

Financial Report

for the Fiscal Year Ended March 2024

Mori Trust Group recently announced its consolidated business performance for the year ended March 31, 2024 (FY 2024).

The Group consists of 41 consolidated companies, including Mori Trust Co., Ltd., Mori Trust Building Management Co., Ltd., and Mori Trust Hotels & Resorts Co., Ltd., and three equity-method affiliates.

[Mori Trust Group Consolidated Financial Report]

(April 1, 2023 – March 31, 2024)

For the fiscal year ended March 2024, operating revenue was 262.9 billion yen (down 1.4% year-on-year) and operating income was 53.8 billion yen (down 17.8% year-on-year). In addition to the acquisition of multiple properties in the United States, improvements in the operation of existing office buildings and improved hotel occupancy rates due to the transition to Class 5 status of COVID-19 contributed to record highs for both leasing-related and hotel-related revenue. On the other hand, real estate sales revenue decreased due to sales adjustments and other factors, resulting in lower revenues and earnings.

Ordinary income decreased to 58.9 billion yen (down 15.0% from the previous year), and net income attributable to owners of the parent decreased to 41.3 billion yen (down 21.9% year-on-year).

In the forecast for the fiscal year ending March 2025, both leasing-related and hotel-related revenues are expected to increase for the third consecutive year, resulting in an overall increase in operating revenue to 285.0 billion yen (up 8.4% year-on-year). Operating income is expected to be 54.0 billion yen (up 0.3% year-on-year), and net income attributable to owners of the parent is expected to be 36.0 billion yen (down 13.0% year-on-year).

(Figures in millions of yen; figures less than one million yen are rounded down.)

	FY 2023	FY 2024	FY 2025 (Projection)
Operating revenue	266,629	262,903	285,000
Operating income	65,555	53,853	54,000
Ordinary income	69,340	58,966	57,000
Net income attributable to parent company's shareholders.	53,012	41,387	36,000

Operating revenue breakdown

Rental related business	85,384	91,892	93,000
Hotel related business	44,545	66,426	75,000
Real estate sales business	118,010	86,418	100,000
Other business (contract work, etc.)	18,689	18,166	17,000

Total assets and net assets

Total assets	1,254,665	1,477,644	—
Net assets	559,912	591,673	—

Highlights of FY2024 Business Performance

- Leasing-related business posted a record operating revenue of 91.8 billion yen, an increase of 7.6% year-on-year and the highest ever for the second consecutive period, due to the full-year operation of 601 Massachusetts Avenue in Washington, D.C., which was acquired in August 2022, and improved occupancy rates of existing office buildings.
- In the hotel related business, the occupancy rate of all existing hotels in City Hotels and Resort Hotels was significantly improved due to the impact of the transition of COVID-19 to Class 5 in May 2023. Additionally, with the acquisition of the RIHGA Royal Hotel Kyoto in May of the same year and the opening of the Shisui Luxury Collection Hotel Nara in August of the same year, operating revenue increased 49.1% year-on-year to 66.4 billion yen, the highest ever for the second consecutive period.

○In real estate sales business, condominium sales by Eslead Corporation continued to perform well from the previous year, but sales adjustments meant that operating revenue decreased 26.8% year-on-year to 86.4 billion yen, and in other businesses, operating revenue decreased 2.8% year-on-year to 18.1 billion yen.

As a result of the above, operating revenue was 262.9 billion yen, operating income was 53.8 billion yen, and net income attributable to owners of the parent was 41.3 billion yen.

Business Performance Projections for FY2025

○In the leasing-related business, we expect operating revenue to reach a record high of 93 billion yen for the third consecutive fiscal year, mainly due to improvements in the occupancy rate of existing office buildings, as we emerge from the slump in the office market caused by COVID-19 that has continued since 2020.

○Regarding the hotel related business, we plan to open the Mampei Hotel and Hotel Indigo Nagasaki Glover Street this fiscal year. In addition, as the first full fiscal year of operation since the transition of COVID-19 to Class 5 status is expected to further improve occupancy rates at existing hotels, we expect operating revenue of 75 billion yen, the highest in our history for the third consecutive fiscal year.

○The real estate sales business is expected to generate operating revenues of 100 billion yen, mainly for the residential sales business, and other business is expected to generate operating revenues of 17 billion yen.

