



Mitsui & Co. Introduction of DX Activities

Dec. 2025

Mitsui & Co., Ltd
Integrated Digital Strategy Div.

DX for Industry

For Industry_[Digital Twins / MODEC•Shape]



Digital Twins / MODEC and Shape

- **FPSO for Mining Development Project off the Coast of Brazil**
 - ◆ Used IoT to accumulate operational data
Built digital twins for topside (crude oil and gas production facilities)
- ➡ **Reduced downtime by a maximum of 65%**
- ◆ **Recognized** at the World Economic Forum (WEF) in January 2020 as a **Lighthouse** (meaning guiding light, benchmark) **factory with the world's most advanced technology** capable of leading the fourth industrial revolution
- ◆ **Shape** established in **Singapore and Rio de Janeiro, Brazil** as companies that provides **AI-based failure prediction services / GHG Emission reduction / Visualizing safety risk and mitigation by AI. Track records with IoCs.**
- ➡ **Also collaborated with Microsoft and McKinsey & Company.**
- ➡ **Plans to provide its services to the electric power, mineral and metal resources, iron and steel, chemicals, and paper manufacturing industries in addition to the oil and gas industries, such as FPSO.**



Image provided by MODEC, Inc.

For Industry

[Investment in and Strategic Partnership with Animoca Brands]



web3 / blockchain

- ◆ We entered into a strategic investment and strategic partnership with Animoca Brands, the leading company in the Web3 industry, in June 2023.
- ◆ Web3 is a decentralized next-generation internet that leverages highly tamper-resistant and publicly accessible blockchain technology, and it is an industry that has garnered attention from both the Japanese government and the Japan Business Federation (Keidanren).
- ◆ Animoca Brands, headquartered in Hong Kong, operates a wide range of businesses from foundational Web3 technologies to blockchain games. It is one of the world's leading Web3 companies, having invested in over 500 companies and built its own unique ecosystem.
- ◆ Through this partnership, we aim to create new businesses that contribute to the adoption and innovation of Web3 primarily within Japan.



The Sandbox:
A blockchain game set in the metaverse



Mocaverse:
Animoca Group's Unified ID and Loyalty Program

Optimizing Ship Navigation

- ◆ We established BEARING.ai with **AI Fund**, which was established by Andrew Ng, a global authority on AI.
- ◆ AI Fund developed a **deep learning algorithm** using vessel navigation data and data collected from IoT devices, and built a **fuel consumption prediction model**. Higher accuracy has been confirmed.
- ◆ This reduced the cost of global maritime transport by roughly 50%, improved global fuel efficiency by 10 trillion yen/year, and reduced GHG emissions from vessels.
- ◆ Bearing.ai was selected for **AI50 2021** by Forbes as an AI company that should be watched. It was also selected by CB Insights for the **Top 100 AI 2022**.
- ◆ Kawasaki Kisen Kaisha, Ltd. has already introduced the company's technology for commercial use in the roughly 300 ships in its core navigation fleet, and Iino Kaiun Kaisha, Ltd. has also introduced it.

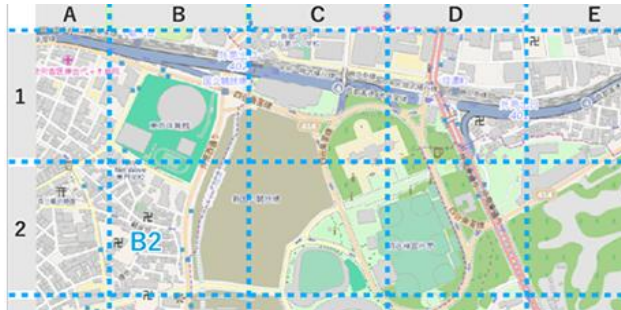


Urban simulator technology

- ◆ Mitsui & Co. and KDDI established GEOTRA in May 2022, a data platform that allows for the AI analysis and visualization of information on a geospatial level.
- ◆ Utilizing GPS location information and modeling technology, the platform visualizes the movement and behavior patterns of people flows and generates high-resolution human traffic data.
- ◆ By organizing issues from the data, conducting analytics through cross-analysis with external data, and consulting, the platform is rolling out services to a wide range of business customers. These services include applying data to social demonstration experiments and marketing strategies.

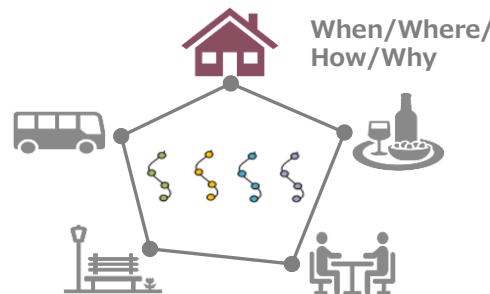
location data

Collecting location data



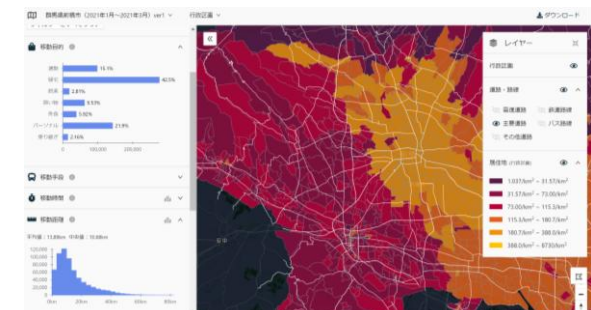
Machine Learning Technology

Learning of behavior patterns



virtual human flow data

Visualizing virtual human flow data



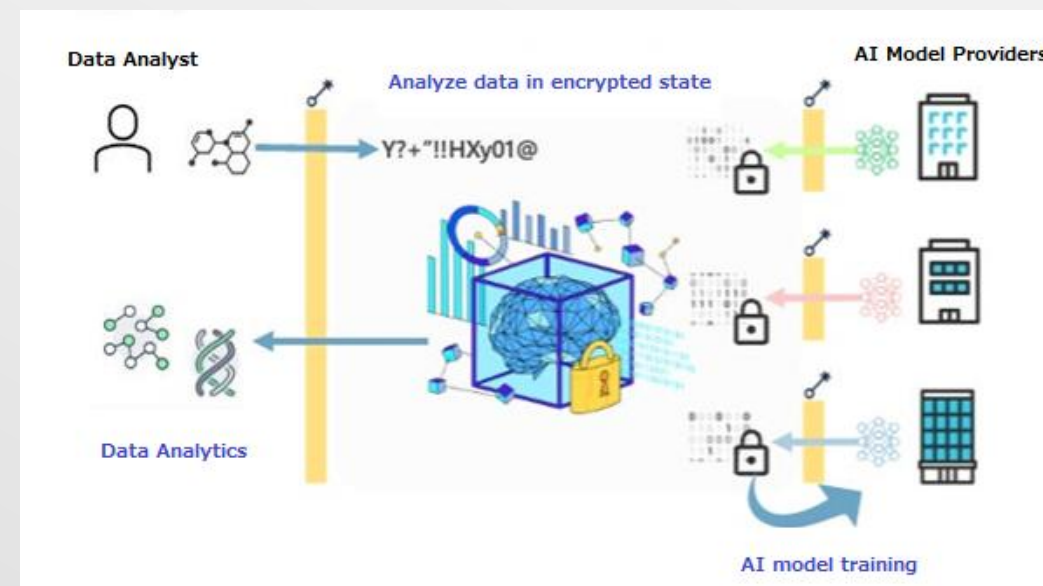
For Industry_[Secret/Confidential Computing]



Data analytics while keeping data

Secret/Confidential Computing enables data analytics while keeping data secret.

- ◆ 2021: Conducted a Proof of Concept (PoC) with Mitsui & Co. and **EAGLYS** on secret computing for Drug Discovery and Materials Informatics.
- ◆ 2023 onward: Focused on the **chemical industry**, which faces data integration challenges across the supply chain, and began promoting **PoC initiatives** tailored to this sector.



Conceptual diagram of the secure computing platform developed by Mitsui & Co. and EAGLYS

For Industry [DX for Container Terminal at DHU, PORTEK's affiliate in Indonesia]

DX solution for container terminal

- ◆ Container Terminal for domestic cargo (DHU) in Indonesia's largest port, Tanjung Priok Port
- ◆ In logistics business, where cargoes and the volume handled increases year by year, the actual expansion of terminal area is limited especially for small/mid-sized terminal, making operational efficiency an urgent issue.



DX Phase 1

- Digitalization for quay crane operations: **Possibly reduce document preparation time by 774 hours per month.**
- Maximize efficiency of in-house trucks: **Possibly reduce data collection, monitoring, route suggestion time by 72 hours per month**
- Remote real-time monitoring of quay crane: **Possibly reduce maintenance time by 10% (120 hours/year) by introducing CMMS.**

DX Phase 2

- Enhancement of truck use and optimize maintenance.
- Data collection and maintenance optimization of yard cranes.
- Accumulating quay and yard crane operation data and adding predictive maintenance function.
- Adding spare parts management functions.

- ◆ **Portek aims to expand its business by selling the solution in Indonesia and other Southeast Asian terminals**



For Industry [Data Driven Initiative at Container Terminal]

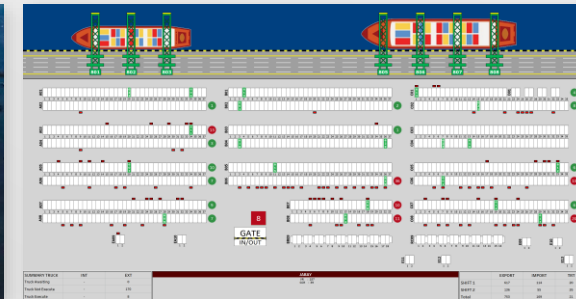
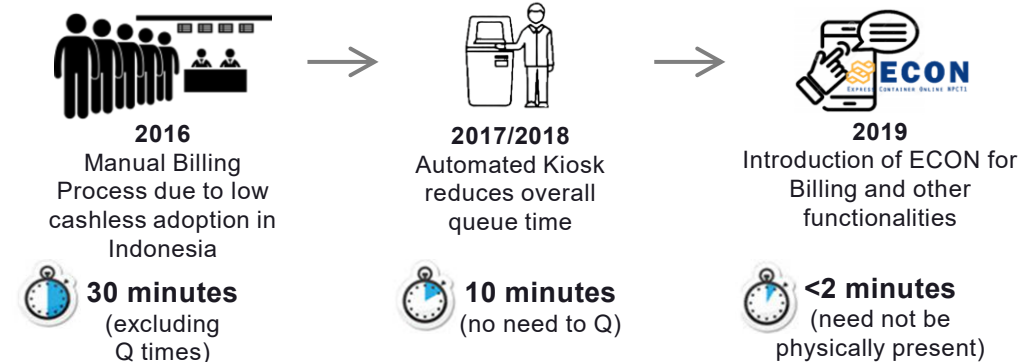


Digitalizing container terminal operation

- ◆ Encouraged shift to online operations at a payment center that collects terminal usage fees for roughly 700 people/day. The system for NPCT 1 was developed in-house (called ECON -Express Container Online NPCT 1).
- ◆ Completed installation of the Tableau data analysis platform for visualizing the container density of each plot in the building and the number of waiting vehicles
- ◆ We are currently conducting a trial with a truck platformer to promote "Dual Cycle" in which both import and export containers are loaded/unloaded for one trip by the same truck.
- ◆ We continue the digitalization efforts to further improve operational efficiency and customer convenience.



NPCT1's Billing Evolution



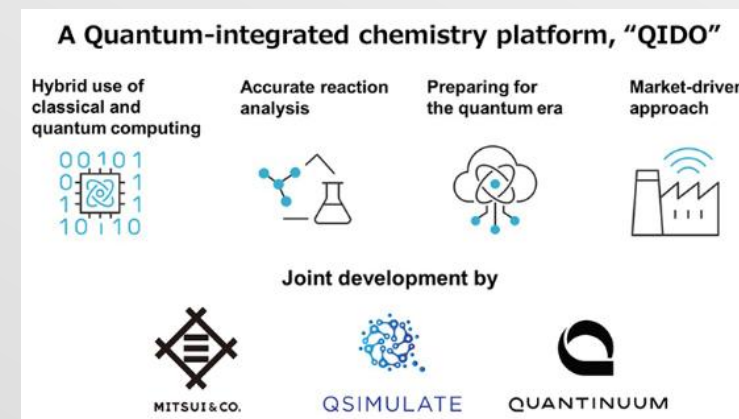
NPCT1 was awarded as "The Operator in Supporting the Service Through Digitalization Program" at the ceremony of OP Award 2022 (Jan 22, 2023).

