

## Digital Transformation Strategy

## Positioning of the DX Strategy in the Mitsui Fudosan Group

Mitsui Fudosan has positioned DX as an important prerequisite and underlying strength of its strategies going forward under the Group long-term vision & INNOVATION 2030. Building on this critical infrastructure, we formulated the DX Policy, DX VISION 2030, and are working together as a unified Group to promote DX in a bid to establish a business model that combines the real and digital worlds while advancing innovation.

For more details

[https://www.mitsuifudosan.co.jp/dx/dx\\_hakusyo.pdf](https://www.mitsuifudosan.co.jp/dx/dx_hakusyo.pdf) (in Japanese only)

## & INNOVATION 2030

DREAM, VISION, REALITY

## Infrastructure That Supports the Strategy

Human resources

DX

ESG

## DX Strategy: DX VISION 2030

Improving Experiential Value to Meet the Diversifying Needs of Customers

	&Customer	Real x Digital Business Transformation	&Crew	AI/Digital Human Resources Innovation	&Platform	Digital Platform Innovation
Concept		<b>Real x Digital Skills</b> Utilize digital tools to maximize the value of real "places" <b>Digital Customer Journey</b> Enhance customer resolution and expand data-based approaches <b>Co-creation-based Service Development</b> Deploy services that exceed the framework of the Company through co-creation		<b>Reform Work through AI-accompaniment</b> Integrate knowledge and shift manpower to areas where humans excel <b>Digital Inclusion</b> Develop DX business personnel, strengthen recruitment of DX professionals		<b>Strategic System Updates</b> Develop systems in a planned, consistent manner <b>Group Infrastructure and Security Standardization</b> Standardize and advance mechanisms toward Group-wide uniformity
2030 Vision for Group DX		<ul style="list-style-type: none"> <li>Utilize digital tools in all businesses and in every situation</li> <li>Provide seamless customer experiences across businesses</li> <li>Diversify co-creation-based approaches and expand areas of application</li> </ul>		<ul style="list-style-type: none"> <li>Expand the ratio of all employees accounted for by DX business personnel to 25%</li> <li>Update data infrastructure, enhance the productivity and quality of operations through the use of AI</li> </ul>		<ul style="list-style-type: none"> <li>Prepare secure, cutting-edge digital environments for all Group companies, including overseas</li> <li>Operate under standard rules and governance approaches</li> <li>Strategically update systems, convert development know-how to organizational knowledge</li> </ul>
Successful Examples of DX Promotion		<b>Strengthening the Mitsui Fudosan Group network using digital skills</b> Our main membership organizations <div> <div>Oct. 2021</div> <div>13.64 million people</div> <div>▶</div> <div>July 2025</div> <div>Approx. 16.80 million people</div> </div>		<b>Use of generative AI by employees</b> <div>           All of our approximately <b>2,000</b> employees have access to generative AI chat programs            Frequency of monthly use: <b>Approx. 27 times</b> per user         </div>		<div> <div> <b>Increase in operational efficiency by updating major systems<sup>*1</sup></b>            Reduction in the number of hours:  <b>Approx. 610,000 hours</b> </div> <div> <b>Degree of employee IT satisfaction<sup>*2,3</sup></b>            Sense of operational efficiency increase through systems: <b>86%</b> </div> </div>

<sup>\*1</sup> For projects with a planned budget (initial + 5 years of running costs) of ¥100 million or more, performance measurement values after 6 months of operation will be calculated based on systems that were in operation between April 2018 and March 2024.

<sup>\*2</sup> Data on a non-consolidated basis

<sup>\*3</sup> Conducted in July 2023 with a response rate of 71% (approximately 2,000 employees surveyed)

## Digital Transformation Strategy

## TOPICS

## DX VISION 2030

## &amp;Customer

## Real × Digital Business Transformation

## Co-creation-based Service Development

## ▶ Adoption of the Urban OS developed for Kashiwa-no-ha Smart City across cities nationwide

Steps were taken to provide the Urban OS jointly developed by Mitsui Fudosan and BIPROGY Inc. for Kashiwa-no-ha Smart City (Kashiwa City, Chiba Prefecture), an initiative that promotes neighborhood creation through public, private, and academic collaboration, to the entire Kobe area in October 2024 and to Yaezu City from August 2025. The decision has also been made to introduce the Urban OS to Aichi Prefecture and Funabashi City during fiscal 2025.