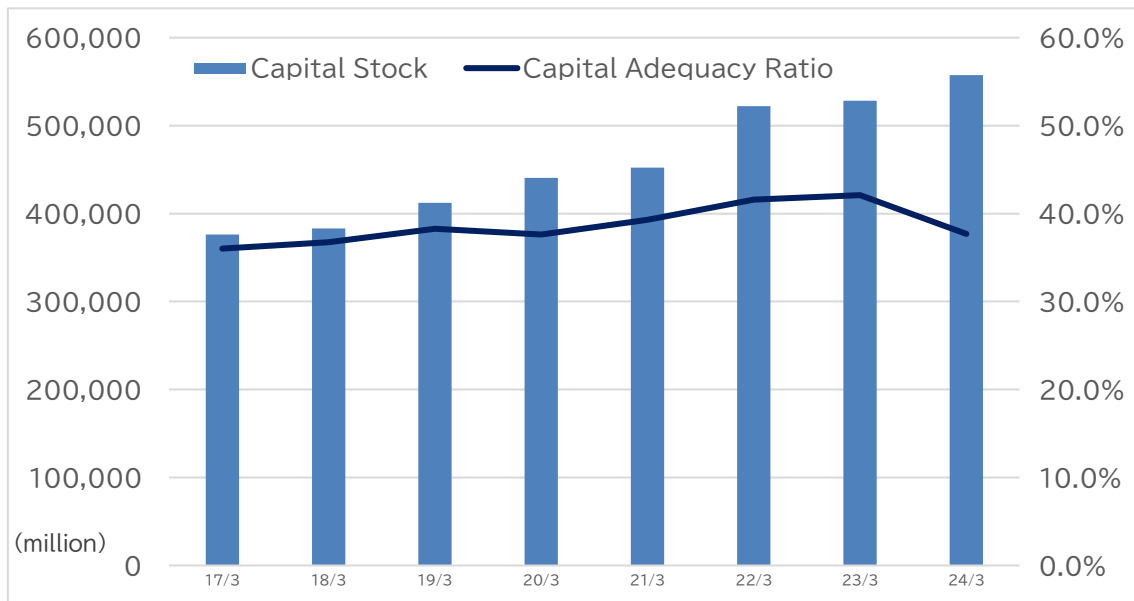
As a result of the above, business performance for the fiscal year ending March 2025 is expected to see operating revenue of 285 billion yen, operating income of 54 billion yen, and net income attributable to owners of the parent of 36 billion yen.

Projections contained in this document have been made on the basis of information available when it was released. Due to various unforeseeable factors, actual performance may differ from such projections.

Financial Conditions of Mori Trust Group

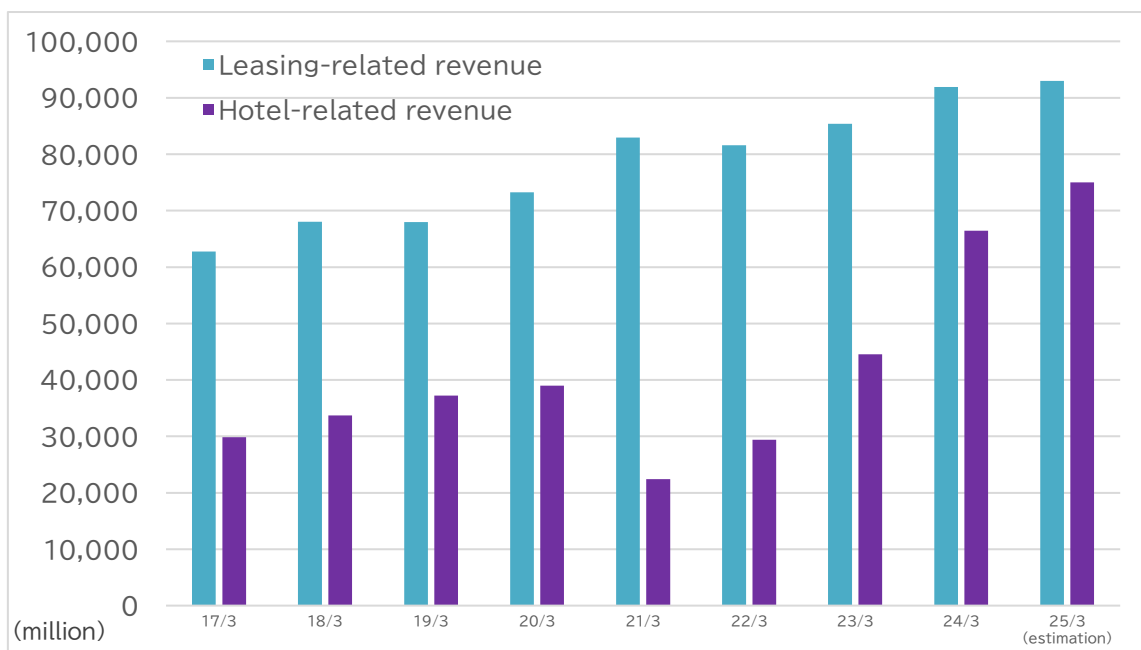
■ Trends of Capital Stock and Capital Adequacy Ratio

In the fiscal year ending March 2024, the capital stock was 557.3 billion yen and capital adequacy ratio was 37.7%, down 4.4% year-on-year, due to investments in the U.S. office building 245 Park Avenue, the RIHGA Royal Hotel Kyoto, and the Fairfield by Marriott Osaka Namba, among others.



■ Trends of Lease-related and Hotel-related Businesses

In the fiscal year ending March 2024, both leasing-related revenue and hotel-related revenue reached record highs.



Advance2030

■Advance2030 Numerical Targets

Mori Trust Group's medium-to long-term vision, "Advance2027," formulated in 2016, was revised in November 2023 to become "Advance2030," setting a new investment target of 1.2 trillion yen for fiscal 2030, as well as targets of sales of 330 billion yen and operating income of 70 billion yen for fiscal 2030.