Quantum Computing

- ◆ Focusing on quantum computing—a next-gen technology projected to generate ¥100 trillion in value by 2040.
- ◆ January 2024: We invested in Quantinuum, a U.S Trapped-ion quantum computer company, alongside JPMorgan Chase, Honeywell, and Amgen; we also signed a distributorship agreement covering Japan & Asia-Pacific regions.
- ◆ November 2024: We achieved the world's first successful "Quantum Token" demonstration with Quantinuum and NEC, targeting commercialization within five years.
- ◆ August 2025: We launched "QIDO," a quantum-integrated chemistry platform designed to accelerate drug discovery and materials development.



Quantinuum's new quantum computer, "HELIOS"



Quantum-classical hybrid platform, "QIDO"

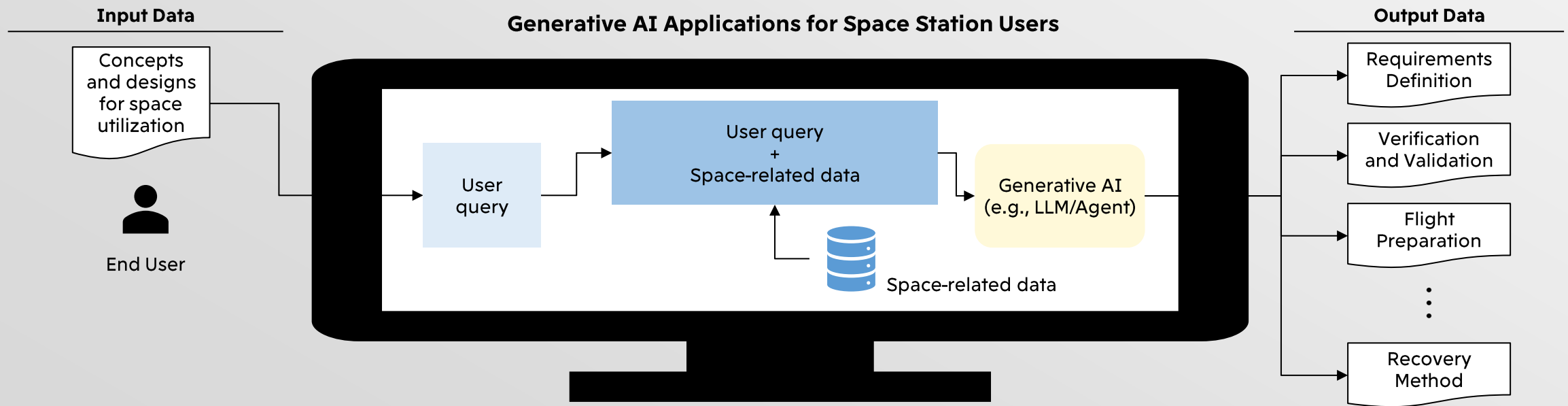
[Releases | World's First Successful Trial of Quantum Tokens Created Using Quantum Technology](#)

[Releases | Launch of QIDO: A Quantum-Integrated Chemistry Platform to Accelerate Drug Discovery and Materials Development](#)

For Industry [Space Station AI for Commercial Expansion]

Generative AI Unlocking Commercial Opportunities in the Open Space Stations

- ◆ International Space Station (ISS), jointly operated by the U.S., Russia, Canada, Japan, and Europe, will retire in 2030. Beyond this point, the post-ISS era, space station operations will transition to commercial entities.
- ◆ By automating the highly specialized and complex mission planning process with generative AI, we aim to make space stations more accessible, expand commercial use, and unlock new business opportunities.



DX for Environment and Ethical Issues

For Environment & Decarbonization^[Earth hacks]

Earth hacks



Promoting decarbonization for consumers / Platform that contributes to reduction of CO2 from Household Consumption Sector

Businesses

Understanding the importance of the agenda but have no idea where to start with.

Consumers

Willing to take action to support decarbonization but lacking information and opportunities to take action.

Earth hacks promotes "Realization of Personal Contribution (Calculation of footprint and Carbon Labeling)" and Personalization of the Issue (Relatable Communication through Social Media)

Visualize the CO2 emissions reduction of products/services as a percentage off (% off) score



A new indicator that is familiar and easily stimulates desire

Collaborate with distribution and retail businesses to create shelves introducing "Decarbo products."



Decarbo shelves and Decarbo score quizzes at stores selling direct-from-producer products

Management of Co-creation community centered on Generation Z



Community events where you can support companies and products working on decarbonization and propose ideas.

For Environment & Decarbonization[[Green & Circular]web site]

Decarbonization x Digital Marketing

- ◆「Green & Circular」 is a solution website that introduces Mitsui & Co. decarbonization solutions, launched since June 2022. In addition to general information on decarbonization, we provide information on the development of our solutions and customer case studies, which have received a large number of access.
- ◆ We are working on digital marketing to understand customers' interest and link them to our businesses by understanding customers and raising awareness, stimulating interest, and promoting understanding through search engine optimization and email marketing.

■ Green & Circular Top Page



<https://www.mitsui.com/solution/>

■ Solutions introduced on Green & Circular

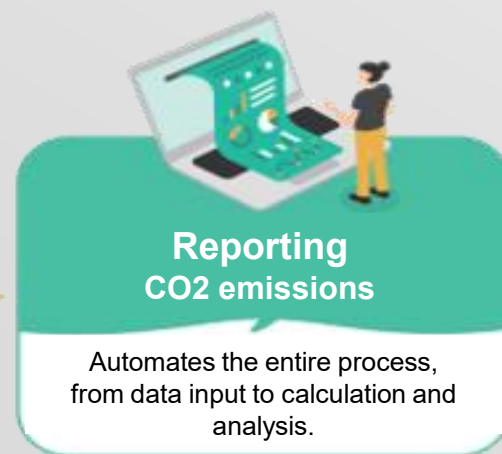
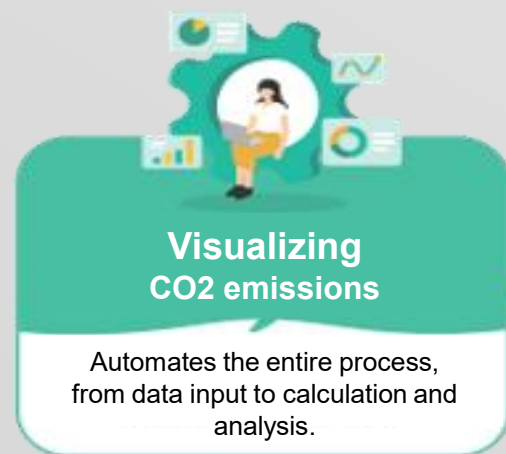


For Environment & Decarbonization_[e-dash]



Visualizing, Reporting, and Reducing CO2 Emissions

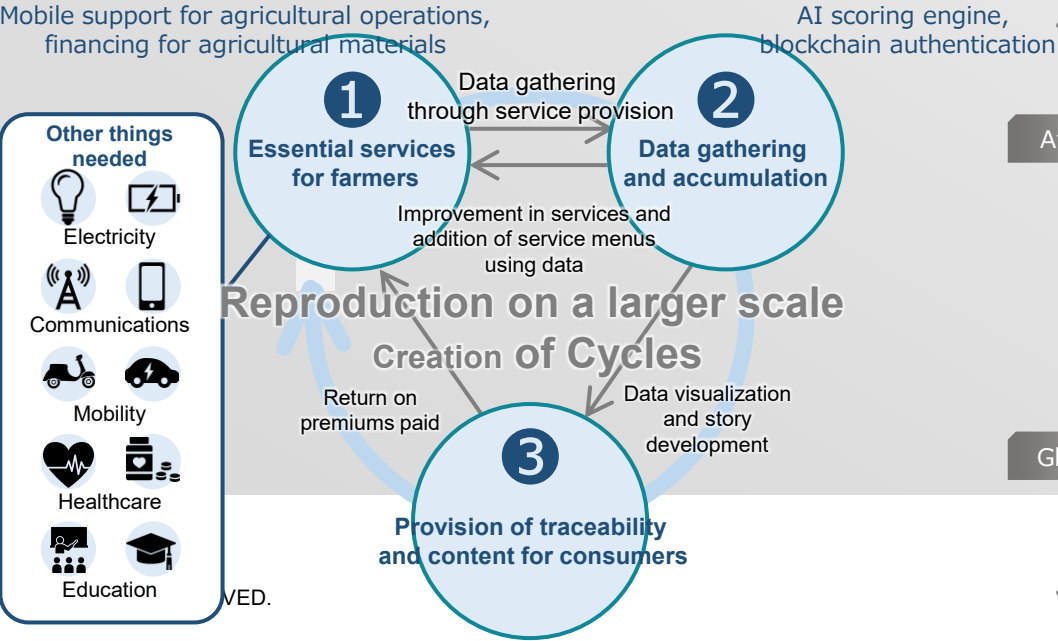
- ◆ A cloud-based service platform that provides **total support** from **visualizing CO₂ emissions volume** to optimizing energy procurement and reducing CO₂ emissions.
- ◆ Launched a Carbon Offset website in July 2022 where carbon credits can be purchased.
- ◆ Commissioned to develop the "**Tokyo Carbon Credit Market**," which connects carbon credit suppliers with companies and other entities. It opened in March 2025.
- ◆ Integrated "**LCA Plus**" into our business in August 2025 and launched "**e-dash CFP**," a product-level GHG emissions visualization service.



For Environment & Decarbonization [farmers 360° link]

Visualizing, Reporting, and Reducing CO2 Emissions

- ◆ This is a collaborative project with ETG, a global agricultural supply chain company established in 1967, in which Mitsui & Co. has an investment stake.
- ◆ We trace everything from the furthest upstream to the very downstream points of the supply chain, and visualize the environmental and social impact of products.
- ◆ We aim for fair allocation of compensation by directly linking producers and consumers and joint pursuit of SDG initiatives.



For Environment & Decarbonization_[Forest DX]

Generating Forest J-Credits (Contributing to the Reduction in GHG Emissions)

- ◆ Supporting Japanese prefectures to visualize CO2 absorption using aerial survey data and to create and sell large-scale J-credit.
- ◆ Developed and patented “Forest Patrol System” using satellite data and AI.

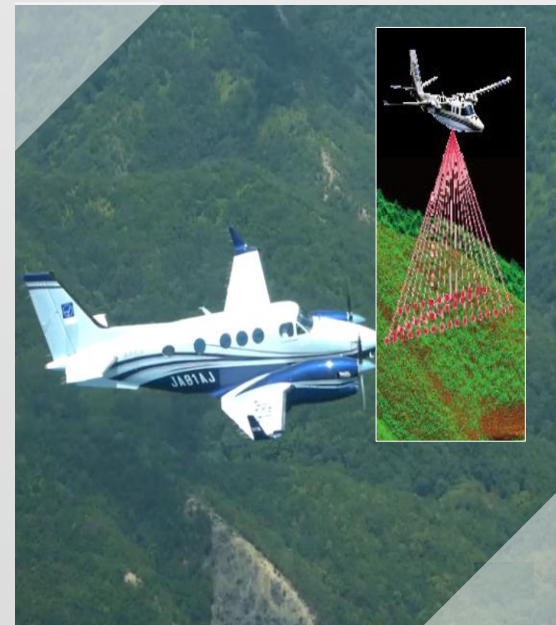
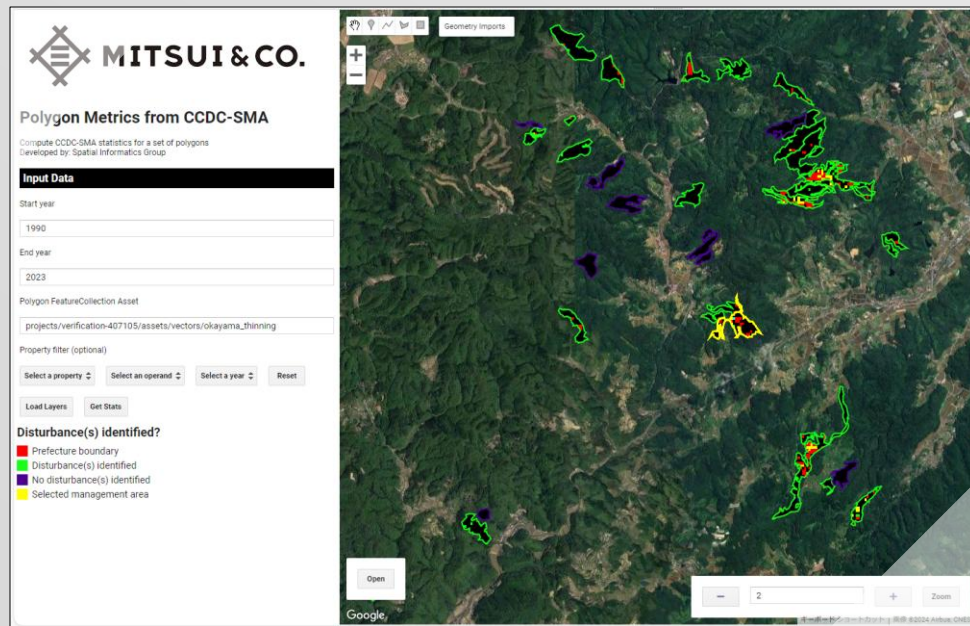


Image provided by Asia Air Survey Co., Ltd.

