

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

As of March 2024, a cumulative total of more than 400 DX projects have undergone consideration, of which more than 100 were trialed or began system development, and more than 50 were implemented or are in actual operation, indicating the steady progress we have made.

Number of Projects	Trial/Development	In Operation
Over 400	Over 100	Over 50

DX Comprehensive Strategy

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 <ul style="list-style-type: none"> 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" <ul style="list-style-type: none"> Quick and accurate decision-making using data Improving processes through the use and sharing of data Data is not to be viewed but to be used Data is a corporate asset
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* 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 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	Stronger competitiveness
	Quicker, more accurate decision-making	Enhancement of corporate value

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 real-world assets such as real estate and infrastructure, a market that was previously only accessible to professional institutional investors.

Market Growth ¹	Minimum Investment	Assets under Management ²
Over 500%	From JPY 100,000	Approx. JPY 250 Bn

Operational inefficiencies and intermediary fees

Before: Alternative assets → Intermediary → Asset manager → Broker → Institutional investors (High-net-worth individuals)

Using DX: Alternative assets → Online investment service (ALTERNA) → Retail investors

Greater efficiency through DX and vertical integration from fund formation to securities sales

¹ Growth rate from FY March 2023 to FY March 2024 based on analysis by Progmat, Inc.
² As of end-March 2024; includes assets managed by funds other than ALTERNA

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

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

Cybersecurity In FY March 2024, we stepped up cybersecurity to support our DX platform with measures that included updating security-related 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 to conduct security assessments, and conducting employee e-learning courses.	Generative AI In March 2023, we launched "MBK Private AI," an in-house generative AI that takes security into account. Since then, we have been conducting numerous generative AI-related projects that are classified into company-wide AI, specialized AI, and business-related AI.
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CYBER INDEX AWARDS | 2023

Received Special Award at Cyber Index Awards 2023