

[Translation for Reference and Convenience Purposes Only]

Please note that the following is an unofficial English translation of the original Japanese text of the Notice of the 110th Ordinary General Shareholders' Meeting of Mitsui Fudosan Co., Ltd. The Company provides this translation for reference and convenience purposes only and without any warranty as to its accuracy or otherwise. In the event of any discrepancy between this translation and the original Japanese, the latter shall prevail.

Securities Code: 8801

June 7, 2022

To the Shareholders of Mitsui Fudosan Co., Ltd.

Masanobu Komoda  
President and Chief Executive Officer  
(Representative)  
**Mitsui Fudosan Co., Ltd.**  
1-1, Nihonbashi Muromachi 2-chome  
Chuo-ku, Tokyo, Japan

## Notice of the 110th Ordinary General Shareholders' Meeting

Mitsui Fudosan Co., Ltd. (hereinafter referred to as the "Company") announces that the 110th Ordinary General Shareholders' Meeting (hereinafter referred to as the "Meeting") will be held, as given below. Instead of attending the Meeting, you can exercise your voting rights in writing or via the Internet as provided below. Please take the time to review the attached Reference Materials for the Meeting (pages 4 to 12), and exercise your voting rights by no later than 5:30 p.m. on Tuesday, June 28, 2022 (Tokyo Time).

### Exercise of voting rights

You may exercise your voting rights by one of the following three methods. Please review the attached Reference Materials (on pages 4 to 12) for the Meeting, and exercise your voting rights.

#### Recommended

##### **1. Exercise of voting rights in writing**

Please indicate your approval or disapproval of each proposed item on the attached Exercise of Voting Rights form, and return the form to the Company.

Deadline for exercising voting rights

**No later than 5:30 p.m. on Tuesday June 28, 2022 (Tokyo Time)**

#### Recommendations

##### **2. Exercise of voting rights via the Internet, etc.**

Please access the website for exercising voting rights from your smartphone or PC and enter your approval or disapproval of the proposals.

Deadline for exercising voting rights

**No later than 5:30 p.m. on Tuesday, June 28, 2022 (Tokyo Time)**

### **3. Exercise of voting rights by attending the Meeting**

For those planning to attend the Meeting in person, please bring this Notice and the Reference Materials for the Meeting with you and submit the attached Exercise of Voting Rights form at the reception desk upon your arrival.

**Date and Time**

**Wednesday, June 29, 2022, at 10:00 a.m.**

\* If you intend to exercise your voting rights by proxy, you may delegate the exercise of your voting rights to another shareholder holding voting rights in the Company in accordance with Article 15 of the Company's Articles of Incorporation. In such case, your proxy is requested to submit a document certifying his/her appointment as proxy.

## **<PARTICULARS>**

### **1. DATE AND TIME**

Wednesday, June 29, 2022, at 10:00 a.m. (Reception is scheduled to start at 9:00 a.m.)

### **2. PLACE**

Peacock Room,  
2nd Floor, Main Building  
Imperial Hotel, Tokyo  
1-1, Uchisaiwai-cho 1-chome, Chiyoda-ku, Tokyo

### **3. AGENDA**

#### **Matters for Reporting:**

1. The Business Report and report on the Consolidated Financial Statements for the 110th Fiscal Year (from April 1, 2021 to March 31, 2022), as well as the results of audits of the Consolidated Financial Statements conducted by the independent auditors and the Board of Corporate Auditors
2. Report on the Non-Consolidated Financial Statements for the 110th Fiscal Year (from April 1, 2021 to March 31, 2022)

#### **Matters for Resolution:**

**Item 1:** Distribution of Retained Earnings

**Item 2:** Partial Amendment to the Articles of Incorporation

**Item 3:** Election of One (1) Managing Director

**Item 4:** Payment of Bonuses to Managing Directors

\*Please note that, in accordance with the provisions of laws and regulations and Article 18 of the Company's Articles of Incorporation, the following items are not listed in the attachments but are instead disclosed on the Company's website. Therefore, the Business Report listed in the attachments is only a part of the Business Report which corporate auditors audited in preparing audit reports, while the Consolidated Financial Statements and the Non-Consolidated Financial Statements listed in the attachments are only parts of the Consolidated Financial Statements and the Non-Consolidated Financial Statements which corporate auditors audited in preparing audit reports and which the independent auditors audited in preparing the financial audit report.

- (1) "Matters Concerning the Company's Stock Acquisition Rights" of the Business Report
- (2) "Consolidated Statement of Changes in Equity" and "Notes to the Consolidated Financial Statements" of the Consolidated Financial Statements
- (3) "Statement of Changes in Equity" and "Notes to the Non-Consolidated Financial Statements" of the Non-Consolidated Financial Statements

\*Any changes to the attached Reference Materials for the Meeting, the Business Report, or the Consolidated and Non-Consolidated Financial Statements will be posted on the Company's website.

Company's website

<https://www.mitsui-fudosan.co.jp/corporate/ir/shareholder/meeting/index.html>

## REFERENCE MATERIALS FOR THE MEETING

### MATTERS TO BE RESOLVED AND MATTERS FOR REFERENCE

#### Item 1: Distribution of Retained Earnings

The Company reinvests earnings to increase shareholder value over the medium to long term and likewise returns profits to shareholders based on comprehensive consideration of factors such as the business environment and its performance and finances. With regard to the reinvestment of earnings, based on the recognition of the importance of stable and continuous shareholder returns, the Company strives to undertake the stable payment of dividends while also flexibly repurchasing its own shares in a bid to enhance capital efficiency.

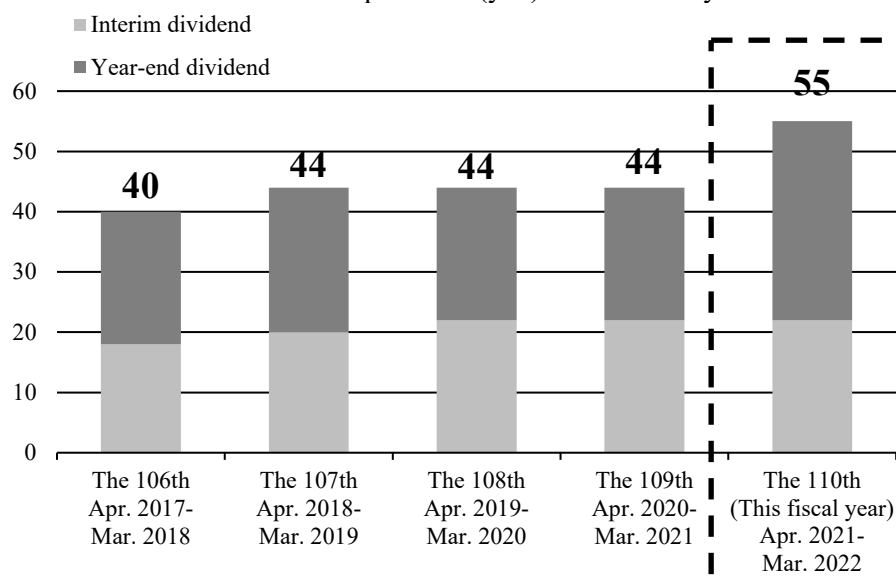
The Company targeted a total shareholder return ratio\* of around 35% of net income attributable to shareholders of the parent company. However, in addition to the recovery of the main businesses, “Leasing,” “Property Sales,” and “Management,” in the fiscal year under review, with the prospects for sustainable growth in the next fiscal year and onwards, the Company believes that, having maintained a robust financial position, it can both invest in future growth and increase stable and continuous shareholder returns. Accordingly, the Company has decided to enhance returns to shareholders and set the total return ratio at around 45% of net income attributable to shareholders of the parent from the fiscal year under review. Regarding the annual dividend for the current fiscal year, taking into consideration the overall business performance of the current fiscal year and the above-mentioned returns to shareholders policy, the Company proposes to increase the dividend by ¥11 to ¥55 per share (including an interim dividend of ¥22) compared to the previous fiscal year, and to pay a year-end dividend of ¥33 per share for the current fiscal year, as follows.

