

FY2023

(The Fiscal Year Ending March 31, 2024)

Mitsubishi Estate Long-Term Management Plan 2030 Review

For details of the "Long-Term Management Plan 2030", which began from April 2020, please see the following link.

<https://www.mec.co.jp/en/ir/plan2030/>



Updates on Business/Management Strategy

1

Review of shareholder return

- 1) Progressive dividend
- 2) Continuous share buyback

2

Domestic asset Improve profitability through reorganization

3

International asset Accelerate achievement of the goal Update of business strategy

4

Enhanced disclosure

Execution

1

Review of shareholder return

- 1) Progressive dividends
- 2) Continuous share buyback



Progressive dividend of ¥3 every fiscal year

Business Strength

Shareholder Return (Dividends)

Shareholder Value

Reflect upward growth prospect and implement ¥3 progressive dividend every fiscal year (¥60 or more in FY2030)

From Marunouchi/Outlets/flagship buildings (Yen)
in the US/UK

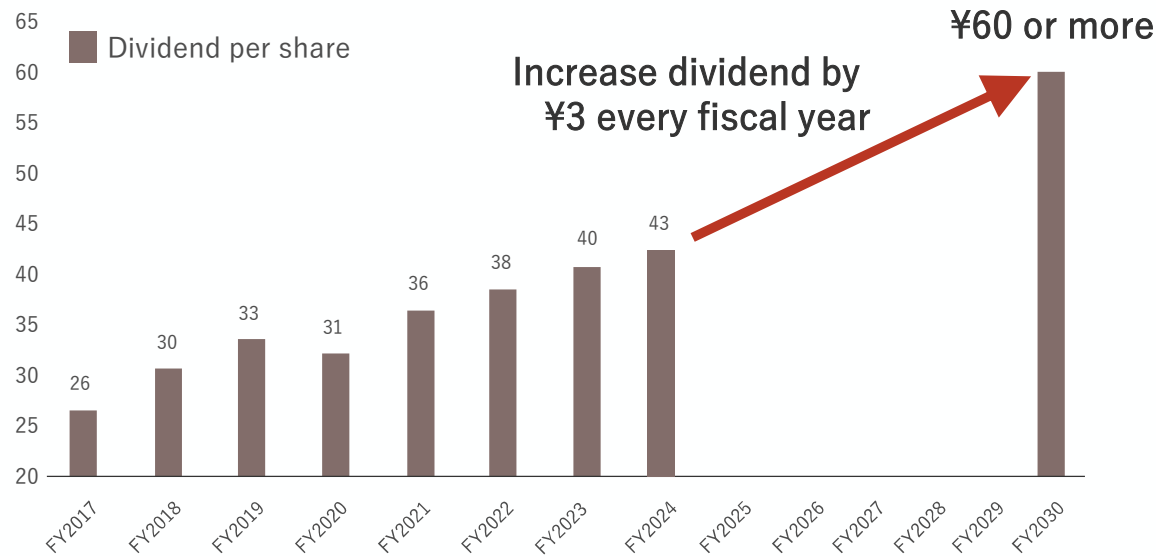
Stable rental CF

After completion of Torch Tower,
8 Bishopsgate, etc.,

Further growth of
rental CF

By monitoring the Market

Maximize profits on sale



Continuous/Stable
shareholder return

Improved
foreseeability

Continuous Share Buyback

Business Strength/
Management Strategy

Shareholder Return (Share Buyback)

Shareholder Value

High-level gains
on sale of property

Based on market insight,

Maximize profits on sale

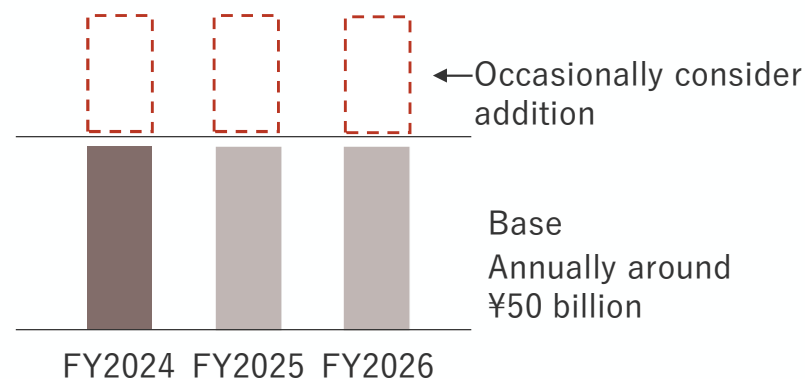
Including Marunouchi assets,

Strategic return

Sale of cross-
shareholdings, etc.