(Figures in Billions of yen)

Fiscal year	FY2016	FY2024	FY2030 (Advance2030)
Operating revenue	1,402	2,629	3,300
Rental related business	627	918	1,000
Hotel related business	298	664	1,000
Real estate sales business	364	864	1,000
Other business	112	181	300
Operating income	303	538	700

■Advance2023 Action Plans

(1)Real Estate Business (Leasing and Sales)

i)Selection and concentration	Intensive investment in areas where we can be highly competitive
ii)Optimal combinations	Optimally combine functions to maximize the characteristics of land
iii)Strengthening international city functions	Contribute to the kind of urban development which serves to contribute to the strengthening of Japan's international competitiveness

(2)Hotel & Resorts Business

i)Communicating the brand of Japan	Leverage abundant tourism resources to communicate the charm of Japan to the rest of the world
ii)Global standards	Providing services based on international standards and global lifestyles to the Japanese market

iii)Innovation	Creating new value by integrating Japanese culture with services that are based on international standards
iv)Aiming for Japan to become an advanced country in terms of tourism	Contributing through business to the establishment of Japan's status as an advanced country when it comes to tourism

(3)Investment Business

In order to build an optimal business and asset portfolio in a manner having us promptly responding to the times, we will ensure that our investments focus on stability, sustainability, and growth potential through the deployment of variety of investment methods for all businesses serving to bring value to greater society.

FY2024 Key Business Topics

■ REAL ESTATE

Tokyo World Gate Akasaka, a project in central Tokyo, is under development for its grand opening in 2025. As for overseas investment, a key strategy set forth in the medium- to long-term vision "Advance2030," Mori Trust is participating in its first overseas real estate development project in Boston, Massachusetts, in the United States. In addition, we are renovating 245 Park Avenue, an office building in Manhattan, New York, for 2025. We also moved our headquarters to the Tokyo World Gate Kamiyacho Trust Tower for the first time in 24 years.

Tokyo World Gate Akasaka/Akasaka Trust Tower

Based on the district concept "Next Destination: Meet Up Again in the City," we are promoting development with the aim of creating a city that will become a destination for diverse people to meet again and interact with each other in the future.



Location	2-chome, Akasaka, Minato-ku, Tokyo
Site area	approx. 15,750 m ²
Rentable Area	approx. 220,000m ² (Including existing buildings)
Number of floors	43 floors above ground 3 floors below ground
Property Type	Offices, hotel, serviced apartments, shop & restaurant, facilities to support tourism, facilities to promote history and culture, clinics

Participation in development in Boston, Massachusetts, U.S.A.

Through Mori America LLC, our U.S. subsidiary, we participated in the development of the laboratory and office development.

This property is a laboratory and office that responds to the growing interest in the life science field and demand for research facilities as a result of the global pandemic experience and the rapid development of advanced therapeutic drug science.



Property Name	15 Necco Street
Property Address	15 Necco Street, Boston, Massachusetts 02210
Site Area	Approx. 2.22 acres
Rentable Area	345,995 sq. ft
No. of Floors	1 basement floor, 12 floors above ground
Property Type	Laboratory and office, Retail

Participation in an investment and renovation project in an office building in Manhattan, New York, USA

Through Mori America LLC, we invested in the office building 245 Park Avenue and participated in the renovation of the property.



Located in the Midtown Area, the economic and cultural capital of Manhattan, the largest city in the United States, the Property is jointly owned by SL Green Realty Corp., Manhattan’s largest real estate company, and will be renovated for 2025. Our total investment in the property and renovations is expected to be 100 billion yen.

Property Name	245 Park Avenue
Property Address	245 Park Ave, New York, NY 10029, USA
Site Area	81,336 sq.ft
Rentable Area	1,782,793 sq.ft
No. of Floors	45 floors above ground
Property Type	Office

Mori Trust’s new office (Tokyo World Gate/Kamiyacho Trust Tower)

At our new headquarters, which we moved to in May 2023, we have enhanced employee engagement through our “DESTINATION OFFICE” vision for our office business, and added together the idea of a versatile office space that creates a new office that continues to be a desirable destination. In addition, we began offering “WORK SELECT”, a service that will contribute to the growth of our customers by providing even stronger support for office operations that meet the needs of workers and society.



