



Regus Japan K.K. Mitsubishi Estate IR Day

Regus™

Regus Japan K.K.
© Regus Group

Executive Summary

1. CEO Introduction
2. Overview of Regus
3. Our Strengths
4. Flexible Office Market Trends
5. Growth Strategy



1. **CEO Introduction**
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1. CEO紹介



Regus Japan K.K. (Mitsubishi Estate Group)
CEO

Shingo Nishioka

Started career at Sumitomo Mitsui Construction in 1992 leading the corporate strategy and overseas business division for six years.

In 1998 joined IWG as a founding member of IWG's entry into the APAC region. Held the position of Head of Finance and Development team until 2010 when successfully appointed as CEO for Japan charged with focusing on expansion of Japan footprint for IWG.

Brokered Regus Japan's incorporation to TKP Corporation in 2019 and continued on as CEO.

Highlights

Born in Osaka in 1968.

Graduated Sophia University Faculty of Law in 1992 majoring in International Relations Law

Joined Mitsui Construction Co. Ltd. (Now Sumitomo Mitsui Construction) in 1992

Founding member of IWG Plc in 1998

Obtained MBA from Sanno University in 2006

Appointed Japan Representative Regus Japan KK in 2010

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2. Overviews of Regus ~History of Regus~

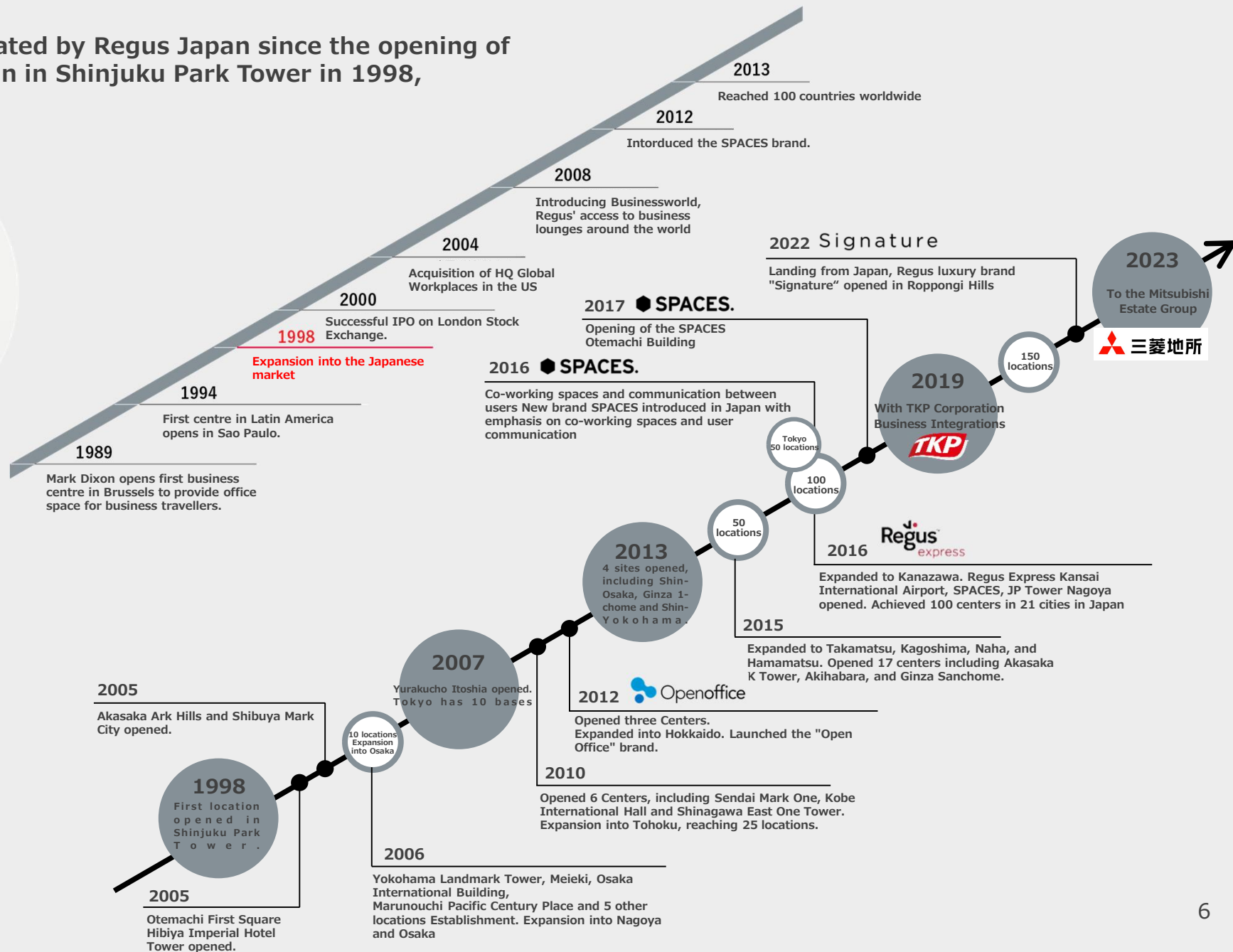
No Center closing initiated by Regus Japan since the opening of the first center in Japan in Shinjuku Park Tower in 1998,