¥50 billion share buyback decided in FY2024
¥50 billion/year buyback estimated also in FY2025/FY2026

**Consider additional Share Buyback depending
on share price/CF, etc.**



Improved stability/
foreseeability

Occasionally
additional return

Cancel after
completing acquisition

Execution

2

Domestic asset

Improve profitability through reorganization



By clarifying the business model/responsibility for profit and loss to enable
“Visualize” and “Refine” the Earning Power



Marunouchi Property Business

Compelling differentiation for Marunouchi, and profitability improvement



Commercial Property Business

Capital recycling business of office / logistics / commercial / hotels, and improved competitive edge/profitability of operational assets



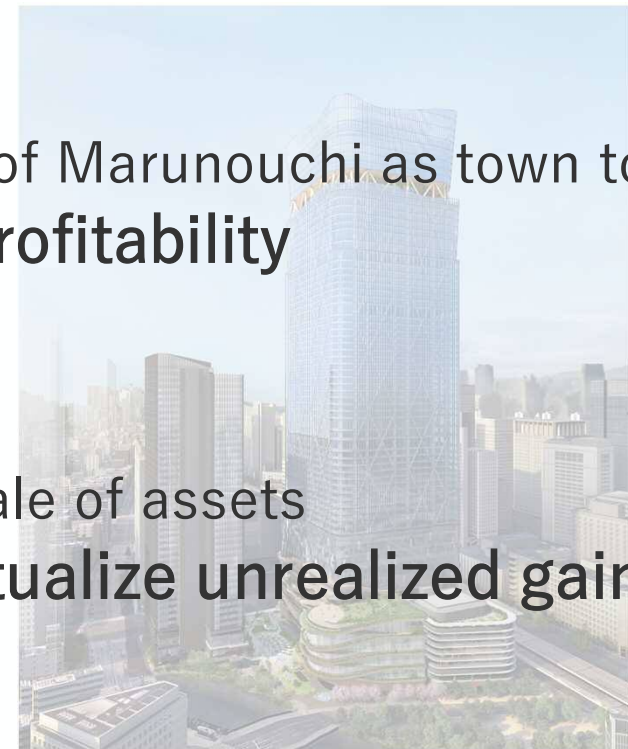
Compelling differentiation of Marunouchi, and improvement of its profitability

Leasing

Reaffirm/refine the value of Marunouchi as town to
Improve profitability

Property
sale

Strategic sale of assets
Improve efficiency/Actualize unrealized gains



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Change in External Environment

Change in the style of offices

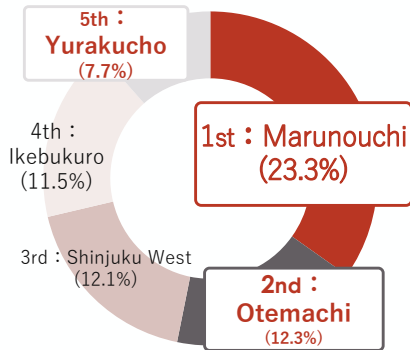
→Diverse values to both businesses and workers matters

Full-blown inflation

Utilizing changes in external environment and advantages to higher office rents

Outstanding location advantage

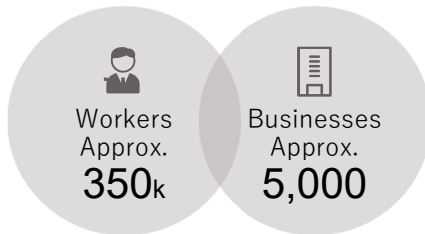
Ranked No.1* city to work in



**Accessibility
Business concentration**

Stations/Railway lines

13 stations 28 lines



*Colliers 2022 Ranking of the best places to work in Tokyo

Providing new value to the area

Workplaces that meet diverse needs



Providing a place for innovation



A wide line-up of workspace addressing the needs of businesses/workers

Flexible offices



7 sites

Offices with fixtures, and serviced offices comprising of reception, conference room and lounge area



4 sites

Serviced offices with premium feel of high quality/added value



173 sites nationwide

Rental offices with Japan's largest number of locations, catered to various work styles



Touch down function



100 sites in Tokyo

Increase productivity using spare time and space efficiently



Provide software and venues for innovations (innovation ecosystem)

International businesses

EGG/The M Cube



Global Business Hub Tokyo



Fintech

FINOLAB



Deeptech

Inspired.Lab



All Genres

TOKIWA BRIDGE



Number of companies founded in
the last decade

Approx. **1,000**

Cumulative number of businesses
occupying startup facilities

Over **400**

Number of participants in organizations that
connect leading companies with startups

Over **250** companies/groups

Improve profitability of the entire area

Improvement in profits

→ Most effective use through area management

→ Expansion/Evolution of service

Cost efficiency

→ Cost management



Strategic sale of assets

Improve efficiency and actualize unrealized gains



Marunouchi Property Business

Compelling differentiation for Marunouchi, and profitability improvement



Commercial Property Business

Capital recycling business of office / logistics / commercial / hotels, and improved competitive edge/profitability of operational assets



Capital recycling business of office/logistics/commerce/hotels, and improved competitive edge/profitability of operational assets

