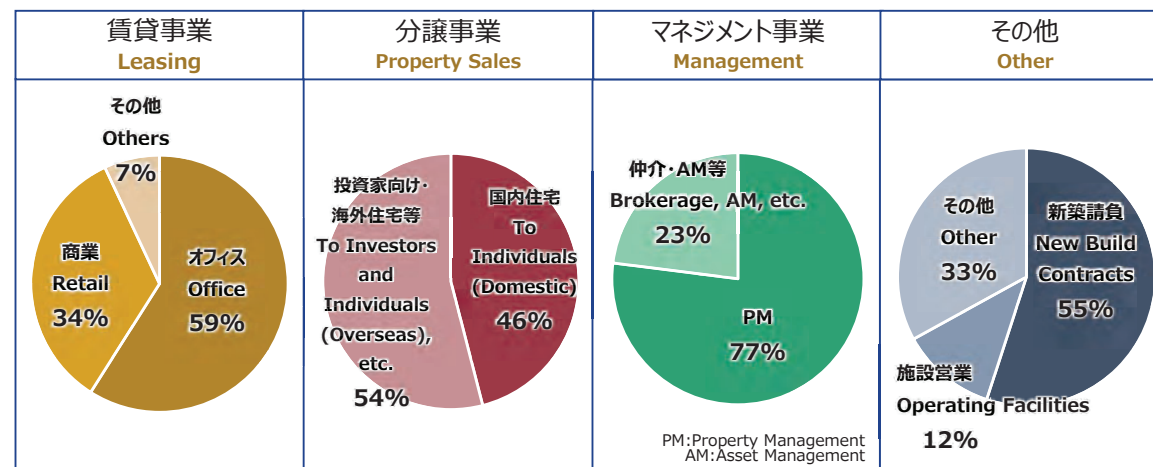
## 収益構造

### Revenue Structure



### 連結営業収益 Revenue from Operations

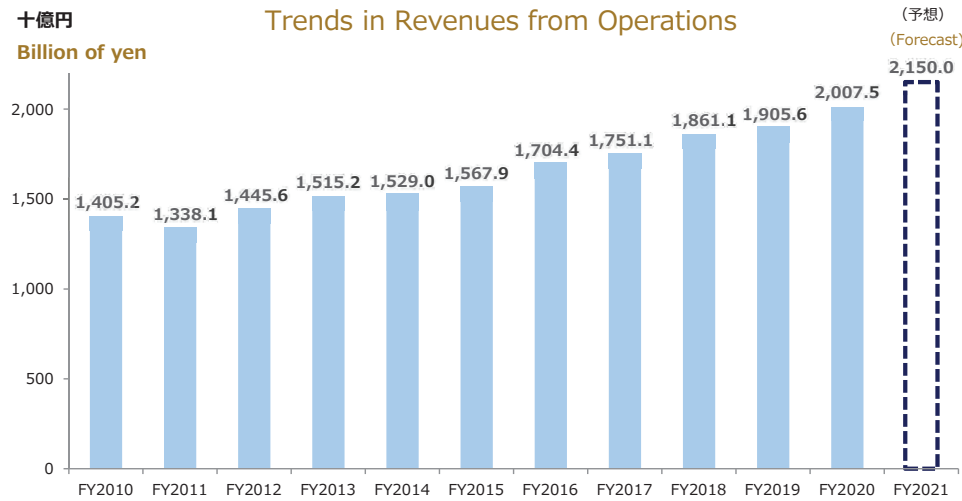
約**2**兆円  
About **¥2** trillion





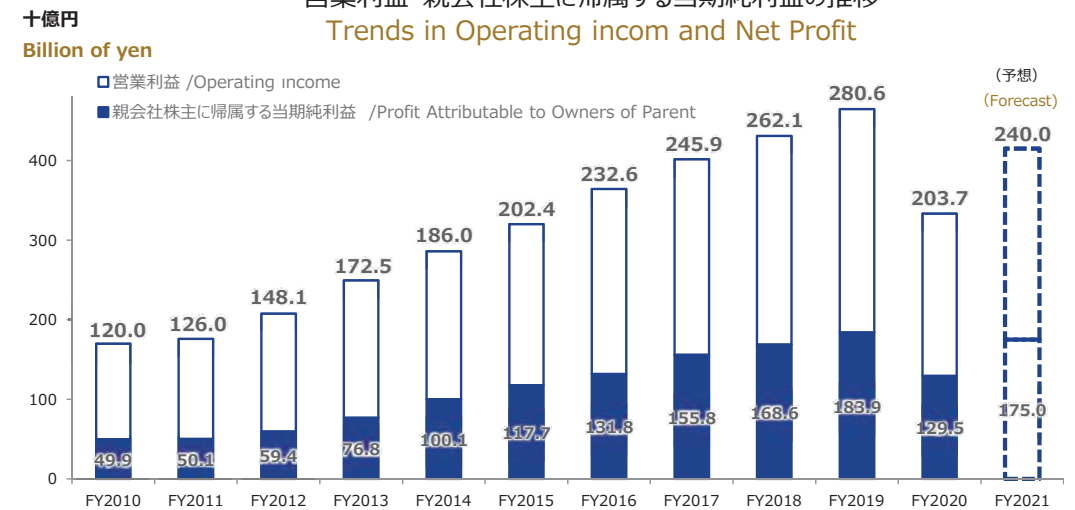
営業収益の推移

Trends in Revenues from Operations



営業利益・親会社株主に帰属する当期純利益の推移

Trends in Operating income and Net Profit



|  | FY2010  | FY2011  | FY2012  | FY2013  | FY2014  | FY2015  | FY2016  | FY2017  | FY2018  | FY2019  | FY2020  | FY2021<br>(予想/E) |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|------------------|
| 営業収益 / Revenues from Operations<br>(十億円 / Billion of yen)                              | 1,405.2 | 1,338.1 | 1,445.6 | 1,515.2 | 1,529.0 | 1,567.9 | 1,704.4 | 1,751.1 | 1,861.1 | 1,905.6 | 2,007.5 | 2,150.0          |
| 営業利益 / Operating income<br>(十億円 / Billion of yen)                                      | 120.0   | 126.0   | 148.1   | 172.5   | 186.0   | 202.4   | 232.6   | 245.9   | 262.1   | 280.6   | 203.7   | 240.0            |
| 親会社株主に帰属する当期純利益 / Profit<br>Attributable to Owners of Parent<br>(十億円 / Billion of yen) | 49.9    | 50.1    | 59.4    | 76.8    | 100.1   | 117.7   | 131.8   | 155.8   | 168.6   | 183.9   | 129.5   | 175.0            |
| EPS (円 / yen)  | 56.8    | 57.0    | 67.6    | 87.5    | 103.8   | 119.1   | 133.4   | 157.7   | 171.3   | 188.3   | 134.4   | 182.0            |
| 年間配当/株 / Annual Dividend Per Share<br>(円 / yen)  | 22      | 22      | 22      | 22      | 25      | 30      | 34      | 40      | 44      | 44      | 44      | 55               |
| 自己株式取得 / Share Repurchase<br>(十億円 / Billion of yen)                                    | -       | -       | -       | -       | -       | -       | -       | 15.0    | 16.0    | 25.0    | 15.0    | 15.0             |
| 総還元性向 <sup>*1</sup><br>Total Shareholder Return <sup>*1</sup> (%)                      | 38.7    | 38.5    | 32.5    | 25.1    | 24.1    | 25.2    | 25.5    | 35.0    | 35.1    | 36.9    | 44.2    | 38.7             |
| ROA <sup>*2</sup> (%)  | 3.4     | 3.6     | 3.7     | 4.1     | 4.1     | 4.1     | 4.6     | 4.6     | 4.4     | 4.2     | 2.8     | -                |
| ROE <sup>*3</sup> (%)  | 4.9     | 4.8     | 5.3     | 6.3     | 6.4     | 6.2     | 6.8     | 7.4     | 7.4     | 7.7     | 5.2     | -                |

\*1 総還元性向 = (配当総額 + 自己株式取得総額) / 親会社株主に帰属する当期純利益 / Total shareholder return ratio = (Total dividends + Total amount of treasury stock acquired) / Profit Attributable to owners of parent

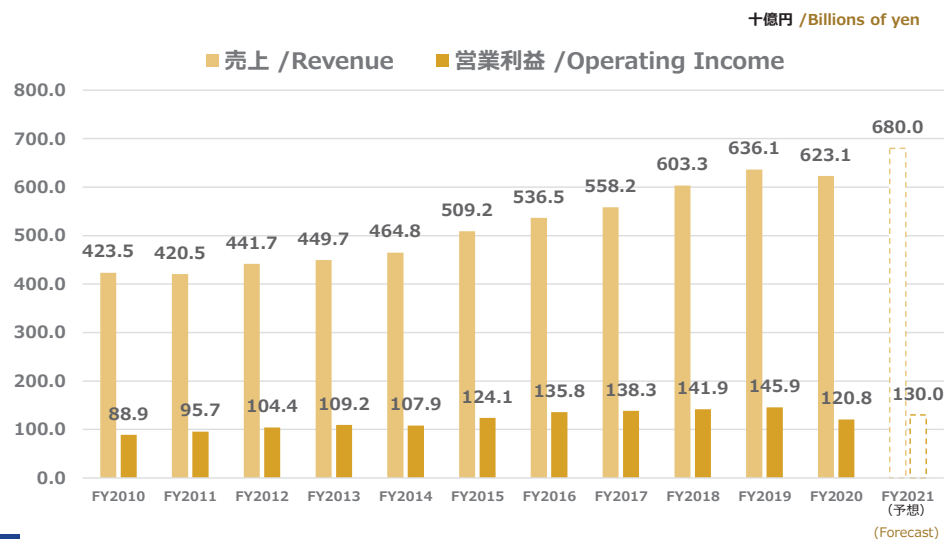
\*2 ROA (営業利益 + 営業外収益) / 総資産期首期末平均残高 / ROA: (Operating income + Non-operating income) / Average total assets over period

\*3 ROE 親会社株主に帰属する当期純利益 / 自己資本期首期末平均残高 / ROE: Profit Attributable to owners of parent / Average shareholders' equity over period

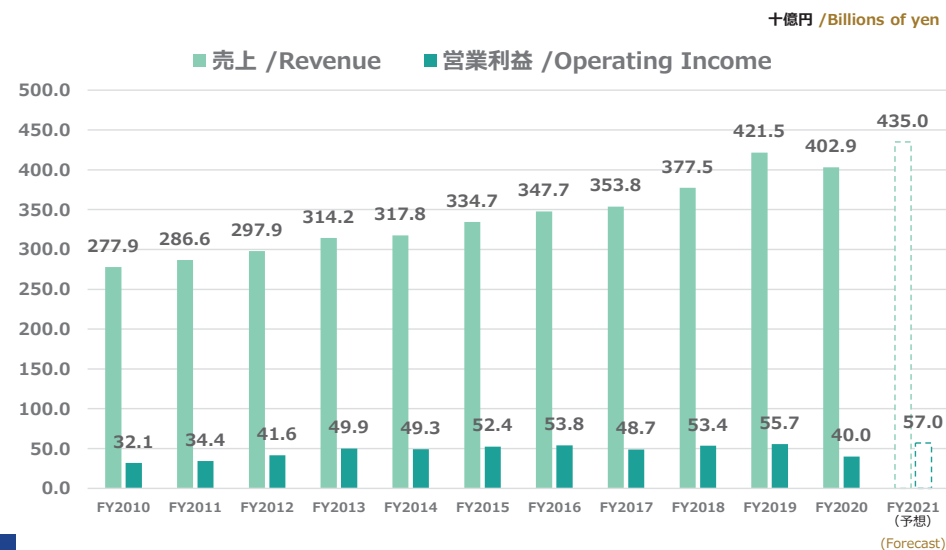
# 各セグメントの収益・営業利益の推移

## Trends in Revenue and Operating Income in Each Segment

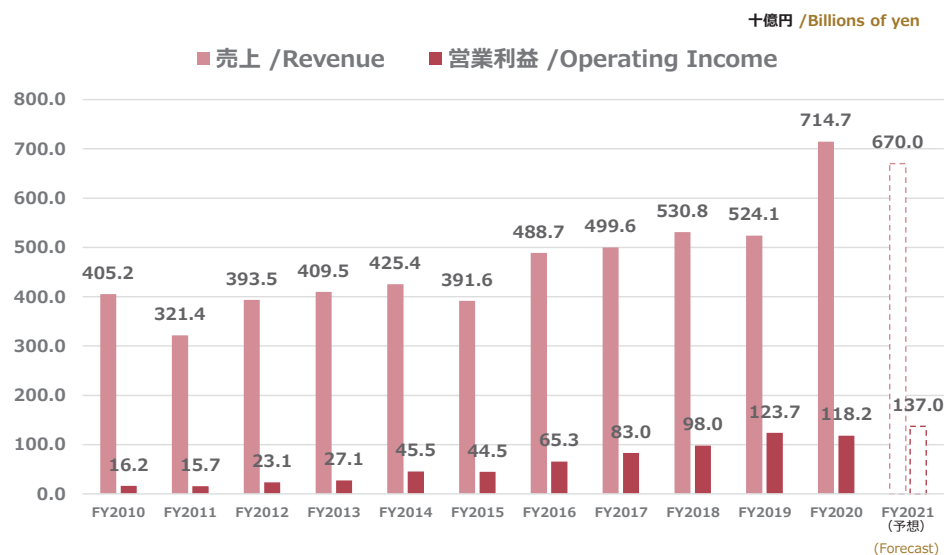
### 賃貸 /Leasing



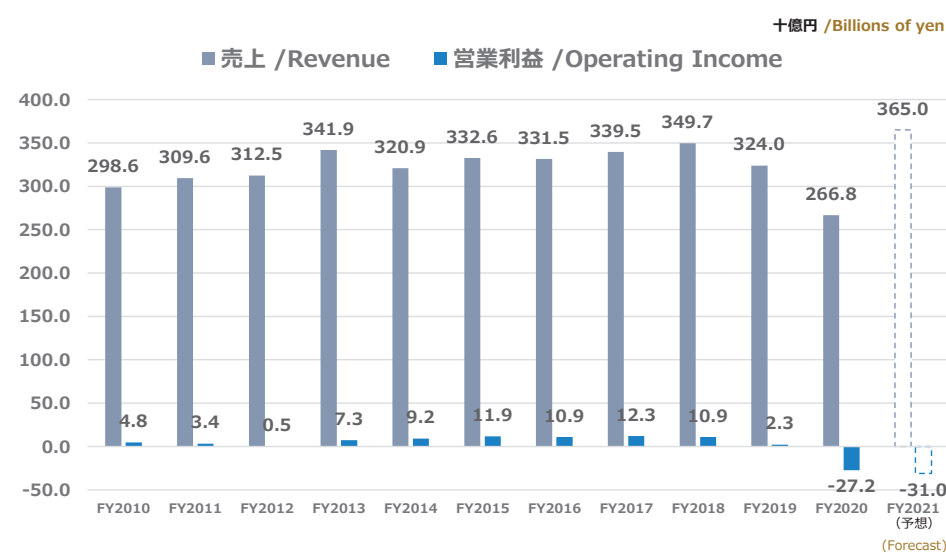
### マネジメント /Management



### 分譲 /Property Sales



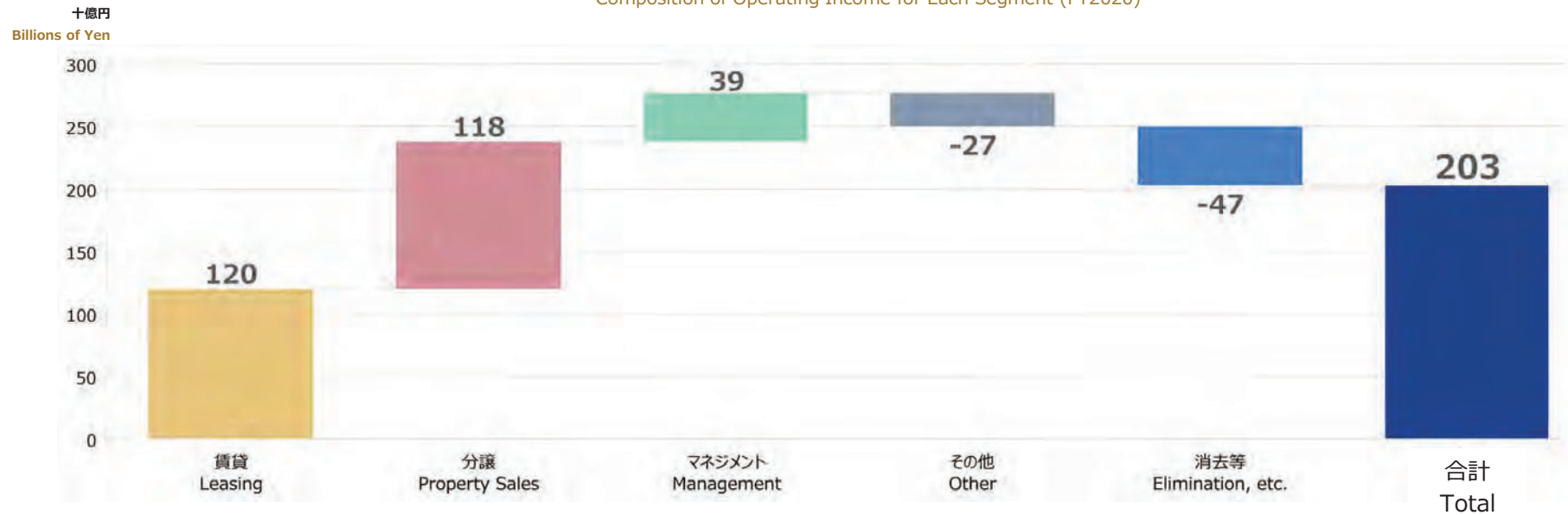
### その他 /Other



# セグメント営業利益とアセットクラス

## Segment Operating Income and Asset Classes

セグメント毎の営業利益の構成 (2021年3月期)  
Composition of Operating Income for Each Segment (FY2020)



| 主なアセットクラス<br>Main asset class | 賃貸<br>Leasing  |                |              | 分譲<br>Property Sales        |                             |                       | マネジメント<br>Management                      |                           |   | その他<br>Other                          |                                |                                 |                        |
|-------------------------------|----------------|----------------|--------------|-----------------------------|-----------------------------|-----------------------|---|---------------------------|---|---------------------------------------|--------------------------------|---------------------------------|------------------------|
|                               | オフィス<br>Office | 商業施設<br>Retail | その他<br>Other | 個人向け / To individuals       |                             | 投資家向け<br>To investors | プロパティ<br>マネジメント<br>Property<br>Management | 仲介 / Brokerage            |   | アセット<br>マネジメント<br>Asset<br>management | 新築請負<br>New build<br>contracts | 施設営業<br>Operating<br>facilities | 東京ドーム<br>Tokyo<br>Dome |
|                               |                |                |              | 国内住宅<br>Domestic<br>housing | 海外住宅<br>Overseas<br>housing |                       | 法人向け<br>To corp.                          | 個人向け<br>To<br>individuals |   |                                       |                                |                                 |                        |
| オフィス<br>Office                | ●              |                |              |                             |                             | ●                     | ●   |                           | ● |                                       |                                |                                 |                        |
| 商業施設<br>Retail                |                | ●              |              |                             |                             | ●                     |   |                           | ● |                                       |                                |                                 |                        |
| 物流施設<br>Logistics             |                |                | ●            |                             |                             | ●                     |   |                           | ● |                                       |                                |                                 |                        |
| 住宅<br>Housing                 |                |                |              | ●                           | ●                           | ●                     | ●   | ●                         | ● | ●                                     |                                |                                 |                        |
| ホテル・リゾート<br>Hotel, resort     |                |                |              | ●                           |                             |                       |   | ●                         |   |                                       | ●                              |                                 |                        |
| 東京ドーム<br>Tokyo Dome           |                |                |              |                             |                             |                       |   |                           |   |                                       |                                |                                 | ●                      |

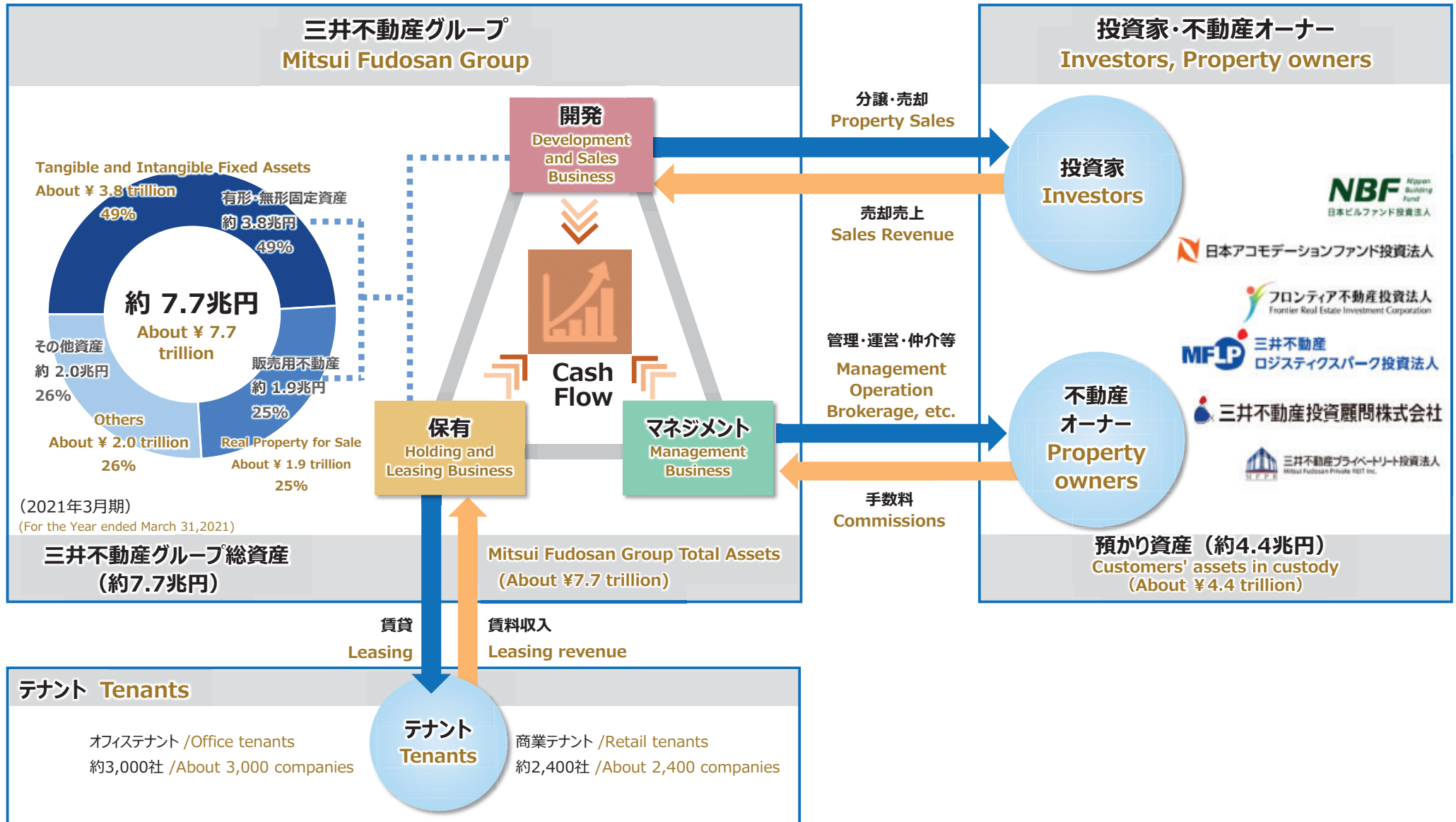
- 主に収益を上げているカテゴリ
- Main revenue-generating categories

# 持続的な成長を実現するビジネスモデル

Business Model that Realizes Sustainable Growth

不動産の「保有」「開発」「マネジメント」を最適、かつ柔軟に組み合わせ、利益の最大化を実現

Maximize profits through an optimal and flexible combination of Real estate "Holding", "Development", and "Management".



# セグメント別 営業利益対照表

Financial accounting segments

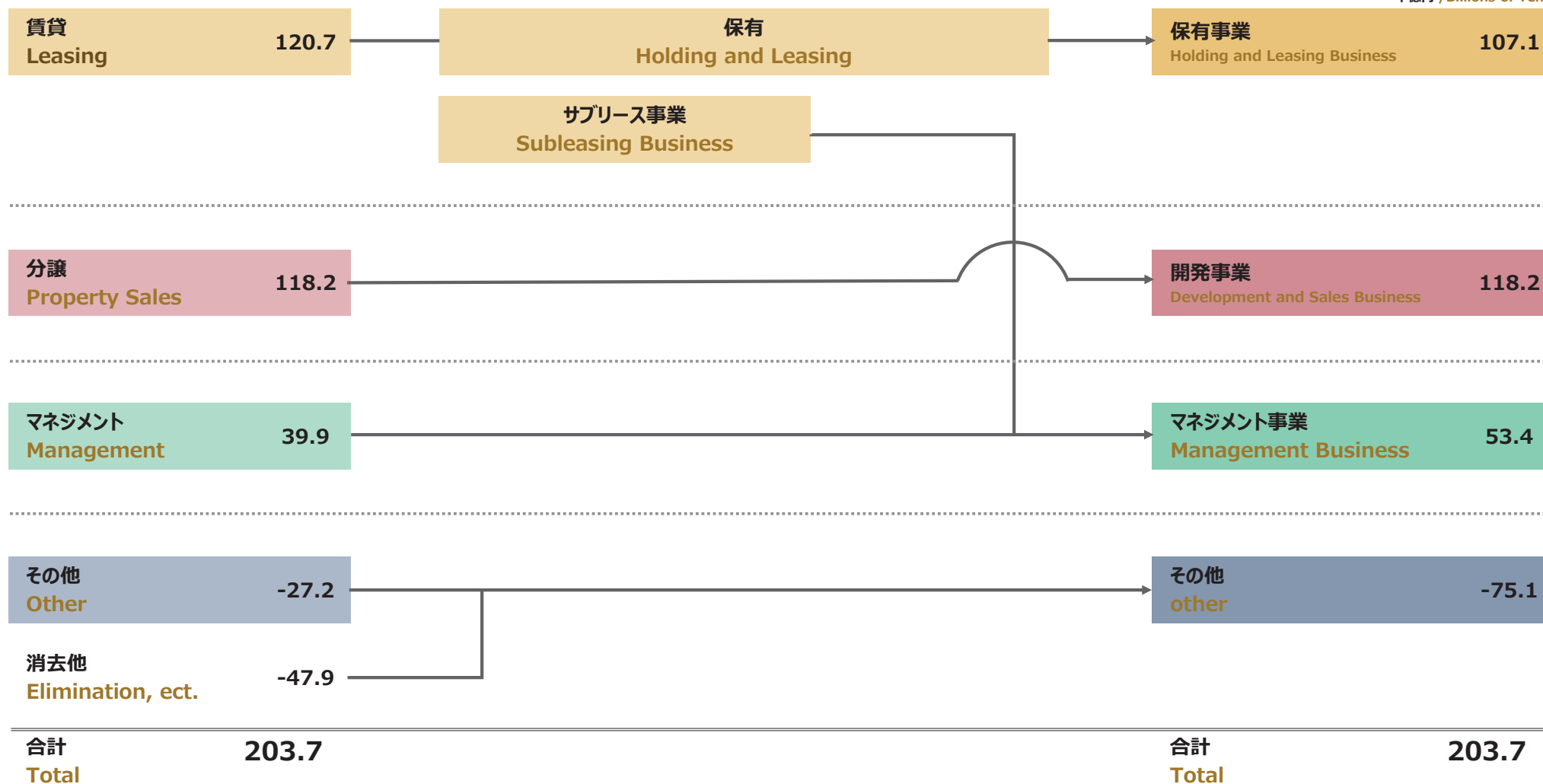
## 決算セグメント / Financial accounting segments

## イノベーション 2017セグメント /Innovation 2017 segments

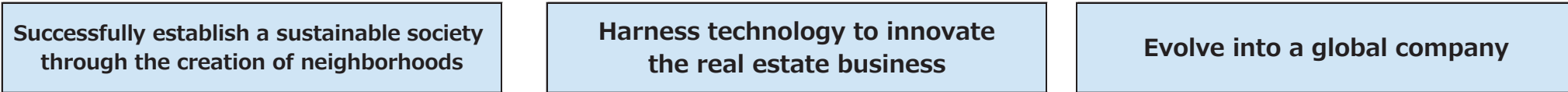
2021年3月期実績  
Actual FY March 2021

2021年3月期実績  
Actual FY March 2021

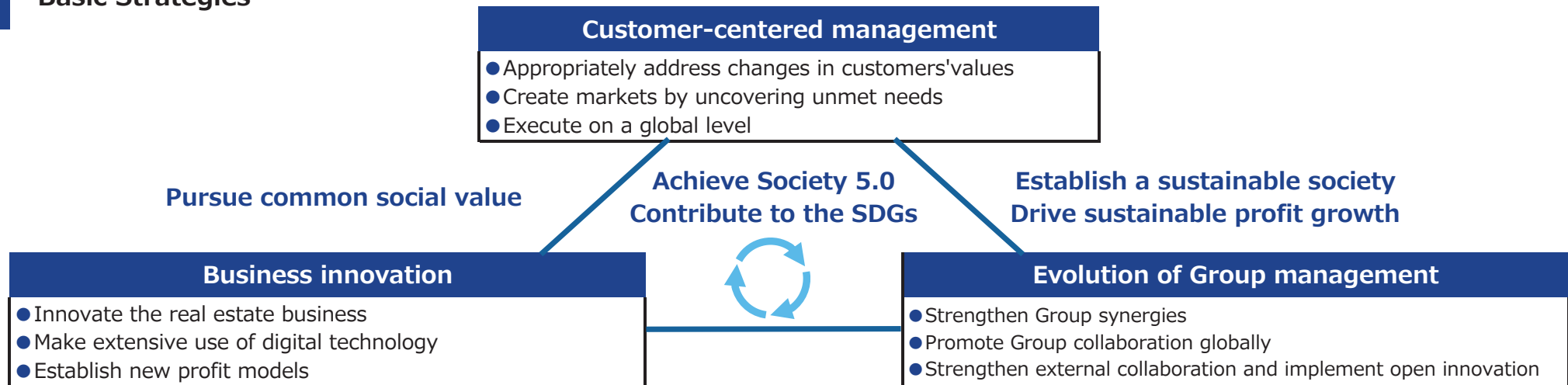
十億円 / Billions of Yen



## VISION2025



## Basic Strategies



## Main Initiatives



### 財務KPI目標と進捗状況 (VISION2025) /Financial KPIs and Progress (VISION2025)

|  | 2025年 前後<br>Around 2025           | 参考 (2020年度実績)<br>Reference (FY2020 Actual) |
|--|-----------------------------------|--|
| 連結営業利益<br>Consolidated Operating Income    | 3,500億円 程度<br>Around ¥350 billion | 2,037億円 程度<br>¥203.7 billion               |
| うち、海外事業利益<br>Proportion of Overseas Income | 30% 程度<br>Around 30%              | 12.6%                                      |
| ROA<br>ROA                                 | 5% 程度<br>Around 5%                | 2.8%                                       |

\*海外事業利益 = 海外営業利益 + 海外持分法換算営業利益(※)

※・海外所在持分法適用会社について、各社の営業利益または営業利益相当額(注)に当社持分割合を乗じて算出

(注)営業利益相当額は当期純利益から税負担分を考慮して簡便的に算出した利益

・海外所在持分法適用会社に係る関係会社株式売却損益 (不動産分譲を目的とした事業に係るものに限る)

\*ROA (営業利益 + 営業外収益) / 総資産期首期末平均残高

\*Overseas income = Overseas OP+ Pro forma operating income of overseas affiliates

・Calculated by multiplying the operating income or the amount equivalent to operating income of each overseas equity-method affiliated company by the Company's equity interest

Note: The amount equivalent to operating income is the amount of profit calculated on a simplified basis after taking into consideration the tax burden.

