

# Investor Presentation

November 2020

The Impact of COVID-19 Highlights etc.	P3
1. MITSUI FUDOSAN GROUP Management Strategy	
1-1 About Mitsui Fudosan Group	P8
1-2 Highlights	P9
1-3 Mitsui Fudosan Group Long-term Vision【VISION2025】	P11
1-4 Capital Policy	P14
1-5 Strong Financial Basis	P16
1-6 Growth Drivers	P17
1-7 Business model that realizes sustainable growth	P18
1-8 Portfolio Strategies	P19
1-9 Promoting ESG Management (Recent Initiatives)	P23
1-10 Corporate Governance	P24
2. Core Businesses : Overview & Strengths	
2-1 Leasing Business<Office Buildings, Retail Facilities, Logistics Facilities, Others>	P26
2-2 Property Sales Business <Property Sales to Individuals, Property Sales to Investors>	P37
2-3 Management Business <Property Management, Brokerage, Asset Management, etc.)	P41
2-4 Other Business<Hotel and Resort Business>	P43
2-5 (Appendix)Global Business	P45
3. Financial Statements and investment data, etc.	
3-1 Summary of Results for the Six Months Ended September 30, 2020	P49
3-2 Forecasts for the Year to March 2021 (FY 2020)	P52
3-3 Summary of Results for the Year Ended March 31, 2020	P55
3-4 Operating Income by Segment	P58
3-5 Investment and Financial Data	P59
3-6 Shareholder Composition	P61
4. Appendices(Market Trends)	
4-1 Market Trends/Leasing Business/Office Buildings	P63
4-2 Market Trends/Leasing Business/Retail Facilities	P65
4-3 Market Trends/Property Sales Business/To Individuals	P67
4-4 Market Trends/Property Sales Business/To Investors	P68
4-5 International Visitors to Japan	P69
Disclaimer	P70

# Revised Earnings Forecast / Corona Impact Outlook

## Breakdown of Revisions to Earnings Forecast

(Unit: billion yen)

Revenues from Operations	1,950	1,850	+100
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## Corona Impact Outlook (approximate)

(Unit: billion yen)

## Corona Impact(excluding Property Sales) Results and Outlook (approximate)

(Unit: billion yen)

	A	B	C
	Revised Earnings forecast	Initial Earnings forecast	Difference (A-B)

D
Initial Corona Impact* forecast

E
Revised Corona Impact forecast (C+D)

F	G			H
Revised Corona Impact forecast (excluding Property Sales)	Corona Impact results of First half			Corona Impact Outlook for the Second Half
	subtotal	1Q	2Q	

Leasing	128	113	+15
Management	33	50	△17
Other	△26	△13	△13
Eliminations or corporate	△49	△53	+4
<b>Operating Income</b> (Leasing, Management, Others, etc.)	<b>86</b>	<b>97</b>	<b>△11</b>

△30
△5
△15
-
△50

△15
△22
△28
+4
△61

△15	△14	△11	△3	△1~△2
△22	△18	△8	△10	△4~△5
△28	△17	△8	△9	△11~△12
+4				About +4
△61	△49	△27	△22	△12~△13

Property Sales to Individuals	33	33	-
Property Sales to Investors	81	70	+11
<b>Operating Income (Property Sales)</b>	<b>114</b>	<b>103</b>	<b>+11</b>

-
△30
△30

-
△19
△19

<b>Operating Income total</b>	<b>200</b>	<b>200</b>	<b>-</b>
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△80
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△80
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Other Income and Expenses	△31	△31	-
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△20
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△20
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△20	△3	△1	△2	△4~△5
	△13	△12	△1	

Extraordinary gain/loss	10	10	-
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<b>Profit attributable to owners of parent</b>	<b>120</b>	<b>120</b>	<b>-</b>
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△100
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△100
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△81	△65	△40	△25	about △16
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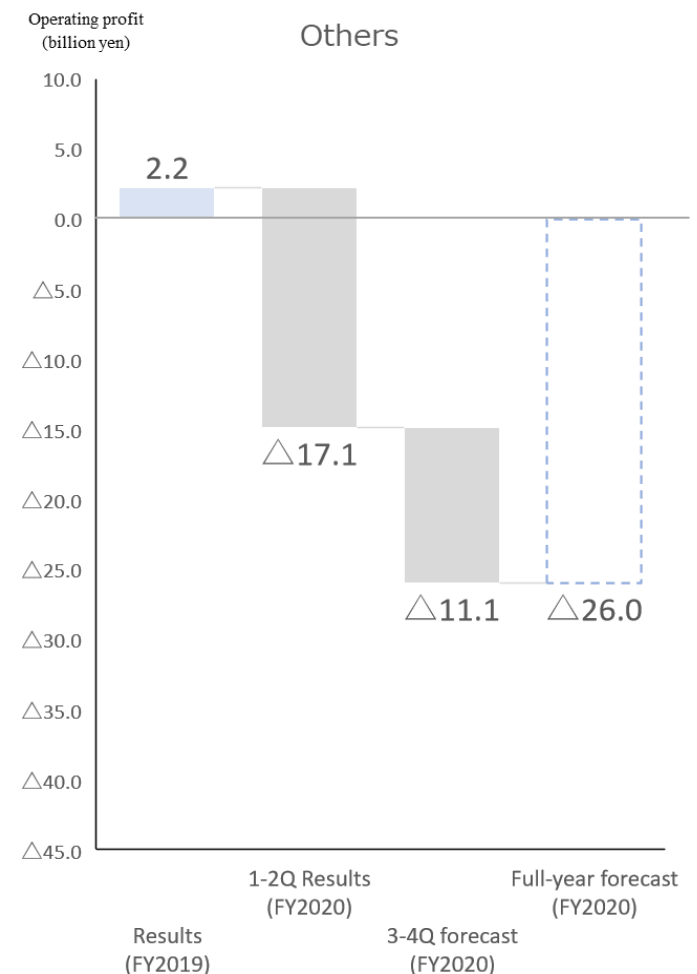
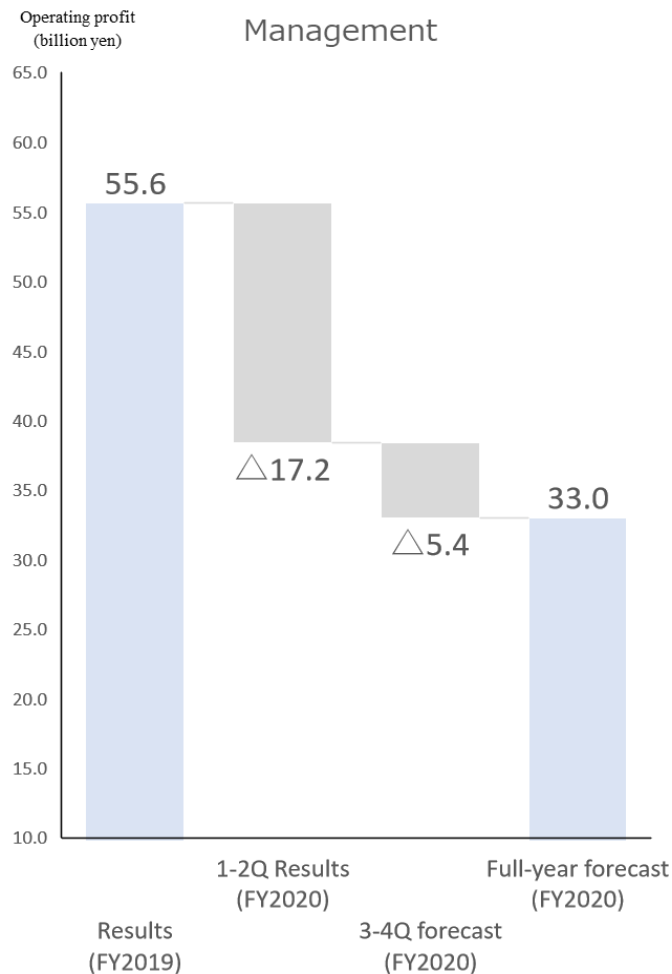
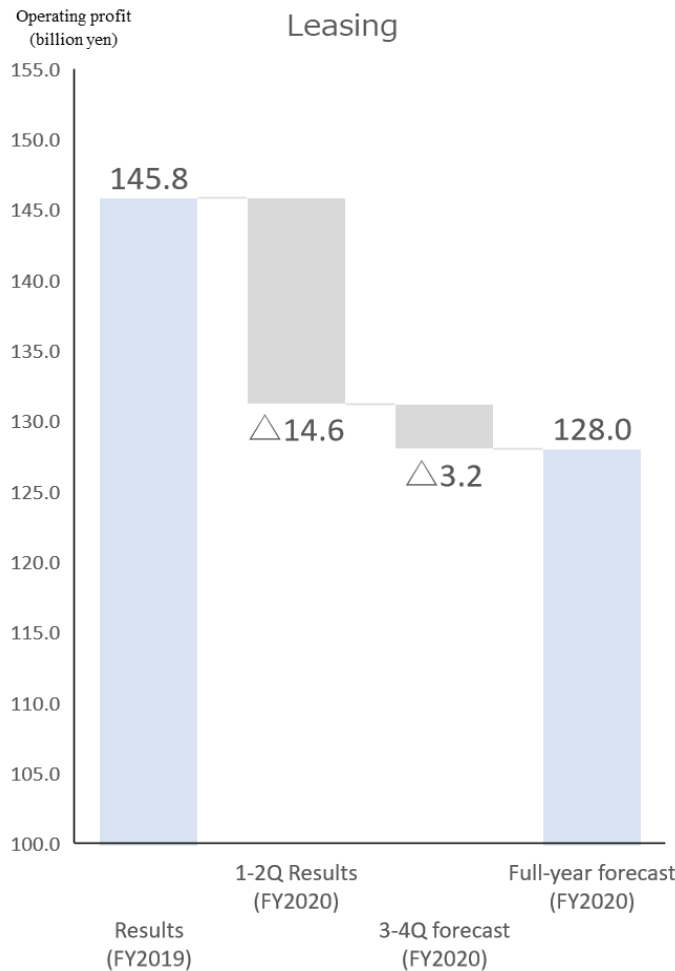
# Operating Income Outlook for Major Segments Affected by Corona

Operating income in the Leasing, Management, and Other segments, looking at year-on-year changes, **the decline in profits in the second half is expected to shrink** compared to the decline in profits in the first half.

(> All three segments above are on a recovery trend)

Unit: Billion yen	Results [FY2019] ①	Full-year forecast [FY2020] ②	Full-year variance ③	
			②-①	First half (Actual) Second half (Forecast)
Leasing	1,458	1,300	△158	△146 △12
Management	556	330	△226	△172 △54
Others	22	△270	△292	△171 △121

Leasing: full-year  $\Delta 178 = 1Q \Delta 110 + 2Q \Delta 36 + 2H \Delta 32$



# Trends in business conditions under the influence of coronavirus

FY2020	FY2020/1Q			FY2020/2Q		
	April	May	June	July	August	September
Impact of the Coronavirus	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> <b>Declare a state of emergency</b> </div>					
	● 4/7 Emergency Declaration (7 Prefectures)	● 5/25 Complete lifting of the emergency declaration	● 6/19 Complete lifting of self-restraint on travel across prefectures	● 7/17 GoTo Travel Campaign*1		

FY2020				April	May	June	July	August	September
Segment	Products and Businesses	Indicators	Shutdowns at facilities, stores	Self-restraint period for business (Economic stagnation)					

<b>Leasing</b>	Retail Facilities	<b>LaLaport +MOP*2</b>	Facility sales (YoY)	Closing: from 4/8 Reopen: from 5/15 *5	Closing	About 80%	80~90%		
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<b>Management</b>	Homes, Living	<b>Repark</b>	Sales (YoY)	-	70% level	70% level	90% level	90% level	80% level	90% level
		<b>Rehouse</b>	Number of brokerage transactions*4 (YoY)	Closing: from 4/8 Reopen: from 5/15 *5	About 80%			About 80%		

<b>Others</b>	Urban Hotels	<b>MGH +Celestin*3</b>	Occupancy rate for the month	Closing: from 4/8 Reopen: from 5/22 *5	Closing	10% level	20% level	40% level	50% level
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\*1 Lodging and residents in Tokyo are not eligible.

\*2 Mitsui Outlet Park

\*3 Mitsui Garden Hotel + Hotel The Celestin

\*4 Accounting basis

\*5 Retail facilities: All stores reopened in May 29

Rehouse: All stores reopened in May 28

Urban hotels: all stores reopened in July 22

# Progress of Property Sales to Investors

(Unit: billion yen)	Operating income	Progress rate (cumulative)	Sales	Progress rate (cumulative)
<b>Full-year Forecast (Announced on Nov. 5)</b>	<b>81</b>	100%	<b>350</b>	100%

Second Quarter Results (Cumulative)				4.5	6%	29	8%
3Q	Offices	Nagoya Mitsui Building Main Building and New Building		Approx. 26			
3Q	Offices	Osaki Bright Tower		Approx. 14			
3Q	Housing	Park Axis Toyo-cho Shinsui Koen		Approx. 2			
3Q	Logistics	MFLP Kawaguchi I		Approx. 18			
3Q	Logistics	MFLP Ibaraki		Approx. 58			
4Q	Offices	GranTokyo South Tower		Approx. 47			
Contracted but not accounted (Announced)*							<b>About 60%</b>
Contracted but not accounted (undisclosed)*							
<b>Contract progress rate*</b>							<b><u>About 90%</u></b>

\* As of Nov. 5, 2020



# **1. MITSUI FUDOSAN GROUP Management Strategy**

# 1-1. About Mitsui Fudosan Group


## Aspirations for the Mitsui Fudosan Group

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

#### GROUP STATEMENT

- The Mitsui Fudosan Group aims to bring affluence and comfort to urban living

#### GROUP VISION

- “” Philosophy  
Coexist in harmony with society, link diverse values, and achieve a sustainable society
- Evolution and value creation
- A profitable and growing Mitsui Fudosan Group

#### GROUP MISSION

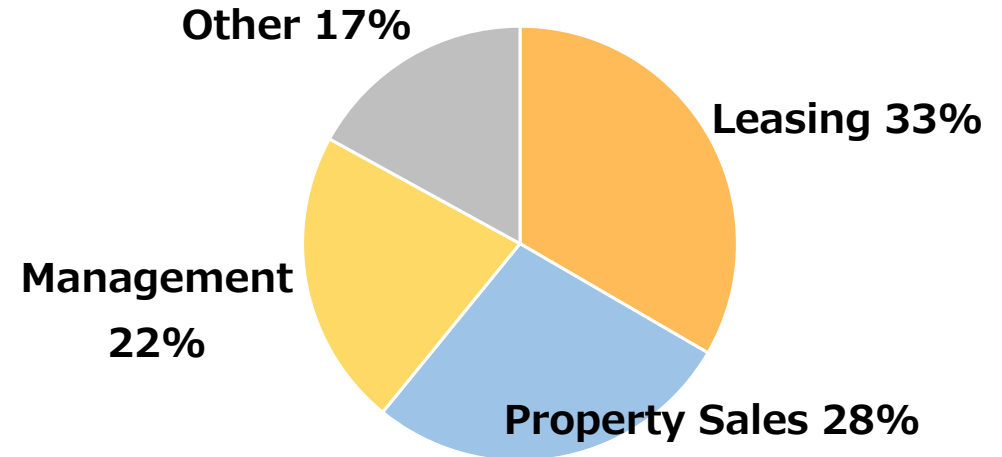
- Provide business and lifestyle-related solutions and services
- Work in partnership with customers from a global perspective
- Raise our corporate value
- Create a strong corporate group by building the capabilities of individuals

Established in June 1999, amended in April 2018

## Revenue Structure

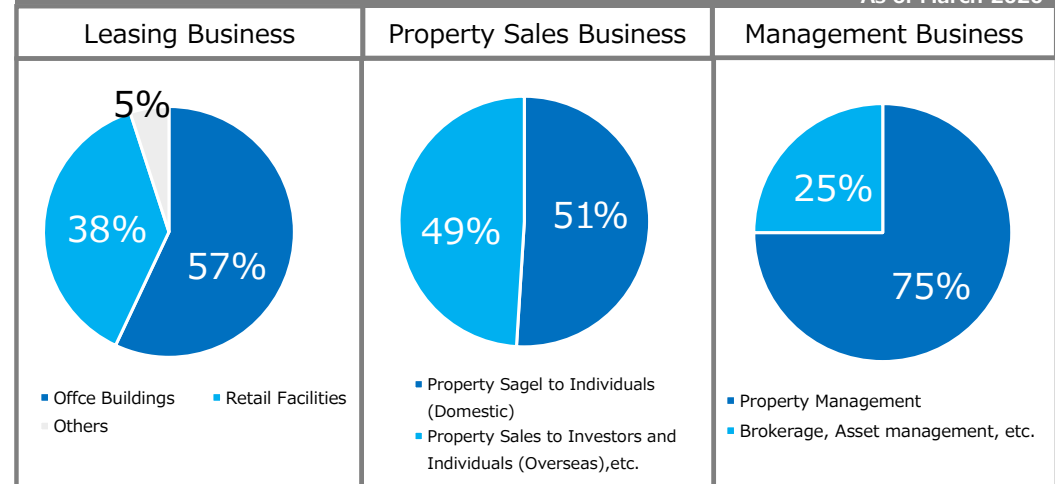


**Revenue from Operations**  
(For the Year ended March 31, 2020)  
**1,905.6** billions of yen



### Three Core Businesses and Breakdown of each Revenue

As of March 2020

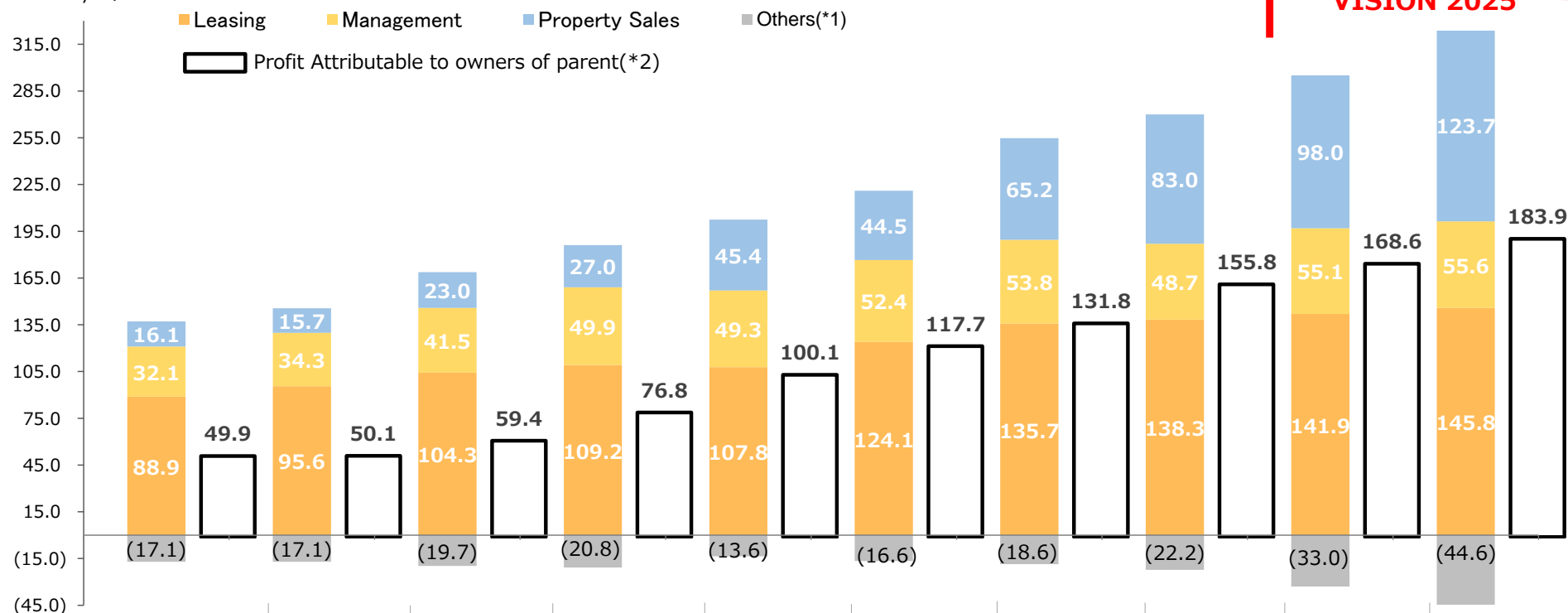




## Performance

(Billions of yen)

Long-Term Vision  
VISION 2025 →



	3/'11	3/'12	3/'13	3/'14	3/'15	3/'16	3/'17	3/'18	3/'19	3/'20
Operating income (Billions of Yen)	120	126.0	148.1	172.5	186.0	202.4	232.6	245.9	262.1	280.6
Profit Attributable to Owners of parent (Billions of Yen)	49.9	50.1	59.4	76.8	100.1	117.7	131.8	155.8	168.6	183.9
Depreciation (Billions of Yen)	52.9	53.2	59.0	56.0	61.2	67.4	71.3	70.1	79.0	91.4
Cash dividends per share (Yen)	22	22	22	22	25	30	34	40	44	44
Total amount of treasury stock acquired (Billions of Yen)	-	-	-	-	-	-	-	15.0	16.0	25.0
<b>Total shareholder return ratio (%) (*3)</b>	<b>38.7</b>	<b>38.5</b>	<b>32.5</b>	<b>25.1</b>	<b>24.1</b>	<b>25.2</b>	<b>25.5</b>	<b>35.0</b>	<b>35.1</b>	<b>36.9</b>
<b>ROA (%)</b>	<b>3.4</b>	<b>3.6</b>	<b>3.7</b>	<b>4.1</b>	<b>4.1</b>	<b>4.1</b>	<b>4.6</b>	<b>4.6</b>	<b>4.4</b>	<b>4.2</b>
<b>ROE (%)</b>	<b>4.9</b>	<b>4.8</b>	<b>5.3</b>	<b>6.3</b>	<b>6.4</b>	<b>6.2</b>	<b>6.8</b>	<b>7.4</b>	<b>7.4</b>	<b>7.7</b>

\*1 Others include Mitsui Home, other segments and nonconsolidated general & administrative expenses.

\*2 Prior to FY2015 : Net Income

\*3 Total shareholder return ratio= (Total dividends + Total amount of treasury stock acquired)/Profit Attributable to owners of parent

• ROA: (Operating income + Non-operating income) /Average total assets over period

• ROE: Profit Attributable to owners of parent /Average shareholders' equity over period

## BS Highlights

### BS as of March 31, 2020

(Billions of yen)

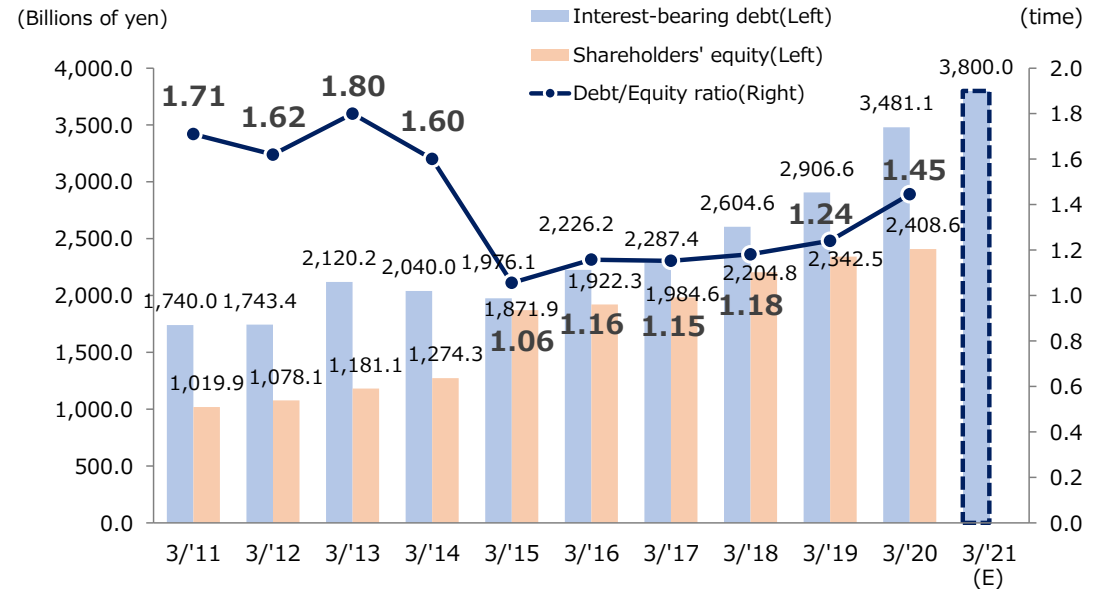
Real property for sale (including advances paid for purchases)	1,907.8	Interest-bearing	3,481.1
Tangible and Intangible fixed assets (Rental properties)	3,753.1 3,171.1		
Other	1,734.3	Other	1,427.7
		Net Assets	2,486.5
		(Shareholders' equity)	2,408.6
<b>Assets</b>	<b>7,395.3</b>	<b>Debt and Equity</b>	<b>7,395.3</b>

### Rental Properties

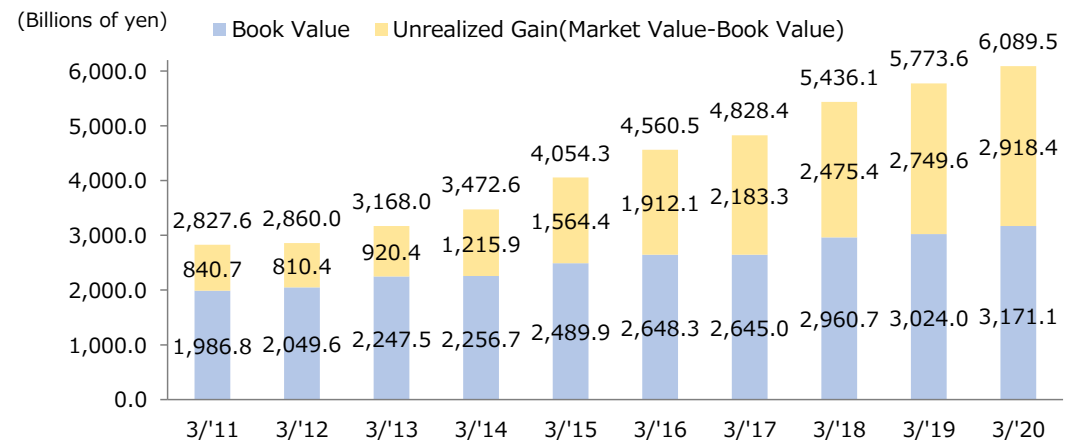
(Billions of yen)

	At March 31, 2020	At March 31, 2019	Change
Market Value	6,089.5	5,773.6	315.8
Book Value	3,171.1	3,024.0	147.1
<b>Unrealized Gain</b>	<b>2,918.4</b>	<b>2,749.6</b>	<b>168.7</b>

### Trend of D/E ratio, etc.



### Market Value of Rental Properties



## VISION2025

▶ Successfully establish a sustainable society through the creation of neighborhoods

▶ Harness technology to innovate the real estate business

▶ Evolve into a global company

## Basic Strategies

### Customer-centered management

- ▶ Appropriately address changes in customers' values
- ▶ Create markets by uncovering unmet needs
- ▶ Execute on a global level

Pursue common social value

Achieve Society 5.0  
Contribute to the SDGs

Establish a sustainable society  
Drive sustainable profit growth

### Business innovation

- ▶ Innovate the real estate business
- ▶ Make extensive use of digital technology
- ▶ Establish new profit models



### Evolution of Group management

- ▶ Strengthen Group synergies
- ▶ Promote Group collaboration globally
- ▶ Strengthen external collaboration and implement open innovation

## Main Initiatives

Drive evolution in the creation of neighborhoods

Innovate business models by harnessing real estate tech

Dramatically grow the overseas business

### Infrastructure to support initiatives

Human resource strategies

Organization, systems and governance

Asset and financial strategy

\*Announced in May 2018

## OUTLOOK

	<b>Around 2025</b>	<b>Reference (FY2019 Actual)</b>
<b>Consolidated Operating Income</b>	<b>Around ¥350 billion</b>	<b>¥280.6 billion</b>
<b>Of which: Overseas Income</b>	<b>Around 30%</b>	<b>9.6%</b>
<b>ROA</b>	<b>Around 5%</b>	<b>4.2%</b>