CEO, IWG plc

Mark Dixon

Founder of the IWG plc. In 1989, established the IWG plc, providing office space with full-time service staff and the flexibility to be used whenever needed. Riding the wave of demand from globalization and IT ventures, Regus has become the world's largest rental office management company with 1,000 cities and 3,000 locations in 120 countries around the world, including Europe, the United States, and Asia.



2. Overview of Regus ~Multi-brand development~



Signature

Signature 4 center in Japan

The IWG plc's luxury brand, located in the most iconic buildings in major cities around the world



SPACES.

SPACES. 8 center in Japan

Workspaces that drive new business with open yet functional and sophisticated interiors.



Regus 122 center in Japan

Offices in iconic towers and high-grade buildings, in carefully selected locations and in state-of-the-art business environments



Openoffice

Open office 53 center in Japan

Efficient and functional rental offices with a lean environment to start your business
*Unmanned management

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3. Our Strengths ~Extensive Network~

Networking capabilities at domestic and overseas centers; operational expertise accumulated from decades in business

Operator	Bases Worldwide	Bases in Japan	Cities in Japan	Established (in Japan)
IWG plc ※1	Approx. 4,000 <small>Including brands not in Japan</small>	187	48	1998
Regus™	Approx. 3,000	118	37	1998
Openoffice	53	53	20	2012
SPACES.	Approx. 500	8	4	2016
Regus™ express	4	4	4	2016
Signature	Approx. 30	4	3	2022
wework ※2	528	40	7	2018
THE EXECUTIVE CENTRE ※2	220	10	2	2000
SERVICORP ※2	150	30	5	1994
Just CO	43	4	1	2019
COMPASS OFFICES ※2	32	4	2	2010

*1: As of the end of November 2024

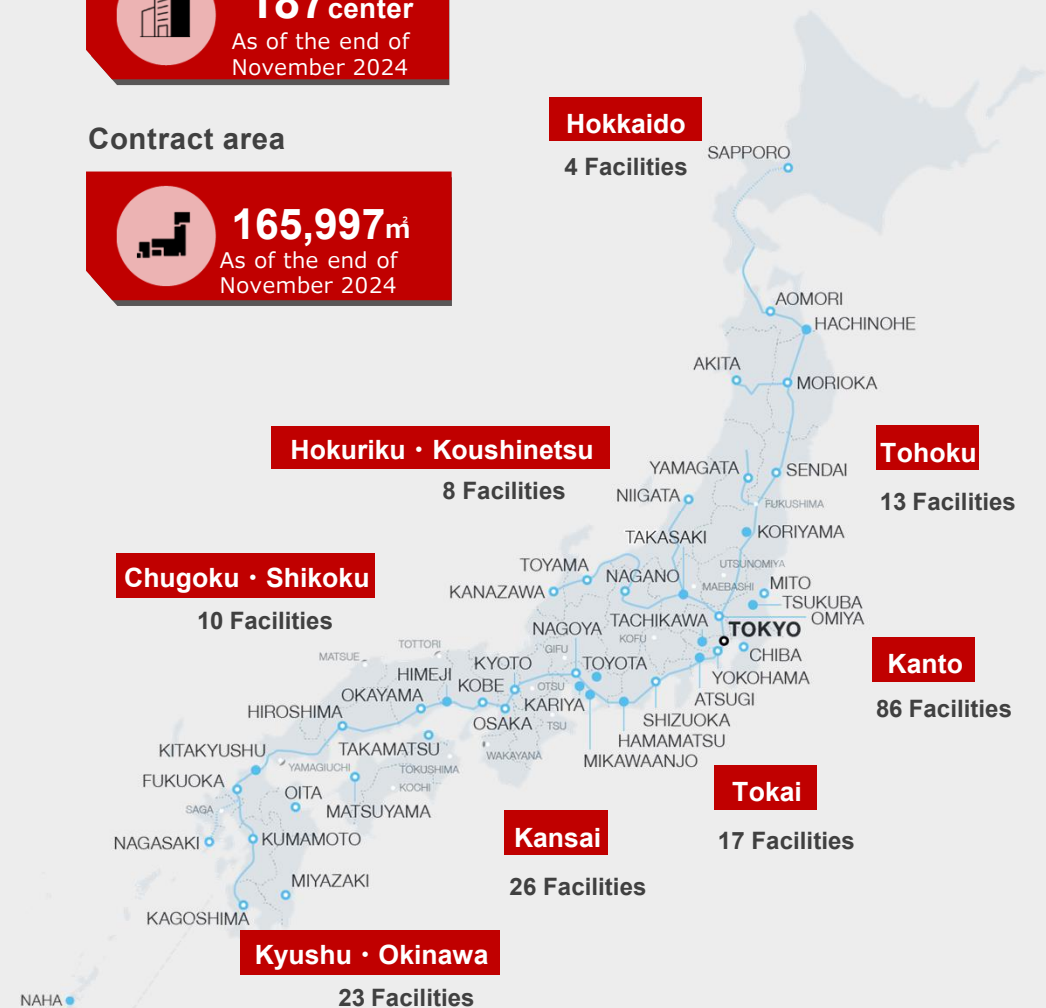
*2: According to self released information

