Mitsui's DX

Digital Transformation and Innovation with Digital

We have a broad range of frontline assets where we can acquire valuable data based on actual experience. Mitsui's digital transformation (DX) applies the power of digital technology to these important frontlines; which means aiming to reduce costs and expand sales through efficiency improvement and optimization, and create new business models by multiplying Operational Technology* with Digital Power.

* OT (Operational Technology): Any operational expertise of an investment and trading company, including product knowledge, business expertise, marketing skills, trading functions, legal matters, human resources, project management, etc.

DX Business

Based on the DX Comprehensive Strategy, numerous digital transformation projects have been created since the establishment of the Integrated Digital Strategy Division.

Number of DX Projects as of March 31, 2024

undergone consideration, of which more than 100 were trialed or began system development, and more than 50 were implemented or are in actual

Number of Projects Over 400

Development

In Operation

Over 50

ALTERNA

Mitsui & Co. Digital Asset Management (MDM) was established with the aim of popularizing alternative investments, driven by a change in Japanese law to allow the issuance of security tokens. In 2023, MDM launched ALTERNA, a service that enables individuals to invest easily via their smartphones in previously only accessible to professional institutional investors.

over 500% 100,000

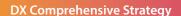
Assets under Management²

Approx. JPY 250 Bn

Institutiona

investors





In FY March 2021, we formulated the DX Comprehensive Strategy as the Mitsui & Co. Group's vision for DX and roadmap for its implementation.

DX Business Strategy

- Real (Operational Technology) × DX
- Proactive business management using digital technologies to our advantage
- · Industrial solutions to social issues through digital technologies
- Thoroughly End-User Oriented

DD* Management Strategy "Mitsui is People and Data"

- Quick and accurate decision-making using
- Improving processes through the use and sharing of data
- Data is not to be viewed but to be used
- Data is a corporate asset

* DD: Data Driven

DX HR Strategy

- Foster next-generation management talent with DX as a basic standard
- Establish constant innovation through DX as Mitsui's corporate culture

DX Talent

In order to make all staff DX-ready, we will implement digital skills as standard tools for all global talent. We will also proactively encourage our employees to obtain our in-house DX Business Professional certification to drive DX projects.

We are promoting the in-house development of DX Business Professionals who have a deep understanding of both business and digital technology to promote DX in actual businesses. We aim to raise the number of employees with this certification from just over 200 in March 2024 to more than 1.000 by March 2026.

DX Business Professionals FY March 2024

DX Business Professionals FY March 2026 (Target)

over 200

over 1,000

cybersecurity to support our DX platform with measures that regulations, raising the level of compliance with the Group Cybersecurity Standards, making introduction of the MBK Network mandatory to designated significant affiliates for cybersecurity, continuing and conducting employee

Cvbersecurity

In FY March 2024, we stepped up

CYBER INDEX AWARDS | 2023

Received Special Award at

DX Platform

Our DX platform efficiently and effectively realizes the DX Comprehensive Strategy. We have formulated the "Digital Grand Design" for total optimization of systems, processes, and data.

Digital Grand Design

As a compass for digital governance and standardization, we will achieve total optimization of systems, processes, and data. Through our Digital Grand Design, we will strengthen the competitiveness of the entire Group and enhance its corporate value.

Digital governance and standardization based on total optimization

Improvement of group-wide performance

Ouicker, more accurate decision making

Stronger competitiveness

Enhancement of corporate value

We plan, design, and operate DX and IT systems for the entire Group with cybersecurity in mind. Going forward, we will utilize generative Al in many of our DX and IT systems with the aim of further improving performance and creating new businesses.

Generative AI

In March 2023, we launched "MBK Private Al." an in-house generative Al that takes security into account. Since then, we have been conducting numerous generative Al-related projects that are classified into company-wide Al, specialized Al, and business-related Al.



https://www.mitsui.com/jp/en/company/outline/dx_comprehensive/