

報道関係者各位

Financial Report for the Fiscal Year Ended March 2023

Mori Trust Group recently announced its consolidated business performance for the year ended March 31, 2022 (FY 2023).

The Group consists of 36 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, 2022 – March 31, 2023)

- In the fiscal year ended March 2023, operating revenue was 266.6 billion yen (up 3.0% compared with the previous term), and operating income came to 65.5 billion yen (up 4.3% compared with the previous term). Due to the easing of border measures against COVID-19 in addition to the acquisition of several real estate properties in the United States, higher hotel-related revenue contributed to an increase in both operating revenue and operating income. Both Rental related business and hotel-related revenues were at record highs.
- Income increased, with ordinary income at 69.3 billion yen (down 0.0% compared with the previous term), and net income attributable to owners of the parent posting 53.0 billion yen (up 31.4% compared with the previous term).
- For the fiscal year ending March 2024, the total operating revenue is expected to rise to 272.0 billion yen (up 2.0% compared with the previous term) due to an increase in leasing-related and hotel-related revenues for two consecutive years. We also expect operating income of 55.0 billion yen (down 16.1% compared with the previous term), and net income attributable to owners of the parent of 38.0 billion yen (down 28.3% compared with the previous term), due to scaled back sales plans.

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

	FY 2022	FY 2023	FY 2024 (Projection)
Operating revenue	258,832	266,629	272,000
Operating income	62,827	65,555	55,000
Ordinary income	69,347	69,340	53,000
Net income attributable to parent company's shareholders.	40,334	53,012	38,000

Operating revenue breakdown

Rental related business	81,608	85,384	90,000
Hotel related business	29,405	44,545	60,000
Real estate sales business	126,308	118,010	102,000
Other business (contract work, etc.)	21,510	18,689	20,000

Total assets and net assets

Total assets	1,163,642	1,254,665	—
Net assets	513,698	559,912	—

Highlights of FY2023 Business Performance

- In the leasing-related business, operating revenue was a record high at 85.3 billion yen, up 4.6% compared with the previous term, due to higher rental income from the acquisition of office buildings in Northern Virginia and Washington, D.C. in the United States, despite a decline in rental income from HQ @ First, a property in the Silicon Valley area of the United States sold in July 2021.
- In the hotel-related business, despite the impact of the continued spread of COVID-19 in Japan since 2020, the occupancy rate recovered mainly at hotels in urban areas due to the end of infection control measures such as the declaration of a state of emergency that had continued intermittently until September 2022 and the relaxation of border control measures in October of the same year. This resulted in a record operating revenue of 44.5 billion yen, up 51.5% compared with the previous term.

- The real estate sales business generated operating revenue of 118.0 billion yen, down 6.6% compared with the previous term, due to a decline in sales revenue from the high-class condominiums THE RESIDENCE ROPPONGI and FORETSEINE SHIBUYA TOMIGAYA in central Tokyo, which were sold in the previous year, despite strong sales of condominiums by Eslead Corporation. Other business posted operating revenue of 18.6 billion yen, down 13.1% compared with the previous term, due to a decline in contract construction orders for tenant move-in construction and other projects.

As a result of the above, operating revenue finished at 266.6 billion yen, operating income at 65.5 billion yen, and net income attributable to owners of the parent at 53.0 billion yen. In addition, we achieved the numerical targets established for the final fiscal year of “Advance 2027,” our medium- to long-term vision, of operating revenue of 230.0 billion yen and operating income of 55.0 billion yen. This is the fourth consecutive year of achieving the numerical targets continuing from the fiscal years ended March 2020, March 2021 and March 2022.

Business Performance Projections for FY2024

- In the leasing-related business, operating revenue is expected to increase to 90.0 billion yen due to rental income from two real estate properties in the United States acquired in 2022 contributing to the full-year rental income, and an increase in the occupancy rate of existing office buildings.
- The hotel-related business is expected to achieve a significant improvement in the occupancy rate of existing hotels due to a further recovery in tourism demand from domestic and inbound tourists, affected by COVID-19 being shifted to a Category V infectious disease in May 2023. As a result of this factor in addition to the opening of two hotels in Ginza of Tokyo and Nara, operating revenue is expected to increase for three consecutive years to 60.0 billion yen, which will be a record high for the second consecutive year.
- The real estate sales business is expected to generate 102.0 billion yen in operating revenue mainly due to the residential property sales business, and other business is expected to generate 20.0 billion yen in operating revenue.