Number of Facilities

187 center
As of the end of November 2024

Contract area

165,997㎡
As of the end of November 2024



3. Our Strengths ~IWG Global Platform~

Efficient Operations possible through access to global platforms and support teams for sales, operations and client contract management.



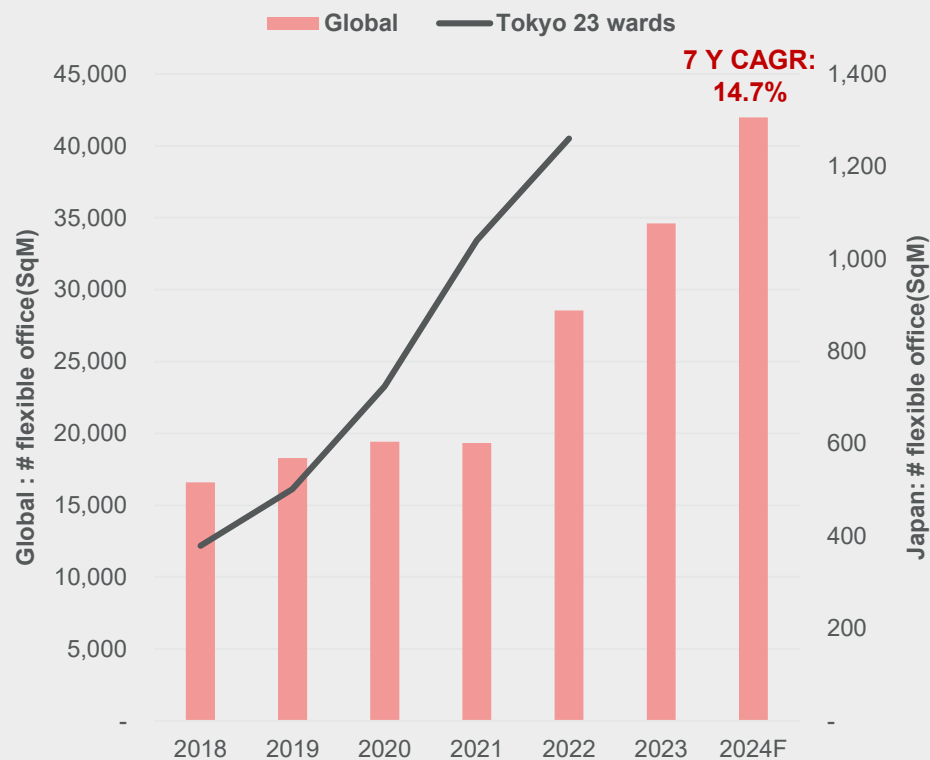
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4. Flexible Office Market Trends