・Gain on sale of shares of overseas equity-method affiliated companies (limited to overseas equity-method affiliated companies whose principal business is the sale of real estate)

\*ROA : (Operating income + non-operating income) / Average total assets over period

### 主な非財務KPI目標 /Main Medium- to Long-Term Goals regarding Non-Financial KPIs

|  | 2030年度まで<br>until fiscal year 2030                          | 2050年度まで<br>until fiscal year 2050         |
|--|---|--|
| 温室効果ガス排出量削減比率<br>Greenhouse Gas Emission Reduction                   | 40%削減 (2019年度比) *1<br>40% reduction (compared to FY2019) *1 | ネットゼロ<br>Net zero greenhouse gas emissions |
| 再生可能エネルギー割合<br>Ratio of Electricity Generated from Renewable Sources | ---   | 100%                                       |
|  | 2025年<br>Around 2025  | 2030年<br>Around 2030                       |
| 女性管理職比率<br>Ratio of Women in Management Positions                    | 10%   | 20%  |

\*1 SCOPE1+SCOPE2は2030年度までに46.2%削減 (2019年度比) /SCOPE1+SCOPE2: 46.2% reduction by FY2030 ( compared to FY2019)



BSコントロールにより、強固な財務基盤のもと、株主還元と成長投資を両立

Balance shareholder returns and growth investment, supported by a strong financial basis through BS control

### 株主還元 Shareholder Returns

総還元性向35%程度  
今後は更なる還元強化へ

Total Shareholder return ratio About 35%  
We aim to strengthen returns in future



継続性  
Continuity

### 成長投資 Growth Investment

付加価値（含み益）の創出  
資産効率の向上（ROA5%）

Create added value (unrealized gain)  
Improve capital efficiency (ROA5%)

### 財務基盤

Financial Basis

Creation of Added Value through Growth Investment

Investment (Gain)

\*Guideline for Investment Criteria

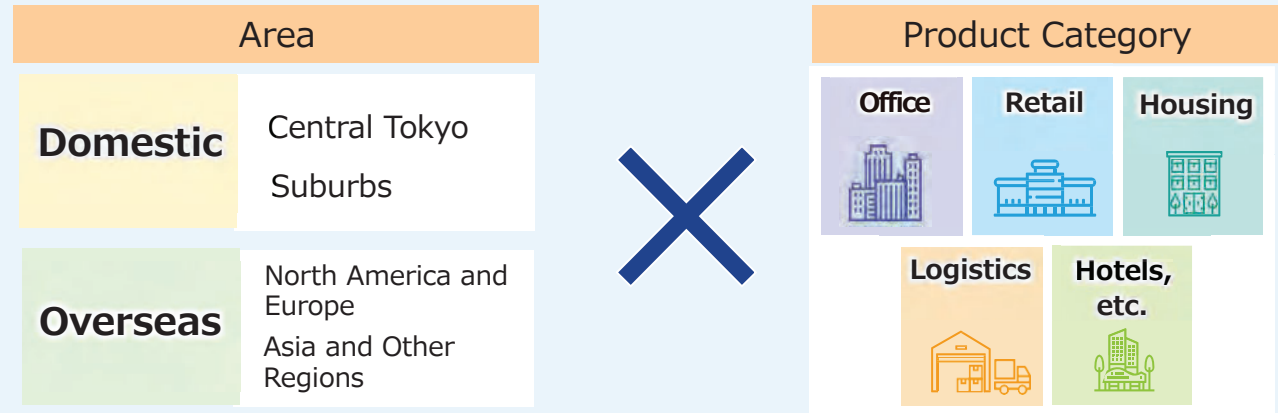
(Domestic example: NOI yield)

Central Tokyo prime office buildings ≈5%

Retail Facilities (land holding) ≈8%

Retail Facilities (lease-land type) ≈12%

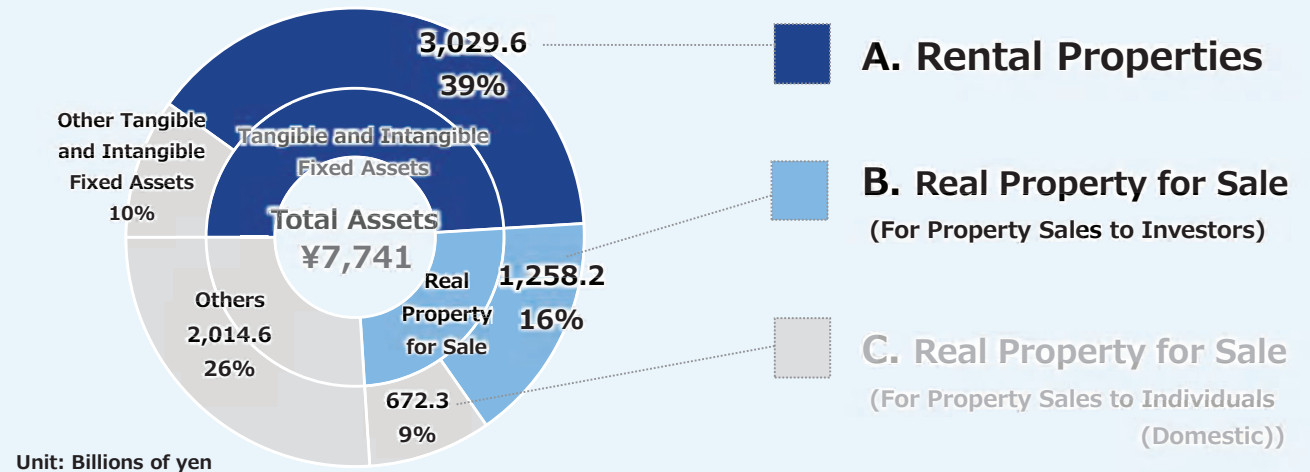
Asset Portfolio of the Mitsui Fudosan Group



Focal points in portfolio building

1. Sourcing of properties with high potential for added value
2. Adding value and improving margin through development investment
3. Improvement of capital efficiency and realization of unrealized gain through regular asset rotation and sale
4. Strengthening of resilience to market changes through area-product combinations; awareness of balance between risk and returns

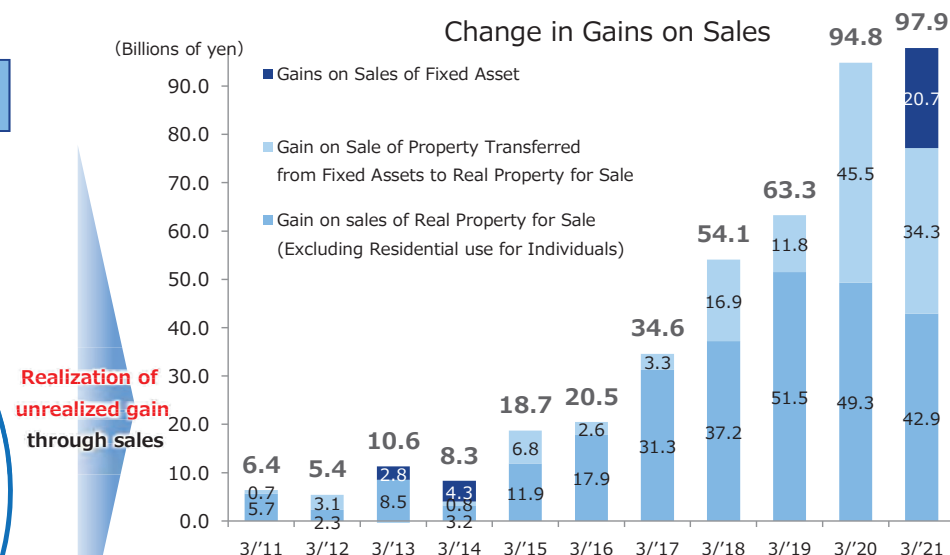
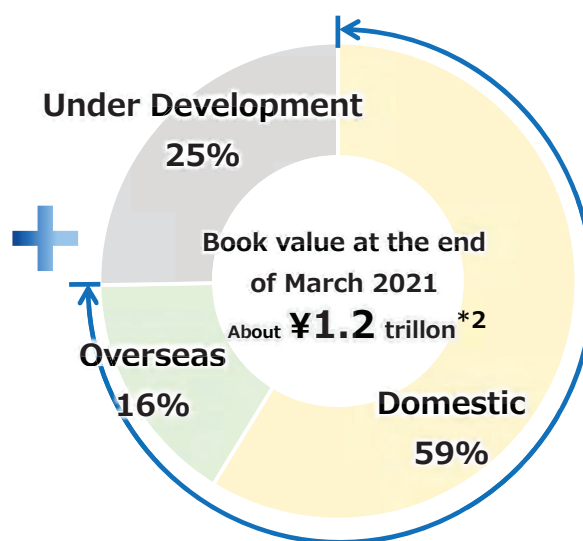
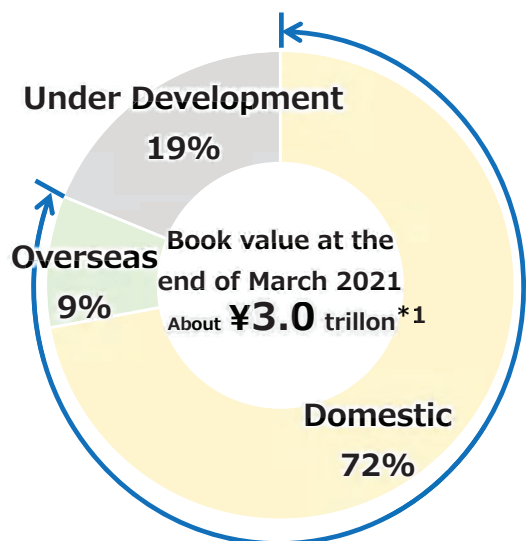
Assets as a source of revenue (FY2020)



Improvement of capital efficiency and realization of unrealized gain through regular asset rotation and sale

### A. Rental Properties (Tangible and Intangible Fixed Assets)

### B. Real Property for Sale (for Property Sales to Investors)



Realization of unrealized gain through sales

### Examples of Major Assets Sold in the Past

| Timing | Use       | Project Name                   | Yield*3   |
|--------|-----------|--------------------------------|-----------|
| 3/'19  | Office    | 70 Mark Lane (UK)              | ---       |
|        | Logistics | 6 logistics facility buildings | 4.2%~4.9% |
|        | Office    | G-BASE Tamachi                 | 3.2%      |
|        | Retail    | IKEBUKURO GLOBE                | 3.8%      |
|        | Retail    | SAKAE GLOBE                    | 3.6%      |
| 3/'20  | Retail    | Shinsaibashi MG Building       | 3.3%      |
|        | Office    | Osaki Bright Core Bright Plaza | 3.2%      |
|        | Logistics | 3 logistics facility buildings | 4.3%~4.9% |
| 3/'21  | Retail    | TENJIN216                      | 3.6%      |
|        | Office    | SHINBASHI M-SQUARE Bright      | 2.9%      |
|        | Office    | Osaki Bright Tower             | 3.2%      |
|        | Office    | 2 Nagoya Mitsui Buildings      | 3.7%~4.2% |
|        | Logistics | 3 logistics facility buildings | 4.0%~4.8% |
| 3/'22  | Office    | GRAN TOKYO SOUTH TOWER         | 2.8%      |
|        | Retail    | LaLaport SHIN MISATO           | 4.7%      |
|        | Retail    | Ginza 5-chome GLOBE            | 2.8%      |
|        | Retail    | Takeshita-dori Square          | 3.5%      |
|        | Office    | Iidabashi Grand Bloom          | 2.8%      |

\*3 Describes the direct reduction yield based on the appraisal value of the property, disclosed to the seller.

#### Operating Asset

|                    |       |
|--------------------|-------|
| Expected NOI yield | 8.0%  |
| Domestic           | 7.7%  |
| Overseas           | 10.0% |

#### Operating Asset

|                    |      |
|--------------------|------|
| Expected NOI yield | 6.4% |
| Domestic           | 6.7% |
| Overseas           | 5.6% |

\*1 Asset breakdown

| Domestic |        |       | Overseas | Under Development | Total |
|----------|--------|-------|----------|-------------------|-------|
| Office   | Retail | Other |          |                   |       |
| 53%      | 15%    | 5%    | 9%       | 19%               | 100%  |

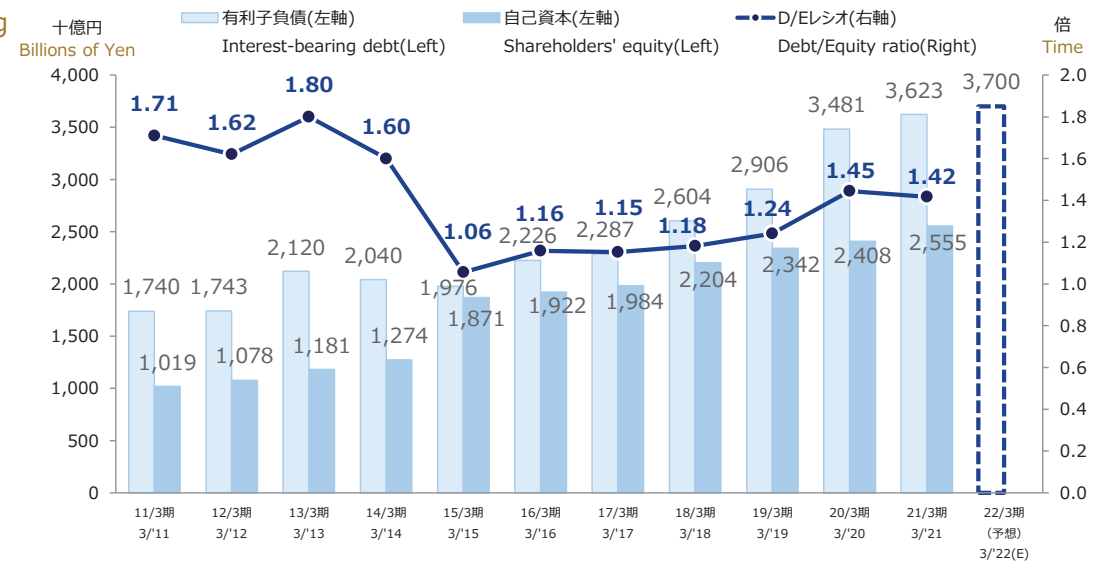
\*2 Asset breakdown

| Domestic |        |           |                |       | Overseas | Under Development | Total |
|----------|--------|-----------|----------------|-------|----------|-------------------|-------|
| Office   | Retail | Logistics | Rental Housing | Other |          |                   |       |
| 27%      | 13%    | 9%        | 9%             | 1%    | 16%      | 25%               | 100%  |

### 財務戦略 / Financial Strategies

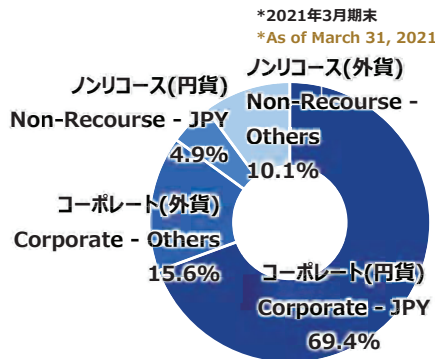
- 格付けを意識しながら、投資好機に向け財務健全性を維持  
Maintain financial soundness for investment opportunities while being conscious of the rating
- 有利子負債は、D/Eレシオによりコントロール  
Controlling interest-bearing debt, referring to D/E ratio as an indicator
- 直接・間接を含め、柔軟に資金調達を実施  
Flexible financing, including direct and indirect financing
- 借入残高における高い長期・固定比率を維持  
Maintain a high long-term/fixed ratio of outstanding loans
- 未使用枠のコミットメントライン4,000億円  
The unused commitment line is 400 billion yen

D/Eレシオ等の推移 / Trend of D/E ratio, etc.



### 資金調達および格付の状況 / Financing and Credit Rating

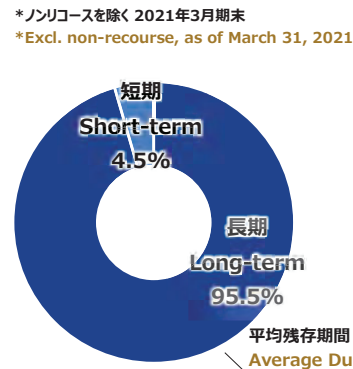
#### 連結有利子負債 Interest-Bearing Debt \*Consolidated



【調達金利の状況】 \*2021年3期末

| 通貨    | 金利    |
|-------|-------|
| 円貨+外貨 | 1.08% |
| 円貨    | 0.64% |
| 外貨    | 2.34% |

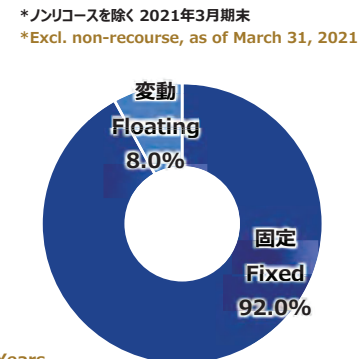
#### 長期・短期比率 Ratio of Long-term Debt



Interest rate situation As of March 31, 2021

| 通貨                | 金利    |
|-------------------|-------|
| All currency      | 1.08% |
| Japanese currency | 0.64% |
| Foreign currency  | 2.34% |

#### 固定・変動比率 Ratio of Fixed-Interest Debt



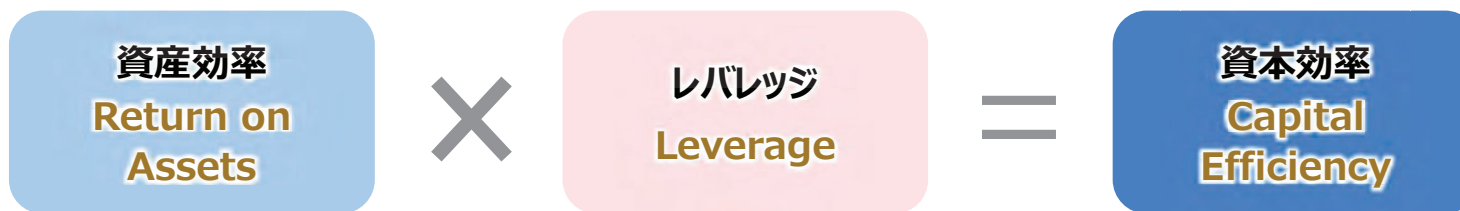
#### 格付の状況 Credit Rating

\*2022年2月4日時点  
\*As of February 4, 2022

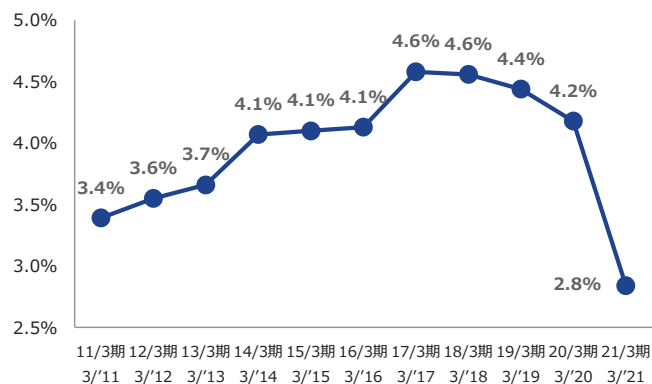
| 格付け機関<br>Rating Agencies         | 長期<br>Long-term | 短期<br>Short-term | アウトック<br>Outlook  |
|----------------------------------|-----------------|------------------|-------------------|
| ムーディーズ<br>Moody's                | A3              | -                | 安定的<br>Stable     |
| スタンダード&プアーズ<br>Standard & Poor's | A               | A-1              | ネガティブ<br>Negative |
| R&I<br>格付投資情報センター                | AA-             | a-1+             | 安定的<br>Stable     |
| JCR<br>日本格付研究所                   | AA              | J-1+             | 安定的<br>Stable     |

適切なレバレッジ(D/Eレシオ)管理のもと、継続的なROA改善により、ROEを維持向上  
Maintain and improve ROE through appropriate management of leverage (D/E ratio)  
and ongoing improvements to ROA

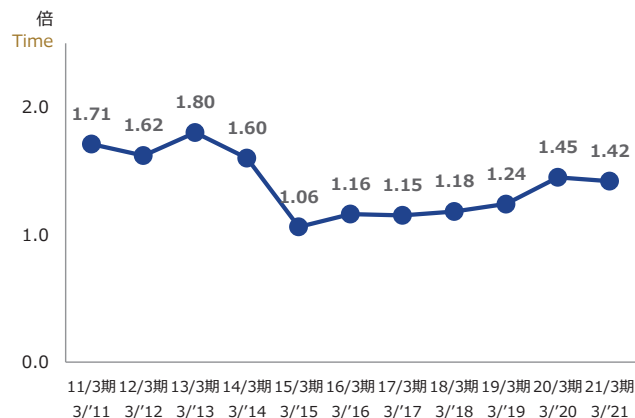
- 総資産規模を意識しながら、さらなる資産効率の改善を目指す (ROA目標 : 5%程度)  
Aim for further improvement of return on assets (ROA target: around 5%) while remaining conscious of total asset size
- 最適な資本構成の実現を目指し、D/Eレシオにより財務レバレッジを管理  
Manage financial leverage through our D/E ratio to achieve the optimal capital composition



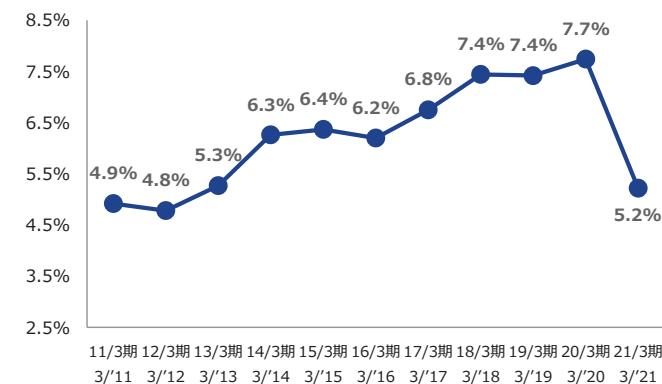
資産効率 (ROA) の推移  
Trends in Return on Assets (ROA)



財務レバレッジ (D/Eレシオ) の推移  
Trends in Financial Leverage (D/E ratio)



資本効率 (ROE) の推移  
Trends in Capital Efficiency (ROE)



### Guidelines of Returns to Shareholders

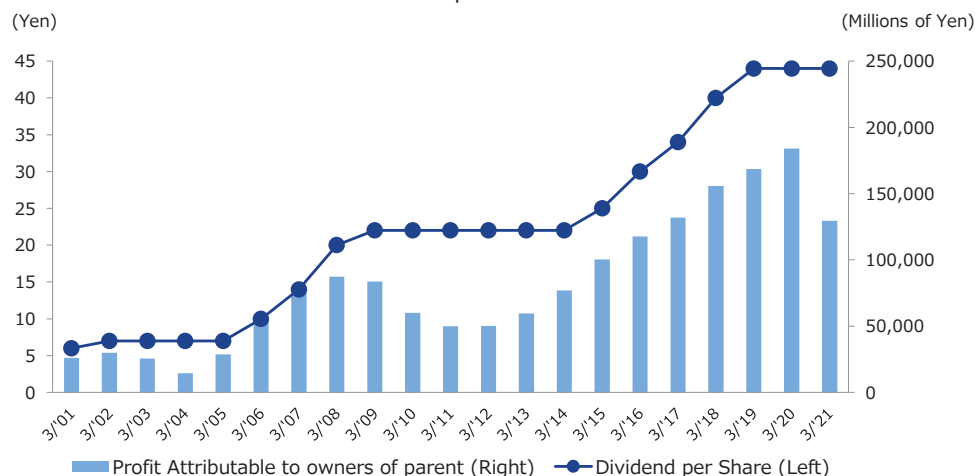
- Mitsui Fudosan reinvests earnings to increase shareholder value over the medium to long term and returns profits to shareholders based on comprehensive consideration of such factors as the business environment and its performance, and finances.
- In order to strengthen shareholder returns, Mitsui Fudosan undertakes **the stable payment of dividends** while **flexibly repurchasing its own shares\*** in a bid to enhance capital efficiency.
- Mitsui Fudosan has identified a total shareholder return ratio of around **35% of profit** attributable to owners of parent.

\*In principle, the acquired treasury stock will be cancelled.

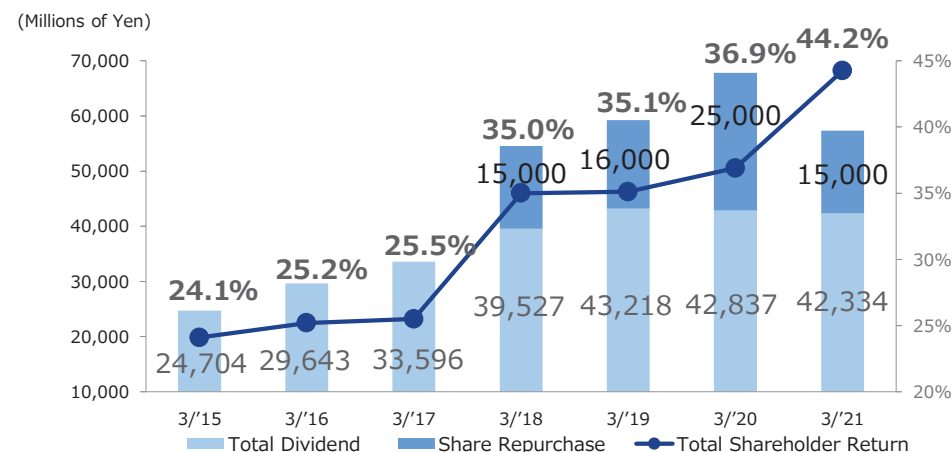
#### Cancellation of treasury stock (Scheduled)

- Treasury stocks acquired between May 17 and December 7, 2021 were canceled. (6,007,500 shares, total acquisition price: approx. ¥15.0 billion)
- Date of cancellation: February 28, 2022
- Ratio to the total number of shares outstanding before the cancellation: 0.62%

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



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



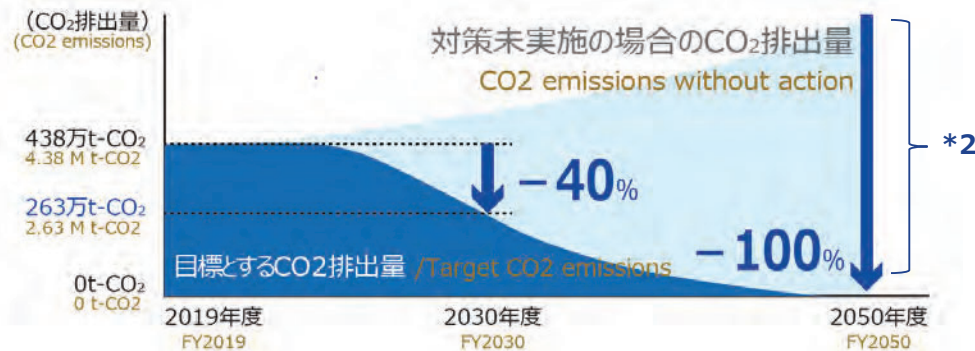


### 当社グループの温室効果ガス排出量削減目標

Mitsui Fudosan Group's Greenhouse Gas Emission Reduction Targets

- 2030年度までに40%削減（2019年度比）<sup>\*1</sup>  
40% reduction in Group's GHG emissions by FY2030 (Compared to FY2019)
- 2050年度までにネットゼロ<sup>\*1</sup>  
Net Zero by FY2050

<sup>\*1</sup> SCOPE1+SCOPE2は2030年度までに46.2%削減（2019年度比）  
SCOPE 1 + SCOPE 2: 46.2% reduction by FY2030 (Compared to FY2019)

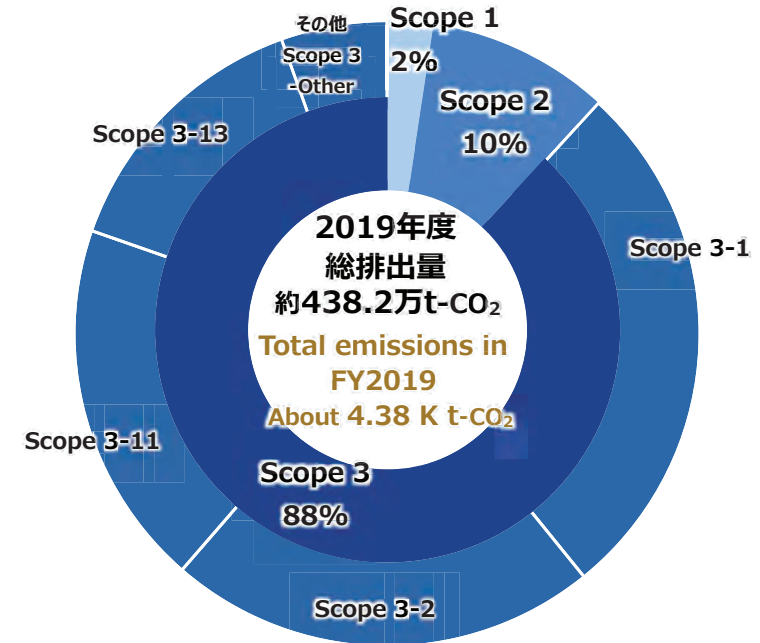


### <sup>\*2</sup> 物件の環境性能向上

- Improve environmental performance of properties
- 再エネ活用・電力グリーン化  
Utilization of renewable energy and greening of electricity
- メガソーラー拡大  
Expansion of mega-solar
- 建築時排出量削減、洋上風力・新技術など  
Reduction of emissions during construction, offshore wind & new technologies, etc.

### 当社グループの温室効果ガス排出量率（SBT基準、Scope 1,2,3）

Greenhouse gas emission rate of the Mitsui Fudosan Group based on SBT standards (Scope 1,2,3)



<sup>\*</sup>集計範囲・方法の見直し等により数値が変動する可能性があります。

The amount of energy consumption is calculated in accordance with the Act on the Rational Use of Energy.

### サプライチェーンによる排出 /Supply chain emissions

| 上流 /Upstream  | 自社 /In our company  | 下流 /Downstream  |
|---|---|---|
| <b>Scope 3</b><br>3-1 建築時等排出<br>(販売用不動産)<br>3-1 Emissions during construction, etc.<br>(Rental Property for sale) | <b>Scope 1</b><br>直接排出<br>(自社で使用した化石燃料)<br>Direct emissions<br>(Fossil fuels used by the company)       | <b>Scope 3</b><br>3-11 売却資産の将来排出<br>(テナント、物件購入者の建物使用)<br>3-11 Future emissions<br>from assets for sale<br>(Use of the building by tenants and<br>property purchasers) |
| 3-2 建築時等排出<br>(固定資産)<br>3-2 Emissions during construction, etc.<br>(Fixed assets)                                 | <b>Scope 2</b><br>間接排出<br>(自社で使用した電気等)<br>Indirect emissions<br>(Electricity used by the company, etc.) | 3-13 運用時排出<br>(テナント、物件購入者の建物使用)<br>3-13 Emission during operations<br>(Use of the building by tenants and<br>property purchasers)                                     |

STB基準による温室効果ガス排出量の詳細は、当社WEBサイト「ESG Report」を参照  
[https://www.mitsuifudosan.co.jp/corporate/esg\\_csr/environment/05.html#p07](https://www.mitsuifudosan.co.jp/corporate/esg_csr/environment/05.html#p07)

For details of greenhouse gas emissions based on STB standards, please refer to the ESG Report on our website  
[https://www.mitsuifudosan.co.jp/english/corporate/esg\\_csr/environment/05.html#p07](https://www.mitsuifudosan.co.jp/english/corporate/esg_csr/environment/05.html#p07)



### Greening of power use at all owned facilities in the Tokyo metropolitan area \*1 (by FY2030)

- Provision of **"Green Power Provision Service"** \*2 in response to the greening plans of tenant companies
- **About 120 facilities** (As of May 2021)
- **About 600 million kWh (264,600 t-CO2)** of electricity will be green (by FY2030)

\*1 Equivalent to the amount of electricity used by Mitsui Fudosan in shared common spaces (includes some partially owned areas; excludes electricity generated by each facility).

\*2 Service will be launched in April 2021 based on a comprehensive agreement with TEPCO Energy Partner and other companies.

### Supplying Electricity in the Nihonbashi and Toyosu Areas Greening of power in the "Smart Energy Project"\*1

- Mitsui Fudosan's specified power transmission and distribution business \*2 and retail electricity business \*3 will **green the electricity supplied to the surrounding areas**, including existing buildings (First in Japan)
- **Start period : Jan. 2022**

\*1 Mitsui Fudosan and Electric Power Development Co., Ltd. signed an "Agreement on Individual Tracking of FIT Non-Fossil Certificates" and agreed to receive long-term, stable tracking information on the environmental value derived from renewable energy sources

\*2 Business to maintain and operate electric facilities for transmission and distribution by itself and to provide a consigned supply of electricity at a specific service point

\*3 Business of supplying electricity to meet general demand

### How the greening of power consumption promoted by Mitsui Fudosan works (image)



Able to offer flexible electricity plans to tenants using the Green Energy Supply Service

\*1 Solar power plants owned by Mitsui Fudosan, post-FIT residential solar power generation facilities for housing (contracted by TEPCO Energy Partner, Incorporated), solar power owned by partner power generation companies, etc.

\*2 FIT power supply obtained via Japan Electric Power Exchange (JEPX); non-FIT power supply obtained from electric power companies.

\*3 Mitsufudosan TG Smart Energy Co., Ltd. for the specially designated power supply business area, and the rest from TEPCO Energy Partner.

#### ■ Nihonbashi Smart Energy Project



#### ■ Toyosu Smart Energy Project



### 米ドル建てグリーンボンドを発行（国内不動産業界初）

Issued U.S. dollar-denominated green bonds  
(First in the Japanese real estate industry)

- 発行時期：2022年1月  
Issue date : January 2022
- 発行額：3億米ドル（約340億円）  
Issue amount : US\$300 million ( About 34 billion yen )
- 発行年限：10年  
Issue Term of issue : 10 years
- 資金使途：「50ハドソンヤード」（米国、オフィス）の開発資金のリファイナンス  
Use of Proceeds : Refinancing of equity investment for "50 Hudson Yards" (U.S., office)
- 信用格付：A3 (Moody's)、A (S&P)  
Ratings : A3 (Moody's), A (S&P)
- 第三者評価機関：サステナリティクス社  
Second Party Opinion Provider : Sustainalytics



■ 50 ハドソンヤード  
所在地：50 Hudson Yards New York, NY  
建物規模：地上58階地下3階建  
敷地面積：約69,000sf（約6,400㎡）  
延床面積：約2,842,000sf（約264,000㎡）  
用途：オフィス・店舗  
竣工：2022年  
環境性能：最新鋭性能を具備  
「LEED GOLD認証」取得予定

■ 50 Hudson Yards  
Location: 50 Hudson Yards New York, NY  
Building scale: 58 floors above ground and 3 floors below ground  
Site area: about 69,000sf (About 6,400㎡)  
Total floor area: about 2,842,000sf (About 264,000㎡)  
Use: Office, Retail  
Completion: 2022  
Environmental performance: leading edge environmental performance, with LEED GOLD certification planned

### サステナビリティ・リンク・ローン（SLL）の実行

Execution of Sustainability Linked Loan (SLL)

- 2030年度の温室効果ガス排出量削減の目標達成により金利優遇があるSLLを金融機関と締結  
Conclude SLLs with financial institutions that offer preferential interest rates based on achievement of greenhouse gas emission reduction targets for FY2030
- 削減目標：Scope1+Scope2における温室効果ガス排出総量を46.2%削減（2019年度比）  
Reduction target: Reduce total greenhouse gas emissions in Scope 1 + Scope 2 by 46.2% (Compared to FY2019)
- 実行時期：2022年1月  
Execution date: January 2022

### （参考）過去のグリーンボンド発行

(Reference) Green Bonds Issued in the Past

- 発行時期：2019年9月
- 発行額：500億円
- 発行年限：5年
- 資金使途：「日本橋室町三井タワー」（東京都）の保留床取得資金のリファイナンス
- 信用格付：AA- (R&I)、AA (日本格付研究所)
- 第三者評価機関：(株)格付投資情報センター
- Issue date: September 2019
- Issue amount: 50 billion yen
- Issue term: 5 years
- Use of Proceeds: Refinancing of the acquisition of the reserved floor of "Nihonbashi Muromachi Mitsui Tower" (Tokyo)
- Rating: AA- (R&I), AA (Japan Credit Rating Agency, Ltd.)
- Second Party Opinion Provider: Rating and Investment Information, Inc.

### 保有森林による二酸化炭素の吸収

#### Absorption of CO<sub>2</sub> by Company-Owned Forest

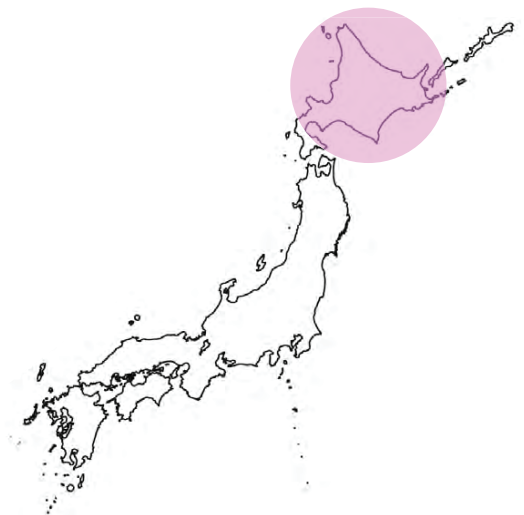
北海道の道北地方を中心に  
31市町村にまたがる  
約5,000haの森林を保有・管理  
Spans 31 municipalities, mainly in the  
Northern region of Hokkaido  
We own and manage  
about 5,000 ha of forest land

森の面積

Forest area

約5,000ha

About 5,000 ha



三井不動産グループの森が  
吸収・固定した二酸化炭素量  
Amount of CO<sub>2</sub> absorbed and  
sequestered by the Mitsui Fudosan  
Group's forest land

約17,251 t-CO<sub>2</sub>/年

About 17,251 t-CO<sub>2</sub>/year



北海道の保有林  
Company-owned forest in Hokkaido

### 木造オフィス等への取り組み

#### Initiatives for Wooden Office Buildings, etc.

- 木造オフィスビルの建設、建設時のCO<sub>2</sub>約**20%削減**（2025年竣工予定）  
Reduce construction-related CO<sub>2</sub> emissions by about 20%  
(Scheduled for completion in 2025)
- 三井ホームの木造マンションブランド「MOCXION（モクシオン）」  
第1号物件が竣工（2021年11月）  
Completion of the first property under Mitsui Home's wooden  
condominium brand "MOCXION" (November 2021)
- 北海道の森林資源を、当社の木造マンションや木造オフィスビルの内装材など  
で、積極的に活用  
Mitsui Fudosan Group proactively utilizing lumber from its  
Hokkaido forests for interiors in wood structure condominiums  
and offices



木造オフィスビル計画（東京都中央区）  
Wooden office building plan (Chuo-ku, Tokyo)

\*グループ保有林の年間CO<sub>2</sub>吸収・固定量は、北海道の計算式を採用し、2020年度森林調査簿の森林成長量データを基に計算したものです。  
集計期間・範囲・方法が変更される可能性があります。

\*The annual amount of CO<sub>2</sub> absorption and fixation by the Group's forests is calculated using Hokkaido's formula  
and based on forest growth data from the FY2020 Forest Survey Registry.  
Values may change depending on revisions to the scope and methods of calculation, etc.