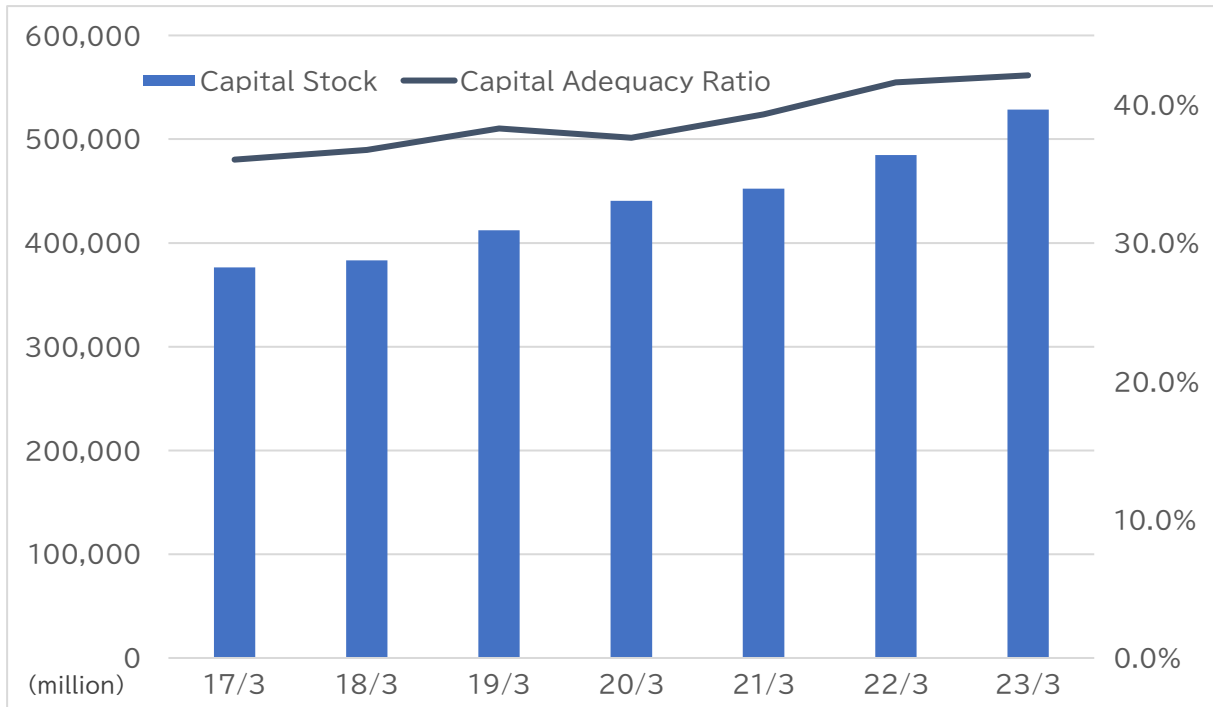
As a result of the above, for the fiscal year ending March 2024, we expect operating revenue of 272.0 billion yen, operating income of 55.0 billion yen, and net income attributable to owners of the parent of 38.0 billion yen.