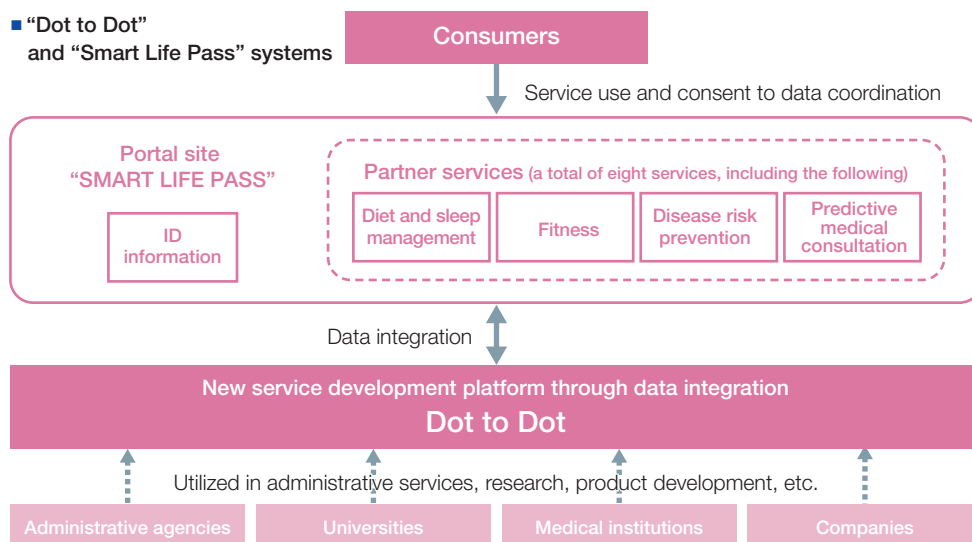
## [Urban OS features]

- Consists of partner services connected to the consumer “Smart Life Pass” portal website and the data connectivity platform “Dot to Dot.”
- Consumers can use partner services that encompass such areas as health enhancement and childcare support regional revitalization through “Smart Life Pass.”
- Partner services will share personal data subject to the consent of the consumer to improve service functionality.

Moving forward, we will expand and rollout partner services to other administrative agencies through UDCK Town Management (UDCKTM), the general incorporated association in charge of providing services.

\* Dot to Dot is a registered trademark of BIPROGY Inc.

## ■ “Dot to Dot” and “Smart Life Pass” systems



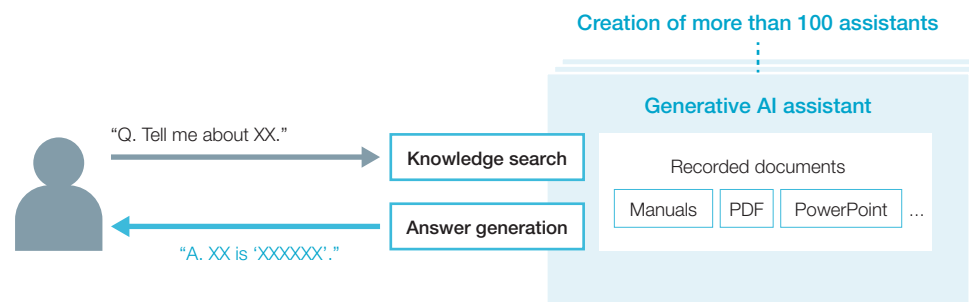
## &amp;Crew

## AI/Digital Human Resources Innovation

## Reform Work through AI-accompaniment

## ▶ Greater work efficiency: Active use of generative AI assistants improves work efficiency

Enable more efficient searches by creating generative AI assistants that can answer questions tailored to each business domain and business issue.



## ▶ Generate new added-value: AI powered Tokyo Dome city newspaper

Develop a paid service (¥500/sheet) that delivers a “one-of-a-kind” newspaper created through conversations with generative AI about events at and memories of Tokyo Dome City.



## &amp;Platform

## Digital Platform Innovation

## Strategic system updates

## ▶ Major systems on a non-consolidated basis: All developed or updated within 10 years

## ▶ Major system/service development project

Released systems/services

(October 2023 to September 2024)

14

Under development  
(excluding the conceptual phase)

(October 2023 to September 2024)

15