

FY2025-3Q
(The Fiscal Year Ending March 31, 2026)

Mitsubishi Estate IR Presentation



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Financial Overview

New

FY2025 3Q Results

- Operating Profit was ¥227.3 billion (up ¥32.8 billion YoY) and Profit Attributable to Owners of Parent was ¥156.5 billion (up ¥50.7 billion YoY). Both reached record highs for the 3Q results.
- **Leasing of new office buildings, upward rent revisions for existing properties, and steady performance in the retail and hotel businesses all contributed to strong overall results.**
- **Capital gains progressed steadily both in Japan and overseas**, with U.S. data center sales scheduled to be recognized in the 4Q.
- In preparation for the next fiscal year, London office property Warwick Court has already been sold and is expected to be recognized in the 1Q of FY2026.

New

FY2025 Forecasts

- **Operating profit revised to ¥330 billion (up by ¥5 billion)**, driven by higher domestic capital gains.
- In addition to the increase in operating profit, accelerated sales of strategic holdings led to ¥25 billion **upward revision in Profit Attributable to Owners of Parent, raising the forecast to ¥220 billion.**
- **ROE improved from “around 8%” to “the mid-8% range”.**

New

Shareholders Returns Policy

(Share buyback)

An additional ¥30 billion share buyback has decided, bringing total share buybacks for FY2025 to ¥130 billion.

(Dividends)

Dividend for FY2024: ¥43 per share. Dividend forecast for FY2025: ¥46 per share.
Progressive dividend payment of +¥3 for every fiscal year until FY2030.

FY2025 Forecasts Revision

1. Upward Revision to FY2025 Performance Forecast

ROE Improvement Strategy

1. Growth in Operating Profit
2. Pursuing Efficiency through Asset Sales
3. Managing Equity (Commitment to Shareholder Returns)

Previous Forecasts
(as of May. 12, 2025)

Current Forecasts

Operating Profit

¥325 billion

+ ¥5 billion

¥330 billion

Profit attributable to
owners of parent

¥195 billion

+ ¥25 billion

¥220 billion

Share Buyback

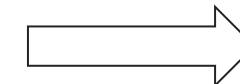
¥100 billion

+ ¥30 billion

¥130 billion

ROE

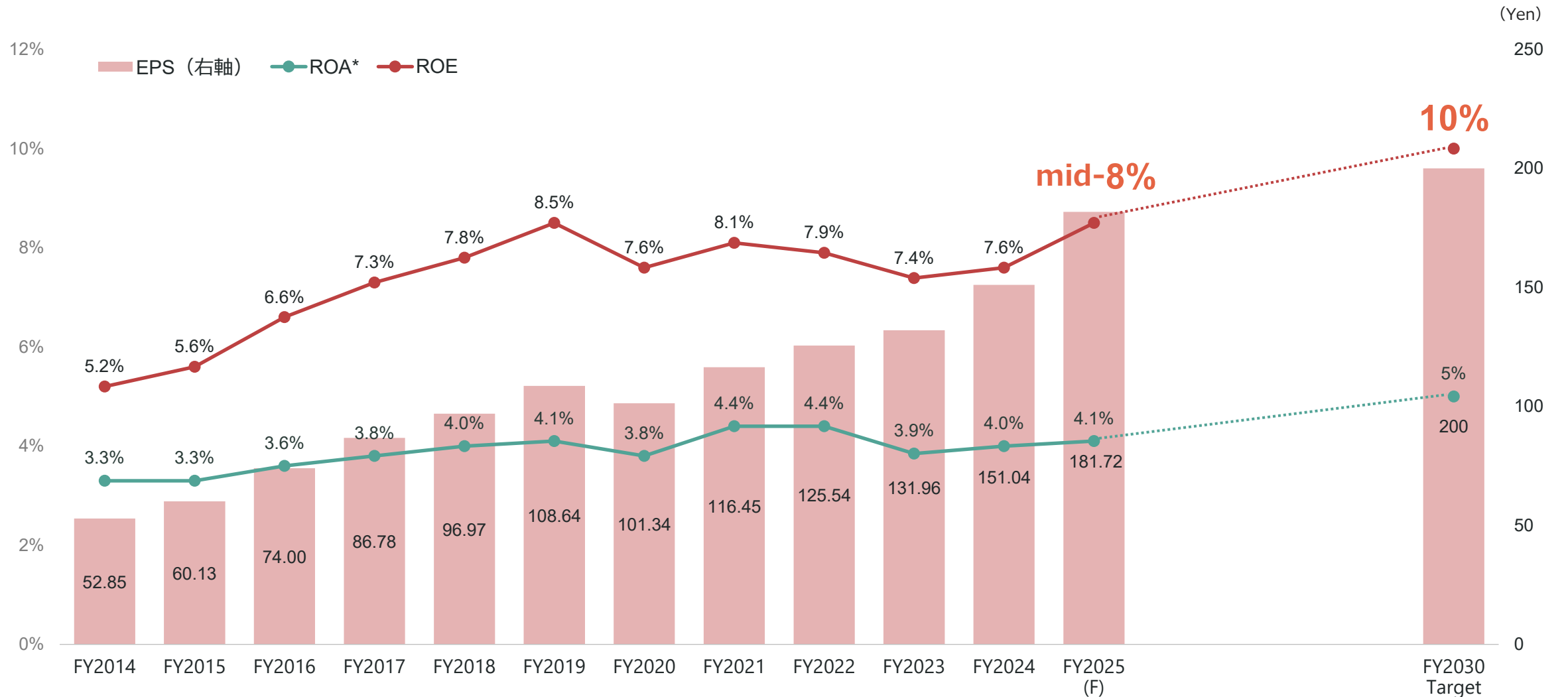
Around 8%



**mid-8%
range**

2. ROA ・ ROE ・ EPS

FY2025 forecasts: ROE mid-8% range. Steadily progressing toward achieving 10% ROE.



* ROA = Business Profit / Total assets (average)

3. FY2025 Income Statement Forecasts - Current vs Previous Forecasts (as of May 12, 2025)

Operating profit revised to ¥330 billion (up by ¥5 billion)

Profit Attributable to Owners of Parent revised to ¥220 billion (up by ¥25 billion)

Millions of yen (rounded down)	Current Forecasts	Previous Forecasts	Change	Main Factors
Operating revenue	1,850,000	1,850,000		
Operating profit	330,000	325,000	+ 5,000	
Commercial Property Business	135,000	120,000	+ 15,000	+ Higher capital gains
Marunouchi Property Business	95,000	95,000		
Residential Business	50,000	50,000		
International Business	70,000	70,000		
Investment Management Business	5,000	15,000	(10,000)	- The adjustment of incentive fees (non-cash)
Architectural Design & Engineering Business and Real Estate Services Business	10,000	10,000		
Other	(3,000)	(3,000)		
Eliminations or corporate	(32,000)	(32,000)		
Non-operating income	15,000	15,000		
Non-operating expenses	70,000	70,000		
Ordinary profit	275,000	270,000	+ 5,000	
Extraordinary income/losses	70,000	45,000	+ 25,000	Accelerated sales of strategic holdings
Total income taxes	110,000	100,000	+ 10,000	Increase in income taxes
Profit attributable to non-controlling interests	15,000	20,000	(5,000)	Decrease due to incentive fee adjustments in Investment Management Business
Profit attributable to owners of parent	220,000	195,000	+ 25,000	