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

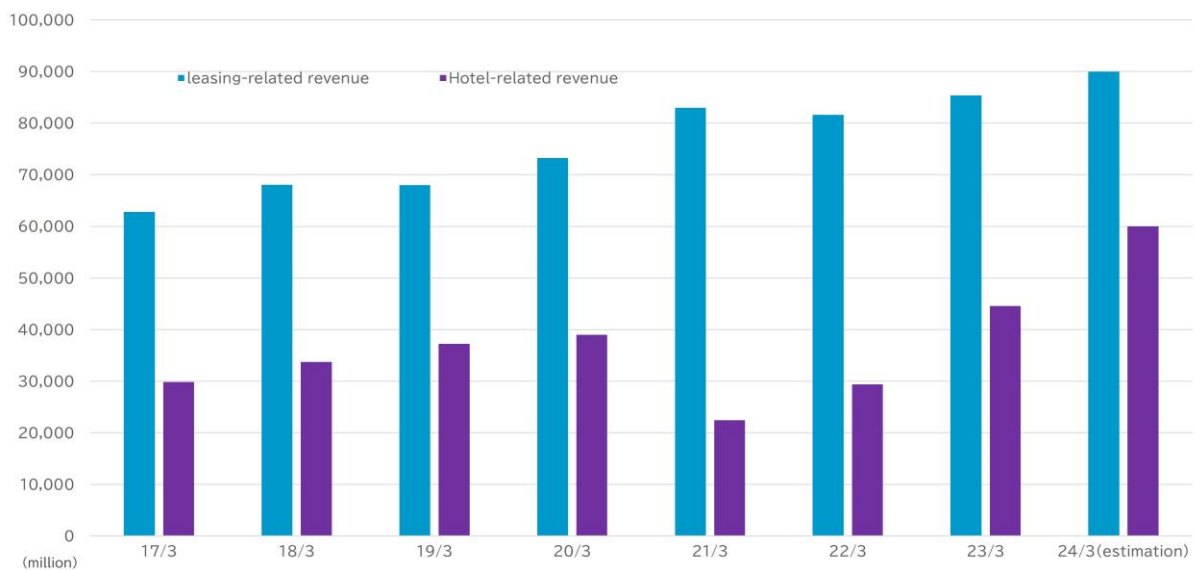
■ Trends of Capital Stock and Capital Adequacy Ratio

The capital stock and capital adequacy ratio for the fiscal year ended March 2023 were 528.4 billion yen and 42.1% respectively



■ Trends of Lease-related and Hotel-related Businesses

Hotel-related revenue for the fiscal year ended March 2023 exceeded revenue for the fiscal year ended March 2020, and reached a record high along with leasing-related revenue.



FY2023 Key Business Topics

■ REAL ESTATE

Tokyo World Gate Akasaka, a project in central Tokyo, is being developed toward its completion in 2024. Overseas investment, which is a key strategy set forth in our medium- to long-term vision, Advance 2027, achieved the investment target of 200 billion yen through the acquisition of real estate in Washington D.C., the United States. In addition, in the fiscal year ending March 2024, which is a progression stage, we participated in an overseas real estate development project in Boston, Massachusetts, which is the first time to do so for Mori Trust. We also relocated our headquarters, for the first time in 24 years, to the Tokyo World Gate Kamiyacho Trust Tower.

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, in a way that goes beyond the new normal (behaviors, etc. that will remain after COVID-19).



Location	2-chome, Akasaka, Minato-ku, Tokyo
Site area	approx. 15,750m 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

Acquisition of real estate in Washington D.C., U.S.A.

Through our U.S. subsidiary, MORI America LLC, we acquired an office building located in Washington D.C., the United States, in August 2022.

Located in a district called Mount Vernon Triangle, which has been redeveloped by the public and private sectors since 2002, this property is an office building developed by a leading real estate company in the United States. It has received gold certification in LEED, an international



environmental performance evaluation indicator for buildings, and has excellent environmental performance.

Building name	601 Massachusetts Avenue
Location	601 Massachusetts Avenue NW, Washington, D.C.
Site area	Approx. 1.03 acres
Rentable Area	478,882 sq. ft
Number of floors	11 floors above ground, 5 floors below ground
Property Type	Office, Retail, Parking garage(314 spaces)

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

Through MORI America LLC, we participated in a development project for a laboratory and office located in Boston in the United States, aiming for completion in November 2023. This property is a laboratory and office to meet growing interest in the life science field and demand for research facilities as a result of experiencing the global pandemic and the rapid development of advanced therapeutic drug science. The Seaport District in Boston, where the property is located, has been designated as an innovation district led by the city and is expected to grow in the future.



Building name	15 Necco Street
Location	15 Necco Street, Boston, Massachusetts 02210
Site area	Approx. 2.22 acres
Rentable Area	345,995 sq. ft
Number of floors	1 basement floor, 12 floors above ground
Property Type	Laboratory and office, Retail

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

At the new headquarters, Mori Trust has realized a new office that will remain a place where people wish to be by increasing employee engagement through our office business vision, DESTINATION OFFICE, and adding the idea of a versatile office.