DX for Wellness

Cloud x Medical Imaging

- ◆ As of 2020, PSP has introduced cloud PACs systems (picture archiving and communication systems) to around 1,100 medical facilities, which comprise **roughly 70% of the domestic cloud PACS market**.
- ◆ Manages **38 million patients** and handled **227 million lab orders/results**.
- ◆ The PHR service enables individual patients to view and manage the patient medical information on their smartphone stored in a medical institution.
- ◆ The **medical diagnostic imaging support AI platform business** uses AI to support diagnostic frontlines.

Main Business

Cloud PACS

Medical imaging data is stored on the cloud safely and accessibly, making it possible to use it for a wide variety of purposes.

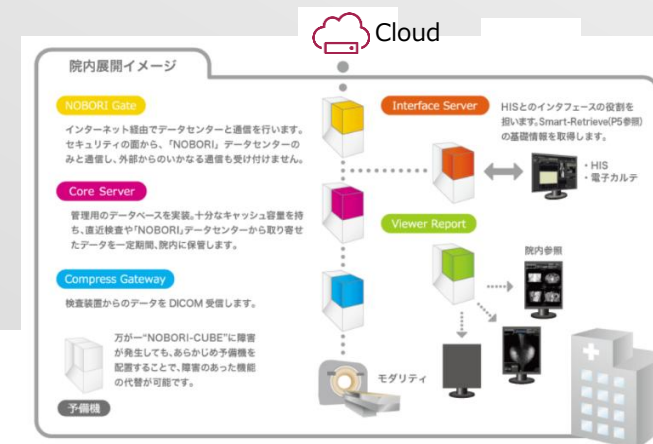
Medical Imaging AI Business

Supports development and sales of diagnostic imaging support AI to facilitate advanced medical care

PHR Business for Patients

Provides a service that enables individual patients to view and manage their own and family medical information on a smartphone

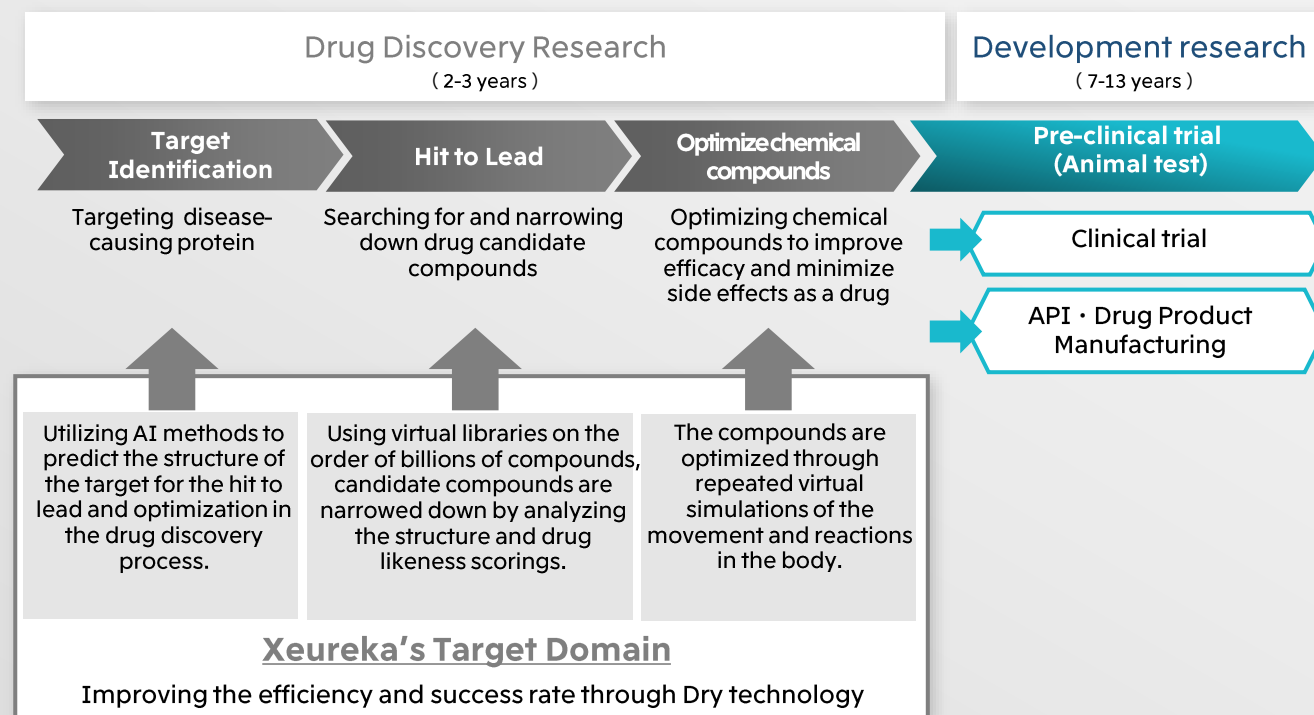
Overview of Cloud PACS System



AI Drug Discovery

- ◆ Business of AI Drug Discovery is to utilize **state-of-the-art AI methods** to support **drug discovery research** for pharmaceutical companies.
- ◆ Utilizing computer technologies for all aspects of drug discovery research leads to **substantially improve the efficiency and success rate.**
- ◆ Xeureka is expanding its business with MKI, which has been engaged in the bioinformatics business for about 50 years.
- ◆ Xeureka is operating the Tokyo-1 project, which aims to be an **"Innovation Hub" in the healthcare industry** by providing computing resources, solutions and community service comprehensively.

Official name : Xeureka, Inc.
Date established : Nov. 1, 2021
Investment Stake : Mitsui & Co., Ltd., 100%



* Dry: Drug discovery using AI and other computer technologies (Wet: Drug discovery through actual experimentation in a research lab)

Well-being Digital Platform

- ◆ Established in 1946
- ◆ Provides a holistic well-being services that cover both mental and physical health by supporting health management and disease prevention through the knowledge accumulated in publishing/consulting, specialist networks, and digital technology.
- ◆ Provides scientifically grounded medical and healthcare information and personal coaching by medical specialists (specific health guidance, etc.) to health insurance association enrollees, company employees, and those registered to receive insurance, electric power, and various other services
- ◆ Provides the **Kateinoigaku** ("Home Healthcare") app

■ Minna no Kateinoigaku ("Home Healthcare for Everyone")



<https://service.kateinoigaku.jp/>

For Healthcare_[USA THINKIE]

Cognitive Function Training

- ◆ A cognitive function training service which utilizes a device to capture a cerebral blood flow and a brain training application. The service is to be introduced at elderly care facilities in the U.S. from 2023.
- ◆ The service will motivate users and encourage them to continue training by visualizing the amount of brain activities when using the application.

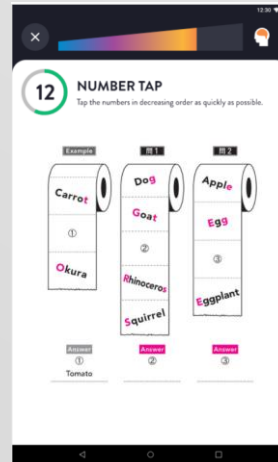
Device *₁



*₂



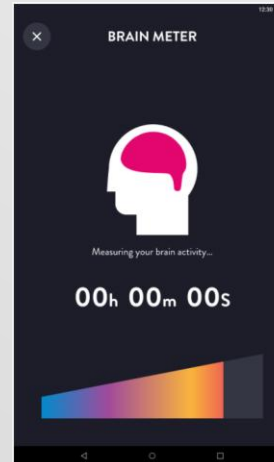
Training Games



Results and Target



Brain Blood Flow



Brain Age Check



Image of Use



*₁ Near-infrared light is irradiated from the forehead and to the frontal lobe, and blood flow is measured based on the degree of reflection.

*₂ A start-up company originated from Tohoku University. Mitsui invested in the company in January 2022.

For Healthcare[Sendai Aquarium Development Co., Ltd.]

仙台水族館開発株式会社
Sendai Aquarium Development Co., Ltd.



App Development

- ◆ Opened in July 2015 with the concept of "Creating new connections between the sea, people, and water," the aquarium is operated by Hakkeijima and the Sendai Umino-mori Aquarium Development, which is our leading shareholder. In order to increase the number of visitors with annual passes, we have released an app.
- ◆ The app provides functions such as a check-in feature and a step counter. When multiple check-ins are made or the target number of steps are reached, special images are provided.
- ◆ The data obtained from the app is analyzed and used for implementing various measures.

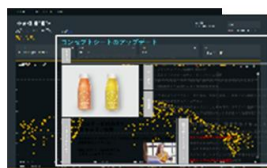


DX for Consumer Touchpoint Business

App Development

- ◆ **Data-based** in-house product development, sales, and management business (D2C business)
- ◆ Support for **data-driven** product development and DX initiatives to existing manufacturers
- ◆ Support for brand development at major manufacturers through maximum use of the marketing knowledge accumulated in managing our own brands and the Mitsui & Co. value chain.

Search for ideas / conceptualization



- Insight analysis
- Initial concept formulation

Monozukuri



- Search for materials and recipe development
- OEM Search/Management

Brand development



- Brand development
- Packaging selection

EC development and data analysis



- EC site building
- Data analysis platform

Distribution and sales expansion



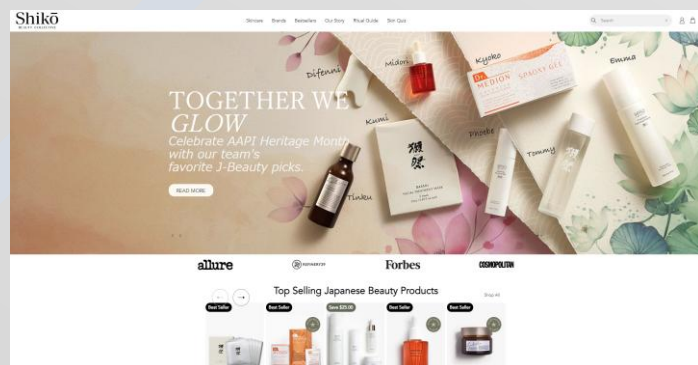
- Retail networks
- Retail data analysis

For Consumer Business[Shiko Beauty]

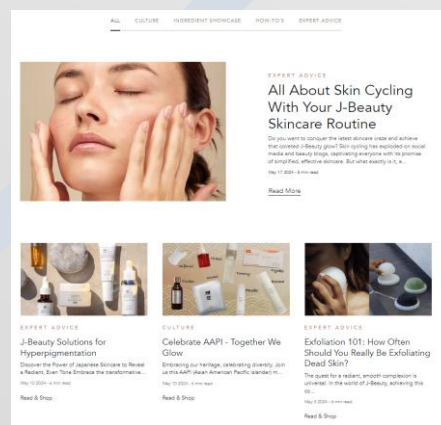
E-commerce Platform for Selling Cosmetic Products

- ◆ Shiko Beauty Inc. (wholly-owned subsidiary of (Mitsui & Co. (U.S.A.), Inc.)
- ◆ In 2021, the company launched an e-commerce platform (<https://shikobeaauty.com/>) for direct sales of Japanese brand skincare and other cosmetic products to consumers.
- ◆ The company is focusing on refining its digital marketing function and establishing and accelerating a PDCA cycle for a series of actions to reach target consumers and get them purchase products.
- ◆ It is also pursuing joint development of new products with cosmetics brands based on accumulated sales data, consumer insights, and the Shiko-related network.