[Reference]“WORK SELECT” service started



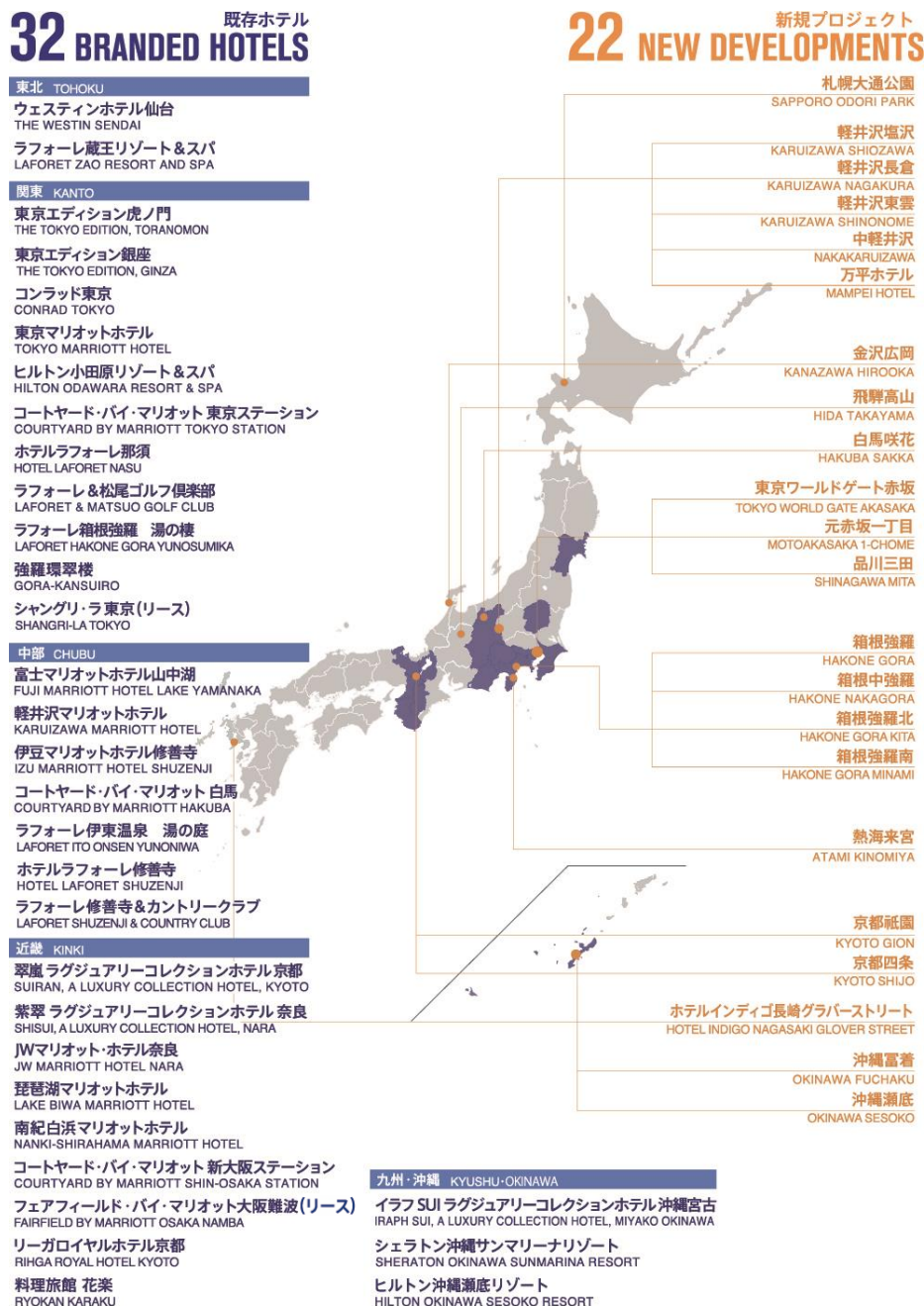
Mori Trust Building Management offers "WORK SELECT," a service that proposes and supports office creation to companies that have issues with their current offices or are considering relocating their offices.

Mori Trust Group's accumulated knowledge and experience can be utilized to provide one-stop support for all phases of office construction, thereby streamlining costs and schedules and helping to realize the ideal office.

■HOTELS & RESORTS

As of March 2024, the Mori Trust Group had 32 hotel facilities across Japan in its Hotel & Resort business, which is the core business of the Mori Trust Group, and was promoting 22 new hotel plans. In the fiscal year ending March 2024, we acquired two hotels in the Kansai area, where demand is expected to grow. Under the “Luxury Destination Network” concept,* we are promoting initiatives aimed at expanding inbound demand and increasing the cost per traveler. We are providing both domestic and international travelers with comfortable stays that take advantage of the attractive tourism resources in Japan.

List of existing hotels and new hotel projects



※“Luxury Destination Network” concept: Mori Trust Group has a “Luxury Destination Network” concept to attract international hotels to various regions in Japan, in addition to Tokyo and Kyoto, which are the golden routes for tourism.

Hotels Opening in the Fiscal Year Ending March 2024

Shisui, a Luxury Collection Hotel, Nara

This project is being promoted in Nara Prefecture's public-private partnership project, "Yoshikien's Surrounding Area Preservation, Management, and Utilization Project." The hotel opened in August 2023 as the third double-branded hotel in Japan under the "SUI" and "Luxury Collection" luxury hotel brands.



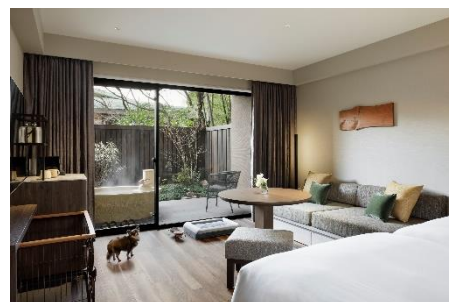
The Tokyo EDITION, Ginza

It opened in March 2024 in the Ginza 2-Chome area, the heart of Ginza, Japan's leading commercial district, home to many world-renowned luxury fashion and high jewelry brands. We aim to contribute to the sustainable development of the Ginza area as a new landmark that attracts global tourists.