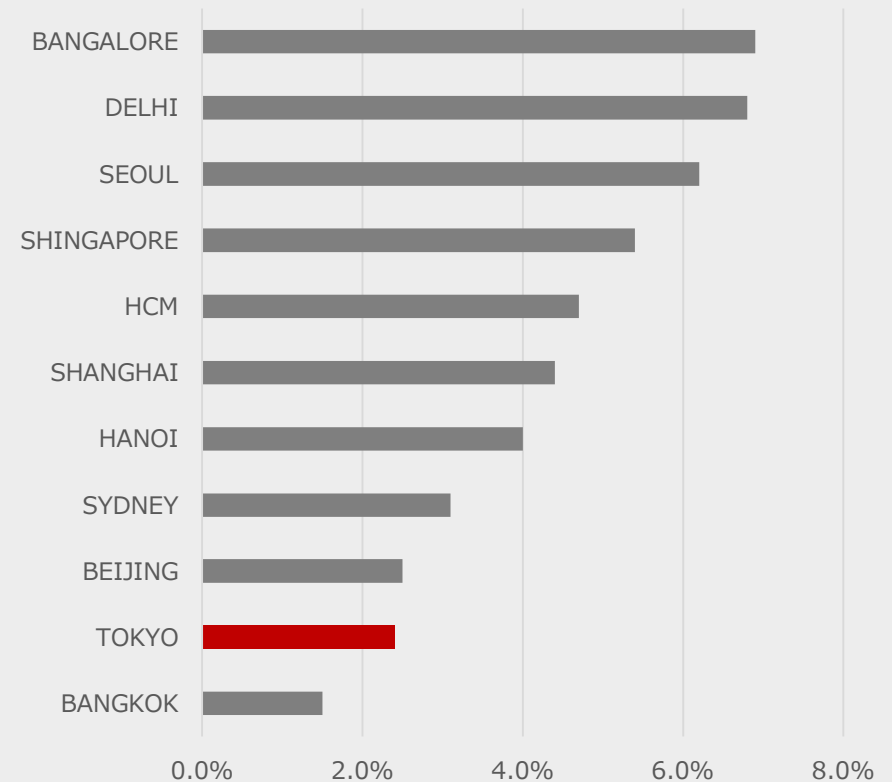
Asia Pacific Flexible Office Market

Flexible Office Tokyo 23 wards / Global



Source: Statista, Cushman & Wakefield, the latest annual data as of July 2024

Total flex stock/Total office stock



Source: CBRE RESEARCH

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5. **Growth Strategy**



5. Growth Strategy

In growth markets, we promote business strategies that leverage our strengths.

- 01 Economies of scale and efficient operations as a leading company**
 - One of the largest networks in Japan, with approx. 200 centers providing a wide range of client services
 - Efficient and highly scalable sales and marketing expertise as a major industry player
 - High productivity through leveraging IWG platforms, consolidation and standardization of operations at the head office
- 02 Strong relationships and credibility**
 - Strong relationships with Land Lords, Brokerages and Vendors forged over many years
 - Leverage brand value of Mitsubishi Estate Co. in approach to Land Lords for new center openings
 - No record of Regus initiated center closing due to our own reasonings and have achieved a long-term sustainable business model a rapid speed of growth
- 03 Accelerate growth and high profitability through a multi-brand strategy**
 - The only multi-brand development in the industry able to open centers in a wide range of areas and cities
 - A variety of price ranges contributes to maintaining a high closing rate and selling prices, and contributes to further center openings by maintaining high occupancy
 - Development strategies leveraging multi brand reduces the risk of cannibalization and enables multiple centers to open in the same area
- 04 Risk management know-how based on various business schemes**
 - A growth model that provides a variety of business schemes and appropriately manages risk and return by opening centers with the optimal business scheme
 - In addition to office areas, it is possible to open centers in a wide range of cities, areas, and facilities.
 - Rapid center openings possible via efficient AI-based center design templates reducing lengthy layout

