

DX Promotion Initiatives

For details on major initiatives, please refer to the 2022 DX White Paper (In Japanese only). https://www.mitsui-fudosan.co.jp/dx/dx_hakusyo.pdf

Further Accelerating Real Estate as a Service

As one of three visions in the Mitsui Fudosan Group's long-term vision, VISION 2025, the Group calls for harnessing technology to innovate the real estate business.

In an era of great changes and diversification in lifestyles, we advocate Real Estate as a Service, which provides real estate

to customers as a service rather than a thing. This service is based on actions such as working, living, and enjoying, and we will further strengthen digital transformation (DX), which is a crucial and necessary means to realize this.

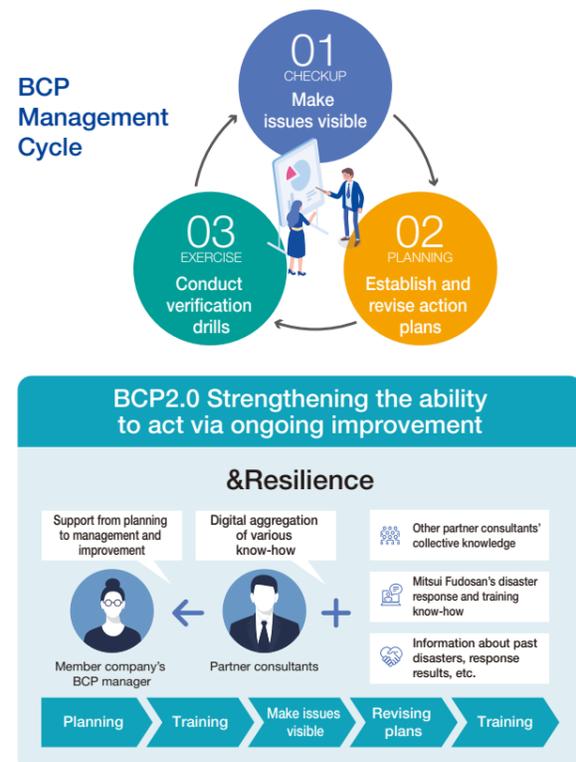
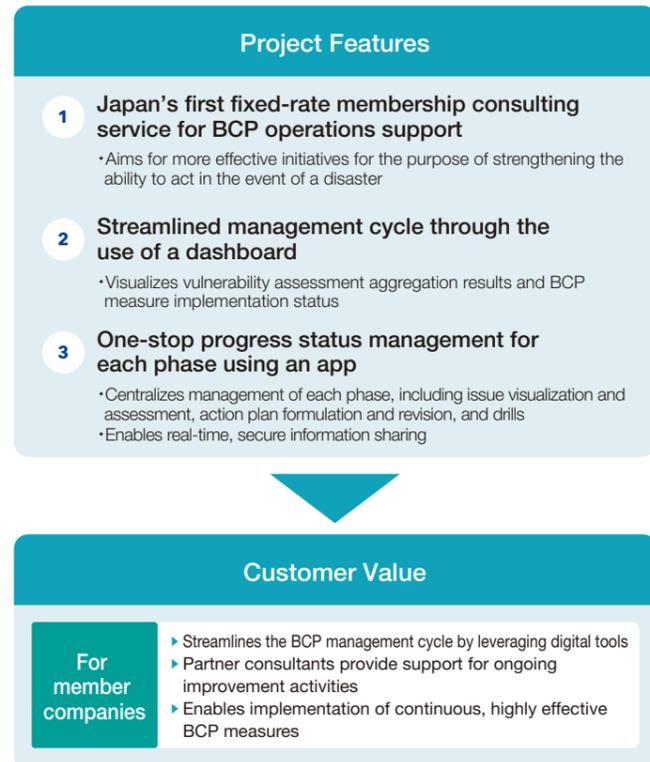
Business Reforms

Providing &Resilience Services to Streamline and Deliver Support for Stronger Corporate BCPs* Using Digital Tools

In order to meet the rapidly growing needs for assistance with BCP initiatives, Mitsui Fudosan began providing &Resilience services as a one-stop approach toward providing support for efforts aimed at strengthening the ability of customers to act in the event of disasters and other emergencies in 2022. Intended to achieve a more effective BCP 2.0, &Resilience is a fixed-rate membership consulting service that leverages digital tools to streamline initiatives for enhancing business continuity capabilities. BCP 1.0 to date has often gone no further than establishing plans. In contrast, BCP 2.0 is the unique concept in &Resilience that shines a light on the operational phase

after planning. BCP 2.0 outlines measures that are more effective, mainly training, in strengthening the ability to act during times of a disaster.