Laforet Hakone Gora Yunosumika Ayano-kan Annex

Based on the concept of "Immersion through the five senses and creating rich times," the hotel opened in January 2024 as a place with high-quality facilities in harmony with the nature of Hakone and attentive service where Hakone can be enjoyed through the five senses.



Acquisition of RIHGA Royal Hotel Kyoto

We acquired RIHGA Royal Hotel Kyoto in May 2023.

This large hotel with approximately 500 rooms is located approximately a 7-minute walk from Kyoto Station, within walking distance of World Heritage sites such as Toji Temple and Nishi Honganji Temple. This prestigious hotel has



been loved by the local Kyoto community for over 50 years since it first opened in 1969, and underwent a major renovation in 2016.

Acquisition of Fairfield by Marriott Osaka Namba

In January 2024, we acquired the Fairfield by Marriott Osaka Namba, located approximately a five-minute walk from Namba Station, Osaka's second terminal station, marking our first foray into the Osaka Namba area.

Located in an area where tourism demand is expected to grow in the medium to long term, this hotel specializes in accommodation, welcoming tourists from both Japan and abroad by providing reliable services and a warm, comfortable space.



(Reference) Hotels scheduled to be developed

Major renovation project for Mampei Hotel

This is a major renovation project for Mampei Hotel, which will celebrate its 130th anniversary in 2024. This project aims to preserve the tradition as a valuable historic landmark in the history of hotels in Japan, and to provide a dignified stay at a classic hotel for a long time to come. (scheduled to open in summer 2024)



Hotel Indigo Nagasaki Glover Street

The Minamiyamate district in Nagasaki is a tourist attraction with an exotic and cosmopolitan atmosphere. The opening of the West Kyushu Shinkansen line is expected to further develop tourism in this area, and we have invited Hotel Indigo, a lifestyle boutique hotel brand operated by IHG Hotels & Resorts, to join us. (Scheduled to open in the winter of 2024 to 2025)



Sustainability Activity Report

■Mori Trust Sustainability Vision

From Urban Planning to Future Planning

Under our corporate slogan “Create the Future,” we aim to create an exciting future.

Just as our mission once changed from building planning to urban planning, creating a new society will change us along with society.

7 Priority Theme	Action Plan	Related SDGs
Safe and Secure	<ul style="list-style-type: none"> - Creating a place where sustainable activities can be carried out by realizing regional disaster prevention and BCP - Providing peace of mind to meet the needs of the times, such as measures against infectious diseases using new technologies - Promoting the developmental growth of local communities and society together with various interested parties 	  
Environment	<ul style="list-style-type: none"> - Urban planning through conservation of landscapes and ecosystems and utilization of environmentally friendly resources - Use and diffusion of renewable energy and expansion of stable supply - Appropriate cooperation with various stakeholders 	  
Work / Lifestyle	<ul style="list-style-type: none"> - Providing facilities and services to improve work-life balance - Creating a diversity of lifestyles through new businesses - Practicing new ways of working, and proposing and giving back to society 	 
Innovation	<ul style="list-style-type: none"> - Developing industries through investments and partnerships - Optimizing the supply chain through the use of digital data and advanced technologies - Establishing a group structure to promote free proposals and their realization 	 
Wellness	<ul style="list-style-type: none"> - Providing a place to contribute to the sustainable health promotion of people - Creating food and stay opportunities that satisfy both mind and body - Realizing health management throughout society 	 
Diversity	<ul style="list-style-type: none"> - Promoting international exchange and multilingual support - Establishing a management foundation that enables diverse human resources to play an active role 	  
Compliance Governance	<ul style="list-style-type: none"> - Continual improvement of governance that contributes to economic revitalization - Strengthening risk management that contributes to sustainable corporate activities 	 

Results of Initiatives in the Fiscal Year Ended March 2024 (Excerpt)

■Safe and secure urban planning and community revitalization

○Provision of a lounge space open to the local community

Number of actual users of TOKYO WORLD GATE CoCo Lounge: 235,418

○Local community-building through area management activities

Number of events held in Kamiyacho, Gotenyama, Marunouchi and Sendai areas: 16

○Preparation for safety by conducting disaster drills

Number of disaster drills conducted: 5



■Realization of a sustainable environment and society

○Introduction of renewable energy power to rental buildings

Introduction to nine new rental buildings: 88.1% progress rate (target rate of introduction to rental buildings by FY2025: 100%)

○Acquisition of environmental certifications for rental buildings

Certifications acquired: 3(15 Necco Street , 245 Park Avenue, Kamiyacho Trust Tower)

■Reduction in plastic use for hotel amenities by approximately 15 tons

Mori Trust Hotels & Resorts is implementing initiatives to reduce the plastic contained in hotel amenities used at the 18 hotels it operates, 16 tons per annum, by 15 tons by FY2024.

[1] Replacement with wood, bamboo, and products containing less plastic.

[2] Initiatives to encourage guests to bring their own amenities with them.

[3] Abolishment of some free hotel amenities.

■Proposal of new work and life styles

○Acquisition of certifications for the workplace environment

Acquisition of the Health and Productivity Management Organization certification for five consecutive years

■Creation of a new era and development of industries

○Exhibitions and sales that contribute to dissemination of culture and industries.