Property sale

Through market opportunities,
sustainable/high-level
gain on sale of property

Leasing
Operation

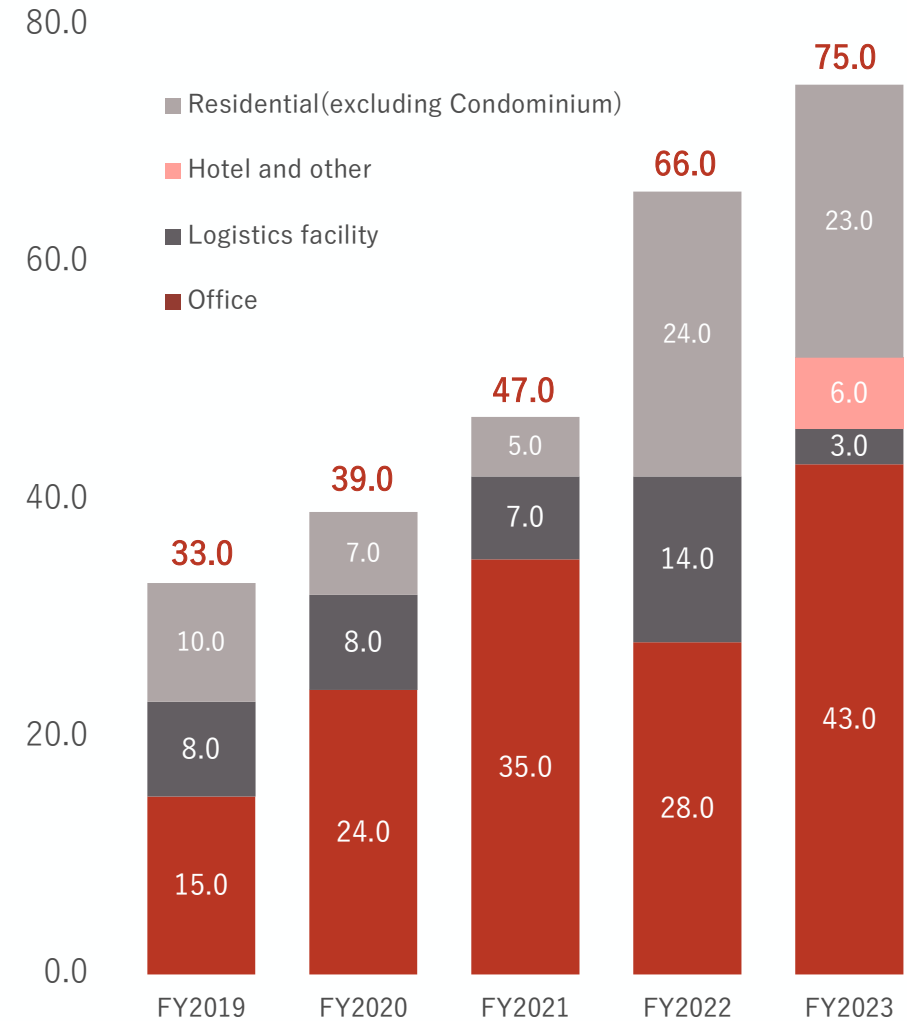
High quality building assets in good
locations, and operational assets,
including outlets and hotels,
improve profitability

Fees

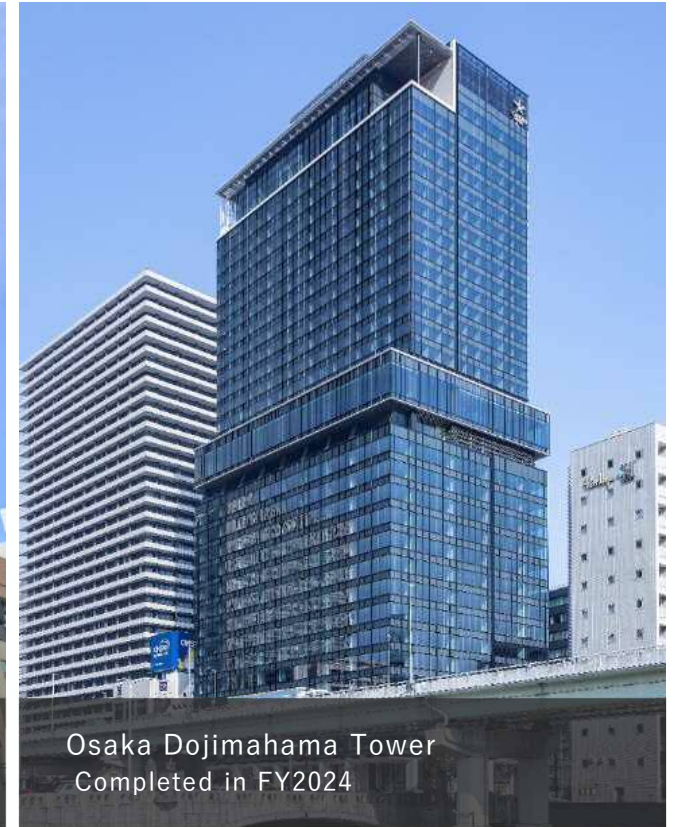
Active use of our know-how to
earn various fees, and
highly efficient profits

