

Mitsubishi Estate IR DAY —Financial Strategy—

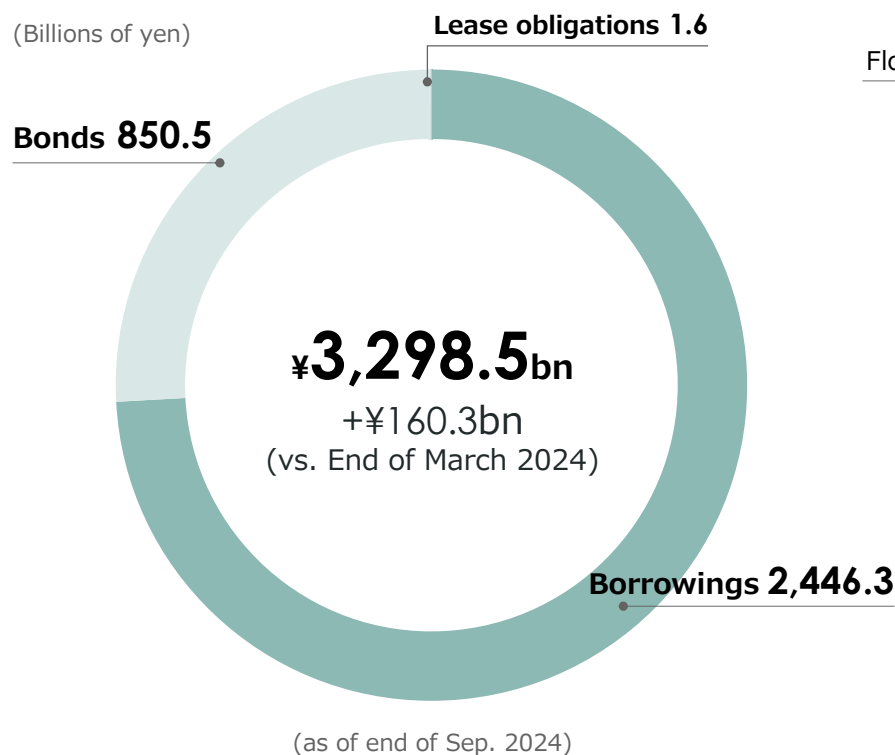
6. Dec. 2024

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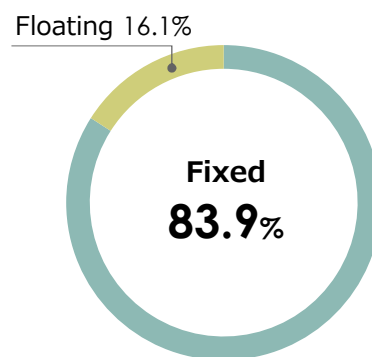
Interest-Bearing Debt

Consolidated Interest-Bearing Debt

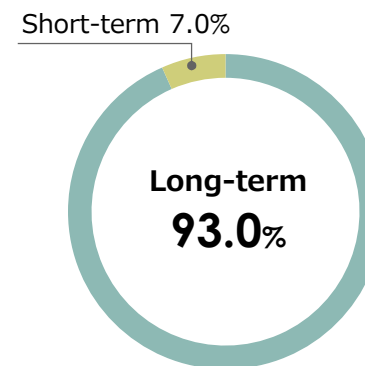
(Billions of yen)



Fixed/Floating Rates



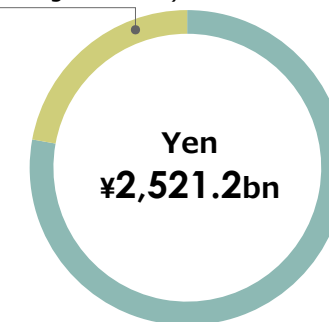
Long/Short Terms



Yen/Foreign Currency

(as of end of Sep. 2024)

Foreign currencies ¥775.6bn
(Floating ¥488.2bn)



