

The Six Months Ended September 30, 2021 Analyst Meeting Presentation

Summary of Results for the Six Months Ended September 31, 2019

- ✓ Operating revenue and each income both increased
- ✓ Interim dividend: 22 yen/share (as announced at the beginning of the fiscal year)

(Billions of Yen)	FY2021 2Q Results	FY2020 2Q Results	Y on Y Change
Revenues from operations	996	797	+199
Operating income	100	64	+36
Ordinary income	88	47	+41
Profit attributable to owners of the parent	86	9	+77

Forecasts for the Year to March 2022 (FY2020)

- ✓ Business performance and the impact of COVID-19 were generally within the range of initial assumptions
- ✓ No change to full-year forecasts

(Billions of Yen)	FY2021		Comparison with Full-year forecast Progress Rate (A)/(B)×100
	2Q Results (A)	Forecast (May, 14, 2021) (B)	
Revenues from Operations	996	2,150	46%
Leasing	65	128	51%
Property Sales	18	22	43%
Domestic	38	111	83%
Investor	57	133	35%
Management	25	44	58%
Other	(21)	(22)	96%
Elimination or Corporate cost	(26)	(53)	49%
Operating Income	100	230	44%
Non-operating Income/Expenses	(12)	(25)	48%
Extraordinary Gain/Losses	45	30	151%
Income Taxes	50	75	67%
Profit attributable to owners of the parent	86	160	54%

[Reference] The impact of COVID-19
(Operating&Non-Operating)

About **43**

About **65**

Consolidated Segment Revenue & Operating Income

(Billions of Yen)

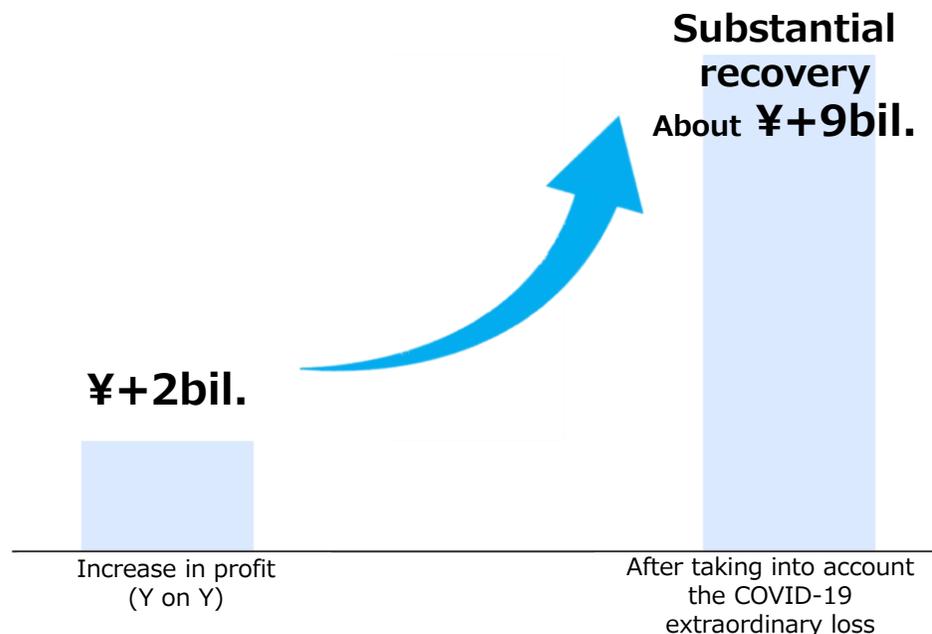
	FY2021 2Q Results	FY2020 2Q Results	Y on Y Change
Leasing	65	63	+2
Property Sales	57	30	+26
Domestic	18	26	(7)
Investor	38	4	+34
Management	25	11	+13
Property Management	14	6	+7
Brokerage, Asset management, etc.	11	5	+6
Other	(21)	(18)	(2)
Elimination or Corporate cost	(26)	(23)	(2)
Operating income	100	64	+36

The situation of each segment operating income

Leasing

✓ Mainly due to the Y on Y recovery in sales at retail facilities

Increase/decrease Y on Y taking into account the COVID-19 extraordinary losses*



* Losses due to the new coronavirus infection, including fixed costs for the period of facility closure, recorded as extraordinary losses

Consolidated Segment Revenue & Operating Income

(Billions of Yen)

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Operating income	100	64	+36

The situation of each segment operating income

Property Sales

■ Individuals (Domestic)

✓ YoY drop in units sold

(1,893 units, down 325 units from the same period last year)

Major Projects Undertaken during the Period

2Q/FY2021	2Q/FY2020
Park Court BUNKYO KOISHIKAWA The Tower	THE TOWER YOKOHAMA KITANAKA
Park Court SHIBUYA The Tower	Park City Musashi-Koyama The Tower

■ Investors and Individuals (Overseas) etc.