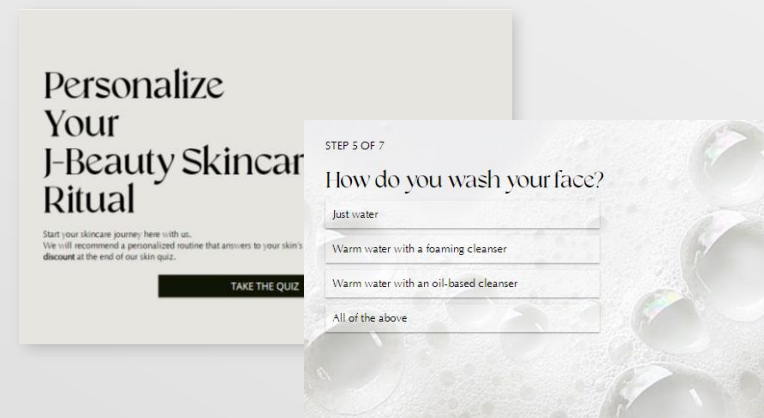
■ Home Page



■ Blog Page



■ Skin Quiz

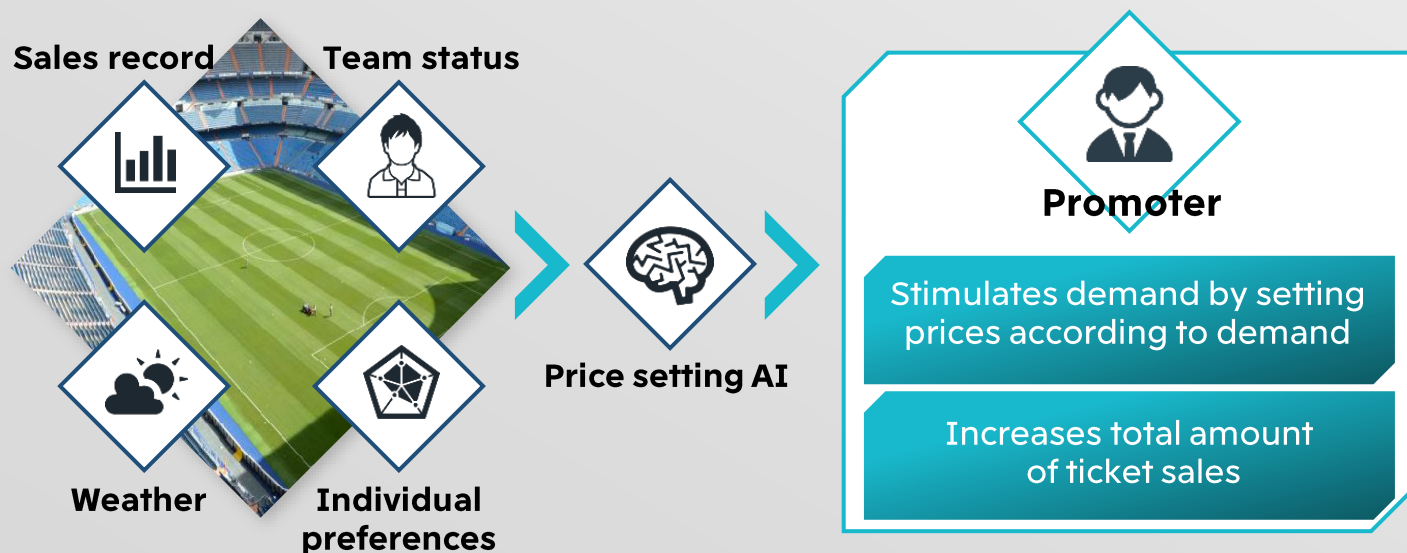


For Consumer Business[Dynamic Plus]



Dynamic Pricing

- ◆ **Uses big data and AI to automatically adjust prices** and increase sales based on demand forecasts.
- ◆ Established in June 2018 (with Pia Corporation, Avex Inc., and NEC participating as shareholders).
- ◆ Roll out dynamic pricing via AI algorithms and revenue management services to the sports, concert, theme park, hotel, e-commerce, retail, and other industries.



Starting with the entertainment business such as J.League, Nippon Professional Baseball, and B.League, expanding this service to various businesses

DX for Financial and Logistics Systems

For Logistics_[T2]



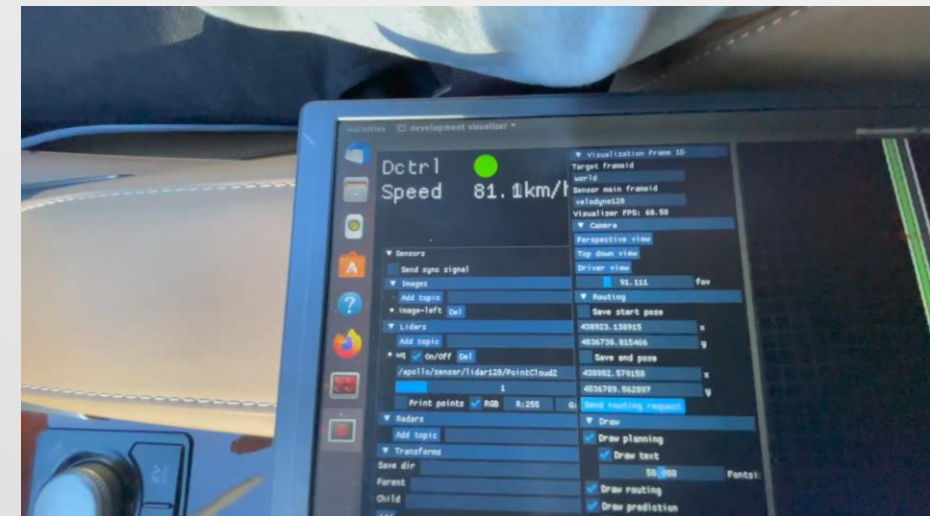
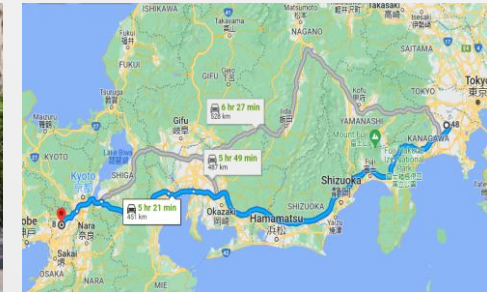
Truck as a Service

◆ Purpose: Providing trunk transport services using Lv.4 autonomous trucks

- ✓ Aiming to develop Lv.4 autonomous truck technology and now conducting public road verification tests. The project was certified as a Strategic DX Support Program.

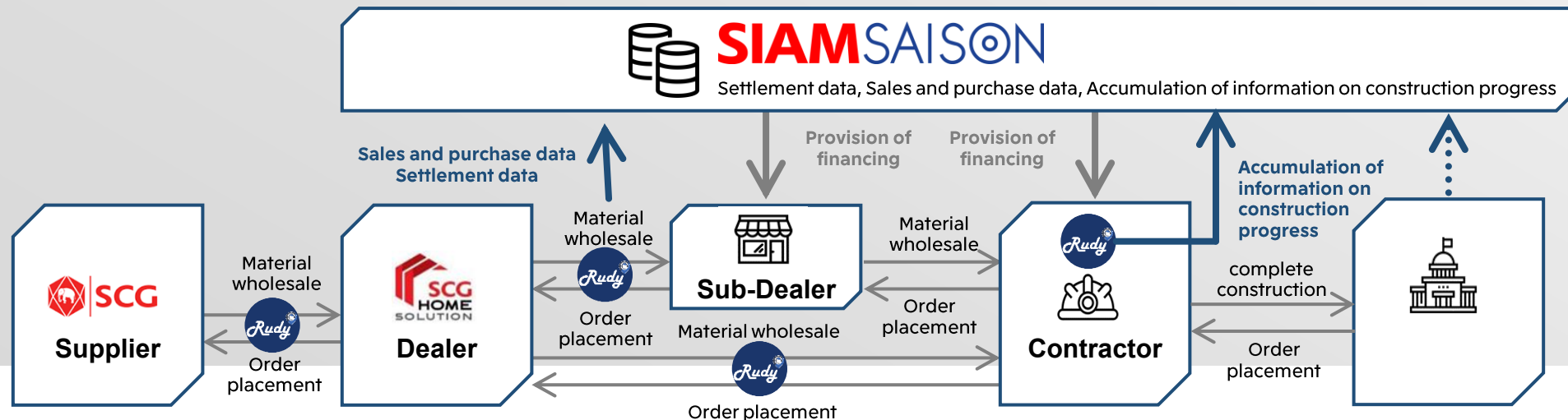
◆ Initiatives so far :

- ✓ Phase1 [Jul-20~Apr-21] : Development of autonomous vehicles (passenger cars), market research, and consideration of related businesses
- ✓ Phase2-1: [Jun-21~] : Development of autonomous vehicles (trucks) and investigation of safe driving systems.
- ✓ [Aug-22] : The company 'T2' was established and began public road testing. In May 2024, it started public road tests of Level 2 autonomous driving on the Shin-Tomei Expressway.
- ✓ [Jun-23~Feb-24] : T2 raised 6.07 billion JPY in Series A funding.



Data Finance Business

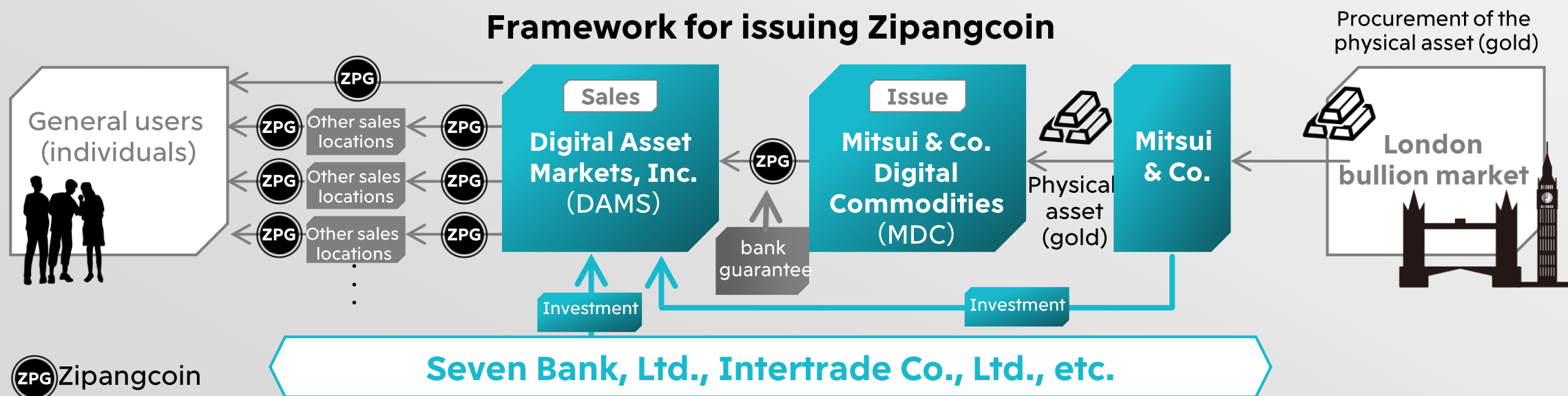
- ◆ A DX project for construction materials logistics in Thailand. Siam Saison is a joint venture with Siam Cement Group (SCG), which claims 60% share of the Thai construction materials industry. The joint venture uses SCG business frontlines to roll out this initiative.
- ◆ It operates a data finance business that provides credit and financing in transactions between dealers and contractors/sub-dealers, based on data possessed by SCG and its sales networks.
- ◆ Rudy, the ordering platform of an SCG subsidiary, digitalize transactions. Various kinds of data are obtained via Rudy, which supports application of lending service by SS.



Dynamic Pricing

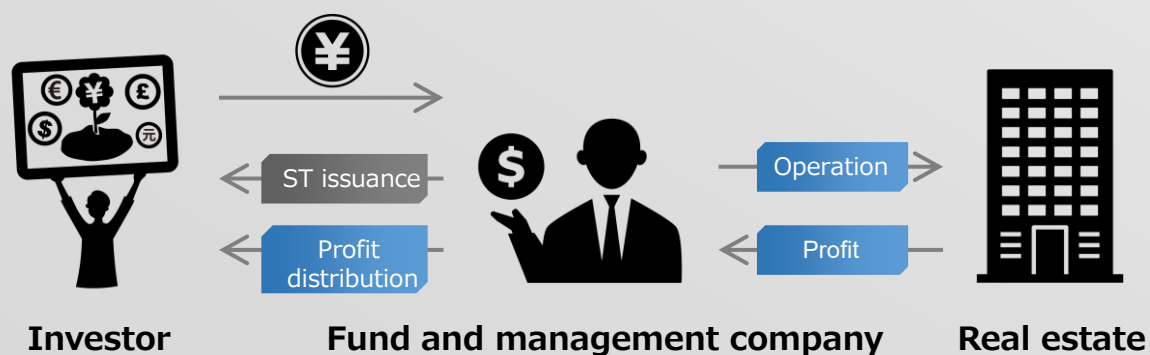
- ◆ Mitsui & Co. Digital Commodities, Ltd. **issues Zipangcoin (ZPG)** a virtual currency with gold as the underlying asset. It is listed on a cryptocurrency exchange (DAMS: Digital Asset Markets, Inc.).
- ◆ Use of blockchain makes **small accounts** and **low costs** possible.
- ◆ **Safe transactions are achieved** through a private blockchain with a manager.

