## Message from Executive Officer

# We aim to acquire new revenue streams through a virtuous EX and CX cycle, together with the realization of BX

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### The future society envisioned by our new Medium-Term Management Plan

DX has been assigned as one of our Group policies, and we are aiming to establish a new revenue model through the maximizing of the value of both assets and human capital. One of our Group's strengths is the breadth of our business portfolio, with a wide variety of customer touchpoints—consistent throughout our organization, from development to property management, operation, and brokerage. Using that broad base of customer touchpoints, we aim to both deliver data-driven services and evolve towards a business model based around utilizing intellectual assets.

As part of our medium-term management plan 2030, we updated the DX strategy that we have developed up to this point. First, we envisioned the kind of future society that we aim to realize in 2030 and beyond, in order to aid in backcasting long-term scenarios for such issues as industry and town planning, as well as each of our Group's business interests. What we envisioned was a society where each region makes use of its unique strengths to create vibrant areas, and where coexisting with technology enables diverse ways of living, working, and spending one's time.

### A virtuous cycle that enables acquisition of new revenue streams

In order to realize our vision of the future, our DX strategy—which accelerates the virtuous EX and CX cycle—will be invaluable. Ensuring that employees derive job satisfaction (EX) will lead to better service, and impressive customer experiences (CX), which will then in turn further improve employees' motivation. By employing AI, co-operation within the Group, and co-creation with partners, we can strengthen the foundation of our DX promotion and implementation. This will speed up the virtuous EX and CX cycle, which will enable business model transformation (BX), and allow for the acquisition of new revenue streams.

In addition, we have set policy targets and impact targets for EX, CX, and BX that we aim to meet by fiscal 2030. In line with these targets, we are aiming to optimally allocate management resources, create premium value, and make a positive financial contribution to the Group.

### Promoting business transformation through DX investments

Along with the policies in the medium-term management plan 2030, we have decided on an investment policy totaling over ¥100 billion into DX and new businesses (cumulatively between fiscal 2025 and 2030). This will help us improve productivity through both the reform of legacy systems and the creation of entirely new systems, and facilitate a shift towards more creative work among our employees. In addition, we will create Group-wide data infrastructure, and deliver personalized services that match the individual lifestyle of our customers. Finally, we will engage in corporate venture capital (CVC) to invest in startups, with the goal of business co-creation.

Through these investments, we will promote the transformation of our operations, and secure a competitive advantage that ensures sustained growth.

**New targets to be achieved by fiscal 2030**

**Total investment in DX + new businesses** | **¥100 billion** or more (cumulative fiscal 2025–2030)

| | Targets by initiative | Impact targets | |
|---|---|---|---|
| **BX** Business model trans-formation | DX promotion human capital training<br>Cumulative number of people trained: **10,000 or more** | Initiatives contributing to revenue<br>**100 per year** | At least a sixfold increase in value creation and new revenue models compared with fiscal 2024 |
| **CX** Customer experience value | Customer data accumulated<br>Cumulative total: **2.5 million people** | Integrated customer data platform contribution to revenue<br>**Cumulative ¥200 billion**<br>(cumulative fiscal 2025–2030) | Raising Group-wide profitability through direct value provision |
| **EX** Employee experience value | Adoption of AI in business tasks<br>**100%** | Productivity<br>**130%**<br>(compared with fiscal 2024) | Achieving both a shift to creative work & greater employee satisfaction |