

Digital Strategy

We position our digital strategy as a key means of maximizing the driving force of our business, financial, and talent and culture strategies toward achieving Our FY2031 Vision. Under our digital strategy, we will drive value creation across both business and operations, going beyond solidifying and strengthening foundations, to realize more advanced and agile management. We have also established a structure under which digital-related departments work together under the Chief Digital Officer (CDO) to promote the Company-wide digital strategy across the organization.

Value creation in business

To address stakeholder challenges, we will create new businesses by gradually expanding our digital solution offerings and expand our capabilities through collaboration with partners. In addition, we will enhance existing businesses by improving sales efficiency and increasing revenue opportunities through the utilization of generative AI and other technology, as well as by improving profitability through the use of asset data and other data, thereby enhancing customer experience and strengthening competitiveness.

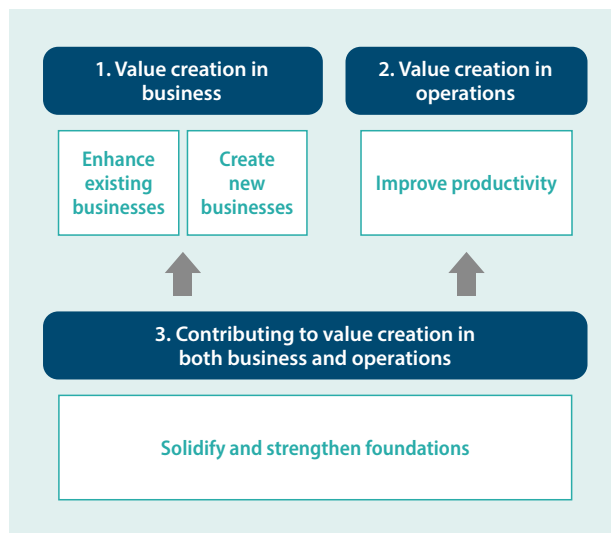
Value creation in operations

By utilizing advanced digital technology such as AI to fundamentally overhaul business processes, we aim to improve productivity and reform our cost structure. Beyond simply reducing overtime hours or costs, we will link these initiatives with our talent and culture strategies and create an environment in which employees can use the time generated through productivity improvements to take on high-value-added work.

Contributing to value creation in both business and operations

We will solidify and strengthen foundations that support value creation in both business and operations by enhancing our management infrastructure, including the establishment of a data-driven management framework, strengthening cybersecurity measures, and developing and strengthening the talent base in line with current trends.

Framework for promoting digital-driven value creation



Promotion structure