Average Remaining Maturity (Unconsolidated) 6.9years

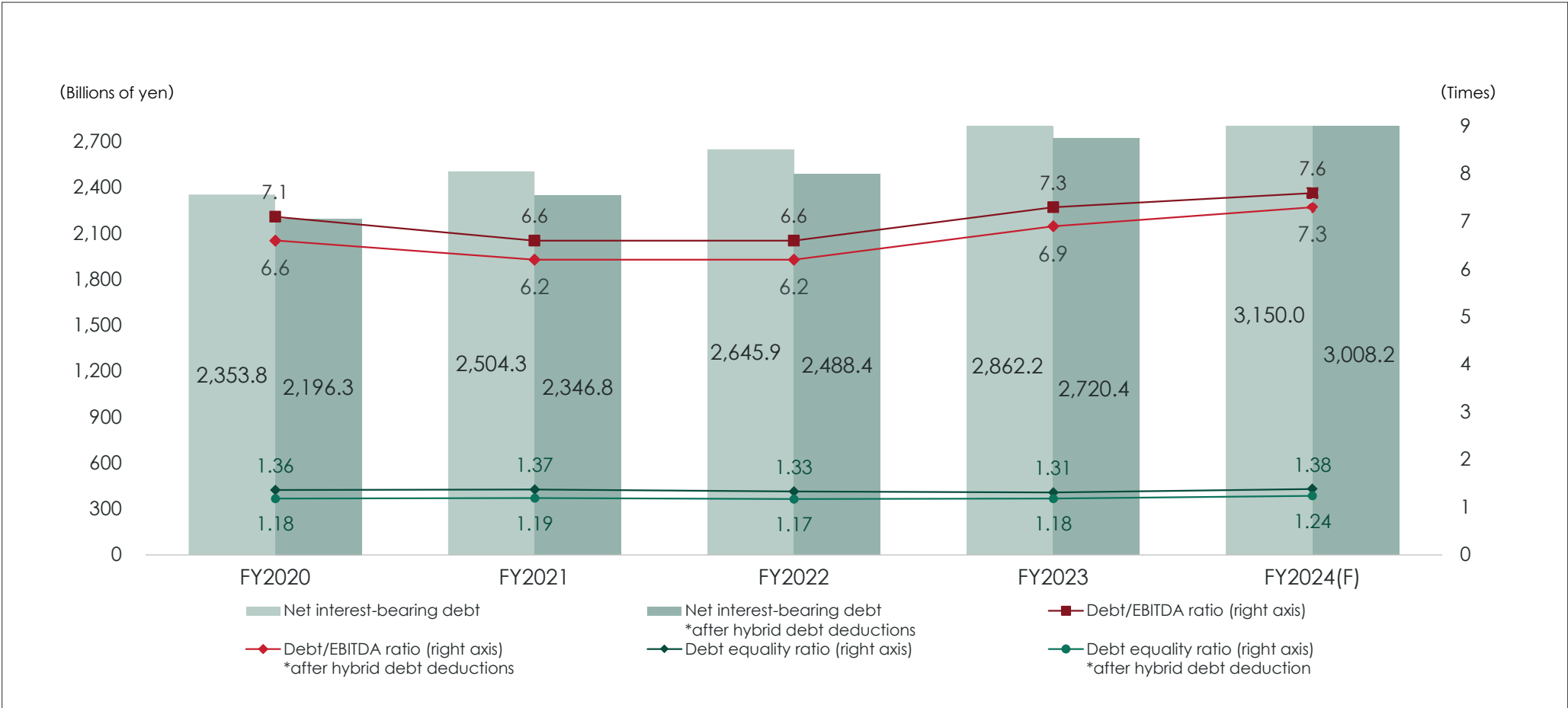
Amount to be Repaid(Consolidated) Credit Rating

(From October 1, 2024)

	Billions of yen
FY2024	174.3
FY2025	247.7
FY2026	267.6
FY2027	284.1

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 Raging Agency	AA+

Net Interest-Bearing Debt/EBITDA Ratio, Debt/Equity Ratio



Capital Allocation Policy

Cash in

Cash out

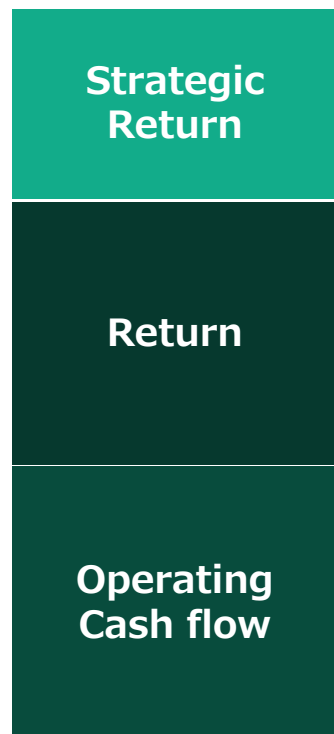
Marunouchi : Improving efficiency and realizing unrealized gains through the strategic sale of assets