✓ Progress in property sales

Major Projects Undertaken during the Period

Iidabashi Grand Bloom (Office building)
Ginza 5-chome GLOBE (Retail facility)
Takeshita-dori Square (Retail facility) etc.

Consolidated Segment Revenue & Operating Income

(Billions of Yen)

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The situation of each segment operating income

Management

■ Property Management

- ✓ recovery in occupancy rates and ongoing cost reduction at the “Repark” business

■ Brokerage and Asset Management, etc.

- ✓ recovery in the number of brokerage units handled in the “Rehouse”
- ✓ increase in large-scale handovers in the corporate brokerage

Consolidated Segment Revenue & Operating Income

(Billions of Yen)

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The situation of each segment operating income

Other

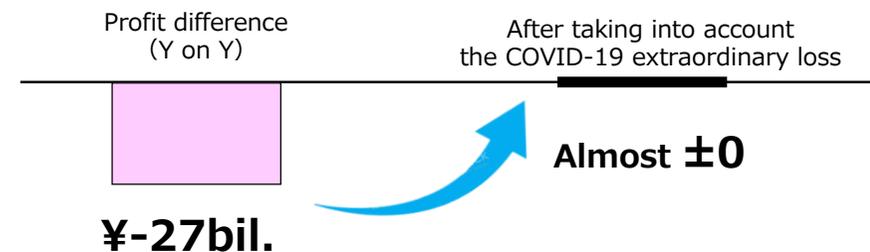
✓ Incorporation of Tokyo Dome's operating loss

(Started from the first quarter)

✓ Operating loss posted at hotels and resorts

However, Recovery trend mainly in occupancy rate

Increase/decrease Y on Y taking into account the COVID-19 extraordinary losses



■ Assumptions and outlook for full-year forecasts at the beginning of the fiscal year

- ✓ Emergency declaration to be issued on April 25, 2021 has been factored in.
- ✓ The economic environment is recovering due to progress in vaccination, but the speed of recovery is uncertain.
- ✓ The impact of the new coronavirus will remain throughout the fiscal year.



■ Situation in the first half

- ✓ Slightly weaker than the initial forecast due to the expanded scope and longer duration of emergency declarations, etc.