Sustainable/High-level gain on sale of property

(Billions of yen) Capital Gain Results (Total Domestic Asset Business)



Office development in prime areas selectively invested



Short-term capital recycling business with small and mid-sized office “CIRCLES”

CIRCLES

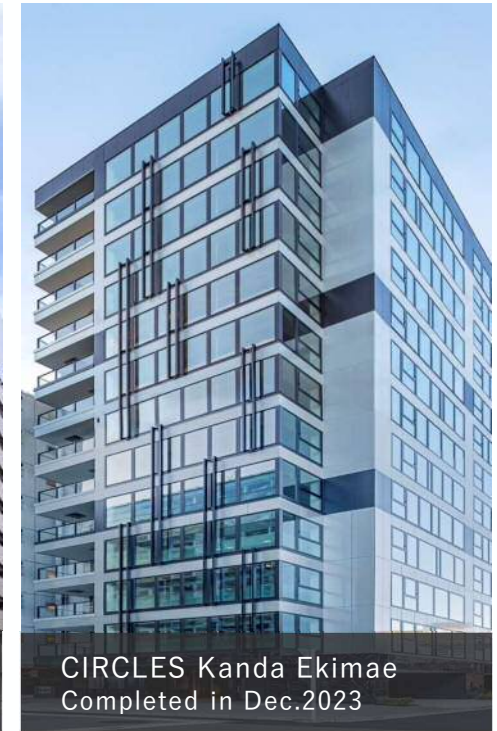
Number of developments: 33

(23 completed, 10 under development)

Number of buildings sold: 15

List of buildings

CIRCLES Shibuya
CIRCLES Ginza
CIRCLES Shiodome
CIRCLES Nishishinjuku
CIRCLES Gotanda
CIRCLES Ichigaya
CIRCLES Hirakawacho
CIRCLES Ochanomizu
CIRCLES Kanda Ekimae
CIRCLES Akihabara Ekimae
CIRCLES Kanada Ogawamachi
CIRCLES Nihonbashi Kobunacho
CIRCLES Nihonbashi Bakurocho
CIRCLES Nagoya Nishiki
CIRCLES Otonoha Hakata



Development of logistics facilities in view of diversified needs and next generations

Number of developments: **40**
(23 completed, 17 under development)

Number of facilities sold: **20**



Tokyo Ryutsu Center Bldg. A (completed in Aug. 2023)



Logicross Zama (completed in Nov. 2023)

“Next-generation core logistics facility”



(Provisional name) Kyoto Jojo Core Logistics Facility

A diverse line-up of operational assets

Outlet Business



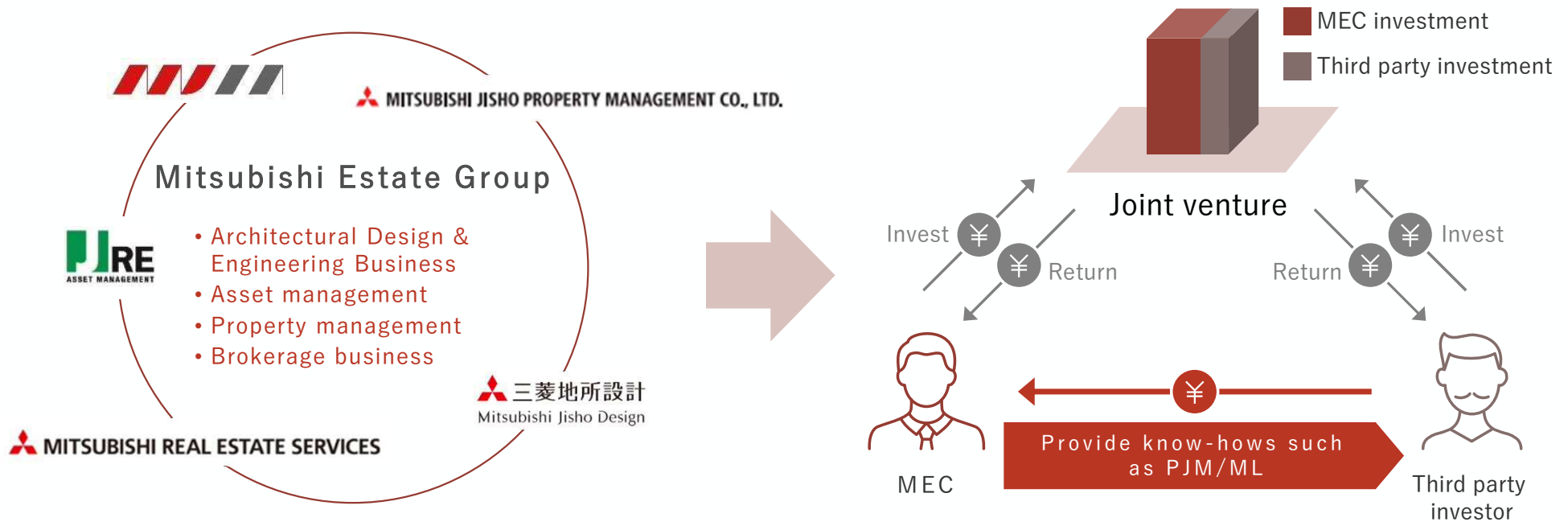
Hotel Management Business



Hotel Development Business



Earn various fees by fully leveraging the Group's expertise



Provide the Group's expertise. Earn fees throughout the value chain.