Actual exhibition and sales activities at TOKYO WORLD GATE CoCo Lounge: Permanent exhibitions for 37 weeks

■Promotion of wellness and health

○Promotion of projects in the wellness field

Development and sales of health-conscious or environmentally friendly lunch boxes

Sales of home-grown herbal teas

Introduction of pure wellness rooms: 21 facilities

○Childcare leave acquisition rate

Acquisition rate: Total 69.6%, female 100.0%, male 66.7% (target by FY2025: 100%)

■Initiatives for diversity

○Support for foreign residents with life concierges

Number of cases handled by concierges at TOKYO WORLD GATE CoCo Lounge: 2,378

○Implementation of recruitment activities with an awareness of diversity

Quotas for international students and innovation recruitment in the recruitment of new graduates, and comeback recruitment and referral recruitment in the mid-career recruitment

■Continuous improvement of compliance and governance

○Strengthening of Mori Trust Group's legal functions

Number of group legal meetings held: 4

Number of in-house seminars:3

○Raising awareness of management against information leakage

Implementation of crisis management simulations

Mori Trust Group: Total Floor Area Leased or Managed

■ Number of rental/managed facilities (as of March 31, 2024)

Buildings, housing, and commercial facilities: 64

Hotel & resort facilities: 35 (number of rooms: approx. 5,300)

Mori Trust Group: Summary of Consolidated Companies

MORI TRUST CO., LTD.

Location Toranomon, Minato-ku, Tokyo
 Chairman Akira Mori
 President Miwako Date
 Established June 10, 1970
 Capital 30 billion yen
 Business sectors Real estate development, hotel management and investment business

MORI TRUST Asset Management Co., Ltd.

Location Toranomon, Minato-ku, Tokyo
 President Hiroshi Naitou
 Established February 28, 2000
 Capital 400 million yen
 Business sectors Operation of real estate investment trusts

MORI TRUST BUILDING MANAGEMENT CO., LTD.

Location Toranomon, Minato-ku, Tokyo
 President Kazunobu Kuwata
 Established April 1, 2002
 Capital 100 million yen
 Business sectors Comprehensive building services for building management, interior design management & renovation, and planning & consulting.

MORI America LLC

Location County of New Castle, Delaware 19808 U.S.A.
 Established November 7, 2016
 Business sectors Real estate business in the United States

MORI TRUST HOTELS & RESORTS CO., LTD.

Location Kitashinagawa, Shinagawa-ku, Tokyo
 President Miwako Date
 Established February 7, 1973
 Capital 100 million yen
 Business sectors Operation of hotel chains & golf courses, Management of tourism information center, Meeting room lease, Innovative R&D

MORI America Management LLC

Location County of New Castle, Delaware 19808 U.S.A.
 Established December 16, 2016
 Business sectors Real estate management service in the United States

MAMPEI HOTEL CO., LTD.

Location Toranomon, Minato-ku, Tokyo
 Chairman Miwako Date
 President Ichiro Sasaki
 Established 1894
 Capital 100 million yen
 Business sectors Operation of the Mampei Hotel

MT BACK BAY ONE LLC

Location County of New Castle, Delaware 19808 U.S.A.
 Established November 4, 2016
 Business sectors Ownership of 10 St. James Avenue and 75 Arlington Street in Boston

Sun Marina Operations Co., Ltd.

Location Onna-son, Kunigami-gun, Okinawa
 President Takamu Narita
 Established April 1, 1987
 Capital 100 million yen
 Business sectors Operation of the Sheraton Okinawa Sun Marina Resort

MT D.C. One LLC

Location County of New Castle, Delaware 19808 U.S.A.
 Established January 19, 2022
 Business sectors Ownership of 2235&2245 Monroe Street in Northern Virginia

MT&Hilton Hotel Co., Ltd.

Location Toranomon, Minato-ku, Tokyo
 President Eiji Funayama
 Established October 22, 2004
 Capital 20 million yen
 Business sectors Management of the Conrad Tokyo, Hilton Odawara and Hilton Okinawa Sesoko Resort Resort & Spa

MT D. C. Two LLC

Location County of New Castle, Delaware 19808 U.S.A.
 Established July 12, 2022
 Business sectors Ownership of 601 Massachusetts Avenue in Washington D.C.

MT&M Hotel Management Co., Ltd.

Location Toranomon, Minato-ku, Tokyo
 President Eiji Funayama
 Established May 13, 2019
 Capital 20 million yen
 Business sectors Management of JW Marriott Hotel NARA, The Tokyo EDITION, Ginza and The Tokyo EDITION, Toranomon

MT Boston Two LLC

Location County of New Castle, Delaware 19808 U.S.A.
 Established February 2, 2023
 Business sectors Investment in real estate in Boston

RRH Kyoto Operations GK

Location HigashiHorikawa-dori, Shimogyo-ku, Kyoto
 COO Eiji funayama
 Established February 5, 2015
 (date of foundation since incorporation-type company split)
 Capital 0.1 million yen
 Business sectors Operation of the RIHGA Royal Hotel Kyoto

MT New York One LLC

Location County of New Castle, Delaware 19808 U.S.A.
 Established March 7, 2023
 Business sectors Investment in real estate in Boston

FORETSEINE CO., LTD.