# サステナビリティへの取り組み：人材多様性・女性活躍

## Sustainability Initiatives: Diversity in Personnel - Advancement of Women

### 女性活躍に向けた取り組み

#### Initiatives for the Advancement of Women

当社グループ女性活躍推進 定量目標  
Mitsui Fudosan Group Women's Activity  
Promotion Quantitative Targets

女性管理職比率目標（三井不動産単体）

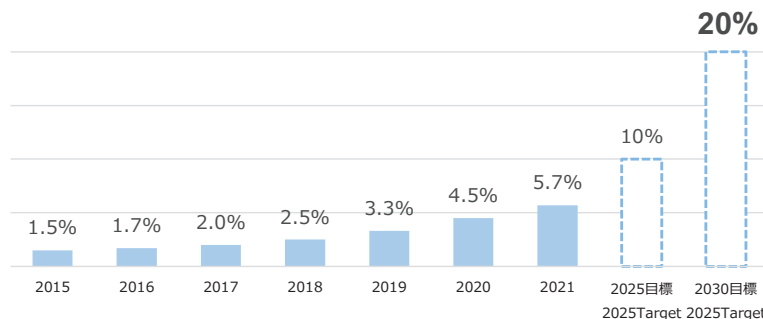
Target ratio of female managers

(Mitsui Fudosan non-consolidated)

2025年 **10%** 2030年 **20%**

#### 女性管理職比率（三井不動産単体）

Ratio of Women in Management (Mitsui Fudosan non-consolidated)



「MSCI日本株女性活躍指数(WIN)」  
の構成銘柄に選定

Selected as a constituent brand of MSCI  
Japan Empowering Women Index (WIN)

2021 CONSTITUENT MSCI日本株  
女性活躍指数 (WIN)

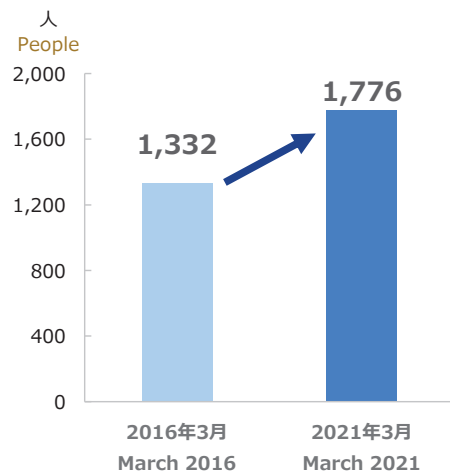
2021 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

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

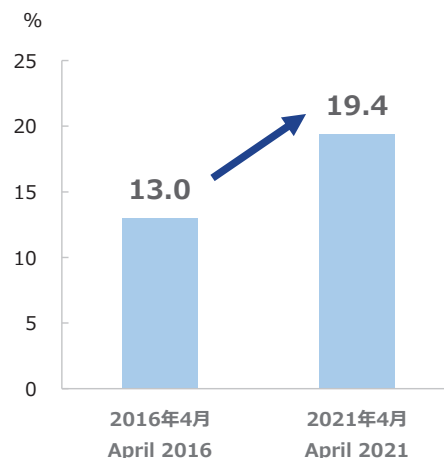
### 多様な人材の採用と育成

#### Diversity in Hiring and Training

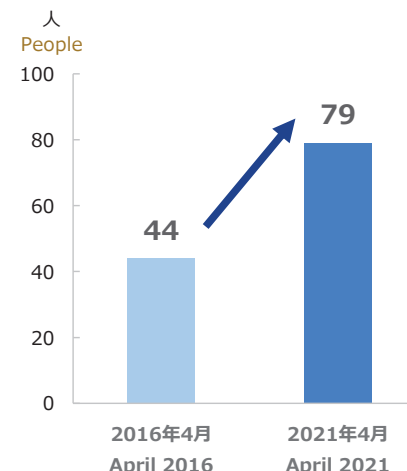
当社（単体）従業員推移  
Trends in Number of Employees  
(Non-Consolidated)



正社員に占める  
キャリア採用社員の割合  
Proportion of Mid-Career Hires  
in Regular Employees



海外駐在員数  
Employees Posted Overseas



技術職掌（IT系）の  
採用実績数  
Technical (IT)  
Employees Hired

2021年4月時点  
As of April 2021

累計53名  
Total of 53 peoples



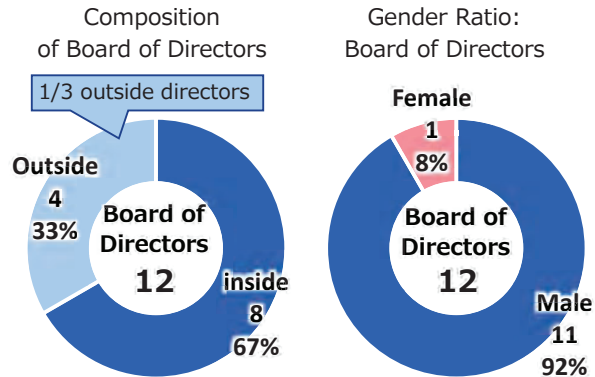
# サステナビリティへの取り組み：取締役会の実効性発揮

## Sustainability Initiatives: Achieving the Potential of the Board of Directors

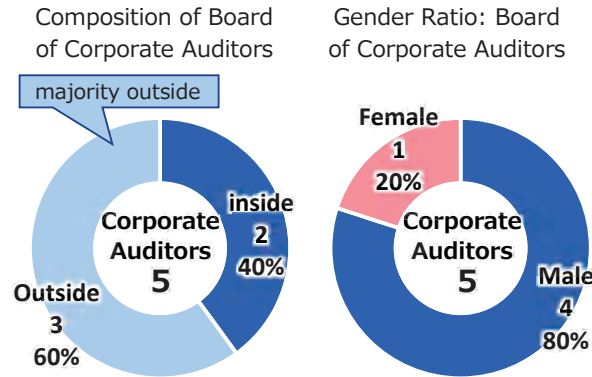
### Institutional Design and Composition of Board of Directors

■ Institutional Design: The company has a Board of Auditors

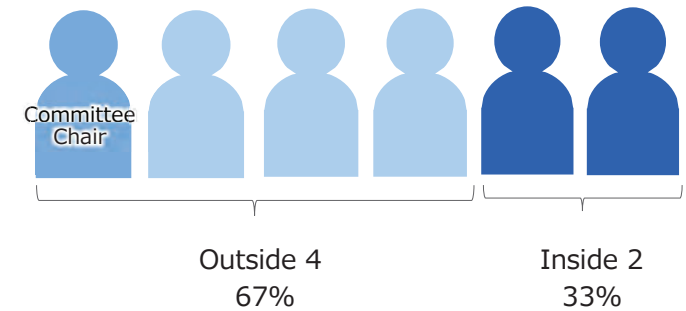
■ Board of Directors



■ Board of Corporate Auditors



■ Compensation Advisory Committee and Nomination Advisory Committee



### Skill Matrix, etc. of Directors

| Name                 | Role  | Attendance at Board of Directors Meetings (FY2020) | Specialist expertise/experience |                        |                                |        |                       |     |   |
|----------------------|---|--|---------------------------------|------------------------|--------------------------------|--------|-----------------------|-----|---|
|                      |   |  | Corporate Management            | Finance and Accounting | Compliance and Risk Management | Global | Technology Innovation | ESG | Creation of Neighborhoods (Real Estate Development, etc.) |
| Hiroichi Iwasa       | Chairman of the Board and Chief Executive Officer | 12/12  | ●                               | ●                      | ●                              |        | ●                     | ●   | ●   |
| Masanobu Komoda      | President and Chief Executive Officer             | 12/12  | ●                               | ●                      | ●                              |        | ●                     | ●   | ●   |
| Yoshikazu Kitahara   | Managing Director and Executive Vice President    | 12/12  |                                 |                        | ●                              |        | ●                     |     | ●   |
| Kiyotaka Fujibayashi | Board of Directors                                | 12/12  | ●                               |                        | ●                              |        |                       | ●   | ●   |
| Yasuo Onozawa        | Board of Directors                                | 12/12  |                                 |                        | ●                              |        |                       | ●   | ●   |
| Takashi Yamamoto     | Board of Directors                                | 12/12  | ●                               |                        | ●                              | ●      |                       |     | ●   |
| Takashi Ueda         | Board of Directors                                | 12/12  |                                 | ●                      |                                |        | ●                     |     | ●   |
| Wataru Hamamoto      | Board of Directors                                | 12/12  |                                 | ●                      |                                |        | ●                     |     | ●   |
| Masafumi Nogimori    | Outside Director                                  | 11/12  | ●                               |                        | ●                              | ●      | ●                     | ●   |   |
| Tsunehiro Nakayama   | Outside Director                                  | 12/12  | ●                               | ●                      | ●                              | ●      |                       | ●   |   |
| Shinichiroh Itoh     | Outside Director                                  | 11/12  | ●                               |                        | ●                              | ●      | ●                     | ●   |   |
| Eriko Kawai          | Outside Director                                  | Newly <sup>*1</sup>                                |                                 | ●                      | ●                              | ●      | ●                     | ●   |   |

Note : The above list is not an exhaustive list of the candidates' expertise and experience.

\*1 Newly appointed as an outside director on June 29, 2021

| Name                                    | Independent Officer | Reason for Selection   |
|---|---------------------|--|
| Masafumi Nogimori<br>Managing Director  | ○                   | As the Company's outside director, Masafumi Nogimori has played an appropriate role aimed at reinforcing the supervision functions of the Board of Directors and ensuring transparency. He is expected to make further contributions going forward, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed as an outside director and independent officer.  |
| Tsunehiro Nakayama<br>Managing Director | ○                   | As the Company's outside director, Tsunehiro Nakayama has played an appropriate role aimed at reinforcing the supervision functions of the Board of Directors and ensuring transparency. He is expected to make further contributions going forward, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed as an outside director and independent officer.   |
| Shinichiroh Itoh<br>Managing Director   | ○                   | As the Company's outside director, Shinichiroh Itoh has played an appropriate role aimed at reinforcing the supervision functions of the Board of Directors and ensuring transparency. He is expected to make further contributions going forward, and because there is no possibility of conflicts of interest with general shareholders, he has been appointed as an outside director and independent officer.   |
| Eriko Kawai<br>Managing Director        | ○                   | Eriko Kawai has served for many years overseas where she amassed a wealth of experience and broad insight as a management consultant and working for international organizations and universities. The Company has appointed her as an outside director and an independent officer because it expects she will provide various opinions to the Company's management aimed at reinforcing the supervision functions of the Board of Directors and ensuring transparency and because there is no possibility of conflicts of interest with general shareholders. |

### 取締役報酬

#### Executive Compensation

- 基本報酬、取締役賞与、譲渡制限付株式報酬により構成\*

\*Composed of Basic Compensation, Bonuses to Directors and Restricted Stock Awards

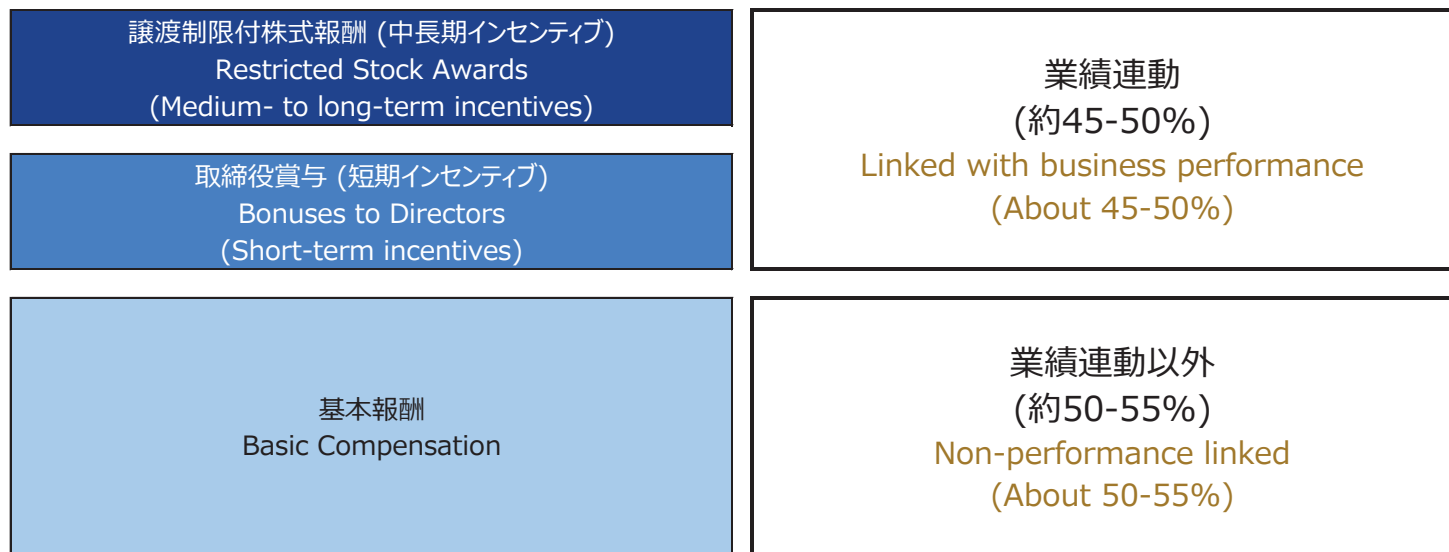
- 社外取締役を委員長とする報酬諮問委員会に諮問のうえ、取締役会にて決定

To be determined by the Board of Directors after consultation with the Compensation Advisory Committee chaired by an outside director

\*社外取締役は基本報酬のみ

\*Outside Directors receive only a base salary

#### 取締役報酬の構成 /Composition of Directors' Remuneration



#### 業績連動報酬の指標 /Performance-linked remuneration indicators

当期の業績、ESGの取り組み、株主への利益還元、グループ長期経営方針の進捗、経済情勢、事業環境等を総合勘案

Takes into account factors such as business results for the fiscal year under review, ESG initiatives, shareholder returns, progress on the Group's Long-term Vision, economic conditions, and the business environment

### 政策保有株式の縮減方針

#### Policy on reduction of strategic shareholdings

保有状況を継続的に見直し、定量的な保有の合理性や取引先との関係を踏まえた保有意義を確認したうえで縮減

We review our strategic equity shareholdings on an ongoing basis with a view to reduce our holdings.

We assess the rationale for owning the shares based on a quantitative evaluation and our relationship with the issuer.

### 売却実績<sup>\*1</sup>

#### Sale results<sup>\*1</sup>

- 2019年度：203億円（13銘柄、357万株） /FY2019: ¥20.3 billion (13 stocks, 3.57 million shares)
- 2020年度：459億円（3銘柄、506万株） /FY2020: ¥45.9 billion (3 stocks, 5.06 million shares)
- 2021年度<sup>\*2</sup>：507億円（4銘柄、365万株、3Q時点） /FY2021<sup>\*2</sup>：¥50.7 billion (4 stocks, 3.35 million shares, until 3Q)

<sup>\*1</sup> 三井不動産（単体）/Mitsui Fudosan (Non-consolidated)

<sup>\*2</sup> 第3四半期累計 /Nine months ended December 31, 2021

### 純投資目的以外の目的で保有する株式の状況（2021年3月末時点、三井不動産（単体））

#### Status of shares held for purposes other than pure investment (As of March 31, 2021, Mitsui Fudosan (Non-consolidated))

- 銘柄数：127（うち上場株式 58） 貸借対照表計上額 6,399億円（うち、上場株式 6,292億円）  
Number of stocks owned: 127 (of which, 58 are shares of listed companies)  
Amount recorded on balance sheet: ¥639.9 billion (of which, ¥629.2 billion is for shares of listed companies)
- 主要銘柄【株式会社オリエンタルランド】 /Main stock (Oriental Land Co., Ltd.)

|  |  |
|--|--|
| 持ち合いの有無 /Presence of strategic shareholding by the other company | 無 /None  |
| 貸借対照表計上額 /Amount recorded on balance sheet                       | 4,604億円 /¥460.4 billion  |
| 保有経緯・目的<br>Background and purpose of holding                     | <p>当社は1960年の同社設立に携わり、当時より同社株式を保有しております。<br/>当社グループが運営・管理する千葉県浦安市所在の三井ガーデンホテルプラナ東京ベイは、東京ディズニーリゾートのパートナーホテルであり、また、当社は同社が運営する東京ディズニーランド、東京ディズニーシーのオフィシャルスポンサーであることから、当社グループの事業活動の円滑な推進および事業機会創出において有用性があると考えております。</p> <p>The Company was involved in the establishment of Oriental Land Co., Ltd. in 1960 and has owned its shares ever since.<br/>Mitsui Garden Hotel PRANA Tokyo Bay, located in Urayasu City, Chiba Prefecture and operated and managed by the Group, is a partner hotel of Tokyo Disney Resort, and the Company is an official sponsor of Tokyo Disneyland and Tokyo Disney Sea, which is operated by Oriental Land Co., Ltd. Therefore, the Company believes this holding provides utility in terms of facilitating the promotion of the Group's business activities and creating business opportunities.</p> |
| 売却実績<br>Sales results  | 2019年度：129億円（96万株） 2020年度：456億円（300万株）<br>FY2019：¥12.9 billion (0.96 million shares) FY2020：¥45.6 billion (3 million shares)   |

### ESGインデックスへの組み入れ / Inclusion in ESG Indexes



FTSE4Good



FTSE Blossom  
Japan



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

2021 CONSTITUENT MSCI ジャパン  
ESGセレクト・リーダース指数

2021 CONSTITUENT MSCI 日本株  
女性活躍指数 (WIN)



2021 CONSTITUENT MSCI JAPAN  
ESG SELECT LEADERS INDEX

2021 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)



### 環境・気候変動を始めとした各種イニシアチブへの加盟・賛同、評価取得 Joining and endorsing various initiatives, including environmental and climate change initiatives, and obtaining recognition



RE100



### 多様な人材・働き方に関する認定 Certification for Diverse Human Resources and Work Styles

多様な人材の活躍の推進  
Promote the activities of diverse personnel

育児支援  
Childcare Support Initiatives




「女性の職業生活における活躍の推進に関する法律（女性活躍推進法）」に基づく取り組みの実施状況が優良な企業として、厚生労働大臣から認定を受けています。  
Our company has been certified by the Minister of Health, Labor and Welfare as a company with excellent implementation of initiatives based on the Law Concerning the Promotion of Women's Advancement in Employment (Women's Activity Promotion Law).

厚生労働大臣から子育てサポート企業として、「くるみん」の認定を受けています。  
\*三井不動産レジデンシャルにて取得  
Our company has acquired "Kurumin" certification from the Minister of Health, Labour and Welfare as a company that supports childcare.  
\*Acquired by Mitsui Fudosan Residential Co., Ltd.



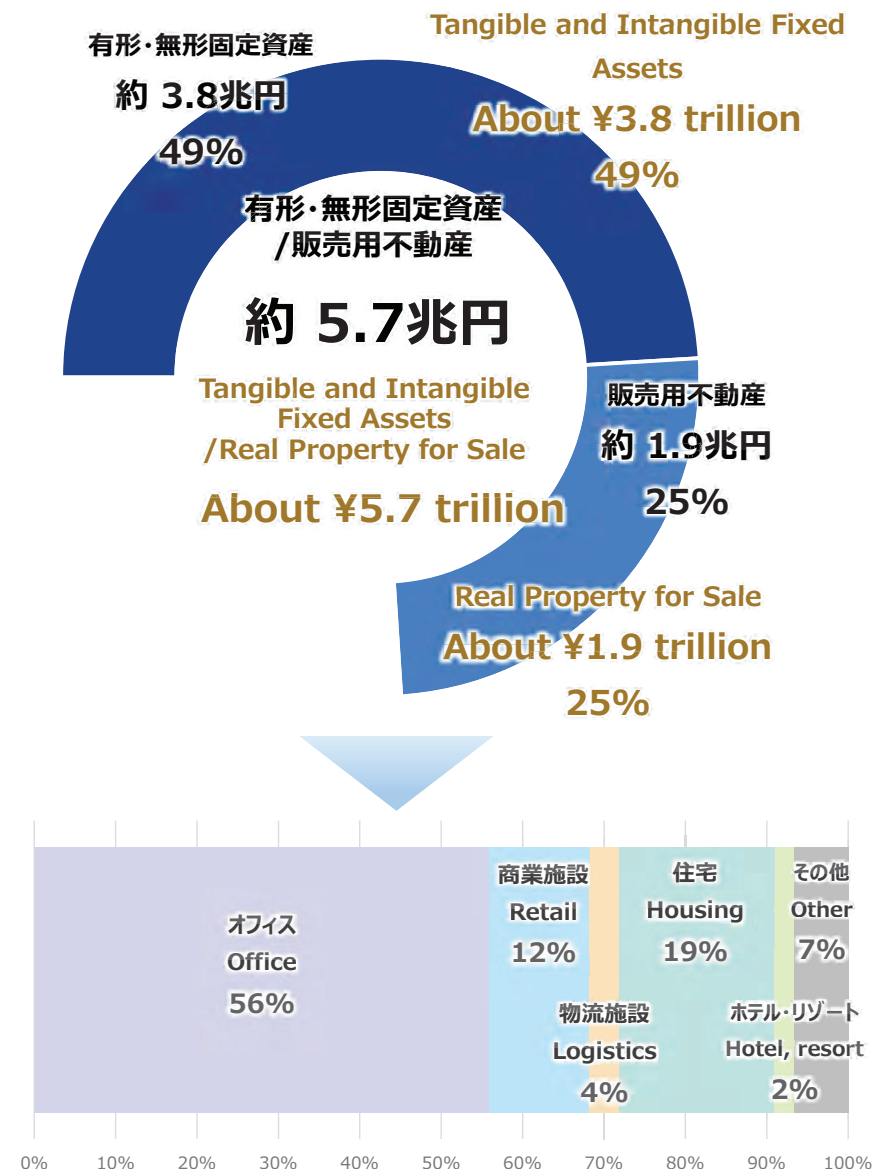
# 三井不動産の主なアセットクラス (2021年3月期)

## Asset Classes of the Mitsui Fudosan Group (For the year ended March 31, 2021)

|   | 主要データ*1<br>Key Data*1  | 収益の源泉<br>Revenue Sources   | 主なブランド<br>Major Brands  |
|---|--|--|---|
| <b>オフィス</b><br>Office<br>              | 貸付面積*2<br>Leased Area*2<br>3,393千㎡<br>3,393 K m <sup>2</sup>   | テナント企業数<br>Tenant Companies<br>約3,000社<br>About 3,000                    | テナントからの賃料収入<br>Leasing Revenue from Tenants<br>リートへの分譲収入<br>REIT Sales Revenue<br><br>  |
| <b>商業施設</b><br>Retail<br>              | 貸付面積*2<br>Leased Area*2<br>2,358千㎡<br>2,358 K m <sup>2</sup>   | テナント企業数<br>Tenant Companies<br>約2,400社<br>About 2,400                    | テナントからの賃料収入<br>Leasing Revenue from Tenants<br>リートへの分譲収入<br>REIT Sales Revenue<br><br><br> |
| <b>物流施設</b><br>Logistics<br>           | プロジェクト施設数*3 (2021年12月末時点)<br>Project Facilities*3 (As of Dec. 2021)<br>47施設<br>Total 47  | 総延床面積<br>Total Floor Space<br>約400万㎡<br>About 4.0 million m <sup>2</sup> | テナントからの賃料収入<br>Leasing Revenue from Tenants<br>リートへの分譲収入<br>REIT Sales Revenue<br>   |
| <b>住宅</b><br>Housing<br>             | マンション引渡戸数<br>Delivered Condominiums<br>3,775戸<br>3,775 units   | 戸建引渡戸数<br>Delivered Detached Housing<br>515戸<br>515 units                | 個人・リートへの分譲収入<br>Individual/REIT Sales Revenue<br>賃料収入<br>Leasing Revenue<br>仲介手数料<br>Brokerage<br>Commissions<br>管理費<br>Management Charges<br><br><br>三井のリハウス               |
| <b>ホテル・リゾート</b><br>Hotel, resort<br> | 当社直営施設 (2021年12月末時点)<br>Facilities Directly Operated by the Company (As of Dec. 2021)<br>51施設 /Total 51<br>13,000室 /13,000 rooms | 宿泊料<br>Accommodation Charges   | <br>  |

\*1 時点の記載がない数値は2020年度末時点 /Values without a noted time are as of the end of fiscal 2020.  
 \*2 貸付面積には転貸面積を含みます /Rentable floor space includes subleased floor space.  
 \*3 既存施設および開発中の施設を含みます /Includes existing facilities and facilities under development.  
 \*4 三井不動産リアルティグループの消去前仲介件数です /Number of Mitsui Fudosan Realty Group brokered sales prior to eliminations.

### 賃貸等不動産・販売用不動産におけるアセットクラス割合 Asset Class Breakdown for Rental Property and Real Property for Sale



| Business   | Risks  | Opportunities   | Competitive Advantages  |
|--|--|---|---|
| Office   | <ul style="list-style-type: none"> <li>✓ Changes in office demand due to the spread of telework, etc.</li> <li>✓ Increase in office supply in 2023 and 2025</li> </ul>   | <ul style="list-style-type: none"> <li>✓ Heightened mindset toward productivity improvement among companies and workers</li> <li>✓ Diversification of times, places, etc. for working associated with changes in working styles</li> <li>✓ Expansion of corporate initiatives to achieve carbon neutrality</li> </ul>   | <ul style="list-style-type: none"> <li>✓ Medium- to long-term relationships with about 3,000 tenant companies</li> <li>✓ WORK STYLING members: Approx. 210,000</li> <li>Number of office locations: Approximately 140 (nationwide)</li> <li>✓ Highly competitive property portfolio (locations, product performance, etc.)</li> </ul>   |
| Retail   | <ul style="list-style-type: none"> <li>✓ Imposition of business restrictions due to new epidemics</li> <li>✓ Decline in visitors due to population decline and the emergence of new competing facilities</li> </ul>  | <ul style="list-style-type: none"> <li>✓ Reaffirmation of the experiential value of real facilities following the COVID-19 pandemic</li> <li>✓ Expansion of consumer activity unrestricted by location and time as EC spreads</li> </ul>  | <ul style="list-style-type: none"> <li>✓ Retail tenants: Approx. 2,400 Tenant Stores: Approx. 8,700</li> <li>✓ Mitsui Shopping Park point card members: Approx. 12.5 million</li> <li>✓ Approximately 40 years of expertise in retail facility planning, development, tenant sales, and operations</li> </ul>   |
| Logistics  | <ul style="list-style-type: none"> <li>✓ Intensification of competition for land acquisition due to entry of new players</li> <li>✓ Overheating of leasing competition due to high-volume supply of new properties</li> </ul>  | <ul style="list-style-type: none"> <li>✓ Expansion of logistics facilities demand due to EC market growth and reworking of supply chains by cargo owners</li> <li>✓ Further acceleration of ICT utilization against a backdrop of labor shortages</li> </ul>  | <ul style="list-style-type: none"> <li>✓ Track record of advanced logistics facility development extending to 47 properties in Japan and overseas</li> <li>✓ Close tenant relationships that enable provision of CRE solutions and direct sales to cargo owners (Office tenants: approx. 3,000 companies, Retail tenants: approx. 2,400 companies etc.)</li> <li>✓ Ability to propose logistics solutions that leverage ICT and other technology</li> </ul> |
| Housing (Property Sales to Individuals (Domestic)) | <ul style="list-style-type: none"> <li>✓ Decline in housing-related demand due to rising interest rates and worsening business sentiment</li> <li>✓ Contraction of domestic housing-related market due to population decline</li> </ul>  | <ul style="list-style-type: none"> <li>✓ Heightened awareness concerning housing associated with diversification of customers' lifestyles</li> <li>✓ Increased use of online business negotiations and electronic contracts by customers</li> </ul>   | <ul style="list-style-type: none"> <li>✓ Condominium unit sales: approx. 230,000</li> <li>✓ Planning and development capabilities for realizing a product lineup of city center, large-scale, and redevelopment</li> </ul>  |
| Hotels and Resorts                                 | <ul style="list-style-type: none"> <li>✓ Delayed recovery in inbound customers due to the COVID-19 pandemic</li> <li>✓ Decrease in business travel demand due to restricted activity and changes in working styles</li> </ul>  | <ul style="list-style-type: none"> <li>✓ Diversification of purposes of stay within domestic demand (Working, living, etc.)</li> <li>✓ Expansion of domestic travel needs due to overseas travel restrictions</li> </ul>  | <ul style="list-style-type: none"> <li>✓ Mitsui Garden Hotel members: Over 500,000</li> <li>✓ Number of directly managed guest rooms: Approx. 13,000 (domestic and overseas)</li> <li>✓ Development of 13 hotel and resort brands meeting diverse customer needs, from luxury to accommodation-oriented brands</li> </ul>   |
| Global (Europe and North America)                  | <ul style="list-style-type: none"> <li>✓ Changes in office and housing needs associated with remote work and other changes in working styles</li> <li>✓ Changes in social awareness of sustainability and tightening of regulations concerning properties</li> <li>✓ Risk of interest rate and tax hikes due to shift from monetary easing policy</li> </ul> | <ul style="list-style-type: none"> <li>✓ Preference for high-quality properties in favorable locations due to changes in the need for physical venues</li> <li>✓ Increase in demand for office properties with superior environmental performance</li> <li>✓ Increase in demand for "laboratories and office" buildings associated with the growth of the life sciences industry</li> </ul> | <ul style="list-style-type: none"> <li>✓ Products in every segment, an extensive value chain, and neighborhood creation-style development capabilities</li> <li>✓ A History of Over 30 Years in Each Region</li> <li>✓ Recruitment that is Conscious of the Local Business Community</li> </ul>   |
| Global (Asia)                                      | <ul style="list-style-type: none"> <li>✓ Changes in the need for real retail facilities associated with growth in E-commerce</li> <li>✓ Geopolitical risks caused by US-China tensions</li> <li>✓ Risk of prolonged economic stagnation due to COVID-19</li> </ul>   | <ul style="list-style-type: none"> <li>✓ Expansion of demand for consumption of experiences, etc. unique to physical retail facilities</li> <li>✓ Firm personal demand due to economic growth, growth of the middle class and personal consumption, the advance of urbanization, etc.</li> </ul>  |   |

| 主な収益計上セグメント<br>Major revenue-generating segments | 賃貸<br>Leasing | 分譲<br>Sales | マネジメント<br>Management | その他<br>Other |
|--|---------------|-------------|----------------------|--------------|
|  | ○             | ○           | ○                    |              |

### 事業戦略

#### Business Strategies

- 働く場所・時間等、多様な働き方のニーズに合わせたアセット・ソフトサービスの提供による生産性向上に向けた新たな価値の創造  
Creation of new value for improving productivity through the provision of assets and soft services that meet the needs of diverse working styles (places, times, etc. of work)
- オフィスの環境性能の向上や、テナントの脱炭素戦略に資するオフィスサービスの提供\* によるカーボンニュートラルの推進  
Promotion of carbon neutrality through the improvement of environmental performance in office buildings, and the provision of office building services that contribute to tenants' decarbonization strategies\*

\*テナントへのグリーン電力の供給等 /Supply of green power to tenants, etc.

### 都心を中心とする優良なオフィスポートフォリオ

#### Superior office portfolio centering on central Tokyo

| 賃貸収益<br>Leasing Revenue               | 総貸付面積<br>Total Leased Area               | 首都圏比率<br>Proportion in Metropolitan Tokyo |
|---------------------------------------|--|---|
| 約3,692億円<br>About ¥ 369.2 billion     | 約3,393千㎡<br>About 3,393 K m <sup>2</sup> | 約89%<br>About 89 %                        |
| (2020年度:連結)<br>(FY2020; Consolidated) | (2020年度:連結)<br>(FY2020; Consolidated)    | (2020年度:単体)<br>(FY2020; Non-consolidated) |

### テナントとの厚いリレーション

#### Stable Relationships with Tenant Companies

テナント総数 (2021年3月末時点)  
Total Tenants (As of March 31, 2021)

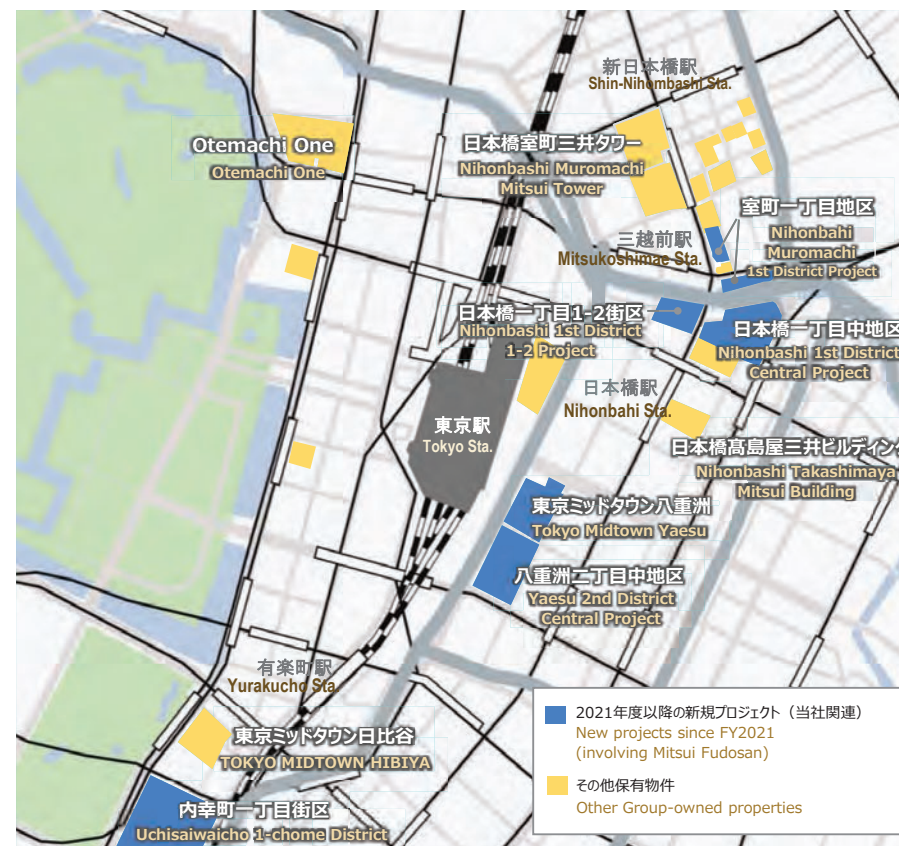
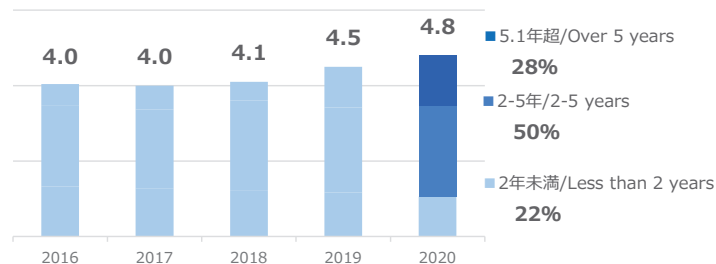
約3,000社  
About 3,000

| 主な入居企業<br>Main Tenant Companies | /Maine Tenant companies                      |
|---------------------------------|--|
| 旭化成(株)                          | /Asahi Kasei Corp.                           |
| アステラス製薬(株)                      | /Astellas Pharma Inc.                        |
| EY Japan(株)                     | /EY Japan Co., Ltd.                          |
| (株)かんぽ生命保険                      | /JAPAN POST INSURANCE Co., Ltd.              |
| KDDI(株)                         | /KDDI CORPORATION                            |
| (株)大和証券グループ本社                   | /Daiwa Securities Group Inc.                 |
| 中外製薬                            | /CHUGAI PHARMACEUTICAL CO., LTD.             |
| 東レ(株)                           | /Toray Industries, Inc.                      |
| (株)エヌ・ティ・ティ・データ                 | /NTT DATA Corporation                        |
| (株)博報堂                          | /Hakuhodo Incorporated                       |
| BofA証券(株)                       | /BofA Securities Japan Co., Ltd.             |
| (株)日立製作所                        | /Hitachi, Ltd.                               |
| (株)ファーストリテイリング                  | /FAST RETAILING CO., LTD.                    |
| 富士通(株)                          | /Fujitsu Limited                             |
| 富士フイルム(株)                       | /FUJIFILM Corporation                        |
| (株)三井住友銀行                       | /Sumitomo Mitsui Banking Corporation 等 /etc. |

平均契約期間  
Average Contract Duration

4.8年  
4.8 years

オフィス平均契約年数の推移 (2020年度:単体)  
Trends in Average Office Contract Duration (FY2020; Non-consolidated)

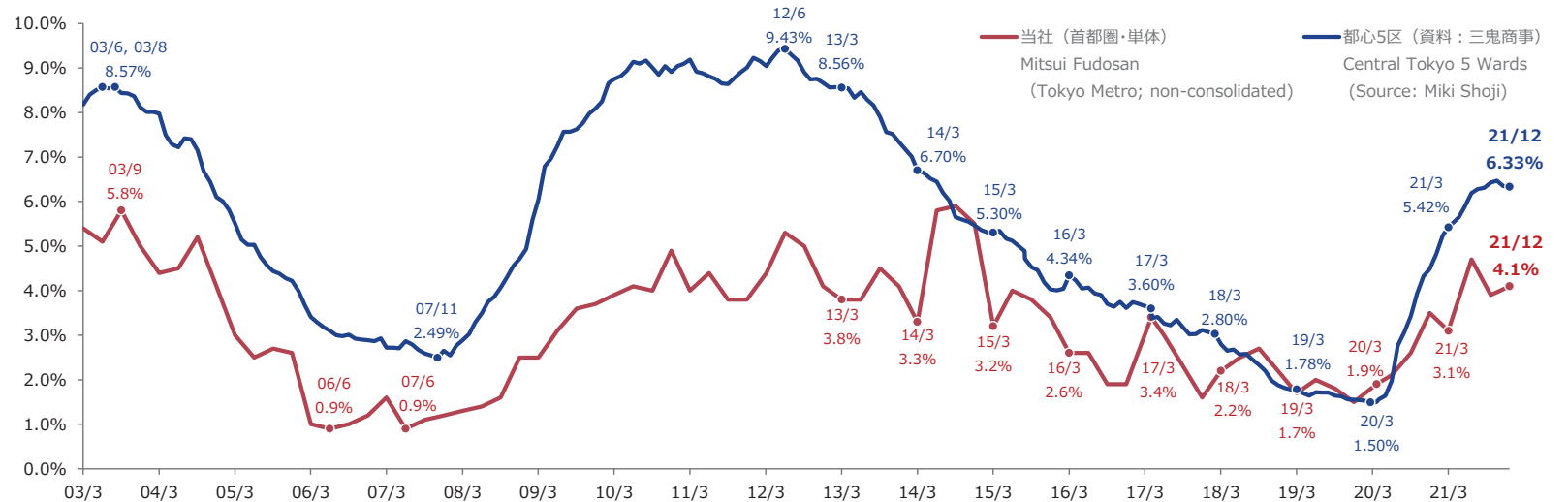


### 空室率の推移 Vacancy Rate

空室率 (2021.12時点)  
Vacancy Rate (As of Dec. 2021)