\*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

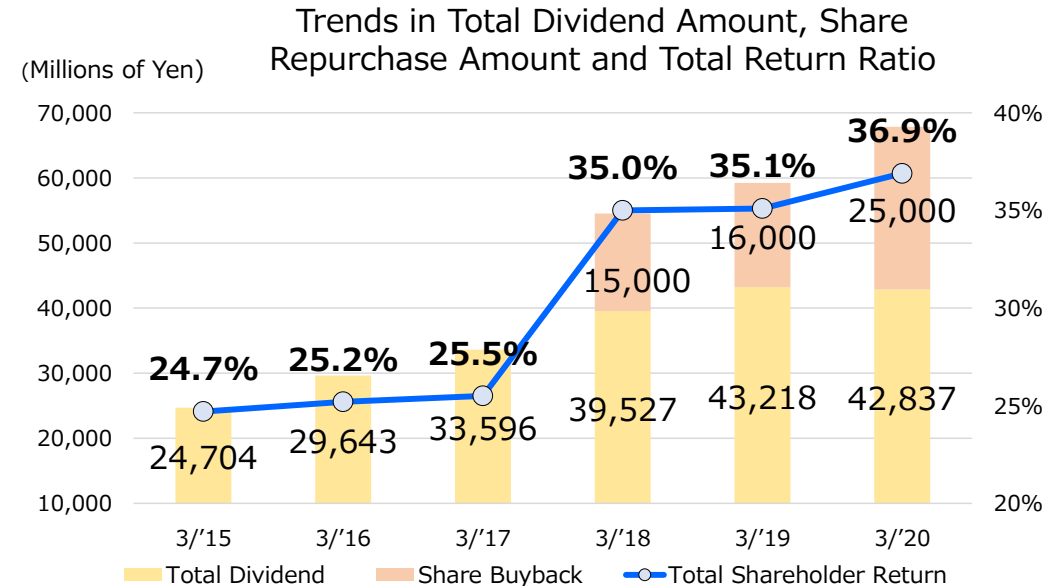
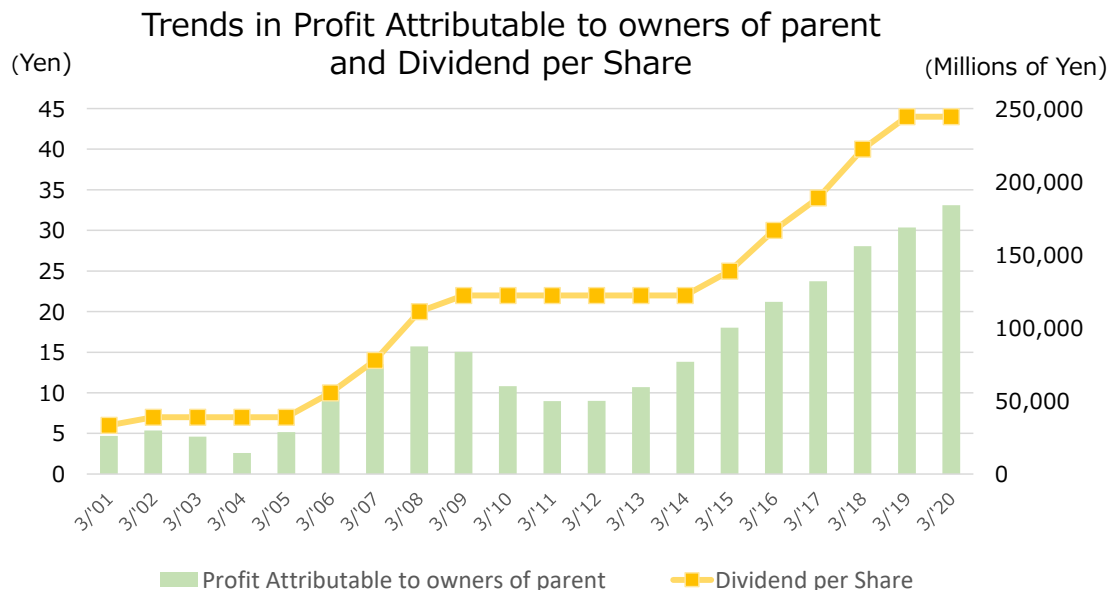
## Guidelines of return to shareholders

- ▶ 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 terms of returns to shareholders, in addition to **paying stable dividends**, We will conduct a **flexible share repurchasing\*** to improve 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

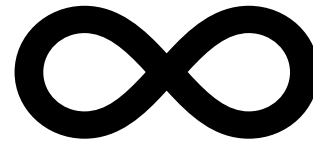
- Cancel treasury stocks acquired between March 19 and July 27, 2020.  
(14,105,500 shares, total acquisition price: approx. ¥25.0 billion)
- Date of cancellation: August 31, 2020
- Ratio to the total number of shares outstanding before the cancellation: 1.44%



## Approach to Profit Distribution

### Balancing Shareholder Returns And Growth Investment

**Shareholder  
Returns**



**Continuity**

**Growth  
Investment**

**Total Shareholder return ratio  
Approx. 35%**

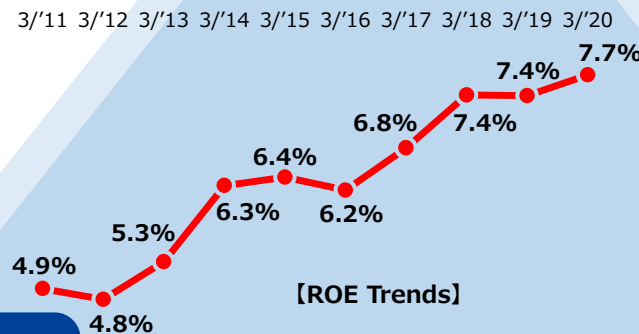
**Abundant  
Investment pipeline**

## Basic Capital Policy

- ▶ Undertaking the stable payment of dividends while flexibly repurchasing own shares :  
**Total shareholder return ratio**  
**=Around 35% of profit attributable to owners of parent.**

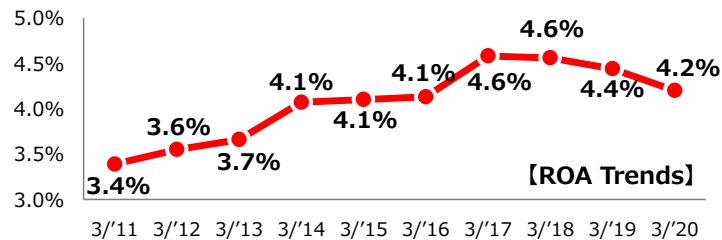
### Shareholder Return Enhancements

Continuously Enhance Corporate Value, Increase Shareholder Value



### Investment for Growth

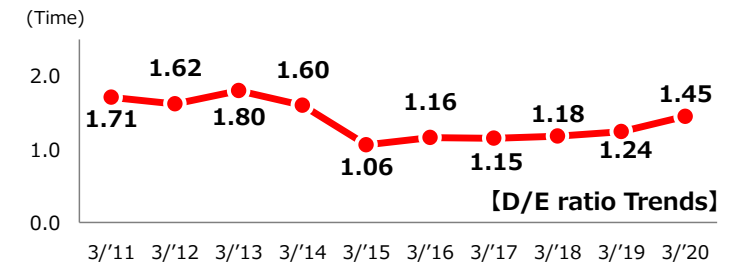
- ▶ Reinvestment of profits in good investment opportunities:
- ▶ Building of quality-based asset portfolio:  
**ROA ≈ 5% level around 2025**



**\*Guideline for Investment Criteria**  
 Central Tokyo prime office buildings ≈5%,  
 Retail Facilities ≈8% (land holding)  
 Retail Facilities ≈12% (lease-land type)

### Financial Soundness

- ▶ Management of financial leverage :  
**Ensuring of appropriate D/E ratio level**



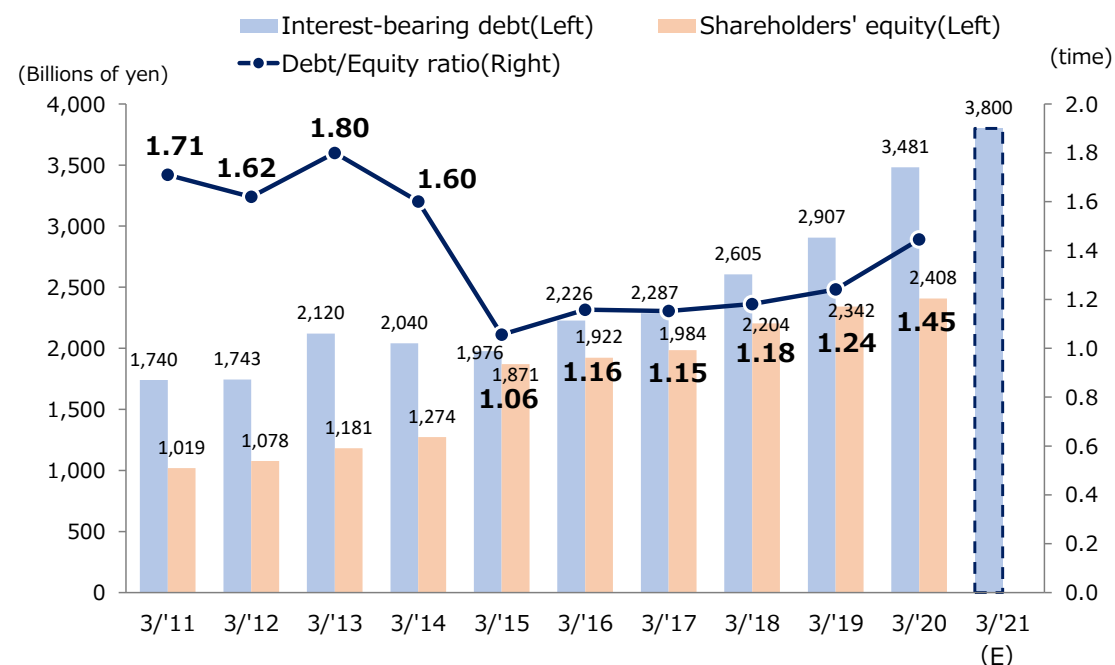
## Financial Strategy

- ✓ Controlling interest-bearing debt referring to DE ratio as an indicator
- ✓ Financing based on long-term and fixed interest rates
- ✓ Being aware of maintaining the credit rating and financial soundness for investment opportunities

## Financial Situation

- ✓ Issued ¥ 145 billion of corporate bonds (March, April 2020)
- ✓ Funds necessary for FY2020 have been secured (including yen and dollars)
- ✓ The unused commitment line is 400 billion yen
- ✓ Flexible, including direct and indirect finance

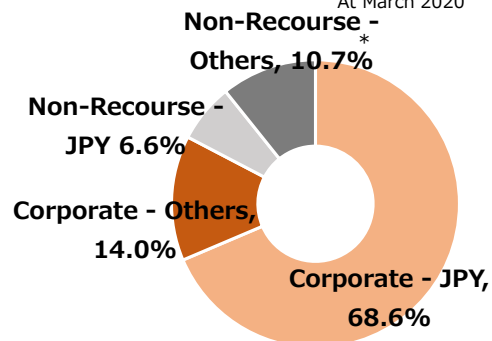
### Trend of D/E ratio, etc.



### Interest-Bearing Debt

\*consolidated

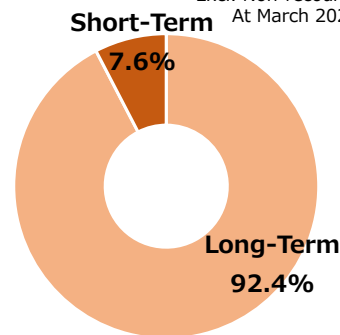
At March 2020



[Interest rate situation] \*At March 2020  
 consolidated 1.21%  
 Japanese currency 0.62%  
 foreign currency 3.01%

### Ratio of Long-Term Debt

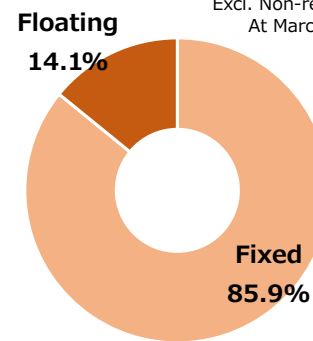
Excl. Non-recourse  
At March 2020



**Average Duration 6.48 Year**

### Ratio of Fixed-Interest Debt

Excl. Non-recourse  
At March 2020



### Credit Rating

At March 2020

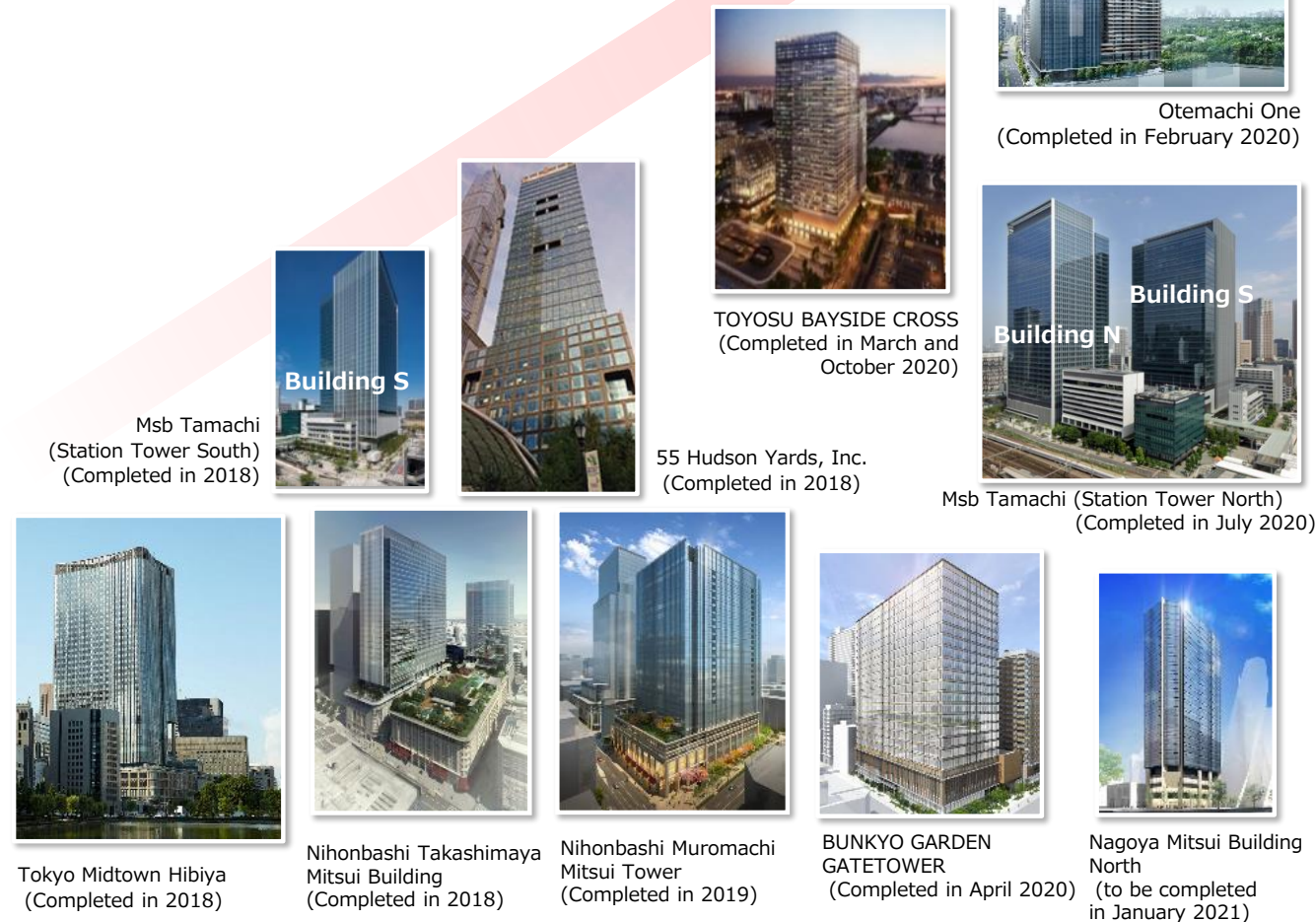
Rating Agencies	Long-term	Short-term	Outlook
Moody's	A2	—	Stable
Standard & Poor's	A	A-1	Stable
R&I	AA-	a-1+	Stable
JCR	AA	J-1+	Stable



# 1-6. Growth Drivers

## Promoting urban development for mixed use

**[Office Floor Area of Our Company]**  
**Comparison to FY2018**  
 ▶ **About 1.5 times** that of 2025



## Future Growth Drivers



2018

2019

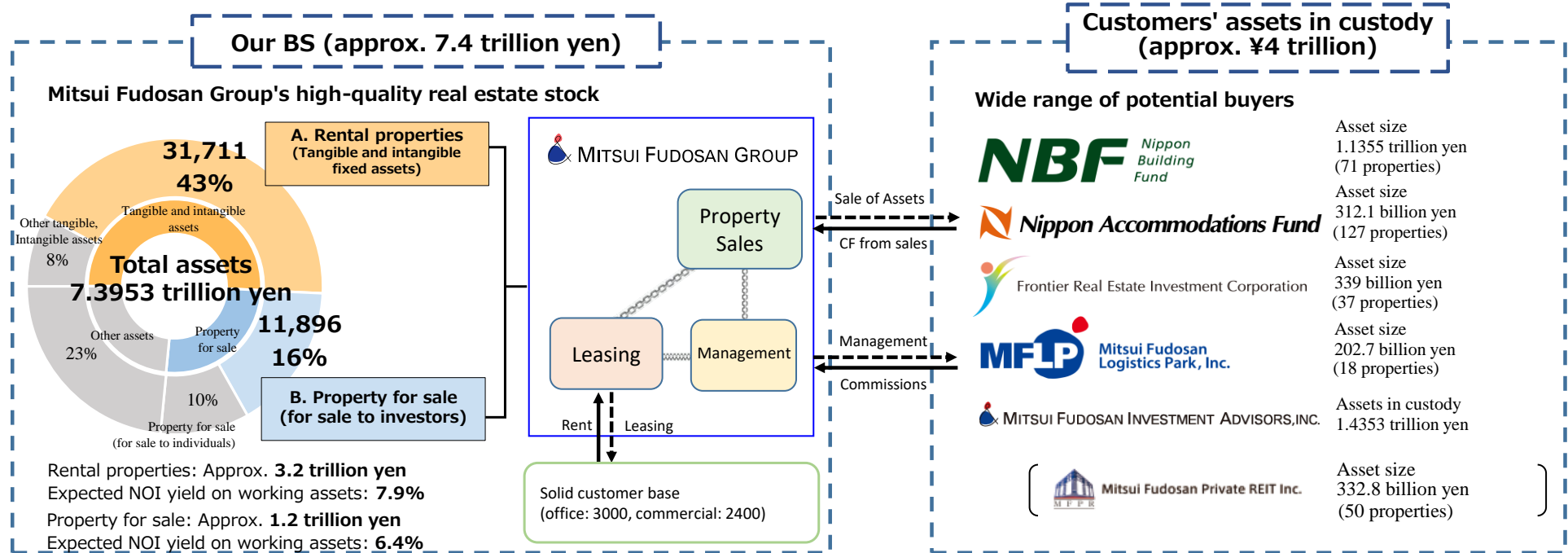
2020

2021

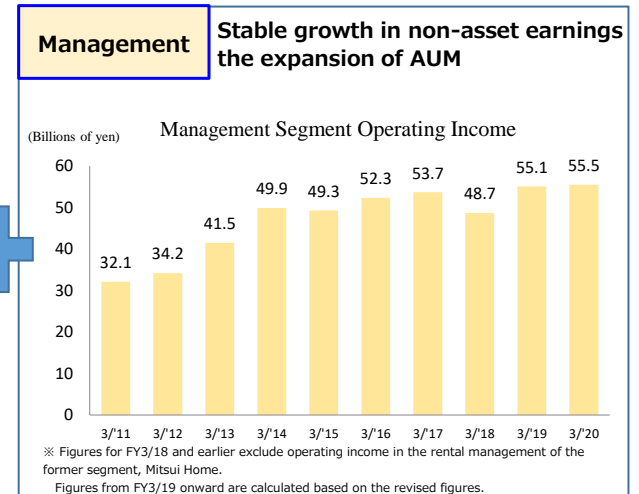
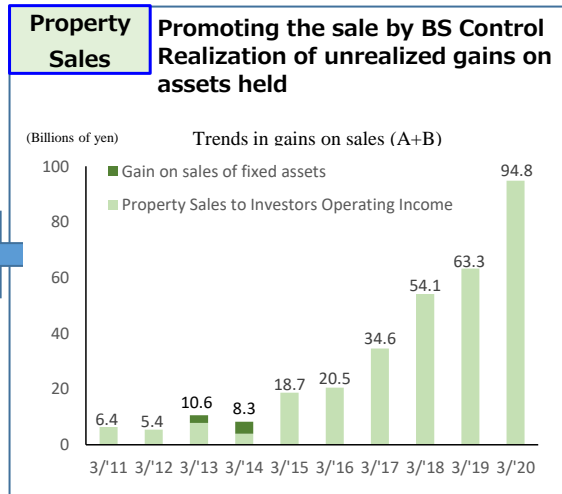
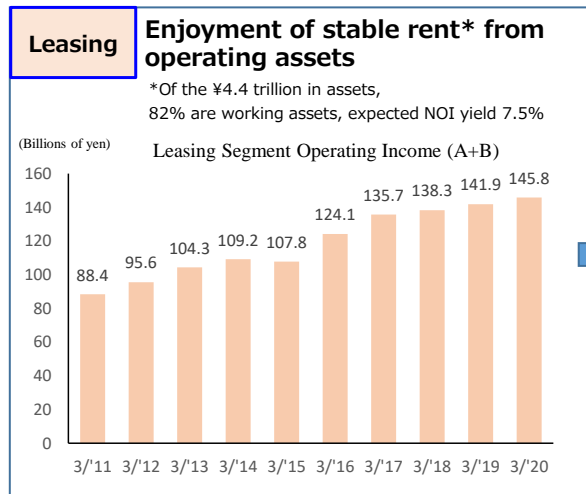
Around 2022-2025...

# Business model that realizes sustainable growth

Increasing management income by creating rental and sales profits using our BS (about 7.4 trillion yen) and expanding assets under custody (about 4.0 trillion yen)



Realize sustainable growth by optimally combining Leasing, Property sales, and Management and leveraging our strengths



Strengths

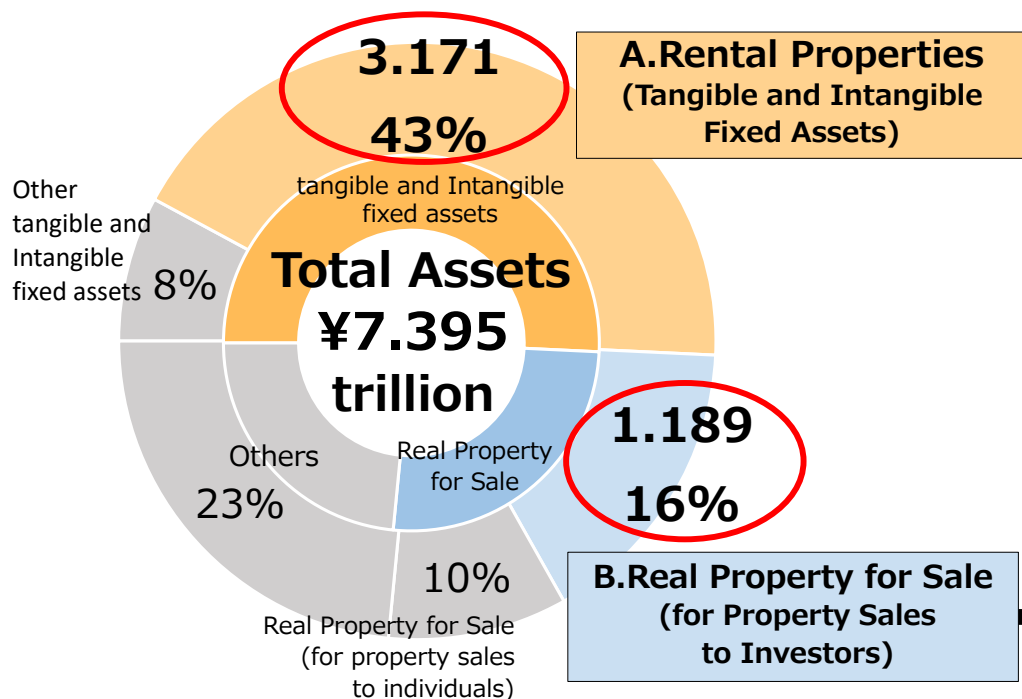
Ability to develop urban development-type projects and a wealth of customers (tenants) base

Wide variety of assets for sale and a variety of potential buyers

Strong asset base in custody and enhanced management service functions

# 1-7. Portfolio Strategies

## Sources that generate Rental Income and Sales Profit



\*All of the above figures are the balance sheet numerical values for the fiscal year ended March 2020. (Figures are before elimination of unrealized gains and losses, etc. that occur through intra-Group transactions)

\*Rental Properties refer to assets for lease, such as office buildings and retail facilities among tangible and intangible fixed assets (excluding intragroup lease).

\*Own-use floor area for rental, hotel and resort facilities, and related assets included in other tangible and intangible assets.