#### Matters Related to Year-End Dividend

- (1) Asset type of dividend: Cash
- (2) Matters concerning the year-end allotment of assets to shareholders and the aggregate amount thereof:  
¥33 per share of common share, for a total payment of ¥31,366,668,003  
Since the interim dividend of ¥22 per share was already paid in December 2021, total annual cash dividends will be ¥55 per share.
- (3) Effective date for distribution of retained earnings: June 30, 2022

\* Total shareholder return ratio = (Total cash dividends + Total amount of repurchases of the shares of the Company) / Profit attributable to owners of parent

<Reference 1> Cash dividends per share (yen) for the fiscal year



<Reference 2> Notice concerning share repurchases (announced on March 4, 2022 and May 13, 2022)

With the aim of enhancing returns to shareholders, the Company implemented a repurchase its own shares, as follows.

• Repurchase of own shares (resolved by the Board of Directors on February 4, 2022)

Class and total number of shares repurchased	5,882,600 common shares
Aggregate repurchase price	¥14,999,872,950
Acquisition period	From February 10, 2022 to March 3, 2022
Method of repurchase	Market purchases on the Tokyo Stock Exchange

Additionally, with the aim of further enhancing returns to shareholders through flexible repurchases of its own shares, the Company resolved to repurchase its own shares, as follows.

• Resolution of repurchase of own shares (resolved by the Board of Directors on May 13, 2022)

Class and the maximum total number of shares to be repurchased	10,000,000 common shares
Maximum total repurchase price	¥15,000,000,000
Period of repurchase (scheduled)	From May 16, 2022 to March 31, 2023
Method of repurchase	Market purchases on the Tokyo Stock Exchange

## Item 2: Partial Amendment to the Articles of Incorporation

### 1. Reasons for the amendments

Since the revised provisions provided for in the proviso to Article 1 of the Supplementary Provisions of the Act Partially Amending the Companies Act (Act No. 70 of 2019) are to be enforced on September 1, 2022, the Company proposes to make the following changes to its Articles of Incorporation in preparation for the introduction of the system for providing informational materials for the general meeting of shareholders in electronic format.

- (1) Article 18, paragraph 1 of the proposed amendment stipulates that information contained within the reference materials and other materials for general meetings of shareholders shall be provided by electronic means.
- (2) Article 18, paragraph 2 of the proposed amendment establishes the scope of documents to be delivered to shareholders who have requested hardcopies of documents.
- (3) The provision on internet disclosure and deemed provision of reference materials and other materials for the general meeting of shareholders (Article 18 of the current Articles of Incorporation) will become unnecessary and shall be deleted.
- (4) Accompanying the aforementioned establishment and deletion of provisions, supplementary provisions regarding the effective date, etc. will be established.

### 2. Details of the amendments

Details of the proposed amendments are as follows.

(Portions of the amended Articles of Incorporation are underlined.)

Current Articles of Incorporation	Planned Amendments
<p><u>(Internet Disclosure of Reference Documents, etc. for Shareholders' Meeting and Deemed Offer)</u></p> <p><u>Article 18: The Company, on the occasion of calling a shareholders' meeting, may be deemed to have provided shareholders with necessary information that should be described or presented in statutory documents, including reference documents for shareholders' meeting, business reports, non-consolidated and consolidated financial reports, if they are disclosed by means of internet in accordance with the ministerial ordinance of the Ministry of Justice.</u></p> <p>(Newly established)</p> <p>(Newly established)</p>	<p>(Deleted)</p> <p><u>(Measures, etc. for Provision of Information Electronically)</u></p> <p><u>Article 18: The Company, on the occasion of calling a shareholders' meeting, shall electronically provide information contained in reference documents and other materials for the shareholders' meeting.</u></p> <p><u>2. Among items for which the measures for providing information in electronic format will be taken, the Company may exclude all or some of those items designated by the Ministry of Justice Order from statements in the paper-based documents to be delivered to shareholders who requested the delivery of paper-based documents by the record date of voting rights.</u></p> <p><u>Supplementary Provision</u></p> <p><u>1. The amendment to the Articles of Incorporation pertaining to Article 18 shall be effective from September 1, 2022, which is the date of enforcement of the revised provisions provided for in the proviso to Article 1 of the Supplementary Provisions of the Act Partially Amending the Companies Act (Act No. 70 of 2019) (hereinafter referred to as the "Date of Enforcement").</u></p>

Current Articles of Incorporation	Planned Amendments
	<p><u>2. Notwithstanding the provision of the preceding paragraph, Article 18 of the Articles of Incorporation (Internet Disclosure of Reference Documents, etc. for Shareholders' Meeting and Deemed Offer) shall remain effective regarding any shareholders' meeting held on a date within six months from the Date of Enforcement.</u></p> <p><u>3. These Supplementary Provisions shall be deleted on the date when six months have elapsed from the Date of Enforcement or three months have elapsed from the date of the shareholders' meeting in the preceding paragraph, whichever is later.</u></p>

### Item 3: Election of One (1) Managing Director

As Managing Director Yoshikazu Kitahara will resign from office at the time of conclusion of this General Shareholders' Meeting, the Company proposes the election of one (1) managing director to fill the position. The candidate for the managing director is as follows:

Name (Date of Birth)	Career Summary, Positions and Responsibilities in the Company, Major Concurrent Positions, Reasons for the Nomination, and Roles Required	Shares in Company
 <p>Takayuki Miki (May 19, 1960)</p> <p>New Candidate</p>	<p>Apr. 1984      Joined the Company</p> <p>Apr. 2008      General Manager of Urban Development Dept., Retail Properties Division of the Company</p> <p>Apr. 2012      General Manager of Logistic Properties Dept., Retail Properties Division of the Company</p> <p>Apr. 2013      Managing Officer, General Manager of Logistics Properties Dept., Retail Properties Division of the Company</p> <p>Apr. 2015      Managing Officer, Chief Operating Officer of Logistics Properties Business Division, and General Manager of Logistics Properties Project Planning Dept. of the Company</p> <p>Apr. 2017      Executive Managing Officer, and Chief Operating Officer of Logistics Properties Business Division of the Company</p> <p>Apr. 2021      Senior Executive Managing Officer, and Chief Operating Officer of Logistics Properties Business Division of the Company (current position)</p> <p>&lt;Reasons for the nomination and roles required&gt; Since joining the Company, Takayuki Miki has amassed abundant experience in various fields. After assuming the position of managing officer, he has contributed to the enhancement of the Company's corporate value through the fulfillment of his duties as managing officer such as by serving as manager of the logistics properties development. In light of this, the Company believes that he is capable of appropriately fulfilling his responsibilities such as decision making on significant management matters and the supervision of business execution as managing director of the Company, and has therefore selected him as a new candidate for managing director.</p>	19,690 shares