Earn various fees by fully leveraging the Group's expertise

Grand Green Osaka

We obtain various fees as managing company.

【Services provided by our Group】

- Project management
- Leasing management
- Master lease
- Property management
- Architectural Design & Engineering Business



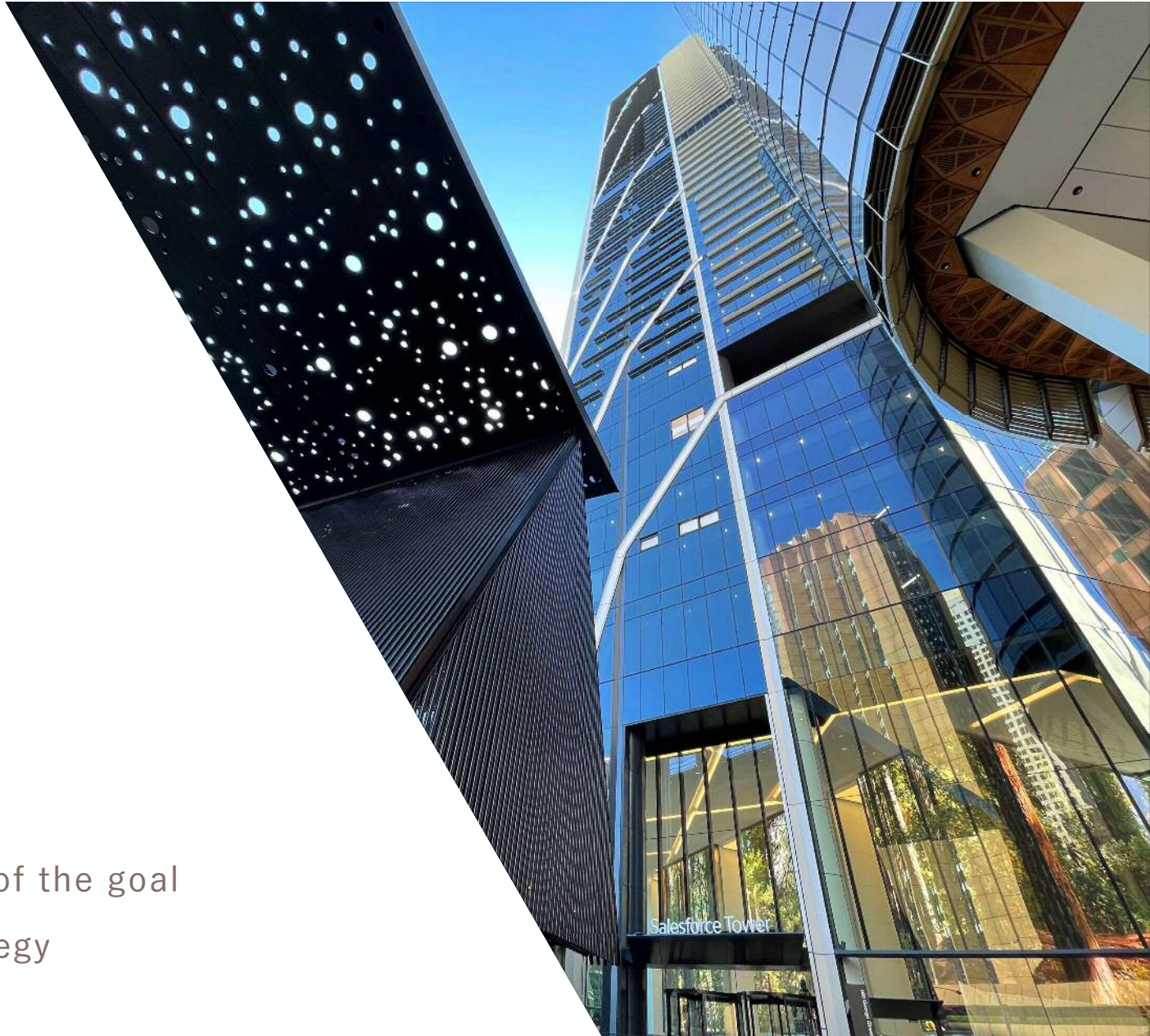
Execution

3

International asset

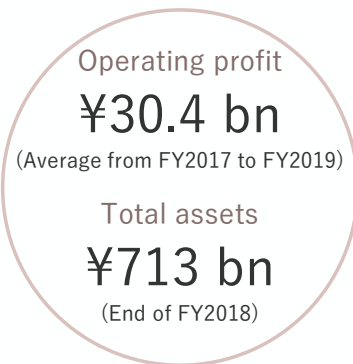
Accelerate achievement of the goal

