Mitsui Fudosan Group Long-Term Vision & INNOVATION 2030

Digital Transformation Strategy

Positioning of the DX Strategy in the Mitsui Fudosan Group

Vision
Contribute to the creation of added value for society as an industry developer

Business Strategy
Achieve growth through three paths

& INNOVATION 2030
DREAM, VISION, REALITY

Financial Strategies
Manage with an equal focus on the three key objectives: enhance growth, efficiency and shareholder returns

Infrastructure That Supports the Strategy
Human resources | D X | E S G

DX VISION 2030

&Customer
Real × Digital Business Transformation

Concept

▸ **Real × Digital Skills**
Utilize digital tools to maximize the value of real "places"

▸ **Digital Customer Journey**
Enhance customer resolution and expand data-based approaches

▸ **Co-creation-based Service Development**
Deploy services that exceed the framework of the Company through co-creation

2030 Vision for Group DX

- Utilize digital tools in all businesses and in every situation
- Provide seamless customer experiences across businesses
- Diversify co-creation-based approaches and expand areas of application

&Crew
AI/Digital Human Resources Innovation

Concept

▸ **Reform Work through AI-accompaniment**
Integrate knowledge and shift manpower to areas where humans excel

▸ **Digital Inclusion**
Develop DX business personnel
Strengthen recruitment of DX professionals

2030 Vision for Group DX

- Expand the ratio of all employees accounted for by DX business personnel to 25%
- Update data infrastructure, enhance the productivity and quality of operations through the use of AI

&Platform
Digital Platform Innovation

Concept

▸ **Strategic System Updates**
Develop systems in a planned, consistent manner

▸ **Group Infrastructure and Security Standardization**
Standardize and advance mechanisms towards Group-wide uniformity

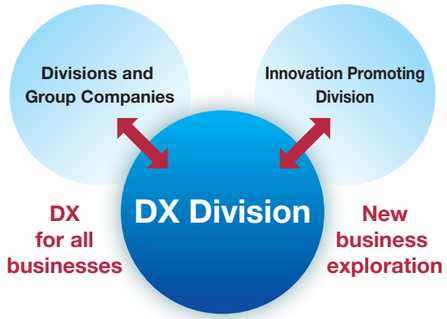
2030 Vision for Group DX

- Prepare secure, cutting-edge digital environments for all Group companies, including overseas
- Operate under standard rules and governance approaches
- Strategically update systems, convert development know-how to organizational knowledge

&Customer (Real × Digital Business Transformation)

Real × Digital Skills

● Prioritize the value provided to customers and maximize the value of various real "places" using digital tools

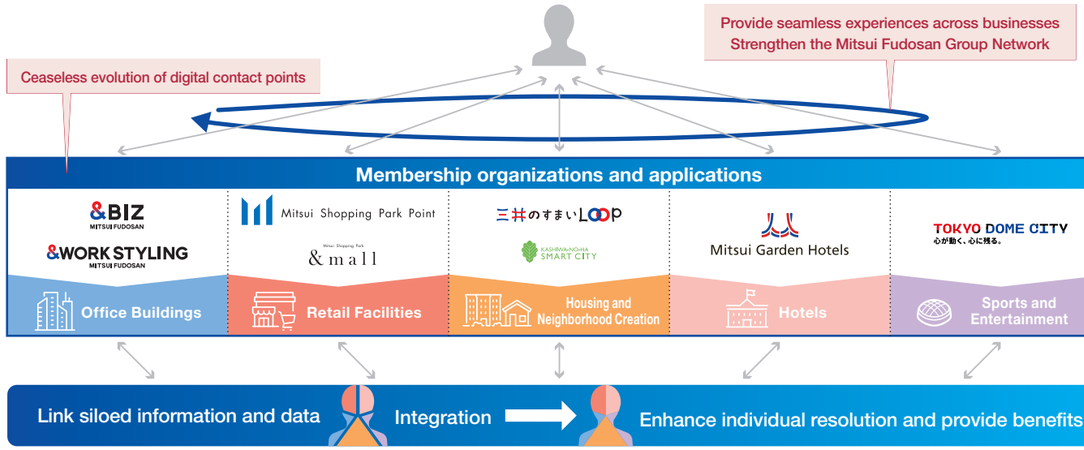


■ Real × Digital Strategies for each business

Office Building Division	Realize offices in which people want to work in the cities they want to visit, and strengthen intangible services.
Retail Properties Division	Diversify revenue sources by providing various services through a combination of physical facilities and an omni-channel platform, and innovate business models.
Homes and Lifestyle Promotion Division	Integrate the management of customer data and strengthen collaboration among Group companies. Provide one-stop service.
Hotels and Resorts Division	Utilize customer data to propose a full-package (pre and post travel) and a personalized stay experience. Promote DX while putting in place an environment in which staff can focus on service.
Logistics Properties Business Division	Strengthen various service functions using digital technology and implement a platform strategy through community formation.
Neighborhood creation related divisions	Evolve smart cities (data-based services).