■ Capital Gains included in Operating Profit (before G&A)	Millions of yen (rounded off to the nearest billion)		
	Current Forecasts	Previous Results	Change
Commercial Property	65,000	50,000	+ 15,000
Residential	7,000	7,000	± 0
International	50,000	50,000	± 0
Total	122,000	107,000	+ 15,000

FY2025-3Q Overview

1. Income Statement Summary

Operating Profit: ¥227.3 billion (up ¥32.8 billion YoY) , Profit Attributable to Owners of Parent: ¥156.5 billion (up ¥50.7 billion YoY)

Millions of yen (rounded down)	FY2025-3Q Results	FY2024-3Q Results	Change	Main Factors
Operating revenue	1,210,073	1,047,919	+ 162,153	
Operating profit	227,374	194,478	+ 32,896	
Commercial Property Business	104,123	72,610	+ 31,513	+ Increase in capital gains
Marunouchi Property Business	73,344	74,348	(1,004)	+ Good performance of office leasing - Decrease due to building closures for redevelopment
Residential Business	33,828	20,559	+ 13,268	+ Increase in profit from condominium business
International Business	31,598	31,471	+ 127	
Investment Management Business	(446)	9,045	(9,492)	- Adjustment of incentive fee and one-off expenses
Architectural Design & Engineering Business and Real Estate Services Business	7,290	5,457	+ 1,832	
Other	(1,783)	(1,814)	+ 30	
Eliminations or corporate	(20,580)	(17,200)	(3,379)	
Non-operating income	15,387	15,185	+ 201	
Non-operating expenses	52,793	42,854	+ 9,939	Increase in interest expenses, etc.
Ordinary profit	189,967	166,809	+ 23,157	
Extraordinary income	65,284	35,145	+ 30,139	Increase in gain on the sales of investment securities and fixed assets
Extraordinary losses	12,276	15,437	(3,160)	
Total income taxes	77,619	64,581	+ 13,037	
Profit attributable to non-controlling interests	8,824	16,143	(7,319)	
Profit attributable to owners of parent	156,532	105,791	+ 50,740	

■ Capital Gains included in Operating Profit (before G&A)				Millions of yen (rounded off to the nearest billion)		
	FY2025-3Q Results	FY2024-3Q Results	Change			
Commercial Property	51,000	17,000	+ 34,000			
Residential	6,000	18,000	(12,000)			
International	22,000	7,000	+ 15,000			
Total	79,000	42,000	+ 37,000			

2. Balance Sheet Summary

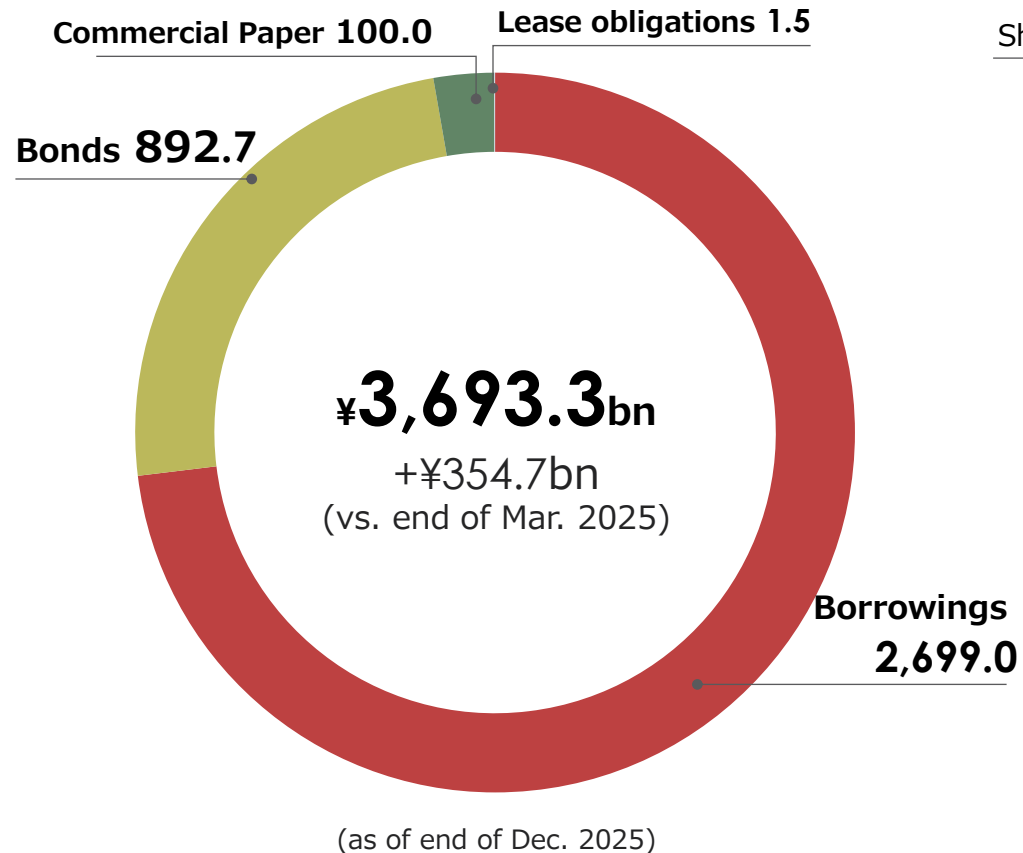
(Billions of yen)

Assets	As of December 31, 2025	As of March 31, 2025	Change
Inventories	667.6	578.6	+89.0
Property, plant and equipment	4,880.6	4,854.4	+26.1
Equity investments	1,086.3	1,063.5	+22.8
Other	1,585.4	1,499.9	+85.5
Total assets	8,220.1	7,996.5	+223.5
Liabilities and net assets	As of December 31, 2025	As of March 31, 2025	Change
Interest-bearing debt	3,693.3	3,338.6	+354.7
Other	1,817.7	1,917.0	(99.3)
Total Liabilities	5,511.1	5,255.7	+255.4
Total Net assets	2,708.9	2,740.8	(31.9)
Total liabilities and net assets	8,220.1	7,996.5	+223.5

3. Interest-Bearing Debt

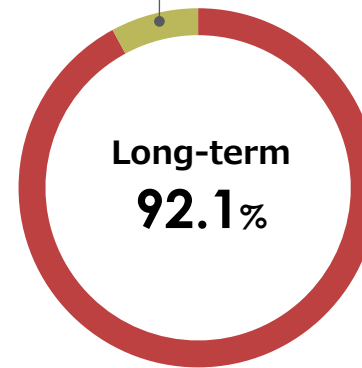
Consolidated Interest-Bearing Debt

(Billions of yen)