Framework for issuing Zipangcoin



STO : Security Token Offering

- ◆ Jointly established Mitsui & Co. Digital Asset Management with LayerX, which possesses integrated digital technologies, including **blockchain**.
- ◆ Built a highly reliable investment platform secured by blockchain technology to ensure the stability of systems and safety of information.
- ◆ Mitsui & Co. Digital Asset Management **issues digital securities** using blockchain technology, procures financing
 - ◆ within the bounds of existing financial instrument transaction
 - ◆ regulations, and **manages real estate and infrastructure funds**
 - ◆ **both in Japan and overseas.**



For Logistics^[Plus Shipping]



Shopify Shipping

- ◆ This service allows e-commerce businesses, mainly small and medium-sized businesses, to easily and seamlessly integrate their shipping procedures with the Shopify platform and ship at a lower price than the shipping company's fixed rate. Instead of EC businesses that cannot negotiate with shipping companies individually due to low shipping volume, we offer shipping fees to EC businesses at a lower price than the fixed price of shipping companies by making a lump-sum contract with major shipping companies.
- ◆ Plus Shipping automatically integrates Shopify order information and prints invoices, making shipping operations smarter.

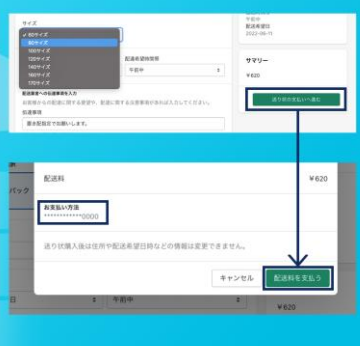
わずらわしい支払いの手間いらず！

アプリ内で 事前決済

配送伝票作成と同時に、
クレジット決済まで一気に完了。

スマートな配送料決済ができ、
請求書のやりとりとも無縁に。

ご利用のクレジットカード登録も、
一度で完結。



手入力・手作業での伝票作成はもう不要！

注文から 伝票作成までを 一元管理

シンプル操作で配送伝票を作成でき、
時間を大幅に短縮。

面倒な情報の移し替えがなく、
注文情報と自動で連携し配送まで管理可能に。

配送時の荷物のサイズを選択するだけで、
適正な伝票を作成。



全国一律、配送料
最大 **51% OFF**
荷物の個数が少なくてもOK

全国一律の料金を配送することが可能です。

配送料も一般的な料金と比べ、
最大で51%OFFに。

荷物の個数制限がなく、
1個からでも利用できます。



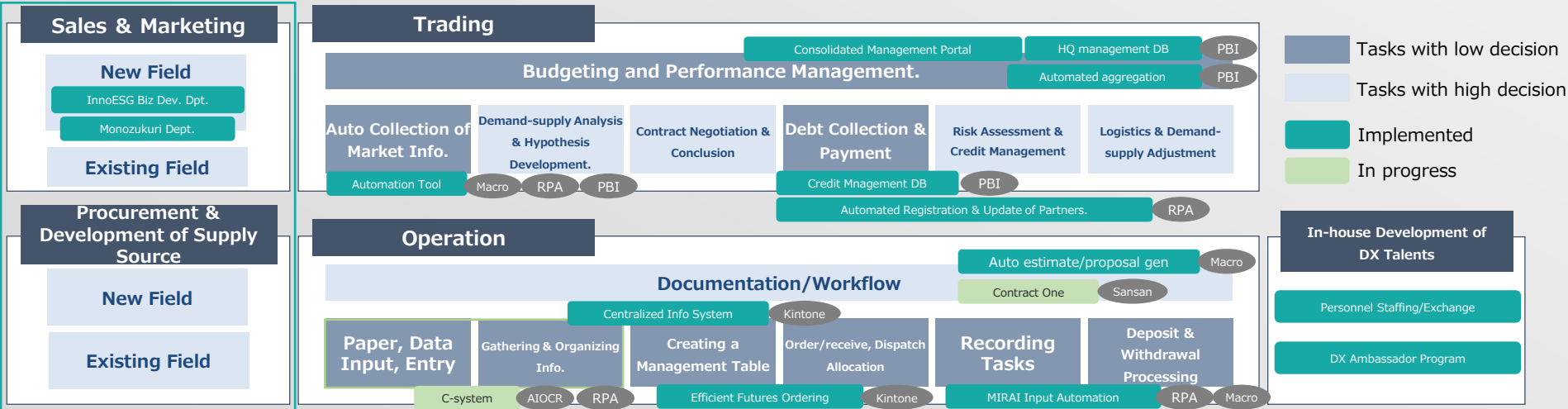
COE

For Food Business

Improve Efficiency, Visualization, Cloud

Logistics & Execution Operation Transformation

- ◆ Streamline administrative processing and simple tasks in its logistics operations, creating a system environment that can accommodate increased transactions even with the current number of staff.



For Food Business

Automation and Streamlining of Import Trade Operations

◆System Overview

- Automates simple tasks related to checking shipping documents and entering data into MIRAI, as well as shipping accounting and document storage in import trade operations.
- The introduction of SeaDash is expected to reduce work time related to checking shipping documents and entering data into MIRAI by 30%.

◆Project Flow

- Phase 1 (Oct 2022 - Dec 2025):** System development and trial release.
- Phase 2 (From 2026):** Preparation for full-scale introduction to the Food BU.
- Phase 3 (From 2026):** Consideration of horizontal deployment to other Business Units.

◆Technology

•**Platform:** xStraBPM  xStra BPM Suite

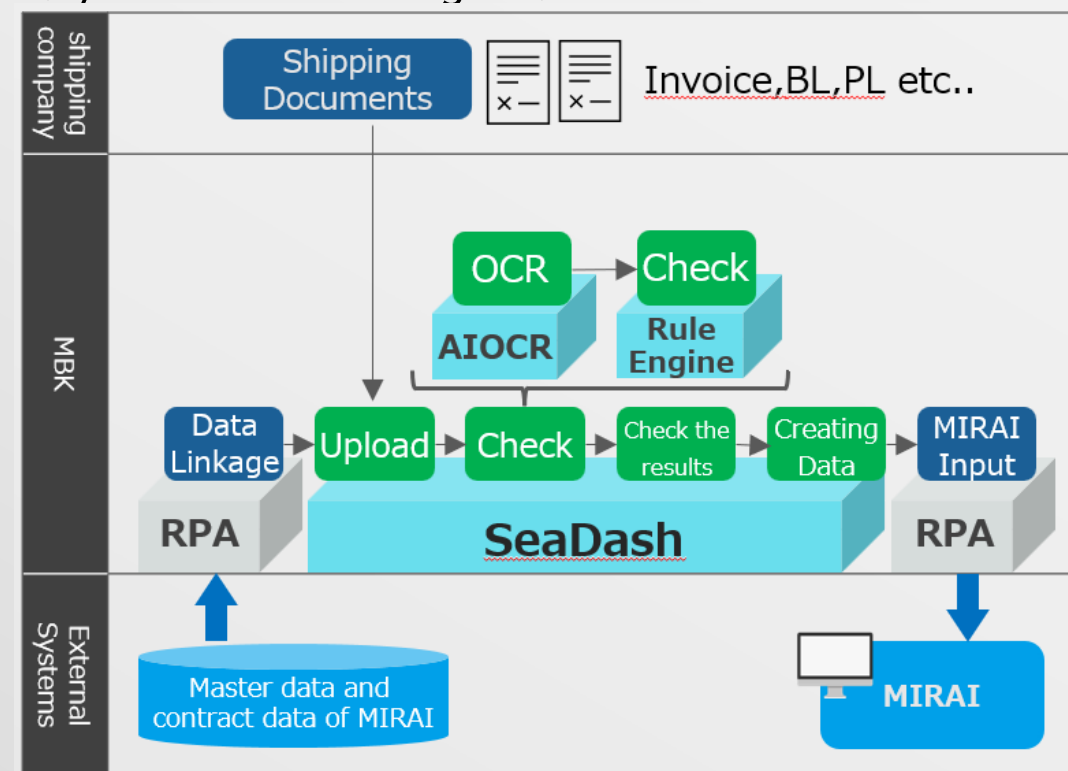
•**Shipping Document Reading (AIOCR):** Flexicapture

•**Data Checking and Verification:** NaU 

•**MIRAI Data Entry:** BluePrism 



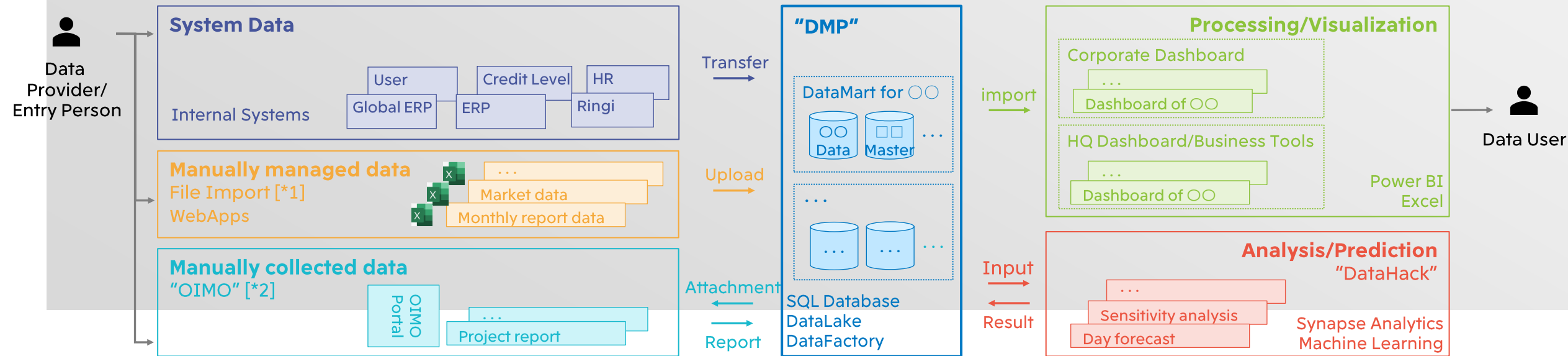
<System Overview Diagram>



For Data-Driven Management Strategy

DMP (Data Management Platform)

- ◆ Operate a single SQL Database ("DMP") as a company-wide platform to aggregate and centralize data scattered throughout the company
- ◆ Consolidation and provision of data scattered across multiple internal systems, as well as collection and visualization of data that is managed manually or collected manually by each division/corporation
- ◆ System functions required for data collection/processing/provision are developed as a common infrastructure, and expanded as needed (e.g., input forms, data analysis).