#### Notes:

1. Takayuki Miki is a new candidate for managing director.
2. There is no special interest between the Company and the above candidate.
3. The managing director candidate, Takayuki Miki, will be elected to fill the vacant post. Therefore, in accordance with the provisions of Article 21, paragraph 2 of the Company's Articles of Incorporation, his term of office will be the same as the remaining term of office of the resigned managing director.
4. The Company has concluded a directors and officers liability insurance contract with an insurance company. A summary of the details of this insurance contract appears in Business Report "3 (5) Outline of Directors and Officers Liability Insurance Policy" (on page 24). If the appointment of candidate for director is approved, the director will be included in the insured covered under this insurance contract. In addition, the Company plans to renew this insurance contract under the same conditions at the next renewal.



<Reference> Policy and procedures for the selection and appointment of candidates for managing directors

The Company, based on the Group's management philosophy, business strategies and others, comprehensively considers the diversity such as personality, abilities, insights, gender and other factors, and selects candidates who are suitable for managing directors as candidates. The Company appoints its outside directors with the expectation that they will contribute their abundant experience and broad knowledge to the Company's management, and that they will play an appropriate role in strengthening the supervisory function of the Board of Directors and ensuring transparency. Furthermore, two (11.8%) of the 17 Managing Directors and Corporate Auditors are currently women, and the Company will continue to make efforts to ensure further diversity on the Board of Directors as a whole by having at least one female Managing Director.

In addition, the Company has established the Nomination Advisory Committee constituted by total of six directors including two internal directors and a majority of four independent outside directors, and chaired by an independent outside director. The Board of Directors consults with the committee on the nomination of candidates for managing directors prior to decisions made at the Board of Directors.

<Reference> List of directors and their expertise and experience (skills matrix) \*Includes director candidate

Name	Current positions in the Company	Corporate management	Treasury, accounting and finance
Hiromichi Iwasa	Chairman of the Board (Representative)	●	●
Masanobu Komoda	President and Chief Executive Officer (Representative)	●	●
Kiyotaka Fujibayashi	Representative Director, Executive Vice President	●	
Yasuo Onozawa	Representative Director, Executive Vice President		
Takashi Yamamoto	Managing Director, Senior Executive Managing Officer	●	
Takashi Ueda	Managing Director, Senior Executive Managing Officer		●
Takayuki Miki <span>New Candidate</span>	Senior Executive Managing Officer		●
Wataru Hamamoto	Managing Director, Senior Executive Managing Officer		●
Masafumi Nogimori <span>Outside Independent</span>	Managing Director (outside director)	●	
Tsunehiro Nakayama <span>Outside Independent</span>	Managing Director (outside director)	●	●
Shinichiro Ito <span>Outside Independent</span>	Managing Director (outside director)	●	
Eriko Kawai <span>Outside Independent</span>	Managing Director (outside director)		●

Name	Compliance and risk management	Global	Technology and innovation	ESG and sustainability	Urban development (real estate development, etc.)
Hiromichi Iwasa	•		•	•	•
Masanobu Komoda	•	•	•	•	•
Kiyotaka Fujibayashi	•			•	•
Yasuo Onozawa	•			•	•
Takashi Yamamoto	•	•			•
Takashi Ueda			•		•
Takayuki Miki <span>New Candidate</span>			•		•
Wataru Hamamoto			•	•	•
Masafumi Nogimori <span>Outside Independent</span>	•	•	•	•	
Tsunehiro Nakayama <span>Outside Independent</span>	•	•		•	
Shinichiro Ito <span>Outside Independent</span>	•	•	•	•	
Eriko Kawai <span>Outside Independent</span>	•	•	•	•	

\* The above list does not contain all of the areas of expertise and experience of each director (including candidate).

#### **Item 4: Payment of Bonuses to Managing Directors**

After comprehensive consideration that included the business performance for the fiscal year under review, status of ESG initiatives, and return of profits to shareholders in accordance with the shareholder returns policy, progress of the Group's Long-Term Vision, "VISION 2025," the economic conditions, the business environment, and other factors, the Company proposes paying bonuses to the eight (8) managing directors (excluding outside directors) at the end of the fiscal year under review in the total amount of ¥464,800,000. This proposal has been approved by the Board of Directors and judged to be appropriate following discussions by the Compensation Advisory Committee, which is composed of six (6) members (two (2) internal directors and the majority - four (4) independent outside directors) and chaired by an independent outside director, pursuant to the policy for determining the details of officer compensation, etc. Furthermore, the policy for determining the details of officer compensation, etc. appears on page 20 of the Business Report.

Note: The total amount of bonuses paid to the eight (8) managing directors (excluding outside directors), which was approved and adopted at the 109th Ordinary General Shareholders' Meeting, was ¥398,520,000.

## 1. Overview of the Corporate Group

### (1) Financial Position and Results of Operations

Category		107th Fiscal Year FY2018	108th Fiscal Year FY2019	109th Fiscal Year FY2020	110th Fiscal Year (This fiscal year) FY2021
Revenue from operations	(Billions of yen)	1,861.1	1,905.6	2,007.5	2,100.8
Operating income	(Billions of yen)	262.1	280.6	203.7	244.9
Ordinary income	(Billions of yen)	254.1	258.5	168.8	224.9
Profit attributable to owners of parent	(Billions of yen)	168.6	183.9	129.5	176.9
Earnings per share	(yen)	171.30	188.35	134.44	184.44
Total assets	(Billions of yen)	6,802.7	7,395.3	7,741.9	8,208.0
Net assets	(Billions of yen)	2,420.8	2,486.5	2,655.9	2,913.7
Net assets per share	(yen)	2,384.87	2,480.36	2,656.42	2,942.11

### (2) Significant Subsidiaries

Company name	Capital	The Company's ownership ratio	Principal businesses
Mitsui Fudosan Residential Co., Ltd.	¥40.0 billion	100%	Development, property sales, leasing and commissioned sales of housing, etc.
Mitsui Fudosan Realty Co., Ltd.	¥20.0 billion	100%	Brokerage and consulting for real estates, operation and management of car park, car-sharing services
Mitsui Home Co., Ltd.	¥13.9 billion	100%	Housing construction using 2x4 (two by four) method, construction of medical, welfare and other facility buildings, residential renovations
TOKYO DOME CORPORATION	¥2.0 billion	80%	Business promotion, operation and management of Tokyo Dome City, etc.
Mitsui Fudosan America, Inc.	US\$722 thousand	100%	Supervision and promotion of business operations in the U.S.

Notes: MFA Holding, Inc., a wholly-owned subsidiary of the Company, owns as a holding company 100% of the shares in Mitsui Fudosan America, Inc.