■HOTELS & RESORTS

Apart from having 28 hotel facilities across Japan as of March 2023, the Mori Trust Group's hotels & resorts business, which is our core business, is also promoting new hotel plans for two hotels in central Tokyo and 15 hotels in regional areas. Under the "Luxury Destination Network" concept*, we provide comfortable stays to tourists from Japan and overseas utilizing the attractive tourism resources of various areas of Japan, such as promoting initiatives aimed at increasing inbound demand and boosting consumption per traveler.

List of existing hotels and new hotel projects

28 既存ホテル BRANDED HOTELS

東京エディション虎ノ門
THE TOKYO EDITION, TORANOMON

翠嵐 ラグジュアリーコレクションホテル 京都
SUIRAN, A LUXURY COLLECTION HOTEL, KYOTO

イラフ SUI ラグジュアリーコレクションホテル 沖縄宮古
IRAPH SUI, A LUXURY COLLECTION HOTEL, MIYAKO OKINAWA

JWマリオット・ホテル奈良
JW MARRIOTT HOTEL NARA

コンラッド東京
CONRAD TOKYO

東京マリオットホテル
TOKYO MARRIOTT HOTEL

富士マリオットホテル山中湖
FUJI MARRIOTT HOTEL LAKE YAMANAKA

軽井沢マリオットホテル
KARUIZAWA MARRIOTT HOTEL

伊豆マリオットホテル修善寺
IZU MARRIOTT HOTEL SHUZENJI

琵琶湖マリオットホテル
LAKE BIWA MARRIOTT HOTEL

南紀白浜マリオットホテル
NANKI-SHIRAHAMA MARRIOTT HOTEL

シェラトン沖縄サンマリーナリゾート
SHERATON OKINAWA SUNMARINA RESORT

ウェスティンホテル仙台
THE WESTIN SENDAI

ヒルトン小田原リゾート&スパ
HILTON ODAWARA RESORT & SPA

ヒルトン沖縄瀬底リゾート
HILTON OKINAWA SESOKO RESORT

コートヤード・バイ・マリオット 東京ステーション
COURTYARD BY MARRIOTT TOKYO STATION

コートヤード・バイ・マリオット 新大阪ステーション
COURTYARD BY MARRIOTT SHIN-OSAKA STATION

コートヤード・バイ・マリオット 白馬
COURTYARD BY MARRIOTT HAKUBA

リゾートホテル ラフォーレ 那須
RESORT HOTEL LAFORET NASU

ラフォーレ倶楽部 箱根強羅 湯の楼
LAFORET CLUB HAKONE GORA YU NO SUMIKA

ラフォーレ倶楽部 伊東温泉 湯の庭
LAFORET CLUB ITO OONSEN YU NO NIWA

ホテルラフォーレ 修善寺
HOTEL LAFORET SHUZENJI

ラフォーレ蔵王リゾート&スパ
LAFORET ZAO RESORT AND SPA

ラフォーレ&松尾ゴルフ倶楽部
LAFORET & MATSUO GOLF CLUB

万平ホテル
MAMPEI HOTEL

強羅環翠楼
GORA-KANSUIRO

料理旅館 花楽
RYORIRYOKAN KARAKU

シャングリ・ラ東京(リース)
SHANGRI-LA TOKYO

17 新規プロジェクト NEW DEVELOPMENTS

札幌大通公園
SAPPORO ODORI PARK

軽井沢塩沢
KARUIZAWA SHIOZAWA

軽井沢長倉
KARUIZAWA NAGAKURA

軽井沢東雲
KARUIZAWA SHINONOME

金沢広岡
KANAZAWA HIROOKA

飛騨高山
HIDA TAKAYAMA

白馬咲花
HAKUBA SAKKA

赤坂二丁目
AKASAKA 2-CHOME

東京エディション 銀座
THE TOKYO EDITION, GINZA

箱根中強羅
HAKONE NAKAGORA

箱根強羅
HAKONE GORA

箱根強羅708
HAKONE GORA 708

熱海来宮
ATAMI KINOMIYA

京都祇園
KYOTO GION

紫翠 ラグジュアリーコレクションホテル 奈良
SHISUI, A LUXURY COLLECTION HOTEL, NARA

長崎南山手
NAGASAKI MINAMIYAMATE

沖縄富着
OKINAWA FUCHAKU

*Luxury Destination Network concept: Mori Trust believes that it is necessary to increase consumption per traveler, to connect not only individual tourist destinations but also wide areas to encourage round-trips, and to promote regions with history, culture, nature, and other tourism resources to the world, in addition to increasing the number of inbound visitors. For that purpose, we are promoting the concept of developing and expanding international hotels across Japan under the name "Luxury Destination Network."