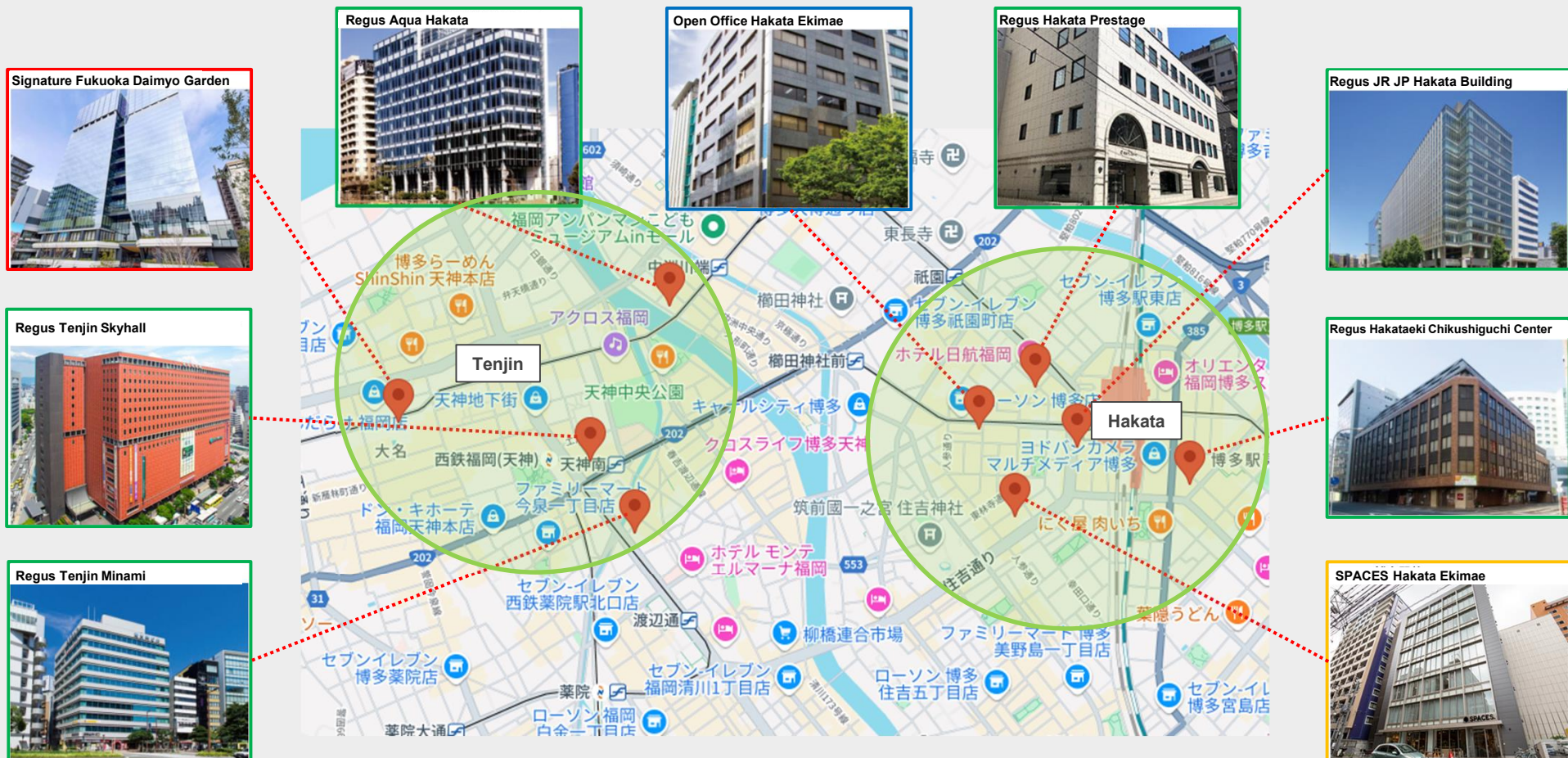
5. Growth Strategy ~Concentrated Development in the City Center~

Dominant Strategy

- Concentrate on opening multi-brand centers in a condensed area where high demand is forecasted
- Attract Clients through digital marketing strategy that leverages the economies of scale of multiple center offerings