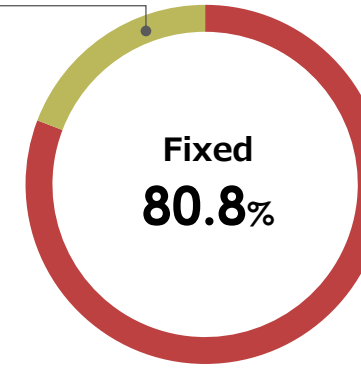
Long/Short Terms *

Short-term 7.9%

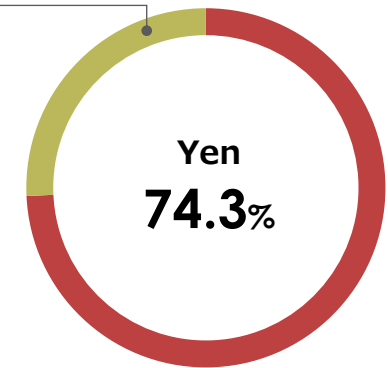


Fixed/Floating Rates *

Floating 19.2%



Yen/Foreign Currency *

Foreign currencies ¥924.2bn
(Floating ¥609.5bn)

* Excl. CP and Lease liability

Average Remaining Maturity (Unconsolidated) **6.2years**

Amount to be Repaid (Consolidated)

	Billions of yen
FY2025	209.4
FY2026	329.9
FY2027	325.6
FY2028	331.7

Credit Rating

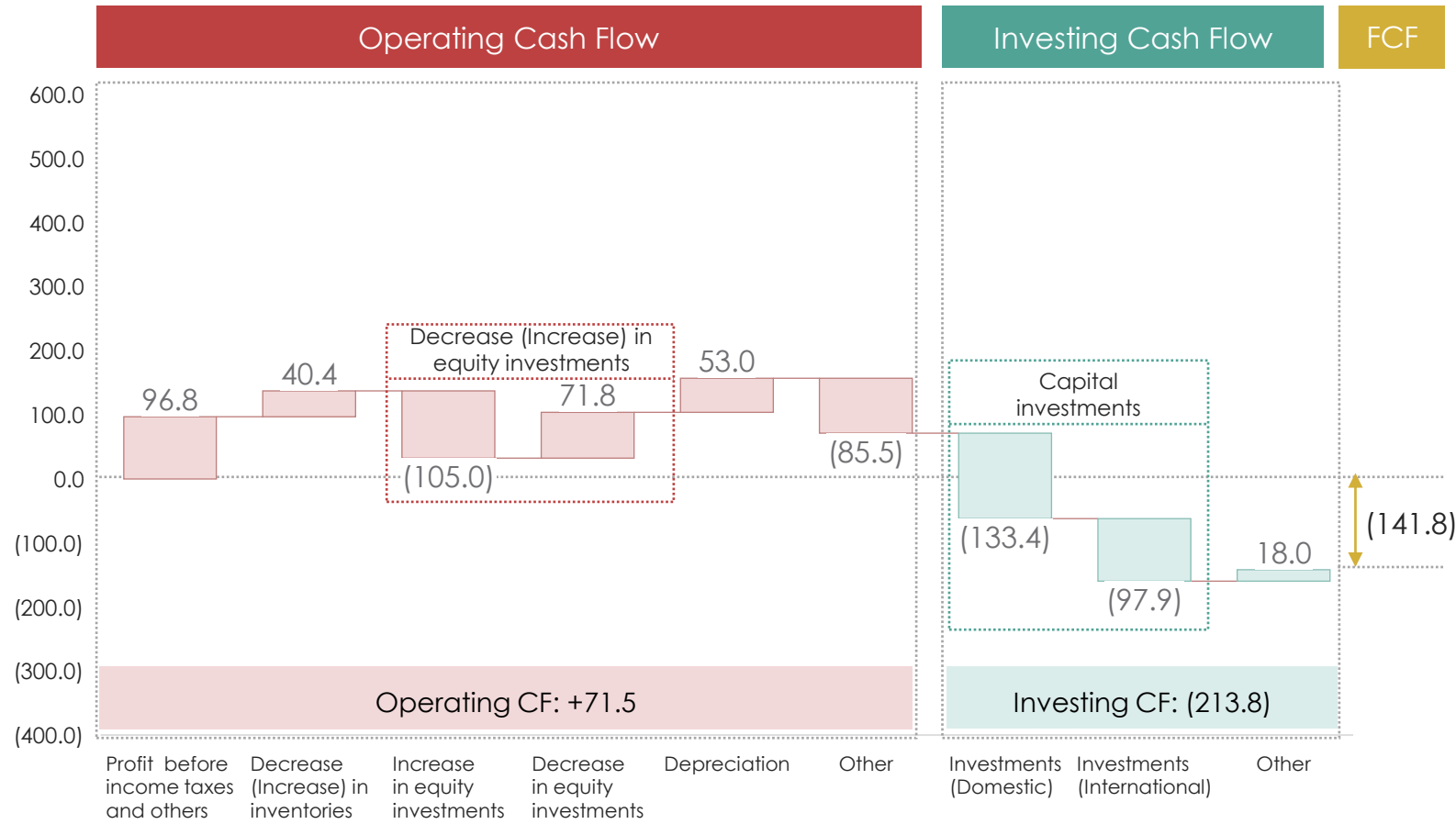
(from Aug.21, 2025)

Credit Rating Agency	Long-term Rating
Moody's	A2
Standard and Poor's (S&P)	A
Rating and Investment Information (R&I)	AA
Japan Credit Rating Agency	AA+

4. Cash Flow Results FY2025-2Q YTD ACT ※CF results are only disclosed in the 2Q and 4Q.

Projects underway in domestic and overseas, as well as new investments mainly in overseas are progressing.

(Billions of yen)



Investment Progress

(Billions of yen)

	Initial Plan	2Q YTD Act	Progress
Capital Investments	583.0	231.3	39.6%
	Japan	133.4	—
	Overseas	97.9	—
Equity Investments	391.0	105.0	26.8%
	Japan	28.4	—
	Overseas	76.5	—
Total	974.0	336.4	Around 35%

Shareholders Returns

1. Shareholders Returns Policy/ Progressive Dividends +¥3 Every Fiscal Year

Dividends of ¥46 per share planned for FY2025

Business Strengths

Shareholder Returns (Dividends)

Shareholder Value

Reflect upward growth prospect and implement progressive dividends with a +¥3 increase every fiscal year (¥60 or more in FY2030)