### Growth of Income Gains

- ✓ **Enjoy stable rent** from operating assets
  - Real estate for rent (for holding / rental purpose)
  - Real estate for sale (for sale)
  
- ✓ **Rent expansion by creation of added value through development and operation**

**【Example of creating added value】**

  - Urban Redevelopment Project
  - Large-scale neighborhood development (such as smart city)
  - Town development of mixed use

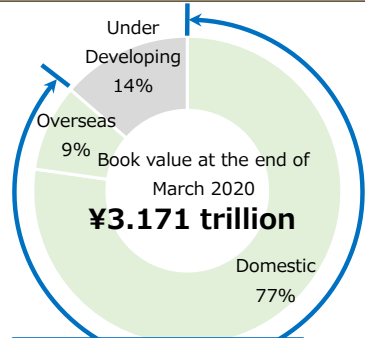
### Creation of Capital gain

- ✓ **Our Strengths**
  - Search for optimal exits based on extensive network
  - Determining the optimal sale timing by identifying the market
  
- ✓ **Strategies that leverage our strengths**
  - **Promotion of asset sales and realization of unrealized gains** in consideration of the appropriate BS size through BS control

# 1-7. Portfolio Strategies

## Growth of Income gain

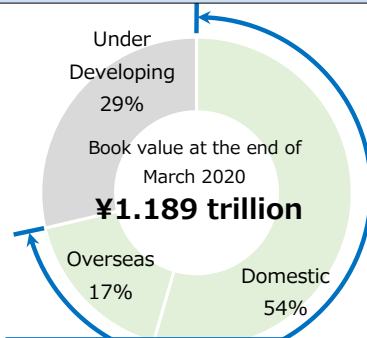
### A. Rental Properties (tangible and Intangible fixed assets)



#### Operating Asset

<b>Expected NOI yield</b>	<b>7.9%</b>
Domestic	7.5%
Overseas	11.2%

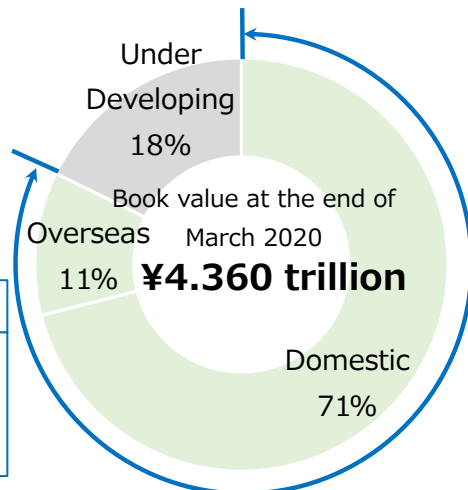
### B. Real Property for Sale (for property sales to investors)



#### Operating Asset

<b>Expected NOI yield</b>	<b>6.4%</b>
Domestic	6.6%
Overseas	5.6%

## A + B

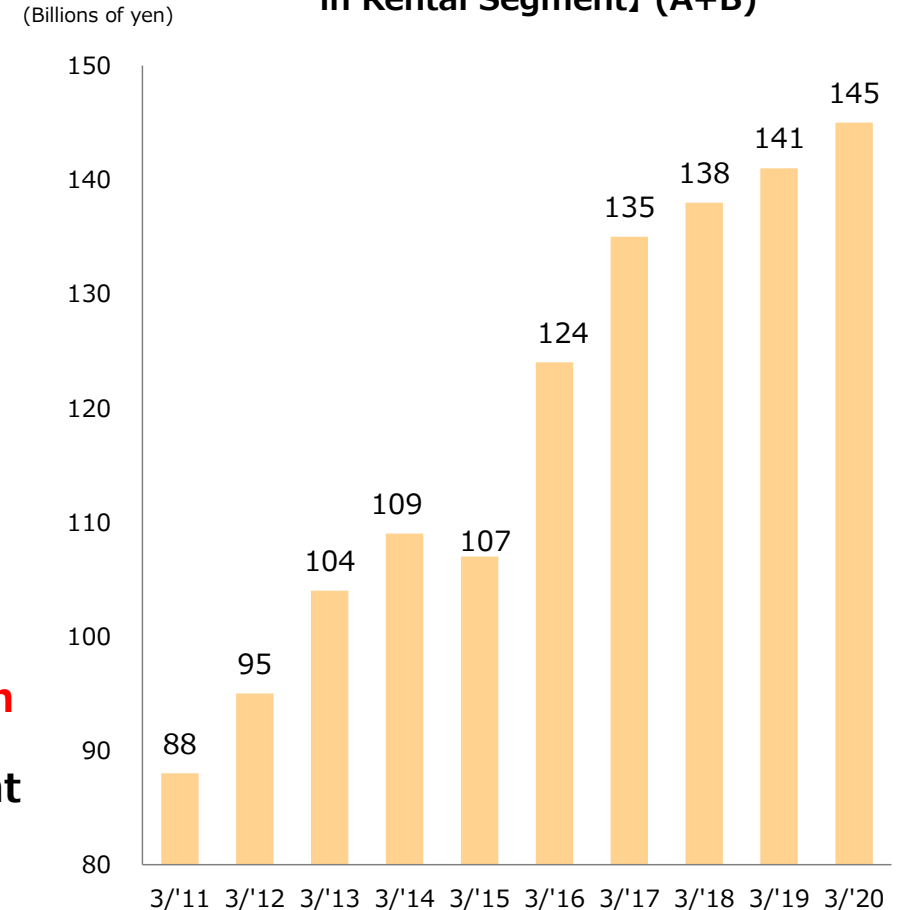


#### Operating Asset

<b>Expected NOI yield</b>	<b>7.5%</b>
Domestic	7.3%
Overseas	8.9%

**Rent growth  
through  
development  
and  
operation**

### [Trends of Operating Income in Rental Segment] (A+B)



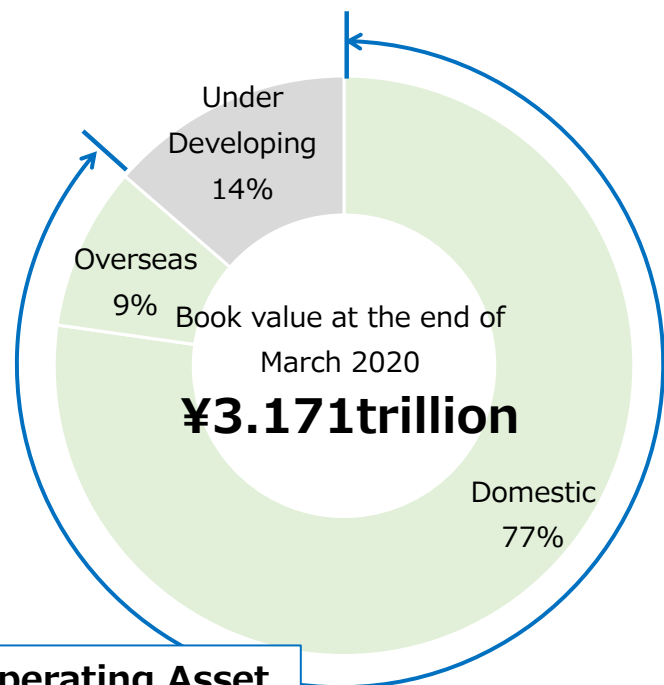
\*With regard to the expected NOI returns from operating assets, in the case of properties that are in steady operation, NOI is deemed as the actual value, for properties that were completed less than one year ago, on the basis of the NOI being assumed for the time of stable operation, in both cases being calculated by excluding the amounts recorded at the end of the period balance sheets.

# 1-7. Portfolio Strategies

## Creation of Capital gain (Unrealized gain expansion)

### A. Rental Properties

(tangible and Intangible fixed assets)



#### Operating Asset

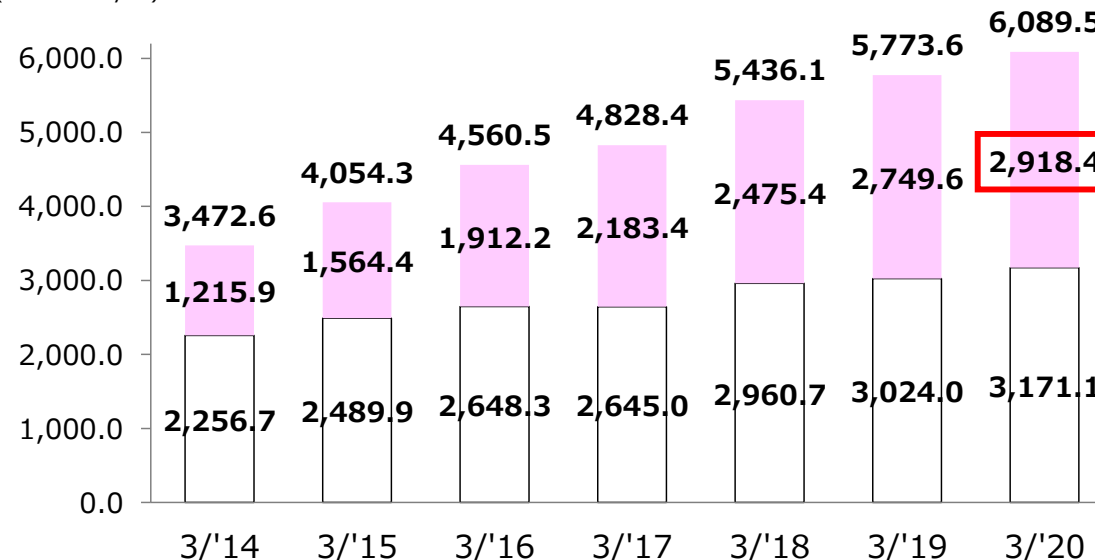
**Expected NOI yield 7.9%**

Domestic 7.5%

Overseas 11.2%

### 【 Unrealized gain on real estate for rent 】

(Billions of yen)



(Billions of yen)

			Book Value March 31,2020	Market Value March 31,2020	Unrealized gain
In operation	Domestic	Office Building	1,936.9	3,774.0	1,837.1
		Retail Facilities	395.0	1,014.6	619.6
		Other	117.6	133.8	16.1
	Overseas	Office Building	259.7	657.0	397.3
		Retail Facilities	29.1	58.2	29.0
Not in operation	Under Developing (object of evaluation)*		14.4	33.5	19.0
	Under Developing (out of evaluation)*		418.2	418.2	-
			<b>3,171.1</b>	6,089.5	<b>2,918.4</b>
Change			147.1	315.8	168.7

\*Domestic Rental Properties to be completed in FY2021

# 1-7. Portfolio Strategies

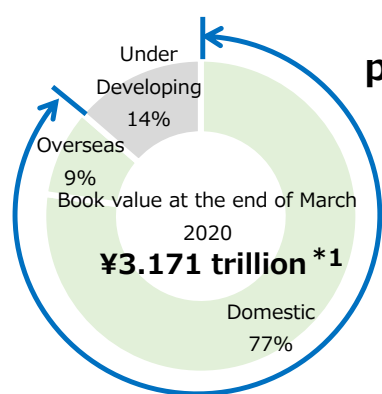
## Creation of Capital gain (Realization of Unrealized gain)

**A. Rental Properties**  
(tangible and Intangible fixed assets)

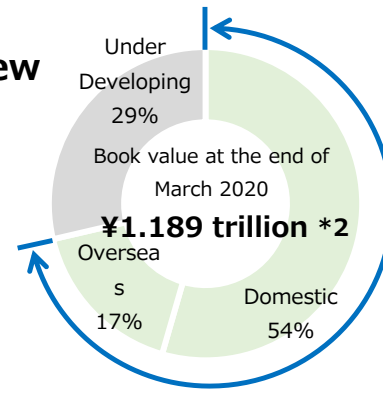
**B. Real Property for Sale**  
(for property sales to investors)

**Unrealized gain**  
**¥2.918 trillion**

**Unrealized gain**  
**¥ X trillion**



**Periodic portfolio review**



**Realization of unrealized gain through sales**

**Operating Asset**

**Expected NOI yield 7.9%**  
Domestic 7.5%  
Overseas 11.2%

**Operating Asset**

**Expected NOI yield 6.4%**  
Domestic 6.6%  
Overseas 5.6%

\*1 Asset breakdown

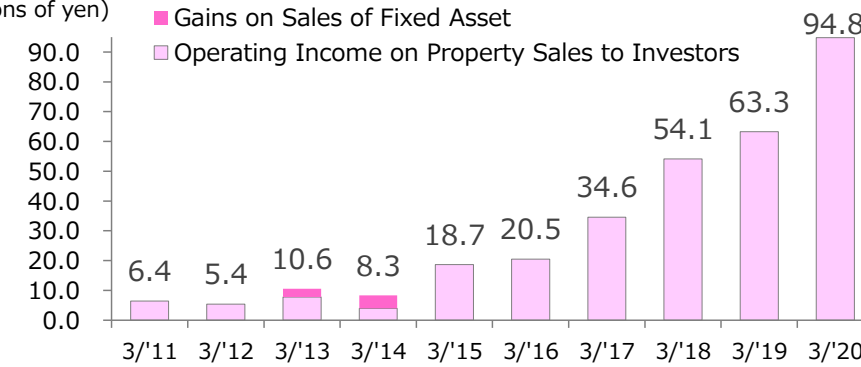
Domestic			Overseas	Under Developing	Total
Office	Retail	Other			
61%	12%	4%	9%	14%	100%

\*2 Asset breakdown

Domestic					Overseas	Under Developing	Total
Office	Retail	Logistics	Rental Housing	Other			
24%	9%	13%	7%	1%	17%	29%	100%

### [Change in gains on sales] (A+B)

(Billions of yen)



### [ Examples of assets sold in the past ]

Timing	Use	Transfer	Project Name	Yield*3
3/'14	hotel, retail		Celestine Shiba Mitsui Building	4.5%
	office, retail, hotel		25th Street, Kobe former residence area	---
3/'15	office	Fix→Sale	20 Old Bailey (UK)	---
	office		Sapporo M-SQUARE	5.6%
3/'16	office	Fix→Sale	Yokohama Creation Square	---
3/'17	logistics		Nine logistics facility buildings	4.5%~5.4%
	office		Ueno East Tower	4.0%
	retail		LaLaport Shin-Misato	4.9%
3/'18	logistics		MFLP Hino	4.2%
	office	Fix→Sale	Osaki Bright Core	3.2%
	office	Fix→Sale	Celestine Shiba Mitsui Building	3.7%
	office	Fix→Sale	Roppongi T-CUBE	3.3%
3/'19	office	Fix→Sale	70 Mark Lane (UK)	---
	logistics		Six 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·Brighe Plaza	3.2%
	logistics		Three 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		Two Nagoya Mitsui Buildings	3.7%~4.2%
	logistics		Two logistics facility buildings	4.0%~4.1%
	office	Fix→Sale	Shinjuku Mitsui Building	3.3%
	office	Fix→Sale	GRAN TOKYO SOUTH TOWER	2.8%

Notes ■ : sales of fixed asset ■ : sales of property for sale

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

# 1-8. Promoting ESG Management (Recent Initiatives)

## Issuance of Green Bonds (Sep.2019)

- ✓ Issuance Amount: ¥50.0 billion
- ✓ Maturity: 5 years
- ✓ Use of proceeds:  
At Nihonbashi Muromachi Mitsui Tower  
Refinancing of funds for  
acquiring reserve floor space
- ✓ Credit Rating :  
AA-(R&I\*1)  
AA (Japan Credit Rating Agency, Ltd.)
- ✓ Green Bond Assessment: GA1 \*2 (R&I)

\*1 Rating and Investment Information, Inc.

\*2 This is an evaluation of the extent to which funds procured are invested in projects that contribute to the solution of environmental problems.  
Top rating on a five-point scale.



### ■ Nihonbashi Muromachi Mitsui Tower

- [Transport]  
Tokyo Metro Ginza/Hanzomon line Mitsukoshi-mae Station directly connected  
JR Yokosuka Line and Sobu Rapid Line Shin-Nihonbashi Station directly connected
- [APPLICATIONS]  
Offices, commerce, parking lots, etc.
- [Number of stories]  
26 floors and 3 basement floor
- [Site Area]  
11,480㎡
- [Total Floor Space]  
Approx. 168,000㎡

## Initiatives to address climate change and reduce environmental impact

Support for TCFD  
(Feb. 2020)



Affiliation with RE100  
(Feb. 2020)



## Evaluations and Achievements from Outside the Company

### Inclusion in the ESG Index



FTSE4Good



FTSE Blossom  
Japan



2020 CONSTITUENT MSCI JAPAN  
ESG SELECT LEADERS INDEX

2020 MSCI ESG Leaders  
Indexes Constituent

2020 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

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# 1-9. Corporate Governance

## Corporate Governance System

**Directors: 12 members** (4 outside directors, including 1 woman)

**Auditors : 5 members** (3 outside Auditors, including 1 woman)

## Composition of Directors' Remuneration

### •Composition of Directors' Compensation

<b>Restricted Stock *1</b> (Medium to long-term incentives)	<b>Linking with business performance</b> (Approx. 45-50%)
<b>Bonuses to directors *2</b> (Short-term incentive)	
<b>Basic remuneration*3</b>	<b>Other than performance-linked (Approx. 50-55%)</b>

### Performance-linked remuneration indicators

✓ Taking into account factors such as business results for the fiscal year under review, returns to shareholders, progress with the Group's long-term vision, economic conditions, and the business environment

\*1 Decided within the total amount and maximum number of shares resolved at the 108th Ordinary General Meeting of Shareholders

\*2 To be determined within the total amount resolved at the annual general shareholders' meeting

\*3 Determined within the total amount resolved at the 106th Ordinary General Meeting of Shareholders

### •Introduction of a Restricted Stock Compensation System

(approved at the 108th Ordinary General Meeting of Shareholders held in June 2020)

- ✓ Purpose of Introduction : Providing incentives for Eligible Directors\* to achieve continuous improvement of the Company's corporate value, and to encourage a further sharing of value with the shareholders \*Eligible Directors: Directors excluding outside Directors
- ✓ Maximum amount : Up to ¥600 million/200,000 shares per year
- ✓ Restriction period : For the duration of the period until the point immediately after the Eligible Director loses his or her position as the Company's managing director.
- ✓ Other : In addition to the Eligible Directors, the Company also has introduced the system to managing officers and Group officers who do not concurrently serve as managing directors of the Company.

## Policy on strategic shareholdings

- ✓ Policy to reduce the share, continuously reviewing the holding status, verifying the significance of holding based on relationships with business partners, and quantitatively verifying holding rationality based on capital costs
- ✓ We sold 13 brands of stock: 20.3 billion yen in the fiscal year ending March 2020.



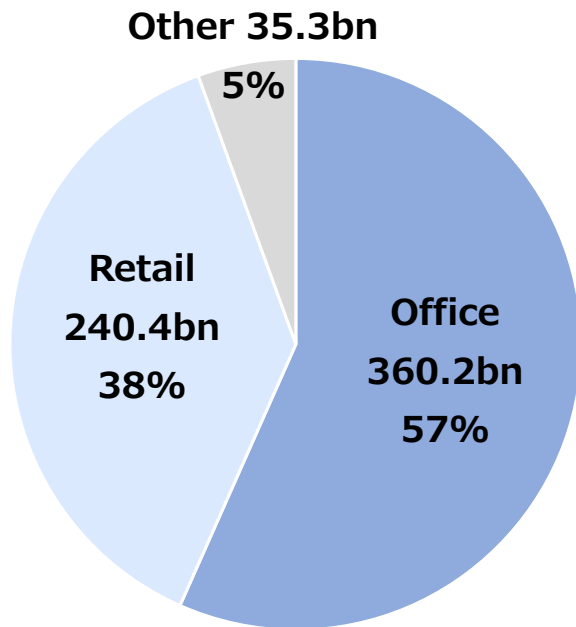


## **2. Core Businesses :Overview & Strengths**

## A well-balanced portfolio between Office Buildings and Retail Facilities

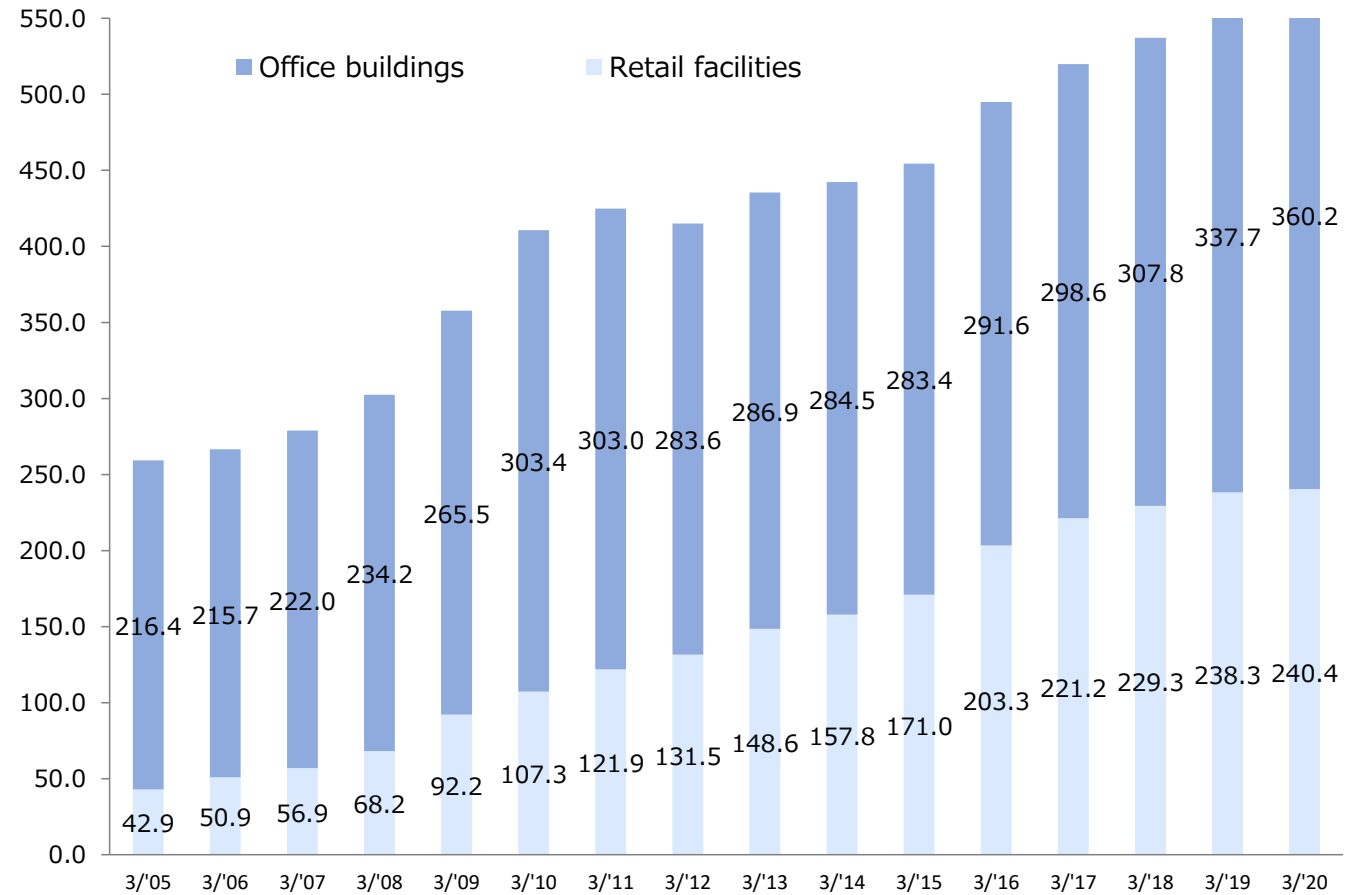
### Revenue

FY ended March 2020; consolidated



### Analysis of Leasing Segment Revenue \*Office and Retail Facilities

(Billions of yen)

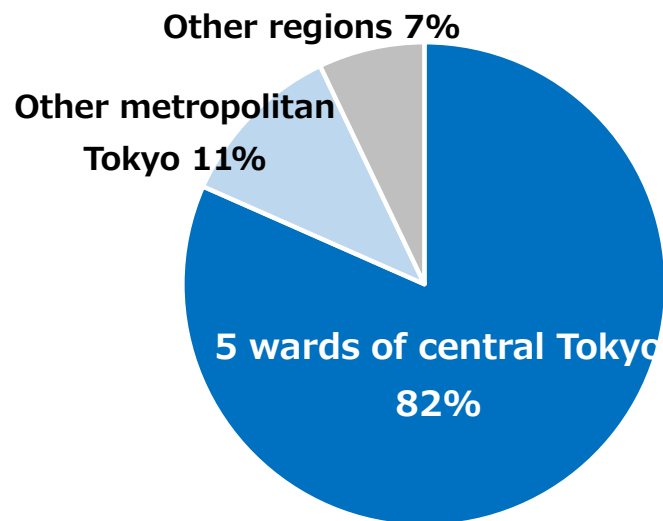


# 2-1-1. Leasing Business/Office Buildings

A portfolio concentrated in central Tokyo and relationships with quality tenants (approx. 3,000 companies)

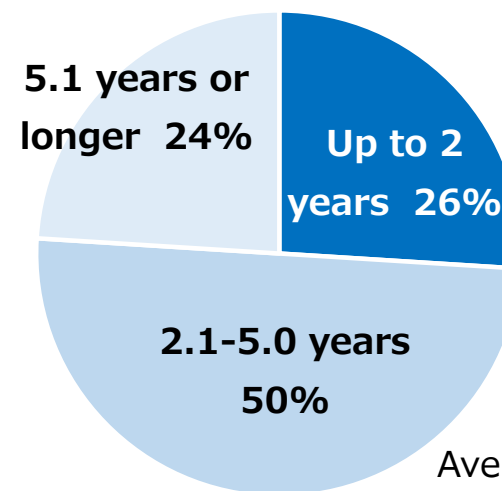
Office Building Revenue by Area

FY ended March 2020; non-consolidated



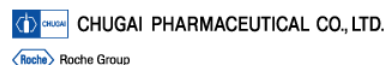
Office Building Lease Contract by Duration

FY ended March 2020; non-consolidated



Average contract duration: 4.5 years

## Stable Long-Term Relationships with Approximately 3,000 Corporate Tenants



## Creating Neighborhoods in Nihonbashi & Yaesu



### Nihonbashi Revitalization Plan (Stage 3, 2019)

#### 【Three Key Initiatives】

- 1. Revitalization of rich waterfront
- 2. Creation of new industries
- 3. International events linked to the world



## 2-1-1. Leasing Business/Office Buildings

Core Business

Using our development capabilities to continuously improve our portfolio

### Major New Projects

 Overseas projects

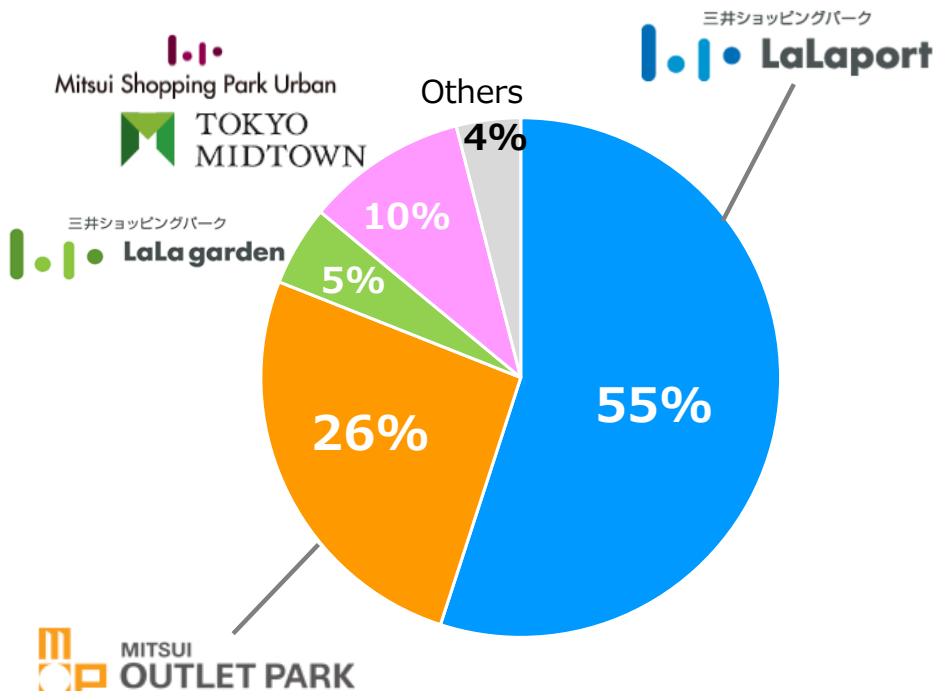
FY Completed	Project name	Share	Location	Total Floor Space	Operation Time							
					2019	2020	2021	2022	2023	2024	2025~	
2019	Otemachi One	-	Chiyoda-ku,Tokyo	≈ 357,700 m <sup>2</sup>								
2020	BUNKYO GARDEN GATETOWER	-	Bunkyo-ku,Tokyo	≈ 94,700 m <sup>2</sup>								
	TOYOSU BAYSIDE CROSS *	-	Koto-ku,Tokyo	≈ 259,000 m <sup>2</sup>								
	msb Tamachi (Tamachi Station Tower North)	Sublease	Minato-ku,Tokyo	≈ 152,800 m <sup>2</sup>								
	Nagoya Mitsui Building (North) Project	100%	Nagoya,Aichi	≈ 29,400 m <sup>2</sup>								
2021	Innovation Square Phase II	-	Boston	≈ 28,400 m <sup>2</sup>								
2022	50 Hudson Yards Project	90%	New York	≈ 264,000 m <sup>2</sup>								
	Yaesu 2nd District North Project	TBD	Chuo-ku,Tokyo	≈ 289,700 m <sup>2</sup>								
	White City Place(Gateway Central)	-	London	≈ 32,500 m <sup>2</sup>								
2022~	RMZ Ecoworld 30	50%	India,Bangalore	≈ 462,400 m <sup>2</sup>								
2023 or later	Brannan Square	-	San Francisco	≈ 112,000 m <sup>2</sup>								
	Nihonbashi 1-Chome Central District Project	-	Chuo-ku,Tokyo	≈ 380,300 m <sup>2</sup>								
	Yaesu 2nd District Central Project	TBD	Chuo-ku,Tokyo	≈ 418,000 m <sup>2</sup>								
	Nihonbashi Muromachi 1st District Project	TBD	Chuo-ku,Tokyo	—								
	Nihonbashi 1 <sup>st</sup> District 1-2 Project	TBD	Chuo-ku,Tokyo	—								

\* TOYOSU BAYSIDE CROSS TOWER : 2019 / Tower B : 2020  
 Each FY completed, total floor space may change in the future.  
 Some project names are tentative.