### (3) Principal Business Offices

#### i) The Company

Head office: 1-1, Nihonbashi Muromachi 2-chome, Chuo-ku, Tokyo

Kansai Head Office (Osaka City)

Hokkaido Branch (Sapporo City)

Tohoku Branch (Sendai City)

Chiba Branch (Chiba City)

Yokohama Branch (Yokohama City)

Chubu Branch (Nagoya City)

Kyoto Branch (Kyoto City)

Chugoku Branch (Hiroshima City)

Kyushu Branch (Fukuoka City)

#### ii) Subsidiaries

Mitsui Fudosan Residential Co., Ltd., Head office (Chuo-ku, Tokyo)

Mitsui Fudosan Realty Co., Ltd., Head office (Chiyoda-ku, Tokyo)

Mitsui Home Co., Ltd., Head office (Shinjuku-ku, Tokyo)

TOKYO DOME CORPORATION Head Office (Bunkyo-ku, Tokyo)

Mitsui Fudosan America, Inc., Head office (the U.S.)

### (4) Employees

Number of employees	Change from the end of the previous fiscal year
24,408	+416

Note: The above number of employees refers to the number of employees currently employed directly by the Company.

### (5) Principal Lenders

(Billions of yen)

Lenders	Outstanding borrowings
Sumitomo Mitsui Banking Corporation	313.9
MUFG Bank, Ltd.	309.8
Mizuho Bank, Ltd.	178.7
Nippon Life Insurance Company	101.4

## 2. Matters Concerning the Company's Stock

- (1) Total number of authorized shares 3,290,000,000 shares
- (2) Total number of issued shares 959,474,447 shares(Includes 8,969,356 shares of treasury stock)
- (3) Number of shareholders 38,787
- (4) Major shareholders

Shareholders	Ownership of shares of the Company	
	Number of shares held (thousands)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	179,321	18.87
Custody Bank of Japan, Ltd. (Trust account)	72,261	7.60
SSBTC CLIENT OMNIBUS ACCOUNT	22,904	2.41
State Street Bank West Client - Treaty 505234	16,801	1.77
CB London Stichting Pensioenfonds Zorg en Welzijn	13,864	1.46
KAJIMA CORPORATION	13,362	1.41
Sumitomo Mitsui Banking Corporation	12,982	1.37
State Street Bank and Trust Client Omnibus Account OM02 505002	12,421	1.31
JPMorgan Chase Bank 385781	12,326	1.30
NSL DTT CLIENT ACCOUNT 1	11,409	1.20

Note: The shareholding ratio is calculated excluding treasury stock.

- (5) Shares Delivered During the Fiscal Year to Managing Directors as Consideration for Their Execution of Duties

The Company, with the aim of providing an incentive to achieve continuous improvement of the Company's corporate value and encouraging a further sharing of value with the shareholders, passed a resolution on the introduction of a restricted stock compensation system, in place of stock options, at the 108th Ordinary General Shareholders' Meeting held on June 26, 2020. At the Board of Directors meeting held on June 29, 2021, a resolution was passed on the issuance of new shares as restricted stock compensation and on July 28, 2021, the Company issued 200,170 common shares.

The number of restricted stock allocated to the Company's managing directors is as follows. Furthermore, in case the eligible managing director retires from the position due to the expiry of their term of office, or any other justified reason, restrictions on the restricted stock shall be removed, and in case they retire due to a breach of laws or regulations, or any other unjustified reason, the Company shall rightfully acquire the allotted shares gratis.

	Number of shares	Persons eligible for delivery
Managing Directors (excluding outside directors)	69,290 shares	8

(6) Other Significant Matters Concerning the Company's Stock

The Company, with the aim of enhancing returns to shareholders, repurchased and cancelled its own shares, as follows.

- Repurchase of own shares (resolved by the Board of Directors on May 14, 2021)

Class and number of shares repurchased	6,007,500 common shares
Aggregate repurchase price	¥14,999,763,000
Period of repurchase	From August 20, 2021 to December 7, 2021
Method of repurchase	Market purchases on the Tokyo Stock Exchange

- Repurchase of own shares (resolved by the Board of Directors on February 4, 2022)

Class and number of shares repurchased	5,882,600 common shares
Aggregate repurchase price	¥14,999,872,950
Period of repurchase	From February 10, 2022 to March 3, 2022
Method of repurchase	Market purchases on the Tokyo Stock Exchange

- Cancellation of own shares (resolved by the Board of Directors on February 4, 2022)

Class and number of shares cancelled	6,007,500 common shares
Date of cancellation	February 28, 2022

Notes: The number of shares cancelled is 6,007,500 treasury shares acquired by resolution of the Board of Directors on May 14, 2021.

The Company resolved to repurchase its own shares as follows to conduct flexible repurchases of its own shares for the purpose of further enhancing returns to shareholders. The Company also resolved to cancel its own shares.

- Resolution of repurchase of own shares (resolved by the Board of Directors on May 13, 2022)

Class and the maximum total number of shares to be repurchased	10,000,000 common shares
Maximum total repurchase price	¥15,000,000,000
Period of repurchase (scheduled)	From May 16, 2022 to March 31, 2023
Method of repurchase	Market purchases on the Tokyo Stock Exchange

- Resolution of cancellation of own shares (resolved by the Board of Directors on May 13, 2022)

Class and number of shares cancelled	5,882,600 common shares
Date of cancellation	May 31, 2022

Notes: The number of shares to be cancelled is 5,882,600 treasury shares acquired by resolution of the Board of Directors on February 4, 2022.



(7) Other Matters Concerning Shares Owned by the Company

i) Policy regarding the reduction of strategic shareholdings

The Company continuously reviews our strategic shareholdings, and it is our policy to reduce our strategic shareholdings after confirming the quantitative rationale for holding them, in addition to the significance holding them brings to us, in light of our relationships with our business partners. Furthermore, it is our Company policy to hold listed shares that are considered to be effective in terms of management strategies from a medium- to long-term perspective, to improve the corporate value of the Group, comprehensively taking into account business strategies and relationships with business partners, etc., as shares that are separate from pure investment purposes (strategic shareholdings).

ii) Sales results related to strategic shareholdings

Since establishing this reduction policy in December 2018, the Company has sold 18 stocks totaling 13,560,000 shares, amounting to ¥118.7 billion.

In FY2021, the Company has sold four stocks totaling 3,650,000 shares, amounting to ¥50.7 billion.

iii) Findings from the verification of strategic shareholdings by the Board of Directors

In verifying the rationality of the holdings, the Company verifies whether the benefits and risks associated with the holdings are commensurate with the cost of the capital, and the Company also confirms the significance of the holdings in terms of transaction performance, stable financing, and the creation of business opportunities. Additionally, the Company assesses whether they contribute to the enhancement of the Group's corporate value over the medium to long term.

At a meeting of the Board of Directors held on May 13, 2022, the quantitative rationale for holding each individual stock, and the significance of holding the stock in light of the relationship with business partners were confirmed, and the appropriateness of holding the stock was examined. As a result, the Company will continue considering the selling of stocks for which the rationality of holding or the significance of holding has diminished, all the while taking into account the impact such holdings have on the stock market.

iv) Status of holding shares that are separate from pure investment purposes

(1) Number of stocks owned: 128 (of which, 57 are shares of listed companies) / Amount recorded on balance sheet: ¥741.5 billion (of which, ¥730.1 billion is for shares of listed companies)

(2) Main stock (Oriental Land Co., Ltd.)

