MITSUI FUDOSAN

Proprietary AI Development including President AI Agent and Appointment of 150 AI Promotion Leaders across All Departments
Aiming to Reduce Working Hours by More Than 10% through the Company-Wide Introduction of ChatGPT Enterprise
Achieving Both Higher Productivity and Greater Value Creation through AI Utilization Driven from the Front Lines

Key Points of this Press Release
·With the aim of achieving both higher productivity and greater value creation through the use of generative AI, the Company acquired ChatGPT Enterprise licenses starting on Wednesday, October 1, 2025, and rolled them out to approximately 2,000 employees across the entire Company.   ·A total of 150 AI Promotion Leaders from 85 departments across the Company are taking the initiative to sequentially develop and operate Custom GPTs—proprietary AI products originating from on-site operations. Approximately 500 Custom GPTs have been in operation in the roughly 3 months since use began, and the Company aims to reduce total working hours across the entire Company by more than 10%.   ·Currently, within the in-house AI development environment, products tailored to Mitsui Fudosan's operations and corporate culture, such as the President AI Agent, the DX Division Head AI Agent, and the Automated Document Generation AI, are being developed sequentially and rolled out across the entire Company.   ·Going forward, the Company will gradually expand the scope of generative AI applications to areas such as enhancing management decision-making, alleviating labor shortages at the front lines, and linking with data analysis.

Tokyo, Japan, December 23, 2025 - Mitsui Fudosan Co., Ltd., a leading global real estate company headquartered in Tokyo, announced today that, with the aim of achieving both higher productivity and greater value creation through the expanded use of generative AI, the Company began rolling out ChatGPT Enterprise from OpenAI, Inc. to all employees on Wednesday, October 1, 2025. At present, approximately 150 AI Promotion Leaders selected from 85 departments across the Company are taking the lead, and around 500 Custom GPTs have been put into operation in the roughly 3 months since use began (as of December 23, 2025). In addition to these Custom GPTs, the Company is also developing and operating proprietary products tailored specifically to Mitsui Fudosan, such as the internally developed President AI Agent, through its in-house AI development environment. By advancing these initiatives in tandem, the Company aims to reduce total working hours across the organization by more than 10%.

Mitsui Fudosan develops a wide range of assets with differing characteristics, including offices, residential properties, commercial facilities, hotels and resorts, and logistics facilities. In addition to expanding into new asset classes such as arenas and laboratories, the Company is also engaged in industrial creation through open innovation in fields including life sciences, space, and semiconductors. The Company believes that the planning capabilities of its employees themselves underpin its growth. As social and customer needs continue to diversify and become more sophisticated, the Company has introduced ChatGPT Enterprise for all employees in order to realize higher levels of value creation.

By enabling employees to create Custom GPTs tailored to their individual needs and to promote projects more efficiently and productively, the Company will further accelerate innovation across its businesses.
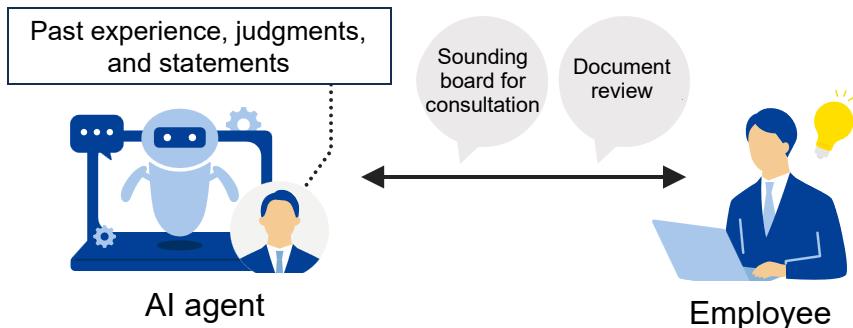
Illustration of AI agent utilization

■ **Features of ChatGPT Enterprise and Company-Wide Deployment**

From October 1, 2025, the Company introduced ChatGPT Enterprise from OpenAI, Inc. for all employees, establishing an environment in which the latest generative AI functions can be used safely and promptly. ChatGPT Enterprise is a generative AI solution for corporate use that incorporates the security and privacy required for business applications and supports a wide range of daily tasks, including summarization and translation, drafting documents and emails, code generation, and data organization.

In particular, Custom GPTs make it possible to easily create and share "internal-only assistants" that incorporate department- or task-specific rules and manuals, without the need for programming. Going forward, the Company will continue to develop and deploy Custom GPTs aligned with the workflows of each department, seeking to improve company-wide productivity and generate added value through more efficient inquiry handling and administrative work, more advanced planning and document creation, and enhanced data analysis support.

■ **AI Utilization Infrastructure Driven from the Front Lines and Proprietary Product Development**

Since the introduction in October 2025, the Company has conducted ChatGPT Enterprise training sessions for all employees to promote company-wide AI utilization, with a cumulative total of approximately 1,300 employees participating. In addition, around 500 Custom GPTs have been put into operation in roughly three months, led by 150 AI Promotion Leaders selected from 85 departments across the Company (as of December 23, 2025).

After participating in in-person training sessions held in November, AI Promotion Leaders rapidly share on-site know-how and ideas across the Company by conveying information via Microsoft Teams and through voluntary sharing sessions. With a deep understanding of the actual operations of each department, they play a wide-ranging role by creating Custom GPTs that can be used in real business settings, identifying use cases, promoting awareness within their departments, and measuring effectiveness. By functioning as an important hub for promoting AI utilization, this structure aims to generate "practical" AI solutions aligned with on-site needs and to enhance productivity and added value across the Company.