(Reference) Hotels scheduled to be developed

■The Tokyo EDITION, Ginza

Affinity with surrounding global high-brand customer segments is high. We aim to contribute to the sustainable development of the Ginza area by attracting international travelers, including trendsetters and the wealthy.



■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 is scheduled to open on Tuesday, August 29, 2023 as the third double-brand hotel in Japan under the luxury hotel brands "SUI" and "Luxury Collection.



■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.



■Minamiyamate District in Nagasaki

This property is located at the southern end of the exotic Minamiyamate District in Nagasaki, where there is a concentration of cultural and tourist attractions close to the important cultural property Former Glover House and the national treasure Oura Church.



While preserving, restoring, and utilizing the red brick exterior, which is rare even in the city of Nagasaki, we are proceeding with plans to open the international hotel.

■NEW FIELD

Aiming to create new value by thinking outside the framework of existing businesses, we are working on businesses in new areas.

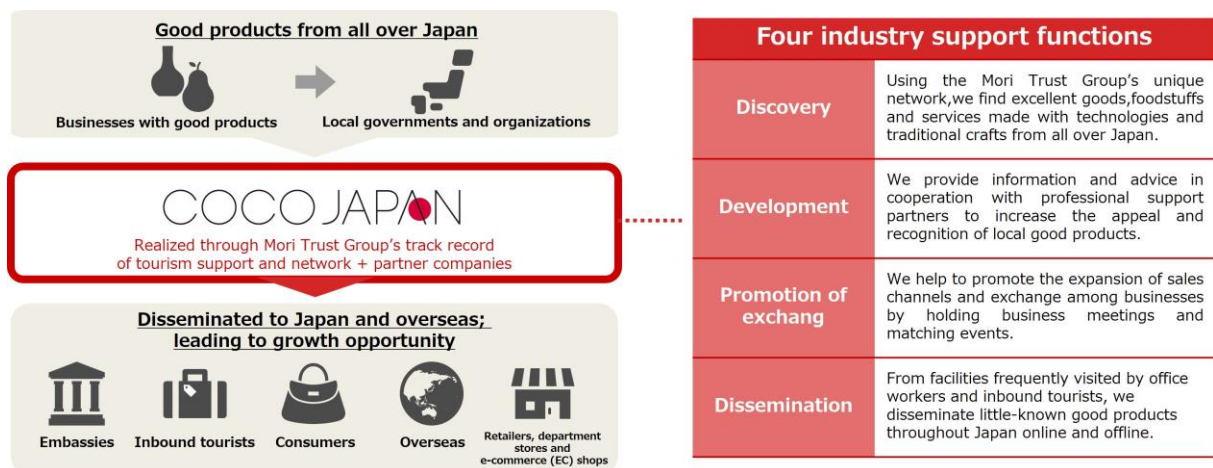
Last year, we fully launched CoCo JAPAN, a project to support the dissemination and development of manufacturing industries across Japan, at TOKYO WORLD GATE CoCo Lounge, an industry development facility in Tokyo World Gate.

We also started a SaaS project as a solution to various workspace issues and developed the workspace management tool WORK AGILE. We will continue striving to solve issues regarding ever-changing work styles in companies.

Full-scale launch of CoCo JAPAN

Leveraging knowledge accumulated by Trust and its network with local governments and local companies, we are promoting the industry support project CoCo JAPAN to further contribute to regional revitalization by helping to develop the Japanese manufacturing industry.

Through the four industry support functions of “discovery,” “development,” “promotion of exchange,” and “dissemination,” this project helps local governments and businesses around the country to promote local products to Japan and overseas.



Start of development and sales of WORK AGILE

We developed the workspace management tool WORK AGILE, which aims to maximize the performance of workers and space in the era of hybrid work.