From Marunouchi/outlet malls/flagship buildings in Europe and the US

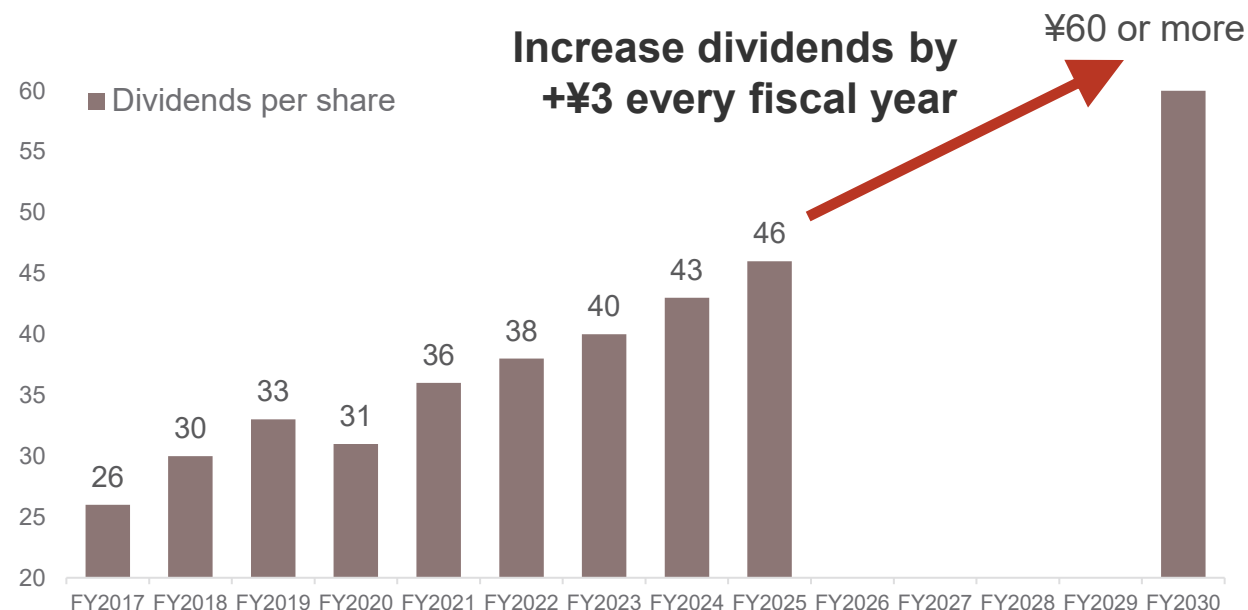
Stable Rental CF

After completion of Torch Tower, 8 Bishopsgate, etc.

Further Growth of Rental CF

By monitoring the market

Maximize Profits on Sales



**Continuous/
Stable
Shareholder
Returns**

**Improved
foreseeability**

2. Shareholders Returns Policy/ Continuous and Flexible Share Buybacks

Business Strengths/
Management Strategies

Shareholder Returns (Share Buybacks)

¥130bn share buybacks decided for FY2025
Toward achieving a 10% ROE: continued consideration of share buybacks,
taking into account share price, CF, etc.