Digital customer journey

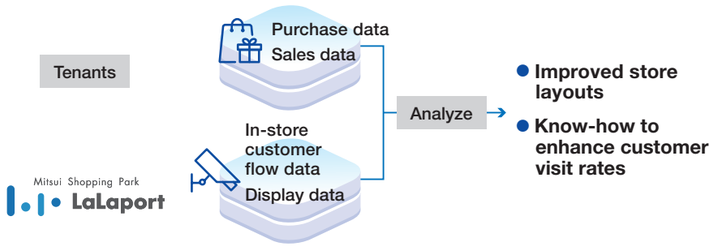
● Enhance customer resolution by evolving contact points, and help strengthen the Mitsui Fudosan Group Network using digital skills



Co-creation-based service development

● Collaborate with tenant and partner companies to develop new services, as well as to utilize data, in a way that goes beyond the scope of individual companies

■ Example of co-creation with LaLaport Tenants



For tenants	Use analysis results based in part on facility-side data to strengthen sales capabilities
For Mitsui Fudosan	Increase the types of available data, expand the scope of approaches, and maximize the value provided to customers

Digital Transformation Strategy

&Crew (AI/Digital Human Resources Innovation)

Reform work through AI-accompaniment

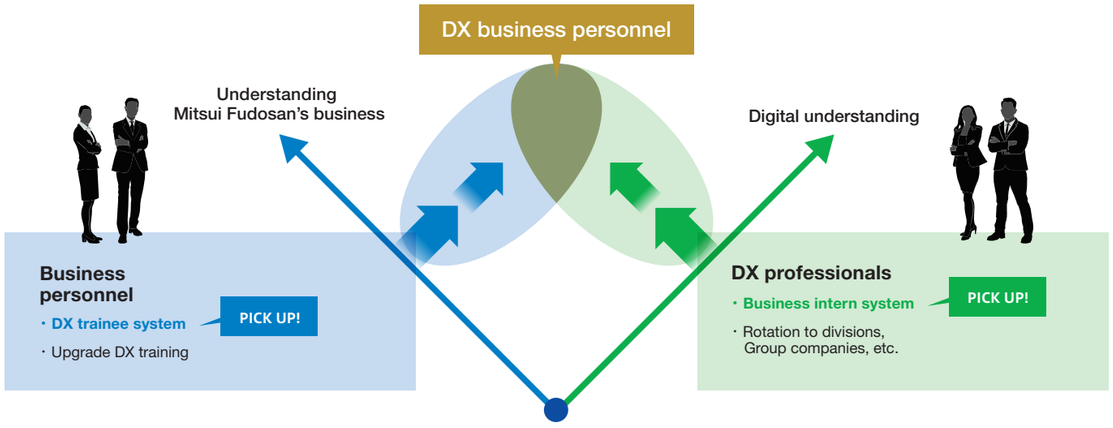
- Fully leverage AI to elevate knowledge into wisdom as a group

Digital inclusion

- Develop DX business personnel that can understand both business and digital tools

DX business personnel development structure

In addition to continuously developing DX business personnel, secure DX professionals from outside



PICK UP! DX trainee system

・A year-long DX business personnel development program attended by only selected employees during their first personnel reassignment in the Group
・Develops the skills and strengths to fully implement DX and provides a practical framework

DX trainee system (one year)
- Attendees selected based on applicant requests
- Personnel assignment announcements
- Lectures and exercises (five months)
- Overseas facility tours
- Individual project practicum (seven months)
- Personnel assignment announcements
- Lead DX initiatives in the assigned division

PICK UP! Business intern system

・Six-month Mitsui Fudosan business experience program coinciding with personnel reassignments
・Provides experience at the site of operations and customer contact points. Provides relevant knowledge for business units and connects to DX project planning

Business intern system (six months)
- Members are selected by the DX Division
- Personnel assignment announcements
- Engage in frontline operations (six months)
- Personnel assignment announcements
- Create and propose new DX projects based on knowledge gained as an intern

&Platform (Digital Platform Innovation)

Strategic system updates

- With a comprehensive view of the Group, strategically update systems from the perspectives of integration, simplification, and differentiation

Group infrastructure and security standardization

- Standardize and advance mechanisms toward Group-wide uniformity
- Take more sophisticated action against dramatically evolving cyberattacks

DX Promotion Framework

Promoting DX simultaneously in all businesses

- Under our management's commitment, the divisions and Innovation Division collaborate on promoting DX through the an ambidexterity approach of evolving existing businesses and exploring new businesses.
- Simultaneously promote DX in nearly the entire range of existing businesses for the purpose of enhancing customer satisfaction and solving social issues.
- Work to recruit DX professionals and provide DX training for all companies in collaboration with the Personnel Department.

Successful Examples of DX Promotion

Result 1 &Customer (Real × Digital 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 Real × Digital projects

	FY2021	FY2022	FY2023
Released services	11	14	11
Main projects under development	12	9	7
Main demonstration experiment projects	6	4	1

Our main membership organizations

Oct. 2021
13.64 million people

As of the end of July 2024
16.34 million people

Retail facilities	14 million people
Housing	340,000 people
Hotels	960,000 people
Office buildings (WORK STYLING members)	290,000 people
Office buildings (& Life-Biz)	150,000 people
Tokyo Dome	600,000 people

Result 2 &Crew (AI/Digital Human Resources Innovation)

DX Division personnel

FY2020 **92** → FY2021 **105** → FY2022 **119** → FY2023 **138**

Go beyond system development and infrastructure preparation to realize diverse approaches to DX promotion, including data-based marketing, etc.

Mitsui Fudosan specialized generative AI: &Chat

Used by nearly all **2,000** employees

Enhance the quality and productivity of operations by preparing a secure data protection environment and by linking internal data

Result 3 &Platform (Digital Platform Innovation)

Number of cybersecurity inspection sites

FY2020 **101 Sites** → FY2021 **103 Sites** → FY2022 **106 Sites** → FY2023 **114 Sites**

Under way at all target sites

Cloud-usage ratio (Mitsui Fudosan Co., Ltd., non-consolidated)

FY2020 **80%** → FY2021 **94%** → FY2022 **95%** → FY2023 **96%**

The transition to cloud-based operations by Mitsui Fudosan on a non-consolidated basis is nearly complete