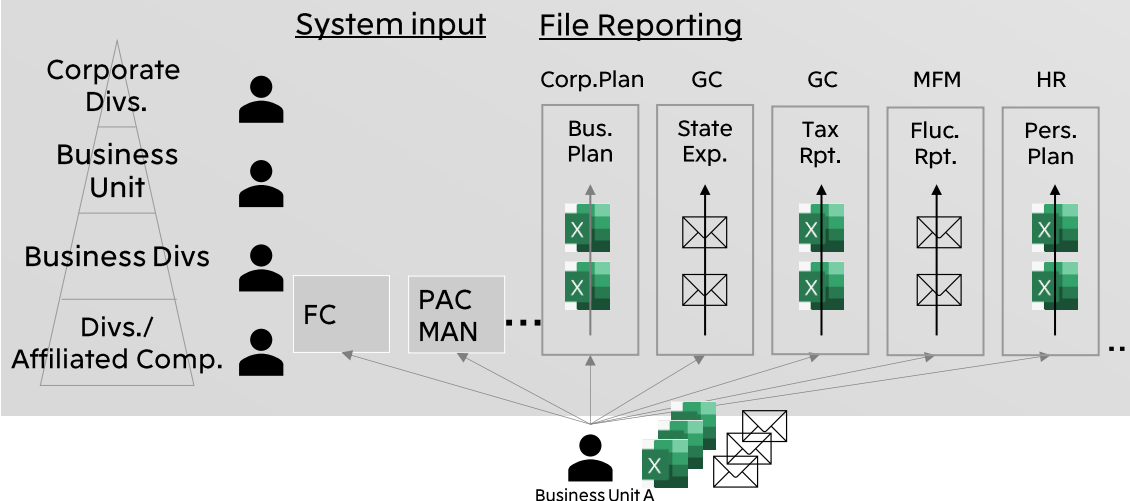


For Data-Driven Management Strategy

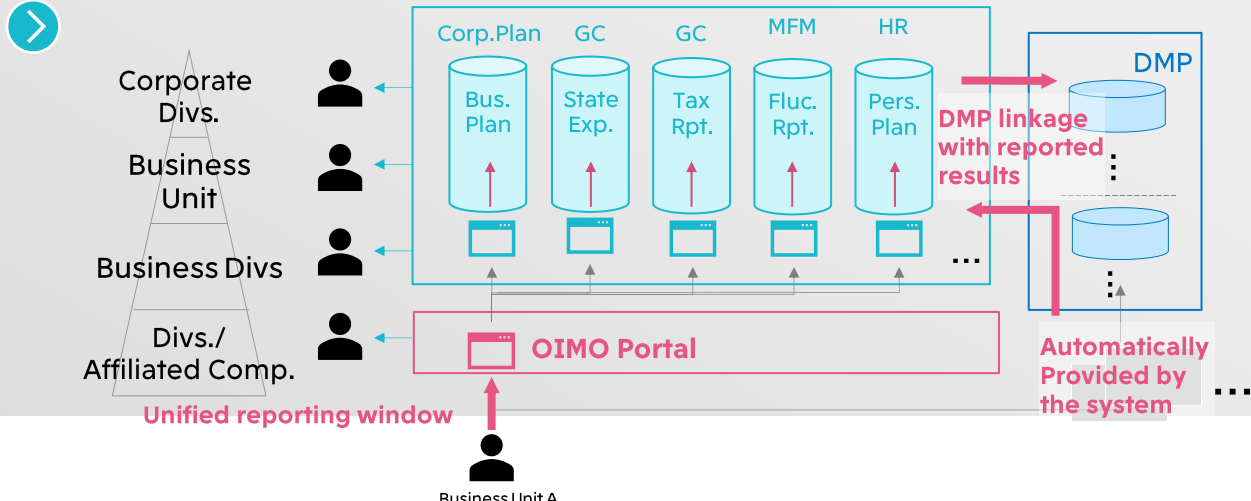
OIMO (One Input Multiple Output)

- ◆ Initiatives to improve internal reporting efficiency and promote data utilization by making reporting to corporate divisions into portals and web forms.
- ◆ Reduces the burden of searching/researching for users by unifying the reporting contact point to OIMO Portal and centralizing related information such as procedures, deadlines, etc.
- ◆ Minimize the number of input items, convert input contents into data, and promote data utilization outside of the target business by converting to Web forms and linking data with business systems.

"As Is" Internal Reporting Workflow



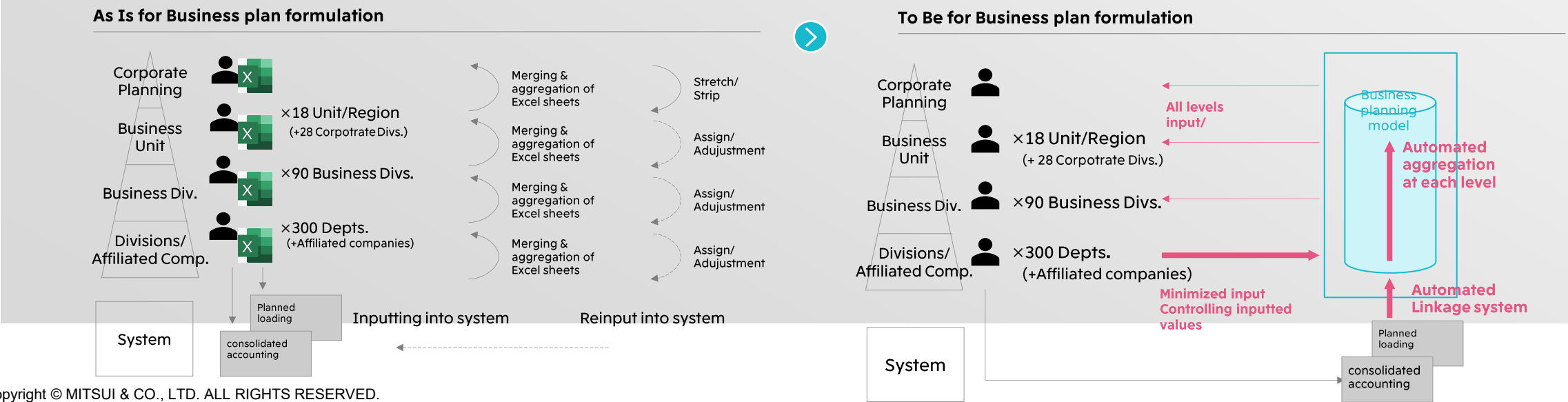
"To Be" Internal Reporting Workflow



For Data-Driven Management Strategy

Business plan DX

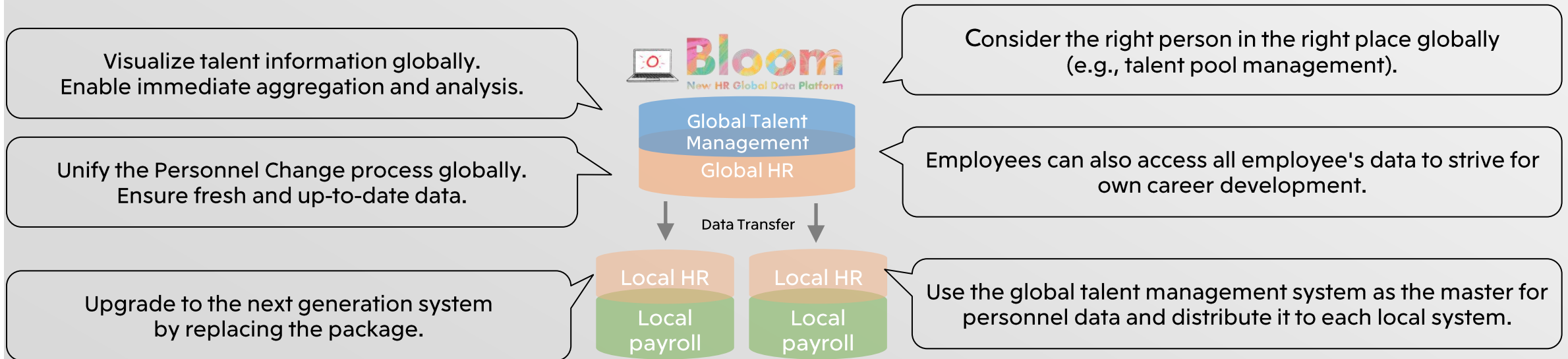
- ◆ Initiatives to improve internal reporting efficiency and promote data utilization by making reporting to corporate divisions into portals and web forms.
- ◆ Reduces the burden of searching/researching for users by unifying the reporting contact point to OIMO Portal and centralizing related information such as procedures, deadlines, etc.
- ◆ Minimize the number of input items, convert input contents into data, and promote data utilization outside of the target business by converting to Web forms and linking data with business systems.



For Global Human-Resource Strategy

Global Talent Management System

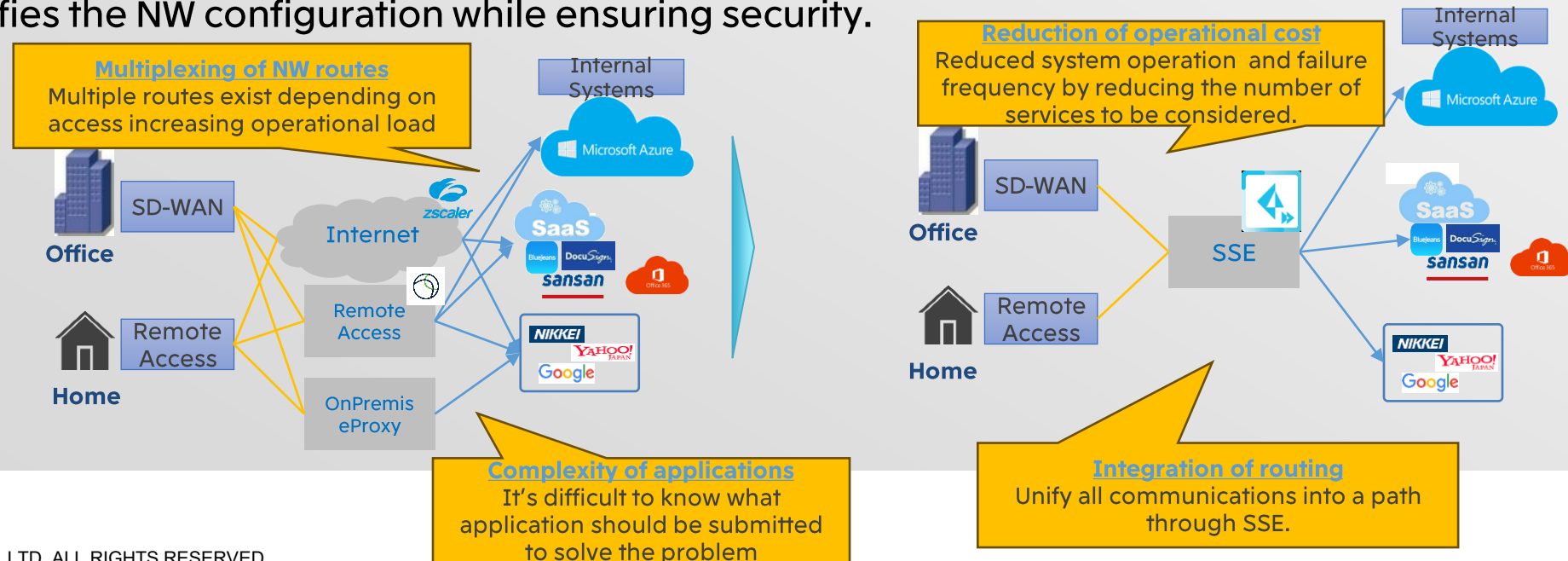
- ◆ Talent Management System (Bloom) for Mitsui & Co. has been rolled out globally since December 2024.
- ◆ To promote the right person in the right place and support employee career development globally, Bloom utilizes unified and integrated HR data globally instead of individual management in each country.
- ◆ Bloom adopted a distribution method that uses the data on the global talent management system as the master, and each local HR system uses the globally unified data.



Network

WAN service

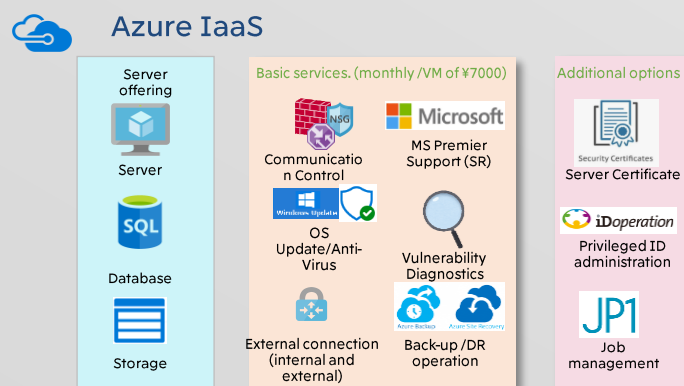
- ◆ Connecting sites around the world with a stable and high-speed network
- ◆ We had been using SD-WAN, Zscaler (cloud proxy), AnyConnect for remote access, and on-premise proxy servers installed in data centers, but the routes became more complicated depending on the access destination, increasing the operational load and causing frequent failures.
- ◆ Therefore, we introduced SSE to unify all routes. All access points are now routed through SSE, which simplifies the NW configuration while ensuring security.



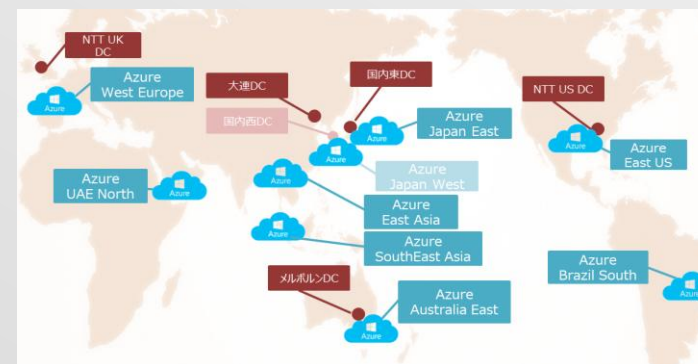
Cloud services

- ◆ Microsoft Azure environment was deployed so that Mitsui users can comfortably use cloud services.
- ◆ Integrated and centralized infrastructure operations and security measures for global use at Mitsui's head office. Contributed to the improvement of operational efficiency for users.
- ◆ AWS, GCP, and Tencent Cloud services are also available for selection according to usage.