4.1%

オフィス空室率の推移 /Office Vacancy Rate



資料：三鬼商事 /Source: Miki Shoji

### 今後の開発パイプライン Future Development Pipeline

国内  
Domestic

8 物件  
8 Project

海外  
Overseas

10物件  
10 Project

主な新規プロジェクト /Major New Projects

海外プロジェクト /Overseas projects

| 竣工年度<br>FY<br>Completed | プロジェクト名<br>Project name   | 事業シェア<br>Share | 所在<br>Location                 | 延床面積<br>Total Floor<br>Space     | 竣工年度<br>FY<br>Completed    | プロジェクト名<br>Project name   | 事業シェア<br>Share | 所在<br>Location               | 延床面積<br>Total Floor<br>Space     |
|-------------------------|---|----------------|--------------------------------|----------------------------------|----------------------------|---|----------------|------------------------------|----------------------------------|
| 2021                    | イノベーションスクエア Phase II<br>Innovation Square Phase II                            | -              | ボストン<br>Boston                 | 約<br>≈<br>28,400 m <sup>2</sup>  | 2023以降<br>2023 or<br>later | ブランスクエア<br>Brannan Square   | -              | サンフランシスコ<br>San Francisco    | 約<br>≈<br>112,000 m <sup>2</sup> |
| 2022                    | 東京ミッドタウン八重洲<br>Tokyo Midtown Yaesu  | -              | 東京都中央区<br>Chuo-ku, Tokyo       | 約<br>≈<br>289,800 m <sup>2</sup> |                            | ミッションロック Phase I<br>Mission Rock Phase I  | -              | サンフランシスコ<br>San Francisco    | 約<br>≈<br>121,000 m <sup>2</sup> |
|                         | 田町 M-SQUARE Garden<br>TAMACHI M-SQUARE Garden                                 | -              | 東京都港区<br>Minato-ku, Tokyo      | 約<br>≈<br>9,900 m <sup>2</sup>   |                            | トリービュー<br>Torrey View   | -              | サンディエゴ<br>San Diego          | 約<br>≈<br>45,500 m <sup>2</sup>  |
| 2022-                   | 50 ハドソンヤード<br>50 Hudson Yards   | 90%            | ニューヨーク<br>New York             | 約<br>≈<br>264,000 m <sup>2</sup> |                            | テレビジョンセンター再開発計画(西オフィス棟)<br>Television Centre Redevelopment Project<br>(One Wood Crescent) | -              | ロンドン<br>London               | 約<br>≈<br>16,300 m <sup>2</sup>  |
|                         | ホワイトシティプレイス(ゲートウェイ センtral棟・ウエスト棟)<br>White City Place (Gateway Central, West) | -              | ロンドン<br>London                 | 約<br>≈<br>36,000 m <sup>2</sup>  |                            | The NET   | -              | シアトル<br>Seattle              | 約<br>≈<br>- m <sup>2</sup>       |
| 2022-                   | エコワールド30計画<br>RMZ Ecoworld 30   | 50%            | インド、バンガロール<br>Bangalore, India | 約<br>≈<br>426,400 m <sup>2</sup> |                            | 1-5 Earl Street   | -              | ロンドン<br>London               | 約<br>≈<br>- m <sup>2</sup>       |
|                         |   |                |                                |                                  |                            | 日本橋一丁目中地区第一種市街地再開発事業<br>Nihonbashi 1-Chome Central District Project                       | -              | 東京都中央区<br>Chuo-ku, Tokyo     | 約<br>≈<br>380,300 m <sup>2</sup> |
|                         |   |                |                                |                                  |                            | 八重洲二丁目中地区第一種市街地再開発事業<br>Yaesu 2nd District Central Project                                | -              | 東京都中央区<br>Chuo-ku, Tokyo     | 約<br>≈<br>388,300 m <sup>2</sup> |
|                         |   |                |                                |                                  |                            | 室町一丁目地区<br>Nihonbashi Muromachi 1st District Project                                      | -              | 東京都中央区<br>Chuo-ku, Tokyo     | 約<br>≈<br>- m <sup>2</sup>       |
|                         |   |                |                                |                                  |                            | 日本橋一丁目1-2街区<br>Nihonbashi 1st District 1-2 Project  | -              | 東京都中央区<br>Chuo-ku, Tokyo     | 約<br>≈<br>- m <sup>2</sup>       |
|                         |   |                |                                |                                  |                            | 内幸町一丁目中地区<br>Uchisaiwaicho 1-chome Central District                                       | -              | 東京都千代田区<br>Chiyoda-ku, Tokyo | 約<br>≈<br>- m <sup>2</sup>       |
|                         |   |                |                                |                                  |                            | 内幸町一丁目北地区<br>Uchisaiwaicho 1-chome North District   | -              | 東京都千代田区<br>Chiyoda-ku, Tokyo | 約<br>≈<br>- m <sup>2</sup>       |

\*竣工年度および延床面積は今後変更となる可能性があります。プロジェクト名は仮称を含みます。

\*Each FY completed, total floor space may change in the future. Some project names are tentative.



|  |               |             |                      |              |
|--|---------------|-------------|----------------------|--------------|
| 主な収益計上セグメント<br>Major revenue-generating segments | 賃貸<br>Leasing | 分譲<br>Sales | マネジメント<br>Management | その他<br>Other |
|  | ○             | ○           | ○                    |              |

### 事業戦略

#### Business Strategies

- 来館動機となる魅力的なコンテンツの提供によるリアル施設の価値強化・来館価値の向上  
Strengthening the value of real facilities and enhancing the value of facilities visits by offering compelling content that attracts visitors
- One to Oneマーケティングの推進による会員顧客の利用頻度・購買単価の向上  
Enhancement of member customers' frequency of use and purchase unit price through the promotion of One to One marketing
- 自社ECサイト「&mall」の運営とリアル商業の連携を通じたオムニチャネル化の推進による幅広い購買需要の獲得  
Capture of wide-ranging purchasing demand by promoting an omni-channel through the operation of our own &mall EC site and collaboration with physical retailers

### 日本・アジアに広がる施設ポートフォリオ

#### Facility Portfolio Spanning Japan and Asia

賃貸収益 (2020年度)  
Leasing Revenue (FY2020)

約2,088億円  
About ¥ 208.8 billion

総貸付面積 (2020年度末時点)  
Total Leased Area (As of March 31, 2021)

約2,358千㎡  
About 2,358 km<sup>2</sup>



国内18施設  
18 domestic facilities



国内13施設  
13 domestic facilities

### テナントとの厚いリレーション

#### Stable Relationships with Tenant Companies

総テナント数 (2021年3月末時点)  
Total Tenants (As of March 31, 2021)

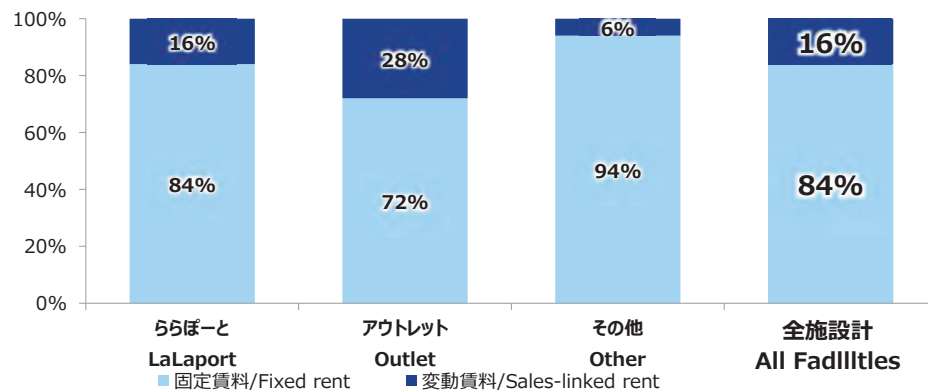
約2,400社  
About 2,400

総出店店舗数 (2021年3月末時点)  
Total No. of Stores Opened (As of March 31, 2021)

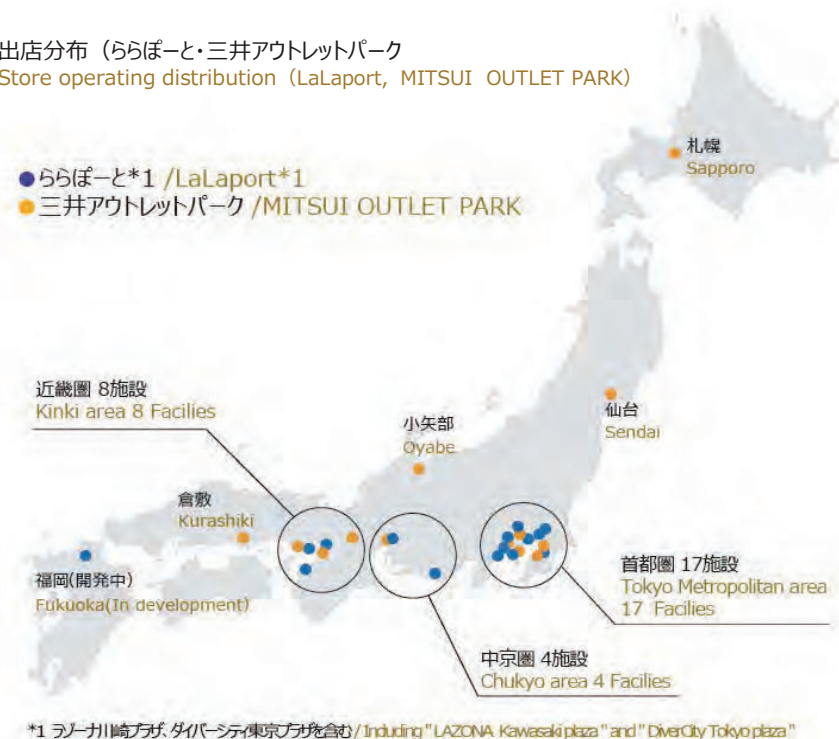
約8,700店舗  
About 8,700

固定賃料と変動賃料比率  
Ratio of Fixed & Sales-Linked Rent by Category

2020年度(単体)  
FY2020 (Non-consolidated)



出店分布 (ららぽーと・三井アウトレットパーク)  
Store operating distribution (LaLaport, MITSUI OUTLET PARK)



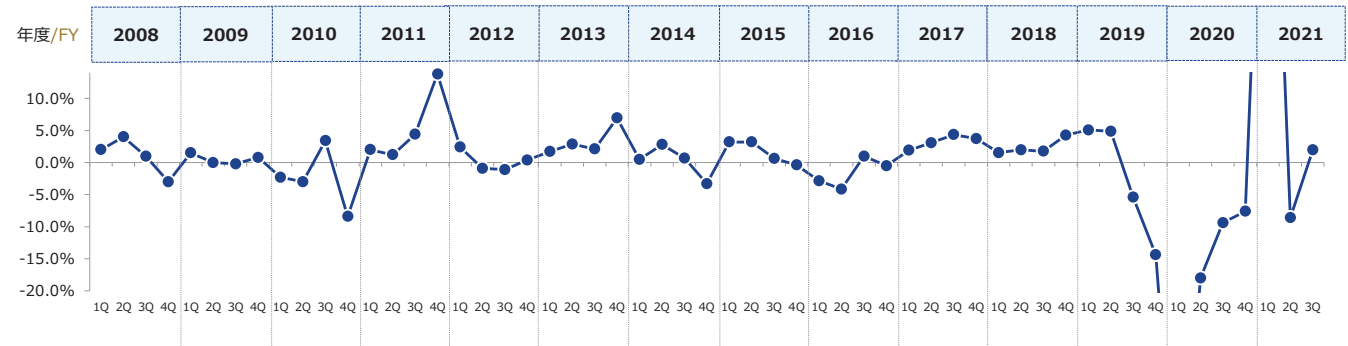
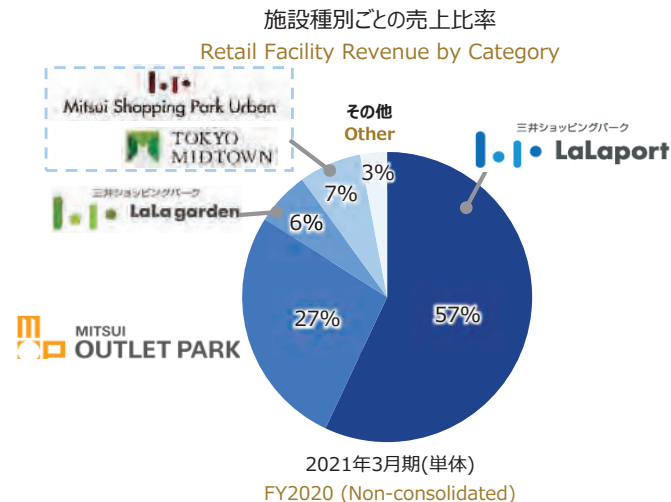
|  |               |             |                      |              |
|--|---------------|-------------|----------------------|--------------|
| 主な収益計上セグメント<br>Major revenue-generating segments | 賃貸<br>Leasing | 分譲<br>Sales | マネジメント<br>Management | その他<br>Other |
|  | ○             | ○           | ○                    |              |

### 施設売上の比率・推移

## Proportion/Trends in Facility Sales

当社施設（国内）売上高前年同期対比 / Mitsui Fudosan: Year-on-Year Change in Domestic Sales

● ららぽーと（既存施設） + アウトレット（既存施設 ※増床含む）  
LaLaport (existing facilities) & Outlet Park (existing facilities \*Inc. floor expansion)



1Q FY2020：前年同期比約6割減少（新型コロナウイルス感染症の拡大による、施設休館（4-5月平均約1.5ヶ月間）等による減少）、1Q FY2021：前年同期比約9割増加

1Q, FY2020：Around -60% on change (due mainly to closure of retail facilities (from April to May, 1.5 months on average) due to the spread of COVID-19),  
1Q, FY2021：Around +90% on change.

### 今後の開発パイプライン

## Future Development Pipeline

主な新規プロジェクト/Major New Projects

海外プロジェクト / Overseas projects



| 開業年度<br>FY Opened       | プロジェクト名<br>Project Name  | 所在<br>Location                        | 店舗等面積(延床面積)<br>Store Floor Space (Total Floor Space) |
|-------------------------|--|---------------------------------------|--|
| 2021                    | ららぽーと上海金橋 / LaLaport SHANGHAI JINQIAO 転賃/Sublease                        | 中国上海市/Shanghai City, China            | 約/≈ 55,000 m <sup>2</sup>                            |
|                         | 三井アウトレットパーク台中港(2期) / MITSUI OUTLET PARK TAICHUNG PORT (Phase2)           | 台湾台中市/Taichung City, Taiwan           | 約/≈ 8,000 m <sup>2</sup>                             |
|                         | ららステーション上海蓮花路 / LaLa station SHANGHAI LIANHUA ROAD 転賃/Sublease           | 中国上海市/Shanghai City, China            | 約/≈ 16,500 m <sup>2</sup>                            |
|                         | ららぽーとブキッピンタン シティ センター / LaLaport BUKIT BINTANG CITY CENTRE               | マレーシア、クアラルンプール/Kuala Lumpur, Malaysia | 約/≈ 82,600 m <sup>2</sup>                            |
|                         | 三井アウトレットパーク台南(1期) / MITSUI OUTLET PARK TAINAN (Phase1)                   | 台湾台南市/Tainan City, Taiwan             | 約/≈ 34,000 m <sup>2</sup>                            |
| 2022                    | ららぽーと福岡 / LaLaport FUKUOKA   | 福岡県福岡市/Fukuoka, Fukuoka               | (約/≈ 206,400 m <sup>2</sup> )                        |
|                         | ららぽーと堺 / LaLaport SAKAI  | 大阪府堺市/Sakai, Osaka                    | 約/≈ 56,200 m <sup>2</sup>                            |
|                         | 三井アウトレットパーククアラルンプール国際空港セパン(3期) / MITSUI OUTLET PARK KLIA SEPANG (Phase3) | マレーシア、セランゴール/Selangor, Malaysia       | 約/≈ 10,100 m <sup>2</sup>                            |
|                         | ららぽーと台中 / LaLaport TAICHUNG  | 台湾台中市/Taichung City, Taiwan           | 約/≈ 68,000 m <sup>2</sup>                            |
| 2023以降<br>2023 or later | 門真市松生町商業施設計画 / Osaka Kadoma Project                                      | 大阪府門真市/Kadoma, Osaka                  | 約/≈ 66,300 m <sup>2</sup>                            |
|                         | ららぽーと台湾南港 / LaLaport NANGANG 転賃/Sublease                                 | 台湾台北市/Taipei City, Taiwan             | 約/≈ 70,000 m <sup>2</sup>                            |
|                         | 三井アウトレット台湾林口(2期) / MITSUI OUTLET PARK LINKOU (Phase2)                    | 台湾新北市/New Taipei City, Taiwan         | 約/≈ 26,900 m <sup>2</sup>                            |
|                         | 三井アウトレットパーク台南(2期) / MITSUI OUTLET PARK TAINAN (Phase2)                   | 台湾台南市/Tainan City, Taiwan             | 約/≈ 10,000 m <sup>2</sup>                            |
|                         | HARUMI FLAG7街区計画 / HARUMI FLAG District 7 Project                        | 東京都中央区/Chuo-ku, Tokyo                 | 未定/TBD   |

### 大規模リニューアル/Large-Scale Renewal Projects

| 実施時期<br>Execution Period         | 施設名<br>Facility Name        | 所在<br>Location             | リニューアル店舗数/総店舗数<br>No. of Stores Renewed/<br>Total No. of Stores |
|----------------------------------|-----------------------------|----------------------------|---|
| 2021年 3月-<br>March 2021 or later | ららぽーと富士見<br>LaLaport FUJIMI | 埼玉県富士見市<br>Fujimi, Saitama | 40店舗/約290店舗<br>40/290   |

開業年度および店舗等面積、延床面積は今後変更となる可能性があります。  
プロジェクト名は仮称を含みます。  
Each opening FY and store floor space may change in the future.  
Some project names are tentative.



### 事業戦略

### Business Strategies

- 物流コンサルティング<sup>\*1</sup>を含めた顧客へのソリューション提供による事業企画・リーシング等の実現  
Achievement of business planning, leasing, etc. through provision of logistics consulting<sup>\*1</sup> and other solutions to customers
  - 機械化・デジタル化を通じた施設の保管・業務効率の向上による競合との差別化の推進  
Promotion of differentiation from competitors by enhancing storage and operational efficiency of facilities through mechanization and digitalization
  - これまでの物流施設開発ノウハウを活かした新たな価値の創造<sup>\*2</sup>  
Creation of new value utilizing our logistics facilities development know-how<sup>\*2</sup>
- \*1 2018年8月に三井不動産がMFLソリューションズ（株）を設立 /Mitsui Fudosan established MF Logisolutions Co., Ltd. in August 2018.
- \*2 データセンターやアーバン型配送拠点など多様な顧客ニーズへの対応 /Accommodation of diverse customer needs including data centers and urban delivery bases

### 優良なポートフォリオ Superior Portfolio

当社過去開発物件を含む累計 /Cumulative totals including properties previously developed by the Company

#### 国内外の開発・運営施設数

Domestic and Overseas Development and Operation Facilities

施設数

Number of Facilities

計47物件

Total 47 properties

総延床面積

Total Floor Space

約400万㎡

About 4.0 million m<sup>2</sup>

累計総投資額

Cumulative Investment

約7,000億円以上

Over ¥700.0 billion

#### 当社保有・稼働中施設

Company-Owned Facilities Under Development

施設数

Number of Facilities

計15施設

Total 15

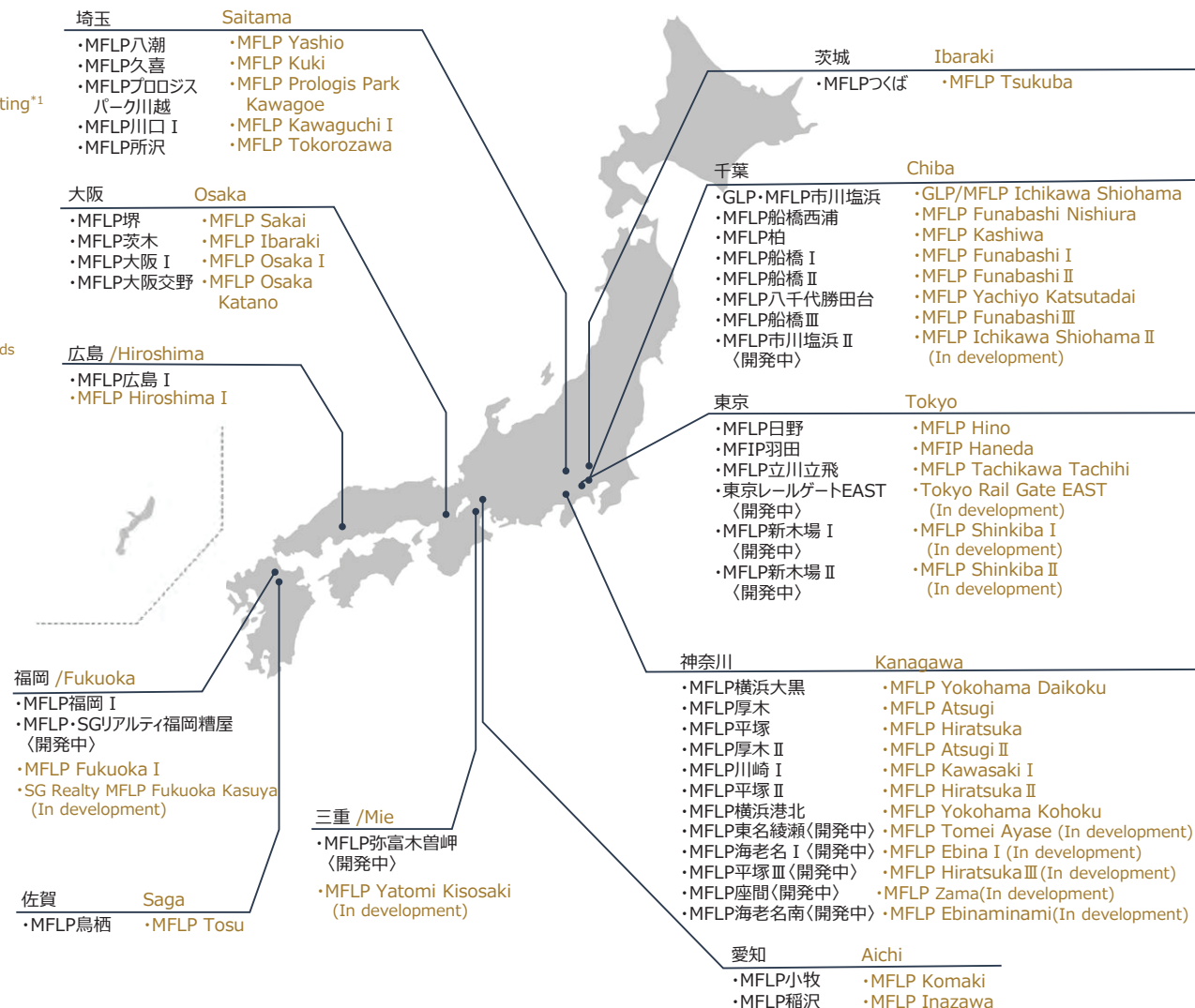
総延床面積

Total Floor Space

約150万㎡

About 1.5 million m<sup>2</sup>

### 国内の開発・運営施設 Domestic Development and operation facilities



\* 国内、上記の43物件に、その他用途施設3物件、海外(タイ)1物件を加えた全47物件が当社開発・運営施設  
\*In Japan, there are 43 properties mentioned above, and 3 other facilities for use, Total of 47 facilities, including 1 in Thailand, are our development and management facilities.

厚い荷主ネットワークと高いブランド力  
Stable Owner Network and Strong Brand Power

今後の開発パイプライン  
Future Development Pipeline

3PL満足度調査  
3PL Satisfaction Survey  
ブランド力 / Brand Power

# NO.1



※月刊「LOGI-BIZ」による2019年調査に基づく  
\*Based on 2019 survey by monthly publication LOGI-BIZ

プロジェクト  
Projects

12件以上  
Over 12

オフィステナント数 (2021年3月末時点)  
Office Tenants (as of March 31, 2021)

約3,000社  
About 3,000

商業施設テナント数 (2021年3月末時点)  
Retail Tenants (as of March 31, 2021)

約2,400社  
About 2,400

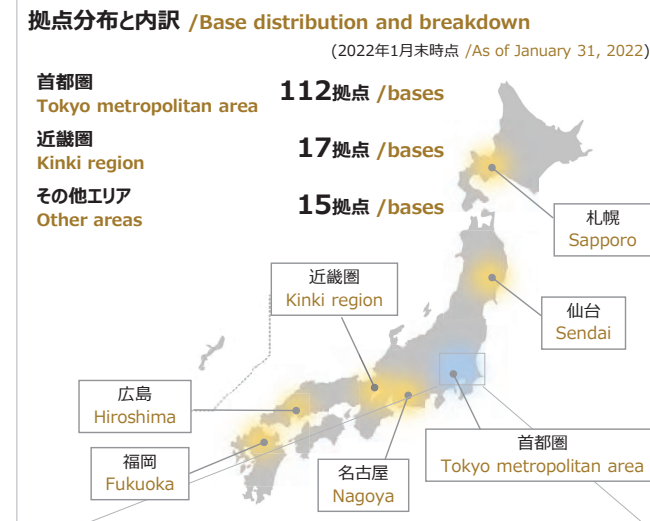
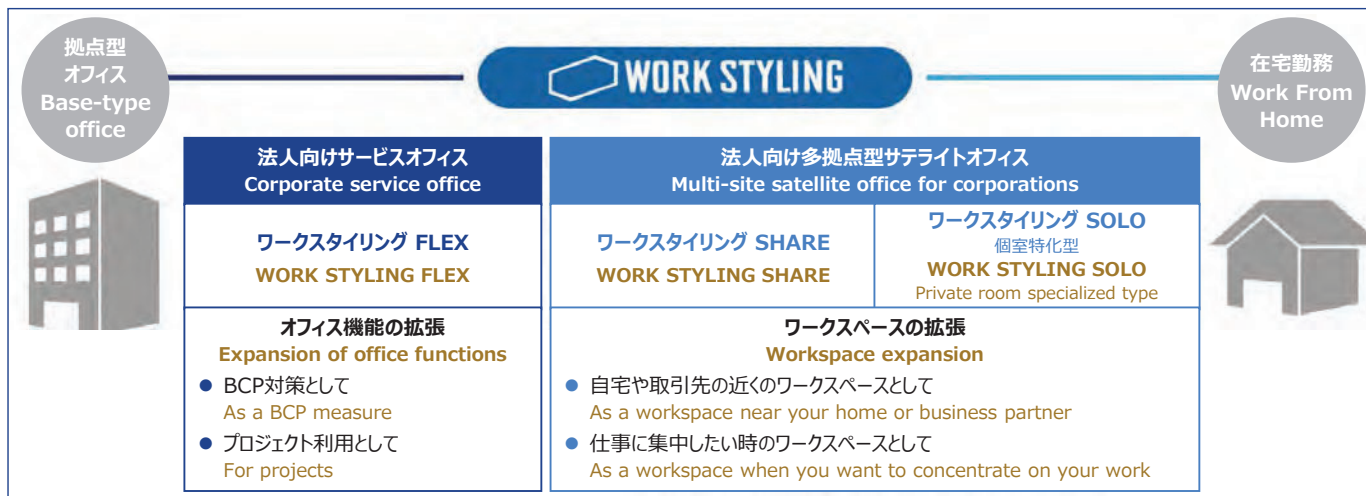
竣工年度および延床面積は今後変更となる可能性があります。  
プロジェクト名は仮称を含みます。  
FY completed and total floor space may change in the future.  
Some project names are tentative.

主な新規プロジェクト / Major New Projects

海外プロジェクト / Overseas projects

| 竣工年度<br>FY Completed    | プロジェクト名<br>Project Name                             | 所在<br>Location                 | 延床面積<br>Total Floor Space     |
|-------------------------|---|--------------------------------|-------------------------------|
| 2021                    | MFLP所沢<br>MFLP Tokorozawa                           | 埼玉県入間郡<br>Iruma-gun, Saitama   | 約<br>≈ 21,800 m <sup>2</sup>  |
|                         | MFLP船橋Ⅲ<br>MFLP Funabashi III                       | 千葉県船橋市<br>Funabashi, Chiba     | 約<br>≈ 271,000 m <sup>2</sup> |
|                         | MFLP大阪交野<br>MFLP Osaka Katano                       | 大阪府交野市、枚方市<br>Hirakata, Osaka  | 約<br>≈ 72,800 m <sup>2</sup>  |
|                         | MFLP市川塩浜Ⅱ<br>MFLP Ichikawa Shiohama II              | 千葉県市川市<br>Ichikawa, Chiba      | 約<br>≈ 184,000 m <sup>2</sup> |
|                         | 2021-<br>バンナー2ロジスティクスパーク<br>Bangna 2 Logistics Park | タイ王国バンコク<br>Bangkok, Thailand  | 約<br>≈ 160,000 m <sup>2</sup> |
| 2022                    | MFLP東名綾瀬<br>MFLP Tomei Ayase                        | 神奈川県綾瀬市<br>Ayase, Kanagawa     | 約<br>≈ 58,200 m <sup>2</sup>  |
|                         | 東京レールゲート EAST<br>Tokyo Rail Gate EAST               | 東京都品川区<br>Shinagawa-ku, Tokyo  | 約<br>≈ 174,400 m <sup>2</sup> |
|                         | MFLP海老名Ⅰ<br>MFLP Ebina I                            | 神奈川県海老名市<br>Ebina, Kanagawa    | 約<br>≈ 122,200 m <sup>2</sup> |
|                         | MFLP・SGR福岡粕屋<br>SG Realty MFLP Fukuoka Kasuya       | 福岡県糟谷郡<br>Kasuya-gun, Fukuoka  | 約<br>≈ 36,100 m <sup>2</sup>  |
|                         | MFLP弥富木曾岬<br>MFLP Yatomi Kisosaki                   | 三重県桑名郡<br>Kuwana-gun, Mie      | 約<br>≈ 97,100 m <sup>2</sup>  |
|                         | MFLP新木場Ⅰ<br>MFLP SHINKIBA I                         | 東京都江東区<br>Koto-ku, Tokyo       | 約<br>≈ 9,600 m <sup>2</sup>   |
| 2023以降<br>2023 or later | MFLP新木場Ⅱ<br>MFLP SHINKIBA II                        | 東京都江東区<br>Koto-ku, Tokyo       | 約<br>≈ 28,500 m <sup>2</sup>  |
|                         | MFLP平塚Ⅲ<br>MFLP HIRATSUKA III                       | 神奈川県平塚市<br>Hiratsuka, Kanagawa | 約<br>≈ 28,500 m <sup>2</sup>  |
|                         | MFLP座間<br>MFLP ZAMA                                 | 神奈川県座間市<br>Zama, Kanagawa      | 約<br>≈ 130,000 m <sup>2</sup> |
|                         | MFLP海老名南<br>MFLP EBINA MINAMI                       | 神奈川県海老名市<br>Ebina, Kanagawa    | 約<br>≈ 37,600 m <sup>2</sup>  |

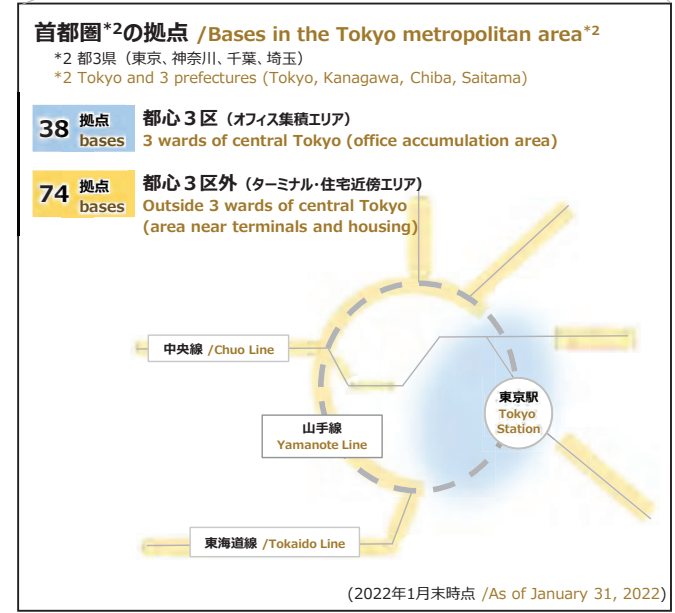
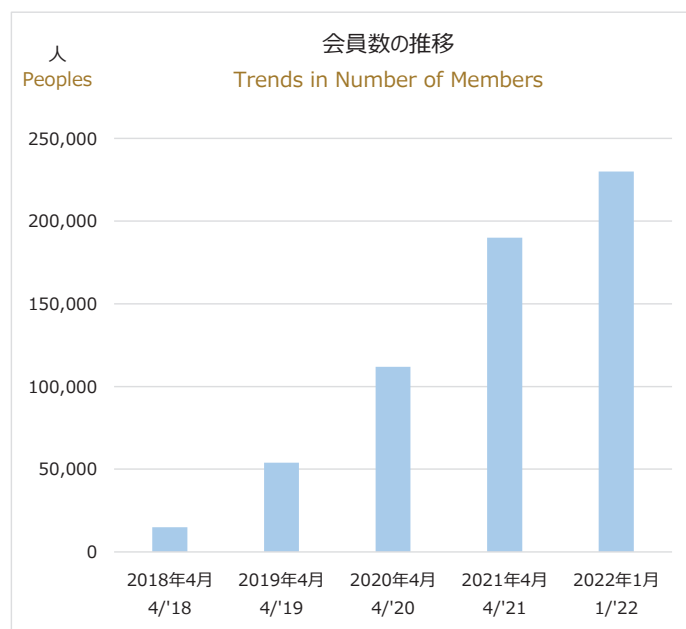
### 新しい働き方を実現するサービス 法人向けシェアオフィス WORKSTYLING Services for Realizing New Working Styles: Corporate Shared Office "WORK STYLING"



全国拠点数 /Nationwide Bases  
**144拠点\*1 / 144\*1**

会員企業数 /Member Companies  
**約800社 /About 800**

会員数 /Members  
**約23万人 /About 230,000**



\*1 うち三井ガーデンホテル等との提携：39拠点  
\*1 Partnership with Mitsui Garden Hotel, etc.: 39 bases  
(2022年1月末時点 /As of January 31, 2022)

| 主な収益計上セグメント<br>Major revenue-generating segments | 賃貸      | 分譲    | マネジメント     | その他   |
|--|---------|-------|------------|-------|
|  | Leasing | Sales | Management | Other |
|  | ○       |       |            |       |

消費者への幅広い購買選択肢の提供とテナントの在庫管理の効率化等を目指した「リアル施設」「ECサイト」「ロジスティクス」を組み合わせた当社ならではの「三位一体化」の推進  
Promote the Company's unique "trinity" that combines "real retail facilities," "e-commerce sites," and "logistics," aiming to provide consumers with a wide range of purchasing options and improve the efficiency of tenant inventory management

当社商業の強み  
Our Retail Strengths

会員数 /Members

約1,250万人\*1

About 12.5 million\*1

\*1 2021年12月時点 /As of December 2021

施設売上 /Facility Sales

約1.3兆円\*2

About ¥1.3 trillion\*2

\*2 2019年度実績 /FY2019 Results

商業テナント /Retail Facility Tenants

約2,400社\*3

About 2,400\*3

総店舗数 /Total Number of Shops

約8,700店\*3

About 8,700 shops\*3

安全安心の徹底

Ensuring safety and security

来館価値の向上

Increasing the value of your visit

オムニチャネル化の推進

Promoting omni channelization

\*3 2021年3月末時点 /As of March 31, 2021

当社商業DX  
Our Retail DX

Mitsui Shopping Park

& mall



会員数 /Members

約300万人\*4

About 3.0 million\*4

総店舗数 /Total Number of Shops

約400店\*4

About 400 shops\*4

\*4 2021年12月末時点 /As of December 31, 2021

当社物流施設  
Our Logistics Facilities



物流拠点 /Logistics Facility Bases

約47棟\*5

About 47\*5

貸付面積 /Leased Area

約400万㎡\*5

About 4.0 million m<sup>2</sup>\*5

\*5 2021年月12末時点 /As of December 31, 2021

# 国内住宅分譲

## Property Sales to Individuals

|                                   |               |             |                      |              |
|-----------------------------------|---------------|-------------|----------------------|--------------|
| 主な収益計上セグメント                       | 賃貸<br>Leasing | 分譲<br>Sales | マネジメント<br>Management | その他<br>Other |
| Major revenue-generating segments |               | ○           |                      |              |

# 3 三井不動産の事業状況

## Mitsui Fudosan Group Business Situation

### 事業戦略

#### Business Strategies

- グループソリューション力を生かした事業機会獲得  
Gain business opportunities by making use of collective solution capabilities of group
- 高額物件、大規模物件、短期回転型物件、賃貸マンション等の幅広い商品ラインナップの展開  
Roll out wide range of products, including high-grade condominiums, large-scale developments, short-turnover properties, rental condominiums, etc.

