

# Digital Transformation Strategy

## 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

### DX VISION 2025

#### 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 & Resilience that digitally streamlines and supports the strengthening of a company's BCP P.93

#### 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 Promoting workstyle reforms through the use of RPA and low-code tools P.94

#### Promotion Bases

**Cybersecurity**

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

Practical examples Initiatives designed to generate business growth utilizing acquired and accumulated data P.94  
 DxU, digital transformation (DX) training for all of the Company's employees P.87

## Key Perspectives in Promoting the Company's DX

#### Positioning

**DX is diverse**

Specific strategies are critical in determining how best to advance DX

**DX is a means to an end**

The ultimate goal is to provide value to customers; Clarifying the Who, What, and How

**In combination with the real**

Combination with the Company's real strengths is important

### Real Estate as a Service II

Grasping customers' overt and unmet needs with the aim of creating services that only Mitsui Fudosan can provide

Providing real estate as a service rather than as a product

Viewing business by customer behavior rather than by product

Aiming for the optimal combination of the real and digital

<What can be achieved digitally>

Smarter customer processes

Data application (acquisition and analysis)

#### Key Perspectives in Promoting the Company's DX

**Customer perspective**

Adopt a thoroughgoing customer-oriented approach

**Real and digital perspective**

Raise real value to its ultimate level through the most favorable combination

**Data application perspective**

Define the quality and quantity of data required based on clear objectives

## 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

|  | 2020 | 2021 | 2022 |
|--|------|------|------|
| Releasing new services                 | 5    | 11   | 14   |
| Main projects under development        | 8    | 12   | 9    |
| Main demonstration experiment projects | 4    | 6    | 4    |

#### Our main membership organizations

Oct. 2021

13.64 million people

➔

Oct. 2022

15 million people

Retail facilities: Approx. 13 million people  
 Housing: Approx. 300,000 people  
 Hotels: Approx. 690,000 people  
 Office buildings (WORK STYLING members): Approx. 250,000 people  
 Office buildings (& Life-Biz): Approx. 130,000 people  
 Tokyo Dome: Approx. 630,000 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

|                                 | 2020 | 2021 | 2022 |
|---------------------------------|------|------|------|
| Releasing new systems           | 4    | 5    | 6    |
| Main projects under development | 6    | 7    | 13   |

#### Work efficiency improvement time due to system renewal

Aggregation for the period from April 2018 to March 2022

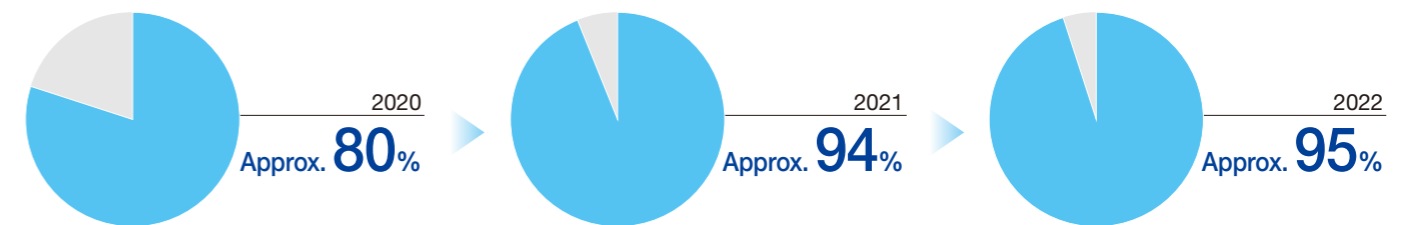
Approx. 270,000 hours, Approx. 138 people\*

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

### Result 3 Promotion Bases

- Currently promoting cybersecurity 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

##### Received the DX Stocks 2022 award

Evaluation points: DX promotion system and the ability to execute DX projects / KASHIWA-NO-HA DATA Platform initiatives



##### Received the 2021 IT Promotion award (Social Issue Solution Area)

Evaluation points: SMART LIFE PASS KASHIWA-NO-HA and Dot to Dot



Received the DX Stocks 2021 Digital x COVID-19-Countermeasures

##### Received the 2022 IT award (customer and business function areas)

Evaluation points: Digital service innovation initiatives at LaLaport FUKUOKA



##### Received the DX Stocks 2021 Digital x COVID-19-Countermeasures Company (Resilience Category) award

Evaluation points: Continuous operations under the COVID-19 pandemic