High-Level Capital Gains

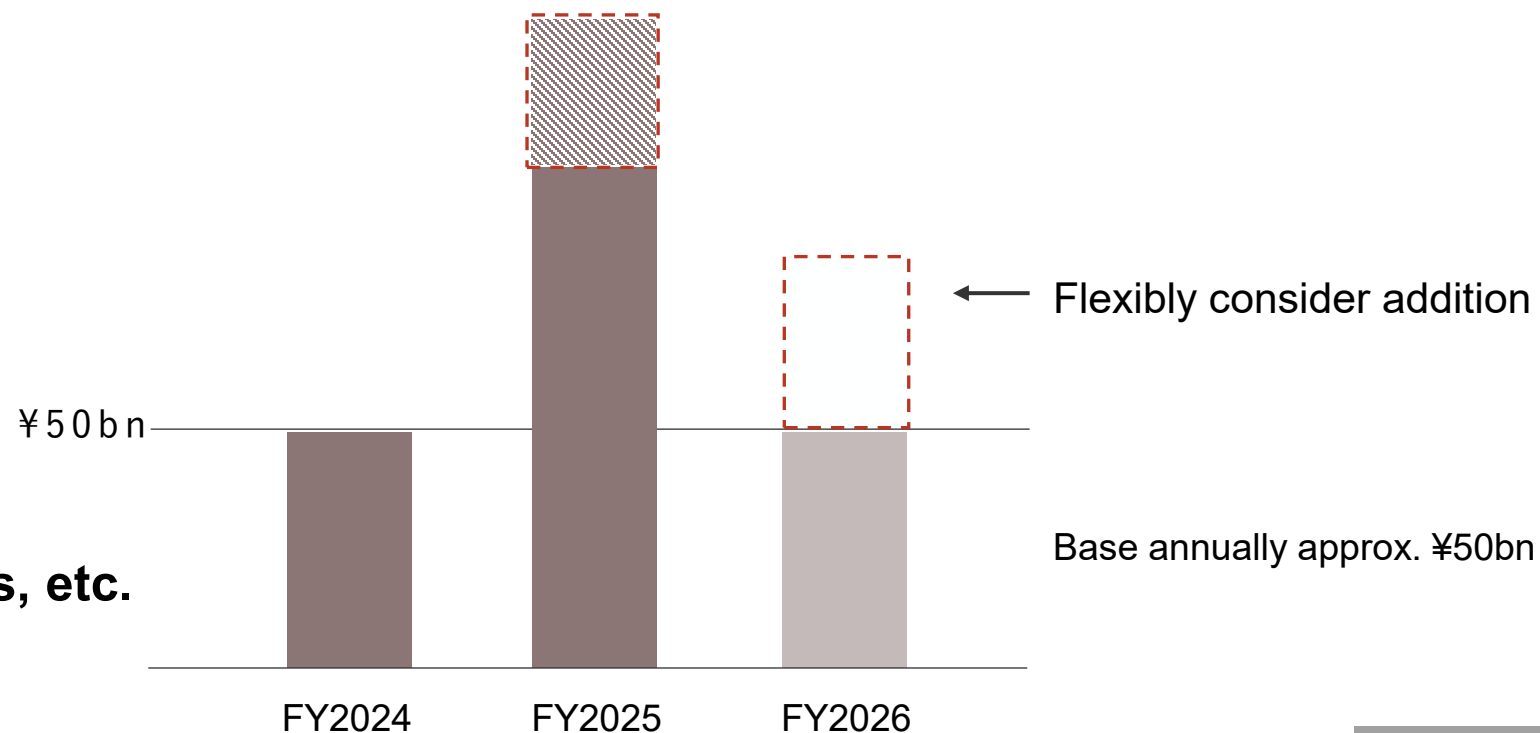
By monitoring the market

Maximize Profits on Sales

Including Marunouchi assets

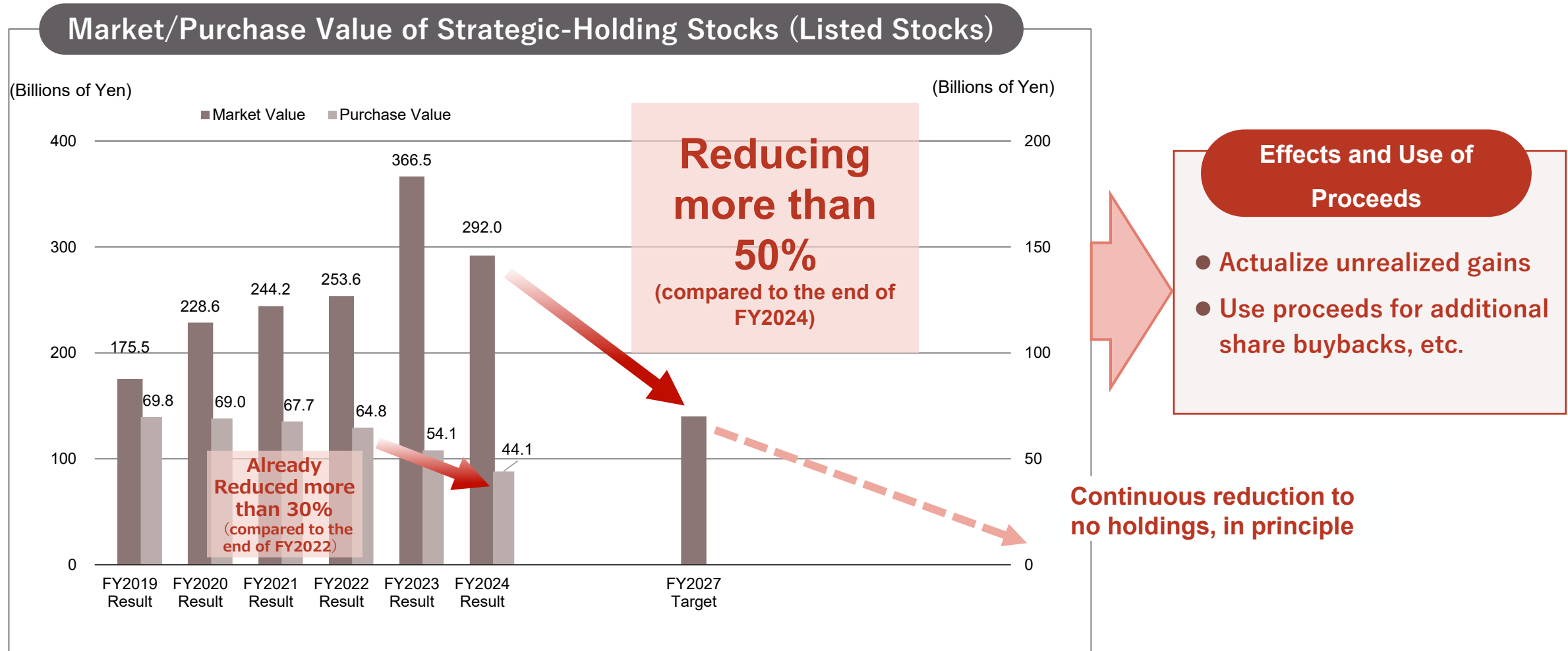
Strategic Returns

Sale of Strategic-Holding Stocks, etc.



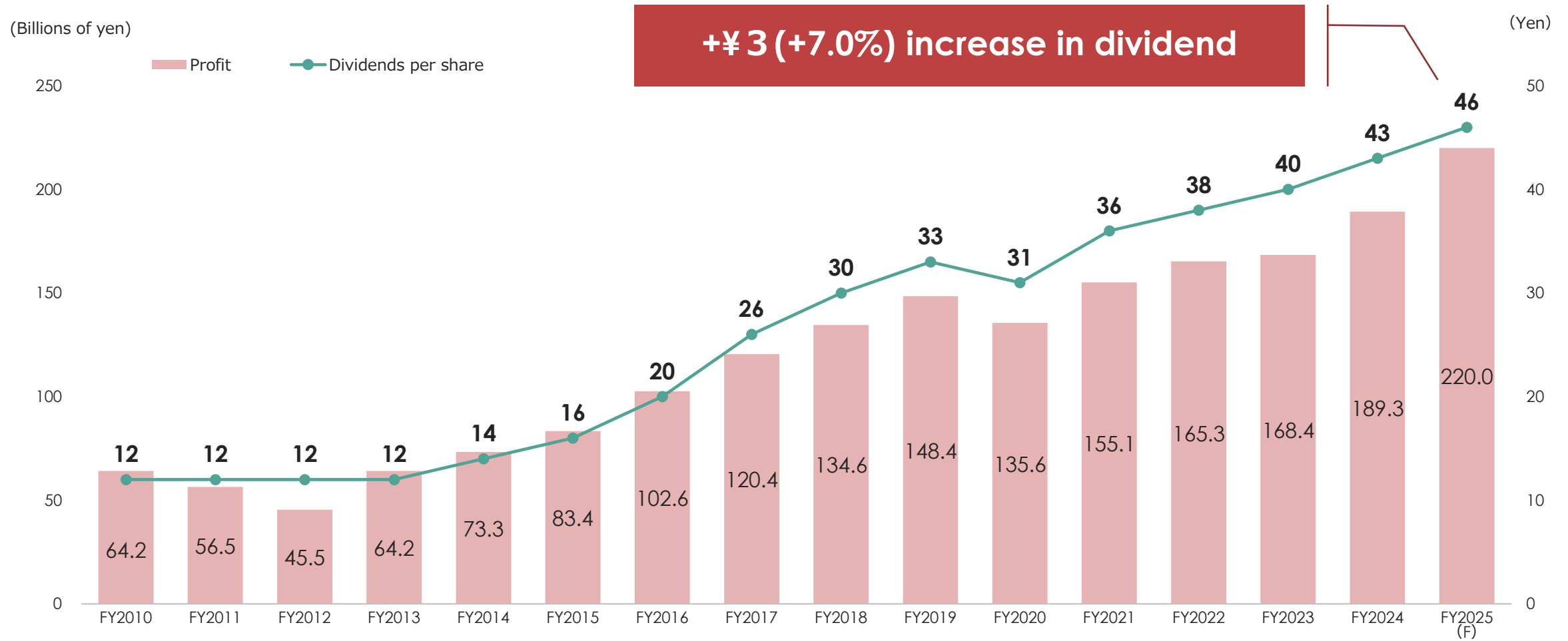
3. Policy for Sale of Strategic-Holding Stocks (New Quantitative Target)