### 計上予定戸数と進捗状況

#### Planned Units to be Recorded and Progress

マンション契約計上戸数  
Number of Condominium  
Contracts Posted

**3,200 戸**  
**3,200 units**

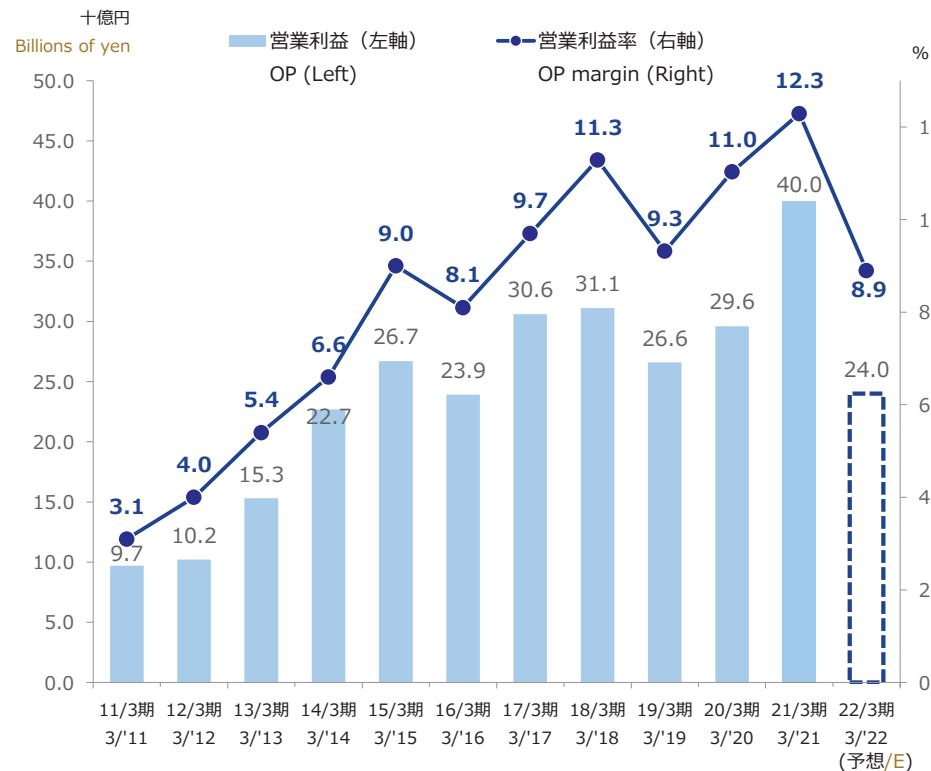
(2022年2月4日公表  
/Announced : As of Feb. 4, 2022)

契約進捗率  
Contract Progress Rate

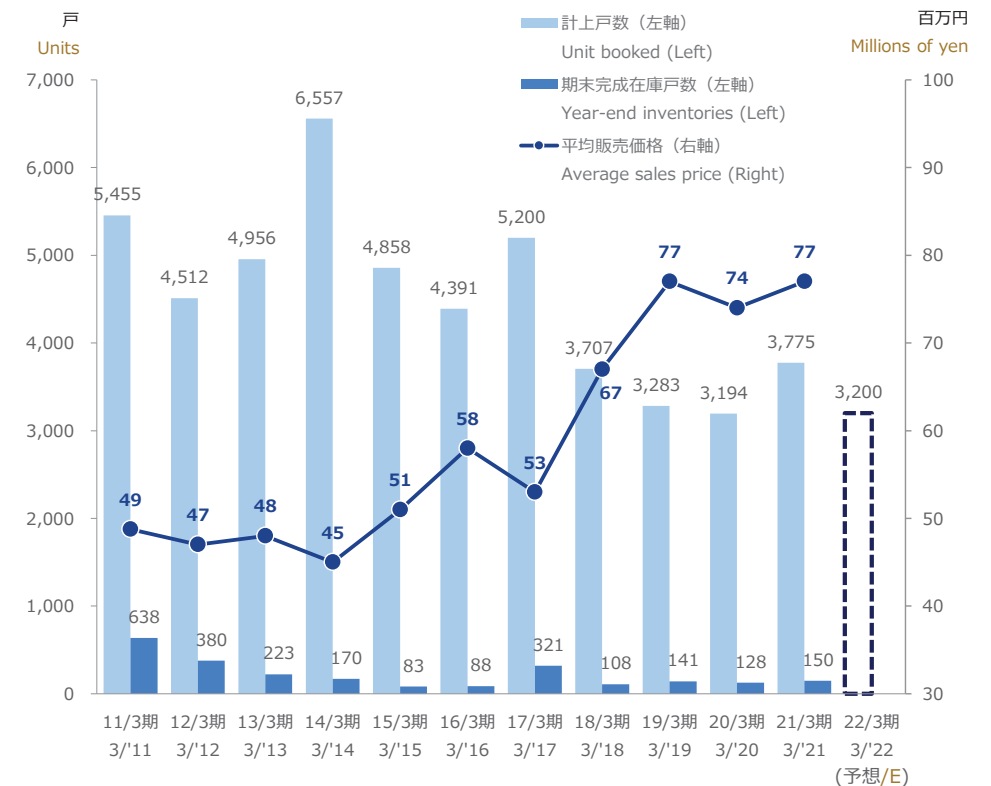
**約99%**  
**About 99 %**

(2022年2月4日時点 /As of Feb 4, 2022)

住宅分譲 営業利益・営業利益率の推移  
Property sales to Individuals -  
Sales and Operating Profit Margin



マンション計上戸数、完成在庫、平均販売価格の推移  
Condominium - Trend of  
Units booked , Inventories , and Average Sales Price

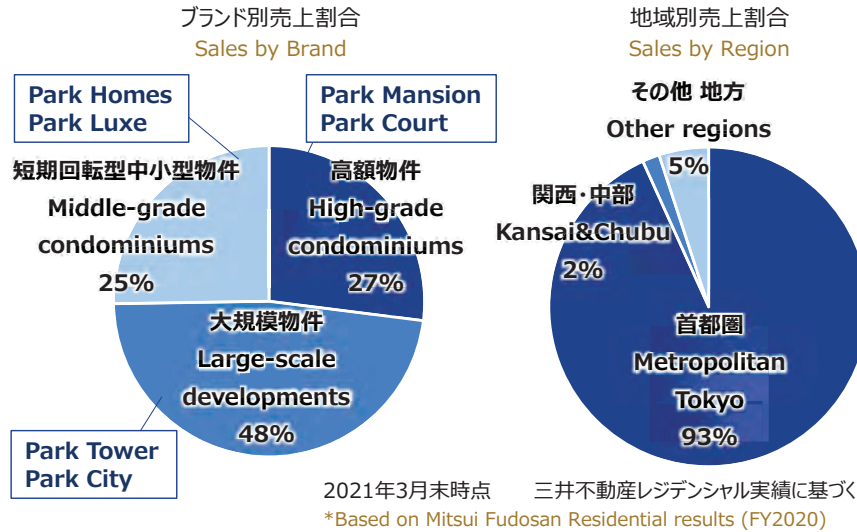




# 国内住宅分譲

## Property Sales to Individuals

### マンションブランド・地域別売上比率 Sales by Brand & Region



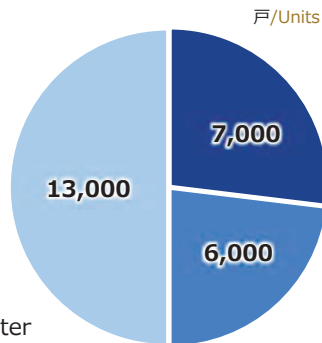
### 豊富なランドバンク

#### An Abundant Land Bank

約26,000戸<sup>\*1</sup>  
About 26,000 units<sup>\*1</sup>

\*1 計画段階の再開発事業を含む  
\*1 Incl. redevelopment project in the planning phase

- 22・23年度  
FY2022-23
- 24・25年度  
FY2024-25
- 26年度以降  
FY2026 or later



主な収益計上セグメント

Major revenue-generating segments

|               |             |                      |              |
|---------------|-------------|----------------------|--------------|
| 賃貸<br>Leasing | 分譲<br>Sales | マネジメント<br>Management | その他<br>Other |
|               | ○           |                      |              |

3

三井不動産の事業状況  
Mitsui Fudosan Group  
Business Situation

### 再開発を中心とした豊富なパイプライン

#### An Abundant Pipeline Focusing Mainly on Redevelopment

主な大規模プロジェクト・ハイエンド向けプロジェクト / Major Large-Scale Projects / High-end Projects

| 主な計上年度<br>Major FY to be Reported | プロジェクト名<br>Project Name                                       | 所在<br>Location                 | 総販売戸数*2<br>Total No. of Units Sold*2 |
|-----------------------------------|---|--------------------------------|--------------------------------------|
| 2021                              | パークコート文京小石川 ザタワー<br>Park Court BUNKYO KOISHIKAWA The Tower    | 東京都文京区<br>Bunkyo-ku, Tokyo     | 約 400 戸                              |
|                                   | パークコート虎ノ門<br>Park Court Toranomon                             | 東京都港区<br>Minato-ku, Tokyo      | 約 120 戸                              |
| 2022                              | SHIROKANE THE SKY   | 東京都港区<br>Minato-ku, Tokyo      | 約 770 戸                              |
|                                   | パークコート千代田四番町<br>Park Court Chiyoda Yonbancho                  | 東京都千代田区<br>Chiyoda-ku, Tokyo   | 約 170 戸                              |
| 2023                              | パークタワー勝どきミッド/サウス<br>Park Tower KACHIDOKI MID/SOUTH            | 東京都中央区<br>Chuo-ku, Tokyo       | 約 1,670 戸                            |
|                                   | パークコート神宮北参道 ザタワー<br>PARK COURT JINGU KITASANDO THE TOWER      | 東京都渋谷区<br>Shibuya-ku, Tokyo    | 約 470 戸                              |
|                                   | HARUMI FLAG (板状棟)<br>HARUMI FLAG                              | 東京都中央区<br>Chuo-ku, Tokyo       | 約 2,700 戸                            |
|                                   | 新宿区高田馬場四丁目計画<br>Shinjuku-ku Takadanobaba 4-chome Project      | 東京都新宿区<br>Shinjuku-ku, Tokyo   | 約 300 戸                              |
| 2024以降<br>2024 or later           | 港区三田一丁目計画<br>Minato-ku Mita 1-chome Project                   | 東京都港区<br>Minato-ku, Tokyo      | 未定<br>TBD                            |
|                                   | 西新宿五丁目中央南地区計画<br>Nishishinjuku 5-chome Central South District | 東京都新宿区<br>Shinjuku-ku, Tokyo   | 約 450 戸                              |
|                                   | 大宮西口第3-B地区計画<br>Omiya Nishiguchi 3-B District Project         | 埼玉県さいたま市<br>Saitama, Saitama   | 約 400 戸                              |
|                                   | 中野団町東地区計画<br>Nakano Kakoicho East District Project            | 東京都中野区<br>Nakano-ku, Tokyo     | 約 720 戸                              |
|                                   | 小岩駅北口地区計画<br>Koiwa Station Kitaguchi District Project         | 東京都江戸川区<br>Edogawa-ku, Tokyo   | 約 510 戸                              |
|                                   | 豊海地区計画<br>Toyomi District Project                             | 東京都中央区<br>Chuo-ku, Tokyo       | 約 2,000 戸                            |
|                                   | 月島三丁目南地区計画<br>Tsukushima 3-chome South District Project       | 東京都中央区<br>Chuo-ku, Tokyo       | 約 720 戸                              |
|                                   | 三田小山西地区計画<br>Mita Koyama West District Project                | 東京都港区<br>Minato-ku, Tokyo      | 約 1,450 戸                            |
|                                   | 東金町一丁目西地区計画<br>Higashikanamachi 1-Chome West District Project | 東京都葛飾区<br>Katsushika-ku, Tokyo | 約 860 戸                              |

(注) 計上年度、総販売戸数は今後変更となる可能性があります。プロジェクト名は仮称を含みます。

\*2 シェア勘案前

\*3 地権者住戸等を含む総戸数

Note : FY to be reported and total number of units sold may change in the future. Some project names are tentative.

\*2 The total number of units is before taking into account the Company's share.

\*3 Total number of units including units owned by landowners, etc.



# 投資家向け分譲等

Property Sales to Investors, etc.

|  |               |             |                      |              |
|--|---------------|-------------|----------------------|--------------|
| 主な収益計上セグメント<br>Major revenue-generating segments | 賃貸<br>Leasing | 分譲<br>Sales | マネジメント<br>Management | その他<br>Other |
|  |               | ○           |                      |              |

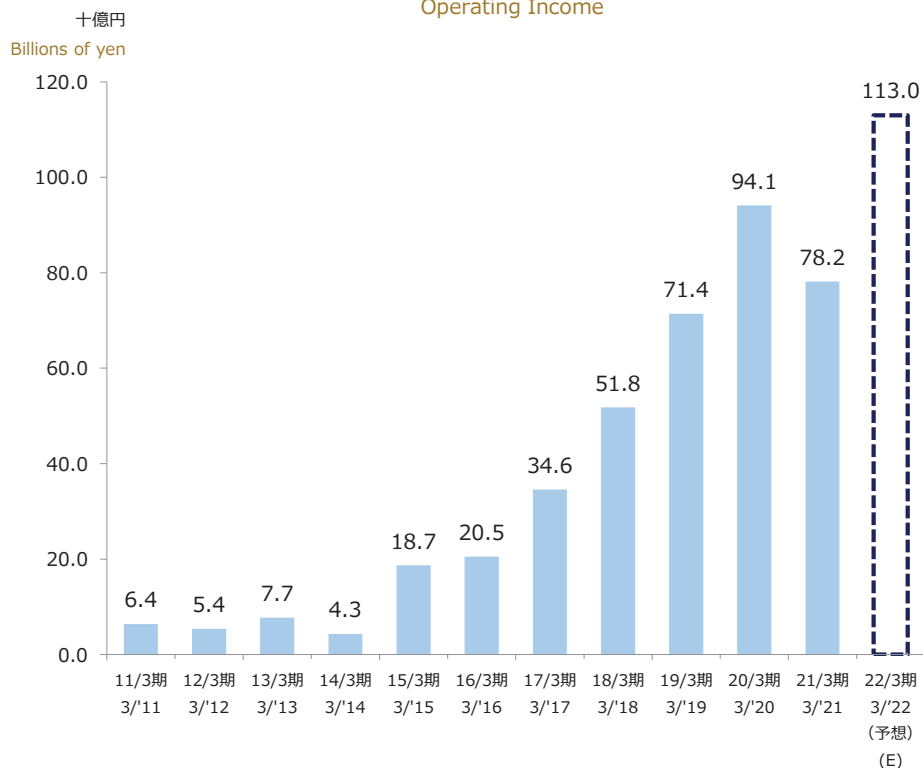
3 三井不動産の事業状況  
Mitsui Fudosan Group  
Business Situation

## 基本方針

### Basic Policy

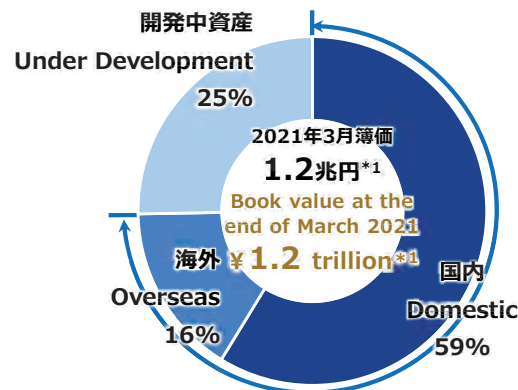
- 自社開発・運営による保有期間賃料の拡大  
Increase of Rent over Holding Period through Internal Development and Operation
- 幅広い売却先ネットワークと売却時期見極めによる売却利益の極大化  
Maximization of Sales Profit through Wide-Ranging Buyer Network and Determining Optimal Sale Timing

投資家向け分譲・海外住宅分譲 営業利益推移  
Property Sales to Investors and Individuals (Overseas)  
Operating Income



## 資産残高・稼働物件利回り・売却実績 (2021年3月期)

Outstanding Assets>Returns from Operating Properties/Sale Results  
(For the Year Ended March 31, 2021)



| 稼働資産/Operating Asset           |      |
|--------------------------------|------|
| 期待NOI利回り<br>Expected NOI yield | 6.4% |
| うち、国内 /Domestic                | 6.7% |
| うち、海外 /Overseas                | 5.6% |

\*1 資産割合の内訳/Asset breakdown

| 国内/Domestic    |              |                 |                        |              | 海外<br>Overseas | 開発中<br>Under Development | 合計<br>Total |
|----------------|--------------|-----------------|------------------------|--------------|----------------|--------------------------|-------------|
| オフィス<br>Office | 商業<br>Retail | 物流<br>Logistics | 賃貸住宅<br>Rental Housing | その他<br>Other |                |                          |             |
| 27%            | 13%          | 9%              | 9%                     | 1%           | 16%            | 25%                      | 100%        |

過去に売却した主な資産の事例/Examples of major assets sold in the past

| 売却年度<br>FY to be sold | 用途<br>Use     | 物件名<br>Project Name                             | 利回り*2<br>Yield*2 |
|-----------------------|---------------|---|------------------|
| FY2018                | オフィス /Office  | 70マークレーン (英国) /70 Mark Lane (UK)                | ---              |
|                       | 物流 /Logistics | 物流施設6物件 /6 logistics facility buildings         | 4.2~4.9%         |
|                       | オフィス /Office  | G-BASE田町 /G-BASE Tamachi                        | 3.2%             |
|                       | 商業 /Retail    | 池袋グローブ /IKEBUKURO GLOBE                         | 3.8%             |
|                       | 商業 /Retail    | 栄グローブ /SAKAE GLOBE                              | 3.6%             |
|                       | 商業 /Retail    | 心斎橋MGビル /Shinsaibashi MG Building               | 3.3%             |
| FY2019                | オフィス /Office  | 大崎ブライコア・ブライプラザ /Osaki Bright Core, Bright Plaza | 3.2%             |
|                       | 物流 /Logistics | 物流施設3物件 /3 logistics facility buildings         | 4.3~4.9%         |
|                       | 商業 /Retail    | TENJIN216 /TENJIN216                            | 3.6%             |
| FY2020                | オフィス /Office  | 新橋M-SQUARE Bright /SHINBASHI M-SQUARE Bright    | 2.9%             |
|                       | オフィス /Office  | 大崎ブライタワー /Osaki Bright Tower                    | 3.2%             |
|                       | オフィス /Office  | 名古屋三井ビルディング2物件 /2 Nagoya Mitsui Buildings       | 3.7~4.2%         |
|                       | 物流 /Logistics | 物流施設3物件 /3 logistics facility buildings         | 4.0~4.8%         |
|                       | オフィス /Office  | グラントウキョウサウスタワー /GRAN TOKYO SOUTH TOWER          | 2.8%             |
| FY2021                | 商業 /Retail    | ららぽーと新三郷 /LaLaport SHIN MISATO                  | 4.7%             |
|                       | 商業 /Retail    | 銀座5丁目グローブ /Ginza 5-chome GLOBE                  | 2.8%             |
|                       | 商業 /Retail    | 竹下通りスクエア /Takeshita-dori Square                 | 3.5%             |
|                       | オフィス /Office  | 飯田橋グラン・ブルーム /Iidabashi Grand Bloom              | 2.8%             |

\*2 売却先にて開示された、当該物件の鑑定評価に基づく直接還元利回りを記載

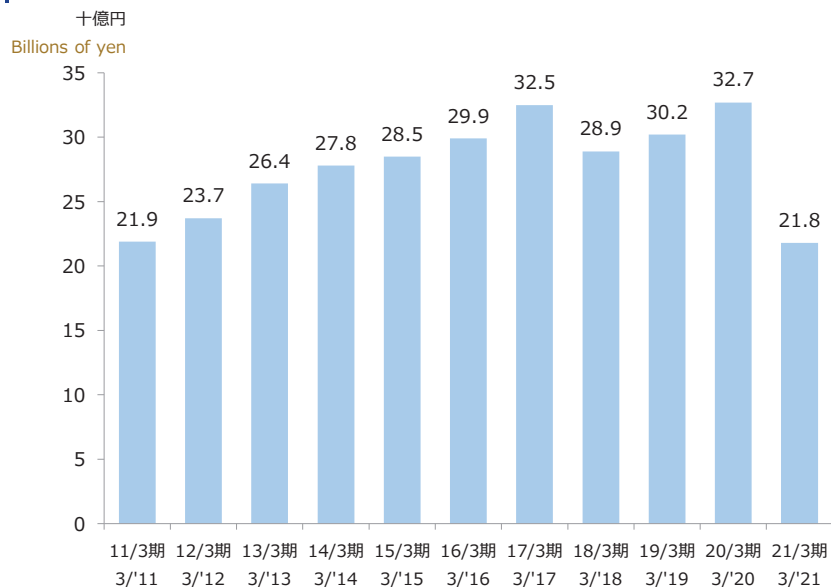
\*2 Describes the direct capitalization yield based on the appraisal value of the property, disclosed to the seller.

## 貸し駐車場の運営管理(リパーク事業)、オフィス・商業・住宅等の預かり資産の運営管理など

### Operation and Management of Rental Parking (Re-Park), Assets in Custody (Office, Commercial, Housing, etc.)

### プロパティマネジメントの営業利益推移

#### Trends in Operating Income for Property Management



### 貸し駐車場 (リパーク)

#### Rental Parking (Re-Park)

「三井のリパーク」は1994年のスタート以来、日本全国で駐車場事業を展開。駐車場経営のサポートを通じて土地の有効活用を行うなど、活気ある街づくりに貢献。  
In the years since it was first established in 1994, Mitsui Re-Park has expanded its parking business throughout Japan. We are contributing to creating neighborhoods full of vitality by making effective use of land with the support of our parking area management.

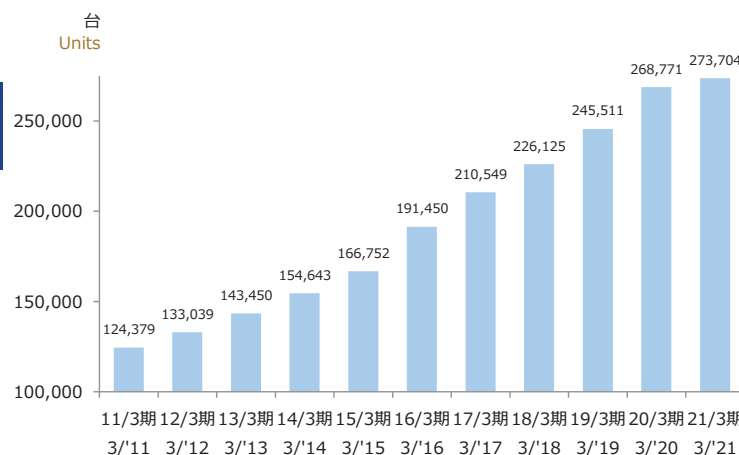


管理台数  
Managed Units

約27万台  
About 270 K units

### リパーク駐車場管理台数推移

#### Car Park Leasing Track Record



### 運営管理委託 (オフィス・商業・住宅等) / Contracted Operation and Management (Office, Commercial, Housing, etc.)

#### オフィス /Office

総貸付面積  
Total Leased Area

約3,393千㎡  
About 3,393 K m<sup>2</sup>

#### 商業 /Retail

総貸付面積  
Total Leased Area

約2,358千㎡  
About 2,358 K m<sup>2</sup>

#### 住宅 /Housing

マンション分譲戸数  
Condominiums Sold

約23万戸<sup>\*1</sup>  
About 230 K units<sup>\*1</sup>

マンション管理戸数  
Condominiums Managed

約28万戸  
About 280 K units

賃貸住宅管理戸数  
Rental Housing Units Managed

約14万戸  
About 140 K units

\*1 1984年以降、共同事業のシェア考慮前の数値  
\*1 Since 1984; does not take into account sharing businesses

長年の実績の中で培われたノウハウに加え、当社グループの総合力を活かしたマンション管理サービスを提供  
Our condominium management service draws on the know-how we have accumulated through years of successful operations, and the collective strengths of the group as a whole.

建物オーナー・入居者の双方に対して、賃貸マンションの運営・仲介に関するサービスを提供  
We provide rental condominium operation and brokerage services for building owners and tenants.

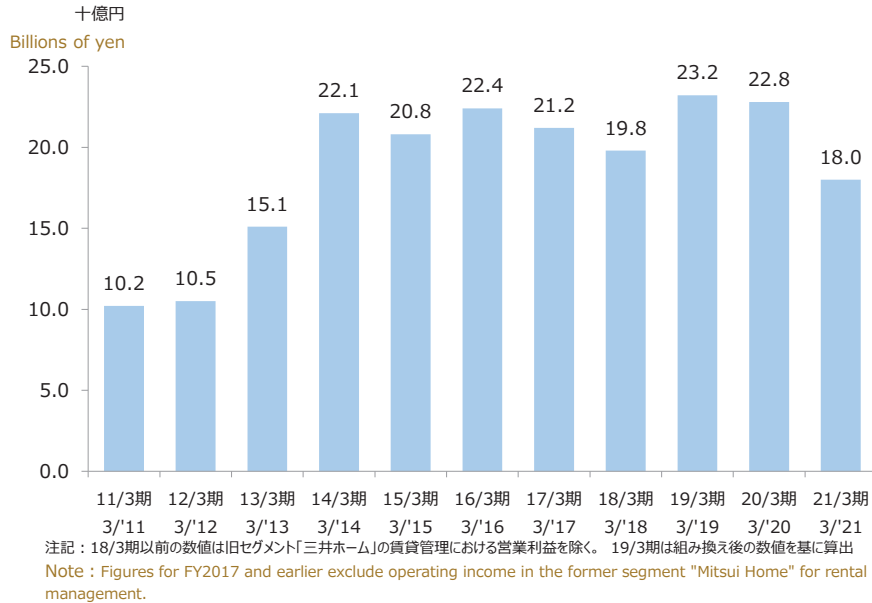
# 仲介・アセットマネジメント Brokerage, Asset Management

|  |               |             |                      |              |
|--|---------------|-------------|----------------------|--------------|
| 主な収益計上セグメント<br>Major revenue-generating segments | 賃貸<br>Leasing | 分譲<br>Sales | マネジメント<br>Management | その他<br>Other |
|  |               |             | ○                    |              |

## 3 三井不動産の事業状況 Mitsui Fudosan Group Business Situation

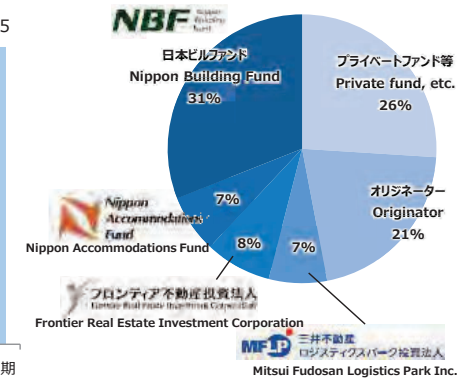
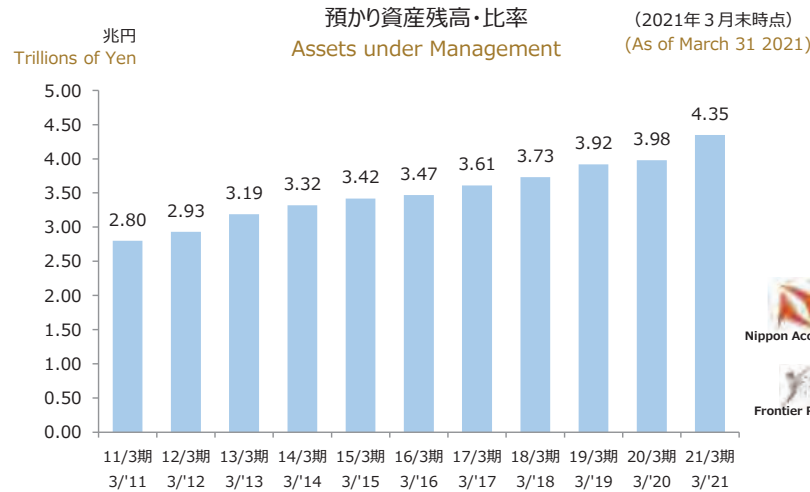
### 個人向け仲介(リハウス事業)、REIT等のアセットマネジメントなど Brokerage for Individuals (Re-House), Asset Management such as REITs, etc.

#### 仲介・アセットマネジメントの営業利益の推移 Trends in Operating Income from Brokerage and Asset Management



In the FY2018, figures were calculated based on the reclassified segments

#### REIT等からの預かり資産の拡大 Expanded Assets under Custody through REITs, etc.



### 仲介取扱件数35年連続No.1「三井のリハウス」 Mitsui Re-House No.1 for 35 consecutive years (number of brokerages handled)

#### 売買仲介取扱件数35年<sup>\*1</sup>連続NO.1

**No.1** in number of brokerages handled for **35** consecutive years<sup>\*1</sup>  
三井不動産リアルティは、不動産に関する「売却」「購入」「賃貸」「活用」等、多様化する顧客ニーズに応え、安心・安全な取引を実施しています。Mitsui Fudosan Realty meets customers' diversifying needs in real estate operations such as sale, purchase, leasing, and usage to achieve safe and secure transactions.

\*1 1986年度から2020年度まで /FY1986-2020

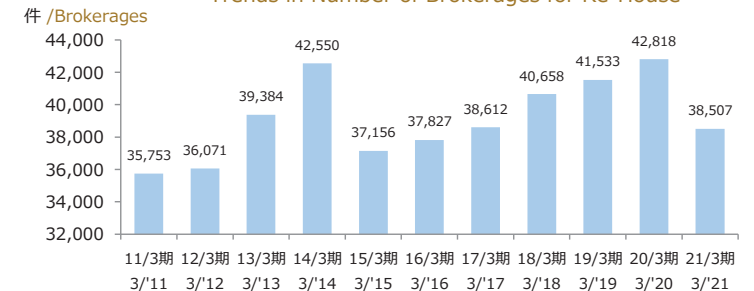


#### 売買仲介実績 / Brokerage Market (2021年3月期/FY2020)

| 順位 | 会社名                                 | 手数料収入 (十億円)<br>Fees/Revenue (Billions of yen) | 取扱件数 (件)<br>Transactions (Units) | 取扱高 (十億円)<br>Transaction Volume (Billions of yen) | 店舗数 (店)<br>Number of Stores |
|----|-------------------------------------|---|----------------------------------|---|-----------------------------|
| 1  | 三井不動産リアルティ<br>Mitsui Fudosan Realty | 76.7  | 38,507                           | 1,563.8   | 286                         |
| 2  | A社 /Company A                       | 62.3  | 35,122                           | 1,241.0   | 269                         |
| 3  | B社 /Company B                       | 57.8  | 25,635                           | 1,226.4   | 193                         |
| 4  | C社 /Company C                       | 34.7  | 9,322                            | 893.4   | 94                          |
| 5  | D社 /Company D                       | 17.4  | 7,202                            | 412.4   | 72                          |

資料：(株)不動産経済研究所「日刊不動産経済通信2021.5.26」  
Source: Real Estate Economic Institute (As of May 26, 2021)

#### リハウス仲介件数推移 Trends in Number of Brokerages for Re-House



### 事業戦略 Business Strategies

- 「滞在する場」の提供による「働く」「住む」等の新たな需要<sup>\*1</sup>の取り込み  
Capturing new demand<sup>\*1</sup> for "Working" and "Living" by providing "Places to stay"
- 会員組織<sup>\*2</sup>のサービス拡充等によるロイヤルカスタマーの拡大・深化  
Expand and deepen the base of loyal customers by expanding services of membership organizations<sup>\*2</sup>, etc.
- 海外渡航制約を受けた国内旅行ニーズの積極的な取り込み  
Proactively capturing domestic travel needs in response to restrictions on overseas travel

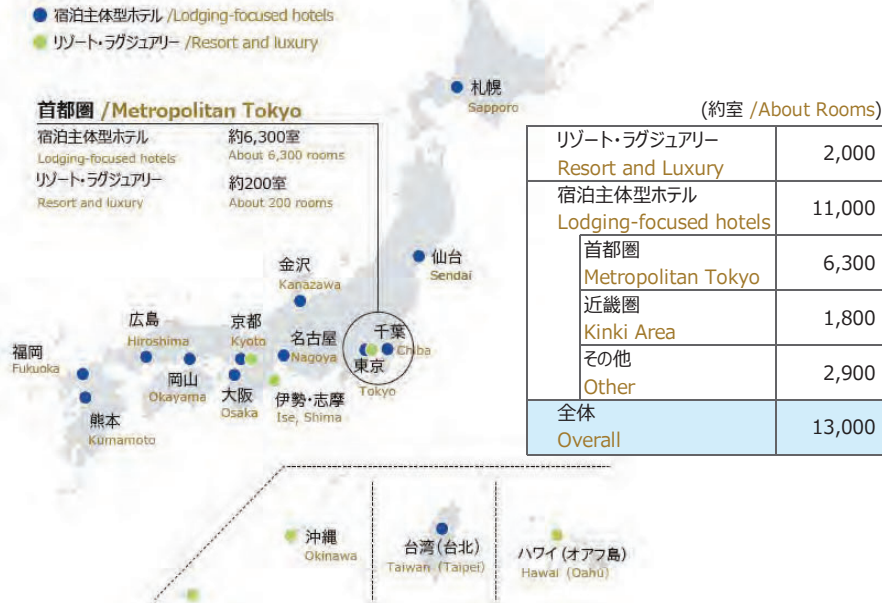
\*1 テレワーク、短期居住、病院療養・付き添いによる滞在ニーズ等 / Telework, short term residence, hospital care, stay needs due to escort, etc.

\*2 MGH Rewards Club等 / MGH Rewards Club ect.