**Diverse types of facilities and a stable revenue structure**  
**Relationships with approx. 2,400 tenant companies**

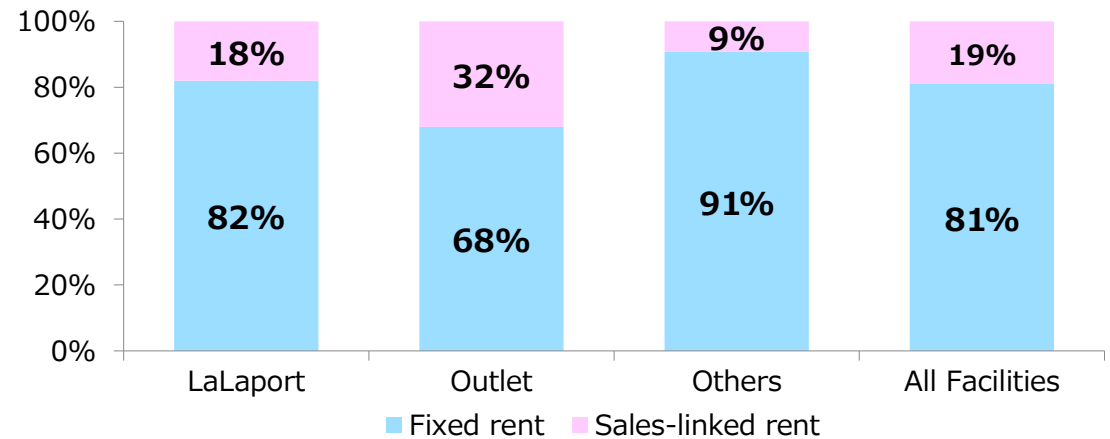
## Retail Facility Revenue by Category

FY ended March 2020; non-consolidated



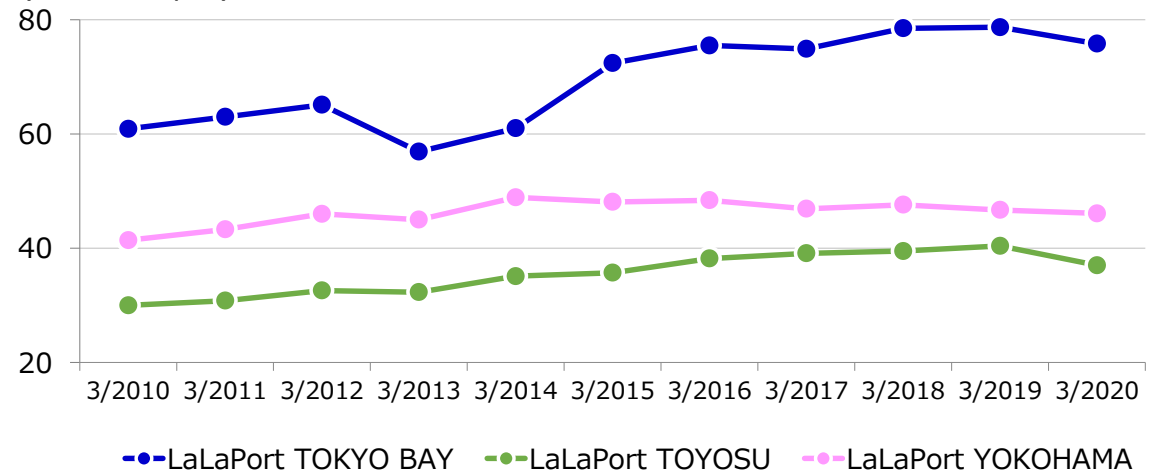
## Ratio of Fixed & Sales-Linked Rent by Category

FY ended March 2020; non-consolidated



## Sales at Mitsui Fudosan Retail Facilities

(Billions of yen)



## Expand profit by new development and large-scale renewal projects

### Major New Projects

Overseas projects

FY Opened	Project Name	Location	Store Floor Space (Total Floor Space)	Operation Time						
				2019	2020	2021	2022	2023	2024	2025~
2019	Yomiuri Namiki-dori St. Building <small>Sublease</small>	Chuo-ku, Tokyo	(≈ 14,200 m <sup>2</sup> )							
	LaLaport NUMAZU	Numazu, Shizuoka	≈ 64,000 m <sup>2</sup>							
	SHANJING OUTLET PLAZA·NINGBO(Phase3)	Ningbo, China	≈ 10,300 m <sup>2</sup>							
2020	MITSUI OUTLET PARK YOKOHAMA BAYSIDE Reconstruction Plan	Yokohama, Kanagawa	(≈ 53,000 m <sup>2</sup> )							
	Urban Dock LaLaport TOYOSU 3 (in TOYOSU BAYSIDE CROSS TOWER)	Koto-ku, Tokyo	≈ 7,000 m <sup>2</sup>							
	RAYARD MIYASHITA PARK	Shibuya-ku, Tokyo	(≈ 23,900 m <sup>2</sup> )							
	LaLaport AICHI TOGO	Aichi-gun, Aichi	≈ 62,800 m <sup>2</sup>							
	RAYARD Hisaya-odori Park	Nagoya, Aichi	≈ 7,200 m <sup>2</sup>							
2021	Fukuoka Seikaichiba Project	Fukuoka, Fukuoka	TBD							
	LaLaport SHANGHAI JINQIAO <small>Sublease</small>	PudongJinqiao, Shanghai	≈ 60,000 m <sup>2</sup>							
	Lianhua Road Station Building Retail Facilities <small>Sublease</small>	Selangor, Malaysia	≈ 16,500 m <sup>2</sup>							
	MITSUI OUTLET PARK KLIA SEPANG(Phase3)	KualaLumpur, Malaysia	≈ 10,200 m <sup>2</sup>							
	LaLaport Kuala Lumpur	KualaLumpur, Malaysia	≈ 82,600 m <sup>2</sup>							
2022	Osaka Sakai Project	Sakai, Osaka	TBD							
	Osaka Kadoma Project	Kadoma, Osaka	TBD							
	LaLaport TAICHUNG	Taichung City, Taiwan	≈ 68,000 m <sup>2</sup>							
	LaLaport NANGANG <small>Sublease</small>	Taipei City, Taiwan	≈ 70,000 m <sup>2</sup>							
	MITSUI OUTLET PARK TAINAN (Phase1)	Tainan City, Taiwan	≈ 33,000 m <sup>2</sup>							
2023	HARUMI FLAG District 7 Project	Chuo-ku, Tokyo	TBD							
2024	MITSUI OUTLET PARK LINKOU(Phase2)	New Taipei City, Taiwan	≈ 27,400 m <sup>2</sup>							

### Large-Scale Renewal Projects

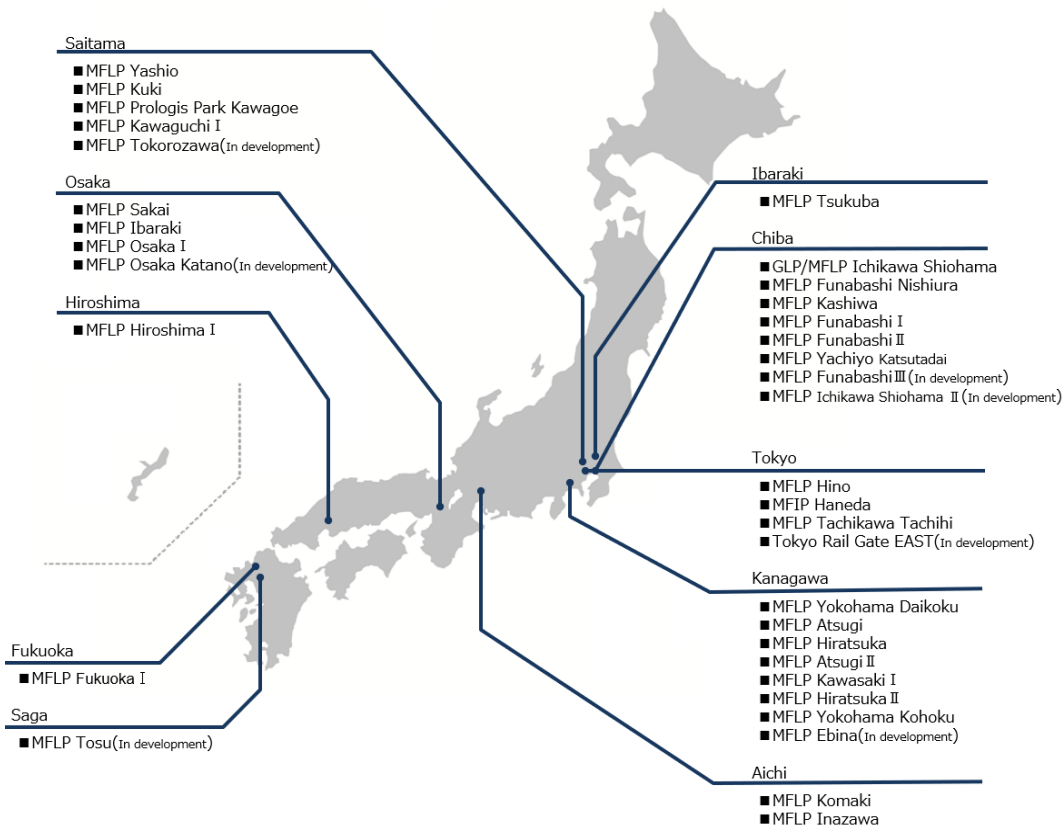
Execution Period	Facility name	Location	No. of Stores Renewed / Total No. of Stores
March-April 2019	LaLaport YOKOHAMA	Yokohama, Kanagawa	≈ 53/270
March 2019-	LaLaport TOKYO-BAY	Funabashi, Chiba	≈ 51/440
March 2019-	LaLaport KASHIWANOHA	Kashiwa, Chiba	≈ 29/180
January-March 2020	Urban Dock LaLaport TOYOSU 1·2	Koto-ku, Tokyo	≈ 66/180
January-March 2020	LaLaport IZUMI	Izumi, Osaka	≈ 39/210

Each FY opened and store floor space may change in the future. Some project names are tentative.

Flexibly combine leasing business with trading and management businesses

- **40** development and operation facilities,\*
- about **3.6** millions m<sup>2</sup> of total floor space,
- over **¥570** billion of cumulative investment  
(As of Sep. 30, 2020)

### [ Domestic Development and operation facilities ]



\*In Japan, there are 35 properties mentioned above, and 3 other facilities for use, Total of 40 facilities, including two in Thailand, are our development and management facilities.

### Opened MFLP ICT LABO 2.0, a logistics ICT experience showroom at MFLP Funabashi & GATE

- "Industry's first" no human hands required "Full Automation Logistics Model" experience showroom
- The permanent exhibition in Japan is the first time to exhibit about 30 types of latest logistics ICT-related equipment, including transport robots
- Strengthen solution proposals that utilize ICT to address issues including labor shortages



### <"MFLP ICT LABO 2.0" Outline>

Location	2-3-1, Hama-cho, Funabashi City, Chiba Prefecture (in MFLP Funabashi, &GATE)
Access	9minutes walk from Minami Funabashi Station, JR Keiyo Line
Size	Ground floor : 1,021m <sup>2</sup> 2nd floor : 404m <sup>2</sup>
Content	Exhibition of Full automation Advanced equipment experience area Consulting room Theater room





## Flexibly combine leasing business with trading and management businesses

### Major New Projects

Overseas projects

FY Completed	Project Name	Location	Total Floor Space	Operation Time						
				2019	2020	2021	2022	2023	2024	2025~
2019	MFIP Haneda	Ota-ku, Tokyo	≈ 81,000 m <sup>2</sup>							
	MFLP Hiroshima I	Hiroshima, Hiroshima	≈ 71,900 m <sup>2</sup>							
	MFLP Kawasaki I *	Kawasaki, Kanagawa	≈ 47,600 m <sup>2</sup>							
	MFLP Funabashi II	Funabashi, Chiba	≈ 224,800 m <sup>2</sup>							
	MFLP Kawaguchi I	Kawaguchi, Saitama	≈ 54,800 m <sup>2</sup>							
	MFLP Hiratsuka II	Hiratsuka, Kanagawa	≈ 50,000 m <sup>2</sup>							
	MFLP Yokohama Kohoku	Yokohama, Kanagawa	≈ 50,600 m <sup>2</sup>							
2020	MFLP Tachikawa Tachihi	Tachikawa, Tokyo	≈ 67,000 m <sup>2</sup>							
	MFLP Osaka I	Osaka, Osaka	≈ 48,300 m <sup>2</sup>							
	MFLP Yachiyo Katsutadai	Yachiyo, Chiba	≈ 75,800 m <sup>2</sup>							
	MFLP Tosu	Tosu, Saga	≈ 35,300 m <sup>2</sup>							
2021	MFLP Tokorozawa	Iruma-gun, Saitama	≈ 21,300 m <sup>2</sup>							
	MFLP Funabashi III	Funabashi, Chiba	≈ 268,400 m <sup>2</sup>							
	MFLP Osaka Katano	Hirakata, Osaka	≈ 72,000 m <sup>2</sup>							
	MFLP Ichikawa Shiohama II	Ichikawa, Chiba	≈ 183,800 m <sup>2</sup>							
2022	MFLP Ebina	Ebina, Kanagawa	≈ 124,400 m <sup>2</sup>							
	Tokyo Rail Gate EAST <small>Sub lease</small>	Shinagawa-ku, Tokyo	≈ 175,000 m <sup>2</sup>							
2021 ~	Thai Bangpakong Project	Bangpakong, Chachoengsao	≈ 160,000 m <sup>2</sup>							
	Thai Wangnoi Project	Wangnoi, Ayutthaya	≈ 90,000 m <sup>2</sup>							

\* B : 2019 /9 A : 2020/1

Some project names are tentative.

FY completed and total floor space may change in the future.

## Multi-Site Share Offices for Corporate Clients WORKSTYLING

- Exclusively for Corporate Clients.
- High Security, High User Experience.
- Located in High-grade Mitsui's Buildings.



Multi-site shared offices for corporate clients



Time share working spaces contracted in 10-minute units in approximately 35 locations across Japan



Flexible service offices for corporate clients

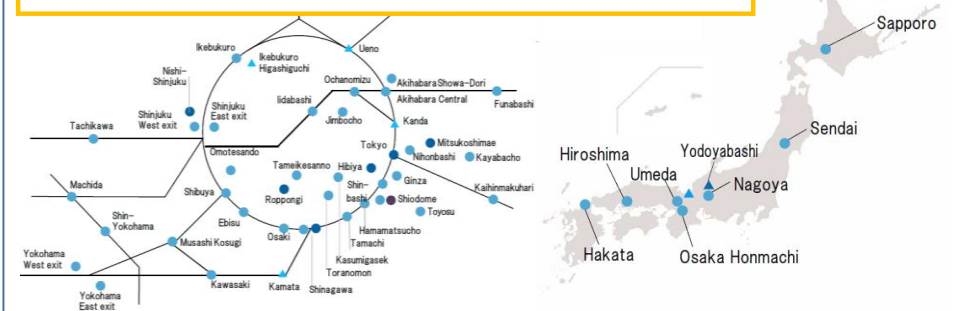


Private service offices that respond flexibly to goals, staff numbers and time periods, enabling business to begin immediately



**Nationwide 73 locations (as of Sep. 30, 2020)**

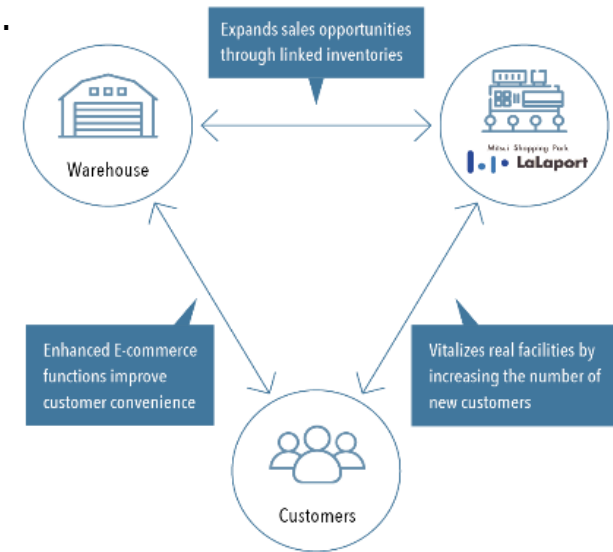
\* 10 of the 73 locations are affiliated hotel bases



## Fashion EC Mall creates New Concept in Collaboration with Retail Properties

### Mitsui Shopping Park &mall

- Supports sales increases by utilizing store inventory.
- Can be used by store staff to improve their motivation.
- Increases customer numbers at real stores through the internet.

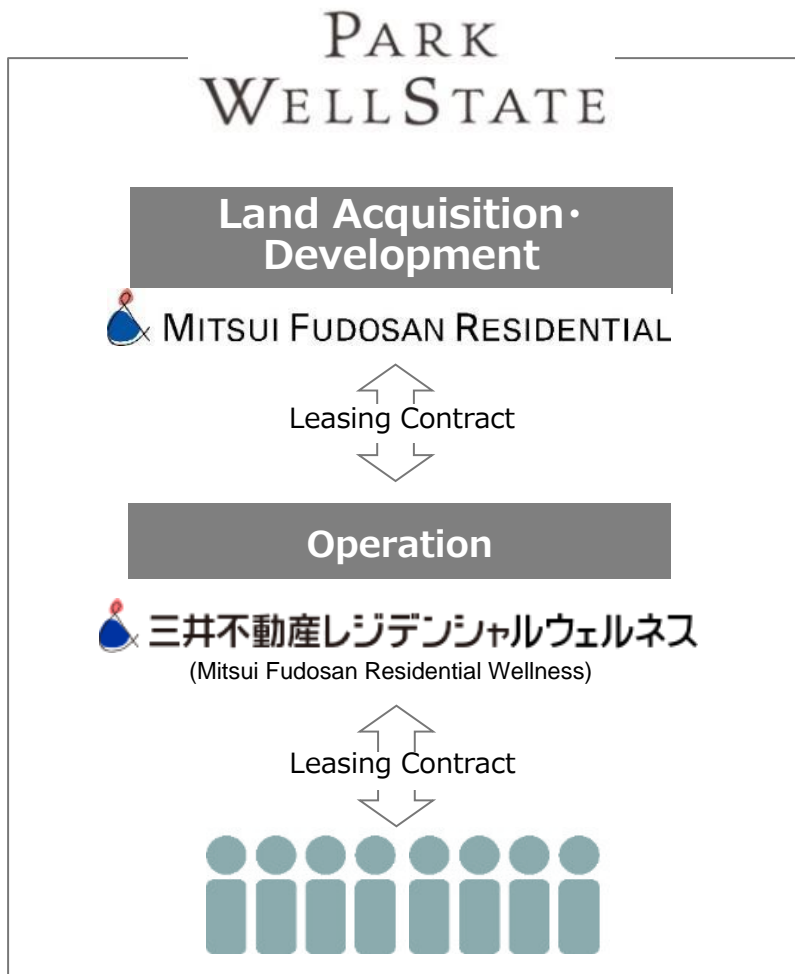


Over **12** million Mitsui Shopping Park point card members (as of March 31, 2020)



## Senior Residence Business

- Utilizing development and operational know-how acquired in the housing, hotel, and commercial facility businesses, the Group will provide quality products and services to senior citizens.
- High-grade hospitality services to residents by Mitsui Fudosan Residential Wellness.
- The Group plans to accelerate development in major cities, mainly in Tokyo and three neighboring prefectures.



### Major Projects

FY Opened	Project Name	Location	units
2019	PARK WELLSTATE Hamadayama	Suginami-ku, Tokyo	≈ 70
2021	PARK WELLSTATE Kamogawa	Kamogawa, Chiba	≈ 470
TBD	PARK WELLSTATE Nishiazabu	Minato-ku, Tokyo	TBD

Each FY Opened, The number of units may change in the future.  
Some project names are tentative.

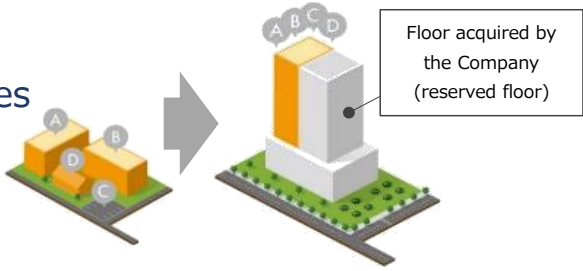


PARK WELLSTATE Hamadayama

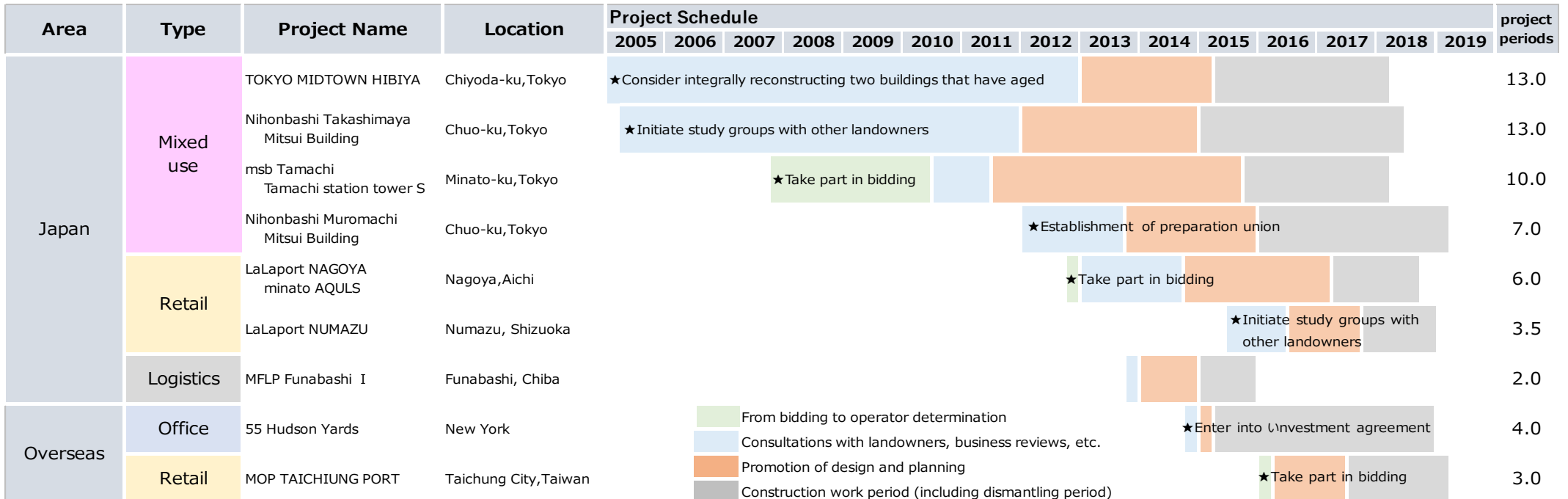


PARK WELLSTATE Kamogawa

# 2-1-5. Leasing Business Development Example

Urban Area Redevelopment Project	Reconstruction of Owned Assets	Standard-Type Development
<p>Acquire new business opportunities by creating neighborhoods as an asset owner</p>  <p>Note: A, B, C, D = Land owners, building owners, etc.</p>	<p>Integrally reconstruct multiple assets held by the Group</p>	<p>Acquire new business opportunities through arm's length transactions, bidding, etc.</p>

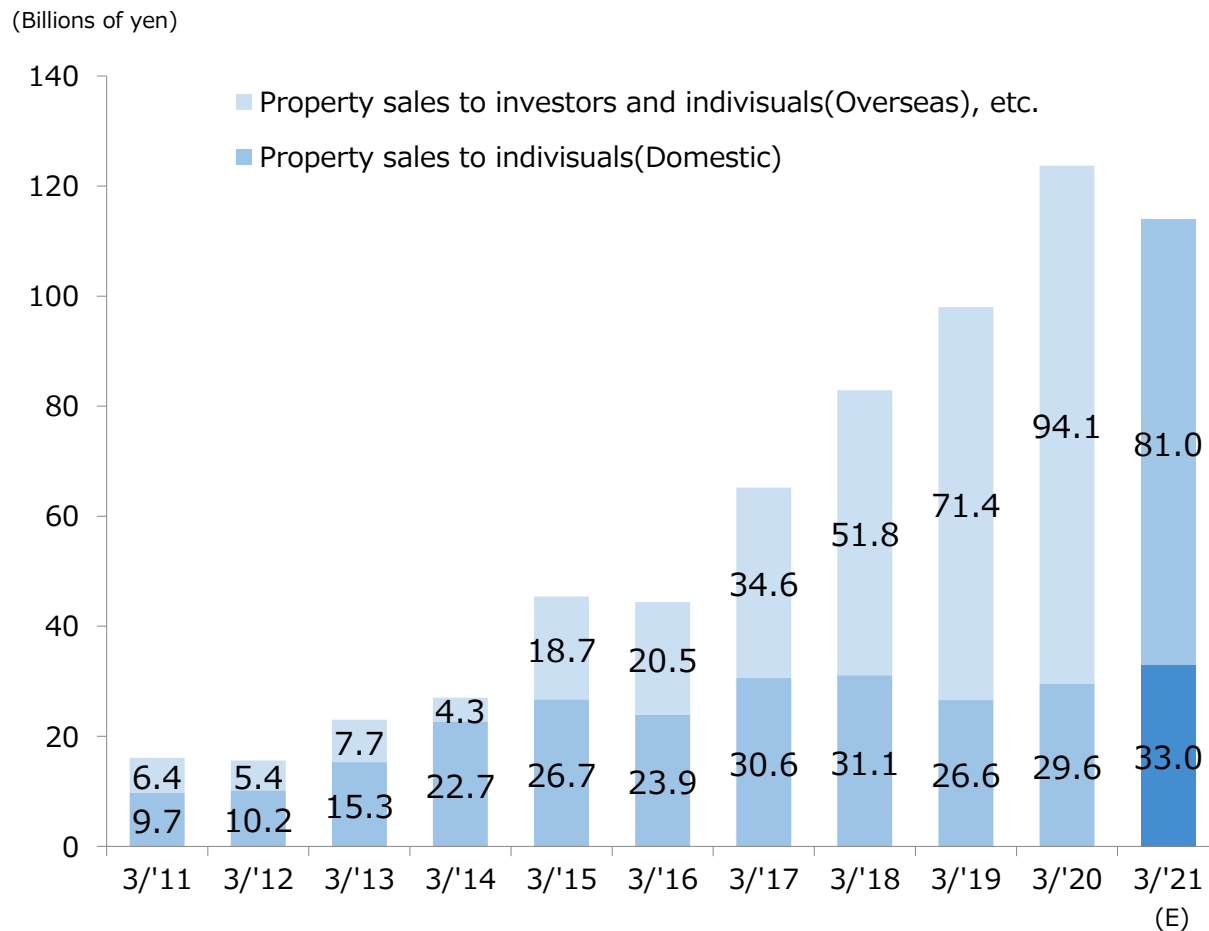
【Development periods of main development projects (Reference example)】



\* The project period starts from when commercialization as a company is adjudged 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.