Provide operations and functions on Azure as main cloud service



Multi-cloud to allow users to select services according to usage



Cybersecurity governance and support for affiliated companies

- ◆ Efforts to improve cyber security by making governance effective not only for Mitsui but also for the entire group, including affiliated companies
- ◆ Established Mitsui & Co. Group Cyber Security Principles to be followed by affiliated companies.
- ◆ Each company to conduct a self-check based on the Cyber Security Baseline (CSB) survey to ensure that efforts are being made in accordance with the principles.
- ◆ Information is shared through the cyber security portal of the entire group.



Working Style

Support for working from home

- ◆ Various infrastructures and applications enable flexible work styles
- ◆ Creating a safe and secure environment without compromising productivity when working from home
- ◆ Progress in paperless operations

Infrastructure

Remote Access

Security

Mobile

Accessibility

Safety

Mobility

Approval

Meeting

Collaboration
Sharing

Application

Electronic signature

Online meeting
Online business card

Chat
Cloud storage



User support

Initiatives aimed at providing quick solutions to employees' IT-related problems.

Consolidated UI for all inquiry-related information

◆ **IT FAQ** (Self-solving) ◆ **IT Support** (Operator assistance)

"CoReKaMo 2.0" Internal Company FAQ Search Support AI Chatbot

- Improved search accuracy compared to the first ver. (1.0)
- Allows questions in natural language and refinement through follow-up questions
- Also available for use from Teams



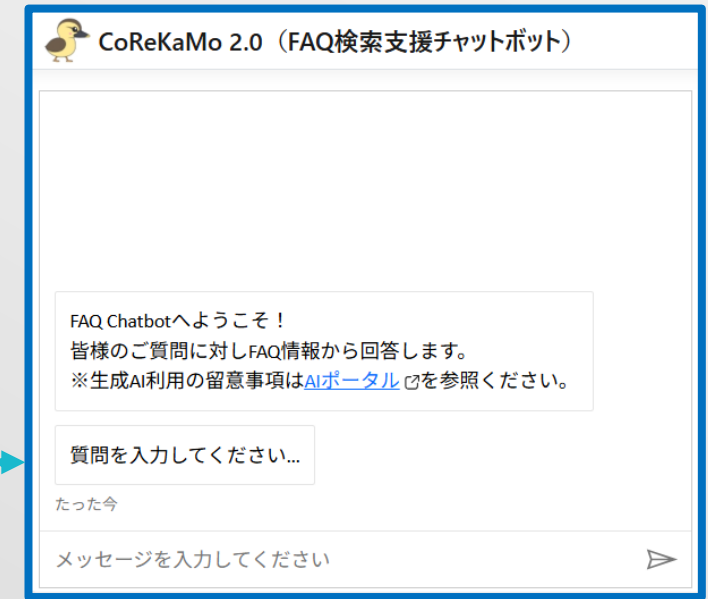
Click on [IT Support]
⇒ You will be redirected to the contact screen for operator assistance.

ITサポート：お問合せ画面

ホーム > 問合せをする

問合せをする

問合せの内容を記入してください。



CoReKaMo 2.0 (FAQ検索支援チャットボット)

FAQ Chatbotへようこそ！
皆様のご質問に対しFAQ情報から回答します。
※生成AI利用の留意事項は[AIポータル](#)を参照ください。

質問を入力してください...

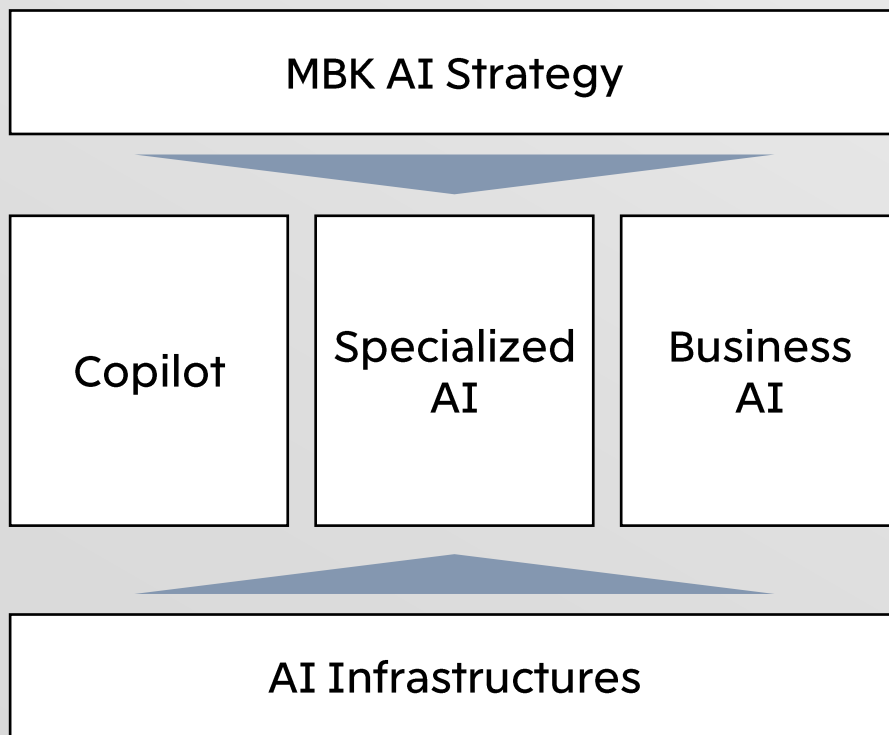
たった今

メッセージを入力してください

Focus Area of Generative AI

There are five areas to be addressed in the future of the utilization of our AI.

Composition diagram by area



Areas/Overview

MBK AI Strategy	Establish an ideal way to use AI
Copilot	Establish and promote policies and action plan for use case and user-development regarding the use of Copilot and other tools.
Specialized AI	Establish the specialized AI in individual domains.
Business AI	Promote the use of AI in business.
AI Infrastructures	Improve the governance, security, database required for AI use.

Copilot Companywide Use

Started using Microsoft 365 Copilot company-wide (on our own) from December 10, 2024. Information is disseminated internally from various angles, including videos of the president's message, learning materials, and company-wide events, so that each and every employee can work on the project as his/her own.



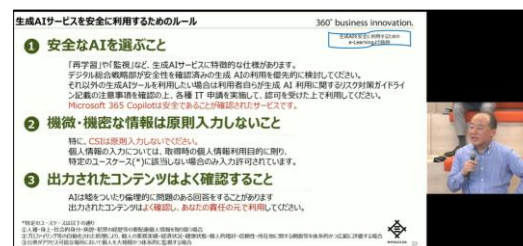
CEO Message

On the occasion of company-wide deployment of Generation AI and Copilot, the president himself sent out a message of company-wide expectations for the use of the system and a warning about the use of the system.



AI Portal

Briefing videos on the AI Portal, Promoting the use of generative AI by publishing videos of briefings, learning content, best practices for prompts, etc. on the AI Portal.

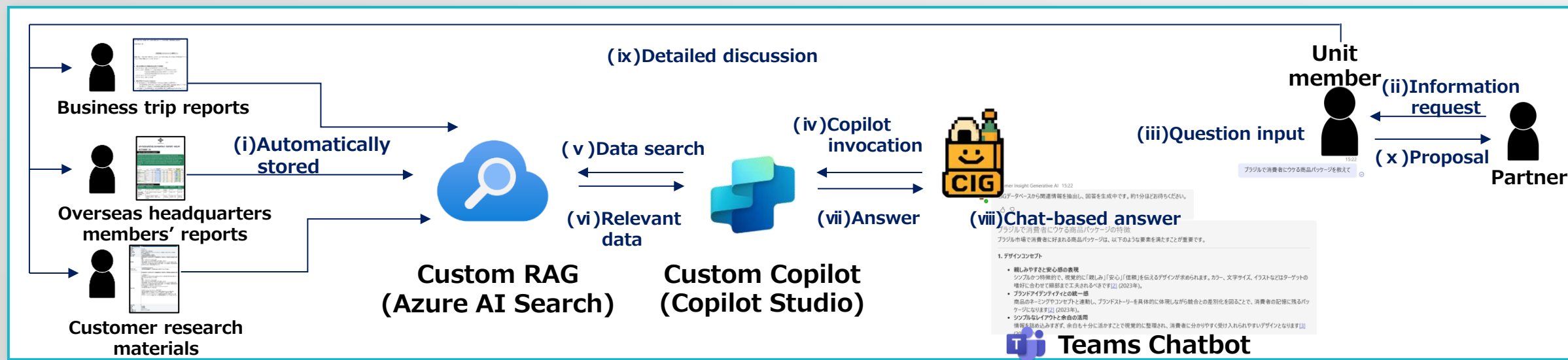


Online event

Panel discussions with trial users and internal case studies were shared at company-wide events so that each and every one of us can see the company-wide deployment of Generation AI and Copilot as our own.

Retail Business Unit Specialized AI

- ◆ Construct a Generative AI Platform Dedicated to the Retail Business Unit.
- ◆ Build a custom RAG system and a custom Copilot within the Azure environment.
- ◆ The shared value data is automatically stored in the custom RAG system, enabling the members to leverage the custom Copilot to utilize the collective strength of the unit for sales, investment, and marketing operations.



Improving operational efficiency with Generative AI



Marketing

Conducting various verifications
in the lifestyle media service initiatives
for the utilization of the marketing domain
within the group.

Persona AI



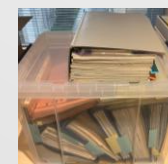
Article Generation AI



Real Estate

Considering solutions that utilize generative AI
to promote the digitization
and utilization of information.

① Documents



② AI-OCR



③ GenAI



④ Utilize

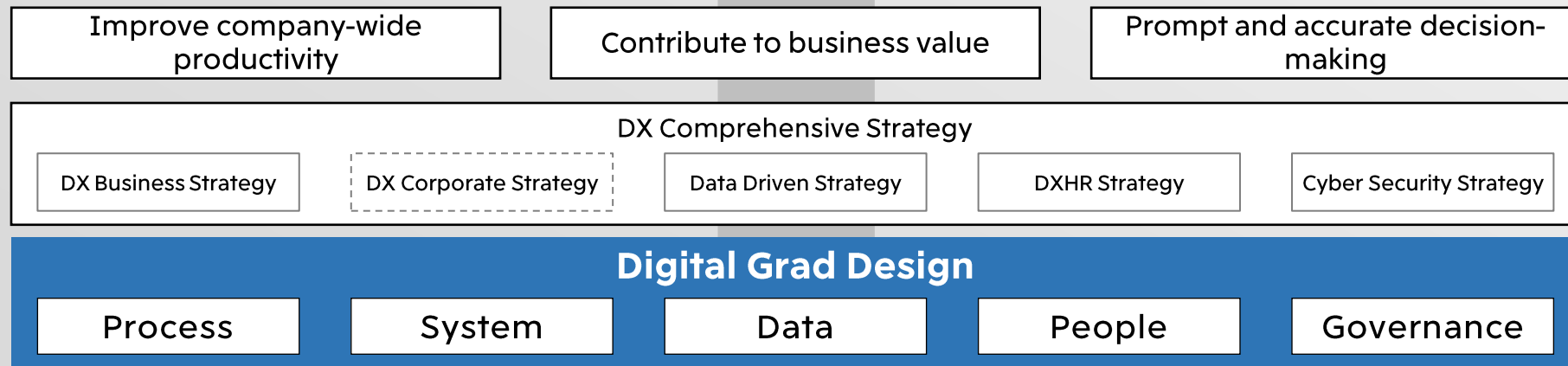


Digital Grand Design

Concept

Digital Grand Design defines the basic concepts and ideals of our systems that contribute to the enhancement of our competitiveness and corporate value. From the five perspectives of "systems," "processes," "data," "people/systems," and "governance," we will establish rules for digital governance and standardization based on total optimization, and establish a mechanism for realizing "company-wide productivity improvement," "contribution to business value," and "prompt and accurate decision-making."