Update of business strategy



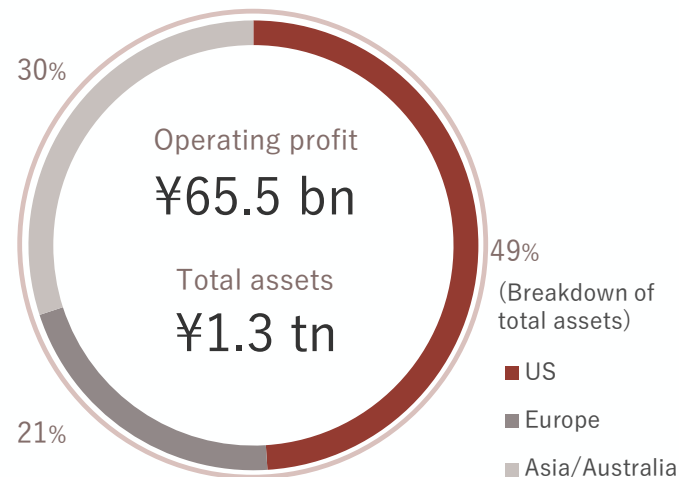
Achieve of PL targets ahead of schedule

As of the release of
Long-Term Management Plan



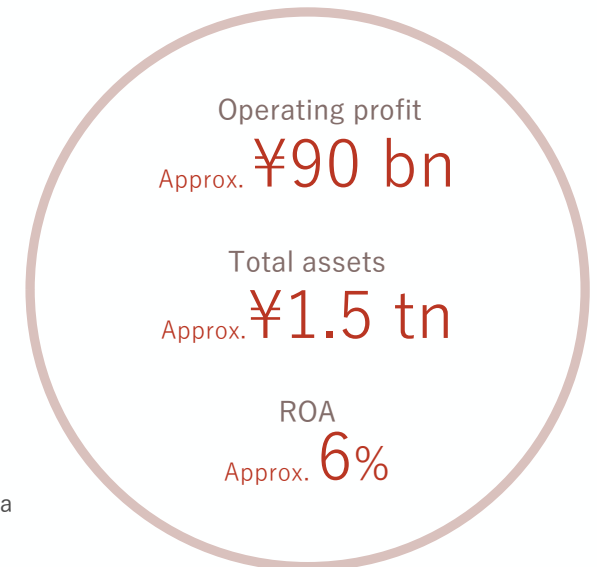
Last 3 years' results

(Average from FY2021 to FY2023)



Late 2020s

Aim to achieve the LT target ahead of schedule



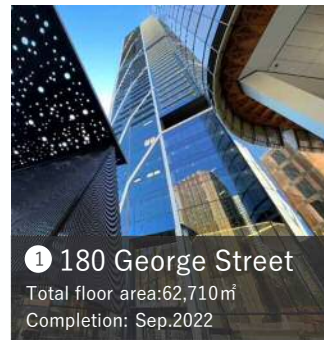
Investment shifting to developed countries