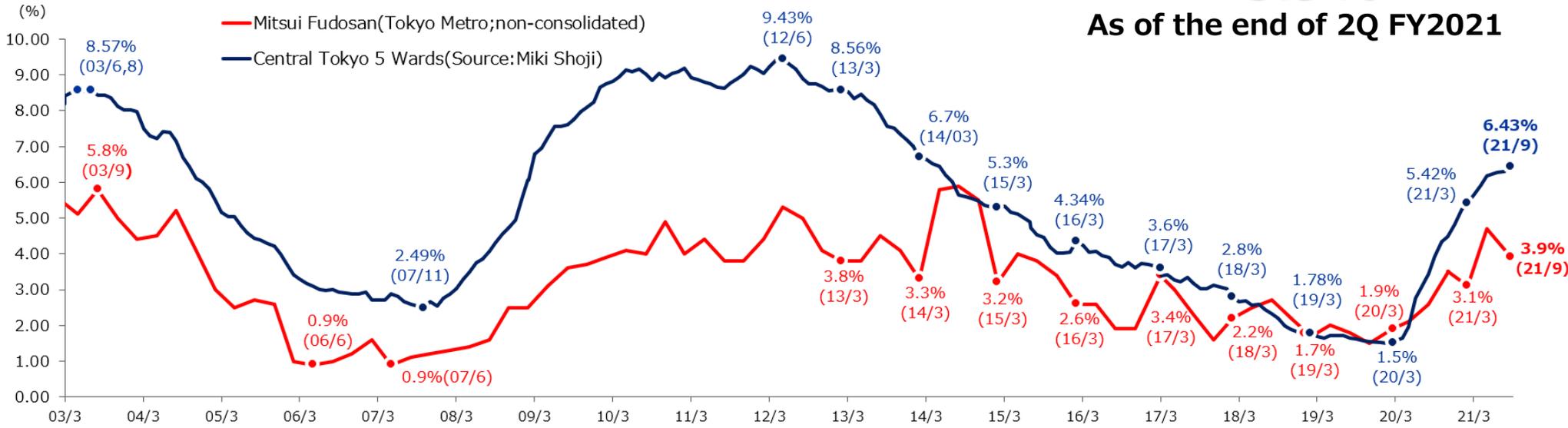
■ Forecast for the Second Half

- ✓ Expect a certain level of earnings recovery based on improved vaccination rates in Japan and the quiescence of the number of coronary infections.

■ Forecast for the full year

- ✓ Although the impact of COVID-19 will remain to some extent, earnings are expected to be largely within the initial forecast.
- ✓ Continue to monitor the spread of the infection.

■ The Company's office vacancy rate (non-consolidated basis) in the Tokyo metropolitan area



Our vacancy rate
3.9%
 As of the end of 2Q FY2021

■ Need for a "place to work" Base type office



"Communication space with visiting customers"
 "Private room for web meeting" etc.

Decentralized Office



"Shared office space near their residence" etc.

Home



"Balancing work with childcare and nursing care" etc.

[Leasing] Retail facility

- **Until September** : Retail Facilities generally hover around 80%*, linked to increase/decrease in infected patients *YoY in FY2019
- **After October** : Retail Facilities are increasing due to the lifting of the state of emergency

		2020									2021								
		Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.
		FY2020/1Q			FY2020/2Q			FY2020/3Q			FY2020/4Q			FY2021/1Q			FY2021/2Q		
Impact of COVID-19		Spread of infection 1st Wave State of emergency (1st)			Spread of infection 2nd Wave			Spread of infection 3rd Wave			Spread of infection 4th Wave State of emergency (2nd)			Spread of infection 5th Wave State of emergency (3rd)			Spread of infection 5th Wave State of emergency (4rd)		
Product	Indicators	Closed*2		≈ 80%	80~90%			85~95%			80~90%			80~90%*3			70~80%		
LaLaport +MOP*1	Facility sales Ratio for the same period in FY2019	Closed*2		≈ 80%	80~90%			85~95%			80~90%			80~90%*3			70~80%		

*1 Mitsui Outlet Park *2 Apr.8, 2020- : Started closed, May 15- : Resumed sequentially *3 Calculated exclude closed facilities.

■ Condition of our retail facilities after October

- ✓ **Outlet mall-type and regional-type**
Steady recovery in response to demand for nearby excursions
- ✓ **Urban-type**
Sales are on an improving trend based the lifting of restricted operating hours

■ Trends in customer purchasing

- ✓ **Demand at home**
“Interior supplies”, “room wear”
- ✓ **Remote Work Demand**
“Headsets”, “office supplies”
- ✓ **Leisure demand**
“Camping supplies” Increased focus on etc.

【Property Sales】 Property Sales to Individuals

■ Condominium contract progress rate

* Number of units planned to be recorded for the full year: 3,100 units

Approx. 90% (As of the end of 2Q FY2021)

■ Customer attributes and needs trend

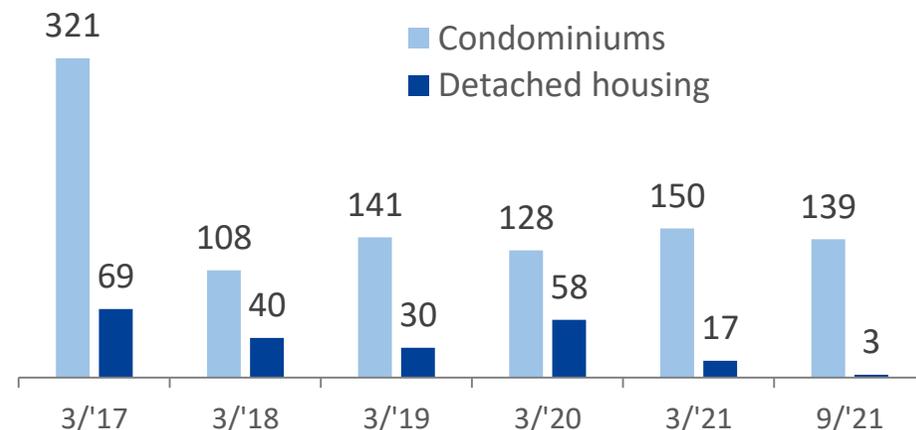
- ✓ Increasing number of young buyers in their 20s and 30s
- ✓ Buyers continue to be strongly focused on highly convenient central urban properties
- ✓ In addition, needs for homes with more rooms or more space are increasing