Strategic holdings : Promoting sales for improving governance and efficiency

Investment phase → Return phase

- Various developments are nearing completion
- Taking advantage of the strong domestic market
- With the arrival of a turning point in monetary policy, the sale of assets overseas is also accelerating

Increase in operating CF by improving profits



Strategic allocation to improve capital efficiency (investment/shareholders return/controlling debt)

Selective investments in Japan and overseas for profit growth

- Redevelopment projects in Marunouchi
- Capital recycling business in Japan and overseas

Capital recycling business expected returns (pre-tax IRR)

Domestic	: 6~8%
International (developed countries)	: 8~10%
International (developing countries)	: 10%~

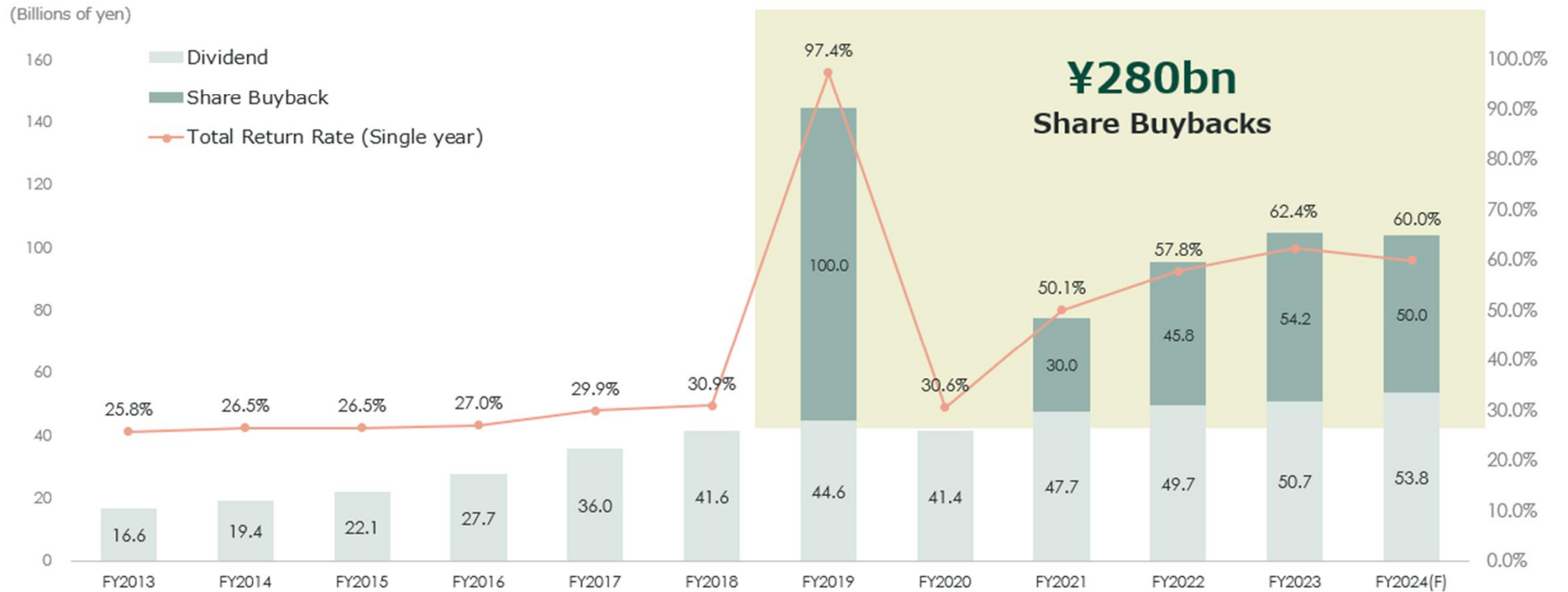
※ Expected return from total investment in each business

Progressive dividend of ¥3 every fiscal year

Continuous share buyback : 50billion yen every fiscal year (FY2024~2026)

Shareholders Returns (Share Buyback)

Implement ¥280billion share buyback in 6 years. Continued high-level and stable shareholder return.