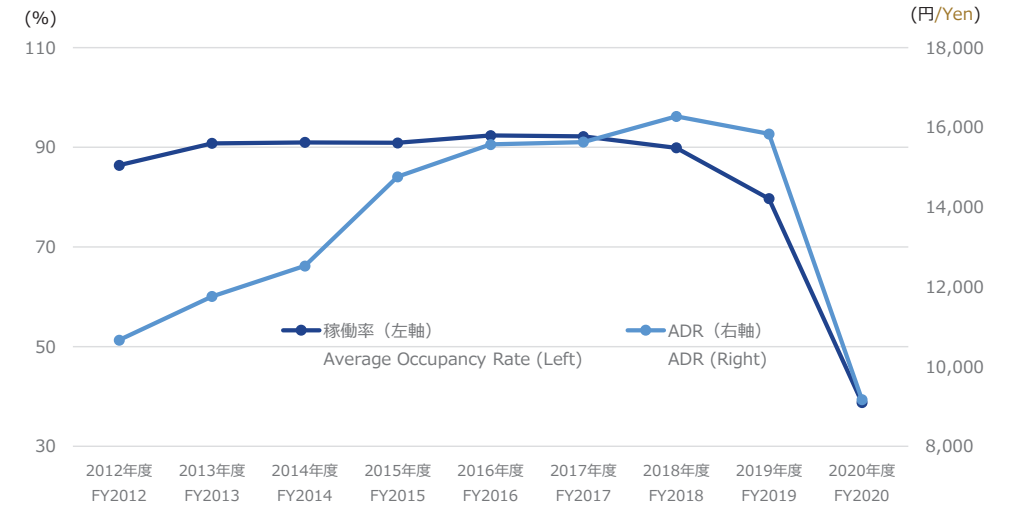
### 優良なポートフォリオ Superior Portfolio

51施設 約13,000室  
Total 51 About 13,000 rooms

国内外含む、2021年12月末時点  
Domestic and overseas, as of December 31, 2021



### 稼働率・ADRの推移(宿泊主体型ホテル) Trends in Occupancy Rates/ADR (Lodging-focused hotels)



### 今後の開発パイプライン Future Development Pipeline

約600室  
About 600 rooms  
客室数 (海外を含む)  
No. of rooms (Including overseas)

主な新規プロジェクト / Major New Projects

| 開業年度<br>FY Opened       | プロジェクト名<br>Project Name   | 所在<br>Location                          | 客室数<br>No. of Rooms |
|-------------------------|---|---|---------------------|
| 2022                    | 三井ガーデンホテル柏の葉パークサイド<br>Mitsui Garden Hotel Kashiwa-no-ha Park Side | 千葉県柏市<br>Kashiwa, Chiba                 | 約 150 室             |
|                         | ブルガリ ホテル 東京<br>The Bvlgari Hotel Tokyo                            | 東京都中央区<br>Chuo-ku, Tokyo                | 約 100 室             |
| 2023以降<br>2023 or later | 敦化北路ホテル<br>Dunhua North Road Bridge Project                       | 台湾、台北市<br>Taipei City, Taiwan           | 約 180 室             |
|                         | ウォルドルフ・アストリア東京日本橋<br>Waldorf Astoria Tokyo Nihonbashi             | 東京都中央区<br>Chuo-ku, Tokyo                | 約 200 室             |
|                         | 神奈川県足柄下郡箱根町計画<br>Hakone Project                                   | 神奈川県足柄下郡<br>Ashigarashimo-gun, Kanagawa | 未定<br>TBD           |



# 新築請負・東京ドーム

## New Build Contract - Tokyo Dome

|  |               |             |                      |              |
|--|---------------|-------------|----------------------|--------------|
| 主な収益計上セグメント<br>Major revenue-generating segments | 賃貸<br>Leasing | 分譲<br>Sales | マネジメント<br>Management | その他<br>Other |
|  |               |             |                      | ○            |

### 3 三井不動産の事業状況

#### Mitsui Fudosan Group Business Situation

### 新築請負

#### New Build Contracts

供給棟数  
Buildings Supplied

24.5万棟超  
Over 245,000

(注) 過去47年間累計

Note: Cumulative total in the last 47

大型施設供給棟数  
Large Facilities Supplied

5,000棟超  
Over 5,000



### 東京ドーム

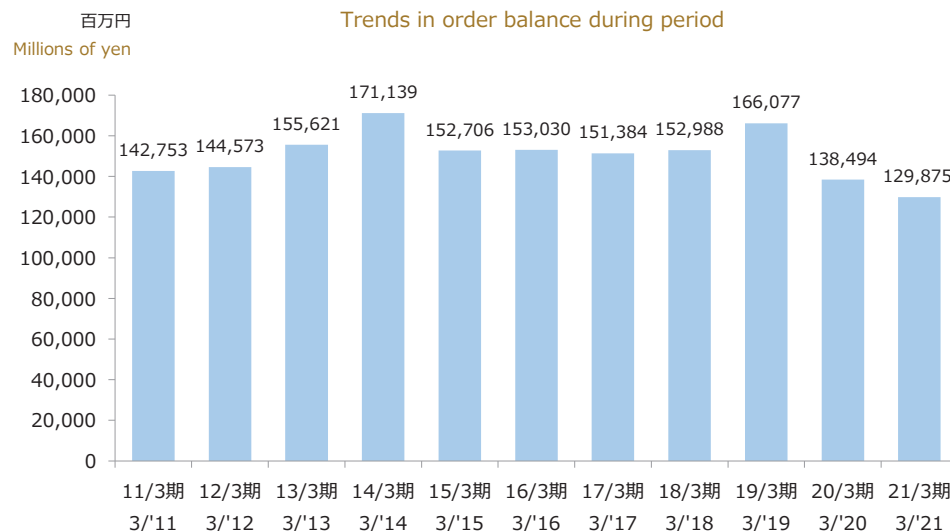
#### Tokyo Dome

東京ドームシティ来場者数  
Visitors to Tokyo Dome City

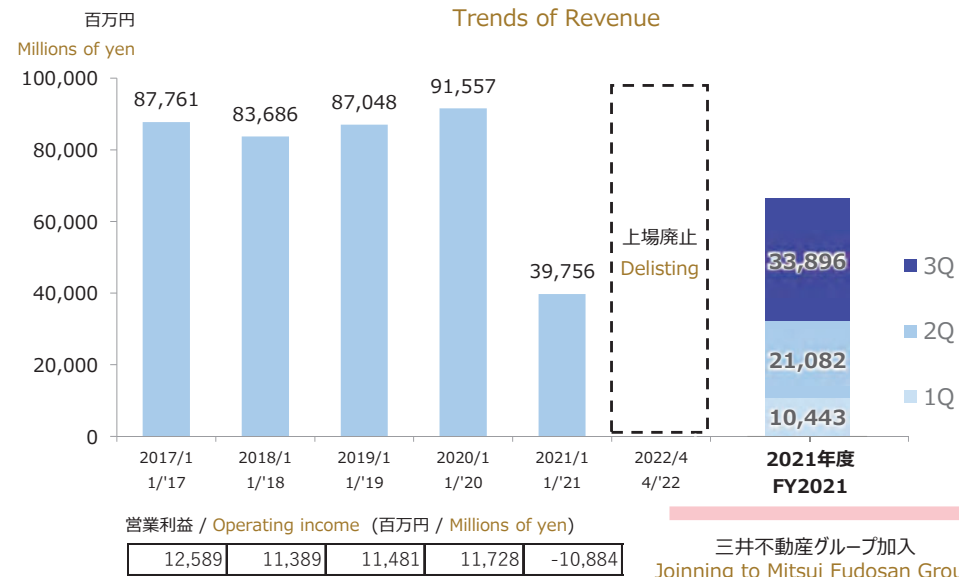
約4,000万人/年  
about 40M people /year  
(2019年度 / FY2019)



期中受注残高の推移  
Trends in order balance during period



売上高の推移  
Trends of Revenue



# (補足) 海外への展開

## (ApX.) Global Expansion

| 主な収益計上セグメント                       | 賃貸      | 分譲    | マネジメント     | その他   |
|-----------------------------------|---------|-------|------------|-------|
| Major revenue-generating segments | Leasing | Sales | Management | Other |
|                                   | ○       | ○     | ○          | ○     |

### 3 三井不動産の事業状況

#### Mitsui Fudosan Group Business Situation

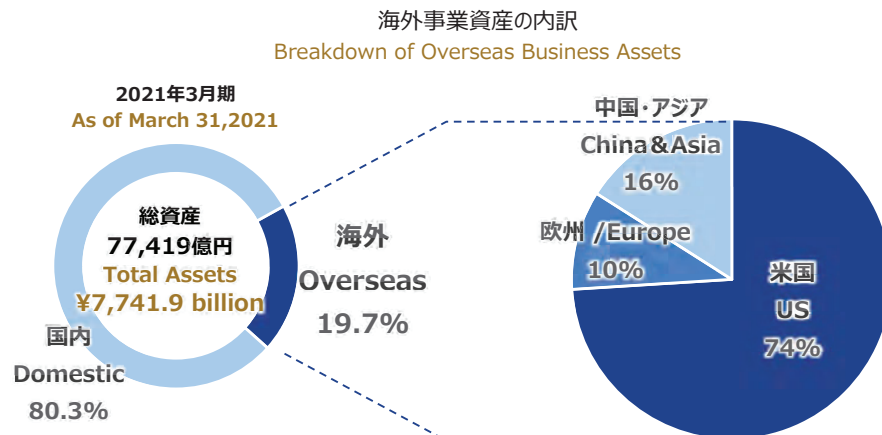
## 事業戦略

### Business Strategies

- 国内事業で培った当社グループの強みとパートナー戦略を掛け合わせ、優良な事業機会の獲得などにより、飛躍的な成長を実現  
Achievement of dramatic growth by combining partner strategies with Group strengths nurtured through domestic business, and by capturing outstanding business opportunities
- 市場環境の変化を見極め、エリア・商品戦略やサステナビリティ対応などの商品企画を随時見直すことで、競争力を維持・強化  
Maintenance and strengthening of competitiveness by discerning changes in the market environment and reworking product planning as needed to support area and product strategies, sustainability, etc.
- 欧米でのラボ&オフィスや賃貸住宅、アジアでの商業施設や分譲住宅等を中心に、マーケット特性に合わせて事業展開  
Business development matched to market characteristics, focused on "Laboratory and Office" buildings, and rental housing in Europe and North America, retail facilities and condominiums in Asia, etc.

## 海外資産

### Overseas assets



## 展開エリア

### Business Development Area

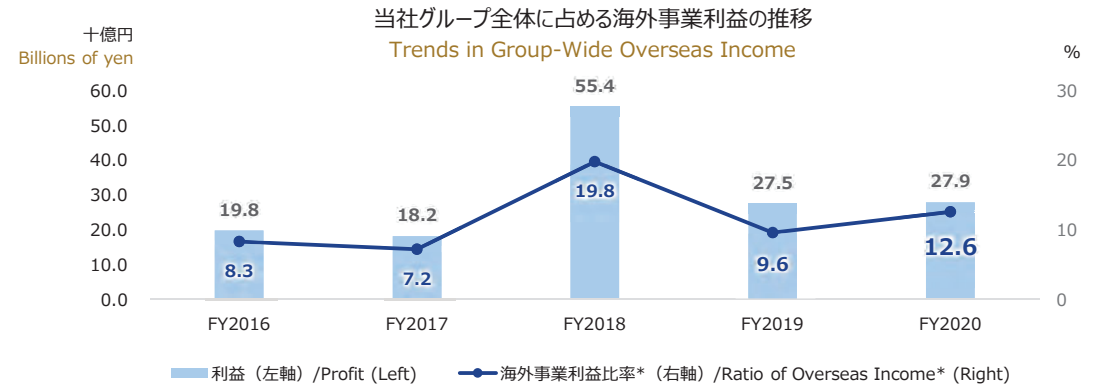


## 海外利益

### Income from Overseas

2025年前後の営業利益目標：全社営業利益の30%程度

Target Operating Income for around FY2025: Around 30% in company-wide operating income



\*海外事業利益合計[a]÷(連結営業利益+海外持分法換算営業利益[b])×100  
[a]海外事業営業利益と海外持分法換算営業利益の合計  
[b]海外所在持分法適用会社営業利益または営業利益相当額に当社持分割合を乗じた額と海外所在持分法適用会社に係る関係会社株式売却損益(不動産分譲を目的としたもの)との合計  
営業利益相当額は当期純利益から税負担分を考慮し簡便的に算出

\* Total overseas income[a] ÷ (consolidated operating income + proforma operating income of overseas affiliates[b]) × 100  
[a] Total of overseas operating income and pro forma operating income of overseas affiliates.  
[b] Total of overseas equity method affiliated companies operating income or amount equivalent to operating income multiplied by Mitsui Fudosan's equity interest, and profit/loss on sales of stocks of overseas equity method subsidiaries and affiliates (for purpose of real estate sales). The amount equivalent to operating income is the amount of profit calculated on a simplified basis after taking into consideration the tax burden.



# (補足) 海外への展開 (Apx.) Global Expansion

|  |               |             |                      |              |
|--|---------------|-------------|----------------------|--------------|
| 主な収益計上セグメント<br>Major revenue-generating segments | 賃貸<br>Leasing | 分譲<br>Sales | マネジメント<br>Management | その他<br>Other |
|  | ○             | ○           | ○                    | ○            |

## 3 三井不動産の事業状況 Mitsui Fudosan Group Business Situation

### 今後の開発パイプライン Future Development Pipeline

#### 欧米/North America and Europe

プロジェクト (オフィス)  
Projects (Office)

9物件

9 Project

#### アジア/Asia

プロジェクト (オフィス・商業)  
Projects (Office, Retail)

8物件

8 Project

当社欧米オフィスの平均契約期間  
Average contract term of our office  
(Europe and the United States)

2020年度 /FY2020

15.6年

15.6 years

#### 主な新規プロジェクト<オフィス・賃貸住宅> /Major New Projects (Office・Rental Housing)

| 竣工年<br>Expected<br>Completion | 所在<br>Location                | 用途<br>Use  | プロジェクト名<br>Project Name   | 延床面積/総戸数<br>Total Floor<br>Space |
|-------------------------------|-------------------------------|--|---|----------------------------------|
| 2021                          | ボストン<br>Boston                | オフィス<br>Office   | イノベーションスクエア Phase II<br>Innovation Square Phase II  | 約<br>≈<br>28,400 m <sup>2</sup>  |
|                               | ロサンゼルス<br>Los Angeles         | 賃貸住宅<br>Rental Housing   | ALTA Ink.   | 約<br>≈<br>160 戸<br>Units         |
|                               | ワシントンD.C.<br>Washington, D.C. |  | The Silva   | 約<br>≈<br>170 戸<br>Units         |
|                               | デンバー<br>Denver                |  | The Gage  | 約<br>≈<br>330 戸<br>Units         |
|                               | サンフランシスコ<br>San Francisco     |  | Vance (旧830エディー)<br>Vance (former 830 Eddy Street)  | 約<br>≈<br>130 戸<br>Units         |
|                               | メリーランド<br>Maryland            |  | メゾンベセスダ<br>Maizon Bethesda  | 約<br>≈<br>220 戸<br>Units         |
| 2022                          | ニューヨーク<br>New York            |  | オフィス<br>Office  | 50 ハドソンヤード<br>50 Hudson Yards    |
| ロンドン<br>London                |                               | ホワイトシティプレイス(ゲートウェイ セントラル棟・ウエスト棟)<br>White City Place (Gateway Central, West) | 約<br>≈<br>36,000 m <sup>2</sup>   |                                  |
| 2022-                         | ボストン<br>Boston                | 賃貸住宅<br>Rental Housing   | Alta Revolution   | 約<br>≈<br>320 戸<br>Units         |
|                               | シアトル<br>Seattle               |  | Mason&Main  | 約<br>≈<br>550 戸<br>Units         |
| 2022-                         | ウォルナットクリーク<br>Walnut Creek    | 賃貸住宅<br>Rental Housing   | The Waymark   | 約<br>≈<br>590 戸<br>Units         |
| 2023<br>以降<br>or later        | サンフランシスコ<br>San Francisco     | オフィス<br>Office   | ブランスクエア<br>Brannan Square   | 約<br>≈<br>112,000 m <sup>2</sup> |
|                               | サンフランシスコ<br>San Francisco     |  | ミッションロック Phase I<br>Mission Rock Phase I  | 約<br>≈<br>121,000 m <sup>2</sup> |
|                               | サンディエゴ<br>San Diego           |  | トーリービュー<br>Torrey View  | 約<br>≈<br>45,500 m <sup>2</sup>  |
|                               | ロンドン<br>London                |  | テレビジョンセンター再開発計画(西オフィス棟)<br>Television Centre Redevelopment Project<br>(One Wood Crescent) | 約<br>≈<br>16,300 m <sup>2</sup>  |
|                               | シアトル<br>Seattle               |  | The NET   | 約<br>≈<br>- m <sup>2</sup>       |
|                               | ロンドン<br>London                |  | 1-5 Earl Street   | 約<br>≈<br>- m <sup>2</sup>       |
|                               | ワシントンD.C.<br>Washington, D.C. |  | ミュージアムプレイス<br>Museum Place  | 約<br>≈<br>480 戸<br>Units         |
|                               | ロサンゼルス<br>Los Angeles         |  | 8th&フィゲロア<br>8th Figueroa   | 約<br>≈<br>430 戸<br>Units         |
|                               | ダラス<br>Dallas                 |  | メープルテラス<br>Maple Terrace  | 約<br>≈<br>340 戸<br>Units         |

#### 主な新規プロジェクト<分譲住宅> /Major New Projects (Condominiums)

| 竣工年<br>Expected<br>Completion | 所在<br>Location     | 用途<br>Use     | プロジェクト名<br>Project Name   | 総戸数*1<br>Total Units*1   |
|-------------------------------|--------------------|---------------|---|--------------------------|
| 2021                          | ニューヨーク<br>New York | 分譲住宅<br>Condo | 200アムステルダム<br>200 Amsterdam Avenue  | 約<br>≈<br>110 戸<br>Units |
| 未定<br>TBD                     | ロンドン<br>London     |               | テレビジョンセンター再開発計画 (2期)<br>Television Centre Redevelopment<br>Project (Phase2) | 約<br>≈<br>370 戸<br>Units |

(注) 竣工年、延床面積、総戸数は今後変更となる可能性があります。プロジェクト名は仮称を含みます。

\*1 シェア勘案前

Note : Each expected completion, rentable floor space and total number of units may change in the future. Some project names are tentative.

\*1 The total number of units is before taking into account the Company's share.

# (補足) 海外への展開 (Apx.) Global Expansion

|  |               |             |                      |              |
|--|---------------|-------------|----------------------|--------------|
| 主な収益計上セグメント<br>Major revenue-generating segments | 賃貸<br>Leasing | 分譲<br>Sales | マネジメント<br>Management | その他<br>Other |
|  | ○             | ○           | ○                    | ○            |

## 3 三井不動産の事業状況 Mitsui Fudosan Group Business Situation

主な新規プロジェクト<オフィス・商業・ホテル・物流・賃貸住宅・SA>  
Major New Projects (Office/Retail/Hotel/Logistics/Rental Housing/SA)

| 開業年/<br>竣工年<br>Expected opening | 所在地<br>Location   |                          | 用途<br>Use              | プロジェクト名<br>Project Name  | 面積/客室数/戸数<br>Total Floor or Store Space/Rooms/Units |                               |
|---------------------------------|-------------------|--------------------------|------------------------|--|---|-------------------------------|
| 2021                            | 中国<br>China       | 上海市<br>Shanghai City     | 商業<br>Retail           | ららぽーと上海金橋<br>LaLaport Shanghai Jinqiao                                     | 店舗<br>Store   | 約<br>≈ 55,000 m <sup>2</sup>  |
|                                 | 台湾<br>Taiwan      | 台中市<br>Taichung City     |                        | 三井アウトレットパーク台中港(2期)<br>MITSUI OUTLET PARK TAICHUNG PORT (Phase2)            | 店舗<br>Store   | 約<br>≈ 8,000 m <sup>2</sup>   |
|                                 | 中国<br>China       | 上海市<br>Shanghai City     |                        | ららステーション上海蓮花路<br>LaLa station SHANGHAI LIANHUA ROAD                        | 店舗<br>Store   | 約<br>≈ 16,500 m <sup>2</sup>  |
| 2021-                           | タイ<br>Thailand    | チェンマイ<br>Bangkok         | 物流<br>Logistics        | バンナー2ロジスティクスパーク<br>Bangna 2 Logistics Park                                 | 延床<br>gross   | 約<br>≈ 160,000 m <sup>2</sup> |
| 2022                            | マレーシア<br>Malaysia | クアラルンプール<br>Kuala Lumpur | 商業<br>Retail           | ららぽーとブキ・ビントラン シティ センター<br>LaLaport BUKIT BINTANG CITY CENTRE               | 店舗<br>Store   | 約<br>≈ 82,600 m <sup>2</sup>  |
|                                 | 台湾<br>Taiwan      | 台南市<br>Tainan City       |                        | 三井アウトレットパーク台南(1期)<br>MITSUI OUTLET PARK TAINAN (Phase1)                    | 店舗<br>Store   | 約<br>≈ 34,000 m <sup>2</sup>  |
|                                 | マレーシア<br>Malaysia | セランゴール<br>Selangor       |                        | 三井アウトレットパーク クアラルンプール国際空港セパン(3期)<br>MITSUI OUTLET PARK KLIA SEPANG (Phase3) | 店舗<br>Store   | 約<br>≈ 10,100 m <sup>2</sup>  |
|                                 | 台湾<br>Taiwan      | 台中市<br>Taichung City     |                        | ららぽーと台中<br>LaLaport TAICHUNG   | 店舗<br>Store   | 約<br>≈ 68,000 m <sup>2</sup>  |
|                                 | タイ<br>Thailand    | パタヤ<br>Pattaya           |                        | SA   | サマーセット ブルー コースト<br>Somerset Blue Coast              |                               |
| 2022-                           | インド<br>India      | バンガロール<br>Bangalore      | オフィス<br>Office         | エコワールド30計画<br>RMZ Ecoworld 30  | 延床<br>gross   | 約<br>≈ 426,400 m <sup>2</sup> |
| 2023<br>以降<br>or later          | マレーシア<br>Malaysia | クアラルンプール<br>Kuala Lumpur | 賃貸住宅<br>Rental Housing | BBCCプロジェクト<br>BBCC Project   |   | 約<br>≈ 260 Units              |
|                                 | 台湾<br>Taiwan      | 台北市<br>Taipei City       | ホテル<br>Hotel           | 敦化北路ホテル計画<br>Dunhua North Road Hotel Project                               | 転賃<br>Sublease                                      | 約<br>≈ 180 Rooms              |
|                                 | 台湾<br>Taiwan      | 台北市<br>Taipei City       | 商業<br>Retail           | ららぽーと台湾南港<br>LaLaport Nangang  | 店舗<br>Store   | 約<br>≈ 70,000 m <sup>2</sup>  |
|                                 | 台湾<br>Taiwan      | 新北市<br>New Taipei City   |                        | 三井アウトレット台湾林口(2期)<br>MITSUI OUTLET PARK LINKOU (Phase2)                     | 店舗<br>Store   | 約<br>≈ 26,900 m <sup>2</sup>  |
|                                 | 台湾<br>Taiwan      | 台南市<br>Tainan City       |                        | 三井アウトレットパーク台南(2期)<br>MITSUI OUTLET PARK TAINAN (Phase2)                    | 店舗<br>Store   | 約<br>≈ 10,000 m <sup>2</sup>  |
|                                 | 台湾<br>Taiwan      | 台南市<br>Tainan City       |                        |  |   |                               |

(注) 開業年、竣工年、面積、客室数、総戸数は、今後変更となる可能性があります。プロジェクト名は仮称を含みます。

\*1 シェア勘案前

\*2 タウンシップ型の段階開発となります。

Note : Each expected completion or opening, store floor space, and total number of units may change in the future. Some project names are tentative.

\*1 The total number of units is before taking into account the Company's share.

\*2 This is a township-type staged development.

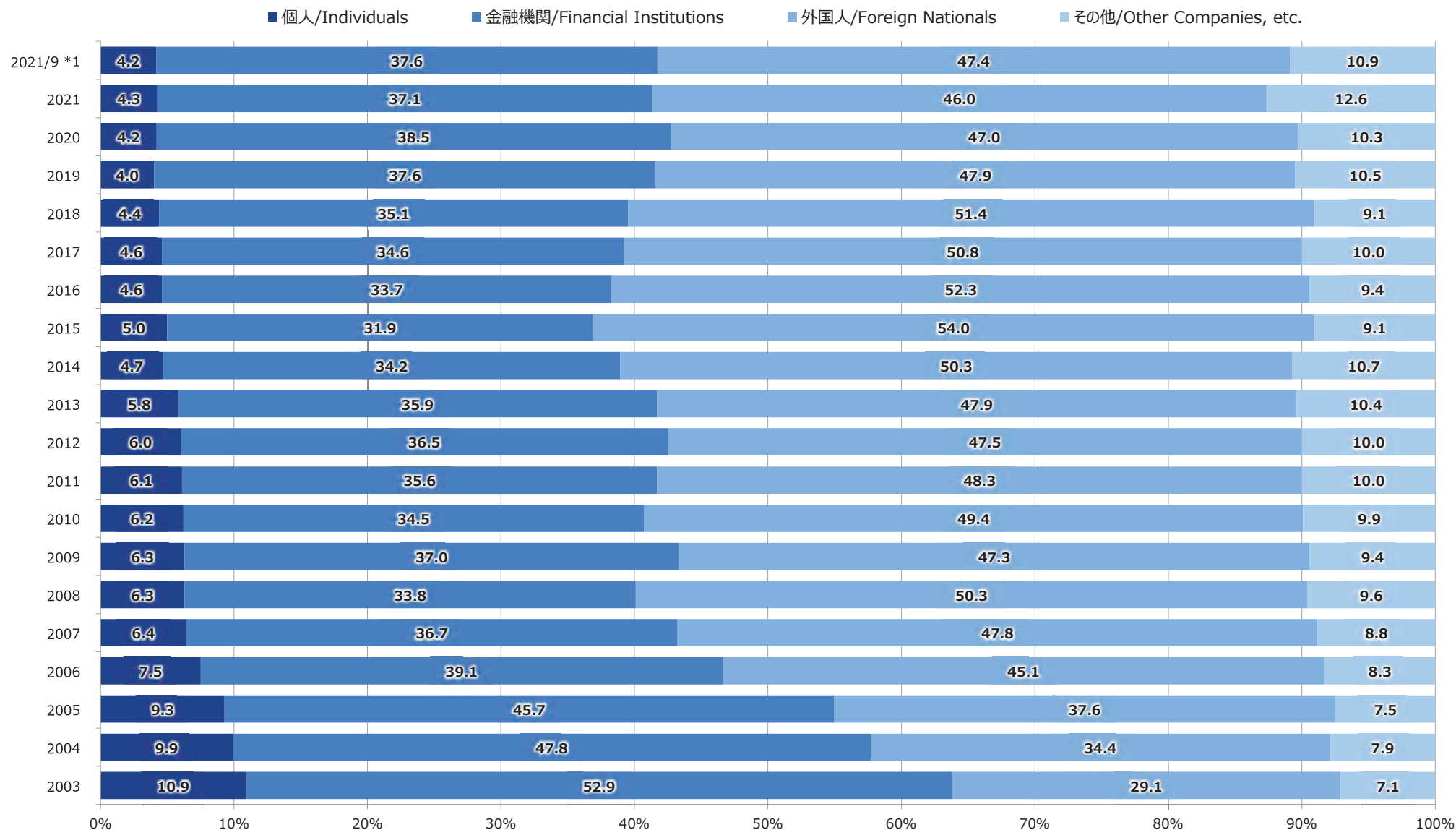
主な新規プロジェクト<分譲住宅>  
Major New Projects (Condominiums)

| 竣工年<br>Expected opening | 所在地<br>Location      |                          | 用途<br>Use         | プロジェクト名<br>Project Name                   | 総戸数*1<br>Total Units*1 |
|-------------------------|----------------------|--------------------------|-------------------|---|------------------------|
| 2021                    | 台湾<br>Taiwan         | 新北市<br>New Taipei City   | 分譲<br>住宅<br>Condo | 三松M PARK<br>San song M PARK               | 約<br>≈ 130 Units       |
|                         | 中国<br>China          | 南通市<br>Nantong City      |                   | 誠園<br>Cheng yuan                          | 約<br>≈ 1,300 Units     |
|                         | 中国<br>China          | 嘉興市<br>Jiaxing City      |                   | 泊礎湾<br>Poyuewan                           | 約<br>≈ 1,200 Units     |
| 2022                    | シンガポール<br>Singapore  |                          |                   | ジョベル<br>The Jovell                        | 約<br>≈ 420 Units       |
|                         | シンガポール<br>Singapore  |                          |                   | ピアモントグラント<br>Piamont Grand                | 約<br>≈ 820 Units       |
| 2022-                   | タイ<br>Thailand       | バンコク<br>Bangkok          |                   | アイデオチャラン70他 計5物件<br>Ideo Charan70 etc.    | 約<br>≈ 5,400 Units     |
|                         | フィリピン<br>Philippines | ケソン<br>Quezon City       |                   | ジ・アートン<br>The Arton                       | 約<br>≈ 1,600 Units     |
| 2023<br>以降<br>or later  | オーストラリア<br>Australia | シドニー<br>Sydney           |                   | MAC                                       | 約<br>≈ 260 Units       |
|                         | マレーシア<br>Malaysia    | クアラルンプール<br>Kuala Lumpur |                   | コンレイ<br>Conlay Place                      | 約<br>≈ 490 Units       |
|                         | シンガポール<br>Singapore  |                          |                   | ワンノースエデン<br>One North Eden                | 約<br>≈ 160 Units       |
|                         | 台湾<br>Taiwan         | 台南市<br>Tainan City       |                   | Uni PARK                                  | 約<br>≈ 210 Units       |
|                         | 台湾<br>Taiwan         | 新北市<br>New Taipei City   |                   | 中和板南路プロジェクト<br>Zong he ban nan lu Project | 約<br>≈ 940 Units       |
| *2                      | インドネシア<br>Indonesia  | タンگران<br>Tangerang      |                   | チトララヤ<br>Citra Raya                       | 約<br>≈ 2,400 Units     |

# 当社企業データ：株主構成の推移

## Company Data: Trends in Shareholder Composition

### 3月末時点の株主構成比 / Shareholder Composition as of March 31



\*1 2021年9月末時点の株主構成比となります。/This is the ratio of shareholders as of September 30, 2021.

# 当社企業データ：財務データ（過去11年）

## Company Data: Financial Data (Last 11 Years)

## 4 補足説明資料 Supplementary Explanations

百万円 / Millions of yen

| 年度 / FY                     |   | 2010       | 2011       | 2012       | 2013       | 2014       | 2015       | 2016       | 2017       | 2018       | 2019       | 2020             |
|-----------------------------|---|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------------|
| 経営成績<br>Business Results    | 営業収益 / Revenues from Operations   | ¥1,405,269 | ¥1,338,102 | ¥1,445,644 | ¥1,515,252 | ¥1,529,036 | ¥1,567,969 | ¥1,704,416 | ¥1,751,114 | ¥1,861,195 | ¥1,905,642 | <b>2,007,554</b> |
|                             | 営業利益 / Operating Income   | 120,092    | 126,038    | 148,184    | 172,567    | 186,074    | 202,482    | 232,698    | 245,902    | 262,147    | 280,617    | <b>203,770</b>   |
|                             | 経常利益 / Ordinary Income  | 96,204     | 102,509    | 123,066    | 144,587    | 163,373    | 182,521    | 219,607    | 240,341    | 254,106    | 258,510    | <b>168,865</b>   |
|                             | 親会社株主に帰属する当期純利益 / Profit Attributable to Owners of Parent               | 49,909     | 50,129     | 59,451     | 76,843     | 100,185    | 117,722    | 131,815    | 155,874    | 168,661    | 183,972    | <b>129,576</b>   |
| 財務状態<br>Financial Situation | 総資産 / Total Assets  | 3,780,699  | 3,868,411  | 4,390,074  | 4,548,822  | 5,067,187  | 5,363,477  | 5,551,751  | 6,284,723  | 6,802,731  | 7,395,359  | <b>7,741,972</b> |
|                             | 販売用不動産 <sup>1</sup> / Real Property for Sale <sup>1</sup>               | 634,479    | 642,809    | 915,222    | 961,449    | 1,031,080  | 1,167,745  | 1,334,167  | 1,524,863  | 1,630,558  | 1,907,839  | <b>1,930,528</b> |
|                             | 有形・無形固定資産 / Tangible and Intangible Fixed Assets                        | 2,252,287  | 2,304,809  | 2,503,977  | 2,526,139  | 2,788,633  | 2,968,975  | 2,967,788  | 3,318,928  | 3,500,482  | 3,753,141  | <b>3,796,800</b> |
|                             | 資本的支出 / Capital Expenditure   | 229,394    | 111,755    | 72,355     | 148,255    | 273,487    | 207,172    | 173,745    | 440,752    | 390,514    | 379,279    | <b>565,266</b>   |
|                             | 減価償却費 / Depreciation  | -52,954    | -53,231    | -59,022    | -56,030    | -61,242    | -67,460    | -71,357    | -70,167    | -79,034    | -91,434    | <b>-98,196</b>   |
|                             | 有利子負債 <sup>2</sup> / Interest-Bearing Debt <sup>2</sup>                 | 1,740,048  | 1,743,411  | 2,120,225  | 2,040,071  | 1,976,150  | 2,226,236  | 2,287,489  | 2,604,656  | 2,906,610  | 3,481,117  | <b>3,623,438</b> |
|                             | 自己資本 / Shareholders' Equity   | 1,019,941  | 1,078,182  | 1,181,174  | 1,274,355  | 1,871,922  | 1,922,305  | 1,984,635  | 2,204,882  | 2,342,512  | 2,408,679  | <b>2,555,885</b> |
| キャッシュ・フロー<br>Cash Flow      | 営業活動によるキャッシュ・フロー / Cash Flow from Sales Activities                      | 185,055    | 148,161    | 99,684     | 189,903    | 30,343     | 32,154     | 227,432    | 30,143     | 216,709    | 87,094     | <b>187,862</b>   |
|                             | 投資活動によるキャッシュ・フロー / Cash Flow from Investment Activities                 | -170,552   | -124,353   | -71,132    | -44,056    | -261,640   | -239,719   | -201,583   | -365,464   | -388,895   | -532,806   | <b>-131,035</b>  |
|                             | 財務活動によるキャッシュ・フロー / Cash Flow from Financial Activities                  | -20,400    | -18,649    | -7,944     | -123,713   | 221,508    | 201,110    | 15,071     | 289,150    | 231,238    | 467,751    | <b>-66,565</b>   |
|                             | 現金及び現金同等物の期末残高 / Balance for Cash and Cash Equivalents at End of Period | 56,675     | 61,726     | 101,588    | 127,337    | 118,960    | 109,966    | 148,546    | 100,708    | 157,682    | 179,472    | <b>187,723</b>   |
| 1株当たり指標<br>Index per Share  | EPS(1株当たり純利益)(円) / EPS (Earnings Per Share) (Yen)                       | 56.8       | 57.0       | 67.6       | 87.5       | 103.8      | 119.1      | 133.4      | 157.7      | 171.3      | 188.3      | <b>134.4</b>     |
|                             | BPS(1株当たり純資産)(円) / BPS (Book-value Per Share) (Yen)                     | 1,161.2    | 1,227.5    | 1,344.9    | 1,451.1    | 1,894.3    | 1,945.4    | 2,008.4    | 2,231.1    | 2,384.8    | 2,480.3    | <b>2,656.4</b>   |
|                             | 配当金(円) / Cash Dividends (Yen)   | 22.00      | 22.00      | 22.00      | 22.00      | 25.00      | 30.00      | 34.00      | 40.00      | 44.00      | 44.00      | <b>44.00</b>     |
|                             | 発行済株式数(千株) / Number of Shares Issued (Thousands of Shares)              | 881,424    | 881,424    | 881,424    | 881,424    | 991,424    | 991,424    | 991,424    | 991,424    | 991,424    | 991,424    | <b>965,281</b>   |
| 財務指標<br>Financial Indexes   | ROA(%)* <sup>3</sup> / ROA(%)* <sup>3</sup>                             | 3.39       | 3.55       | 3.66       | 4.07       | 4.10       | 4.14       | 4.59       | 4.58       | 4.44       | 4.18       | <b>2.84</b>      |
|                             | ROE(%)* <sup>4</sup> / ROE(%)* <sup>4</sup>                             | 4.92       | 4.78       | 5.27       | 6.26       | 6.37       | 6.20       | 6.75       | 7.44       | 7.42       | 7.74       | <b>5.22</b>      |
|                             | D/ELシオ(倍) <sup>5</sup> / D/E Ratio (Times) <sup>5</sup>                 | 1.71       | 1.62       | 1.80       | 1.60       | 1.06       | 1.16       | 1.15       | 1.18       | 1.24       | 1.45       | <b>1.42</b>      |
|                             | 自己資本比率(%)/Equity Ratio (%)  | 27.0       | 27.9       | 26.9       | 28.0       | 36.9       | 35.8       | 35.7       | 35.1       | 34.4       | 32.6       | <b>33.0</b>      |
|                             | 総還元性向(%)/Total Shareholder Return Ratio (%)                             | 38.7       | 38.5       | 32.5       | 25.1       | 24.1       | 25.2       | 25.5       | 35.0       | 35.1       | 36.9       | <b>44.2</b>      |

\*1 販売用不動産：販売用不動産 + 仕掛販売用不動産 + 開発用土地 + 前渡金 / Real property for sale = Real property for sale + real property for sale in progress + land for development + advances paid for purchases

\*2 有利子負債：短期借入金 + NR短期借入金 + CP + 短期償還社債 + NR短期償還社債 + 社債 + NR社債 + 長期借入金 + NR長期借入金 / Interest-bearing debt = Short-term debt + non-recourse short-term debt + commercial paper + bonds redeemable within one year + non-recourse bonds redeemable within one year + corporate bonds + non-recourse bonds + long-term debt + non-recourse long-term debt

\*3 ROA：(営業利益 + 営業外収益)/総資産期首期末平均残高 / ROA = (Operating income + non-operating income)/average total assets over the period

\*4 ROE：親会社株主に帰属する当期純利益/自己資本期首期末平均残高 / ROE = Profit attributable to owners of parent / average shareholders' equity over the period

\*5 D/ELシオ：有利子負債/自己資本 / Debt/Equity ratio = Interest-bearing debt / shareholders' equity

詳細は、「ESG Report 2021」を参照  
[https://www.mitsuifudosan.co.jp/corporate/esg\\_csr/](https://www.mitsuifudosan.co.jp/corporate/esg_csr/)

For details, please refer to the latest ESG Report  
[https://www.mitsuifudosan.co.jp/english/corporate/esg\\_csr/](https://www.mitsuifudosan.co.jp/english/corporate/esg_csr/)

| 年度 /FY   |   | 単位 /Unit   | 2018       | 2019        | 2020              |
|--|---|--|------------|-------------|-------------------|
| 環境指標*1<br>Environmental<br>Indicators *1   | 温室効果ガス（GHG）排出量（SBT基準に基づく） /Greenhouse gas (GHG) emissions (based on SBT standards)                  | t-CO <sub>2</sub>                                    | – *2       | 4,382,569   | <b>4,806,195</b>  |
|  | うちScope1 /Of these, Scope 1   | t-CO <sub>2</sub>                                    | – *2       | 104,386     | <b>116,723</b>    |
|  | うちScope2 /Of these, Scope 2   | t-CO <sub>2</sub>                                    | – *2       | 413,118     | <b>380,041</b>    |
|  | うちScope 3/Of these, Scope 3   | t-CO <sub>2</sub>                                    | – *2       | 3,865,065   | <b>4,309,432</b>  |
|  | エネルギー消費量 /Energy usage  | 千kl（原油換算）/年<br>Crude oil equivalent 1,000<br>kl/year | 268.8      | 274.6       | <b>265.4</b>      |
|  | 水使用量（取水量） /Water usage (intake volume)  | 千m <sup>3</sup> /年<br>Thousand m <sup>3</sup> /year  | 6,023      | 6,742       | <b>5,773</b>      |
|  | 水使用量（排水量） /Water usage (discharge volume)   | 千m <sup>3</sup> /年<br>Thousand m <sup>3</sup> /year  | 5,595      | 5,539       | <b>4,374</b>      |
|  | 廃棄物排出量 /Waste emissions volume  | t/年 / t/year   | 47,271     | 47,188      | <b>39,019</b>     |
| 人材指標<br>Human<br>Resources<br>Indicators   | 従業員数（連結） /No. of employees (Consolidated)   | 人 /persons   | 19,081     | 20,864      | <b>23,992</b>     |
|  | うち三井不動産（株）単体 /Of these, Mitsui Fudosan Co., Ltd. (Non-consolidated)                                 | 人 /persons   | 1,577      | 1,631       | <b>1,776</b>      |
|  | 女性管理職比率（単体） /Women in management positions ratio (Mitsui Fudosan Co., Ltd.)                         | %  | 2.5        | 3.3         | <b>4.5</b>        |
|  | 女性総合職比率（単体） /Women in general positions ratio (Mitsui Fudosan Co., Ltd.)                            | %  | 9.3        | 11.0        | <b>12.5</b>       |
|  | 有給休暇取得日数 /Number of paid leave days taken (Mitsui Fudosan Co., Ltd.)                                | 日 /days  | 14.1       | 14.9        | <b>13.8</b>       |
|  | 育児休業取得者数（比率）男性（単体） /Number (percentage) of persons taking childcare leave, men (Non-consolidated)   | 人 /persons   | 27(84.4%)  | 25(61.0%)   | <b>28(70.0%)</b>  |
|  | 育児休業取得者数（比率）女性（単体） /Number (percentage) of persons taking childcare leave, women (Non-consolidated) | 人 /persons   | 15(100.0%) | 10(100.0%)  | <b>13(100.0%)</b> |
|  | 育児休業取得者の復帰率（単体） /Return rate from childcare leave (Mitsui Fudosan Co., Ltd.)                        | %  | 100.0      | 100.0       | <b>100.0</b>      |
|  | 健康診断・人間ドック受診率（単体） /Health checkup and screening rate (Mitsui Fudosan Co., Ltd.)                     | %  | 99.5       | 99.8        | <b>99.5</b>       |
| フルタイム従業員の自己都合離職率（単体） /Full time staff voluntary turnover rate (Mitsui Fudosan Co., Ltd.) | %   | 0.77   | 0.53       | <b>0.51</b> |                   |

\*1 集計範囲・方法の見直し等により数値が変動する可能性があります。 /Values are subject to change due to revisions to aggregation range and methods.