- **Property sales to individuals**  
: Development and sale of condominiums and detached housing to individuals
- **Property sales to investors**  
: Development and sale of income generating properties to institutional investors

## Property Sales Segment: Operating Income




Property sales to Individuals

Booked in FY ended March 2020



Park Tower Harumi



THE TOWER  
YOKOHAMA KITANAKA

Property sales to Investors

Booked in FY ended March 2020



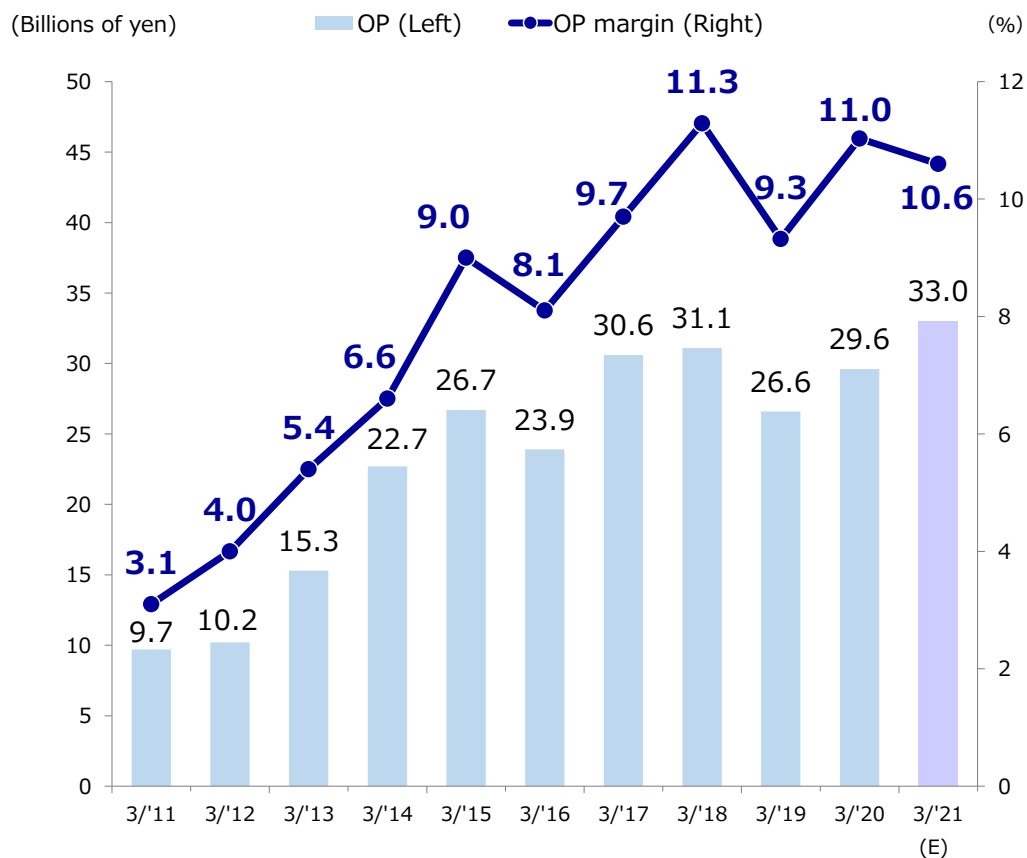
Osaki Bright Core



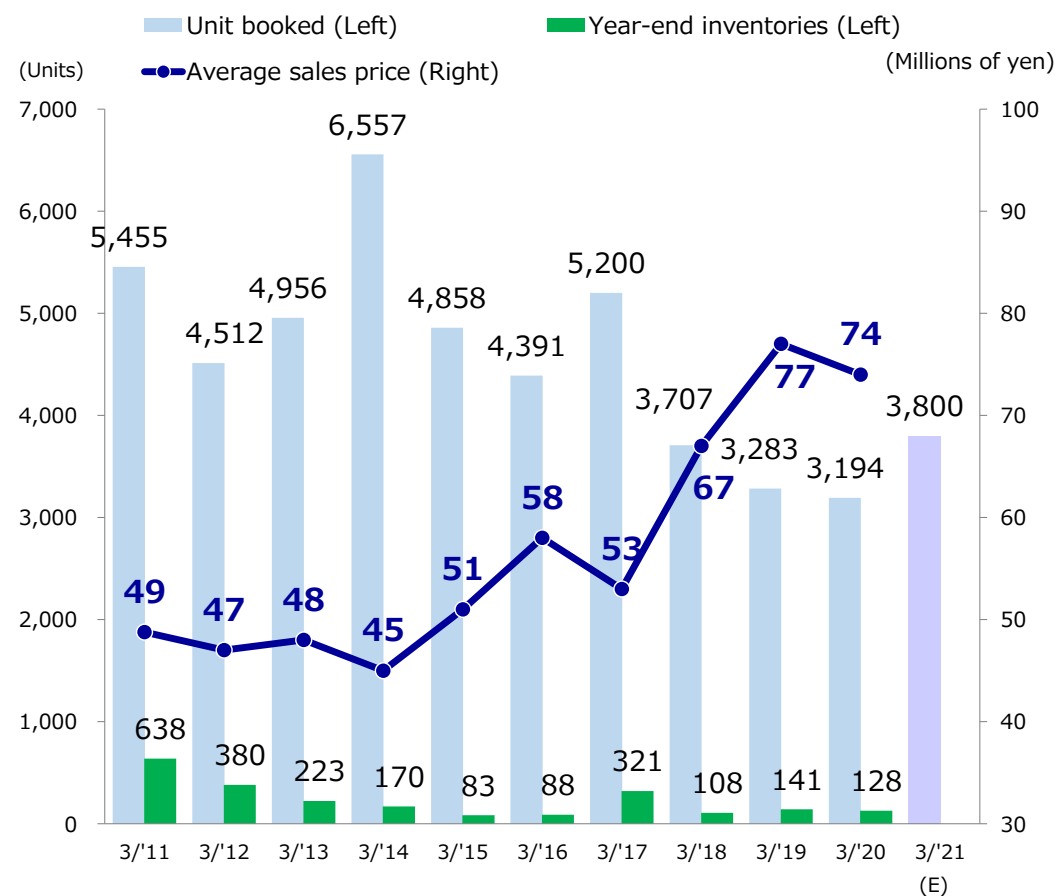
MFLP sakai

## Robust Trend of Housing Market

### Property sales to Individuals – Sales and Operating Profit Margin



### Condominium – Trend of Units booked, Inventories, and Average Sales Price

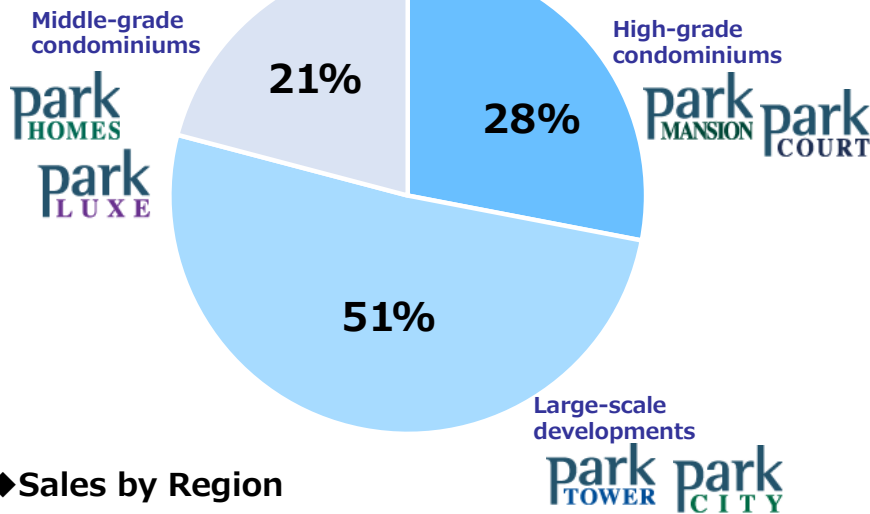


## An abundant land bank focusing mainly on redevelopment

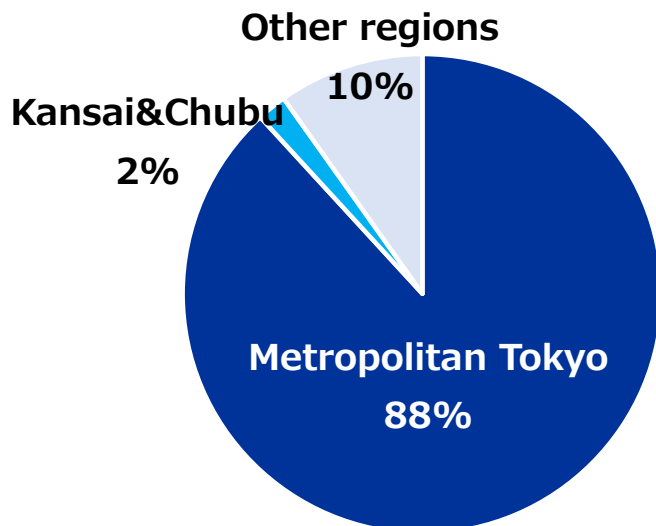
### Sales by Brand & Region

\*Based on Mitsui Fudosan Residential results  
(FY ended March 2020)

#### ◆Sales by Brand



#### ◆Sales by Region



### Land Bank (Condominiums)

(As of March 31, 2020)

Approximately **28,000** units

( incl. redevelopment project in the planning phase)

### Major Large-Scale Projects / Higher-end Projects

FY to be Reported	Project Name	Location	Total No. of Units Sold *
2019	Park Court NOGIZAKA The Tower	Minato-ku, Tokyo	≈ 40
	Park Tower Harumi	Chuo-ku, Tokyo	≈ 1,100
	Park Court Hamarikyu The Tower	Minato-ku, Tokyo	≈ 360
2020	Park City Musashi-Koyama The Tower	Shinagawa-ku, Tokyo	≈ 500
	The Tower Yokohama Kitanaka	Yokohama, Kanagawa	≈ 1,100
	MID TOWER GRAND	Chuo-ku, Tokyo	≈ 390
	THE COURT Jingu-Gaien	Shibuya-ku, Tokyo	≈ 180
	Kosugi 3rd Avenue The Residence	Kawasaki, Kanagawa	≈ 460
	Park Court SHIBUYA The Tower	Shibuya-ku, Tokyo	≈ 350
2021	Park Court BUNKYO KOISHIKAWA The Tower	Bunkyo-ku, Tokyo	≈ 400
	Park Court Toranomon	Minato-ku, Tokyo	≈ 120
2022 or later	SHIROKANE THE SKY	Minato-ku, Tokyo	≈ 770
	Chiyoda-ku Yonbancho Project	Chiyoda-ku, Tokyo	≈ 150
	Shibuya-ku Sendagaya 4-chome Project	Shibuya-ku, Tokyo	≈ 400
	HARUMI FLAG	Chuo-ku, Tokyo	≈ 4,150
	Park Tower KACHIDOKI MID/SOUTH	Chuo-ku, Tokyo	≈ 1,670
	5-chome Nishishinjuku Central South District Project	Shinjuku-ku, Tokyo	≈ 450
	Omiya Nishiguchi 3-B District Project	Saitama, Saitama	≈ 400
	Koiwa Station Kitaguchi District Project	Edogawa-ku, Tokyo	≈ 510
	Nakano Kakoicho East District Project	Nakano-ku, Tokyo	≈ 720
	Minato-ku Mita 1-chome Project	Minato-ku, Tokyo	≈ 1450

FY to be reported and total number of units sold may change in the future.

Some project names are tentative.

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

## Multiple exit strategies and a model for cooperation with investors



**Sales**  
to a diverse array of  
investors



**Management contracts**  
after sales

### J-REITs managed by the Mitsui Fudosan Group

**NBF** Nippon Building Fund  
AUM: ¥1,135.5bn (71properties)

**Nippon Accommodations Fund**  
AUM: ¥312.1bn (127properties)

Frontier Real Estate Investment Corporation  
AUM: ¥339.0bn (37properties)

**MFLP** Mitsui Fudosan Logistics Park, Inc.  
AUM: ¥202.7bn (18properties)

### Private funds structured and managed by the Mitsui Fudosan Group

MITSUI FUDOSAN INVESTMENT ADVISORS, INC.  
Mitsui Fudosan Investment Advisors, Inc.  
(Structures and manages private funds)  
AUM: ¥1,435.3bn

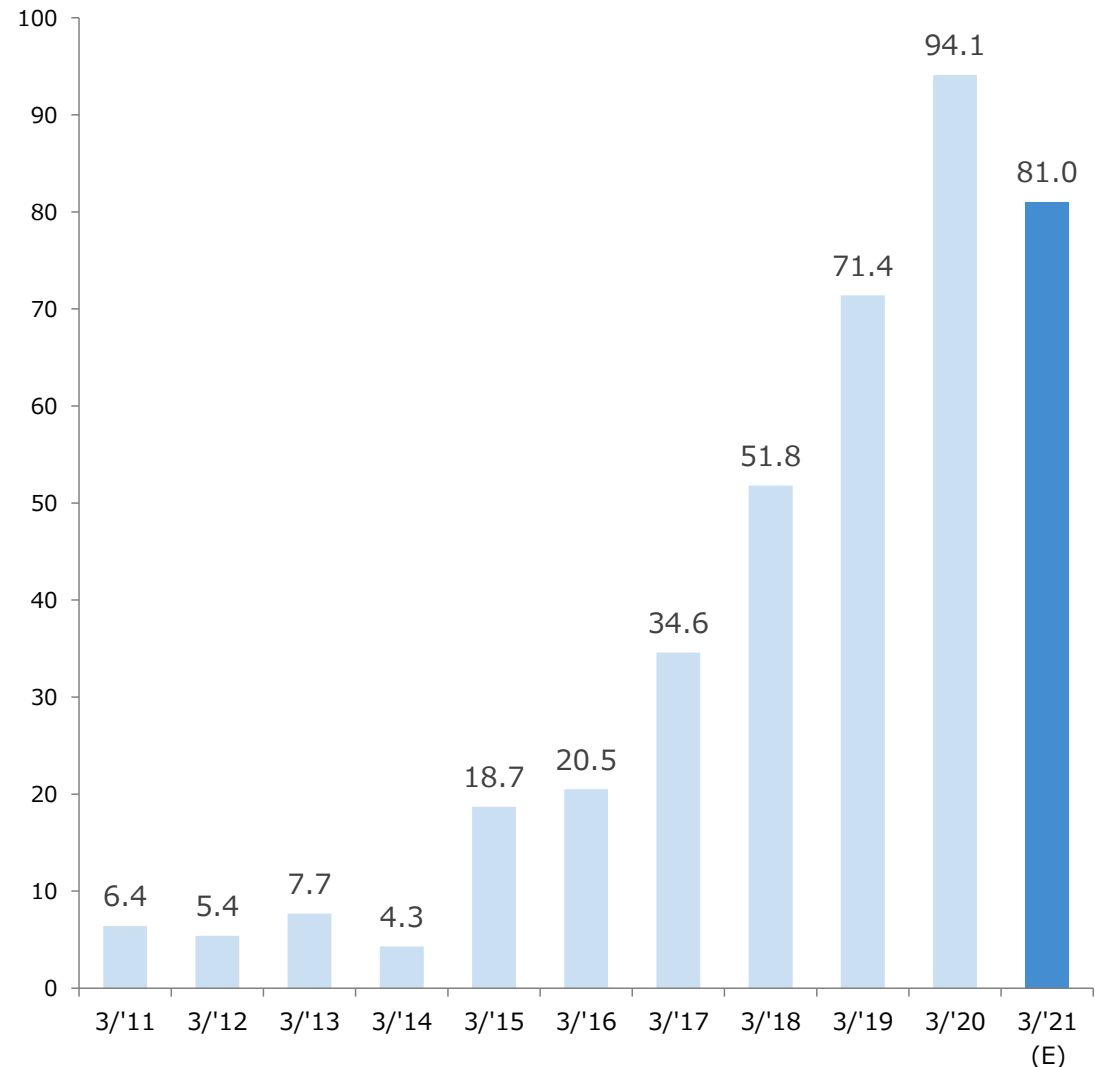
**Mitsui Fudosan Private REIT Inc.**  
AUM: ¥332.8bn (50properties)

Institutional investors,  
corporations, etc.

※ Total asset scale (on an acquisition price basis) and the number of properties held as of the end of March 2020

### Property sales to Investors and Individuals(Overseas) Operating Income

(Billions of yen)





## Property Management

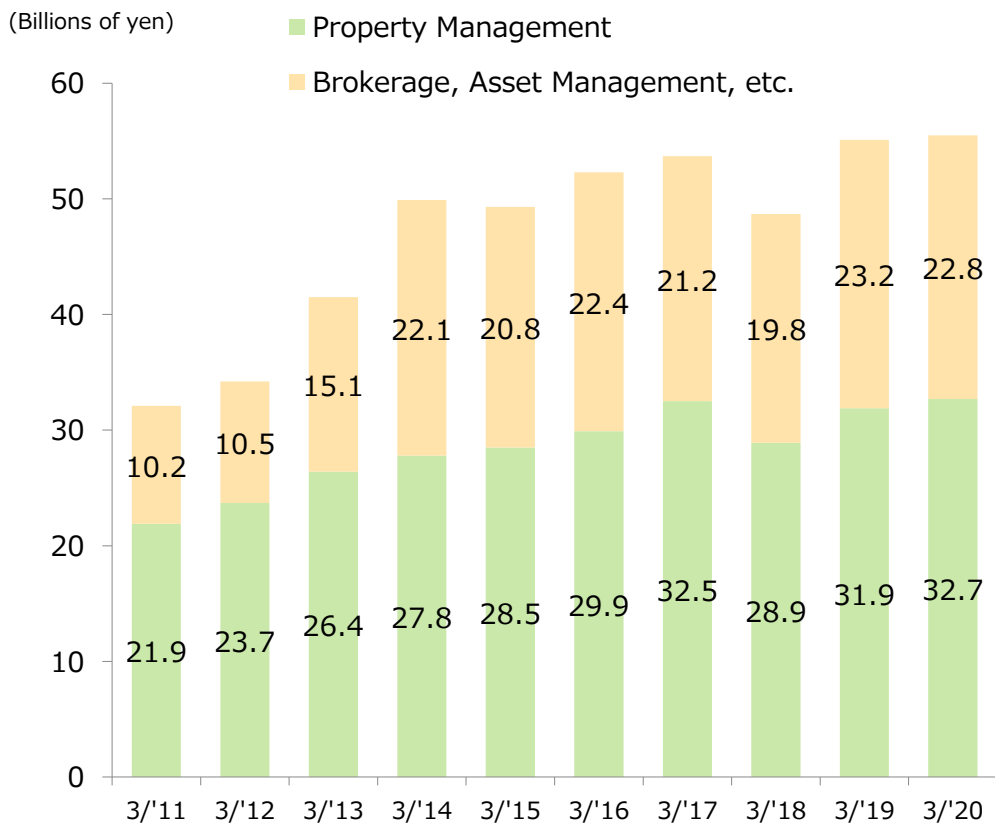
Management and other consignment business relating to office building, retail facility, housing, and Car Park Leasing operations

## Brokerage, Asset management, etc.

Brokerage: Brokerage service for individuals (Mitsui Rehouse), etc.

Asset management: Asset management services through four REITs and private funds

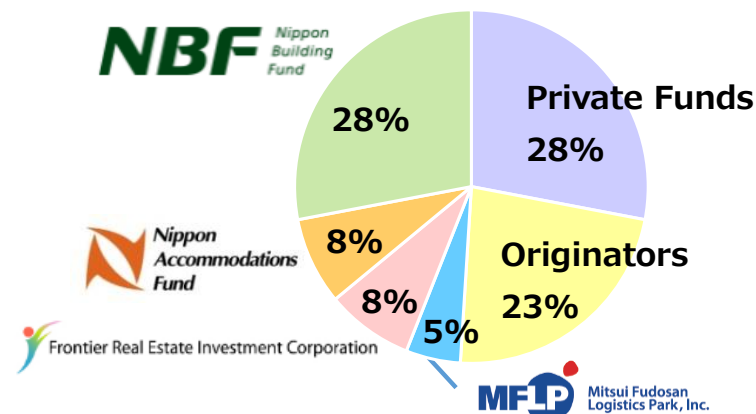
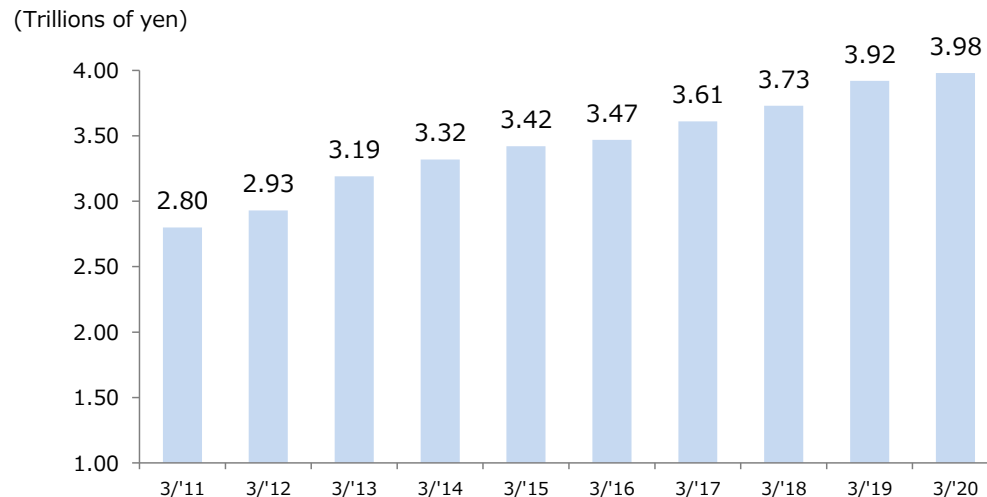
Management Business Operating Income



\*Figures for FY2018 and earlier exclude operating income from leasing management of the old segment "Mitsui Home"  
In the FY2019, calculating based on the value after recombination

Assets under Management

(As of March 31, 2020)



# 2-3. Management Business

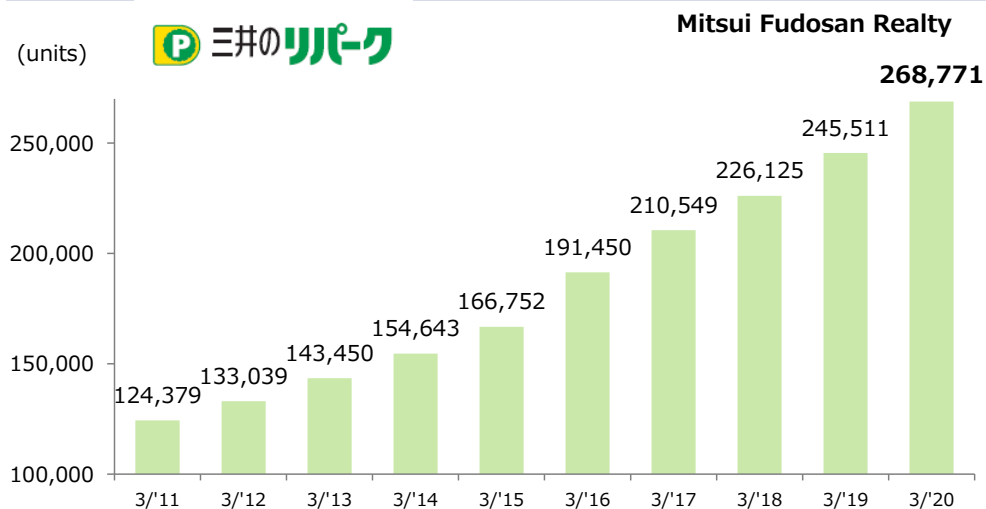
## Property Management

/Stable earnings growth on the back of an increase in consigned properties

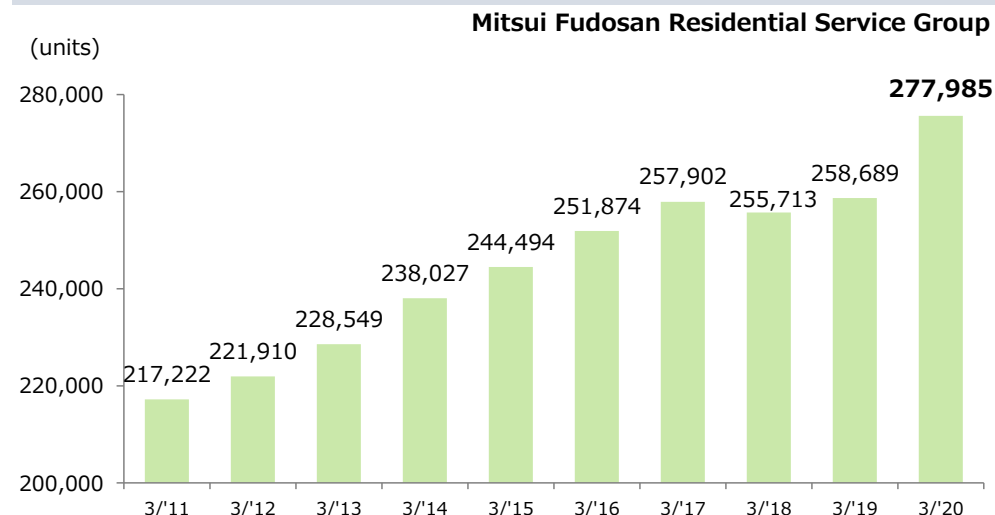
## Brokerage, Asset management, etc.

/No. 1 Transaction Volume & Stable earnings growth due mainly to an increase in AUM

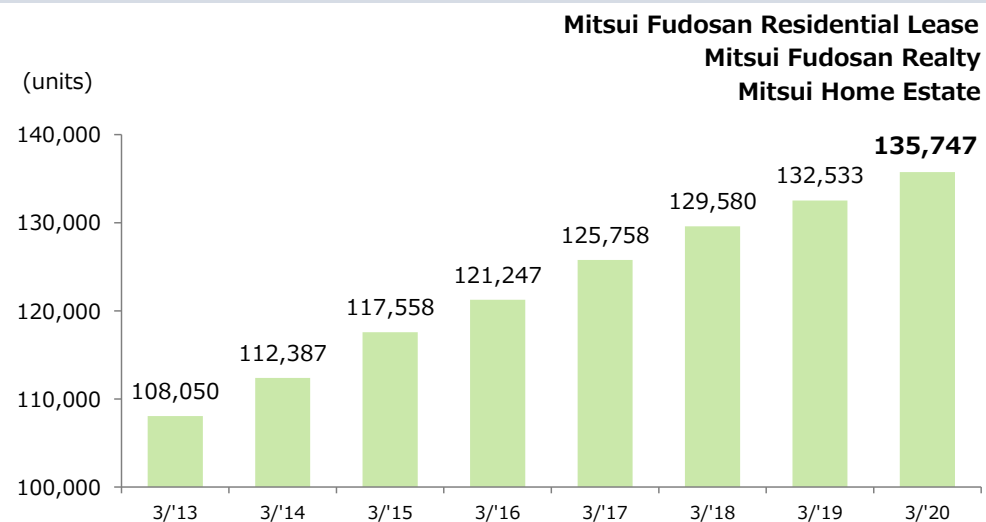
### Car Park Leasing Track Record



### Property Management (Sales condominiums) Track Record



### Property Management (Rental Housing) Track Record



### Brokerage Market

FY ended March 2020

		Fee/Revenue (Billions of yen)	Transactions (Units)	Transaction Volume (Billions of yen)	Number of stores
1	Mitsui Fudosan Realty Co., Ltd.	85	42,818	1,783.2	282
2	Sumitomo Real Estate Sales Co., Ltd.	67	37,715	1,287.5	276
3	Tokyu Livable, Inc.	62	26,437	1,315.9	190
4	Nomura Real Estate Group	35	9,515	872.3	92
5	Sumitomo Mitsui Trust Realty Co., Ltd.	20	7,684	472.4	72

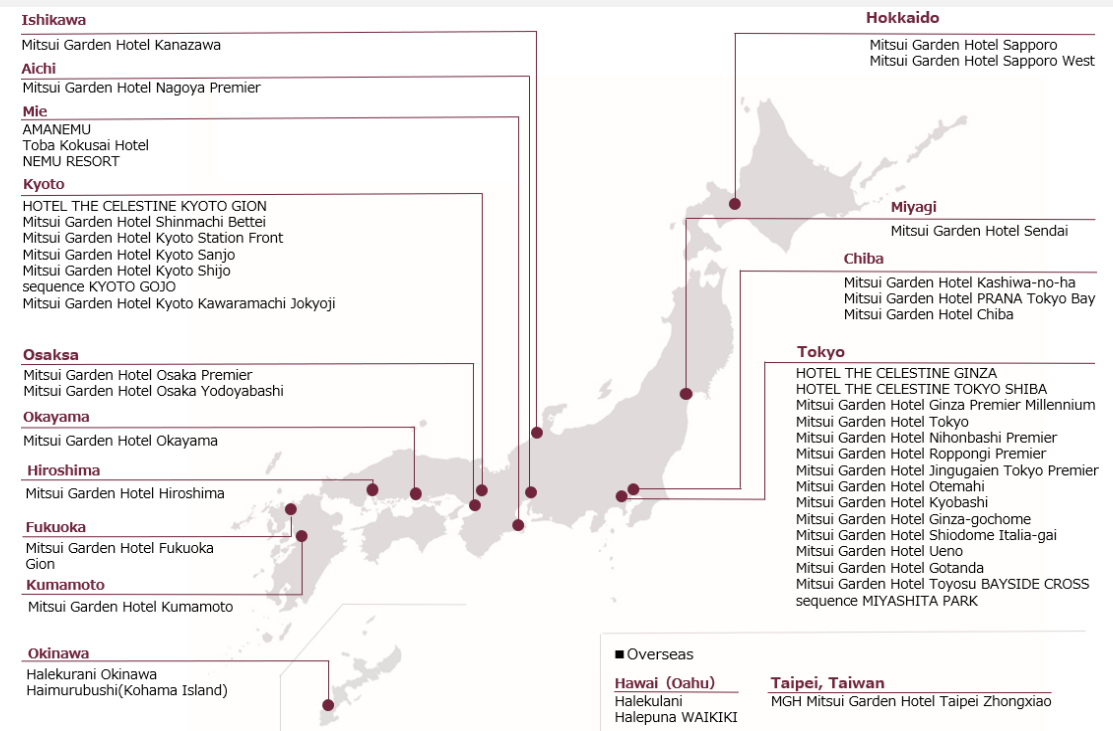
Source : Real Estate Economic Institute (As of May 29, 2020)