Equipped with functions for reserving seats and detecting employee positions, it helps to create office environments that encourage communication in real places. It also has a function to collect and analyze data related to office space such as seat usage.

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 2023 (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: 125,030
- Local community-building through area management activities
Number of events held in Kamiyacho, Gotenyama and Marunouchi areas: 15
- Preparation for safety by conducting disaster drills
Number of disaster drills conducted: 4



■ Realization of a sustainable environment and society

- Introduction of renewable energy power to rental buildings
Introduced to eight rental buildings in total, including Marunouchi Trust Tower and Kamiyacho Trust Tower: Progress rate 44.5% (target rate of introduction to rental buildings by FY2025: 100%)
- Investment in and partnership with startup funds that help realize a sustainable environment
Number of investments: 2 (PowerX, Inc., Luup, Inc.)
- Acquisition of environmental certifications for rental buildings
Certifications acquired: 3 (10 St. James: LEED Gold, 75 Arlington: LEED (pending application), 601 Massachusetts Avenue: LEED Gold)

(Reference)

■ Tokyo World Gate Fukushima-no-Mori receives the 42th Green City Award from the Chairman of the Organization for Landscape and Urban Green Infrastructure

In the external structure of Tokyo World Gate, we have developed Fukushima-no-Mori, a green space of about 5,500 m², where we are working to preserve biodiversity by transplanting and conserving a large camphor tree, which has been on the premises since



ancient times and developing a biotope using rainwater circulation. We have also installed terraces and benches in the lush green plaza and along garden paths to develop an environment where everyone can spend time in nature safely and comfortably, creating traffic and the bustle of residents, visitors, and workers.

■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 four consecutive years, and acquisition of the Platinum Kurumin Certification

■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 36 weeks, planned exhibitions for 10 weeks.

○Development of DX analysts

Number of analysts developed: 27

■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: 20 facilities

○Childcare leave acquisition rate

Acquisition rate: Total 71.4%, female 100.0%, male 55.6% (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: 1,099

○Increase in the female employee ratio

Female employee ratio at Mori Trust Co., Ltd.: 27.1% (target by FY2025: 25%)

○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

○ 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, 2023)

Buildings, housing, and commercial facilities: 66

Hotel & resort facilities: 31 (number of rooms: approx. 4,500)

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 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 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

MAMPEI HOTEL CO., LTD.

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

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&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

Sun Marina Operations Co., Ltd.

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

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

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

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 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 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

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

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 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 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

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

ESLEAD TATEMONOKANRI CORPORATION
 Location Oyodominami, Kita-ku, Osakashi
 President Masaaki Fujino
 Established November 22, 2018
 Capital 10 million yen
 Business sectors Real Estate Management Business etc.

AZMAX CORP.
 Location Nihonbashi, Chuo-ku, Tokyo
 President Masayoshi Takahashi
 Established August 11, 1947
 Capital 499 million yen
 Business sectors Manufacturing and selling cold drawn special steel shapes

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.

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

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 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

NANTO BUILDING SERVICE CORPORATION
 Location Shibatsuji-cho, Nara-shi
 President Masaaki Fujino
 Established May 29, 1970
 Capital 10 million yen
 Business sectors Building maintenance and real estate services

ESLEAD CHINTAI CORPORATION
 Location Oyodominami, Kita-ku, Osaka-shi
 President Hiroshi Nakazawa
 Established May 20, 1996
 Capital 10 million yen
 Business sectors Rental Management Businesses

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.

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

ESLEAD ASSET MANAGEMENT CORPORATION
 Location Fukushima, Fukushima-ku, Osakashi
 President Kiyofumi Shirouzu
 Established March 12, 2021
 Capital 10 million yen
 Business sectors Asset 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

MT GENEX CORPORATION (Code:9820)
 Location Azabudai, 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.