London, UK



Contract offers: over 85%

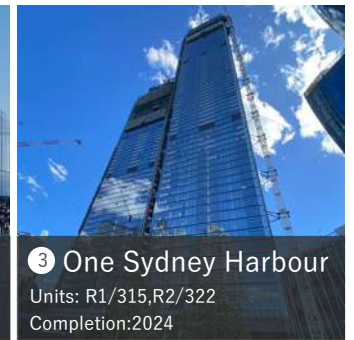
Australia



Contract offers: over 99%



Hotel : Sold
Condominiums:
Contracted over 70%



Condominiums:
Contracted over 90%

Stable Rental Profit

US



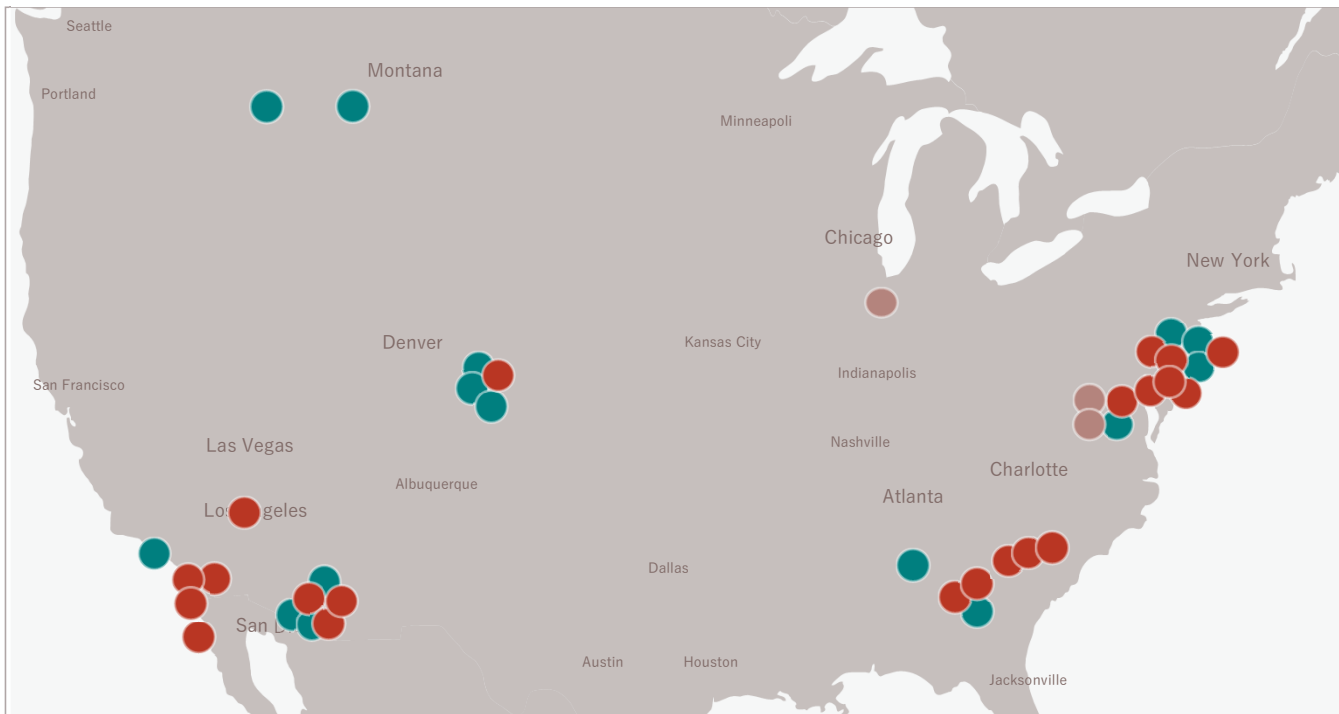
London, UK



Overseas: Total rental profit over ¥20bn

*FY2023 results

US A development track record across the US, centering on logistics facilities, rental apartments, and data centers



● Logistics facilities **36** ● Rental apartments **30** ● Data centers **3**

Sale records



Eastampton FY2023	
Location	New Jersey
Main use	Logistics
Total floor area	31,000m ²
EIRR	Approx.100%



Stateline 7 FY2023	
Location	South Carolina
Main use	Logistics
Total floor area	93,000m ²
EIRR	Over 30%



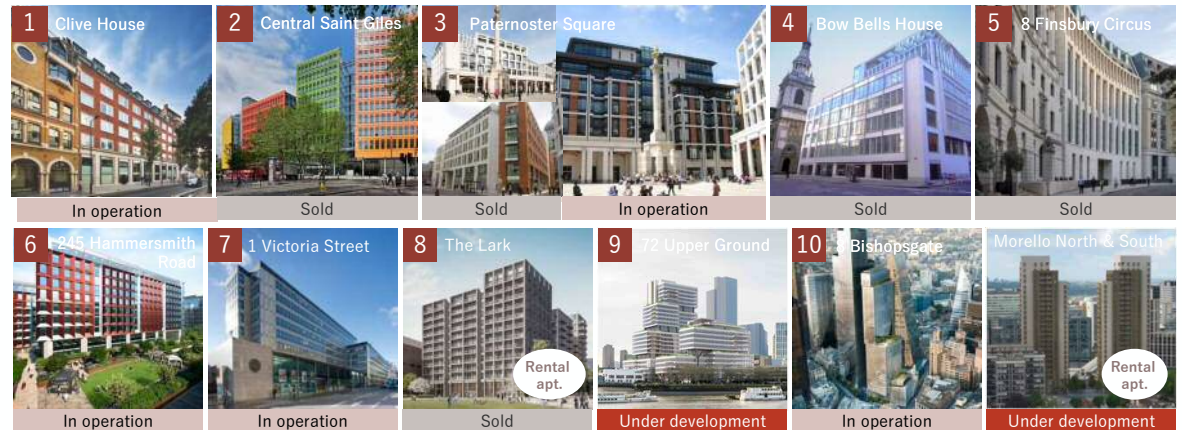
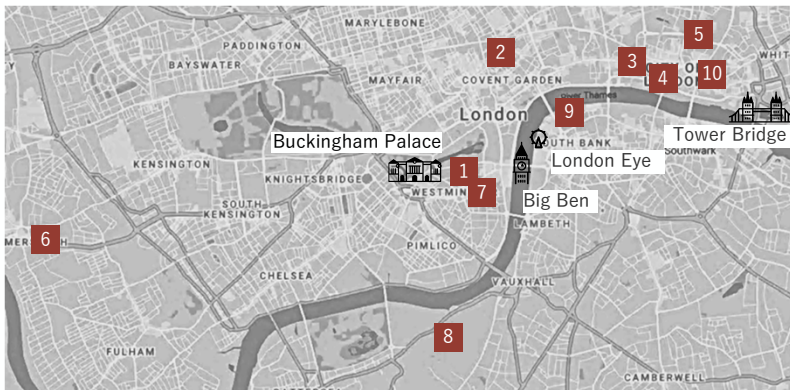
Val Verde FY2022	
Location	California
Main use	Logistics
Total floor area	26,900m ²
EIRR	Approx.100%