# 2-4. Other Business/Hotel and Resort Business

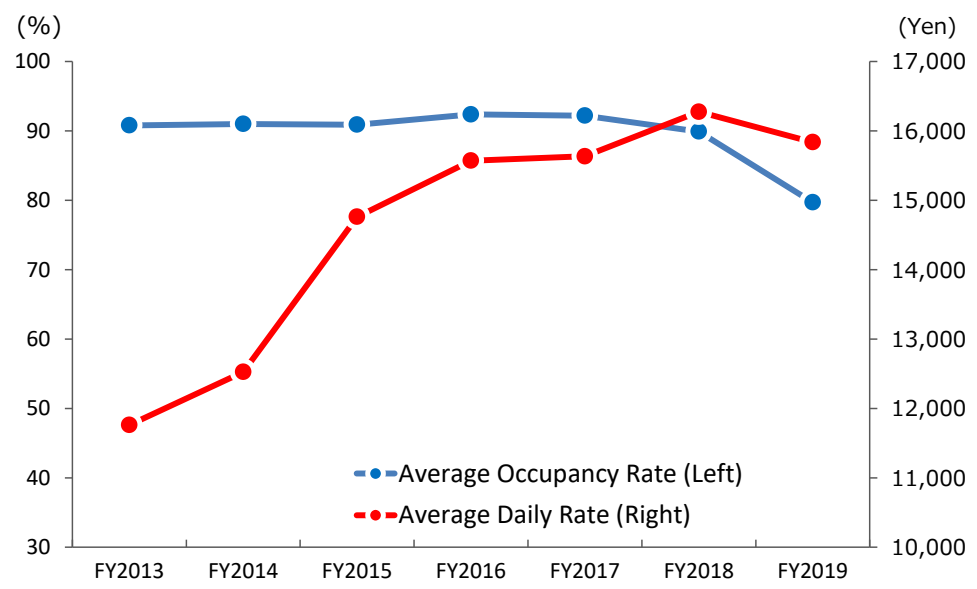


Total **46** hotels  
**11,387** rooms

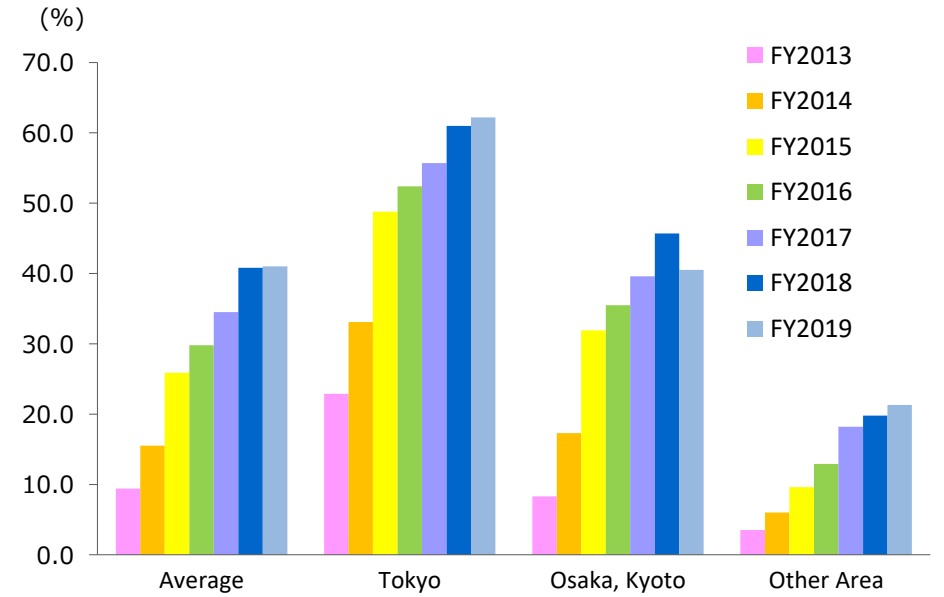
(Including Domestic and Overseas As of Sep. 30, 2020)



Occupancy Rate/Average Daily Rate



Ratio of Foreign guests



## 2-4. Other Business/Hotel and Resort Business

Core Business

Expanding various hotels in Japan and overseas with the aim of providing facilities and services that meet the diversifying needs of guests

### Major New Projects

 Overseas project

FY Opened	Project Name	Location	No. of Rooms	Operation Time						
				2019	2020	2021	2022	2023	2024	2025~
2019	Mitsui Garden Hotel Fukuoka Gion	Fukuoka, Fukuoka	≈ 300							
	Halekulani Okinawa	Kunigami-gun, Okinawa	≈ 360							
	Mitsui Garden Hotel Kyoto Station Front	Kyoto, Kyoto	≈ 140							
	Mitsui Garden Hotel Ginza-gochome	Chuo-ku, Tokyo	≈ 340							
	Mitsui Garden Hotel Jingugaien Tokyo Premier	Shinjuku-ku, Tokyo	≈ 360							
	Mitsui Garden Hotel Roppongi Premier	Minato-ku, Tokyo	≈ 260							
	Mitsui Garden Hotel Sapporo West	Sapporo, Hokkaido	≈ 170							
2020	Mitsui Garden Hotel Fukuoka Nakasu <small>Sublease</small>	Fukuoka, Fukuoka	≈ 260							
	Mitsui Garden Hotel Kyoto Shijo*	Chiyoda-ku, Tokyo	≈ 350							
	sequence MIYASHITA PARK	Shibuya-ku, Tokyo	≈ 240							
	sequence KYOTO GOJO	Kyoto, Kyoto	≈ 210							
	Mitsui Garden Hotel Toyosu BAYSIDE CROSS	Koto-Ku, Tokyo	≈ 230							
	Four Seasons Hotel Tokyo Otemachi	Chiyoda-ku, Tokyo	≈ 190							
	MGH Mitsui Garden Hotel Taipei Zhongxiao <small>Sublease</small>	Taipei City, Taiwan	≈ 300							
	Mitsui Garden Hotel Kyoto Kawaramachi Jokyoji <small>Sublease</small>	Kyoto, Kyoto	≈ 170							
	HOTEL THE MITSUI KYOTO	Kyoto, Kyoto	≈ 160							
	sequence SUIDOBASHI <small>Sublease</small>	Chiyoda-ku, Tokyo	≈ 120							
2021 or later	Zhongshan Zhongxiao Hotel Project <small>Sublease</small>	Taipei City, Taiwan	≈ 350							
	The Bvlgari Hotel Tokyo	Chuo-ku, Tokyo	≈ 100							
	Dunhua North Road Bridge Project <small>Sublease</small>	Taipei City, Taiwan	≈ 180							
	Waldorf Astoria Tokyo Nihonbashi	Chuo-ku, Tokyo	≈ 200							
	Hakone Project	Ashigarashimo-gun, Kanagawa	TBD							

\*The extension building has approximately 70 rooms of 350, will open in July 2020.

FY to be opened and number of rooms may change in the future.  
Some project names are tentative.

## North America and Europe

/Continuously secure excellent business opportunities to build a stable earnings base

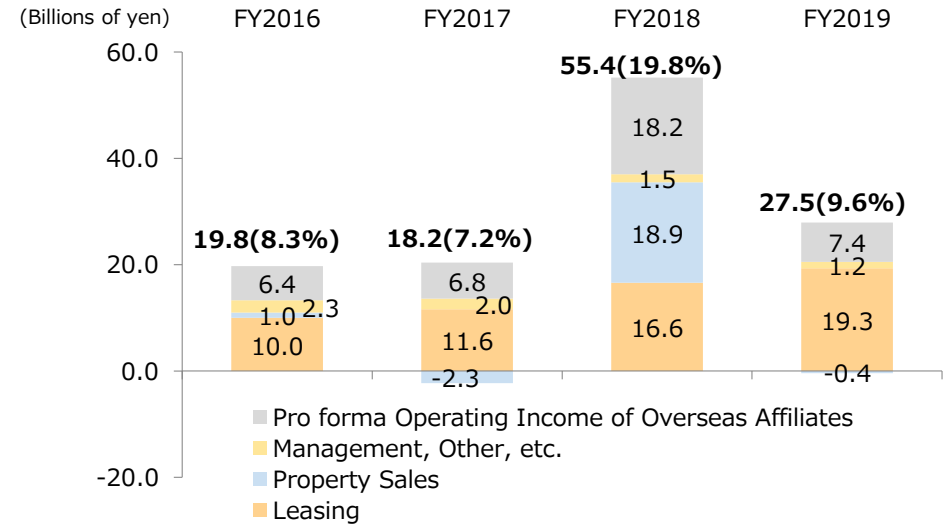
## China and Asia

/Aggressively capture rapidly growing demand for quality housing and expanding consumption

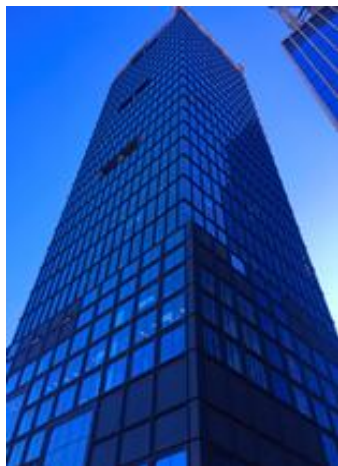
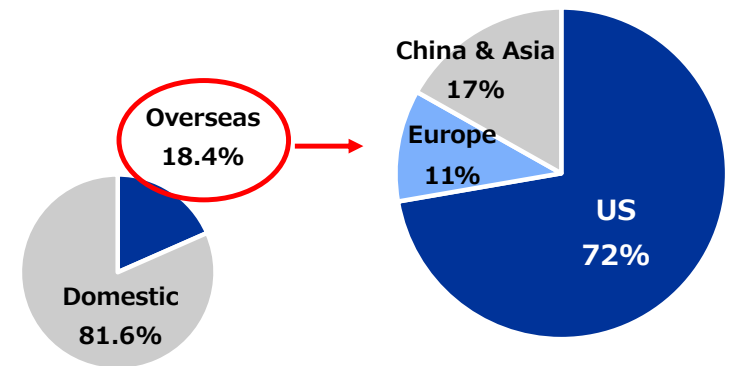
### Business Development Area



### Income from overseas



### Breakdown of Oversea Assets by Country



55 Hudson Yards



50 Hudson Yards Project



Television Center STANHOPE



LaLaport Shanghai Jinqiao

Total Assets ¥7,395.3bn (As of March 31, 2020)

## Major New Projects <Office · Rental Housing>

Expected Completion	Location	Type	Project Name	Total Floor Space or Units*	Operation Time							
					2019	2020	2021	2022	2023	2024	2025~	
2019	San Francisco	Rental Housing	The Landing(former 22 Texas)	≈ 260								
2020	Arlington	Rental Housing	J-SOL(former 4000 North Fairfax Drive)	≈ 320								
2021	Los Angeles	Rental Housing	ALTA Ink.(former 5750 Hollywood Boulevard)	≈ 160								
	Washington,D.C.		The Silva(former 1630 Colombia Road)	≈ 170								
	Denver		The Gage(former Denargo Market III)	≈ 330								
	San Francisco		830 Eddy Street	≈ 130								
	Maryland		Maizon Bethesda	≈ 220								
	Boston	Office	Innovation Square Phase II	≈ 28,400 m <sup>2</sup>								
2021~	Seattle	Rental Housing	Mason&Main(former Yesler Terrace)	≈ 550								
2022	New York	Office	50 Hudson Yards Project	≈ 264,000 m <sup>2</sup>								
	Boston	Rental Housing	Alta Revolution(former 290 Revolution Drive)	≈ 320								
	Washington,D.C.		Museum Place	≈ 480								
	London	Office	White City Place(Gateway Central)	≈ 32,500 m <sup>2</sup>								
2022~	Walnut Creek	Rental Housing	The Waymark(former Walnut Creek Transit Village)	≈ 590								
2023	San Francisco	Rental Housing	8th Figueroa	≈ 430								
2023~	San Francisco	Office	Brannan Square	≈ 112,000 m <sup>2</sup>								

## Major New Projects <Condominiums>

Expected Completion	Location	Type	Project Name	Units*
2020	Alexandria	Condo	Robinson Landing	≈ 90
2021	New York		200 Amsterdam Avenue Project	≈ 110
TBD	London		Television Centre Redevelopment Project(Phase2)	≈ 500

Average contract term of our office  
(Europe and the United States, FY2019)  
14.9Y

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

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

## Major New Projects <Office·Retail·Hotel·Logistics>

Expected opening	Location		Type	Project Name	Floor or Store Space/rooms	Operation Time						
						2019	2020	2021	2022	2023	2024	2025~
2019	China	Ningbo	Retail	SHANJING OUTLET PLAZA·NINGBO(Phase3)	store ≈ 10,300 m <sup>2</sup>							
2020	Taiwan	Taipei City	Hotel	MGH Mitsui Garden Hotel Taipei Zhongxiao Sublease	≈ 300							
2020~	Thailand	Bangkok	SA	Life Skumbit ect.	≈ 1,400							
2021	China	Shanghai City	Retail	LaLaport Shanghai Jinqiao Sublease	store ≈ 60,000 m <sup>2</sup>							
	China	Shanghai City	Retail	Lianhua Road Station Building Retail Facilities Sublease	store ≈ 16,500 m <sup>2</sup>							
	Malaysia	Selangor		MITSUI OUTLET PARK KLIA SEPANG(Phase3)	store ≈ 10,200 m <sup>2</sup>							
	Malaysia	Kuala Lumpur		LaLaport Kuala Lumpur	store ≈ 82,600 m <sup>2</sup>							
	Thailand	Pattaya	SA	Somerset Blue Coast	≈ 320							
2021~	Thailand	Bangkok	Logistics	Bangpakong Project	gross ≈ 160,000 m <sup>2</sup>							
				Wangnoi Project	gross ≈ 90,000 m <sup>2</sup>							
2022	Taiwan	Taipei City	Hotel	Zhongshan Zhongxiao Hotel Project Sublease	≈ 350							
	Taiwan	Taichung City	Retail	LaLaport TAICHUNG	store ≈ 68,000 m <sup>2</sup>							
	Taiwan	Tainan City	Retail	LaLaport Nangang Sublease	store ≈ 70,000 m <sup>2</sup>							
	Taiwan	Tainan City		MITSUI OUTLET PARK TAINAN(Phase1)	store ≈ 33,000 m <sup>2</sup>							
2022~	India	Bangalore	Office	RMZ Ecoworld 30	gross ≈ 426,400 m <sup>2</sup>							
2023	Malaysia	Kuala Lumpur	Rental Housing	BBCC Project	≈ 260							
2024	Taiwan	Taipei City	Hotel	Dunhua North Road Hotel Project Sublease	≈ 180							
	Taiwan	New Taipei City	Retail	MITSUI OUTLET PARK LINKOU(Phase2)	store ≈ 27,700 m <sup>2</sup>							
2025	Taiwan	Tainan City	Retail	MITSUI OUTLET PARK TAINAN(Phase2)	store ≈ 12,000 m <sup>2</sup>							

## Major New Projects <Condominiums>

Expected opening	Location		Type	Project Name	Units	Expected opening	Location		Type	Project Name	Units
2019	Thailand	Bangkok	Condo	Elio Del Moss etc.	≈ 3,300	2022	China	Nantong City	Condo	Cheng yuan	≈ 1,300
2020	China	Suzhou City		Ming Yue Lan Ting	≈ 940		Singapore	Piamont Grand		≈ 820	
	Singapore			Forest Woods	≈ 510		Thailand	Bangkok		Ideo Charan70 etc.	≈ 3,900
2021	Thailand	Bangkok		Elio Del Nest etc.	≈ 5,500	2023	Malaysia	Kuala Lumpur		Conlay Place	≈ 490
	Taiwan	New Taipei City		San song M PARK	≈ 130		Singapore			One North Eden	≈ 160
	Thailand	Bangkok		Ideo Rama 9	≈ 1,200	China	Jiaxing City	Poyuewan		≈ 1,200	
	Singapore			The Jovell	≈ 420	*	Indonesia	Tangerang		Citra Raya	≈ 2,300
2021~	Philippines	Quezon City		The Arton	≈ 1,600	2025	Taiwan	New Taipei City		Tainan yong hua Project	≈ 260
						2027~	Taiwan	Tainan City		Zong he ban nan lu Project	≈ 940

\* Development in some stages

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

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



### **3. Financial Statements and investment data, etc.**



## Consolidated Income Summary (Overall)

(Billions of yen)

	FY2020/2Q	FY2019/2Q	Change	Full-Year Forecast (as of Nov. 2020)	Actual/ Forecast
<b>Revenues from Operations</b>	<b>797.4</b>	<b>888.7</b>	<b>(91.3)</b>	<b>1,950.0</b>	<b>40.9%</b>
<b>Operating Income</b>	<b>64.1</b>	<b>118.6</b>	<b>(54.4)</b>	<b>200.0</b>	<b>32.1%</b>
Non-operating Income/Expenses	(16.9)	(10.7)	(6.1)	(31.0)	—
Equity in Net Income of Affiliates	(2.0)	3.4	(5.4)	-	—
Interest Income/Expense	(13.4)	(14.0)	0.5	(30.0)	—
Other	(1.3)	(0.1)	(1.2)	(1.0)	—
<b>Ordinary Income</b>	<b>47.2</b>	<b>107.8</b>	<b>(60.5)</b>	<b>169.0</b>	<b>28.0%</b>
Extraordinary Gains/Losses	(15.1)	(1.2)	(13.8)	10.0	—
Extraordinary Gains	30.8	-	30.8	-	—
Extraordinary Losses	46.0	1.2	44.7	-	—
Income Taxes	23.1	39.7	(16.6)	58.0	—
Profit	9.0	66.8	(57.8)	121.0	—
Profit/Loss attributable to non-controlling interests	0.0	0.4	(0.5)	1.0	—
<b>Profit attributable to owners of the parent</b>	<b>9.0</b>	<b>66.3</b>	<b>(57.2)</b>	<b>120.0</b>	<b>7.5%</b>

## Consolidated Segment Revenue & Operating Income

### Consolidated Segment Revenue & Operating Income

	(Billions of yen)			
	FY2020/2Q	FY2019/2Q	Change	Full-Year Forecast (as of Nov. 2020)
<b>Revenues from Operations</b>	<b>797.4</b>	<b>888.7</b>	<b>(91.3)</b>	<b>1,950.0</b>
Leasing	294.4	313.1	(18.7)	620.0
Property Sales	205.2	222.9	(17.6)	660.0
Management	188.9	206.4	(17.4)	390.0
Other	108.7	146.2	(37.5)	280.0
<b>Operating Income</b>	<b>64.1</b>	<b>118.6</b>	<b>(54.4)</b>	<b>200.0</b>
Leasing	63.5	78.2	(14.6)	128.0
Property Sales	30.6	34.7	(4.1)	114.0
Management	11.6	28.8	(17.2)	33.0
Other	(18.2)	(1.1)	(17.1)	(26.0)
Eliminations or corporate	(23.3)	(22.1)	(1.2)	(49.0)

### (Reference) Overseas Business

(Millions of yen)

		FY2020/2Q	FY2019/2Q	Change
Leasing	Revenue	33,151	32,560	591
	Operating Income	8,043	10,763	(2,720)
Property sales	Revenue	7,192	15,009	(7,816)
	Operating Income	55	(687)	743
Management, Other, etc.	Revenue	3,288	6,390	(3,101)
	Operating Income	(436)	237	(673)
Pro forma Operating Income of Overseas Affiliates *1		5,149	3,724	1,424
Overseas Income Total		12,812	14,038	(1,225)
Ratio of Overseas Income *2		18.5%	11.5%	7.0pt

### Supplemental Data

#### 【Vacancy Rate】

	20/9	20/6	20/3	19/3	18/3	17/3
Office Buildings & Retail Facilities *1	2.4%	2.1%	2.3%	1.8%	2.4%	3.1%
Tokyo Metropolitan Area Office Buildings *2	2.6%	2.1%	1.9%	1.7%	2.2%	3.4%

#### 【Property Sales】

(Millions of yen)

		FY2020/2Q	FY2019/2Q	Change
Property Sales to Individuals (Domestic)	Revenue	175,693	163,053	12,639
	Operating Income	26,001	23,731	2,270
	Units booked	2,218	2,036	182
	-Condominiums	2,068	1,775	293
	-Detached Housing	150	261	(111)
Property Sales to Investors & Individuals (Overseas), etc.	Revenue	29,595	59,895	(30,299)
	Operating Income	4,598	11,057	(6,458)

#### 【Management】

(Millions of yen)

		FY2020/2Q	FY2019/2Q	Change
Property Management	Revenue	148,009	156,004	△ 7,995
	Operating Income	6,544	17,534	△ 10,990
	Car park leasing/ Total managed units	275,960	257,912	18,048
Brokerage, Asset Management	Revenue	40,943	50,437	△ 9,494
	Operating Income	5,099	11,358	△ 6,258
	Brokerage Units	16,754	21,801	△ 5,047

\*1 Consolidated

\*2 Non-Consolidated

\*1 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)

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

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

## Consolidated Balance Sheet Summary

(Billions of yen)

	FY2020/2Q	FY2019/4Q	Change		FY2020/2Q	FY2019/4Q	Change
<b>Current Assets</b>	<b>2,510.3</b>	<b>2,393.5</b>	<b>116.7</b>	<b>Current Liabilities</b>	<b>1,233.8</b>	<b>1,039.7</b>	<b>194.1</b>
Cash & Time Deposits	175.9	183.4	(7.4)	Accounts Payable - Trade	130.2	147.0	(16.7)
Marketable Securities	0.1	0.2	(0.1)	Short-Term Debt*	451.2	164.4	286.7
Real Property for Sale (including Advances Paid for Purchases)	<b>2,005.6</b>	<b>1,907.8</b>	<b>97.7</b>	Commercial Paper*	189.0	173.0	16.0
Equity Investments in Properties for Sale	7.3	6.6	0.6	Short-Term Bonds Payable*	59.2	102.5	(43.2)
Other	321.3	295.4	25.9	Other	404.1	452.7	(48.6)
<b>Fixed Assets</b>	<b>5,101.9</b>	<b>5,001.7</b>	<b>100.1</b>	<b>Long-Term Liabilities</b>	<b>3,920.4</b>	<b>3,869.0</b>	<b>51.4</b>
Tangible & Intangible Fixed Assets	<b>3,782.1</b>	<b>3,753.1</b>	<b>29.0</b>	Corporate Bonds	744.0	694.5	49.4
Investment Securities	919.2	888.0	31.1	Long-Term Debt*	2,339.9	2,346.6	(6.7)
Lease Deposits	146.5	145.4	1.1	Deposits from Tenants	437.3	436.5	0.7
Other	253.9	215.1	38.7	Other	399.1	391.3	7.8
				Interest-Bearing Debt*	<b>3,783.3</b>	<b>3,481.1</b>	<b>302.2</b>
<b>Total assets</b>	<b>7,612.2</b>	<b>7,395.3</b>	<b>216.9</b>	<b>Total Net Assets</b>	<b>2,457.9</b>	<b>2,486.5</b>	<b>(28.5)</b>
				Common Stock	339.8	339.7	1.0
				Capital Surplus	345.2	372.1	(26.8)
				Retained Earnings	1,071.2	1,070.2	1.0
				Other	701.4	704.3	(2.8)
				<b>Total Liabilities &amp; Net Assets</b>	<b>7,612.2</b>	<b>7,395.3</b>	<b>216.9</b>

\*Interest-Bearing Debt: short-term debt + commercial paper + short-term bonds payable + corporate bonds + long-term debt

	FY2020/2Q	FY2019/4Q	Change
D/E Ratio (Times)	1.59	1.45	0.14
Equity Ratio (%)	31.3%	32.6%	(1.3pt)

- Regarding the full-year earnings forecast announced at the beginning of the term (May 12, 2020), there is no change in operating income, ordinary income, and net income attributable to owners of the parent company. We will revise operating revenue and the segment breakdown of operating income.

- ✓ The full-year earnings forecast announced at the beginning of the fiscal year shows that economic activity will continue under severe restrictions in the first quarter, and will gradually return from the second quarter to the end of the fiscal year. Based on the premise that it will be normalized, it was calculated with certain assumptions.
- ✓ Actually, we recognize that the government's declaration of emergency was cancelled on May 25, 2020, and economic activity is gradually normalizing. Looking at the results of the second quarter (cumulative) and the current situation in the loop, while there are businesses whose business environment is recovering earlier than initially expected, while there are businesses that are recovering at a slower pace than expected, we will partially revise the full-year earnings forecast announced at the beginning of the fiscal year to reflect these circumstances.
- ✓ This earnings forecast is calculated on the assumption that the re-expansion of the new coronavirus infection will not have a significant impact on economic activities in the second half of the year. Therefore, if there is a need for correction due to the status of infection in the future, we will promptly announce it.

## Consolidated Statement of Earning Forecasts

<Details of revision of earnings forecast>

Operating revenue is expected to be 1,950 billion yen, which is 100 billion yen higher than the previous forecast, in view of the progress of sales to investors.

The operating income of each segment will be revised as follows.

"Rental" segment

we expect 128 billion yen, which is 15 billion yen higher than the previous forecast, reflecting the fact that the closed period For commercial facilities was shorter than the initial forecast and the sales of the facilities recovered early after the reopening of business.

"Property for sale" segment

The impact on the real estate trading market is more limited than initially expected, and it is expected to be 114 billion yen, which is 11 billion yen higher than the previous forecast, reflecting the progress in sales to investors.

"Management" segment

We expect 33 billion yen, which is 17 billion yen lower than the previous forecast, reflecting the fact that is the pace of recovery in demand in the repark business (car park leasing business) is slower than initially expected, and in the rehouse business (brokerage business for individuals), the current situation has generally recovered to the level expected at the beginning of the term, but the decline in the first half.

"Other" segment

We expect an operating loss of 26 billion yen, which is 13 billion yen lower than the previous forecast, reflecting the fact that the pace of recovery in accommodation demand is slower than initially expected. Mainly in the hotel business.

The annual dividend (forecast) per share is unchanged from 44 yen (interim 22 yen, year-end 22 yen).