Location Kitashinagawa, Shinagawa-ku, Tokyo
 President Shin Takahashi
 Established March 31, 2011
 (date of foundation since incorporation-type company split)
 Capital 100 million yen
 Business sectors Planning and development of urban type condominium for sales and rental management

MT New York One Mezz LLC

Location County of New Castle, Delaware 19808 U.S.A.
 Established April 28, 2023
 Business sectors Debt Investment in 245 Park Avenue in New York

MORI TRUST RESIDENTIAL SERVICE CO., LTD.

Location Kitashinagawa, Shinagawa-ku, Tokyo
 President Mitsuya Toyoda
 Established March 1, 1978
 Capital 90 million yen
 Business sectors Sale and rental of condominium apartment properties

AZMAX CORP.

Location Nihonbashi, Chuo-ku, Tokyo
 President Satoshi Tsuda
 Established August 11, 1947
 Capital 499 million yen
 Business sectors Manufacturing and selling cold drawn special steel shapes

Shiroyama Heating & Cooling Supply Co., Ltd. Location Toranomon, Minato-ku, Tokyo President Takashi Akiba Established November 6, 1989 Capital 300 million yen Business sectors District heating and cooling services for Shiroyama Garden, Tokyo World Gate and the adjacent areas	ESLEAD HOTEL MANAGEMENT CORPORATION Location Oyodominami, Kita-ku, Osaka-shi President Ryosuke Kamine Established January 29, 2019 Capital 10 million yen Business sectors Management, operation and consulting services for Ryokan, hotel and budget hotel etc.
ESLEAD CORPORATION (Code:8877) Location Fukushima, Fukushima-ku, Osaka-shi President Sugio Aramaki Established May 8, 1992 Capital 1,983 million yen Business sectors Sale of condominiums, Real estate replacement business, Real estate rental business, etc	ESLEAD ASSET MANAGEMENT CORPORATION Location Fukushima, Fukushima-ku, Osaka-shi President Kiyofumi Shirouzu Established March 12, 2021 Capital 10 million yen Business sectors Asset Management etc.
ESLEAD TATEMONOKANRI CORPORATION Location Oyodominami, Kita-ku, Osaka-shi President Masaaki Fujino Established November 22, 2018 Capital 10 million yen Business sectors Real Estate Management Business etc.	E CLEANUP CORPORATION Location Oyodominami, Kita-ku, Osaka-shi President Masaaki Fujino Established November 1, 2019 Capital 10 million yen Business sectors House cleaning business and cleaning business for buildings, condominiums, hotels, etc.
ESLEAD CHINTAI CORPORATION Location Fukushima, Fukushima-ku, Osaka-shi President Hiroshi Nakazawa Established May 20, 1996 Capital 10 million yen Business sectors Rental Management Businesses	NANTO BUILDING SERVICE CORPORATION Location Omiya-cho, Nara-shi President Hisao Nakatani Established May 29, 1970 Capital 10 million yen Business sectors Building maintenance and real estate services
SOUDEN CORPORATION Location Oyodominami, Kita-ku, Osaka-shi President Hiroshi Kurokawa Established May 17, 2006 Capital 90 million yen Business sectors Electric power management business	MT GENEX CORPORATION (Code:9820) Location Toranomon, Minato-ku, Tokyo President Hitoshi Suzuki Established October 1945 Capital Approx. 1.072 billion yen Business sectors Facelift of building and housing, and parking operation management, etc.
E-L CONSTRUCTION CORPORATION Location Oyodominami, Kita-ku, Osaka-shi President Wataru Suzuki Established June 14, 2006 Capital 200 million yen Business sectors General Contract and Renovation Businesses	MORI TRUST INSURANCE SERVICE CORPORATION Location Roppongi, Minato-ku, Tokyo President Hitoshi Suzuki Established January 25, 2016 Capital 10 million yen Business sectors Nonlife insurance agent and life insurance solicitor
ESLEAD REALTY CO. LTD Location Oyodominami, Kita-ku, Osaka-shi President Kinichiro Nakagawa Established May 8, 2007 Capital 10 million yen Business sectors Real Estate Transaction, Asset Management and Real Estate Rental Businesses	CHIYODA ME SERVICE CORPORATION Location Ogimachi, Takamatsu-shi, Kagawa-ken President Hideki Yamada Established May 29, 1976 Capital 30 million yen Business sectors Maintenance and preservation of electrical equipment systems
ESLEAD HOUSE CORPORATION Location Oyodominami, Kita-ku, Osaka-shi President Mutsuo Nishida Established June 20, 2016 Capital 10 million yen Business sectors Sale of detached houses	MT ITEC CORPORATION Location Kanshujinishikanagasaki, Yamashina-ku, Kyoto-shi President Yasuji Ide Established September 21, 1994 Capital 20 million yen Business sectors Electrical construction, Telecommunications construction
DIGIMATION CORPORATION Location Fukushima, Fukushima-ku, Osaka-shi President Yuichi Amatani Established May 8, 2018 Capital 10 million yen Business sectors Web marketing consulting, Web advertising optimization, Web contents optimization etc.	