<Examples of Custom GPT use cases>
- Referencing and summarizing property information (various business divisions)
- Accounting processing assistant (Accounting Department)
- Support for drafting press releases (Corporate Communications Department)
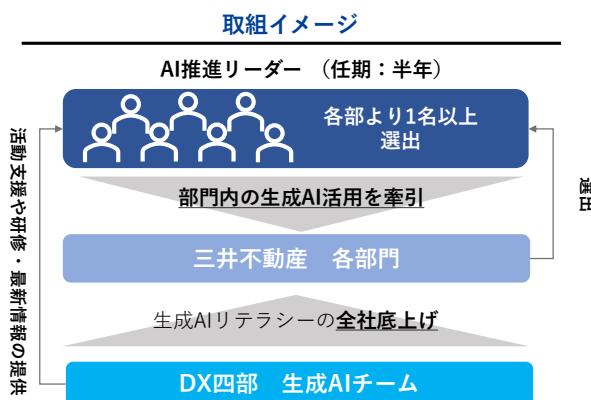
AI Promotion Leaders' internal briefing materials

In order to rapidly verify advanced use cases, the Company has built an in-house environment on the public cloud Microsoft Azure that enables the development of proprietary AI products. Within this environment, multiple generative AI models are used in combination to continuously develop and utilize AI products tailored to Mitsui Fudosan's operations and corporate culture. The following products have already begun to be used at the department and company-wide levels.

1. President AI Agent (company-wide trial use began in December 2025)
    By incorporating publicly available information about President Takashi Ueda, along with his career history, past communications, projects that marked key turning points in his career, and personal episodes, this AI agent reproduces the president's perspectives and way of thinking in a multifaceted manner. Employees can understand company-wide strategies and the market environment from the president's viewpoint and apply these insights to their daily decisions and actions while feeling closer to management. The Company aims for this AI agent to serve as a starting point for enabling all employees to naturally engage with generative AI and expand its use in their work, thereby becoming a new foundation that connects management and the front lines.
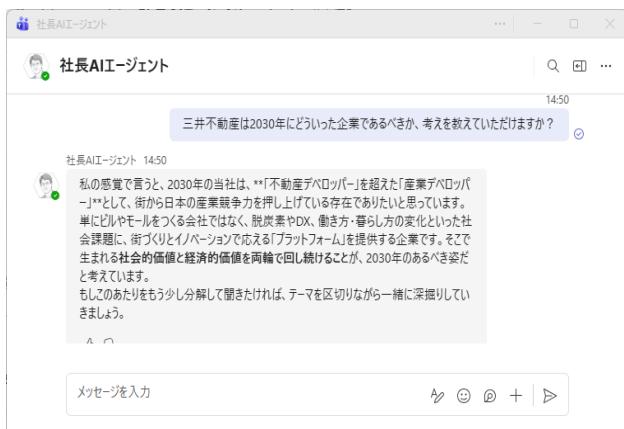
Example response from the President AI Agent

Interview with President Ueda

2. Digital Transformation Division Head AI Agent (use within the Digital Transformation Division began in October 2025)

This agent stores data on the personality and thinking of Mikiko Utsunomiya, Chief Operating Officer (Head) of the Digital Transformation Division, as well as the mission of the Digital Transformation Division, and supports activities ranging from day-to-day consultations to the refinement of explanatory materials through six modes, including an empathy mode and a document review mode. Within the Digital Transformation Division, it has been formalized as a rule to conduct advance document reviews by the agent prior to explanations by the Division COO and to share the results internally. As a result of this initiative, rework caused by misalignment with the Division COO's intentions has decreased, leading to an average reduction of approximately 30% in the time required for Digital Transformation Division members to create and revise materials, thereby contributing to greater operational efficiency.

3. Automated Document Generation AI (company-wide use began in December 2025)

This agent automatically generates PowerPoint-format materials simply by inputting text that describes the structure of internal briefing materials or proposals. For each slide, users can instruct layout changes or text rewrites in natural language and refine content interactively through dialogue.

By adopting a proprietary generation method that minimizes layout distortion, output can be obtained directly as editable PowerPoint (.pptx) files. The Company aims to streamline the document creation work that consumes significant time for business professionals and to create an environment in which employees can focus on higher value-added tasks.

User interface and output slides for automated document generation

Going forward, the Company will continue to utilize both ChatGPT Enterprise and its internally developed proprietary products, gradually expanding the scope of generative AI applications while taking on challenges such as alleviating labor shortages at the front lines, organizing and utilizing internal data, and supporting management decision-making.

■ Sustainability in the Mitsui Fudosan Group

Based on the meaning of its "& mark," "to generate new value with society through cooperation, coexistence and co-creation, we forge ahead, innovating," the Mitsui Fudosan Group views the "creation of social value" and the "creation of economic value" as two wheels of a cart. Accordingly, we believe that the creation of social value leads to the creation of economic value, and that this economic value then creates even greater social value.

Moreover, we identified six Group Materiality priority issues when formulating our new management philosophy in April 2024. These Group Materiality priority issues are (1) Contribute to industrial competitiveness, (2) Coexist with the environment, (3) Health and Vitality, (4) Safety and security, (5) Diversity and inclusion, and (6) Compliance and governance. The Mitsui Fudosan Group will work to address each of the materialities through its core business activities and contribute to the promotion of sustainability.

(References)

・   Group Management Philosophy and Long-Term Vision

https://www.mitsuifudosan.co.jp/english/corporate/innovation2030/

・   Group Materiality

https://www.mitsuifudosan.co.jp/english/esg_csr/approach/materiality/