## Consolidated Income Statement (Forecasts)

(Billions of yen)

	3/2021 Forecast (as of Nov. 5, 2020)	3/2021 Forecast (as of May 12, 2020)	Change
<b>Revenues from Operations</b>	<b>1,950.0</b>	<b>1,850.0</b>	<b>100.0</b>
Leasing	620.0	600.0	20.0
Property Sales	660.0	540.0	120.0
Management	390.0	410.0	(20.0)
Other	280.0	300.0	(20.0)
<b>Operating Income</b>	<b>200.0</b>	<b>200.0</b>	<b>-</b>
Leasing	128.0	113.0	15.0
Property Sales	114.0	103.0	11.0
Management	33.0	50.0	(17.0)
Other	(26.0)	(13.0)	(13.0)
Eliminations or Corporate	(49.0)	(53.0)	4.0
<b>Non-operating Income/Expenses</b>	<b>(31.0)</b>	<b>(31.0)</b>	<b>-</b>
Interest Income/Expense	(30.0)	(30.0)	-
Other	(1.0)	(1.0)	-
<b>Ordinary Income</b>	<b>169.0</b>	<b>169.0</b>	<b>-</b>
<b>Extraordinary Gains/Losses</b>	<b>10.0</b>	<b>10.0</b>	<b>-</b>
Income before Income Taxes	179.0	179.0	-
Income Taxes	58.0	58.0	-
<b>Profit</b>	<b>121.0</b>	<b>121.0</b>	<b>-</b>
Profit attributable to non-controlling interests	1.0	1.0	-
<b>Profit attributable to owners of the parent</b>	<b>120.0</b>	<b>120.0</b>	<b>-</b>

## 3-2. Forecasts for the Year to March 2021 (FY2020)

### Consolidated Statement of Earning Forecasts (Appendices)

【Property sales】		(Billions of yen)			【Financial position】		(Billions of yen)		
		3/2021 (as of Nov. 5, 2020)	3/2021 (as of May 12, 2020)	Change			3/2021 (as of Nov. 5, 2020)	3/2021 (as of May 12, 2020)	Change
Property sales to Individuals	Revenue from Operations	310.0	310.0	-	Tangible & Intangible Assets				
	Condominiums	270.0	270.0	-	New Investments	250.0	250.0	-	
	Detached Housing	40.0	40.0	-	Depreciation	100.0	100.0	-	
	Operating Income	33.0	33.0	-	Real Property for Sales (including Advances Paid or Purchases)				
	Operating Margin	10.6%	10.6%	-	New Investments	700.0	700.0	-	
	Unit				Cost Recovery	490.0	380.0	110.0	
	Condominiums	3,800	3,800	-	Interest-Bearing Debt	3,800.0	3,800.0	-	
	Detached Housing	500	500	-					
Property Sales to Investors	Revenue from Operations	350.0	230.0	120.0					
	Operating Income	81.0	70.0	11.0					

## Consolidated Income Summary (Overall)

(Billions of yen)

	FY2019/4Q	FY2018/4Q	Change	Full-Year Forecast (as of Jan. 2020)	Actual/ Forecast
<b>Revenues from Operations</b>	<b>1,905.6</b>	<b>1,861.1</b>	<b>44.4</b>	<b>2,013.0</b>	<b>94.7%</b>
<b>Operating Income</b>	<b>280.6</b>	<b>262.1</b>	<b>18.4</b>	<b>280.0</b>	<b>100.2%</b>
Non-operating Income/Expenses	(22.1)	(8.0)	(14.0)	(21.0)	—
Equity in Net Income of Affiliates	5.7	14.8	(9.1)	-	—
Interest Income/Expense	(28.0)	(26.9)	(1.0)	(28.0)	—
Other	0.1	3.9	(3.8)	7.0	—
<b>Ordinary Income</b>	<b>258.5</b>	<b>254.1</b>	<b>4.4</b>	<b>259.0</b>	<b>99.8%</b>
Extraordinary Gains/Losses	2.7	(12.0)	14.7	15.0	—
Extraordinary Gains	16.7	14.0	15.2	20.0	—
Extraordinary Losses	14.0	13.5	0.4	5.0	—
Income Taxes	76.5	71.9	4.6	80.0	—
Profit	184.6	170.1	14.5	194.0	—
Profit/Loss attributable to non-controlling interests	0.7	1.4	(0.7)	2.0	—
<b>Profit attributable to owners of the parent</b>	<b>183.9</b>	<b>168.6</b>	<b>15.3</b>	<b>192.0</b>	<b>95.8%</b>

## ◆Return to shareholders

In addition to the purchase of Company shares (¥15.0 billion) that was completed in March and April of 2020, the Company has decided to purchase its own shares to a maximum of ¥10.0 billion and 10 million shares (Total Return Ratio : 36.9%).

## Consolidated Segment Revenue & Operating Income

### Consolidated Segment Revenue & Operating Income

	(Billions of yen)			
	FY2019/4Q	FY2018/4Q	Change	Full-Year Forecast (as of Jan. 2020)
<b>Revenues from Operations</b>	<b>1,905.6</b>	<b>1,861.1</b>	<b>44.4</b>	<b>2,013.0</b>
Leasing	636.0	603.2	32.7	630.0
Property Sales	524.0	530.7	(6.6)	613.0
Management	421.4	404.3	17.1	410.0
Other	324.0	322.7	1.2	360.0
<b>Operating Income</b>	<b>280.6</b>	<b>262.1</b>	<b>18.4</b>	<b>280.0</b>
Leasing	145.8	141.9	3.9	144.0
Property Sales	123.7	98.0	25.7	124.0
Management	55.6	55.1	0.4	52.0
Other	2.2	9.1	(6.8)	4.0
Eliminations or corporate	(46.9)	(42.1)	(4.8)	(44.0)

### (Reference) Overseas Business

(Millions of yen)

		FY2019/4Q	FY2018/4Q	Change
Leasing	Revenue	65,004	55,784	9,220
	Operating Income	19,360	16,673	2,686
Property sales	Revenue	28,167	83,903	(55,736)
	Operating Income	(434)	18,936	(19,370)
Management, Other, etc.	Revenue	14,243	15,278	(1,035)
	Operating Income	1,205	1,546	(340)
Pro forma Operating Income of Overseas Affiliates *1		7,463	18,298	(10,834)
Overseas Income Total		27,596	55,454	(27,858)
Ratio of Overseas Income *2		9.6%	19.8%	(10.2pt)

### Supplemental Data

#### [Vacancy Rate]

	20/3	19/3	18/3	17/3	16/3	15/3
Office Buildings & Retail Facilities *1	2.3%	1.8%	2.4%	3.1%	2.2%	3.2%
Tokyo Metropolitan Area Office Buildings *2	1.9%	1.7%	2.2%	3.4%	2.6%	3.2%

#### [Property Sales]

(Millions of yen)

		FY2019/4Q	FY2018/4Q	Change
Property Sales to Individuals (Domestic)	Revenue	268,661	285,432	(16,771)
	Operating Income	29,624	26,604	3,020
	Units booked	3,675	3,758	(83)
	- Condominiums	3,194	3,283	(89)
	- Detached Housing	481	475	6
Property Sales to Investors & Individuals (Overseas), etc.	Revenue	255,433	245,333	10,100
	Operating Income	94,120	71,433	22,687

#### [Management]

(Millions of yen)

		FY2019/4Q	FY2018/4Q	Change
Property Management	Revenue	316,228	302,194	14,034
	Operating Income	32,776	31,978	798
	Car park leasing/ Total managed units	268,771	245,511	23,260
Brokerage, Asset Management	Revenue	105,261	102,152	3,109
	Operating Income	22,894	23,202	△ 307
	Brokerage Units	42,770	41,361	1,409

\*1 Consolidated

\*2 Non-Consolidated

\*1 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)

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

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



## Consolidated Balance Sheet Summary

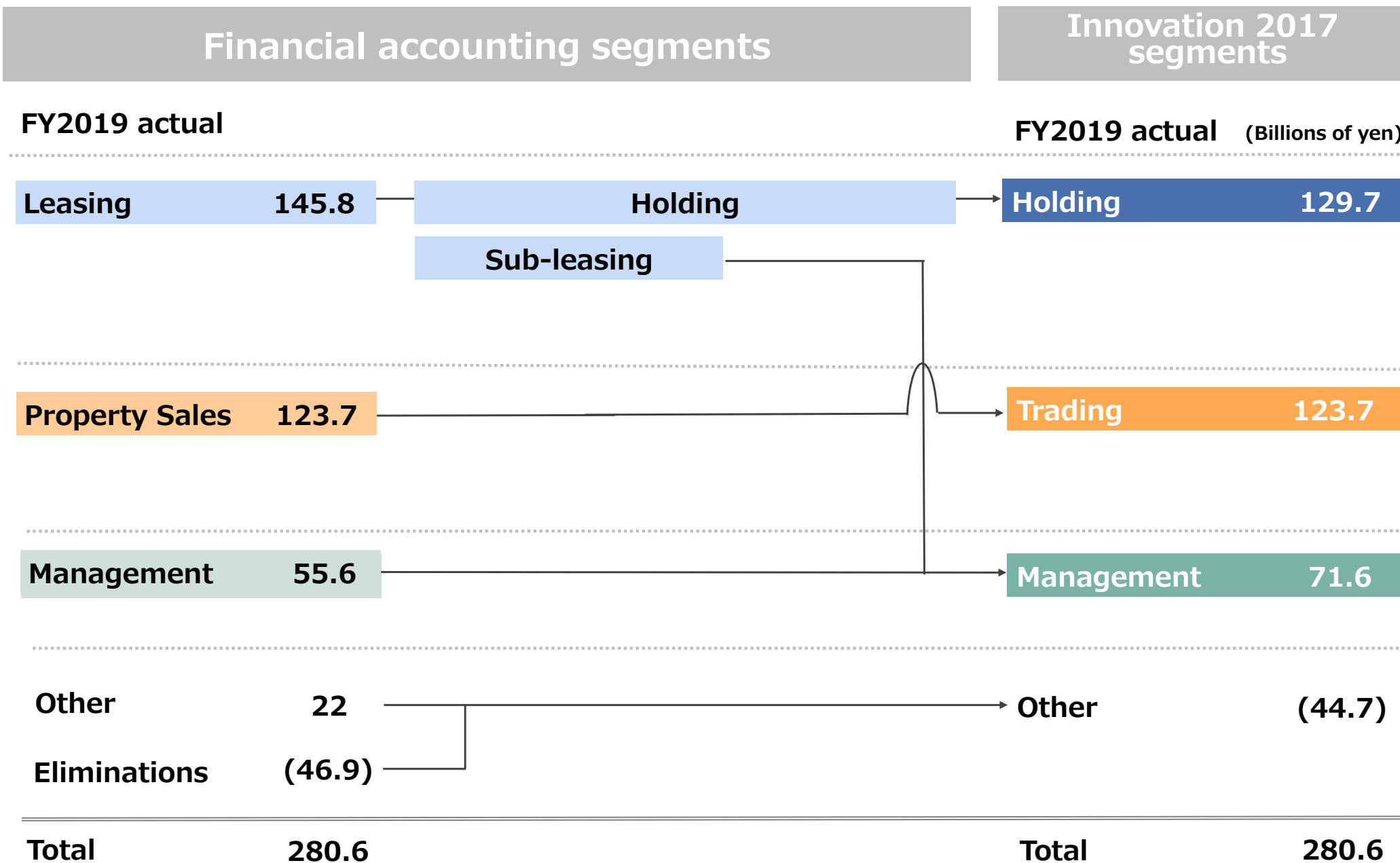
(Billions of yen)

	FY2019/4Q	FY2018/4Q	Change		FY2019/4Q	FY2018/4Q	Change
<b>Current Assets</b>	<b>2,393.5</b>	<b>2,117.2</b>	<b>276.3</b>	<b>Current Liabilities</b>	<b>1,039.7</b>	<b>1,109.3</b>	<b>(69.5)</b>
Cash & Time Deposits	183.4	174.2	9.1	Accounts Payable - Trade	147.0	126.8	20.2
Marketable Securities	0.2	0.9	(0.7)	Short-Term Debt*	164.4	259.9	(95.4)
Real Property for Sale (including Advances Paid for Purchases)	<b>1,907.8</b>	<b>1,630.5</b>	<b>277.2</b>	Commercial Paper*	173.0	114.0	59.0
Equity Investments in Properties for Sale	6.6	6.7	(0.0)	Short-Term Bonds Payable*	102.5	79.2	23.2
Other	295.4	304.7	(9.3)	Other	452.7	529.3	(76.6)
<b>Fixed Assets</b>	<b>5,001.7</b>	<b>4,685.4</b>	<b>316.2</b>	<b>Long-Term</b>	<b>3,869.0</b>	<b>3,272.5</b>	<b>596.5</b>
Tangible & Intangible Fixed Assets	<b>3,753.1</b>	<b>3,500.4</b>	<b>252.6</b>	Corporate Bonds	694.5	592.9	101.5
Investment Securities	888.0	872.6	15.3	Long-Term Debt*	2,346.6	1,860.5	486.1
Lease Deposits	145.4	140.5	4.8	Deposits from Tenants	436.5	424.3	12.2
Other	215.1	171.7	43.4	Other	391.3	394.7	(3.4)
				<b>Interest-Bearing Debt*</b>	<b>3,481.1</b>	<b>2,906.6</b>	<b>574.5</b>
<b>Total assets</b>	<b>7,395.3</b>	<b>6,802.7</b>	<b>592.6</b>	<b>Total Net Assets</b>	<b>2,486.5</b>	<b>2,420.8</b>	<b>65.7</b>
				Common Stock	339.7	339.7	-
				Capital Surplus	372.1	403.2	(31.1)
				Retained Earnings	1,070.2	962.1	108.0
				Other	704.3	715.6	(11.2)
				<b>Total Liabilities &amp; Net Assets</b>	<b>7,395.3</b>	<b>6,802.7</b>	<b>592.6</b>

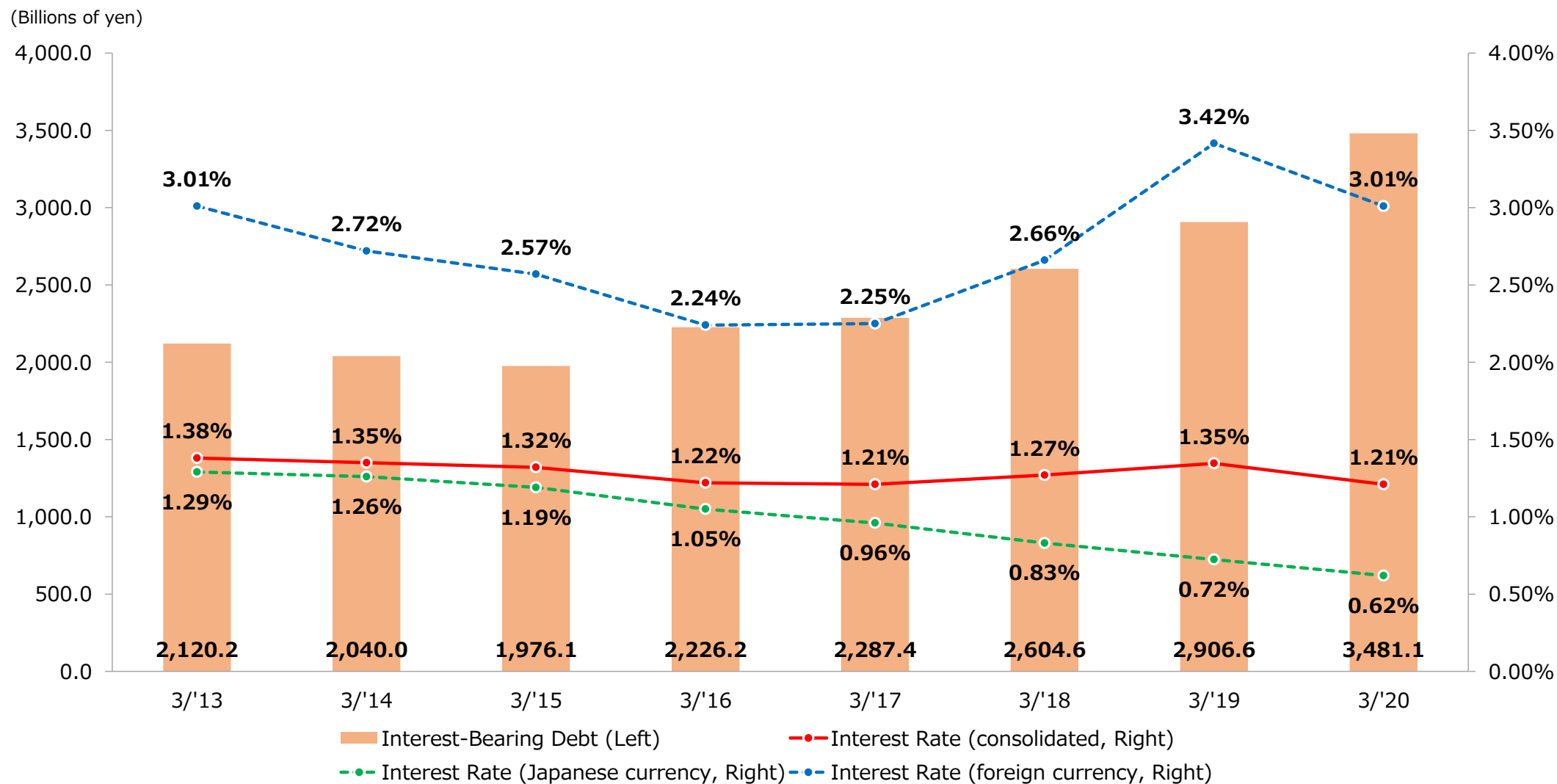
\*Interest-Bearing Debt: short-term debt + commercial paper + short-term bonds payable + corporate bonds + long-term debt

	FY2019/4Q	FY2018/4Q	Change
D/E Ratio (Times)	1.45	1.24	0.20
Equity Ratio (%)	32.6%	34.4%	(1.8pt)

# 3-3. Operating Income by Segment

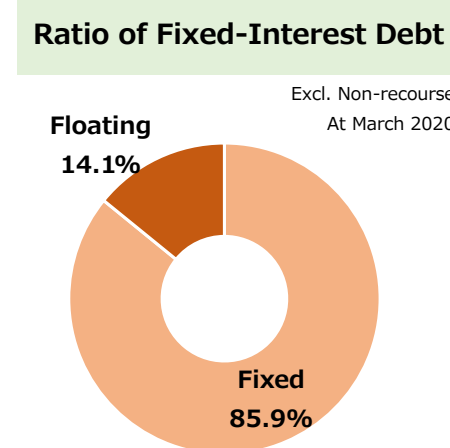
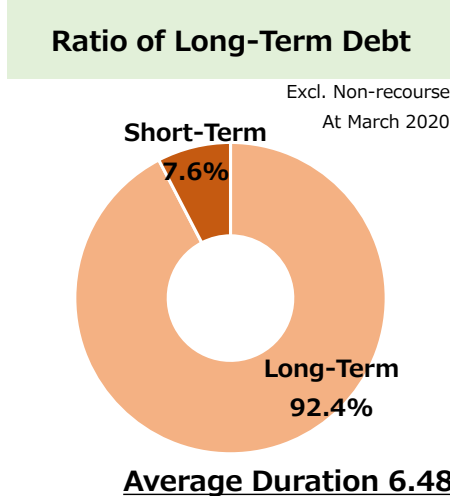
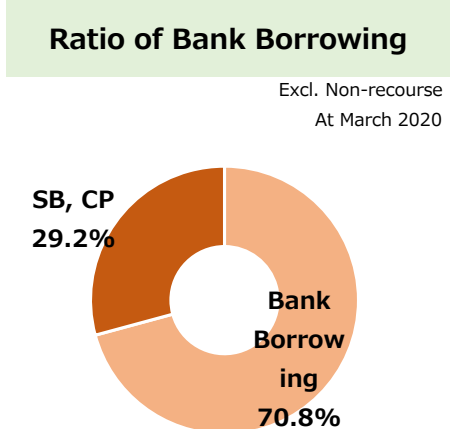
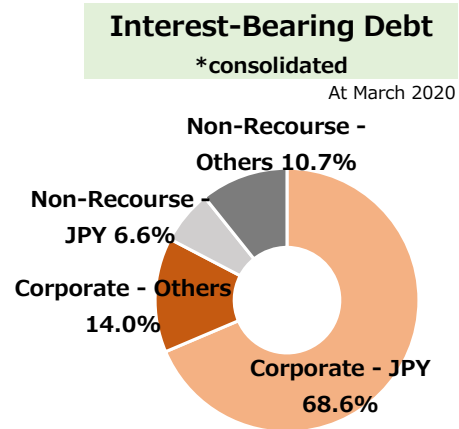


## 【Interest-Bearing Debt Breakdown】



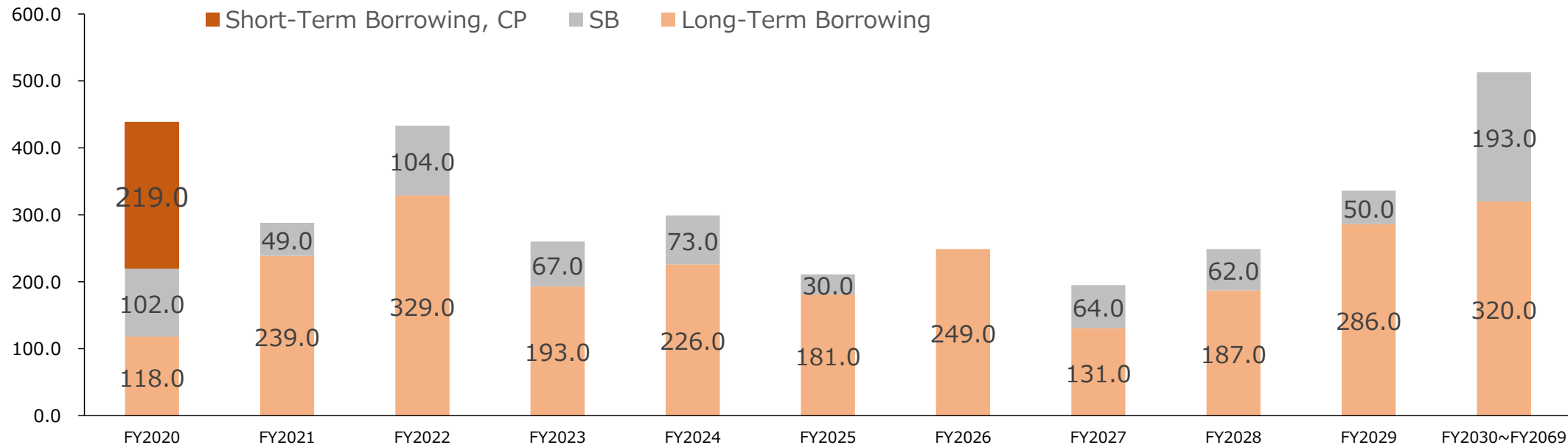
# 3-4. Investment & Financial Data

## 【Interest-Bearing Debt Breakdown】



## 【Maturity Profile】

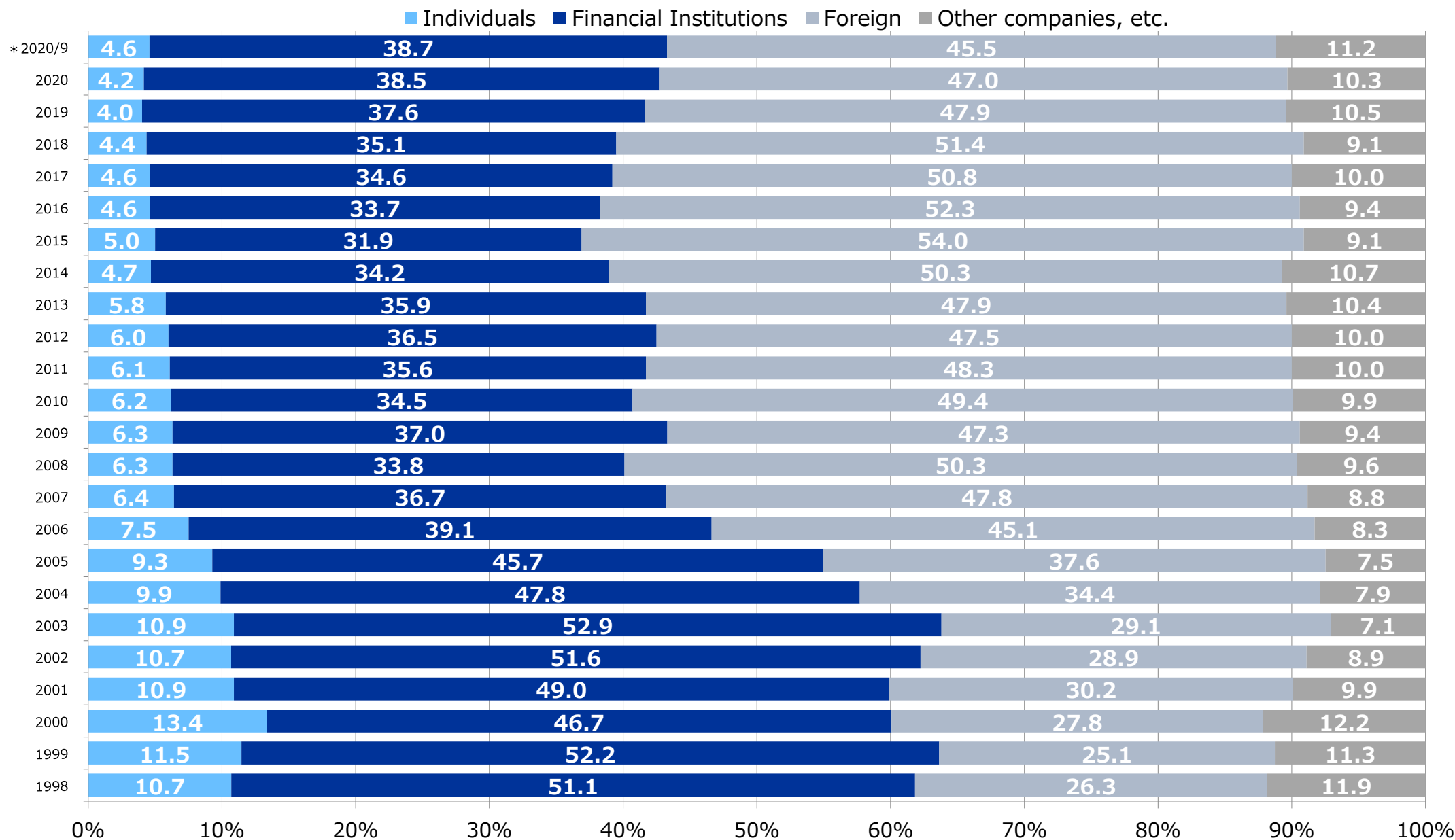
(Billions of yen)



\*Excl. Non-recourse At March 2020

# 3-5. Shareholder Composition

## Shareholder Composition as of March 31



\* This is the ratio of shareholders as of the end of September 2020.