Presence of strategic shareholding by the other company	None
Amount recorded on balance sheet	¥559.4 billion
Background and purpose of holding	The Company was involved in the establishment of Oriental Land Co., Ltd. in 1960 and has owned its shares ever since. Mitsui Garden Hotel PRANA Tokyo Bay, located in Urayasu City, Chiba Prefecture and operated and managed by the Group, is a partner hotel of Tokyo Disney Resort, and the Company is an official sponsor of Tokyo Disneyland and Tokyo Disney Sea, which is operated by Oriental Land Co., Ltd. Therefore, the Company believes this holding provides utility in terms of facilitating the promotion of the Group's business activities and creating business opportunities.
Sales results:	FY2019: 0.96 million shares (¥12.9 billion) / FY2020: 3 million shares (¥45.6 billion) FY2021: 3 million shares (¥48.4 billion)

Information concerning the status of other stocks owned by the Company is posted on the Company's website

(<https://www.mitsufudosan.co.jp/english/corporate/ir/shareholder/meeting/>)

### 3. Matters Concerning Managing Directors and Corporate Auditors

#### (1) Names, Positions, Responsibilities and Major Concurrent Positions of Managing Directors and Corporate Auditors

Name	Position	Responsibilities in the Company and Major Concurrent Positions, etc.
Hiromichi Iwasa	Chairman of the Board (Representative)	Outside Director, TV TOKYO Holdings Corporation
Masanobu Komoda	President and Chief Executive Officer (Representative)	
Yoshikazu Kitahara	Managing Director (Representative)	Solution Partner Division, Retail Properties Division, Hotels and Resorts Division, Logistics Properties Business Division, Toyosu-Project Development Planning Dept., Development Planning Dept., Gotanda Project Dept.
Kiyotaka Fujibayashi	Managing Director	Homes and Living Promotion Division, Housing Sales Business and Rental Housing Business
Yasuo Onozawa	Managing Director	General Administration Dept., Executive Secretarial Dept., Corporate Communication Dept., Personnel Dept., Affiliated Business Dept., Overall Kansai Head Office/Branch Managing Outside Director, Imperial Hotel, Ltd.
Takashi Yamamoto	Managing Director	International Division
Takashi Ueda	Managing Director	Architectural and Construction Services Dept., Office Building Division, Business innovation Planning Dept., Life Science Innovation Dept., Venture Co-creation Dept., Hibiya Urban Planning and Development Dept., Overall Managing of Nihonbashi Urban Planning and Development Dept., Tokyo Midtown Development Dept., Kashiwanoha Urban Planning and Development Dept.
Wataru Hamamoto	Managing Director	Accounting and Finance Dept., Corporate Planning Dept., DX Division, Sustainability Promotion Dept., Planning and Research Dept., Space & Environment Institute
Masafumi Nogimori	Managing Director	Outside Director, Daicel Corporation Outside Director, Linical Co., Ltd.
Tsunehiro Nakayama	Managing Director	Outside Director, Tokai Tokyo Financial Holdings, Inc.
Shinichiro Ito	Managing Director	Chairman of the Board, ANA HOLDINGS INC.
Eriko Kawai	Managing Director	Professor Emeritus of Kyoto University Outside Director, Daiwa Securities Group Inc. Outside Director, CMIC HOLDINGS Co., Ltd. Outside Corporate Auditor, Yamaha Motor Co., Ltd.
Masatoshi Sato	Senior Corporate Auditor (full time)	
Hiroyuki Ishigami	Senior Corporate Auditor (full time)	Outside Corporate Auditor, Imperial Hotel, Ltd.
Yoshitaka Kato	Corporate Auditor	Certified Public Accountant Outside Corporate Auditor, Sumitomo Chemical Co., Ltd. Outside Audit & Supervisory Board Member, Sumitomo Corporation
Yasushi Manago	Corporate Auditor	Lawyer, Of Counsel, Nishimura & Asahi LPC Outside Director, Nippon Television Holdings, Inc.
Yukimi Ozeki	Corporate Auditor	Professor, Chuo Law School, Chuo University Outside Director, Bourbon Corporation

Notes:

1. Managing Directors Masafumi Nogimori, Tsunehiro Nakayama, Shinichiro Ito and Eriko Kawai are managing directors (outside directors) as prescribed under Article 2, item (xv) of the Companies Act.
2. Corporate Auditors Yoshitaka Kato, Yasushi Manago and Yukimi Ozeki are corporate auditors (outside auditors) as prescribed under Article 2, item (xvi) of the Companies Act.
3. The Company has registered Masafumi Nogimori, Tsunehiro Nakayama, Shinichiro Ito, Eriko Kawai, Yoshitaka Kato, Yasushi Manago and Yukimi Ozeki as independent officers with the Tokyo Stock Exchange.
4. Senior Corporate Auditor (full time) Masatoshi Sato has experience in Accounting and Finance Department of the Company and possesses considerable knowledge in finance and accounting.
5. Corporate Auditor Yoshitaka Kato is a certified public accountant and possesses considerable knowledge in finance and accounting.
6. Corporate Auditor Yasushi Manago has experiences at the Ministry of Finance and possesses considerable knowledge in finance and accounting.
7. The Company has no significant business relations with any of the companies in which the managing directors and corporate auditors hold concurrent positions.
8. Yoshikazu Kitahara was reassigned from Representative Director to Director effective April 1, 2022. In addition, as of April 1, 2022, he has been appointed Chairman and CEO and Representative Director of Tokyo Dome Corporation.
9. Kiyotaka Fujibayashi and Yasuo Onozawa assumed the position of Representative Director from Director as of April 1, 2022.
10. Shinichiro Ito retired as Chairman of the Board of Directors of ANA Holdings, Inc. on March 31, 2022, and assumed the position of Special Advisor of ANA Holdings, Inc. on April 1, 2022.

## (2) Compensation, etc. of Managing Directors and Corporate Auditors

### i) Policy, etc. on determination of the details of officer compensation, etc.

- Managing directors' compensation consists of basic compensation, bonuses as a short-term incentive approved by resolution of the General Shareholders' Meeting after a comprehensive examination of performance, etc. for each fiscal year, and restricted stock compensation as a medium- to long-term incentive with the purpose of achieving continuous improvement of the Group's corporate value and encouraging a further sharing of value with shareholders. Compensation paid to outside directors is solely basic compensation. In addition, compensation paid to corporate auditors is solely basic compensation.
- Indicators for restricted stock compensation and bonuses, which are linked to business performance, comprehensively take into account performance for the fiscal year under review, status of ESG initiatives, and return of profits to shareholders based on the Company's shareholder return policy, progress of the Group's long-term management policy "VISION 2025," economic conditions, and the business environment, etc. in order to increase the linkages between managing directors' compensation, performance and shareholder value.
- The payout ratio of performance-linked compensation and basic compensation, compensation not linked to performance, in managing directors' compensation is set generally between about 45% and 50% for performance-linked compensation and about 50% to 55% for compensation not linked to performance.
- Managing Directors' compensation is determined by the Board of Directors after consultations at the Compensation Advisory Committee chaired by an independent outside director and constituted by two (2) internal directors and the majority of -four (4) independent outside directors for a total of six (6). Corporate Auditor' compensation is determined based on discussions among corporate auditors.
- The Board of Directors determines the details of compensation, etc. for individual managing directors for the fiscal year under review pursuant to the above policy after consultations with the Compensation Advisory Committee. As a result, the details of compensation are deemed to follow the policy.