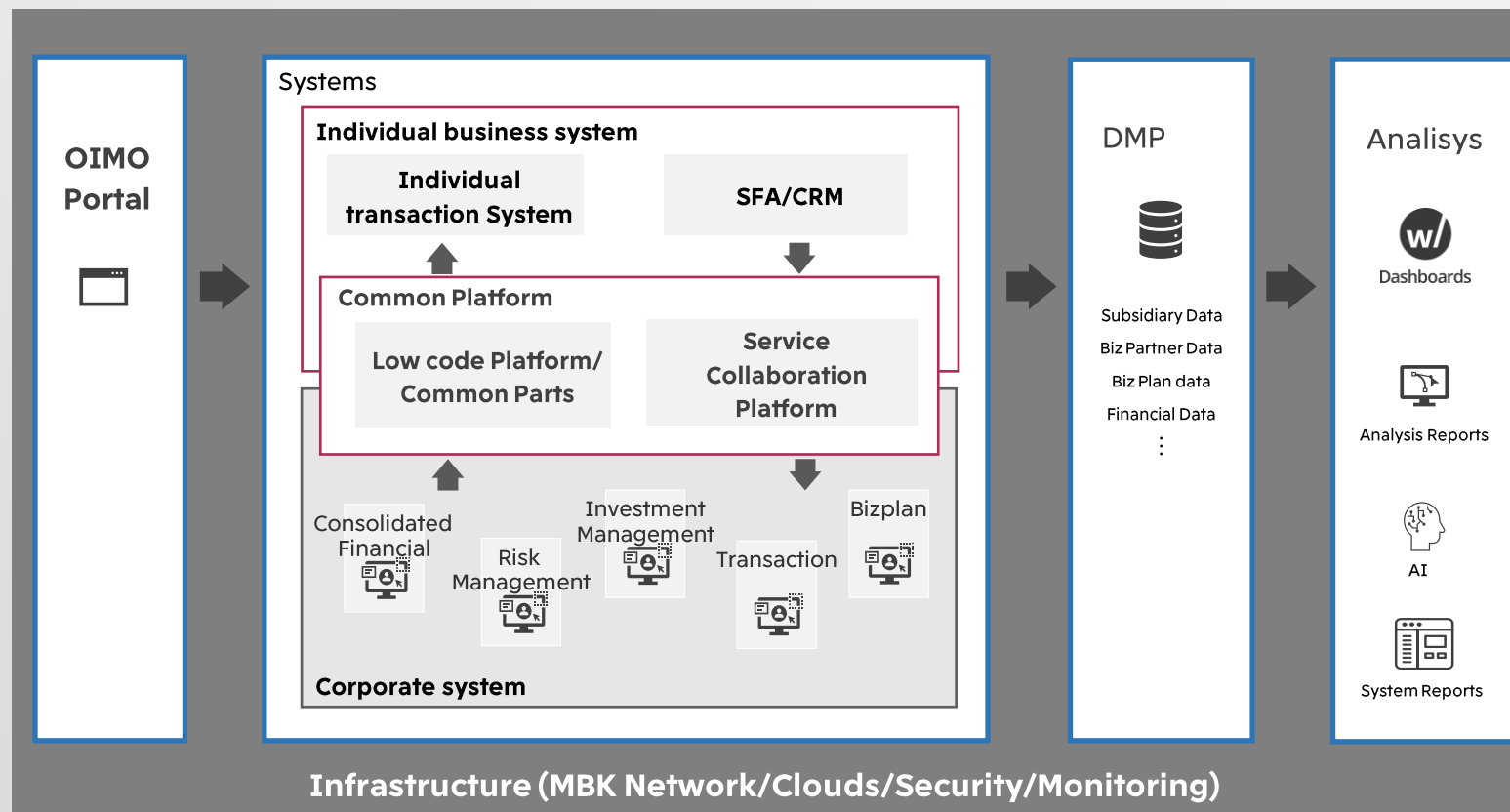
Enhancing our competitiveness and corporate value



Digital Grand Design

Enterprise Architecture

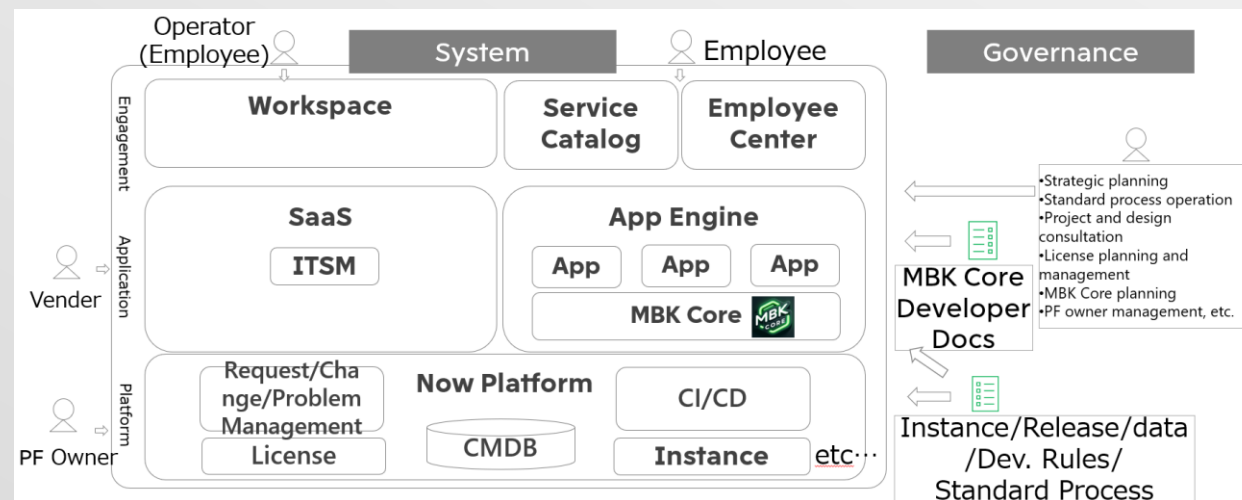
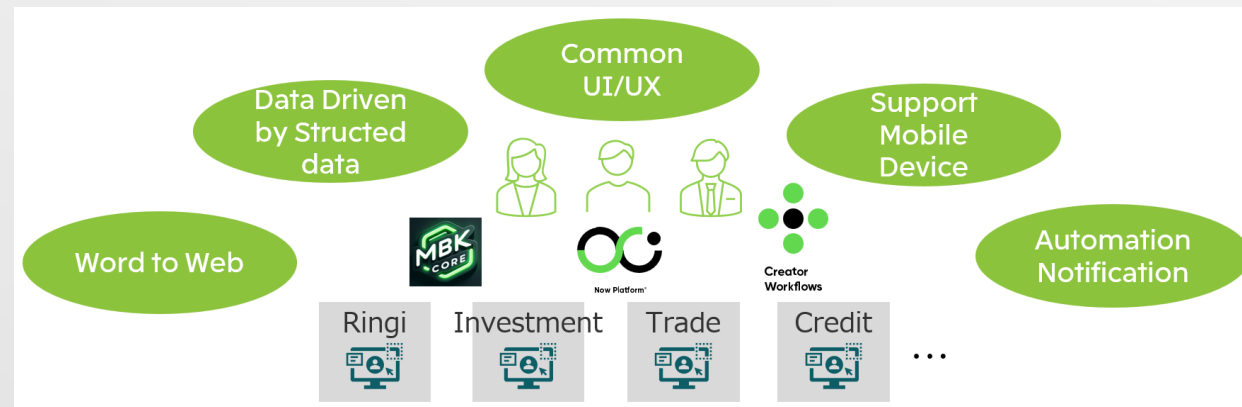
- ◆ We aim to provide a system platform that contributes to achieving optimal overall performance and securing a competitive advantage in the sales field by balancing areas where standardization is promoted, mainly for company-wide systems, with areas where flexibility is ensured, including for individual sales systems.
- ◆ We will promote the construction of a service integration platform to streamline data integration between systems, as well as ServiceNow as a low-code platform.
- ◆ We will accumulate data in DMPs and contribute to the development of dashboard portals, the utilization of AI, and data-driven management that utilize these.



Digital Grand Design

ServiceNow

- ◆ We are currently executing the modernization of multiple corporate systems using ServiceNow's low-code platform, App Engine.
- ◆ We are establishing common functionalities used in the modernization of corporate systems as MBK Core.
- ◆ We are also organizing development governance on the ServiceNow platform in terms of rules, processes, and structure.



Digital Grand Design

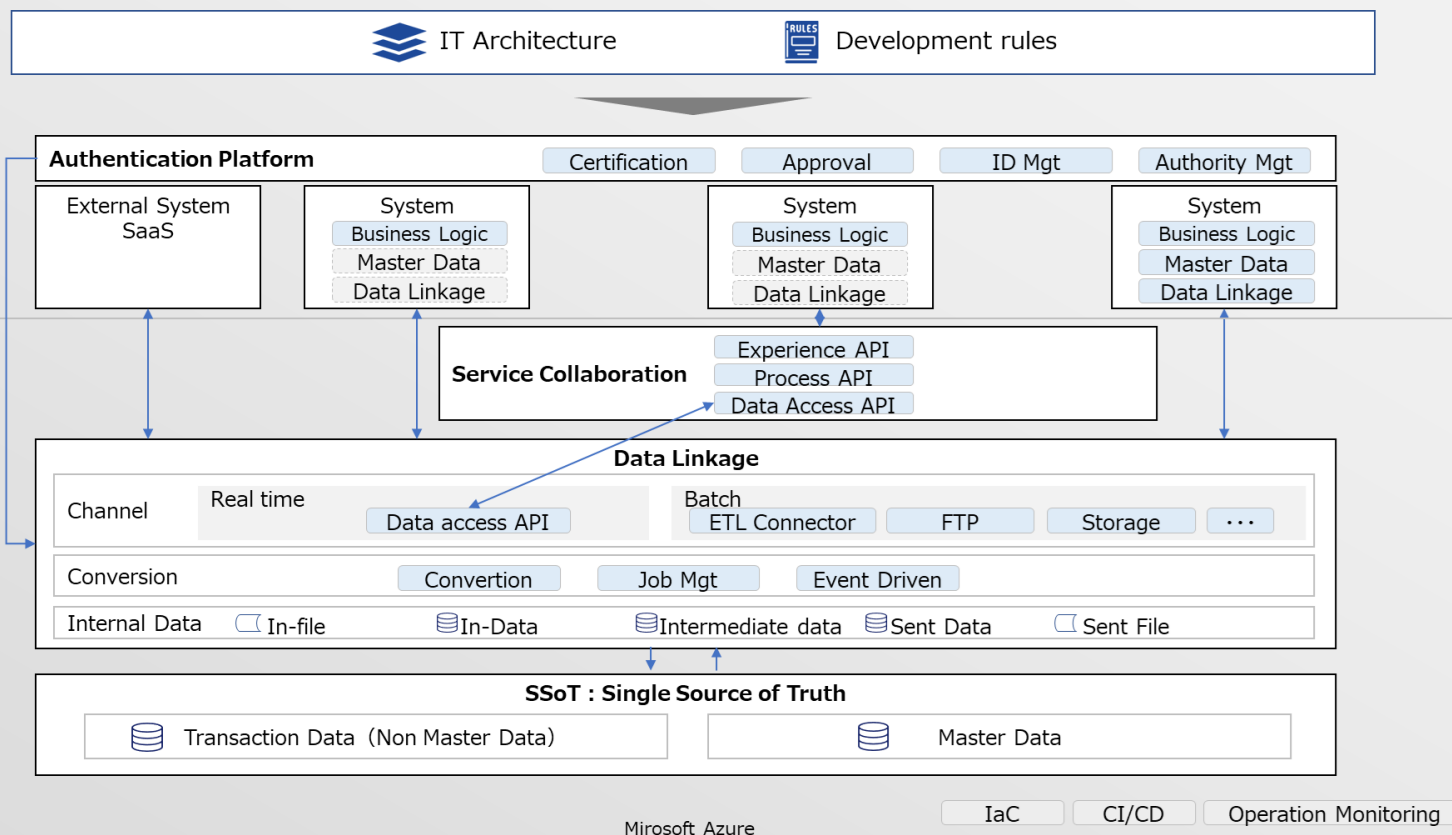


Service Collaboration Platform

◆The lack of standard rules and common infrastructure for data linkage between systems has led to individual development, resulting in duplication of functions, inefficient maintenance, and reduced data distribution and convenience.

◆As of 1Q FY26/3, the company will realize API data linkage between existing systems and SaaS via the data linkage platform, and in principle, data linkage between systems will be done via the service linkage platform.

◆In the future, “master management” and “authentication infrastructure” will be expanded, and not only will company-wide systems reference common data, but business logic (API) will also be standardized.



360° business innovation.