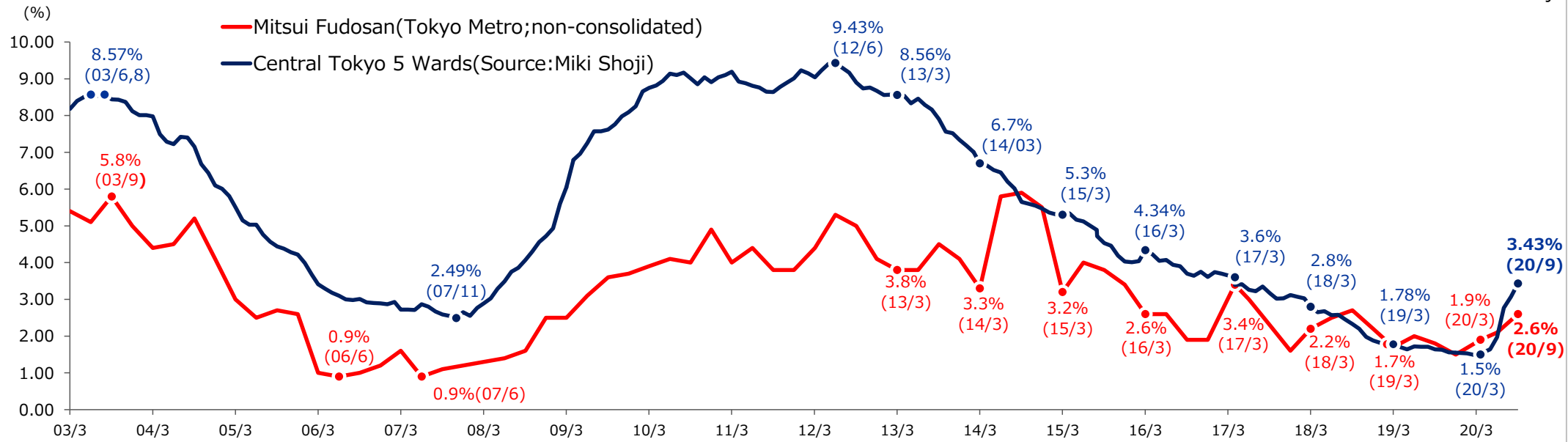


## **4. Appendices(Market Trends)**

# 4-1. Leasing Business Market Trends/Office Buildings

## Office Vacancy Rate

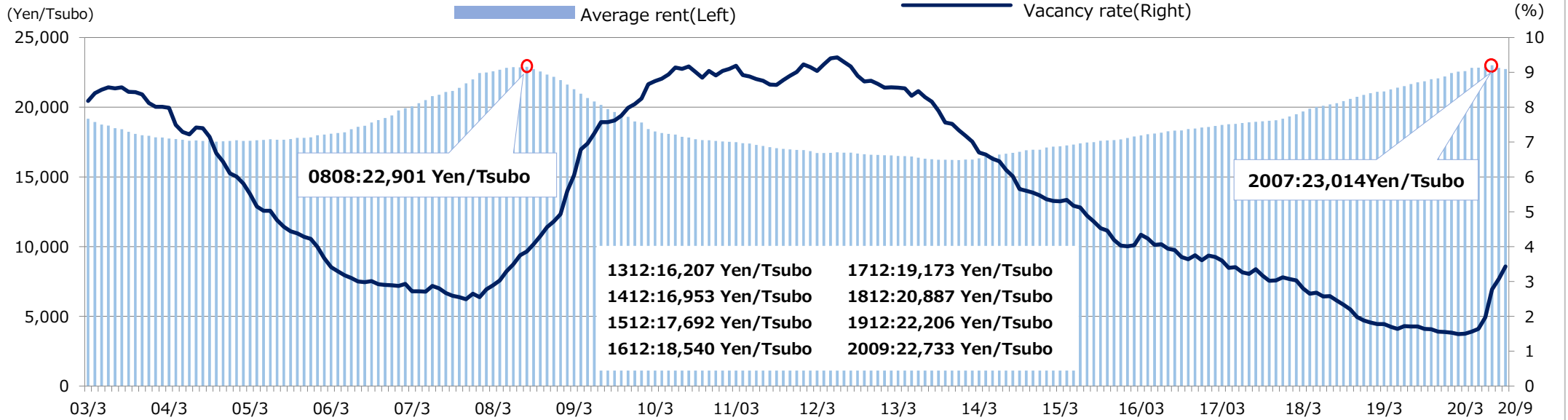
Source: Miki Shoji



## Office Building Market Trend (Average rent / Vacancy rate)

- 5 wards of Central Tokyo -

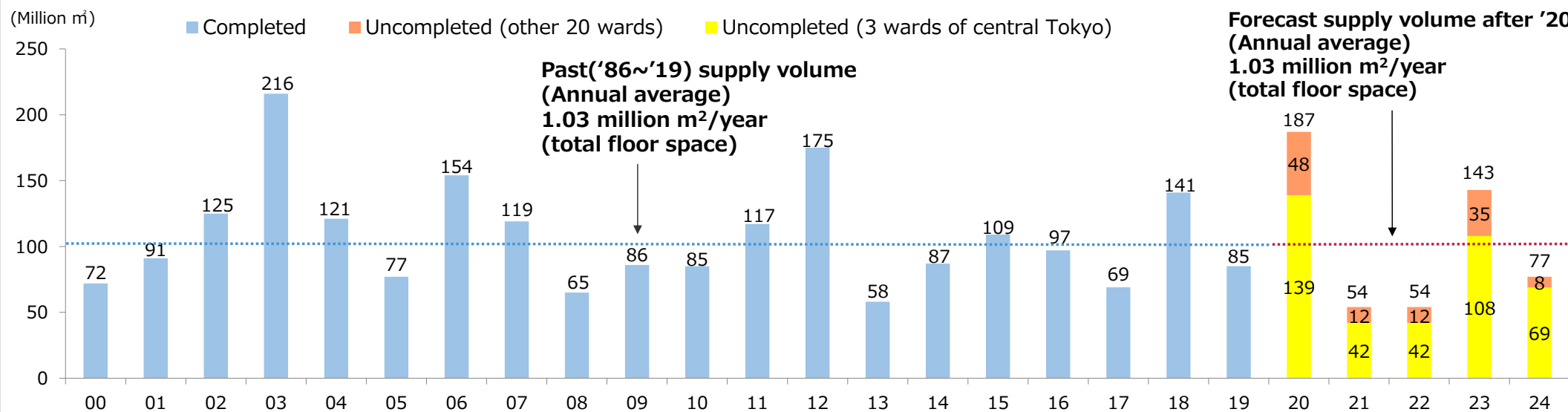
Source: Miki Shoji



# 4-1. Leasing Business Market Trends/Office Buildings

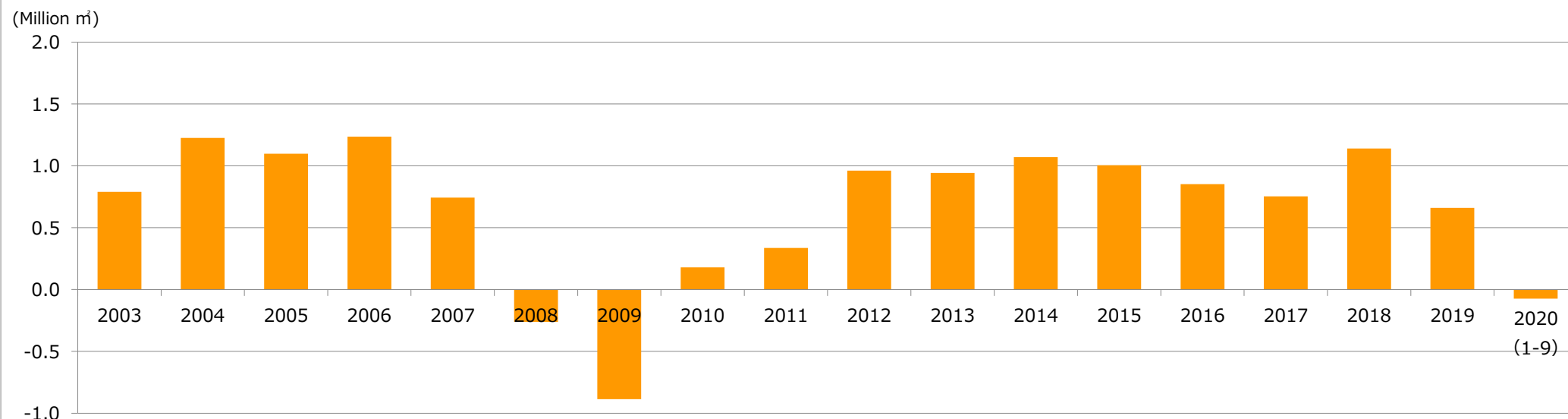
## Trend of Supply Volume of Large-Scale Office Buildings within Tokyo's 23 Wards

Source: Mori Building (as of May 2020)



## Net Absorption Trend (5 wards of Central Tokyo)

Source: Sanko Estate

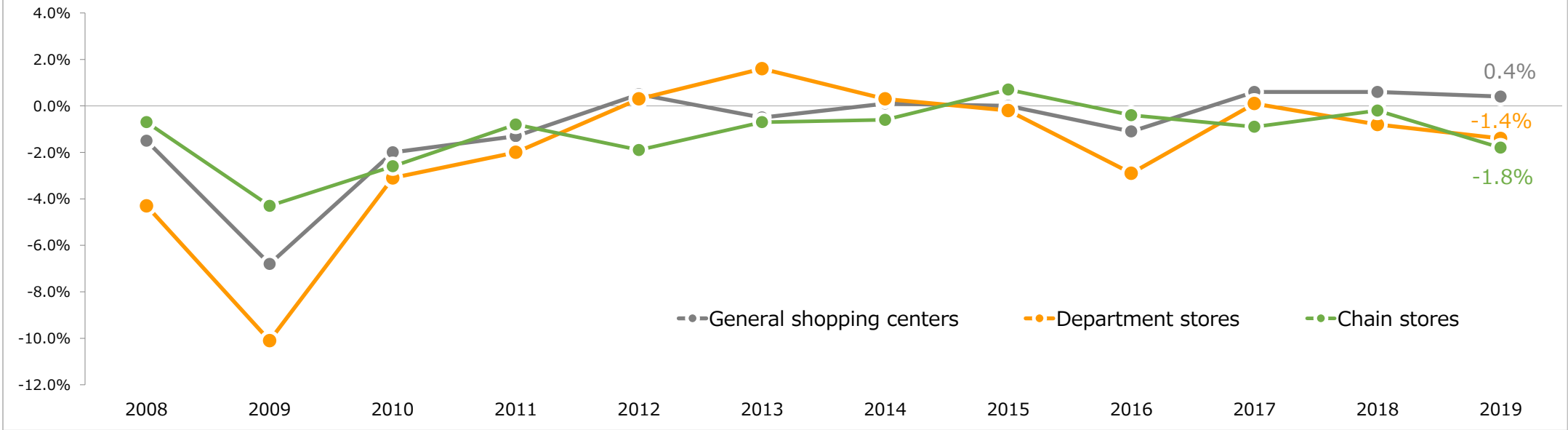




# 4-2. Leasing Business Market Trends/Retail Facilities

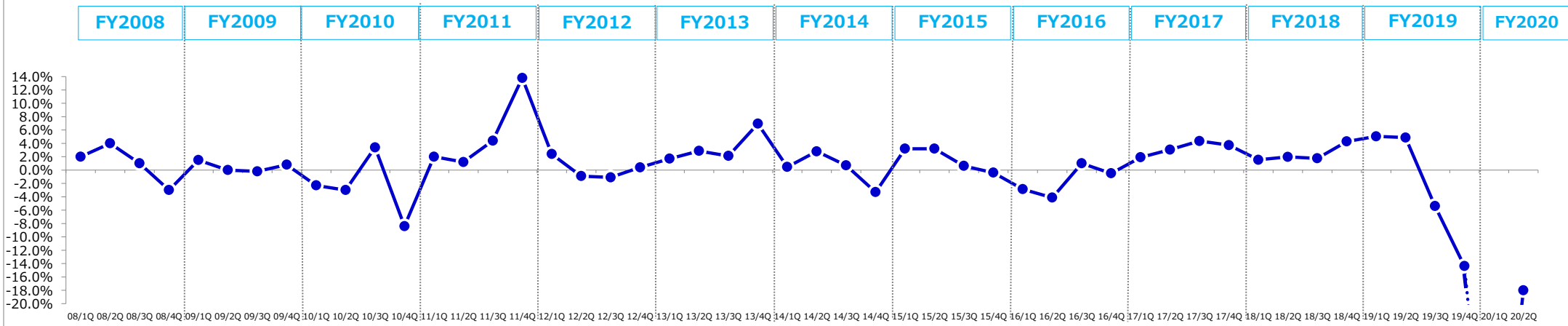
## Year-on-Year Change in Sales by Category

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



## Mitsui Fudosan: Year-on-Year Change in Domestic Sales

LaLaport (existing facilities) & Outlet park (existing facilities\*Inc.Floor expansion)



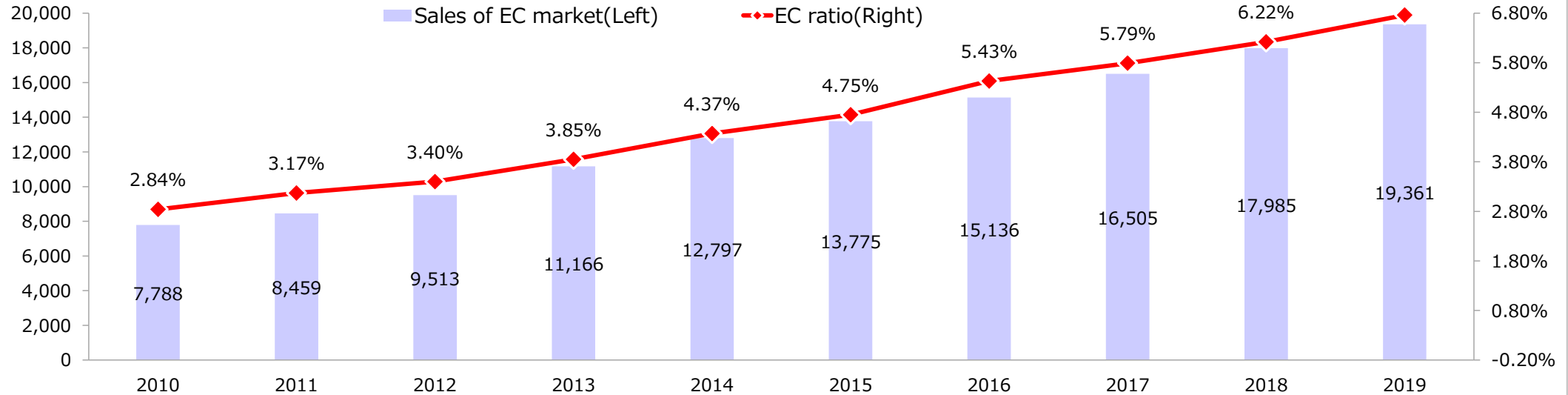
FY2020/1Q : Around -60% YoY change (Decrease mainly due to the closure of retail facilities (From April to May, 1.5month on average) as a result of COVID-19)

# 4-2. Leasing Business Market Trends/Retail Facilities

## EC Market in Japan(BtoC)

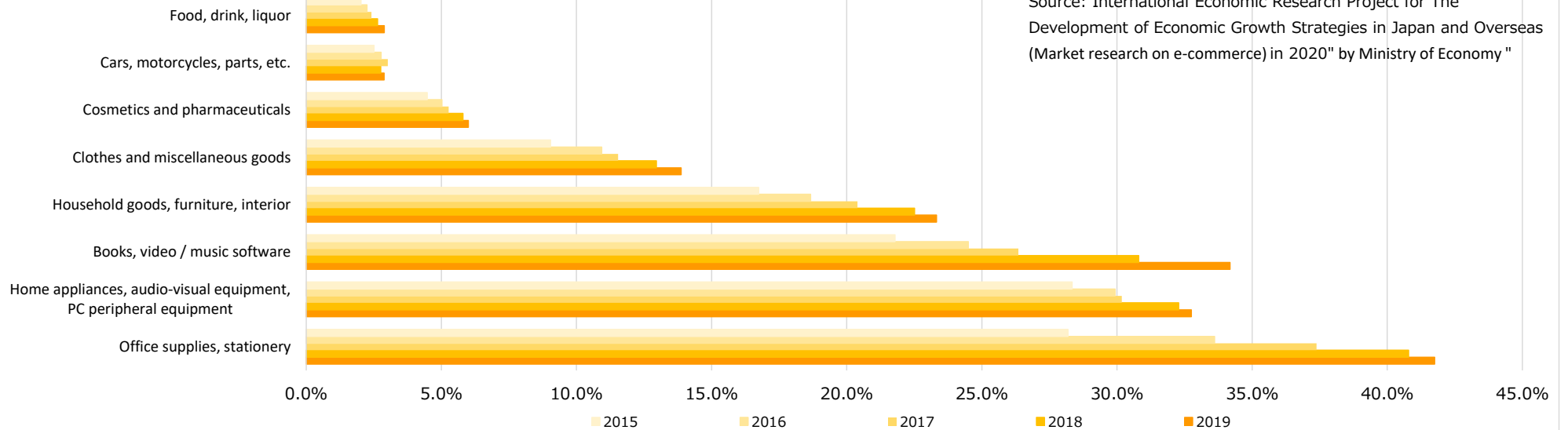
(Billions of yen )

Source: Ministry of Economy



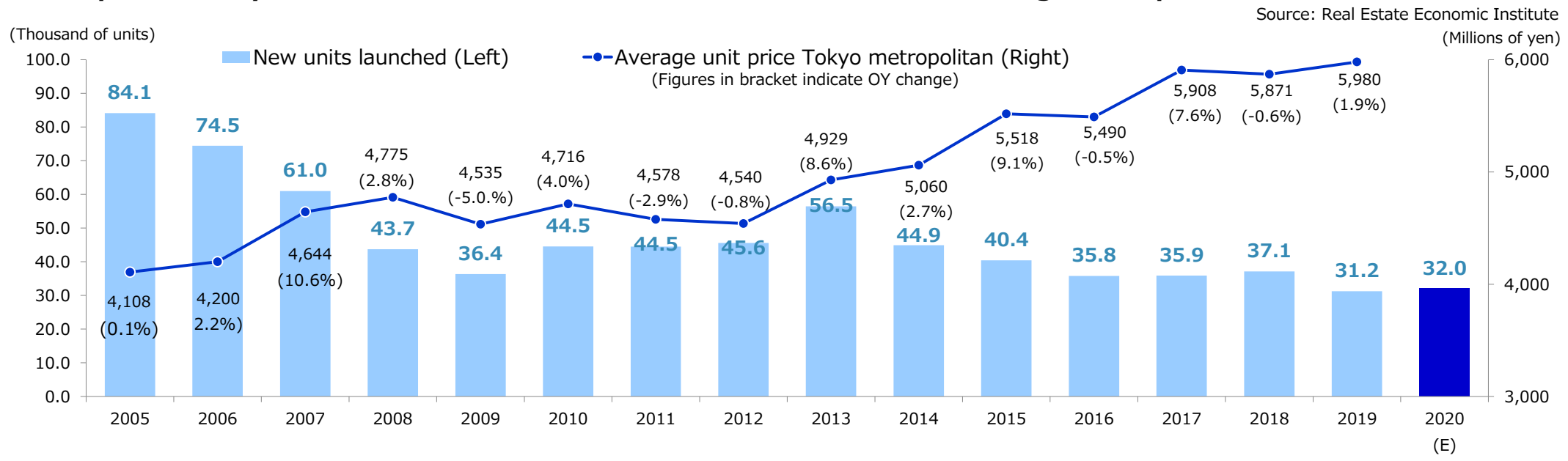
## EC Conversion rate for each product in Japan

Source: International Economic Research Project for The Development of Economic Growth Strategies in Japan and Overseas (Market research on e-commerce) in 2020" by Ministry of Economy "

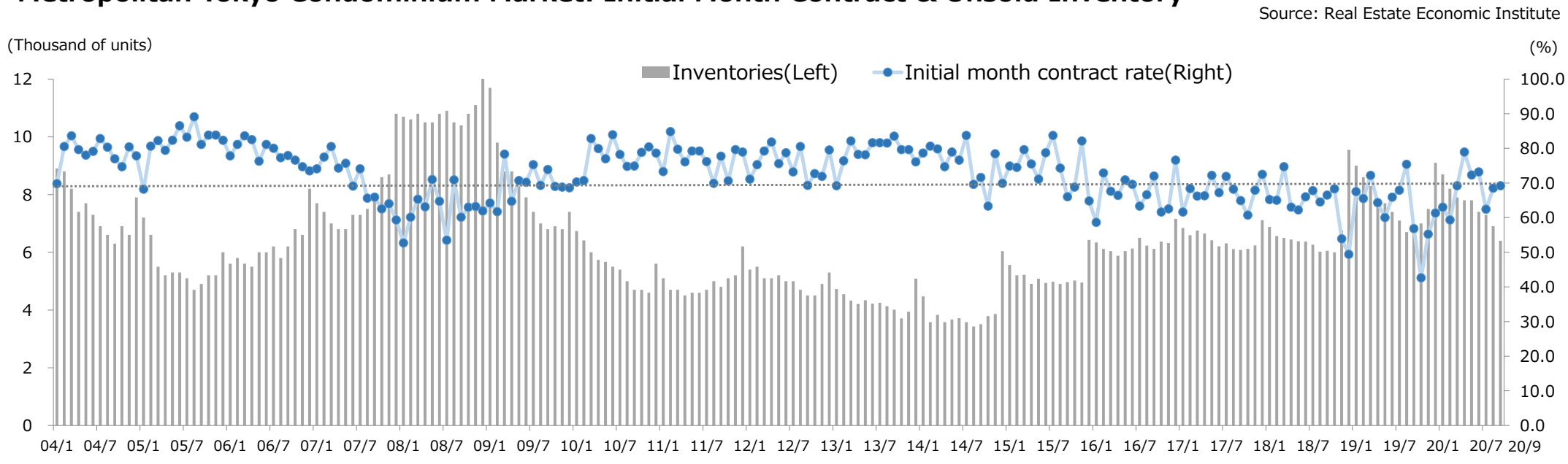


# 4-3. Property Sales Business Market Trends /Property Sales to Individuals

## Metropolitan Tokyo Condominium Market: New Units Launched and Average Price per Unit



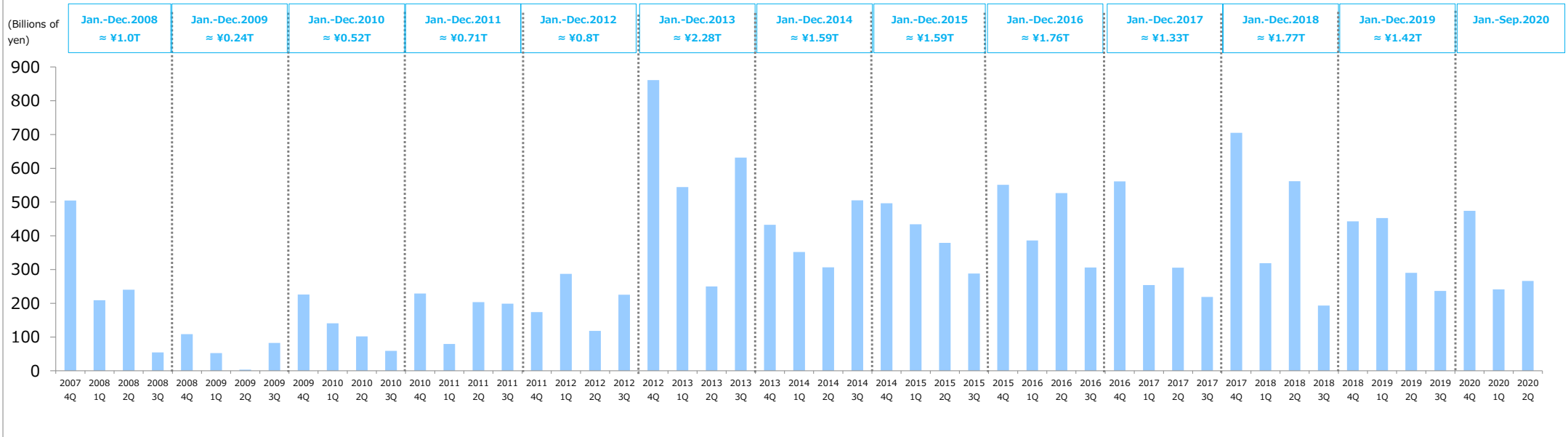
## Metropolitan Tokyo Condominium Market: Initial Month Contract & Unsold Inventory



# 4-4. Property Sales Business Market Trends /Property Sales to Investors

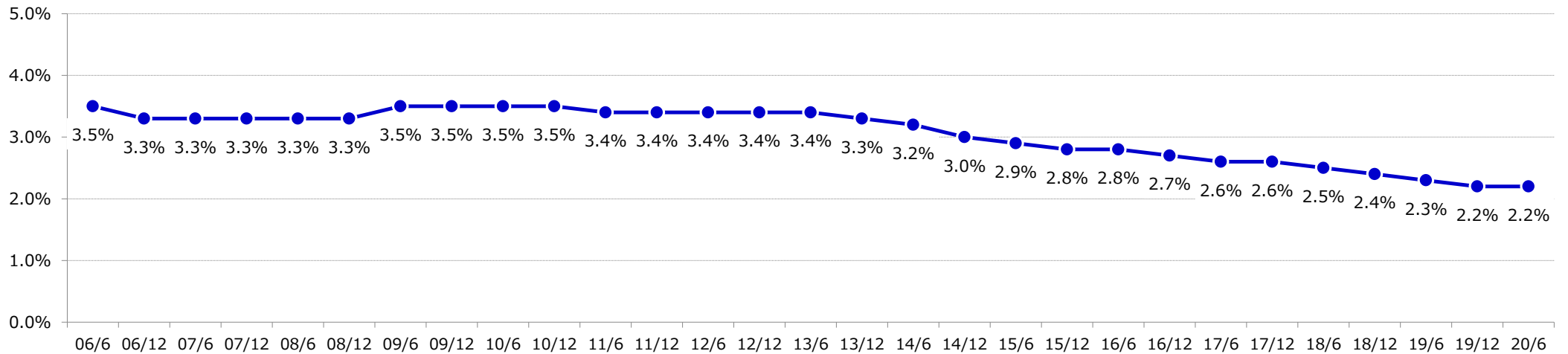
## Acquisition of Assets by J-REITs

Source: The Association for Real Estate Securitization



## Yield Benchmark, Offices in Prime Locations

Source: Survey by Japan Real Estate Institute



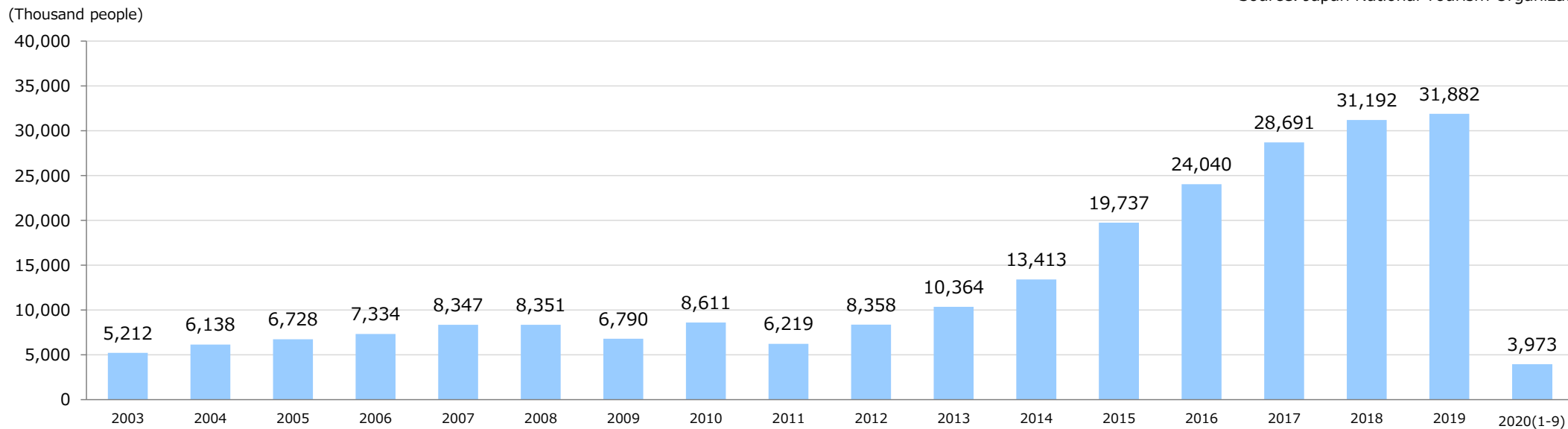
Offices in prime locations: Office building around five-years old located in Marunouchi, Otemachi, and Nihonbashi area with total and standard floor areas of 20,000 tsubo or more and 500 tsubo or more, respectively.

Yield benchmark (on an NCF basis): Yield by use and region based on an assessment of capitalization rates by the Japan Real Estate Institute.z

# 4-5. International Visitors to Japan

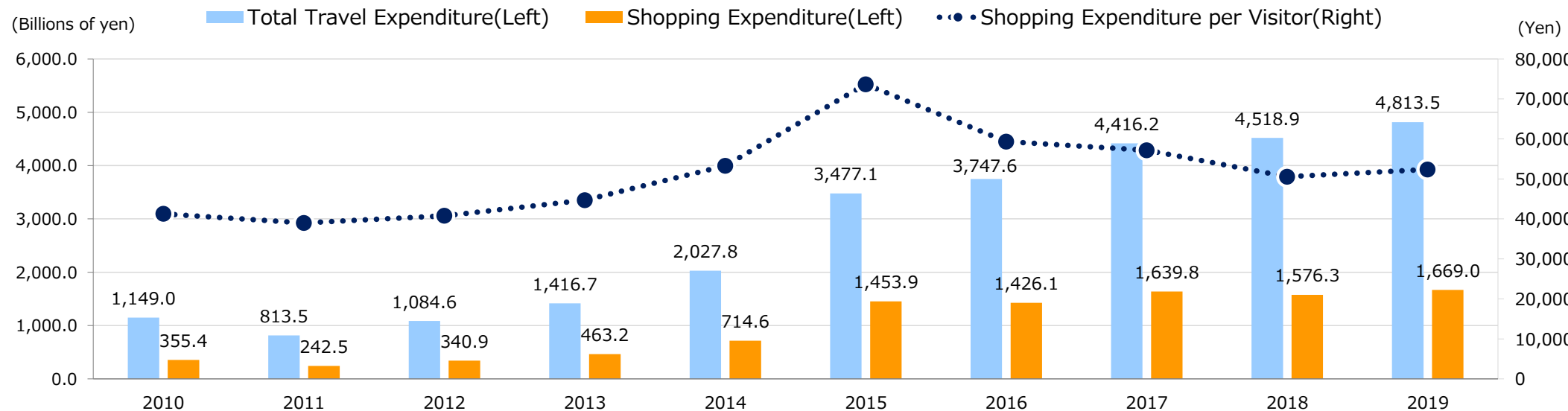
## Inbound Travel Trend (The number of International Visitors to Japan)

Source. Japan National Tourism Organization



## Consumption Trends of International Visitors to Japan

Source. Japan Tourism Agency



# Disclaimer

This presentation contains forward-looking statements including details regarding the Company's business results forecasts, development plans, and targets. All forward-looking statements are based on judgments derived from the information available to the Company at the time this presentation was issued, and are subject to a variety of risks and uncertainties.

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

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