By centralizing and leveraging various know-how and past experience, including Mitsui Fudosan's disaster response and training know-how, partner consultants provide support for the entire BCP management cycle, from visualizing issues to establishing and revising action plans and holding verification drills for BCP managers at member companies. Through ongoing, effective improvement support, &Resilience enables customers to achieve highly effective BCP measures.



* Business Continuity Plan: Refers to a plan that establishes approaches to continuing business when natural disasters or other business continuity risks occur.

Workstyle Reforms

Promoting Workstyle Reforms through the Use of RPA*1 and Low-Code Development Platforms

In order to further promote workstyle reforms, Mitsui Fudosan utilizes RPA and low-code development platforms to streamline operations.

RPA Usage Track Record

(totals for FY2020–2022)

- Number of departments introducing RPA: **11**
- Number of systems in operation: **171**
- Total number of work hours reduced: **19,365**

RPA

Achieves streamlined operations through the automation of computer-based work

- Automation of routine tasks and office work is in progress
- Used for aggregation work, document preparation, and list organization, etc.

Low-Code Development Platforms

Used to streamline familiar tasks and to verify service MVP*2

- Regular employees create apps that streamline everyday work to improve efficiency
- Some departments are using this approach to improve familiar tasks
- Currently being used for MVP verification in which low-code development platforms are used to create simple apps for verification purposes, and to allow test subjects to experience services

*1 RPA automates tasks and reduces labor by replacing computer-based tasks with software that automatically performs operations.

*2 Minimum Viable Product: A product designed with the minimum required functionality. RPA is used for MVP verification in a process that makes repeated improvements based on feedback acquired from users provided with the product.

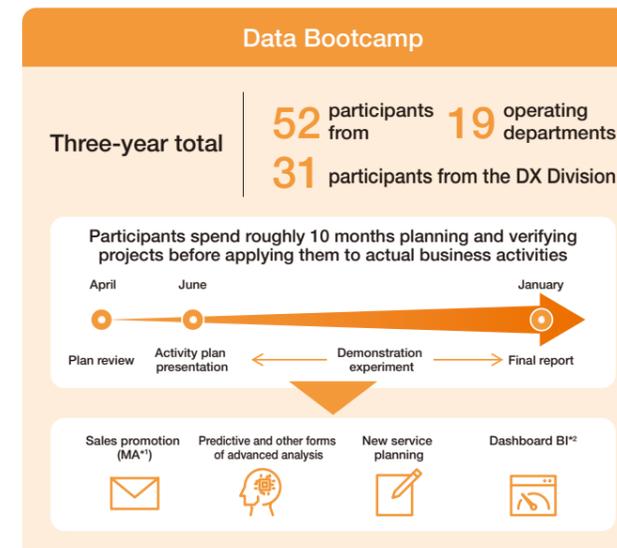
Promotion Bases

Initiatives for Business Growth Leveraging Acquired and Accumulated Data

Based on various data sets accumulated within the Group, Mitsui Fudosan employs co-creation between operating departments (business human resources) and the DX Division (digital human resources) as a means of advancing projects that leverage various data sets. As part of Data Bootcamp, participants spend roughly 10 months planning and verifying projects before applying them as part of actual business

activities, including sales promotion activities and new service planning. These projects have been implemented by a total of 19 operating departments over the past three years.

Moreover, as part of &Marketing, the DX Division leverages external knowledge to propose digital marketing improvement measures to each operating department in an effort that helps each business grow.



*1 Marketing Automation: Automatically identifies customer trends and preferences in real time, provides valid product information, and performs other marketing tasks.

**2 Business Intelligence: A method that allows users to analyze and process the massive volumes of business data accumulated by a company's information systems, etc., on their own as necessary for application to business and management decision making.