### ii) Matters on resolutions of the General Shareholders' Meeting regarding compensation, etc. of managing directors and corporate auditors

Basic compensation for managing directors of up to ¥90 million per month (including basic compensation up to ¥10 million per month to be paid to outside directors) and basic compensation for corporate auditors of up to ¥20 million per month was approved at the 106th Ordinary General Shareholders' Meeting held on June 28, 2018. The number of managing directors was twelve (12) (including four (4) outside directors) and the number of corporate auditors was five (5) (including three (3) outside corporate auditors) as of the conclusion of the 106th Ordinary General Shareholders' Meeting. At the 110th Ordinary General Shareholders' Meeting, the Company plans to obtain approval for bonuses to be paid to eight (8) managing directors (excluding outside directors) as at the end of the fiscal year under review in the total amount of ¥464 million. Regarding restricted stock compensation for managing directors, a resolution was approved at the 108th Ordinary General Shareholders' Meeting held on June 26, 2020 on the introduction of a restricted stock compensation system in place of stock options, and approval was also obtained to pay monetary compensation receivables of no more than ¥600 million per year for the granting of restricted stock to managing directors (excluding outside directors) and to keep the total number of allotted restricted stock to no more than 200,000 shares per year. The number of managing directors was twelve (12) (including four (4) outside directors) as of the conclusion of the 108th Ordinary General Shareholders' Meeting.

iii) Total amount of compensation, etc. related to the fiscal year under review

Officer classification	Total amount of compensation, etc. (¥ millions)	Total amount of compensation, etc. by type (¥ millions)			Number of eligible officers (Persons)
		Basic compensation	Bonuses	Restricted stock compensation	
Managing Directors (Of which, outside directors)	1,342 (76)	714 (76)	464 (-)	163 (-)	13 (5)
Corporate Auditors (Of which, outside corporate auditors)	152 (46)	152 (46)	-	-	5 (3)
Total (Of which, outside officers)	1,495 (122)	867 (122)	464 (-)	163 (-)	18 (8)

Notes:

1. The above number of persons paid and compensation, etc. include one (1) managing director who retired at the time of conclusion of the 109th Ordinary General Shareholders' Meeting held on June 29, 2021. At this Meeting, the Company plans to obtain approval for bonuses to be paid to managing directors.
2. The Company issues restricted stock compensation to managing directors as non-monetary compensation. The details of the restricted stock compensation and the status of delivery are described in "2 (5) Shares Delivered During the Fiscal Year to Managing Directors as Consideration for Their Execution of Duties" (page 15) of the business report.
3. As the performance indicators for performance-linked remuneration, the current fiscal year's business results, the status of ESG-related initiatives, returns to shareholders based on the shareholders return policy, the progress of the Group's long-term management policy "VISION 2025," economic conditions, and the business environment, etc. are comprehensively taken into account. As for the results for the fiscal year under review, net sales were ¥2,100.8 billion (up 4.6% year-on-year), operating income was ¥244.9 billion (up 20.2% year-on-year), ordinary income was ¥224.9 billion (up 33.2% year-on-year), and profit attributable to owners of parent was ¥176.9 billion (up 36.6% year-on-year), and revenues and profits increased year-on-year. As for the results of returning profits to shareholders, the full-year dividend per share for the fiscal year under review was ¥55 (the year-end dividend is planned to be approved at this Meeting). The acquisition of treasury stock was approved at a meeting of the Board of Directors with a maximum total acquisition price of ¥15.0 billion in addition to the amount already acquired of approximately ¥15.0 billion as outlined in "2 (6) Other Significant Matters Concerning the Company's Stock" (page 16) of the business report. As a result, the total shareholder return ratio was 46.6%. The status of ESG initiatives and progress of the Group's long-term management policy "VISION 2025" is described in "1 (1) Business Activities and Results" (pages 15 to 26, in Japanese only) of the business report.

(3) Matters Concerning Outside Officers

Major activities during the fiscal year ended March 31, 2022

Name	Category	Major activities (Outline of attendance, advice and duties performed regarding expected role)
Masafumi Nogimori	Managing Directors	He attended all 12 Board of Directors meetings held in this fiscal year and provided various recommendations and findings on compliance and global business, etc. from his objective and professional viewpoint based on his broad insight concerning management, greatly contributing to the invigoration of discussions by the Board of Directors and improving its effectiveness. In addition, as Chairman of the Nomination Advisory Committee and Compensation Advisory Committee, he plays an important role in the committees contributing to ensuring transparency in the selection process for directors and in the decision process for compensation of managing directors.
Tsunehiro Nakayama	Managing Directors	He attended all 12 Board of Directors meetings held in this fiscal year and provided various recommendations and findings on finance and risk management, etc. from his objective and professional viewpoint based on his broad insight concerning management, greatly contributing to the invigoration of discussions by the Board of Directors and improving its effectiveness. In addition, as a member of the Nomination Advisory Committee and Compensation Advisory Committee, he has participated in discussions from an objective standpoint, contributing to ensuring transparency in the selection process for managing directors and in the decision process for compensation of managing directors.
Shinichiro Ito	Managing Directors	He attended 11 out of 12 Board of Directors meetings held in this fiscal year and provided various recommendations and findings on branding and innovation, etc. from his objective and professional viewpoint based on his broad insight concerning management, greatly contributing to the invigoration of discussions by the Board of Directors and improving its effectiveness. In addition, as a member of the Nomination Advisory Committee and Compensation Advisory Committee, he has participated in discussions from an objective standpoint, contributing to ensuring transparency in the selection process for managing directors and corporate auditors and in the decision process for compensation of managing directors.
Eriko Kawai	Managing Directors	She attended all 10 Board of Directors meetings during her term of office in this fiscal year and provided various recommendations and findings on promotion of women's empowerment, ESG, sustainability, etc. from her objective and professional viewpoint based on her broad insight concerning management, greatly contributing to the invigoration of discussions by the Board of Directors and improving its effectiveness. In addition, as a member of the Nomination Advisory Committee and Compensation Advisory Committee, she has participated in discussions from an objective standpoint, contributing to ensuring transparency in the selection process for managing directors and corporate auditors and in the decision process for compensation of managing directors.