ESLEAD JYUTAKU RYUTU CO. LTD
 Location Oyodominami, Kita-ku, Osaka-shi
 President Hiroyuki Harima
 Established May 8, 2007
 Capital 10 million yen
 Business sectors Real Estate Transaction, Asset Management and Real Estate Rental 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 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

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

(as of March 31, 2023)

Mori Trust Group: Summary of Equity - Method

MORI TRUST Sogo 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

Aichi Road Concession Co.,Ltd.
 Location Hikozucho, 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

(as of March 31, 2023)

Consolidated Balance Sheets (as of March 31, 2023)

MORI TRUST CO., LTD. and its consolidated subsidiaries

(¥ millions)

Assets		
I. Current assets		
1	Cash and deposits	81,523
2	Notes and accounts receivable-trade	17,545
3	Short-term investment securities	17,295
4	Real estate for sale	185,261
5	Real estate for sale in process	62,809
6	Real estate for development	618
7	Other inventories	2,564
8	Other	29,897
	Allowance for doubtful accounts	(15)
	Total current assets	397,499
II. Noncurrent assets		
1 Property, plant and equipment		
(1)	Buildings and structures, net	243,287
(2)	Machinery, equipment and vehicles, net	6,289
(3)	Tools, furniture and fixtures, net	2,241
(4)	Land	516,667
(5)	Construction in progress	25,350
(6)	Other, net	2,040
	Total property, plant and equipment	795,876
2 Intangible assets		
(1)	Leasehold right	3,301
(2)	Goodwill	338
(3)	Other	15,263
	Total intangible assets	18,903
3 Investments and other assets		
(1)	Investment securities	23,197
(2)	Long-term loans receivable	18
(3)	Deferred tax assets	1,121
(4)	Net Defined Benefit Asset	1,013
(5)	Guarantee deposits	6,162
(6)	Other	10,890
	Allowance for doubtful accounts	(18)
	Total Investments and other assets	42,386
	Total noncurrent assets	857,165
Total assets		1,254,665

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

(¥ millions)

Liabilities	
I. Current liabilities	
1 Notes and accounts payable-trade	13,548
2 Short-term loans payable	12,660
3 Current portion of long-term loans payable	26,829
4 Accounts payable-other	6,724
5 Income taxes payable	17,802
6 Accrued expenses	1,114
7 Deposits received	1,160
8 Provision for bonuses	1,017
9 Other	9,551
Total current liabilities	90,409
II. Noncurrent liabilities	
1 Long-term loans payable	482,663
2 Long-term lease deposited	60,748
3 Long-term guarantee deposited	45,453
4 Long-term deposits received	496
5 Deferred tax liabilities	5,980
6 Net defined benefit liability	2,774
7 Asset Retirement Obligation	4,566
8 Other	1,658
Total noncurrent liabilities	604,343
Total liabilities	694,753
Net assets	
I. Shareholders' equity	
1 Capital stock	30,000
2 Capital surplus	10,464
3 Retained earnings	473,893
Total shareholders' equity	514,358
II. Valuation and translation adjustments	
1 Valuation difference on available-for-sale securities	2,857
2 Deferred hedge gains and losses	0
3 Foreign currency translation adjustment	11,541
4 Remeasurements of defined benefit plans	(275)
Total valuation and translation adjustments	14,124
III. Non-controlling interests	31,429
Total net assets	559,912
Total liabilities and net assets	1,254,665

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

Consolidated Statements of Income (For the years ended March 31, 2023)

(¥ millions)

I. Operating revenue	266,629
II. Operating cost	181,411
Operating gross profit	85,218
III. Selling, general and administrative expenses	19,663
Operating income	65,555
IV. Non-operating income	
1 Gain on valuation of securities	965
2 Gain on investments in partnership etc.	1,965
3 Foreign exchange gain	1,191
4 Other	2,908
Total non-operating income	7,030
V. Non-operating expenses	
1 Interest expenses	2,705
2 Loss on investments in partnership etc.	360
3 Other	178
Total non-operating expenses	3,244
Ordinary income	69,340
VI. Extraordinary income	
1 Gain on sales of noncurrent assets	2,335
2 Gain on sales of investment securities	9,331
3 Other	492
Total extraordinary income	12,159
VII. Extraordinary loss	
1 Loss on retirement of noncurrent assets	2,590
2 Other	37
Total extraordinary losses	2,628
Income before income taxes and minority interests	78,871
Income taxes-current	24,984
Income taxes-deferred	(2,165)
Net income	56,052
Net income attributable to non-controlling interests	3,039
Net income attributable to parent company's shareholders	53,012

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