

CLOSE UP

Digital Transformation Strategy of Mitsui Fudosan Group

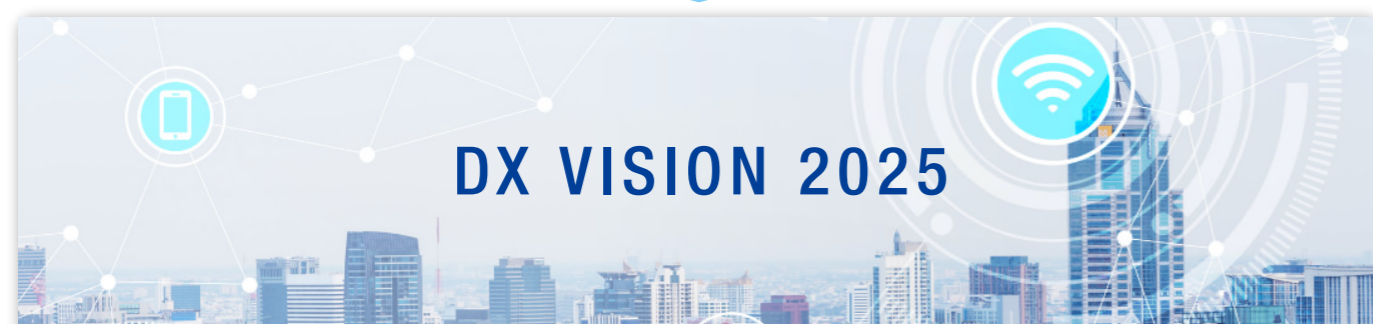
Positioning of DX promotion plan in our Company

Long-Term Vision: VISION 2025

Building a sustainable society through neighborhood creation

Using technology to innovate the real estate industry itself

Evolving into a global company



Business Transformation

<Customer orientation and solving social issues>

Smart City/Property

Making towns and facilities comfortable and convenient by digitalization

Omni Channel

Integrating real and digital customer contact points

Real Estate as a Service

Offering service provision beyond providing space

Practical example Using robots at TOKYO MIDTOWN YAESU

Workstyle Reforms

<Improving productivity and employee satisfaction>

ABW Activity Based Working

Active ways of working that are not limited by location

BPR Business Process Re-engineering

Reforming existing business flow/systems

Practical example Realizing operational efficiency and mobile work by migrating mission-critical systems to full cloud computing

Promotion Bases

Cyber Security

Continuous evolution of group security

Data Utilization

Utilization of customer and business data

Real Estate x Digital Human Resource Development

Company-wide IT literacy and the driving force of the DX Division

Advancement of Group Systems

Standardization/efficiency

Modern Development

Cheap, fast, good and permanent development

Successful Examples of DX promotion

Result 1 Business Transformation

- Simultaneously promoting DX in all businesses with the aim of improving customer satisfaction and solving social issues
- Releasing new businesses that go beyond the boundaries of existing businesses one after another

Major business transformation projects

	2019	2020	2021
Releasing new services	2	5	11
Main projects under development	4	8	12
Main demonstration experiment projects	4	4	6

Our main membership organizations

2020 **13.14** million people

Oct. 2022 **13.64** million people

Retail facilities: Approx. 12.49 million people
Hotels: Approx. 540,000 people
Housing Loop members: Approx. 280,000 people
Office buildings (Work Styling members): Approx. 220,000 people
Office buildings (& Life-Biz): Approx. 110,000 people

Result 2 Workstyle Reforms

- Promotion of system renewal and business reforms are ongoing so as to encourage diverse work styles and make customers and our process smart

Main projects for workstyle reform

	2019	2020	2021
Releasing new systems	4	4	5
Main projects under development	7	6	7

Work efficiency improvement time due to system renewal

Total for last 3 years

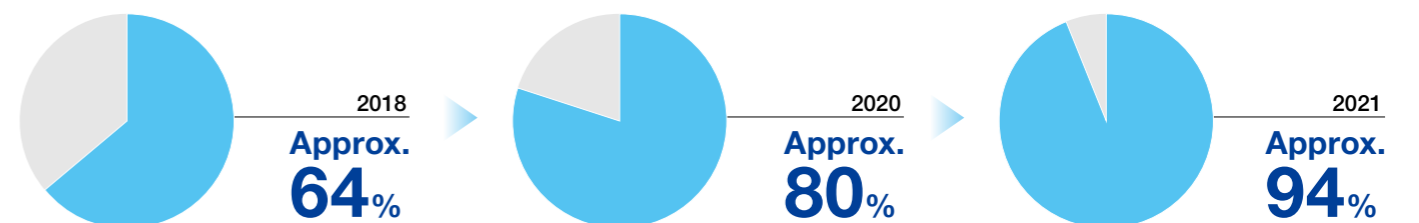
Approx. **230,000** hours,
Approx. **120** people*

* Converted to 1,920 hours/person per year (8 hours x 20 days x 12 months)

Result 3 Promotion Bases

- Currently promoting cyber security measures essential for promoting DX and facilitating smooth system operations, etc.

In-house system cloud rate (for Mitsui Fudosan Co., Ltd.)



External Evaluations

Awards received

Selected as DX Stocks 2022

Evaluation point: Building a DX promotion system, deepening the services of existing businesses accordingly and creating new services and new businesses



DX Stocks 2021

Winning "Digital x COVID-19-Countermeasures Company (Resilience Category)"

Evaluation point: "Ensuring ongoing operations by utilizing DX" under the COVID-19 pandemic

Winning "2021 IT Promotion Award (Social Issue Solution Area)"

Evaluation point: Kashiwa-no-ha Data Platform Initiative



Winning "2020 IT Award (Management Area)"

Evaluation point: Promoting work style reforms by renovating the decision-making and accounting systems via full cloud computing