(as of March 31, 2024)

Mori Trust Group: Summary of Equity - Method

MORI TRUST Reit, Inc. (Code:8961) Location Toranomon, Minato-ku, Tokyo Established October 2, 2001 Business sectors Investment in real estate and asset-backed securities investing primarily in real estate	ARE-MA REGION NO. 74, LLC Location 26 North Euclid Avenue, Pasadena, CA 91101 Established October 16, 2019 Business sectors Ownership of 15 Necco Street in Boston
Aichi Road Concession Co.,Ltd. Location Hikocho, Handa-shi, Aichi Established August 3, 2016 Business sectors Road maintenance and management in the Aichi prefecture district and surrounding regions and associated road improvement works	245 Park Holding LLC Location County of New Castle, Delaware 19808 U.S.A. Established July 6, 2022 Business sectors Ownership of 245 Park Avenue in New York

(as of March 31, 2024)

Consolidated Balance Sheets (as of March 31, 2024)

MORI TRUST CO., LTD. and its consolidated subsidiaries

(¥ millions)

Assets		
I. Current assets		
1	Cash and deposits	74,519
2	Notes and accounts receivable-trade	22,026
3	Short-term investment securities	2,643
4	Real estate for sale	198,188
5	Real estate for sale in process	77,448
6	Real estate for development	618
7	Other inventories	2,529
8	Other	32,723
	Allowance for doubtful accounts	(15)
	Total current assets	410,682
II. Noncurrent assets		
1 Property, plant and equipment		
(1)	Buildings and structures, net	259,876
(2)	Machinery, equipment and vehicles, net	6,000
(3)	Tools, furniture and fixtures, net	2,604
(4)	Land	559,996
(5)	Construction in progress	49,096
(6)	Other, net	1,993
	Total property, plant and equipment	879,567
2 Intangible assets		
(1)	Leasehold right	3,273
(2)	Goodwill	415
(3)	Other	14,401
	Total intangible assets	18,090
3 Investments and other assets		
(1)	Investment securities	73,153
(2)	Long-term loans receivable	75,908
(3)	Deferred tax assets	2,171
(4)	Net Defined Benefit Asset	724
(5)	Guarantee deposits	5,973
(6)	Other	11,391
	Allowance for doubtful accounts	(18)
	Total Investments and other assets	169,304
	Total noncurrent assets	1,066,962
	Total assets	1,477,644

Note: Figures less than one million yen are rounded down.

(¥ millions)

Liabilities		
I. Current liabilities		
1	Notes and accounts payable-trade	14,863
2	Short-term loans payable	27,006
3	Current portion of long-term loans payable	20,886
4	Accounts payable-other	6,771
5	Income taxes payable	11,326
6	Accrued expenses	1,759
7	Deposits received	1,944
8	Provision for bonuses	1,278
9	Other	11,506
	Total current liabilities	97,343
II. Noncurrent liabilities		
1	Long-term loans payable	669,382
2	Long-term lease deposited	59,309
3	Long-term guarantee deposited	44,996
4	Long-term deposits received	506
5	Deferred tax liabilities	6,770
6	Net defined benefit liability	2,572
7	Asset Retirement Obligation	2,975
8	Other	2,114
	Total noncurrent liabilities	788,627
	Total liabilities	885,971
Net assets		
I. Shareholders' equity		
1	Capital stock	30,000
2	Capital surplus	10,464
3	Retained earnings	488,281
	Total shareholders' equity	528,745
II. Valuation and translation adjustments		
1	Valuation difference on available-for-sale securities	3,674
2	Deferred hedge gains and losses	1
3	Foreign currency translation adjustment	24,671
4	Remeasurements of defined benefit plans	276
	Total valuation and translation adjustments	28,623
III. Non-controlling interests		34,304
	Total net assets	591,673
	Total liabilities and net assets	1,477,644

Note: Figures less than one million yen are rounded down.

Consolidated Statements of Income (For the years ended March 31, 2024)

(¥ millions)

I. Operating revenue	262,903
II. Operating cost	187,469
Operating gross profit	75,434
III. Selling, general and administrative expenses	21,580
Operating income	53,853
IV. Non-operating income	
1 Interest and dividend income	4,726
2 Gain on sales of securities	3,819
3 Other	2,192
Total non-operating income	10,738
V. Non-operating expenses	
1 Interest expenses	3,489
2 Loss on Valuation of securities	391
3 Investment loss on equity method	1,002
4 Other	742
Total non-operating expenses	5,625
Ordinary income	58,966
VI. Extraordinary income	
1 Gain on sales of noncurrent assets	4,729
2 Gain on sales of investment securities	523
3 Other	13
Total extraordinary income	5,265
VII. Extraordinary loss	
1 Loss on retirement of noncurrent assets	75
2 Loss on Valuation of investment securities	191
3 Other	1
Total extraordinary losses	268
Income before income taxes and minority interests	63,963
Income taxes-current	19,821
Income taxes for prior periods	(886)
Net income	45,028
Net income attributable to non-controlling interests	3,640
Net income attributable to parent company's shareholders	41,387

Note: Figures less than one million yen are rounded down.