Shareholders Returns (Share Buyback)

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

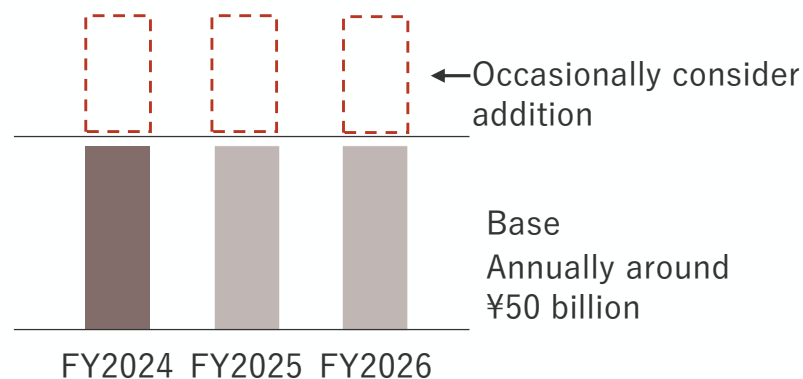
Including Marunouchi assets,

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.**



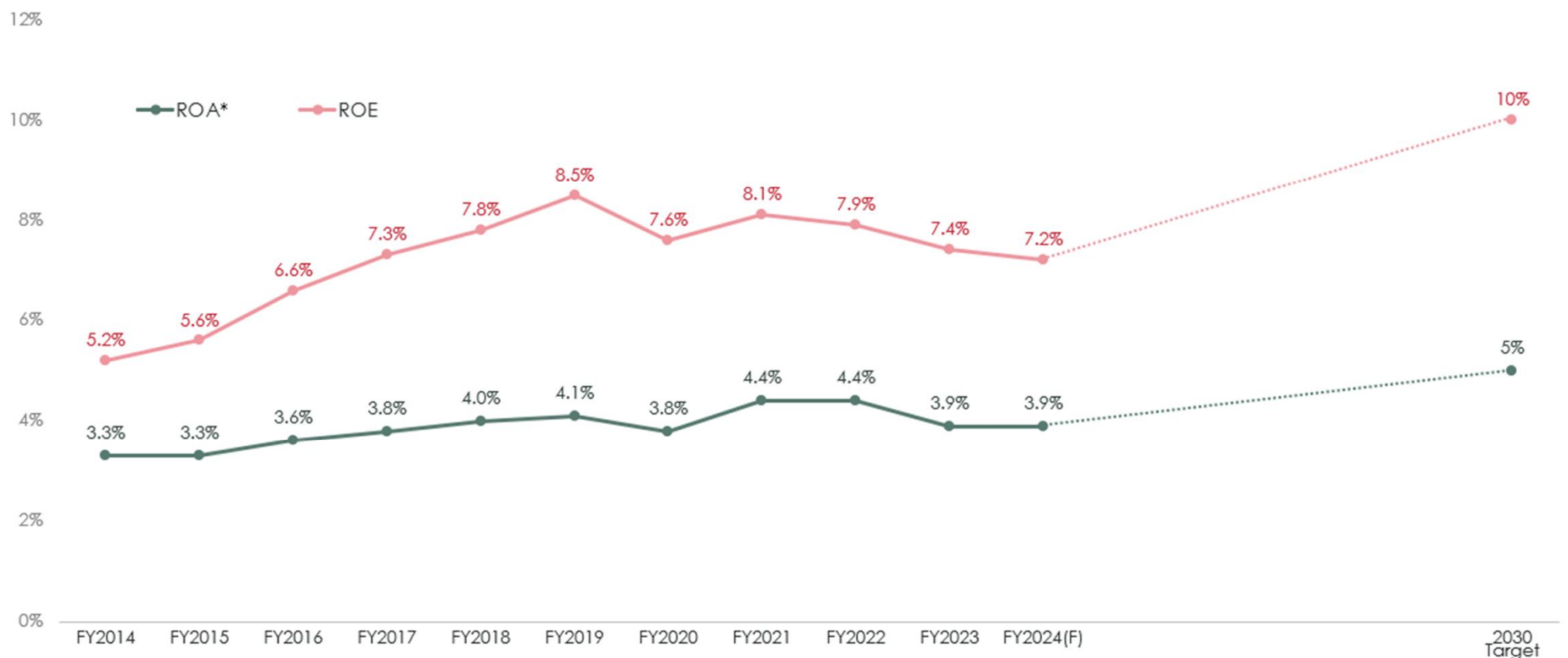
Improved stability/
foreseeability

Occasionally
additional return

Cancel after
completing acquisition