■ Strong sales

“Central Tokyo, large-scale and redevelopment properties”

■ Inventory of completed condominiums and detached houses

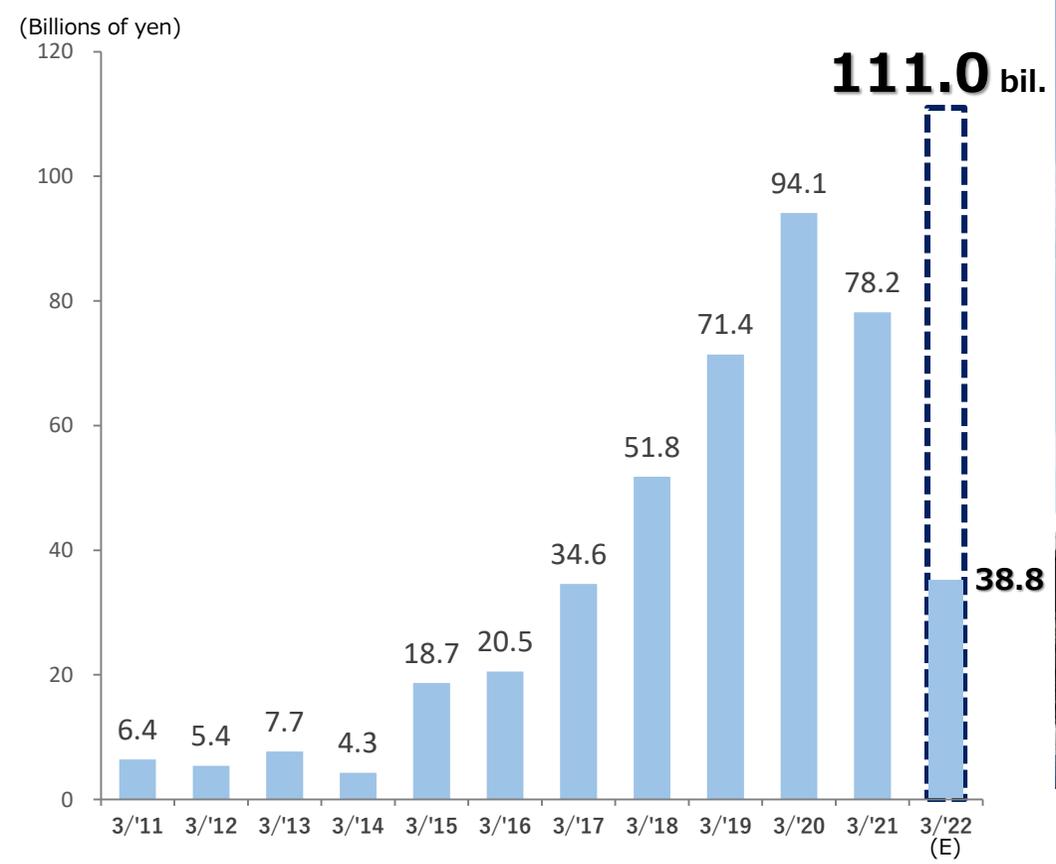
✓ Completed inventory trend at low levels, in particular, completed inventory of detached houses is at record lows



【Property Sales】 Property Sales to Investors (Overseas), etc.