Reference : Fukuoka area

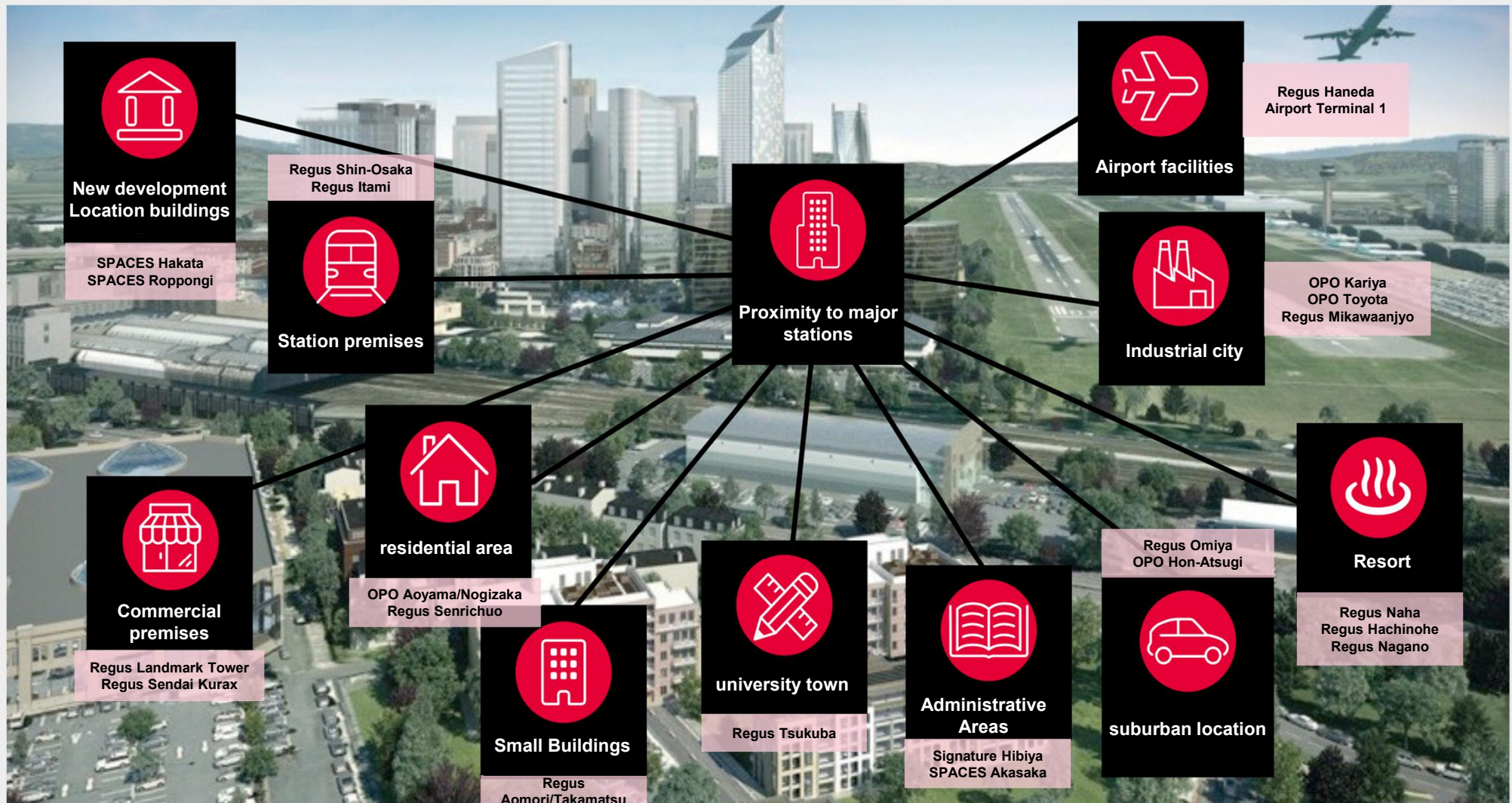
9 Centers and 4 brands within a radius of 1.5 km



5. Growth Strategy ~Expanding to a Variety of Locations~

New Center openings and expansion into areas where competitors struggle to secure footprint

- Smaller footprint Centers leveraging global operational expertise and platforms to minimize risks
- Additional Center openings in a condensed areas with high demand



5. Growth Strategy ~Strong relationships with business partners~

Multi-site expansion with strong relationships

Strategically grow our footprint leveraging our successful operational results toward Landlords owning multiple locations and build strong and mutually beneficial relationships.

Mitsubishi Estate Group

15 Centers

Area: Tokyo, Sapporo, Sendai, Yokohama, Nagoya, Kanazawa, Hiroshima
* After joining the Mitsubishi Estate Group, two new centers were opened.



SPACES
Otemachi Building

April 2017 OPEN



Regus Yokohama
Landmark Tower
Business center

February 2006 OPEN



Open Office
Mita International
Building

September 2024 OPEN

Hankyu Hanshin Holdings

10 Centers

Area: Osaka



Signature
Osaka Umeda
Twin Towers

January 2024 OPEN



Regus Osaka Umeda
Twin Towers
North Business Center

June 2024 OPEN



Regus Hankyu
terminal
Business center

December 2012 OPEN

Daiwa House Group

8 Centers

Area: Yamagata, Ibaraki, Gunma, Saitama, Hiroshima, Fukuoka, Okinawa



Regus Omiya Nishiguchi

February 2024 OPEN



SPACES Hakataekimae

March 2019 OPEN



Regus Hiroshimaekimae
Business center

April 2019 OPEN

5. Growth Strategy ~Approach to New Customers~

New Center opening leveraging brand value of Mitsubishi Estate Co.