Reducing strategic-holding stocks more than 50% by FY2027



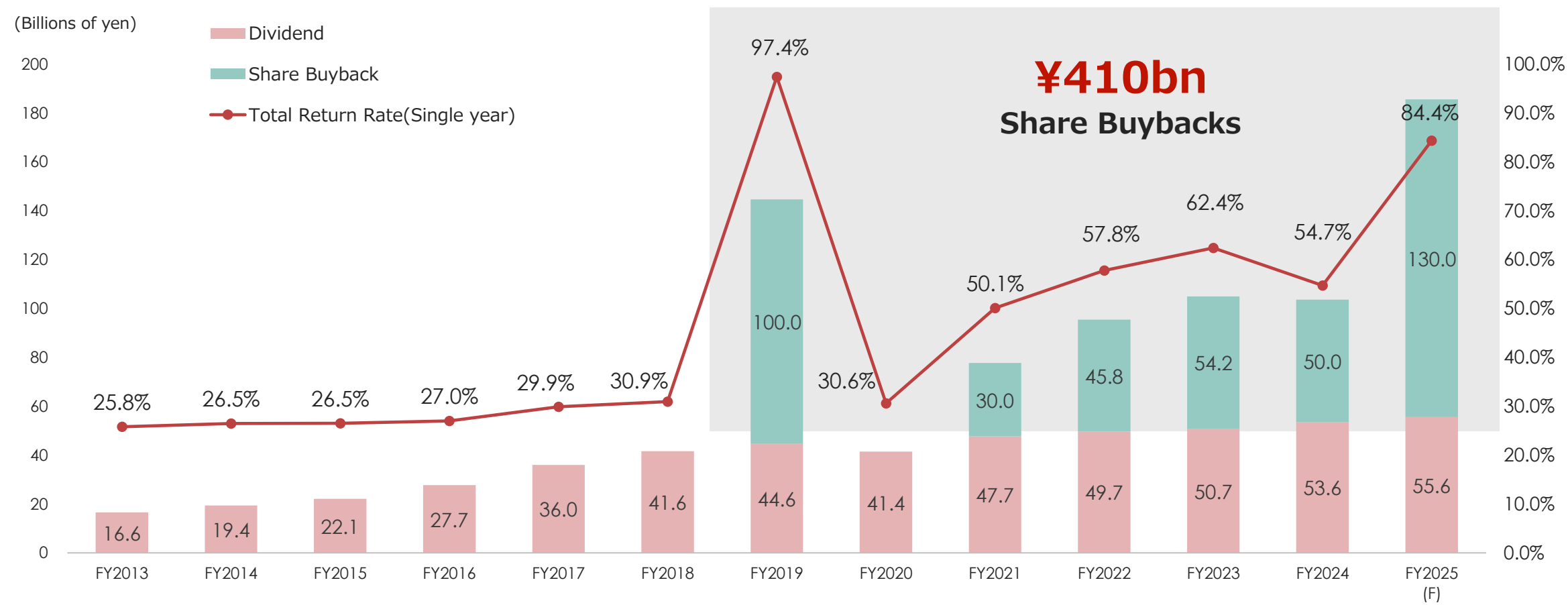
4. Shareholders Returns (Dividends)

DPS increase due to steady profit growth, and progressive dividend payments(+¥3) is introduced from FY2024.



5. Shareholders Returns (Share Buyback)

Implement ¥410billion share buyback in 7 years. Continued high-level and stable shareholders returns.



Strategy and Progress

There are no updates from this page to the IR presentation for FY2024 disclosed on May 12, 2025.

1. FY2024 Operating Profit (breakdown)

(Reference)

Millions of yen

FY2024 Results

Main components

Operating Profit	309,232	
Commercial Property Business	124,660	
Leasing	64,000	Rental profit of office, logistics facility, retail property (including outlet), hotel, etc., in Japan (excluding Marunouchi)
Sales of assets	51,000	Gain on sale of properties, such as office, logistics facility, retail property, and hotel
Other(fees, etc.)	9,660	Fee income from hotel management, project management, etc.
Marunouchi Business	96,173	
Leasing and Other(fees, etc.)	96,173	Rental profit mainly from Marunouchi office buildings, Profit on property management and flexible workspace businesses
Residential Business	48,026	
Condominiums Sales	27,000	Profit on new condominiums and renovated condominiums businesses
Sales of assets	18,000	Gain on sale of properties such as rental apartments
Other	3,026	
International Business	45,823	
Leasing	26,000	Rental profit of major properties in the US and Europe
Condominiums Sales	6,000	Profit on new condominium business
Sales of assets	8,000	Gain on sale of overseas asset properties
Other	5,823	
Investment Management Business	11,950	
Base fee etc.	11,950	Profit on asset management business in both Japan and overseas (excluding incentive fees associated with market value change)
Incentive fee		Incentive fees associated with market value change (non-cash)
Architectural Design & Engineering Business and Real Estate Services Business	10,700	
Other	(2,128)	
Eliminations or corporate	(25,974)	

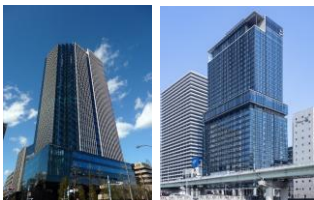
* Rounded the amount to the nearest billion yen. To be consistent with total value, rounding adjustment was made in the item at the bottom of each segment. G&A was appropriated for each profit on a pro-rata basis.

2. Commercial Property Business

Business Overview

Office Buildings

Engages in the development, leasing, and property management of office buildings, mainly in major cities in Japan excluding Marunouchi area.



Retail Properties

Develops retail properties and outlet malls across Japan, mainly in the major metropolitan areas.



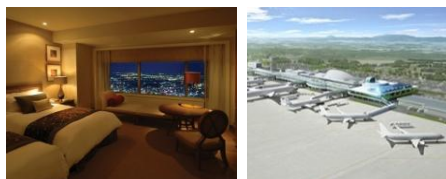
Logistics Facilities

Development, leasing, and management of the "Logicross" series as a foundation of logistics facilities.



Hotels/Airports

Undertakes hotel management nationwide as the Royal Park Hotels group. Began private airport management business.



Main Indicators

→See IR Databook P.34-43

Capital Recycling Assets	NOI Yield of Assets under Operation	High Capital Gains
Over ¥1.0tn	Approx. 7%	¥56billion Before G&A

*FY2024 results and at the end of March 2025 unless otherwise described

Operating Profit

(Billions of yen) **124.6**



* G&A was appropriated for each profit on a pro-rata basis.

3. Marunouchi Property Business

Business Overview

Development, leasing, and property management of mainly office buildings in Otemachi, Marunouchi, and Yurakucho (DaiMaruYu district). Maximize profits through area development and area management in the DaiMaruYu district.



Marunouchi Building
Shin-Marunouchi Bldg.



Marunouchi Park Building



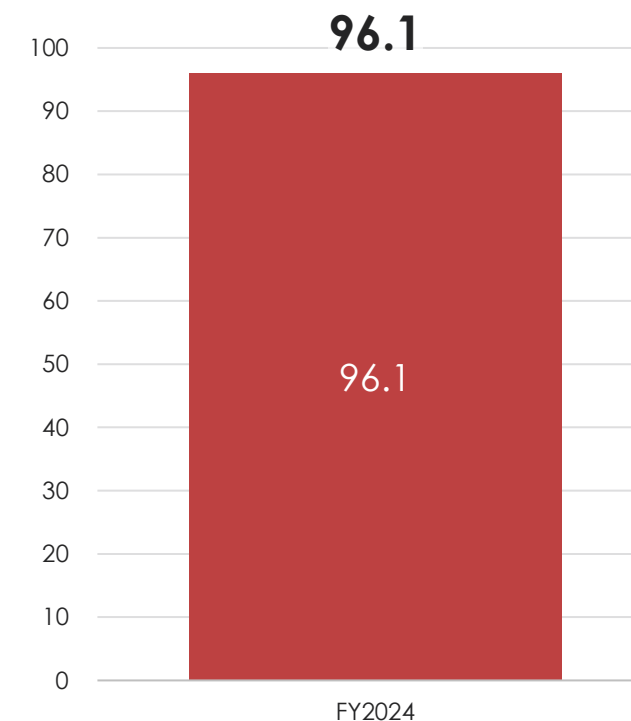
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Main Indicators: Advancing Marunouchi Redevelopment

Redeveloped	New Projects*	Vacancy Rate of Marunouchi/Office
19 buildings / 35 in total 2 million m ²	1.1 - 1.3 million m ²	As of Mar. 2025 1.73% →See IR Databook P.27

Operating Profit

(Billions of yen)



■ Rental profit and fee

* G&A was appropriated for each profit on a pro-rata basis.