■ Growth in property sales through balance sheet control

- ✓ Real property for sale balance : **Approx. 1.3 trillion yen***
 * Excluding for residential properties (As of September 30, 2021)
- ✓ Steady profit recognition through realize unrealized gains



■ Major properties during the Period (6 month total)



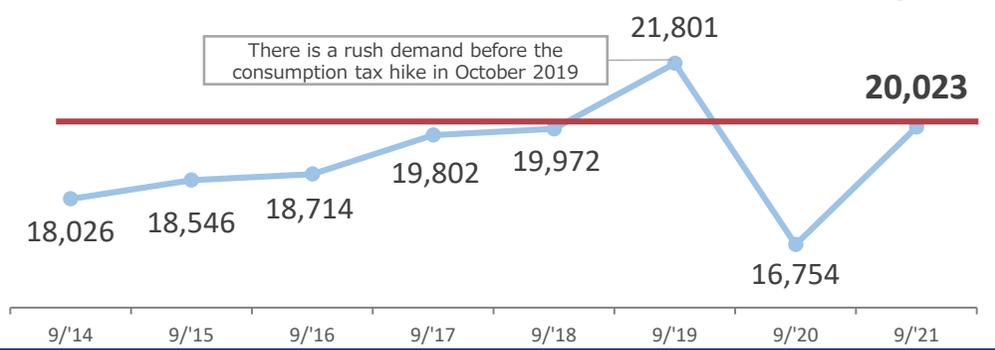
[Management] Rehouse "Brokerage, Asset Management" · Repark "Car Park Leasing"

- **Rehouse** : The number of brokerage transactions recovered to a level close to that before COVID-19
- **Repark** : Profitability improved due to higher occupancy rates, mainly in central urban locations

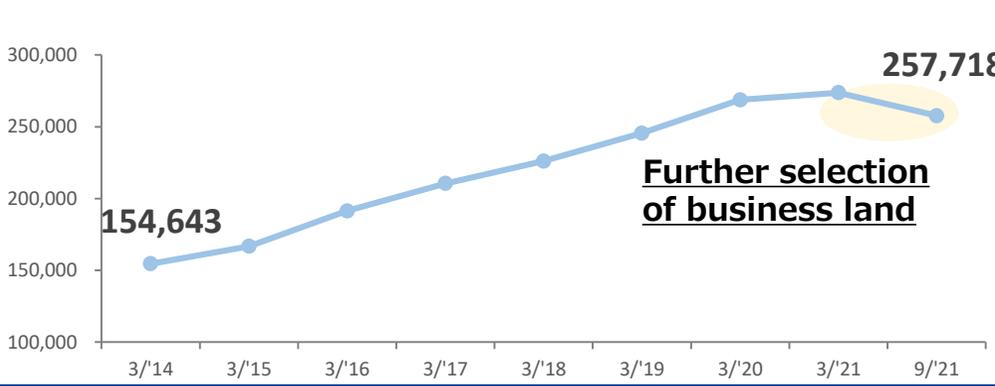
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		FY2020/1Q			FY2020/2Q			FY2020/3Q			FY2020/4Q			FY2021/1Q			FY2021/2Q		
Impact of COVID-19		Spread of infection 1st Wave			Spread of infection 2nd Wave			Spread of infection 3rd Wave			Spread of infection 4th Wave			Spread of infection 5th Wave					
		State of emergency (1st)									State of emergency (2nd)			State of emergency (3rd)			State of emergency (4th)		
Product	Indicators																		
Rehouse	Number of brokerages ^{*1} Ratio for the same period in FY2019	About 80% ^{*2}			About 80%			About 110%			About 100%			About 100%			About 90%		
Repark ※All sites	Sales Ratio for the same period in FY2019	About 75%	About 75%	About 95%	About 95%	About 90%	About 95%	About 100%	About 95%	About 95%	About 85%	About 90%	About 105%	About 95%	About 90%	About 95%	About 95%	About 85%	About 90%

*1 On a recorded (delivered) basis *2 Apr.8, 2020- : Partially closed, May 15- : Gradually reopened

■ **Rehouse : Number of brokerage transactions as of the 2nd quarter**



■ **Repark : Car Park Leasing Track Record (6 years)**



【Other】 Hotel and Resort

■ **Until September** : Occupancy rates were generally around 50%

■ **From October** : With the lifting of the state of emergency, reservations for accommodations are on the rise

		2020									2021								
		Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.
		FY2020/1Q			FY2020/2Q			FY2020/3Q			FY2020/4Q			FY2021/1Q			FY2021/2Q		
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Product	Indicators																		
Accommodation type Hotels*1	Occupancy rate for the month	Closed*2	10% level	20% level	40% level	50% level	60% level	60% level	50% level	30% level	40% level	50% level	50% level	40% level	50% level	60% level	50% level	50% level	

*1 Mitsui Garden Hotel + Hotel The Celestin + sequence

*2 Apr.13, 2020- : Started closed, May 22- : Resumed sequentially

