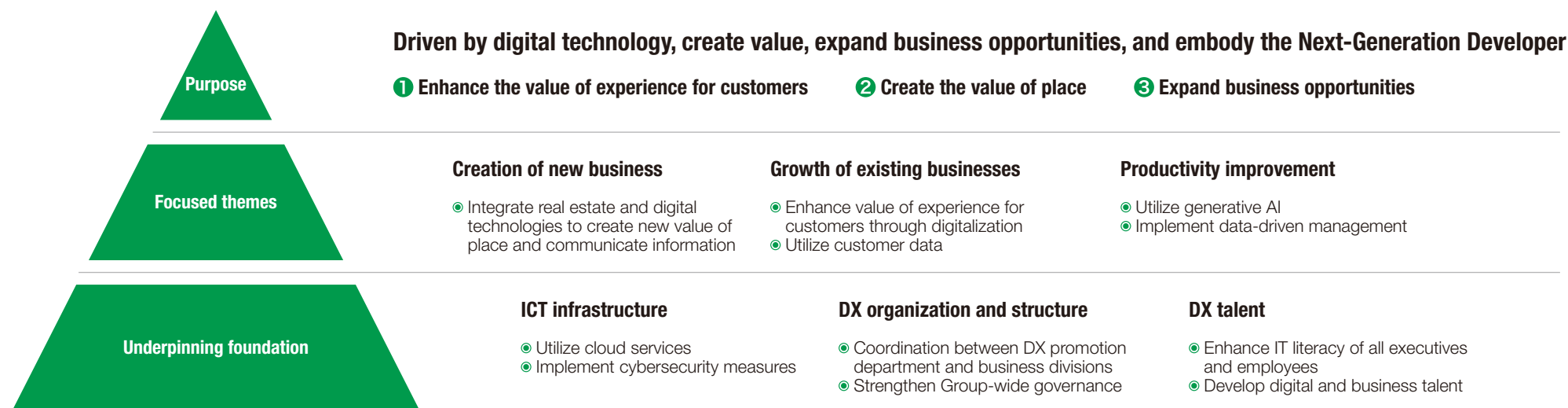


DX

In our current medium-term business plan, the Group has established the goal of “evolution of management infrastructure to support growth,” positioning digital transformation (DX), along with sustainability (specifically ESG factors), and human capital as a foundation for growth. We define the purpose of DX as realizing value creation and expansion of business opportunities through the use of digital technology toward embodying the concept of a next-generation developer. In advancing DX, we are taking into account the characteristics of our business and aiming to sustainably enhance the value of physical spaces rather than simply introducing advanced technologies. Furthermore, we have defined three main themes for the current medium-term business plan period: creation of new business, growth of existing businesses, and productivity improvement. We are also working on developing the foundational elements that underpin these themes: ICT infrastructure, DX organization and structure, and DX talent.



Highlights

Improving DX Literacy Among All Employees and Strengthening Frontline Implementation Capabilities

To ensure that DX leads to continuous enhancement of corporate value, it is crucial to develop human resources who can utilize digital technology not only in specialized departments but also on the front line of each business and operation. Tokyo Tatemono offers basic DX training for all employees, as well as an open-application intermediate DX training program. Additionally, we distribute summaries of our intermediate DX training to department heads and group leaders to promote understanding of DX among management, thus advancing DX talent development tailored to different ranks, roles, and levels of interest. Starting in May 2025, we distributed Microsoft Copilot (paid version) to all employees and began using it. For implementation, we focused on features that are easy to understand and use, and communicated usage instructions multiple times through a dedicated department to ensure steady adoption. We will continue to steadily advance the design of training programs and the introduction of new tools to improve DX literacy and frontline implementation capabilities, and work toward developing DX human resources.

Overview of DX Training

Basic DX training	For	All employees Note: Implemented on a case-by-case basis for new graduate and mid-career hires
	Training time	2.5 hours of video viewing
	Goal	Become familiar with digital technology/data and improve the surrounding environment and work efficiency
Intermediate DX training	For	Open-application system (FY2025 results: 40 employees / approximately 40 employees planned each year) Note: Summaries are distributed to all department heads and group leaders.
	Training time	45 hours of video viewing plus one day of in-person group training over a three-month period
	Goal	Leverage digital technology and data to appropriately promote and execute system development and tool development