*Total area to be supplied at the Marunouchi NEXT stage announced in 2020

**FY2024 results and at the end of March 2025 unless otherwise described; the area represents total floor area

→See IR Databook P.18-33

4. Residential Business

Business Overview

Operates residential condominium business under "The Parkhouse" brand and rental apartments business under "The Parkhabio" brand.



The Parkhouse Yoyogi
Oyama Residence



The Parkhouse Osaka Umeda Tower



The Parkhabio SOHO
Yokohama Kannai (84units)

Main Indicators

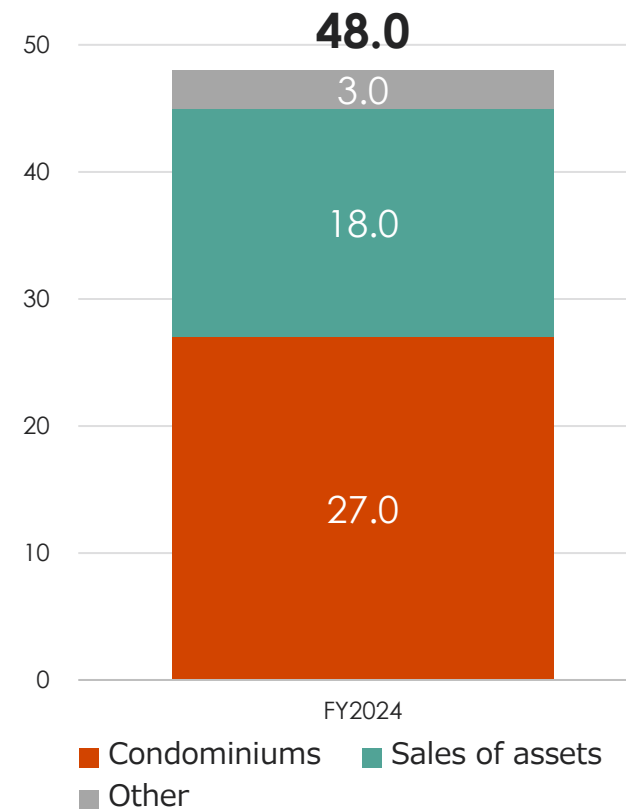
→See IR Databook P.44-49

Land Bank	Gross Profit Margin	Owned Rental Apartments, etc.
As of Mar. 2025 16,870 units	28.6%	143 buildings

*FY2024 results and at the end of March 2025 unless otherwise described

Operating Profit

(Billions of yen)



* G&A was appropriated for each profit on a pro-rata basis.

5. International Business

Business Overview

Undertakes office building development and leasing businesses mainly in the United States and the United Kingdom, as well as projects in the cities of the Asia and Oceania regions.

Capital Gains

US	Europe	Asia/Oceania
Logistics, Rental apartments Size of ¥20bn per year	Offices Rental apartments	Focus on investment efficiency

Condominiums Sales

Mainly in Asia/Oceania
for actual demand

Rental profit

Mainly in Europe and US; Stable

Hybrid-model investment profit

In US; Logistics, Rental apartments

Business overview / Reference for details

Overall international
business strategy
→See IR Databook P.51-53

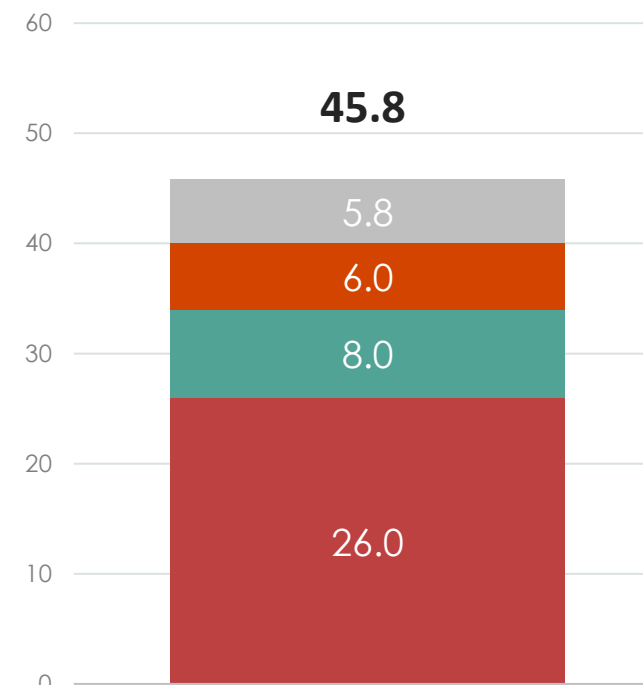
US
→See IR Databook P.54-56

Europe
→See IR Databook P.57-59

Asia/Oceania
→See IR Databook P.60-63

Operating Profit

(Billions of yen)



FY2024

■ Rental profit ■ Sales of assets
■ Condominiums ■ Other

* G&A was appropriated for each profit on a pro-rata basis.

6. Investment Management Business

Business Overview

Asset management companies in Japan, US, Europe, and Asia address global needs of asset management of real estates. Entrusted from over 650 institutional investors, general business corporations, and retail investors in 25 countries worldwide.