Name	Category	Major activities
Yoshitaka Kato	Corporate Auditors	He attended all 12 Board of Directors meetings and all 12 Board of Corporate Auditors meetings held in this fiscal year and stated opinions on matters for resolution and other issues as necessary based on his professional knowledge and broad experience concerning accounting and taxation, etc.; thus, appropriately fulfilling the role of auditing the execution of duties by managing directors.
Yasushi Manago	Corporate Auditors	He attended 11 out of 12 Board of Directors meetings and 11 out of 12 Board of Corporate Auditors meetings held in this fiscal year and stated opinions on matters for resolution and other issues as necessary based on his professional knowledge and broad experience concerning finance and legal matters, etc.; thus, appropriately fulfilling the role of auditing the execution of duties by managing directors.
Yukimi Ozeki	Corporate Auditors	She attended 11 out of 12 Board of Directors meetings and 11 out of 12 Board of Corporate Auditors meetings held in this fiscal year and stated opinions on matters for resolution and other issues as necessary based on her professional knowledge and broad experience concerning the Companies Act, etc.; thus, appropriately fulfilling the role of auditing the execution of duties by managing directors.

(4) Outline of Liability Limitation Agreement

Pursuant to provisions under Article 427, paragraph (1) of the Companies Act, the Company has concluded an agreement with each of outside officers limiting their liability under Article 423, paragraph (1) of the Companies Act to the aggregate of the amounts provided under each item of Article 425 paragraph (1) of the Companies Act.

(5) Outline of Directors and Officers Liability Insurance Policy

The Company has entered into a directors and officers liability insurance policy with an insurance company. The policy covers the litigation expense and damages to be borne by the insured due to corporate lawsuits, third-party lawsuits, and shareholder derivative suit, etc. Damages resulting from illegal acts of the insured are not covered as a measure to assure the appropriateness of the execution of duties by the insured. The insureds under the above policy are the Company's managing directors, corporate auditors, managing officers, and Group officers. The full amount of insurance premiums is borne by the Company for all of the insureds.



#### 4. Independent Auditors

(1) Name of the Independent Auditors

KPMG AZSA LLC

(2) Amount of Compensation, etc.

(Millions of yen)

i)	The amount of compensation, etc. for the independent auditors for this fiscal year	198
ii)	Total amount of money and other property benefit to be paid by the Company and its subsidiaries	554

Notes:

1. Under the audit agreement between the Company and the independent auditors, the amount of compensation, etc. for audits based on the Companies Act and that for audits based on the Financial Instruments and Exchange Act are not clearly distinguished, and cannot be substantially distinguished. Therefore, the combined amount of compensation, etc. for these audits is stated herein as the amount of compensation, etc. for the independent auditors for this fiscal year.
2. MFA Holding, Inc., which owns 100% of the shares in Mitsui Fudosan America, Inc., one of the Company's significant subsidiaries, is audited by a person other than the Company's independent auditors with qualification equivalent to the certified public accountant or audit firm in foreign countries.
3. The Board of Corporate Auditors verified the appropriateness of the audit performance, in line with the audit plan and actual performance in the previous fiscal year, and closely examined the audit plan details including audit hours and staff arrangements for this fiscal year, which was explained by the independent auditors, and the estimate underlying the compensation. As a result of such procedures, the Board gave consent under Article 399, paragraph (1) of the Companies Act on the compensation, etc. for the independent auditors.

(3) Non-audit Services

The Company entrusts the independent auditors with preparing comfort letters, other than the services prescribed under Article 2, paragraph (1) of the Certified Public Accountants Act.

(4) Policy for Determining Dismissal or Non-reappointment of the Independent Auditors

The Board of Corporate Auditors shall deliberate on the dismissal or non-reappointment of the independent auditors not only in the case of dismissal or non-reappointment due to company circumstances, but also in cases where there is a serious interference with the auditing services for the Company, including the case where such independent auditors are deemed to fall under any item provided for in each item of Article 340, paragraph (1) of the Companies Act, and the case where the independent auditors receive an audit business suspension order from the supervisory authorities.

If the Board of Corporate Auditors, as a result of such deliberation, decides that dismissal or non-reappointment of the independent auditors is reasonable, the Board of Corporate Auditors shall either dismiss the independent auditors based on the consent of all corporate auditors, or decide details of a proposal regarding dismissal or non-reappointment of the independent auditors, and, based on such decision, the Board of Directors shall submit the proposal to the Shareholders' Meeting.

## **5. Basic Policy on Control of the Company**

In order to realize the Group's Long-Term Vision, "VISION 2025," the Company will carry out "customer-centered management," "business innovation" and "evolution of Group management" as its basic strategies, with the view of pursuing further improvement of corporate value by working to create value.

At the same time, in the event of any large-scale acquisition of the Company's shares, the Company is clearly aware of the necessity to adopt appropriate measures against a particular type of acquisition that does not contribute to the Company's corporate value and the shareholders' common interests.

The Company has not established particular takeover defense measures or similar matters; however, should any acquisition attempt that does not contribute to the Company's corporate value and the shareholders' common interests take place, the Company would stand ready to carefully investigate the matter and respond appropriately, while taking social circumstances into consideration.

The above report is presented in the following manner.

- (1) Amounts in hundred millions of yen, millions of yen and thousands of U.S. dollars are rounded down to the nearest unit, respectively.
- (2) The number of shares indicated in the thousands and ten thousands is rounded down to the nearest unit.
- (3) Percentage figures are indicated rounded to the nearest indicated unit.
- (4) Unless otherwise stated, the information from section 1. (6) "Significant Subsidiaries" is current as of March 31, 2022.
- (5) The graphics of Tokyo Midtown Yaesu, 50 Hudson Yard (both on page 19, in Japanese only) and Halekulani (page 25, in Japanese only) are conceptual images.

# Consolidated Financial Statements

## Consolidated Balance Sheet (As of March 31, 2022)

(Millions of yen)

Assets		Liabilities	
<b>Current assets</b>	<b>2,567,870</b>	<b>Current liabilities</b>	<b>1,277,080</b>
Cash and deposits	146,329	Notes and accounts payable - trade	135,097
Notes and accounts receivable - trade, and contract assets	61,465	Short-term borrowings	299,018
Securities	99	Non-recourse short-term borrowings	198,172
Real estate for sale	1,188,685	Commercial papers	36,000
Real estate for sale in process	540,648	Current portion of bonds payable	86,707
Land for development	300,080	Current portion of non-recourse bonds payable	21,700
Costs on construction contracts in progress	8,157	Income taxes payable	59,591
Other inventories	10,419	Contract liabilities	141,891
Advance payments to suppliers	22,290	Provision for warranties for completed construction	744
Short-term loans receivable	16,949	Provision for loss on guarantees	0
Operating investments in capital	9,803	Other	298,155
Other	263,752	<b>Non-current liabilities</b>	<b>4,017,179</b>
Allowance for doubtful accounts	(810)	Bonds payable	652,559
<b>Non-current assets</b>	<b>5,640,141</b>	Non-recourse bonds payable	49,750
<b>Property, plant and equipment</b>	<b>3,841,825</b>	Long-term borrowings	2,043,198
Buildings and structures	1,404,643	Non-recourse long-term borrowings	280,127
Machinery, equipment and vehicles	53,579	Leasehold and guarantee deposits received	443,919
Land	2,047,375	Deferred tax liabilities	299,398
Construction in progress	252,515	Deferred tax liabilities for land revaluation	91,088
Other	83,711	Retirement benefit liability	49,865
<b>Intangible assets</b>	<b>72,310</b>	Provision for retirement benefits for directors (and other officers)	775
Leasehold interests in land	34,115	Other	106,497
Other	38,194	<b>Total liabilities</b>	<b>5,294,259</b>
<b>Investments and other assets</b>	<b>1,726,006</b>	<b>Net assets</b>	
Investment securities	1,217,008	<b>Shareholders' equity</b>	<b>2,081,563</b>
Long-term loans receivable	8,302	Capital	340,162
Leasehold and guarantee deposits	170,859	Capital surplus	372,471
Retirement benefit assets	65,082	Retained earnings	1,390,511
Deferred tax assets	25,574	Treasury shares	(21,582)
Deferred tax assets for land revaluation	15	<b>Accumulated other comprehensive income</b>	<b>714,910</b>
Other	240,228	Valuation difference on available-for-sale securities	471,794
Allowance for doubtful accounts	(1,064)	Deferred gains or losses on hedges	10,303
		Revaluation reserve for land	194,159
		Foreign currency translation adjustment	10,430
		Remeasurements of defined benefit plans	28,222
		<b>Share acquisition rights</b>	<b>1,340</b>
		<b>Non-controlling interests</b>	<b>115,938</b>
<b>Total assets</b>	<b>8,208,012</b>	<b>Total net assets</b>	<b>2,913,752</b>
		<b>Total liabilities and net assets</b>	<b>8,208,012</b>