\*2 数値が確定次第更新・追記します。 /Values will be updated and supplemented when finalized.



# 当社企業データ：セグメント別財務データ

## Company Data: Financial Data by Segment

## 4 補足説明資料 Supplementary Explanations

| 主なセグメント項目/Main Segment Items                       |   |   | 単位              | 2010年度<br>(FY2010) | 2011年度<br>(FY2011) | 2012年度<br>(FY2012) | 2013年度<br>(FY2013) | 2014年度<br>(FY2014) | 2015年度<br>(FY2015) | 2016年度<br>(FY2016) | 2017年度<br>(FY2017) | 2018年度<br>(FY2018) | 2019年度<br>(FY2019) | 2020年度<br>(FY2020) |       |
|--|---|---|-----------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------|
| 賃貸<br>Leasing                                      | 収益<br>Revenue   | オフィス/Office   | 10億円<br>/ ¥ bn. | 291                | 283                | 286                | 284                | 283                | 291                | 298                | 307                | 337                | 360                | 369                |       |
|  |   | 商業/Retail (Billions of Yen)                                 | 10億円<br>/ ¥ bn. | 125                | 131                | 148                | 157                | 171                | 203                | 221                | 229                | 238                | 240                | 208                |       |
|  |   | その他 (物流・賃貸住宅など)<br>Others (Logistics, Rental Housing, etc.) | 10億円<br>/ ¥ bn. | 5                  | 5                  | 6                  | 7                  | 10                 | 14                 | 16                 | 20                 | 27                 | 35                 | 44                 |       |
|  |   |   | 10億円<br>/ ¥ bn. | 423                | 420                | 441                | 449                | 464                | 509                | 536                | 558                | 603                | 636                | 623                |       |
|  | 営業利益/Operating Income                                 | 10億円<br>/ ¥ bn.   | 88              | 95                 | 104                | 109                | 107                | 124                | 135                | 138                | 141                | 145                | 120                |                    |       |
| 賃貸<br>(補足)<br>Leasing<br>(Supplementary)           | 空室率<br>Vacancy Rate                                   | オフィス/Office<br>単体・首都圏<br>Non-consolidated, Metropolitan     | %               | 4.0                | 4.4                | 3.8                | 3.3                | 3.2                | 2.6                | 3.4                | 2.2                | 1.7                | 1.9                | 3.1                |       |
|  |   | 商業/Retail<br>単体・全国<br>Non-consolidated, nationwide          | %               | 1.3                | 0.4                | 1.3                | 1.6                | 0.8                | 0.8                | 2.0                | 1.4                | 1.2                | 2.2                | 2.4                |       |
|  | 貸床面積<br>Leased Floor Space<br>(1,000 m <sup>2</sup> ) | 連結オフィス/Office,<br>Consolidated                              | 所有 /Owned       | 千m <sup>2</sup>    | 1,240              | 1,303              | 1,662              | 1,550              | 1,598              | 1,622              | 1,586              | 1,748              | 1,969              | 2,051              | 1,955 |
|  |   |   | 転貸 /Managed     | 千m <sup>2</sup>    | 1,531              | 1,533              | 1,199              | 1,188              | 1,142              | 1,177              | 1,182              | 1,162              | 1,179              | 1,207              | 1,438 |
|  |   | 連結商業/Retail,<br>Consolidated                                | 所有 /Owned       | 千m <sup>2</sup>    | 971                | 1,042              | 1,228              | 1,201              | 1,239              | 1,500              | 1,509              | 1,536              | 1,593              | 1,675              | 1,825 |
|  |   |   | 転貸 /Managed     | 千m <sup>2</sup>    | 640                | 654                | 505                | 513                | 493                | 523                | 559                | 580                | 600                | 529                | 533   |
| マネジメント<br>Management                               | PM (建物管理等)<br>PM (Building<br>Management, etc.)       | 収益/Revenue  | 10億円<br>/ ¥ bn. | 206                | 212                | 218                | 225                | 235                | 247                | 259                | 263                | 275                | 316                | 309                |       |
|  |   | 営業利益/Operating Income                                       | 10億円<br>/ ¥ bn. | 21                 | 23                 | 26                 | 27                 | 28                 | 29                 | 32                 | 28                 | 30                 | 32                 | 21                 |       |
|  | 仲介AM等<br>Mediation AM, etc.                           | 収益/Revenue  | 10億円<br>/ ¥ bn. | 71                 | 73                 | 79                 | 88                 | 82                 | 87                 | 87                 | 90                 | 102                | 105                | 93                 |       |
|  |   | 営業利益/Operating Income                                       | 10億円<br>/ ¥ bn. | 10                 | 10                 | 15                 | 22                 | 20                 | 22                 | 21                 | 19                 | 23                 | 22                 | 18                 |       |
| マネジメント<br>(補足)<br>Management<br>(Supplementary)    | PM<br>PM  | リパーク台数/Number of Units for Re-Park (Units)                  | 台               | 124,379            | 133,039            | 143,450            | 154,643            | 166,752            | 191,450            | 210,549            | 226,125            | 245,511            | 268,771            | 273,704            |       |
|  | 仲介等<br>Mediation, etc.                                | 仲介件数/Number of Brokerages (Properties)                      | 件               | 34,369             | 34,992             | 38,769             | 42,418             | 37,147             | 37,811             | 38,594             | 40,638             | 41,361             | 42,770             | 38,363             |       |
|  |   | 販売受託件数/Number of Brokerages for Contracted Sale(Properties) | 件               | 2,532              | 2,451              | 1,859              | 2,917              | 2,586              | 2,833              | 2,054              | 1,682              | 2,217              | 2,087              | 2,128              |       |
| その他<br>Other                                       | 収益/Revenue  | 10億円<br>/ ¥ bn.   | 298             | 309                | 312                | 341                | 320                | 332                | 331                | 339                | 349                | 324                | 266                |                    |       |
|  | 営業利益/Operating Income                                 | 10億円<br>/ ¥ bn.   | 4               | 3                  | 0                  | 7                  | 9                  | 11                 | 10                 | 12                 | 10                 | 2                  | -27                |                    |       |
| 分譲<br>Property<br>Sales                            | 国内住宅分譲<br>Property Sales to<br>Individuals (Domestic) | 収益/Revenue  | 10億円<br>/ ¥ bn. | 316                | 257                | 282                | 345                | 298                | 295                | 315                | 275                | 285                | 268                | 325                |       |
|  |   | 営業利益/Operating Income                                       | 10億円<br>/ ¥ bn. | 9                  | 10                 | 15                 | 22                 | 26                 | 23                 | 30                 | 31                 | 26                 | 29                 | 40                 |       |
|  | 投資家向け分譲等<br>Property Sales to<br>Investors, etc.      | 収益/Revenue  | 10億円<br>/ ¥ bn. | 88                 | 64                 | 110                | 64                 | 127                | 96                 | 173                | 223                | 245                | 255                | 389                |       |
|  |   | 営業利益/Operating Income                                       | 10億円<br>/ ¥ bn. | 6                  | 5                  | 7                  | 4                  | 18                 | 20                 | 34                 | 51                 | 71                 | 94                 | 78                 |       |
| 分譲<br>(補足)<br>Property<br>Sales<br>(Supplementary) | 中高層<br>Condominiums                                   | 計上戸数/Units Booked (Units)                                   | 戸               | 5,455              | 4,512              | 4,956              | 6,557              | 4,858              | 4,391              | 5,200              | 3,707              | 3,283              | 3,194              | 3,775              |       |
|  |   | 戸当たり単価  | 万円/戸            | 4,877              | 4,739              | 4,765              | 4,506              | 5,136              | 5,772              | 5,330              | 6,663              | 7,683              | 7,390              | 7,689              |       |
|  |   | Price per Unit (Millions of yen)                            |                 | 48.7               | 47.3               | 47.6               | 45.0               | 51.3               | 57.7               | 53.3               | 66.6               | 76.8               | 73.9               | 76.8               |       |
|  |   | 完成在庫/Inventories (Units)                                    | 戸               | 638                | 380                | 223                | 170                | 83                 | 88                 | 321                | 108                | 141                | 128                | 150                |       |

(注) 2018年度以前の「その他」セグメント数値については「その他」セグメントと「三井ホーム」セグメントの数値の単純和により算出

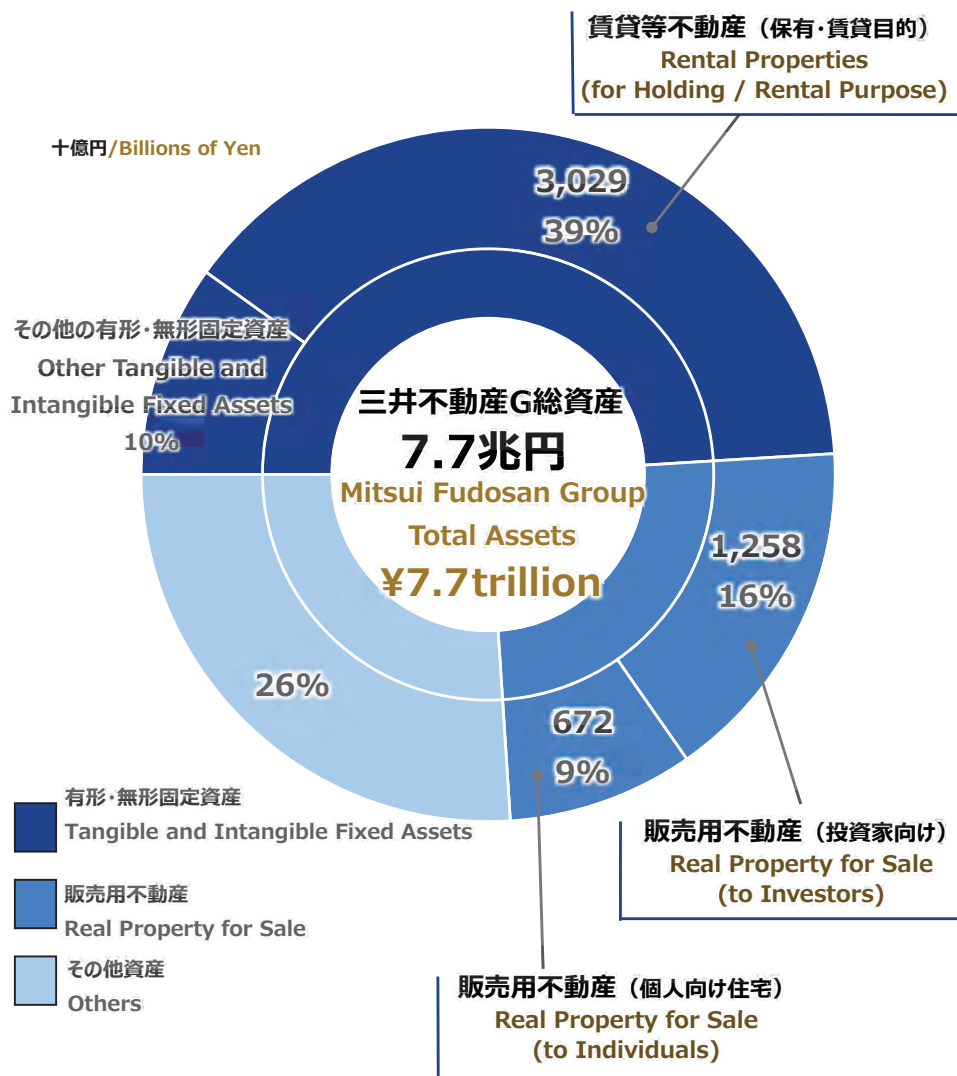
Note: Figures for the "Other" segment prior to FY2018 are calculated based on the simple sum of the figures for the "Other" segment and the "Mitsui Home" segment.

# 賃貸等不動産の含み益 (2021年3月期)

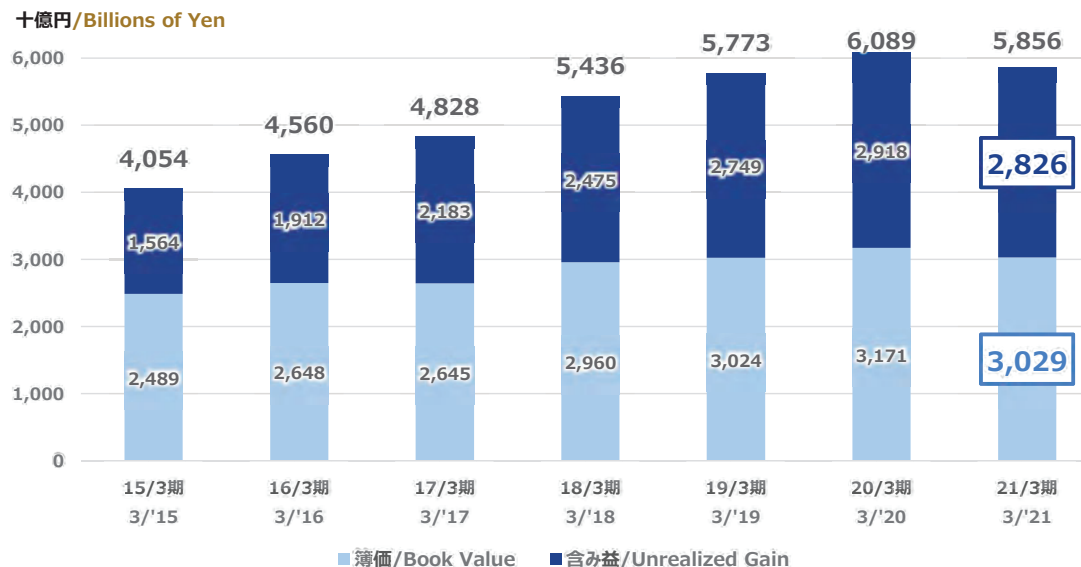
Unrealized Gain from Rental Properties (For the year ended March 31, 2021)

## 賃貸不動産の規模と含み益の推移

### Trends in Size and Unrealized Gain from Rental Properties



賃貸等不動産の含み益  
Unrealized Gain from Rental Properties



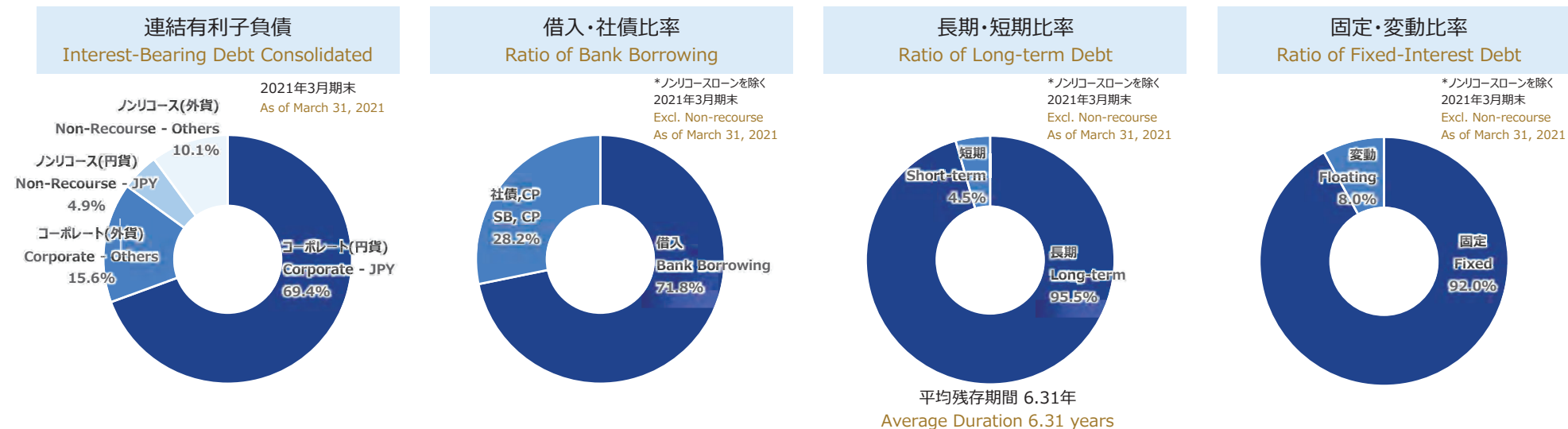
十億円/Billions of Yen

|   |  |             | 十億円/Billions of Yen                                     |   |  |
|---|--|-------------|---|---|--|
|   |  |             | 期末簿価<br>2021年3月期<br>Year-end Book<br>Value<br>FY2020/4Q | 期末時価<br>2021年3月期<br>Year-end Market<br>Price<br>FY2020/4Q | 差額(含み益)<br>Difference<br>(Unrealized Gain) |
| 稼働資産<br>Operating Assets                  | 国内<br>Domestic   | オフィス/Office | 1,598.2   | 3,366.8   | 1,768.5                                    |
|   |  | 商業施設/Retail | 442.5   | 1,058.0   | 615.5                                      |
|   |  | その他/Other   | 143.4   | 171.3   | 27.8                                       |
|   | 海外<br>Overseas   | オフィス/Office | 246.6   | 632.7   | 386.1                                      |
|   |  | 商業施設/Retail | 28.9  | 57.2  | 28.3                                       |
| 開発中資産<br>Under Development                | 時価評価対象 <sup>*1</sup> /Subject to Valuation <sup>*1</sup> |             | -   | -   | -  |
|   | 時価評価対象外/Not Subject to Valuation                         |             | 569.8   | 569.8   | -  |
| 前期末からの差異/Difference from End of Last Year |  |             | 3,029.6   | 5,856.1   | 2,826.4                                    |
|   |  |             | - 141.5   | - 233.4   | - 91.9                                     |

\*1 2022年3月期に竣工予定の国内における賃貸用不動産 / Domestic rental properties scheduled to be completed in FY2021

#### 有利子負債の内訳

#### Interest-Bearing Debt Breakdown

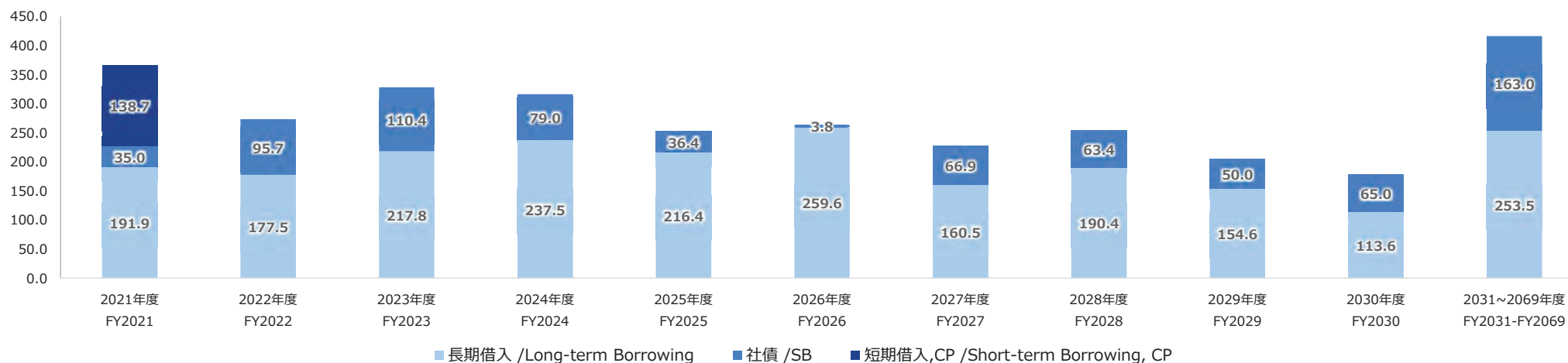


#### 返済予定額

#### Amount Scheduled to be Repaid

\*ノンリコースローンを除く 2021年3月期末  
Excl. Non-recourse As of March 31, 2021

十億円/Billions of Yen



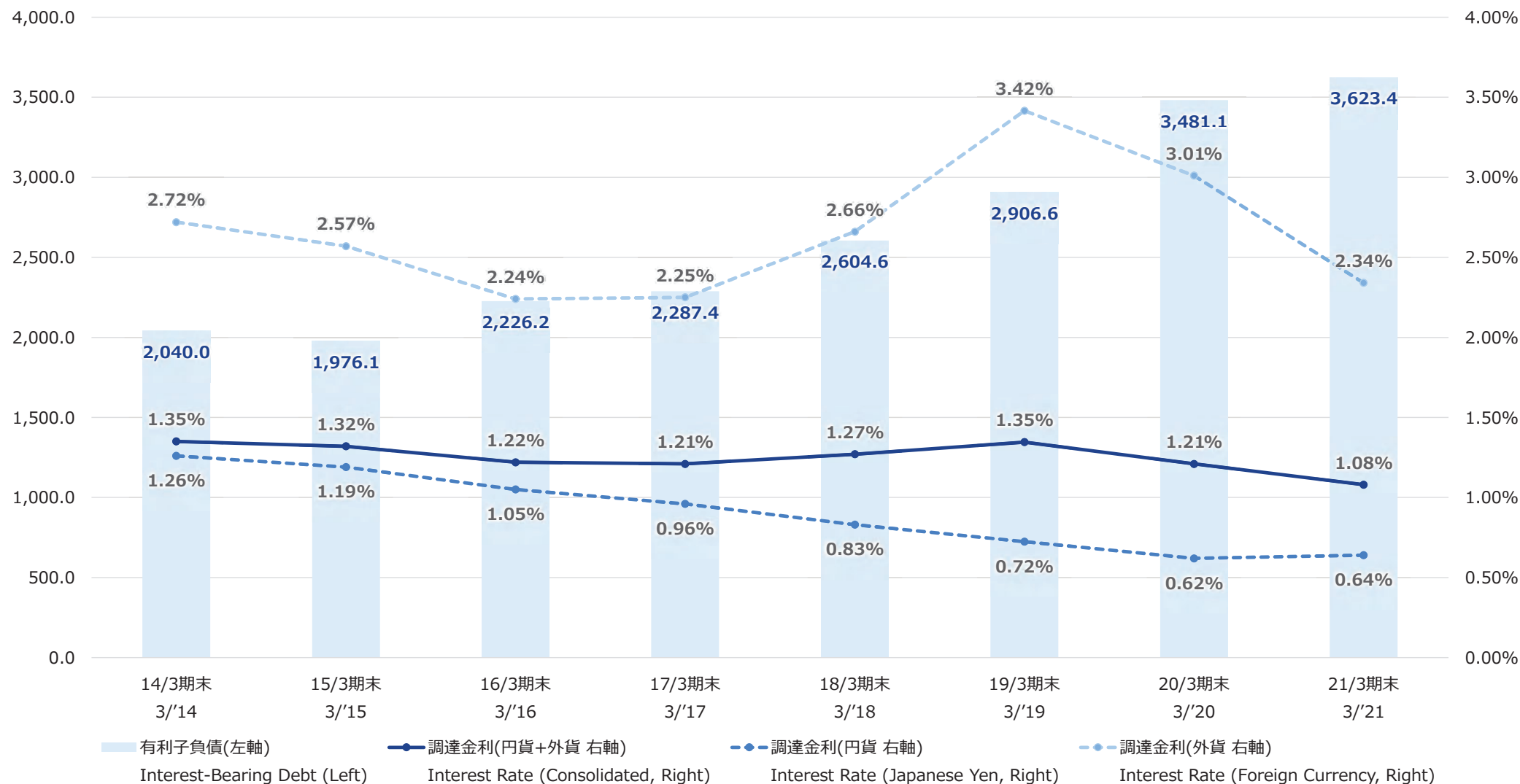
# 当社企業データ：調達金利の推移

## Company Data: Trends in Interest Rates

### 有利子負債残高と調達金利の推移

#### Interest-Bearing Debt Breakdown

十億円 / Billions of Yen



# 当社企業データ：賃貸事業の開発事例

## Company Business Data: Examples of Developments in Leasing Business

### 市街地再開発事業 Urban Area Redevelopment Project

【市街地再開発の特徴 / Overview of Urban Area Redevelopment】

アセットオーナーとして街づくりに関与することで、新たな事業機会を獲得

Acquire new business opportunities by creating neighborhoods as an asset owner

(注) A,B,C,D = 地権者、建物所有者など  
Note: A, B, C, D = Land owners, building owners, etc.

### 保有資産の建替 Reconstruction of Owned Assets

グループ会社が保有する資産を一体的に建て替え

Integrally reconstruct multiple assets held by the Group

### 一般的な開発 Standard-Type Development

相対取引、入札等により新たな事業機会を獲得

Acquire new business opportunities through arm's length transactions, bidding, etc.

### 主な開発プロジェクトの開発期間 (参考例) / Development periods of main development projects (Reference example)

| エリア<br>Area    | 種別<br>Type       | プロジェクト名<br>Project Name   | 所在地<br>Location                 | 事業スケジュール / Project Schedule   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |  | 事業期間<br>Project Periods |
|----------------|------------------|---|---------------------------------|---|------|------|------|------|------|------|------|------|------|------|------|------|------|------|--|-------------------------|
|                |                  |   |                                 | 2005  | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |  |                         |
| 国内<br>Japan    | 複合型<br>Mixed use | 東京ミッドタウン日比谷<br>TOKYO MIDDTOWN HIBIYA                            | 東京都・千代田区<br>Chiyoda-ku, Tokyo   | [Timeline bar from 2005 to 2013]  |      |      |      |      |      |      |      |      |      |      |      | 13.0 |      |      |  |                         |
|                |                  | 日本橋高島屋三井ビル<br>Nihonbashi Takashimaya Mitsui Building            | 東京都・中央区<br>Chuo-ku, Tokyo       | ★地権者勉強会開始<br>Initiate study groups with other landowners                                |      |      |      |      |      |      |      |      |      |      |      | 13.0 |      |      |  |                         |
|                |                  | msb Tamachi 田町ステーションタワーS<br>msb Tamachi Tamachi Station Tower S | 東京都・港区<br>Minato-ku, Tokyo      | ★入札参加<br>Take part in bidding   |      |      |      |      |      |      |      |      |      |      |      | 10.0 |      |      |  |                         |
|                |                  | 日本橋室町三井タワー<br>Nihonbashi Muromachi Mitsui Building              | 東京都・中央区<br>Chuo-ku, Tokyo       | ★準備組合設立<br>Establish preparation union  |      |      |      |      |      |      |      |      |      |      |      | 7.0  |      |      |  |                         |
|                | 商業<br>Retail     | ららぽーとみなとアクルス<br>LaLaport NAGOYA minato AQUUS                    | 愛知県・名古屋市<br>Nagoya, Aichi       | ★入札参加<br>Take part in bidding   |      |      |      |      |      |      |      |      |      |      |      | 6.0  |      |      |  |                         |
|                | 物流<br>Logistics  | ららぽーと沼津<br>LaLaport NUMAZU                                      | 静岡県・沼津市<br>Numazu, Shizuoka     | ★地権者協議開始<br>Initiate study groups with other landowners                                 |      |      |      |      |      |      |      |      |      |      |      | 3.5  |      |      |  |                         |
| 海外<br>Overseas | オフィス<br>Office   | MFLP船橋 I<br>MFLP Funabashi I                                    | 千葉県・船橋市<br>Funabashi, Chiba     | [Timeline bar from 2013 to 2015]  |      |      |      |      |      |      |      |      |      |      |      | 2.0  |      |      |  |                         |
|                | 商業<br>Retail     | 55ハドソンヤード<br>55 Hudson Yards                                    | 米国・NY<br>New York               | 入札/From bidding to operator determination<br>★出資契約締結<br>Enter into investment agreement |      |      |      |      |      |      |      |      |      |      |      | 4.0  |      |      |  |                         |
|                |                  | MOP台湾台中港<br>MOP TAICHIUNG PORT                                  | 台湾・台中市<br>Taichung City, Taiwan | 設計、計画推進/Promotion of design and planning<br>★入札参加<br>Take part in bidding               |      |      |      |      |      |      |      |      |      |      |      | 3.0  |      |      |  |                         |

(注) 事業期間は、プロジェクトの事業化を決定した時点から起算しています。  
また、再開発事業においては再開発の実現に向けた地権者との合意形成（勉強会等による協議）の期間を含みます。

Note: The project period starts from when commercialization as a company is decided to have been made.  
In the case of redevelopment projects, the project period also includes the time needed to draw up an agreement (consultations by study groups, etc.) with landowners intending to bring the redevelopment to fruition.



# 主な稼働物件一覧（国内）

## List of Main Properties in Operation (Domestic)

オフィスビル 貸付面積 約1,923,000㎡（連結、当社グループ保有物件、2021年度第3四半期末時点）

Office Total leased area owned by the Company About 1,923,000㎡ (Consolidated, Own Properties, as of end of 3Q, FY2021)

■ 延床面積\*1 上位15物件\*2（2020年度末時点）/Total floor space\*1 Top 15 properties\*2 (As of end of FY2020)

\*1：建物延床面積に当社持分を乗じて算出 /Calculated by multiplying the total floor space of the building by our interest

\*2：当社が持分を保有する施設を対象 /Facilities in which we hold an interest

| 名称/Name  | 所在/Location                       | 延床面積(約) /Total Floor Space* | 竣工/Completion         | オフィス以外の用途 /Main applications          |
|--|-----------------------------------|-----------------------------|-----------------------|---------------------------------------|
| 東京ミッドタウン<br>Tokyo Midtown  | 東京都港区<br>Minato-ku, Tokyo         | ≈ 282,000㎡                  | 2007年1月<br>Jan. 2007  | 商業、ホテル、住宅<br>Retail, Hotel, Residence |
| 東京ミッドタウン日比谷<br>Tokyo Midtown Hibiya  | 東京都千代田区<br>Chiyoda-ku, Tokyo      | ≈ 189,000㎡                  | 2018年2月<br>Feb. 2018  | 商業<br>Retail                          |
| 日本橋室町三井タワー<br>Nihonbashi Muromachi Mitsui Tower                            | 東京都中央区<br>Chuo-ku, Tokyo          | ≈ 152,000㎡                  | 2019年3月<br>Mar. 2019  | 商業<br>Retail                          |
| 霞が関ビルディング<br>Kasumigaseki Building   | 東京都千代田区<br>Chiyoda-ku, Tokyo      | ≈ 145,000㎡                  | 1968年4月<br>Apr. 1968  | 商業<br>Retail                          |
| 日本橋三井タワー<br>Nihonbashi Mitsui Tower  | 東京都中央区<br>Chuo-ku, Tokyo          | ≈ 134,000㎡                  | 2005年7月<br>Jul. 2005  | 商業、ホテル<br>Retail, Hotel               |
| 豊洲ベイサイドクロスタワー<br>TOYOSU BAYSIDE CROSS TOWER                                | 東京都江東区<br>Koto-ku, Tokyo          | ≈ 118,000㎡                  | 2020年3月<br>Mar. 2020  | 商業、ホテル<br>Retail, Hotel               |
| 日本橋一丁目三井ビルディング<br>Nihonbashi 1-Chome Mitsui Building                       | 東京都中央区<br>Chuo-ku, Tokyo          | ≈ 93,000㎡                   | 2004年1月<br>Jun. 2004  | 商業<br>Retail                          |
| 横浜三井ビルディング<br>Yokohama Mitsui Building                                     | 神奈川県横浜市<br>Yokohama-shi, Kanagawa | ≈ 90,000㎡                   | 2012年2月<br>Feb. 2012  | 商業<br>Retail                          |
| 日本橋高島屋三井ビルディング<br>Nihonbashi Takashimaya Mitsui Building                   | 東京都中央区<br>Chuo-ku, Tokyo          | ≈ 84,000㎡                   | 2018年6月<br>Jun. 2018  | 商業<br>Retail                          |
| グラントウキョウノースター<br>GranTokyo North Tower                                     | 東京都千代田区<br>Chiyoda-ku, Tokyo      | ≈ 82,000㎡                   | 2007年10月<br>Oct. 2007 | 商業<br>Retail                          |
| 三井住友銀行本店ビルディング<br>Sumitomo Mitsui Banking Corporation Head Office Building | 東京都千代田区<br>Chiyoda-ku, Tokyo      | ≈ 80,000㎡                   | 2010年7月<br>Jul. 2010  | -                                     |
| Otemachi One   | 東京都千代田区<br>Chiyoda-ku, Tokyo      | ≈ 78,000㎡                   | 2020年2月<br>Feb. 2020  | 商業、ホテル<br>Retail, Hotel               |
| msb Tamachi 田町ステーションタワーS<br>msb Tamachi Tamachi Station Towar S            | 東京都港区<br>Minato-ku, Tokyo         | ≈ 75,000㎡                   | 2018年5月<br>May 2018   | 商業、ホテル<br>Retail, Hotel               |
| 文京ガーデンゲートタワー<br>BUNKYO GARDEN GATETOWER                                    | 東京都中央区<br>Chuo-ku, Tokyo          | ≈ 64,000㎡                   | 2020年4月<br>Apr. 2020  | 商業<br>Retail                          |
| 聖路加タワー<br>ST.LUKE'S TOWER  | 東京都中央区<br>Chuo-ku, Tokyo          | ≈ 52,000㎡                   | 1994年5月<br>May 1994   | 商業<br>Retail                          |

# 主な稼働物件一覧（国内）

## List of Main Properties in Operation (Domestic)

### 商業施設

貸付面積 約1,803,000㎡（連結、当社グループ保有物件、2021年度第3四半期末時点）

### Retail

Total leased area owned by the Company About 1,803,000㎡ (Consolidated, Own Properties, as of end of 3Q, FY2021)

#### ■リージョナル型施設 店舗面積上位10物件（2020年度末時点）/Top 10 regional facilities by shop area (As of end of FY2020)

| 名称 /Name           | 所在 /Location                    | 店舗面積（約）<br>Shop Area             | 店舗数（約）<br>No. of shops | 開業年月 /Opening date | 店舗売上<br>（10億円単位、2019年度）<br>Store sales,<br>Billions of yen, FY2019 |    |
|--------------------|---------------------------------|----------------------------------|------------------------|--------------------|--|----|
| ららぽーとTOKYO-BAY     | /Lalaport TOKYO-BAY             | 千葉県船橋市 /Funabashi-shi, Chiba     | ≈ 102,000㎡             | ≈ 460              | 1981年4月/Apr. 1981  | 75 |
| ららぽーと横浜            | /LaLaport YOKOHAMA              | 神奈川県横浜市 /Yokohama-shi, Kanagawa  | ≈ 93,000㎡              | ≈ 280              | 2007年3月/Mar. 2007  | 46 |
| ららぽーとEXPOCITY      | /LaLaport EXPOCITY              | 大阪府吹田市 /Suita-shi, Osaka         | ≈ 88,000㎡              | ≈ 310              | 2015年11月/Nov. 2015   | 52 |
| ららぽーと富士見           | /LaLaport FUJIMI                | 埼玉県富士見市 /Fujimi-shi, Saitama     | ≈ 80,000㎡              | ≈ 290              | 2015年4月/Apr. 2015  | 49 |
| ラゾーナ川崎プラザ          | /LAZONA Kawasaki plaza          | 神奈川県川崎市 /Kawasaki-shi, Kanagawa  | ≈ 79,000㎡              | ≈ 330              | 2006年9月/Sep. 2006  | 92 |
| ららぽーと沼津            | /LaLaport Numazu                | 静岡県沼津市 /Numazu-shi, Shizuoka     | ≈ 64,000㎡              | ≈ 210              | 2019年10月/Oct. 2019   | -  |
| ららぽーと愛知東郷          | /LaLaport AICHI TOGO            | 愛知県愛知郡 /Aichi-gun, Aichi         | ≈ 64,000㎡              | ≈ 200              | 2020年9月/Sep. 2020  | -  |
| ららぽーと湘南平塚          | /LaLaport tSHONANHIRATSUKA      | 神奈川県平塚市 /Hiratsuka-shi, Kanagawa | ≈ 60,000㎡              | ≈ 250              | 2016年10月/Oct. 2016   | 31 |
| ららぽーと名古屋みなとアクルス    | /LaLaport NAGOYAminato AQUUS    | 愛知県名古屋市 /Nagoya-shi, Aichi       | ≈ 60,000㎡              | ≈ 220              | 2018年9月/Sep. 2018  | 27 |
| アーバンドック ららぽーと豊洲1・2 | /Urban Dock LaLaport TOYOSU 1・2 | 東京都江東区 /Koto-ku, Tokyo           | ≈ 60,000㎡              | ≈ 180              | 2006年10月/Oct. 2006   | 37 |

