

Mitsui's DX

Business Transformation & 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 front lines; which means aiming to reduce costs and expand sales through efficiency improvement and optimization, and to create new businesses by multiplying Operational Technology*1 with Digital Power.*2

*1 Operational Technology (OT): 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.

*2 Digital Power: AI, IoT, robotics, and big data

DX Business

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

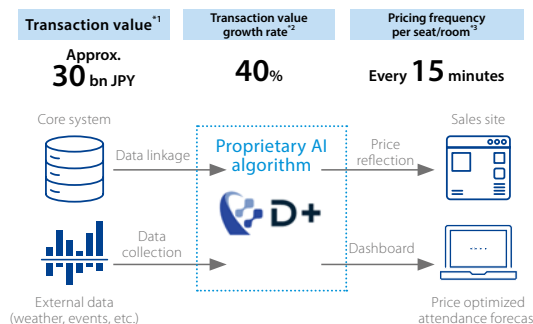
Cumulative Number of DX Projects (As of FY March 2025)

Based on the DX Business Strategy formulated in FY March 2021, the number of DX projects has steadily increased, with the cumulative number of projects that have reached actual operation totaling more than 60 in FY March 2025, up from over 45 in FY March 2023 and over 50 in FY March 2024.

FY March 2023	FY March 2024	FY March 2025
Over 45	Over 50	Over 60

Dynamic Plus

Dynamic Plus offers a dynamic pricing service that utilizes AI to optimize earnings for businesses and offer fair prices to consumers. The service's use has expanded from its beginnings in sport and entertainment into various other sectors including hotels and transportation. More than 120 companies have adopted the service, with annual gross transaction value reaching approximately 30 billion yen. By adjusting prices according to supply and demand, Dynamic Plus helps to reduce unsold items and utilize inventory effectively, providing a pricing experience that meets consumer satisfaction.



*1 Annual gross transaction value of tickets sold using dynamic pricing

*2 Average annual growth rate over the past three years

*3 Fastest case

Dynamic Plus
<https://www.dynamic-plus.com> (Japanese only)

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

- 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

Data Driven Management Strategy "Mitsui is People and Data"

- Quick and accurate decision-making using data
- Improving processes through the use and sharing of data
- Data is not for viewing but for using
- Data is a Company asset

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

Digital skills are a basic requirement for all global talent. We 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. The number of employees with this certification increased from just over 200 in FY March 2024 to more than 500 in FY March 2025, and we are aiming for 1,000 by FY March 2026.

DX Business Professionals	DX Business Professionals	DX Business Professionals
FY March 2024	FY March 2025	FY March 2026 (Target)
Over 200	Over 500	1,000

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.

Productivity improvement

Business value enhancement

Sophisticated decision-making

DX Comprehensive Strategy

Digital Grand Design

Processes Systems Data People/organizations Governance/security

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

We have implemented further cybersecurity measures to support our DX infrastructure. Specific measures include formulating a cybersecurity strategy, introducing a system for determining the Group's cybersecurity compliance level, establishing a cybersecurity consultation desk for DX projects, and holding cyber business continuity plan (BCP) training to prepare for cyberattacks. We have also established risk countermeasure guidelines for the use and provision of generative AI to promote its safe use.

Generative AI

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

Dashboard

To make greater use of data, we have established data management policies and rules and are consolidating company-wide data using a data management platform. We have also launched a centralized dashboard portal available for shared use throughout the Company, and we are conducting company-wide data analysis and data-based decision-making.



Cyber Index Corporate Survey 2024
 One-star rating
 (Companies with excellent initiatives and information disclosure)



Mitsui's DX
https://www.mitsui.com/jp/en/company/outline/dx_comprehensive