

# Initiatives for Digital Strategies

## DX that the Mitsubishi HC Capital Group Aims to Achieve

At the Mitsubishi HC Capital Group, we aim to achieve the creation and qualitative improvement of customer value by utilizing data and digital technologies in order to realize Our 10-year Vision. With the key points being human capital, the ability to provide customer value, and

productivity, under the 2025 MTMP, we will strive to develop and acquire DX talent and develop a base for the DX framework to build the foundation, thus generating results from building an aggressive DX framework and developing new business.

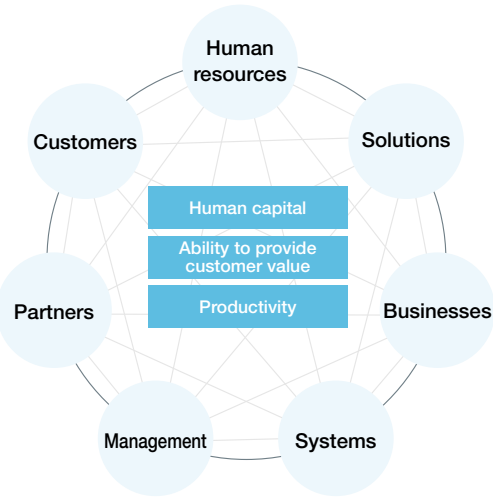
### The definition of DX at the MHC Group

At MHC, DX means the creation and qualitative improvement of customer value by utilizing data and digital technologies from customer- and future-oriented perspectives in order to realize our goal amid the ever-changing external environment of the Group.

### Our vision: what are the aims of DX at MHC?

Through DX, we aim to realize the happiness and growth of our employees, maximize the potential of our assets, and provide our customers with emotion and joy.

Continuously improve the uniqueness and superiority of our three strengths by combining data and digital technologies with seven elements



DX strategies under 2025 MTMP

Building a foundation	(1) Developing and acquiring DX talent	<ul style="list-style-type: none"> <li>Company-wide DX talent development (raise the baseline for DX literacy)</li> <li>Develop and acquire DX experts</li> <li>Support DX talents' activities and initiatives, providing output opportunities</li> </ul>
	(2) Developing a base for the DX framework	<ul style="list-style-type: none"> <li>Aggressive investment in DX</li> <li>Build a framework that supports DX</li> <li>Save time by dramatically improving operational efficiency</li> </ul>
Generating results	(3) Building an aggressive DX framework	<ul style="list-style-type: none"> <li>Improve sales efficiency and strengthen customer base</li> <li>Provide new customer value by leveraging our customer base and data</li> <li>Strengthen frontline capabilities to generate and propagate seeds</li> </ul>
	(4) Developing new business	<ul style="list-style-type: none"> <li>Strengthen the development framework for new businesses and products</li> <li>Strengthen DX partnership and network</li> <li>Promote business and product development through data utilization</li> </ul>

## Examples of Businesses Utilizing DX

### Participation in a business aimed at DX of the warehousing industry

We participate in a business aimed at DX of the warehousing industry jointly with Mitsubishi Corporation, Mitsubishi Corporation LT, Inc., U Tokyo Innovation Platform Co., Ltd., Prologis, Inc., Mitsui Fudosan Co., Ltd.\*, and Mitsubishi Estate Co., Ltd.

Gaussy, which operates the business, addresses issues faced by the logistics industry, such as labor shortages and the dependence on individual skills, with Roboware, a subscription service that enables anyone to use robots easily for warehousing operations, and WareX, a sharing service that permits anyone to use vacant warehouse spaces easily. We provide functions including financing and asset possession and management, which we have cultivated over many years, thus delivering efficient, highly convenient services tailored to customer needs and tackling issues faced by the logistics industry, such as the effective utilization of resources.

\*The investor is 31VENTURES Global Innovation Fund II (corporate venture capital of Mitsui Fudosan)

## Measures to Promote Understanding of DX Internally

### Metaverse Experience Session, a side project of the DX community

We experienced Metaverse, an emerging technology, firsthand, to generate ideas on new business without being constrained by daily operations.



## Measures for Promoting DX Initiatives

### Introduction of a DX point program

We grant points, which can be exchanged for employee welfare benefits, for DX initiatives by employees. We have also established a program under which a certain percentage of the total granted points are appropriated by the Company for donations as a social contribution, thereby driving DX initiatives.

### Conclusion of a capital and business alliance with a company engaged mainly in the research and development of robot services for the food industry

We have signed a capital and business alliance with Connected Robotics Inc. We provide companies introducing robots developed by Connected Robotics with comprehensive services needed to build a robot-friendly environment and make effective use of the robots, thus working to popularize robots and help improve productivity in the domestic food industry.

Meanwhile, we are focusing efforts on robot-related projects subsidized by the Ministry of Economy, Trade and Industry, such as driving research and development for building a robot-friendly environment in indoor facilities and participating in a demonstration for automating the process of placing prepared food on plates in food factories. Under this alliance, we will build service models tailored to customer needs by leveraging our strength, namely our ability to build solutions.

### Initiatives for supporting corporate transformation through DX

We implement a number of measures for corporate transformation through DX driven by management, such as holding an interactive workshop with external experts.



### Development of a budget system for driving DX strategies

To facilitate quick and agile DX initiatives in each division, we have developed a budget system under which authority to approve a budget up to a certain amount is transferred to each division, thus facilitating DX initiatives across the company.