Japan



US



Europe

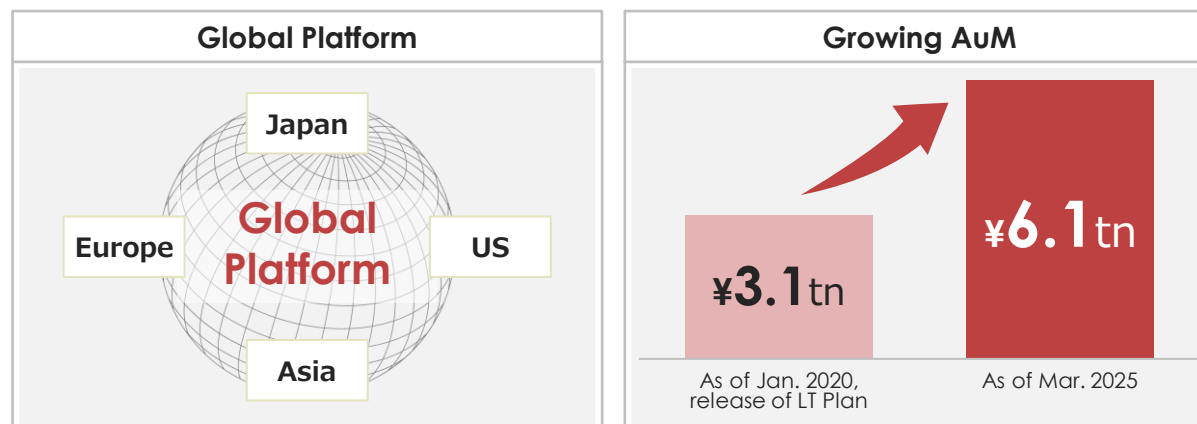


Asia

MEC
GLOBAL
PARTNERS
ASIA

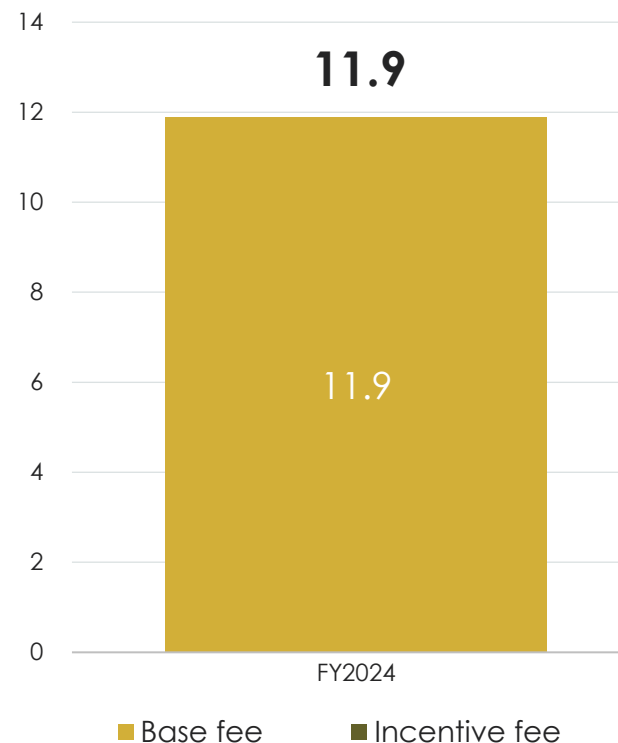
Main Indicators

→See IR Databook P.64-69



Operating Profit

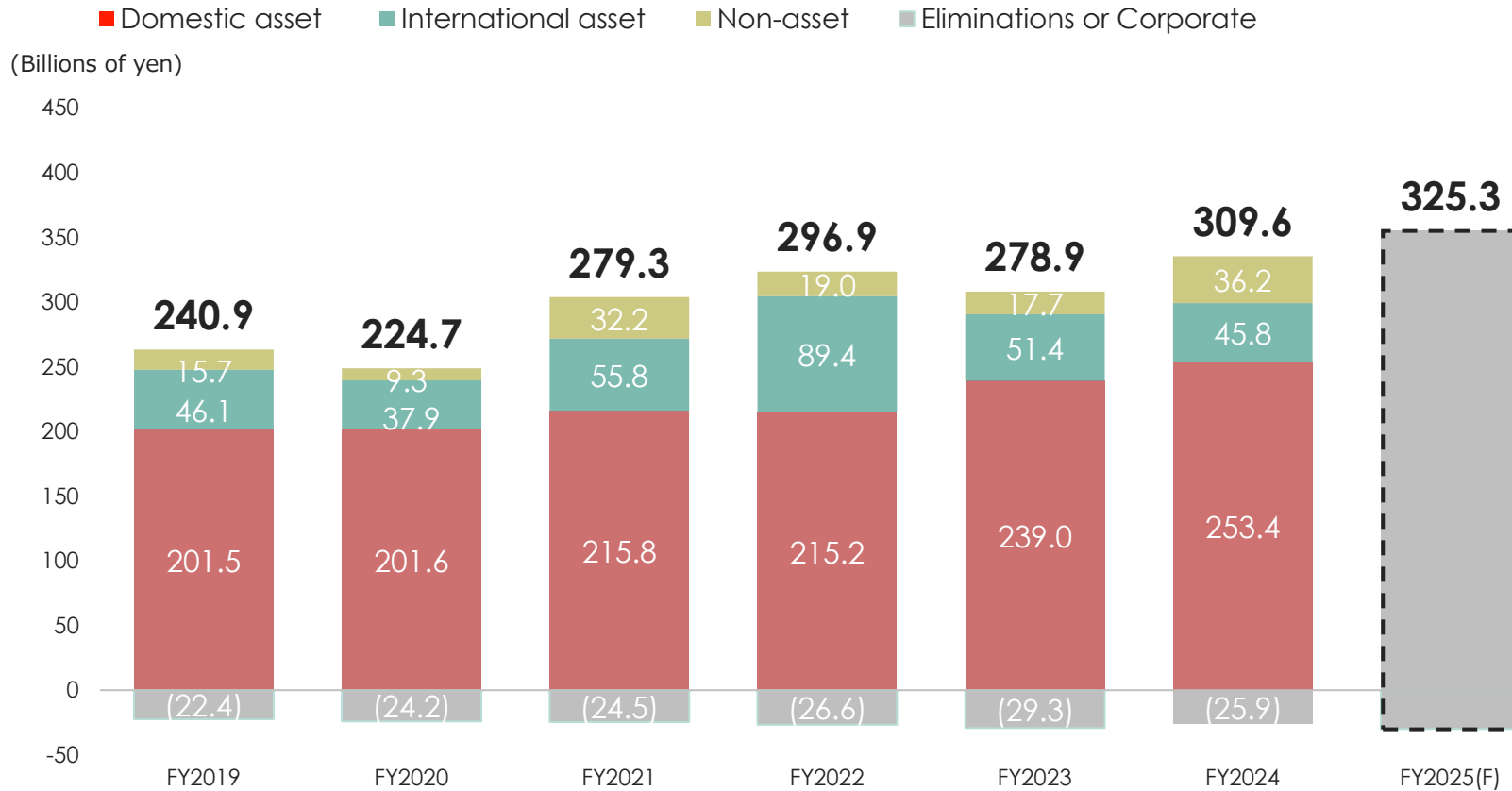
(Billions of yen)



* G&A was appropriated for each profit on a pro-rata basis.

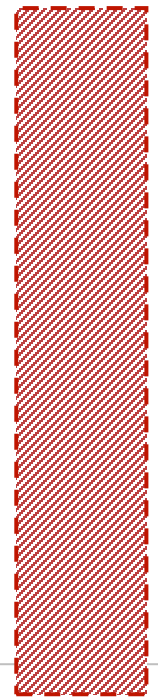
7. Progress in Long-term Management Plan 2030

Changes in Business Profit



Goals of FY2030

More than ¥ 400.0_{bn}



FY2030

※Business profit: Operating profit + Share of profit of entities accounted for using equity method

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