#### ■アウトレット型施設 店舗面積上位10物件（2020年度末時点）/Top 10 Outlet-type Facilities by shop area (As of end of FY2020)

| 名称 /Name        | 所在 /Location              | 店舗面積（約）<br>Shop Area                 | 店舗数（約）<br>No. of shops | 開業年月 /Opening date | 店舗売上<br>（10億円単位、2019年度）<br>Store sales,<br>Billions of yen, FY2019 |    |
|-----------------|---------------------------|--------------------------------------|------------------------|--------------------|--|----|
| M O P 木更津       | /MOP KISARAZU             | 千葉県木更津市 /Kisaradu-shi, Chiba         | ≈ 46,000㎡              | ≈ 310              | 2012年4月/Apr. 2012  | 56 |
| M O P ジャズドリーム長島 | /MOPJAZZ DREAM NAGASHIMA  | 三重県桑名市 /Kuwana-shi, Mie              | ≈ 46,000㎡              | ≈ 300              | 2002年3月/Mar. 2002  | 56 |
| M O P 滋賀竜王      | /MOP SHIGA RYUO           | 滋賀県蒲生郡 /Gamo-gun, Shiga              | ≈ 37,000㎡              | ≈ 240              | 2010年7月/Jul. 2010  | 34 |
| M O P 札幌北広島     | /MOP SAPPOROKITAHIROSHIMA | 北海道北広島市 /Kitahiroshima-shi, Hokkaido | ≈ 30,000㎡              | ≈ 180              | 2010年4月/Apr. 2010  | 26 |
| M O P 横浜ベイサイド   | /MOP YOKOHAMA BAYSIDE     | 神奈川県横浜市 /Yokohama-shi, Kanagawa      | ≈ 27,000㎡              | ≈ 170              | 2020年6月/Jun. 2020  | -  |
| M O P 幕張        | /MOP MAKUHARI             | 千葉県千葉市 /Chiba-shi, Chiba             | ≈ 23,000㎡              | ≈ 140              | 2000年10月/Oct. 2000   | 22 |
| M O P マリンピア神戸   | /MOP MARINEPIA KOBE       | 兵庫県神戸市 /Kobe-shi, Hyogo              | ≈ 23,000㎡              | ≈ 140              | 1999年10月/Oct. 1999   | 16 |
| M O P 多摩南大沢     | /MOP TAMA MINAMIOSAWA     | 東京都八王子市 /Hachioji-shi, Tokyo         | ≈ 21,000㎡              | ≈ 120              | 2000年9月/Sep. 2000  | 20 |
| M O P 仙台港       | /MOP SENDAI PORT          | 宮城県仙台市 /Sendai-shi, Miyagi           | ≈ 20,000㎡              | ≈ 120              | 2008年9月/Sep. 2008  | 13 |
| M O P 倉敷        | /MOP KURASHIKI            | 岡山県倉敷市 /Kurashiki-shi, Okayama       | ≈ 20,000㎡              | ≈ 120              | 2011年12月/Dec. 2011   | 13 |

\*1 : MOP = 三井アウトレットパーク/MITSUI OUTLET PARK

# 主な稼働物件一覧 (国内)

## List of Main Properties in Operation (Domestic)

### 物流施設

稼働施設 延床面積 約1,500,000㎡ (連結、当社グループ保有物件、2021年度第3四半期末時点)

### Logistics

Operating Facilities Total Floor Space ≒ 1,500,000㎡ (Consolidated, Own Properties, as of end of 3Q, FY2021)

■ 延床面積上位10物件\*1 (2020年度末時点) / Total floor space Top 10 properties\*1 (As of end of FY2020) \*1: 当社が持分を保有する施設を対象 / Facilities in which we hold an interest

| 名称 /Name   | 所在 /Location             | 延床面積(約) /Total Floor Space       | 竣工/Completion | テナント構成 /Tenant Composition |                       |
|------------|--------------------------|----------------------------------|---------------|----------------------------|-----------------------|
| MFLP船橋 I   | /MFLP Funabashi I        | 千葉県船橋市 /Funabashi-shi, Chiba     | ≒ 198,000㎡    | 2016年10月 /Oct. 2016        | マルチテナント /Multi-tenant |
| MFLP船橋 II  | /MFLP Funabashi II       | 千葉県船橋市 /Funabashi-shi, Chiba     | ≒ 224,000㎡    | 2019年10月 /Oct. 2019        | マルチテナント /Multi-tenant |
| MFLP日野     | /MFLP Hino               | 東京都日野市 /Hino-shi, Tokyo          | ≒ 213,000㎡    | 2015年10月 /Oct. 2015        | マルチテナント /Multi-tenant |
| MFIP羽田     | /MFIP Haneda             | 東京都大田区 /Ota-ku, Tokyo            | ≒ 81,000㎡     | 2019年6月 /Jun. 2019         | マルチテナント /Multi-tenant |
| MFLP八千代勝田台 | /MFLP Yachiyo Katsutadai | 千葉県八千代市 /Yachiyo-shi, Chiba      | ≒ 75,000㎡     | 2020年8月 /Aug. 2020         | マルチテナント /Multi-tenant |
| MFLP大阪交野   | /MFLP Osaka Katano       | 大阪府交野市 /Katano-shi, Osaka        | ≒ 73,000㎡     | 2021年9月 /Sep. 2021         | Build To Suit         |
| MFIP立川立飛   | /MFIP Tachikawa Tachihi  | 東京都立川市 /Tachikawa-shi, Tokyo     | ≒ 70,000㎡     | 2020年6月 /Jun. 2020         | マルチテナント /Multi-tenant |
| MFLP平塚 II  | /MFLP Hiratsuka II       | 神奈川県平塚市 /Hiratsuka-shi, Kanagawa | ≒ 50,000㎡     | 2019年10月 /Oct. 2019        | マルチテナント /Multi-tenant |
| MFLP横浜港北   | /MFLP Yokohama kohoku    | 神奈川県横浜市 /Yokohama-shi, Kanagawa  | ≒ 50,000㎡     | 2019年11月 /Dec. 2019        | マルチテナント /Multi-tenant |
| MFLP鳥栖     | /MFLP Tosu               | 佐賀県鳥栖市 /Tosu-shi, Saga           | ≒ 33,000㎡     | 2021年3月 /Mar. 2021         | マルチテナント /Multi-tenant |

### ホテル・リゾート施設

稼働施設室数 約13,000室 (連結、2021年度第3四半期末時点)

### Hotel and Resort

Number of rooms in operation ≒ 13,000 (Consolidated, as of end of 3Q, FY2021)

■ 宿泊主体型ホテル施設 室数上位10物件 (2020年度末時点) / Top 10 Lodging-oriented Hotels by rooms (As of end of FY2020)

| 名称/Name*2     | 所在/Location                   | 室数 (約) /Rooms                | 開業/Opening Date | スキーム/Scheme         |                                      |
|---------------|-------------------------------|------------------------------|-----------------|---------------------|--------------------------------------|
| 東京ドームホテル      | /Tokyo Dome Hotel             | 東京都文京区 /Bunkyo-ku, Tokyo     | ≒ 1000          | 2000年6月 /Jun. 2000  | 土地・建物保有/Land and buildings owned     |
| MGHプラナ東京ベイ    | /MGH PRANA Tokyo Bay Tokyo    | 千葉県浦安市 /Urayasu-shi, Chiba   | ≒ 550           | 2007年6月 /Jun. 2007  | 建物賃借/Rent Building                   |
| MGH汐留イタリア街    | /MGH Shiodome Italia-gai      | 東京都港区 /Minato-ku, Tokyo      | ≒ 370           | 2007年4月 /Apr. 2007  | 建物賃借/Rent Building                   |
| MGH五反田        | /MGH Gotanda                  | 東京都品川区 /Shinagawa-ku, Tokyo  | ≒ 370           | 2018年6月 /Jun. 2018  | 借地・建物保有/Leased land and own building |
| MGH神宮外苑の杜プレミア | /MGH Jingugaien Tokyo Premier | 東京都新宿区 /Shinjuku-ku, Tokyo   | ≒ 360           | 2019年11月 /Nov. 2019 | 借地・建物保有/Leased land and own building |
| MGH銀座プレミア     | /MGH Ginza Premier            | 東京都中央区 /Chuo-ku, Tokyo       | ≒ 360           | 2005年11月 /Nov. 2005 | 土地・建物保有/Land and buildings owned     |
| MGH岡山         | /MGH Okayama                  | 岡山県岡山市 /Okayama-shi, Okayama | ≒ 350           | 2000年7月 /Jul. 2000  | 土地・建物保有/Land and buildings owned     |
| MGH京都四条       | /MGH Kyoto Shijo              | 京都府京都市 /Kyoto-shi, Kyoto     | ≒ 340           | 1997年10月 /Oct. 1997 | 建物賃借/Rent Building                   |
| MGH銀座五丁目      | /MGH Ginza-gochome            | 東京都中央区 /Chuo-ku, Tokyo       | ≒ 330           | 2019年9月 /Sep. 2019  | 土地・建物保有/Land and buildings owned     |
| ミレニアムMGH東京    | /Millennium MGH Tokyo         | 東京都中央区 /Chuo-ku, Tokyo       | ≒ 320           | 2014年12月 /Dec. 2014 | 建物賃借/Rent Building                   |

\*2:MGH=三井ガーデンホテル /Mitsui Garden Hotel

■ 主なリゾート・ラグジュアリー施設 (2020年度末時点) / Main Operating Resort and Luxualy Facilities (As of end of FY2020)

| 名称/Name   | 所在/Location                | 室数 (約) /Rooms             | 開業/Opening Date     | スキーム/Scheme                      |                                  |
|---|----------------------------|---------------------------|---------------------|----------------------------------|----------------------------------|
| ハレクラニ沖縄   | /Halekulani Okinawa        | 沖縄県恩納村 /Onna-son, Okinawa | ≒ 360               | 2019年7月 /Jul. 2019               | 土地・建物保有/Land and buildings owned |
| HOTEL THE MITSUI KYOTO                              | 京都府京都市 /Kyoto-shi, Kyoto   | ≒ 160                     | 2020年11月 /Nov. 2020 | 土地・建物保有/Land and buildings owned |                                  |
| フォーシーズンズホテル東京大手町 /FOUR SEASONS HOTEL TOKYO OTEMACHI | 東京都千代田区 /Chiyoda-ku, Tokyo | ≒ 190                     | 2020年7月 /Jul. 2020  | 土地・建物保有/Land and buildings owned |                                  |

# 主な稼働物件一覧（海外）

## List of Main Properties in Operation (Overseas)

### ■ 欧米（2020年度末時点） / Europe and North America (As of end of FY2020)

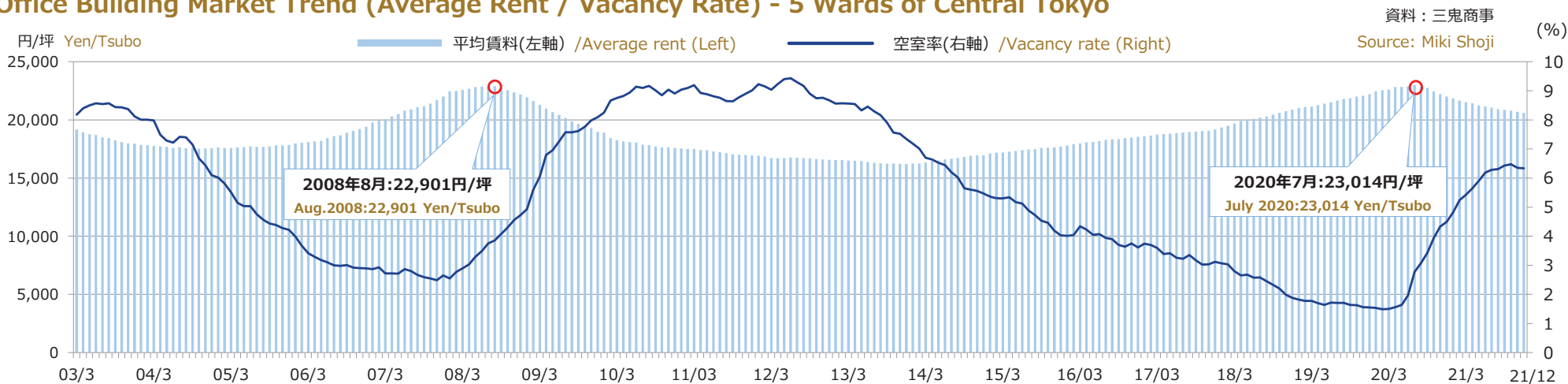
| アセット / Asset           | 名称 / Name                        | 所在 / Location       | 延床面積（約）または戸数<br>/ Total Floor Space or<br>Number of Units | 竣工 / Completion |
|------------------------|----------------------------------|---------------------|---|-----------------|
| オフィス<br>Office         | 55 HUDSON YARDS                  | New York, US        | ≒ 118,000㎡  | 2018年 / 2018    |
|                        | 1251 AVENUE OF THE AMERICAS      | New York, US        | ≒ 215,000㎡  | 1970年 / 1970    |
|                        | WATERFRONT CORPORATE CENTER III  | Hoboken, US         | ≒ 54,000㎡   | 2015年 / 2015    |
|                        | HOMER BUILDING                   | Washington D.C., US | ≒ 46,000㎡   | 1913年 / 1913    |
|                        | 1200 17TH STREET                 | Washington D.C., US | ≒ 22,000㎡   | 2014年 / 2014    |
|                        | 270 BRANAN                       | San Francisco, US   | ≒ 20,000㎡   | 2016年 / 2016    |
|                        | 5 HANOVER SQUARE                 | London, UK          | ≒ 8,000㎡  | 2012年 / 2012    |
|                        | 1 ANGEL COURT                    | London, UK          | ≒ 45,000㎡   | 2017年 / 2017    |
|                        | TELEVISION CENTER                | London, UK          | ≒ 55,000㎡   | 2017年 / 2017    |
| 賃貸住宅<br>Rental Housing | 525 West 52nd                    | New York, US        | ≒ 390 戸 / Units   | 2017年 / 2017    |
|                        | West Edge Tower                  | Seattle, US         | ≒ 340 戸 / Units   | 2018年 / 2018    |
|                        | J-SOL (4000 North Fairfax Drive) | Arlington, US       | ≒ 320 戸 / Units   | 2020年 / 2020    |
|                        | 160 Madison                      | New York, US        | ≒ 310 戸 / Units   | 2015年 / 2015    |
|                        | The Landing (22 Texas)           | San Francisco, US   | ≒ 260 戸 / Units   | 2019年 / 2019    |

### ■ アジア（2020年度末時点） / Asia (As of end of FY2020)

| アセット / Asset | 名称 / Name  | 所在 / Location    | 店舗面積（約）<br>/ Shop Area | 店舗数（約）<br>/ Shops | 開業 / Opening Year |
|--------------|--|------------------|------------------------|-------------------|-------------------|
| 商業<br>Retail | 三井アウトレットパーク 台中港<br>MITSUI OUTLET PARK TAICHUNG PORT            | 台湾 / Taiwan      | ≒ 43,000㎡              | ≒ 220             | 2018年 / 2018      |
|              | 三井アウトレットパーク 台湾林口<br>MITSUI OUTLET PARK LINKOU                  | 台湾 / Taiwan      | ≒ 44,000㎡              | ≒ 220             | 2016年 / 2016      |
|              | 三井アウトレットパーク クアラルンプール国際空港 セパン<br>MITSUI OUTLET PARK KLIA SEPANG | マレーシア / Malaysia | ≒ 29,000㎡              | ≒ 200             | 2015年 / 2015      |

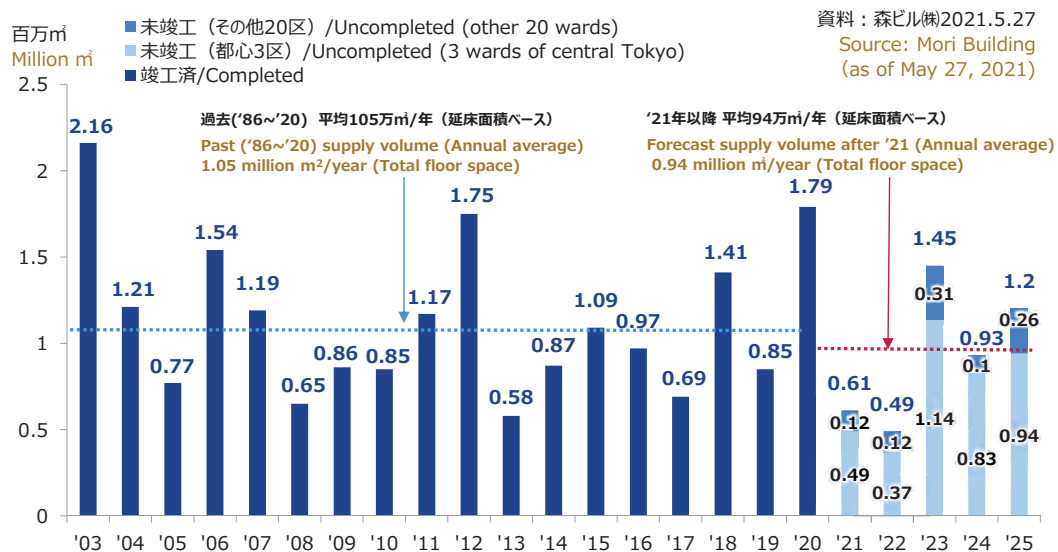
### 都心5区のオフィス市況（平均賃料・空室率）

### Office Building Market Trend (Average Rent / Vacancy Rate) - 5 Wards of Central Tokyo



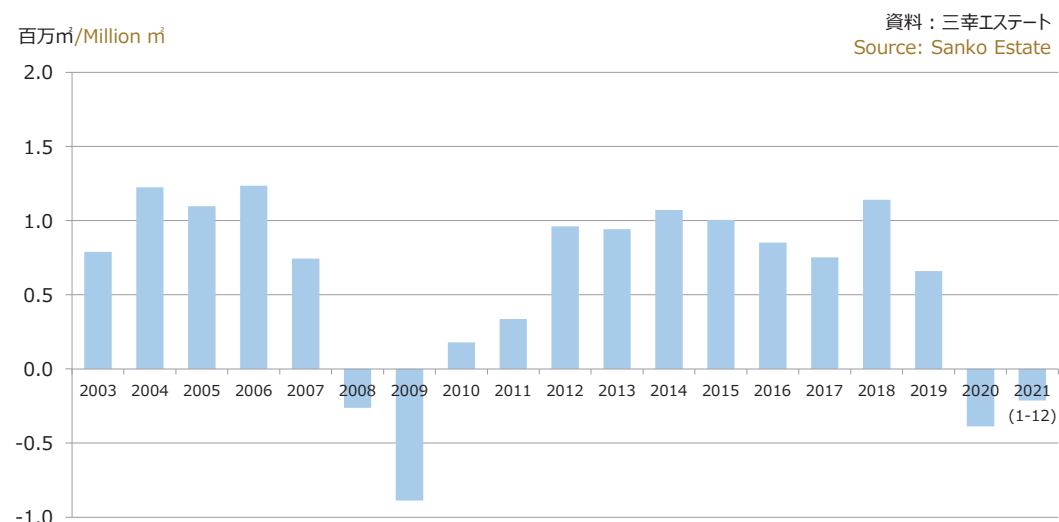
### オフィスビル新規供給量（東京23区大規模、暦年）

### Trend of Supply Volume of Large-Scale Office Buildings within Tokyo's 23 Wards (Calendar year)



### 都心5区のネットアブソープション（暦年）

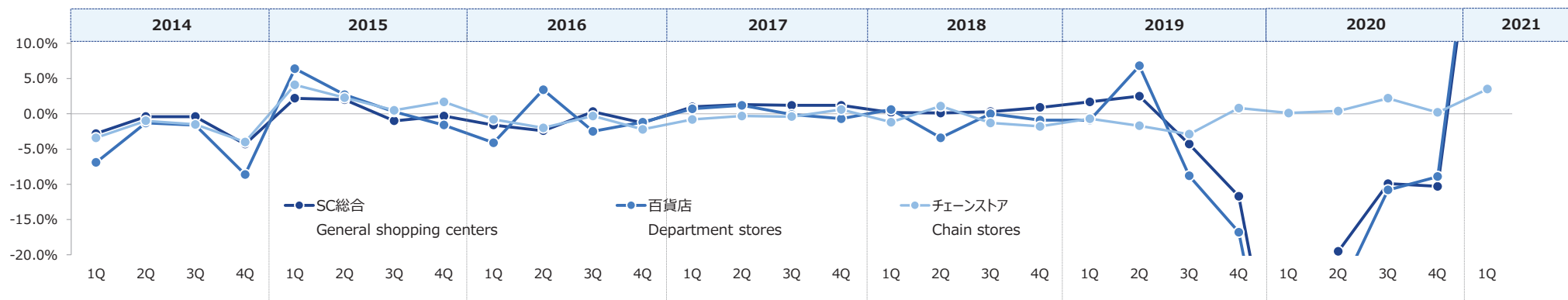
### Net Absorption Trend (5 wards of Central Tokyo, Calendar year)





### 業態別の売上高前年対比

### Year-on-Year Change in Sales by Category



(注) <SC総合> 1Q,FY2020 : -48.8% / 1Q,FY2021 : 42.7% <百貨店> 1Q,FY2020 : -51.7% / 2Q,FY2020 : -25.6% / 1Q,FY2021 : 44.9%

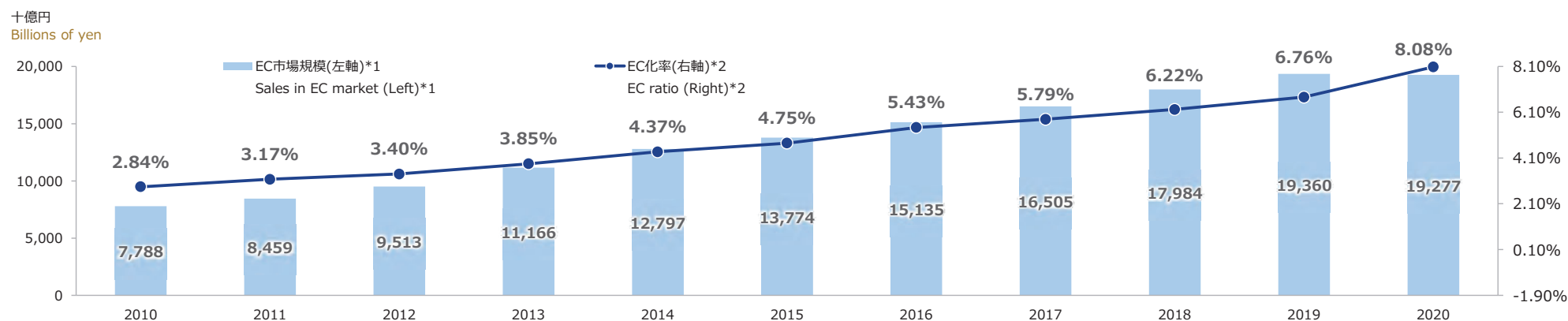
Note: <General shopping centers> 1Q,FY2020 : -48.8% / 1Q,FY2021 : 42.7% <Department stores> 1Q,FY2020 : -51.7% / 2Q,FY2020 : -25.6% / 1Q,FY2021 : 44.9%

資料：百貨店協会、日本ショッピングセンター協会、チェーンストア協会

Source: Japan Department Stores Association, Japan Council of Shopping Centers, Japan Chain Stores Association

### 日本のEC市場規模の推移 (BtoC) (暦年)

### EC Market in Japan (BtoC) (Calendar year)



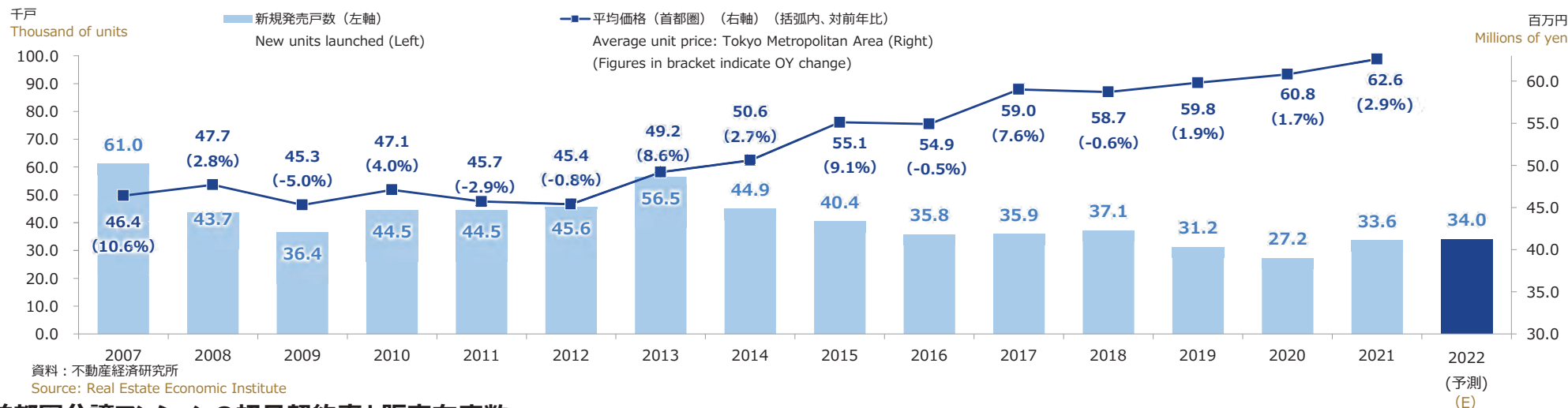
資料：経済産業省  
Source: METI

\*1 : EC市場規模には物販系分野、サービス系分野、デジタル系分野を含む  
\*2 : EC比率データの対象は物販系分野のみ

\*1 Scope of e-commerce market includes online ordering, services and digital  
\*2 Data on shift to e-commerce is for online ordering only

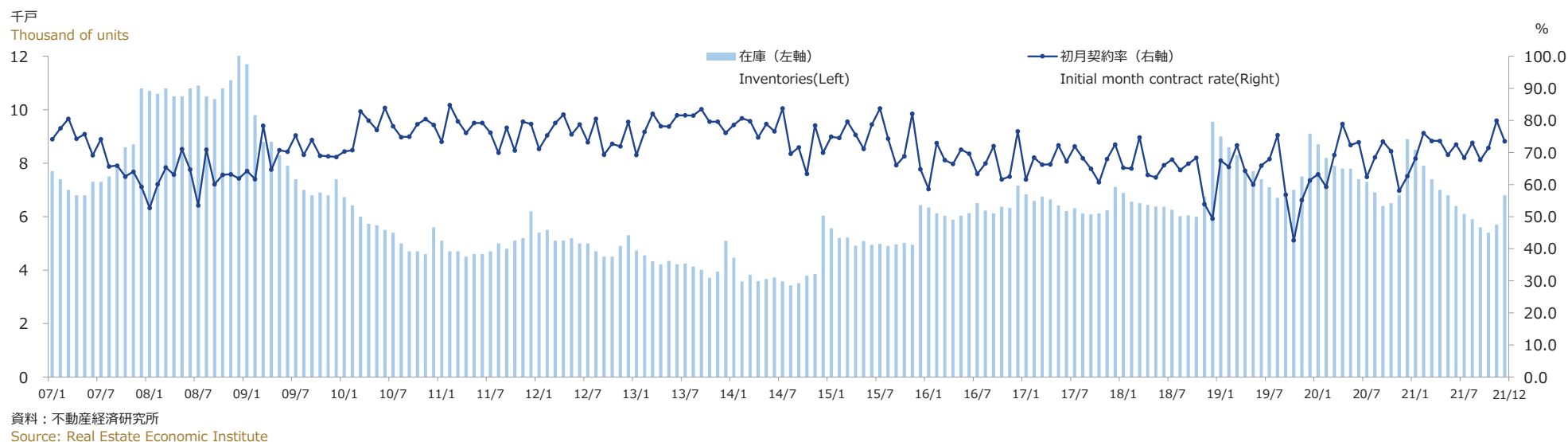
### 首都圏分譲マンションの新規発売戸数と戸当平均価格（暦年）

### Metropolitan Tokyo Condominium Market: New Units Launched and Average Price per Unit (Calendar year)



### 首都圏分譲マンションの初月契約率と販売在庫数

### Metropolitan Tokyo Condominium Market: Initial Month Contract & Unsold Inventory

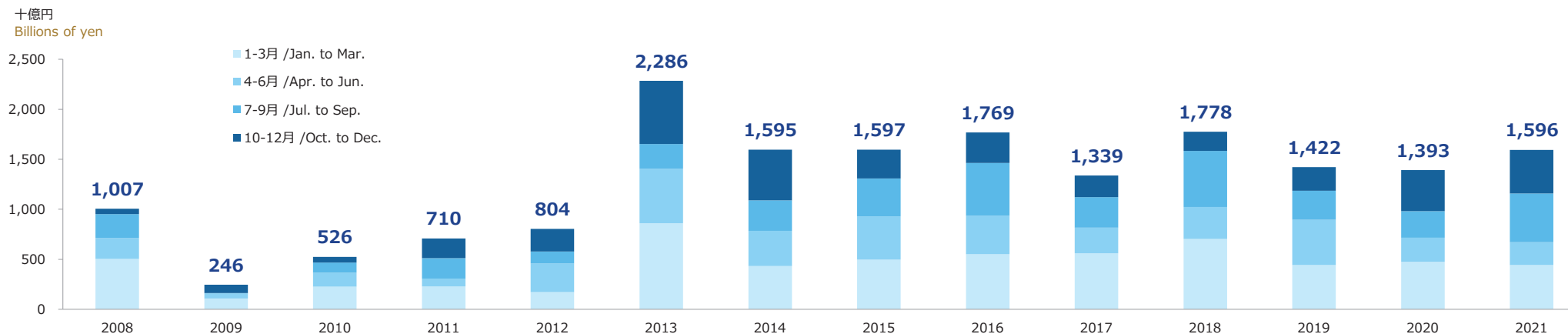


# マーケット動向：不動産売買

## Market Trends: Real Property Sales

### J-REITの資産取得価格（暦年）

#### Acquisition of Assets by J-REITs (Calendar year)

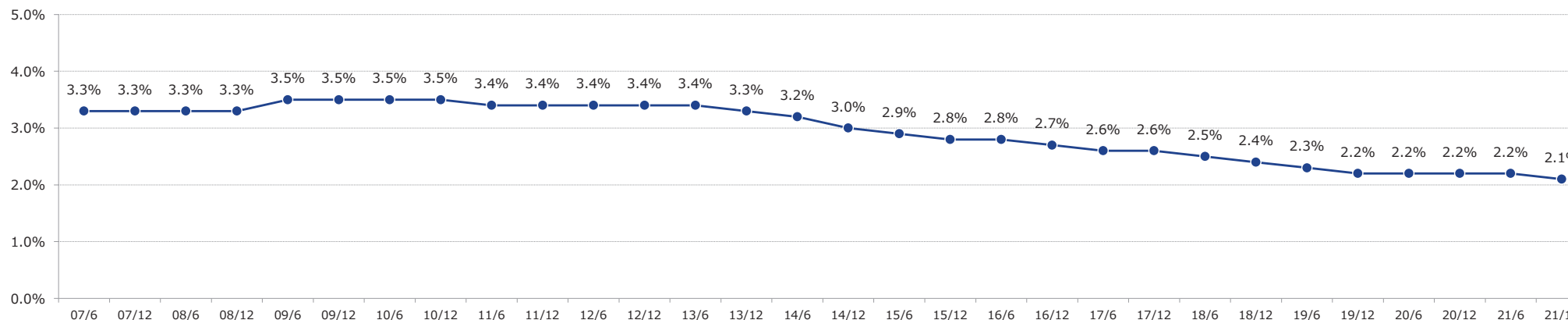


資料：不動産証券化協会

Source: The Association for Real Estate Securitization

### プライムエリアオフィス利回りのベンチマーク

#### Yield Benchmark for Offices in Prime Locations



資料：日本不動産研究所

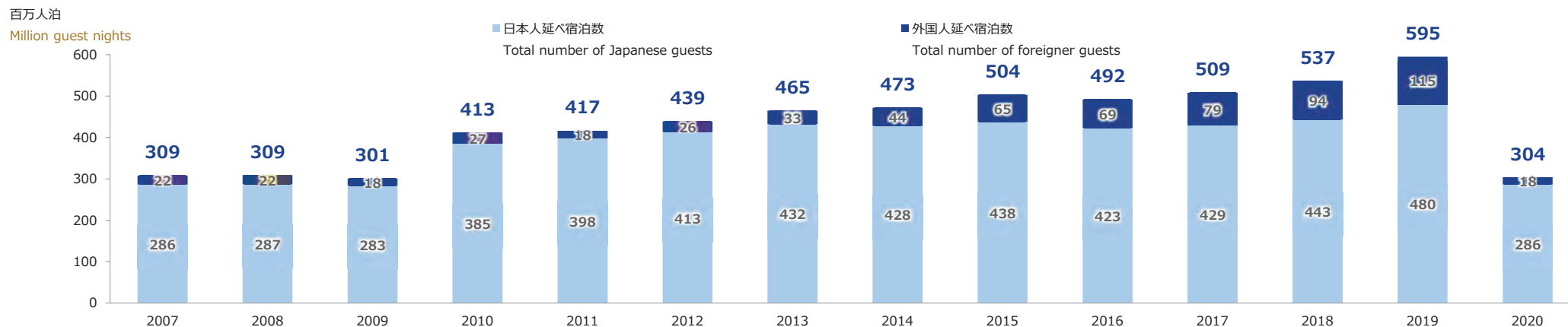
Source: Survey by Japan Real Estate Institute

プライムエリアオフィス：千代田区丸の内・大手町、中央区日本橋地区における築5年程度、延床面積20,000坪以上、基準階面積500坪以上  
利回りベンチマーク（NCFベース）：日本不動産研究所が還元利回りの査定においてベースとする各用途・各地域ごとの利回りを指す

Offices in prime locations: Office buildings around five years old located in the Marunouchi, Otemachi, and Nihonbashi areas with total and standard floor areas of 66,000 m<sup>2</sup> or more and 1,600 m<sup>2</sup> or more, respectively.  
Yield benchmark (on an NCF basis): Yield by use and region based on an assessment of capitalization rates by the Japan Real Estate Institute.

### 外国人・日本人延べ宿泊数の推移（暦年）

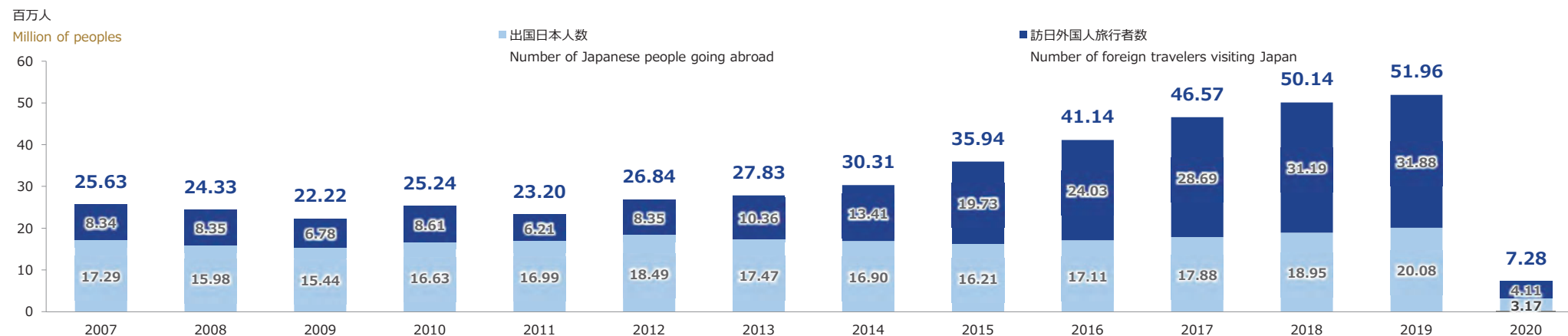
#### Total number of foreign and Japanese guests (Calendar)



資料：観光庁  
Source: Japan Tourism Agency

### 訪日外国人旅行者数・出国日本人数の推移（暦年）

#### Consumption Trends of International Visitors to Japan (Calendar year)



資料：日本政府観光局  
Source: Japan National Tourism Organization