## Consolidated Statement of Income (April 1, 2021 to March 31, 2022)

(Millions of yen)

Item	Amount	
<b>Operating revenue</b>		<b>2,100,870</b>
<b>Operating costs</b>		<b>1,650,428</b>
<b>Operating gross profit</b>		<b>450,441</b>
Selling, general and administrative expenses		205,462
<b>Operating income</b>		<b>244,978</b>
<b>Non-operating income</b>		
Interest income	1,184	
Dividend income	6,223	
Share of gain of entities accounted for using equity method	2,161	
Subsidy income	5,485	
Other	3,711	18,767
<b>Non-operating expenses</b>		
Interest expenses	31,606	
Other	7,199	38,805
<b>Ordinary income</b>		<b>224,940</b>
<b>Extraordinary income</b>		
Gain on sale of non-current assets	6,885	
Gain on sale of investment securities	51,726	58,612
<b>Extraordinary losses</b>		
Loss on retirement of non-current assets	7,447	
Impairment losses	9,477	
Losses due to COVID-19	4,223	21,149
<b>Profit before income taxes</b>		<b>262,403</b>
Income taxes - current	101,361	
Income taxes - deferred	(14,712)	86,649
<b>Profit</b>		<b>175,754</b>
Loss attributable to non-controlling interests		(1,231)
<b>Profit attributable to owners of parent</b>		<b>176,986</b>

# Financial Statements

## Balance Sheet (As of March 31, 2022)

(Millions of yen)

Assets		Liabilities	
<b>Current assets</b>	<b>1,243,213</b>	<b>Current liabilities</b>	<b>784,519</b>
Cash and deposits	12,233	Accounts payable - trade	57,665
Accounts receivable - trade and contract assets	7,949	Short-term borrowings	60,000
Real estate for sale	473,256	Commercial papers	36,000
Real estate for sale in process	44,983	Current portion of bonds payable	86,707
Land for development	107,317	Current portion of long-term borrowings	123,292
Advance payments to suppliers	2,330	Lease obligations	1,018
Prepaid expenses	7,432	Accounts payable - other	37,164
Short-term loans receivable	539,745	Accrued expenses	10,759
Accounts receivable - other	26,637	Income taxes payable	35,113
Operating investments in capital	8,087	Contract liabilities	34,016
Other	24,495	Deposits received	292,116
Allowance for doubtful accounts	(11,253)	Other	10,665
<b>Non-current assets</b>	<b>5,136,873</b>	<b>Non-current liabilities</b>	<b>3,255,400</b>
<b>Property, plant and equipment</b>	<b>2,523,360</b>	Bonds payable	652,559
Buildings	879,602	Long-term borrowings	1,844,188
Structures	30,984	Leasehold and guarantee deposits received	425,815
Machinery and equipment	17,328	Lease obligations	3,293
Vehicles	103	Deferred tax liabilities	218,455
Tools, furniture and fixtures	24,737	Deferred tax liabilities for land revaluation	91,088
Land	1,494,597	Provision for retirement benefits	4,627
Construction in progress	71,875	Provision for retirement benefits for directors (and other officers)	282
Other	4,131	Other	15,089
<b>Intangible assets</b>	<b>32,930</b>	<b>Total liabilities</b>	<b>4,039,920</b>
Leasehold interests in land	16,703	<b>Net assets</b>	
Software	14,231	<b>Shareholders' equity</b>	<b>1,659,824</b>
Other	1,994	<b>Capital</b>	<b>340,162</b>
<b>Investments and other assets</b>	<b>2,580,583</b>	<b>Capital surplus</b>	<b>414,138</b>
Investment securities	840,744	Capital surplus	414,138
Shares of subsidiaries and associates	636,805	<b>Retained earnings</b>	<b>927,091</b>
Bonds of subsidiaries and associates	8,971	Legal retained earnings	13,688
Investments in other securities of subsidiaries and associates	14,782	Other retained earnings	913,402
Investments in capital of subsidiaries and associates	95,846	Reserve for property replacement	104,699
Long-term loans receivable from subsidiaries and associates	750,456	Reserve for open innovation promotion tax system	212
Distressed receivables	10	General reserve	16,790
Long-term prepaid expenses	44,317	Reserve for special depreciation	4,543
Prepaid pension costs	16,933	Retained earnings brought forward	787,156
Leasehold and guarantee deposits	150,318	<b>Treasury shares</b>	<b>(21,568)</b>
Other	24,605	<b>Valuation and translation adjustments</b>	<b>679,001</b>
Allowance for doubtful accounts	(3,207)	Valuation difference on available-for-sale securities	466,350
		Deferred gains or losses on hedges	9,962
		Revaluation reserve for land	202,687
		<b>Share acquisition rights</b>	<b>1,340</b>
<b>Total assets</b>	<b>6,380,086</b>	<b>Total net assets</b>	<b>2,340,166</b>
		<b>Total liabilities and net assets</b>	<b>6,380,086</b>

# Statement of Income (April 1, 2021 to March 31, 2022)

		(Millions of yen)
Item	Amount	
<b>Operating revenue</b>		<b>883,794</b>
<b>Operating costs</b>		<b>704,004</b>
<b>Operating gross profit</b>		<b>179,789</b>
Selling, general and administrative expenses		48,293
<b>Operating income</b>		<b>131,496</b>
<b>Non-operating income</b>		
Interest income	12,842	
Dividend income	44,264	
Other	5,360	62,467
<b>Non-operating expenses</b>		
Interest expenses	24,870	
Other	9,623	34,494
<b>Ordinary income</b>		<b>159,468</b>
<b>Extraordinary income</b>		
Gain on sale of non-current assets	6,682	
Gain on sale of investment securities	49,345	56,027
<b>Extraordinary losses</b>		
Loss on retirement of non-current assets	5,876	
Losses due to COVID-19	2,802	8,679
<b>Profit before income taxes</b>		<b>206,817</b>
Income taxes - current	66,239	
Income taxes - deferred	(11,669)	54,569
<b>Profit</b>		<b>152,247</b>