Hanover FY2022	
Location	Pennsylvania
Main use	Logistics
Total floor area	42,100m ²
EIRR	Approx.100%

Europe Over 30 years of Continued Large-scale Development and Realization of Development Profits in London Prime Locations

Past achievements



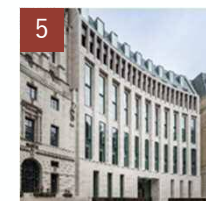
Realization of high development profits



Central Saint Giles

Total floor area 66,000m²
Completion 2010

FY2022 **¥39bn**



8 Finsbury Circus

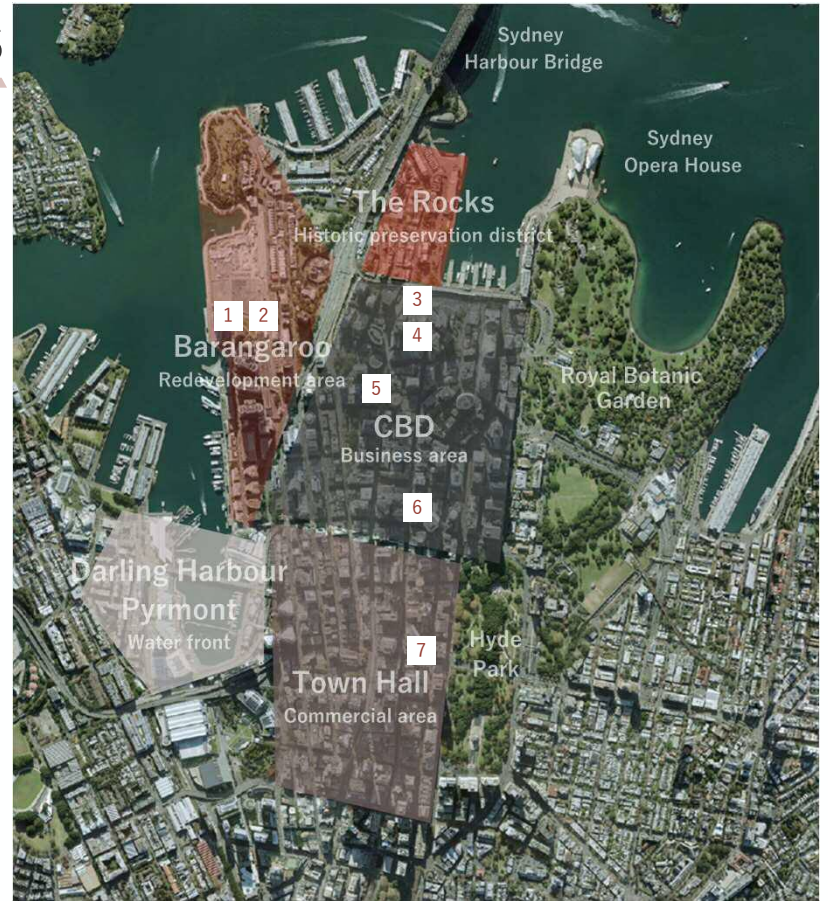
Total floor area 23,000m²
Completion 2016

FY2019 **¥16bn**

Australia

Captured investment opportunities of various asset types in prime locations of Sydney CBD

- | | | | | | |
|-------------------|---|-----------------------------------|-------------------|---|--------------------|
| Under development | 1 | One Sydney Harbour Residences One | Held by Fund | 5 | 60 Margaret Street |
| Under development | 2 | One Sydney Harbour Residences Two | Held by Fund | 6 | 130 Pitt Street |
| Under development | 3 | One Circular Quay | Under development | 7 | Parkline Place |
| Completed | 4 | 180 George Street | | | |



Execution

4

Enhanced disclosure



Hold IR Day

IR DAY

2024.12

 **MITSUBISHI ESTATE**

Marunouchi



Logicross

Regus

**ROCKEFELLER
GROUP**

 **TA REALTY**

【Further improved disclosure】

- Separation of Commercial Property Business
(Commercial Property Business/Marunouchi Property Business)
- Disclosure of operating profit by business line
- Disclosure of small MTG materials on website (Ja/En)
- Proactive holding of property tours, etc.

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Enhanced disclosure

Social value

2030 target

- Pursue tangible and intangible urban development for the next generation
- Maintain commitment to reducing environmental impact
- Consider people, empathize with people, protect people
- Create and circulate new value

Shareholder value

2030 target

ROA

5%

ROE

10%

EPS

¥200

Business profit 350~400bn

Be the ECOSYSTEM Engineers