Strategically forge relationships with Life Insurance operators and Development companies for long term opportunities and engagement

Regus Japan Life Niigata Business Center

Opening Date : June 2024

Total area : approx. 238 tsubo

Number of workstations : 170 seats



Signature Osaka Daibiru Main Building (tentative)

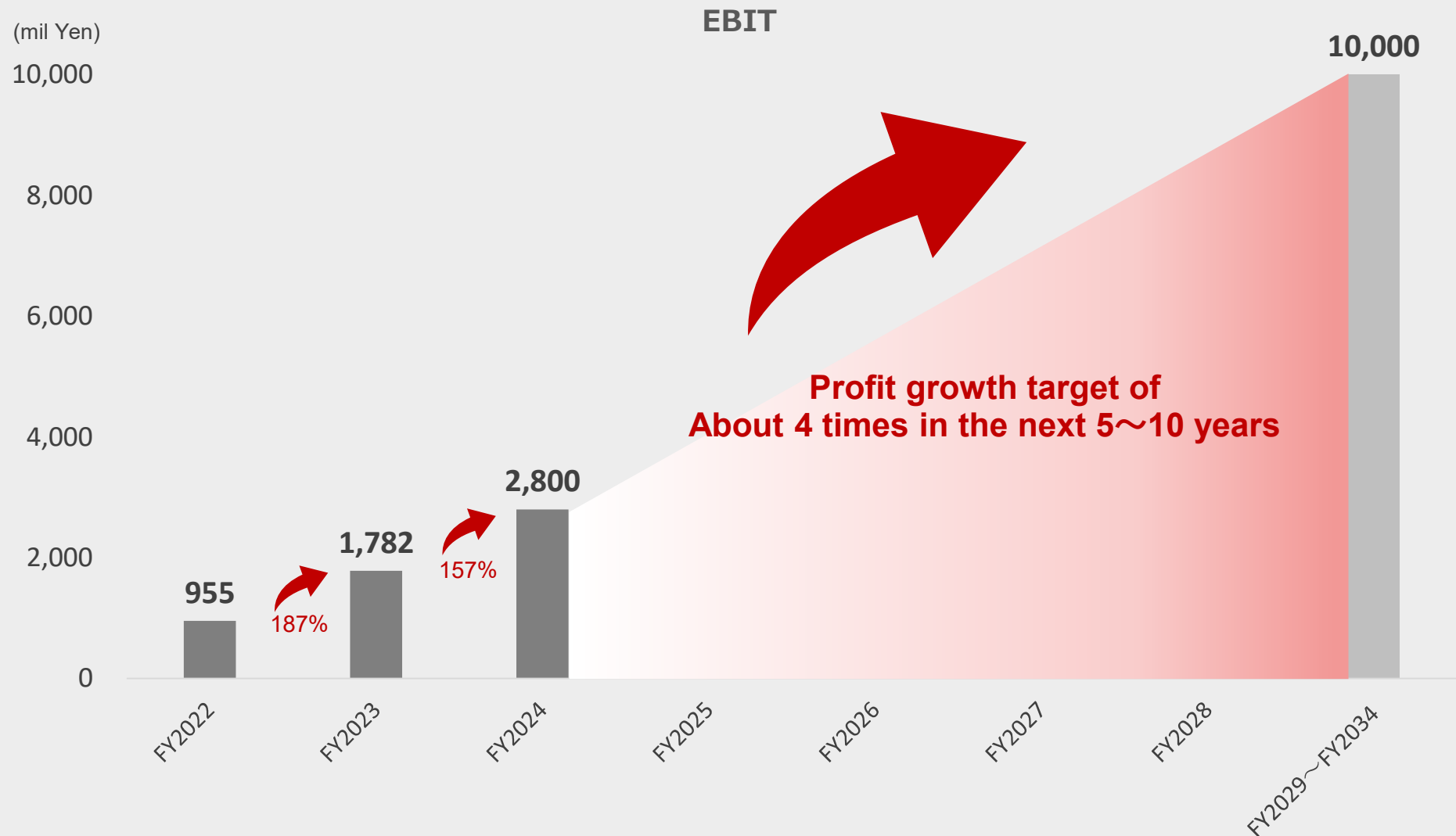
Opening Date : January 2025(planned)