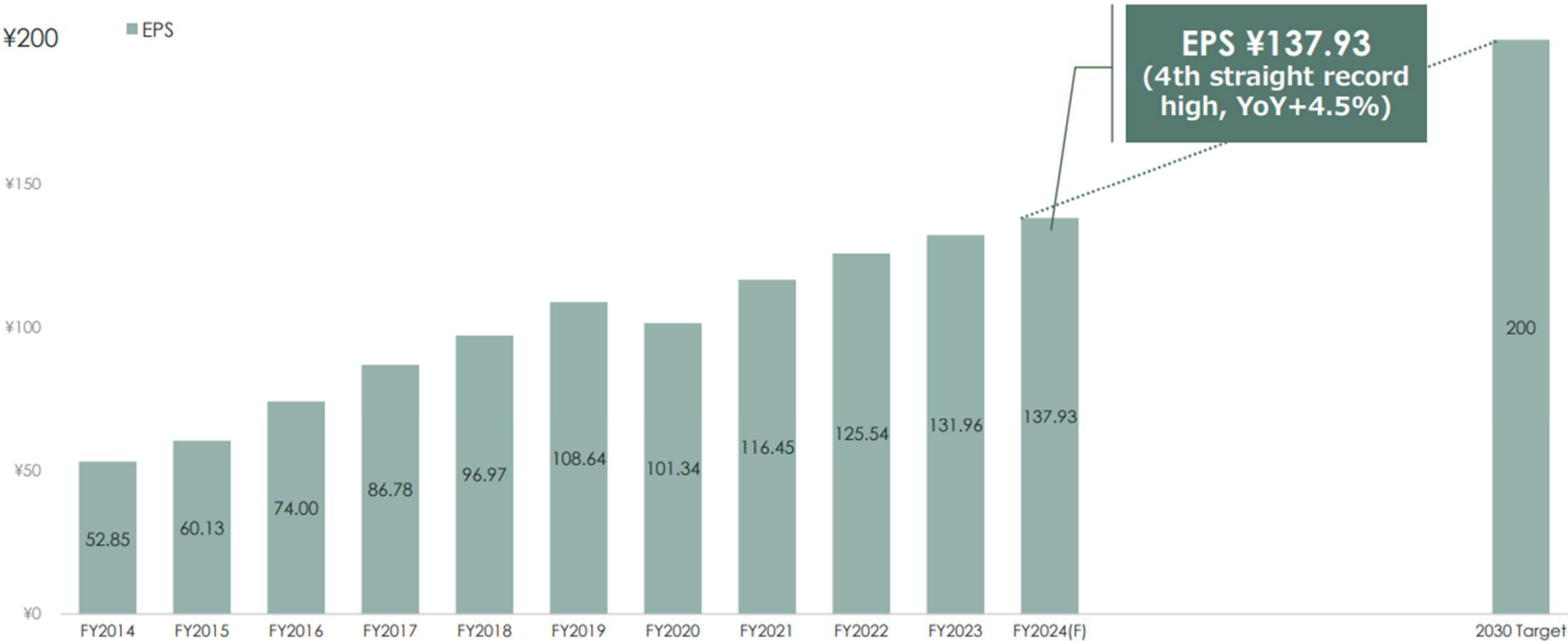
KPI Targets

FY2023 results: ROA 3.9%, ROE 7.4%, EPS ¥131.96



* ROA = Business Profit / Total assets (average)

KPI Targets



Contact Information

Investor Relations Office,
Corporate Communications
Department
Mitsubishi Estate Co., LTD.

+81-3-3287-5200

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

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