Total area : approx. 474.22 tsubo

Number of workstations : 250 seats



5. Growth Strategy ~Earnings Progress Estimates~

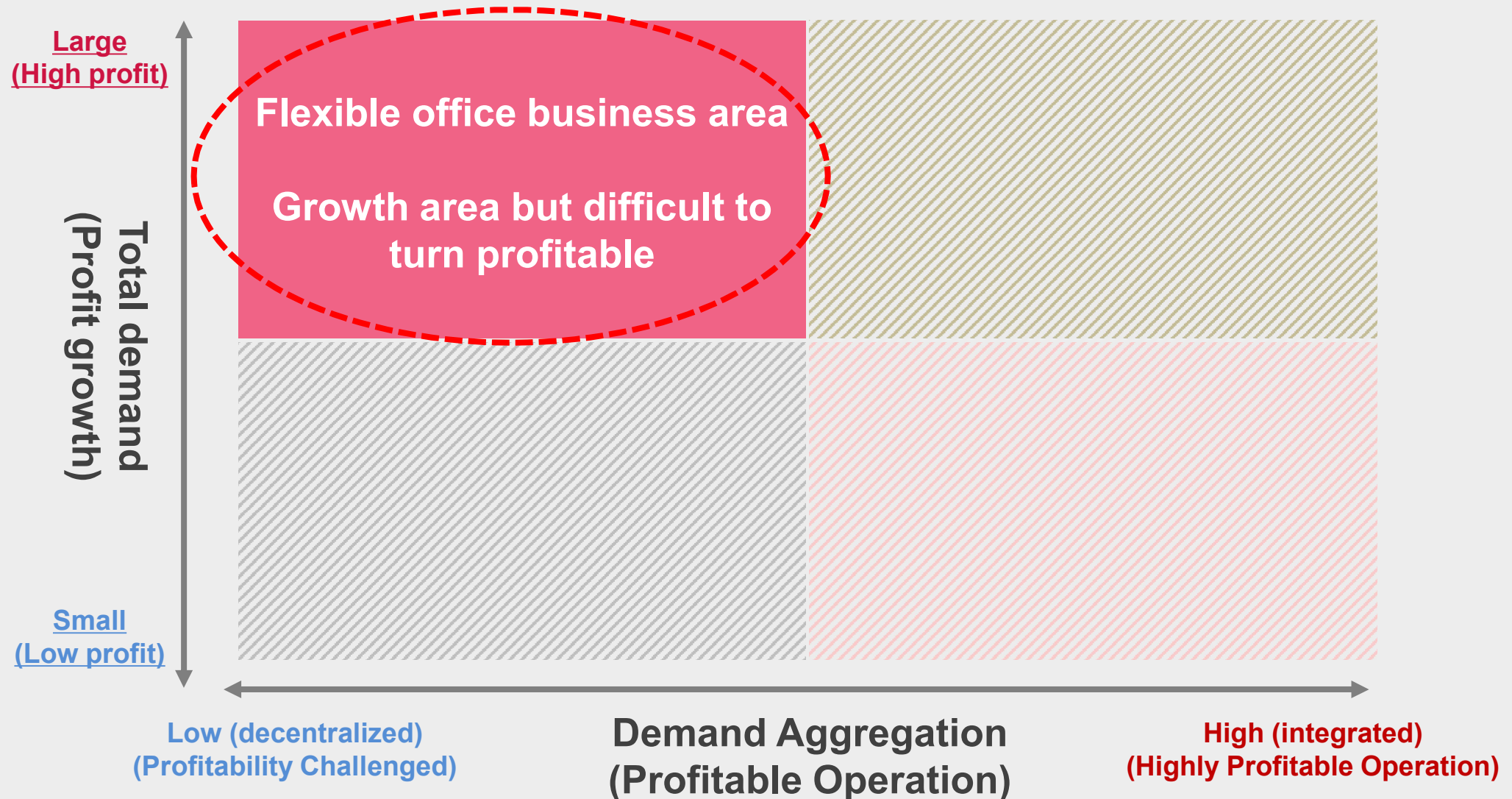


The background image shows a modern office space with people working. A large, semi-transparent teal logo with the letters 'WAG' is overlaid on the image. The text 'Thank you for your attention' is centered in white.

Thank you for your attention

Appendix

Profit Structure of Real Estate Business (Capital-Intensive Business)



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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