DX

We aim to enhance and optimize management through the use of data and digital technologies.

Masayoshi Hachisuka
Chief of IT Headquarters

By centralizing and utilizing data, we provide timely information necessary for analysis and decision-making, achieving greater efficiency and more advanced business operations and management. To achieve this, it is essential to improve inefficient tasks and processes, reallocating those resources to higher value-added activities. Also, we need to shift to data-driven management at all levels—at sites, in business operations, and in management—by adopting data-based decision-making. These efforts go beyond merely improving business processes. They directly contribute to enhancing corporate value and presence. By leveraging innovative digital technologies, we will realize a customer-centric approach, transform organizational culture, and develop new innovations and business models.

Development of IT Solutions for Process Optimization and Operational Efficiency

We are working on building an IT platform to drive innovation in the engineering chain at every stage—sales, design, production preparation, and quality control—aimed at improving operational efficiency and shortening development cycles. Furthermore, by enhancing the supply chain infrastructure across procurement, manufacturing, quality, and logistics, we are pursuing productivity improvements, cost reductions, and shorter manufacturing lead times. As a new initiative, we have developed a system that uses AI to accurately measure the load volume of delivery

trucks, contributing to improved load efficiency. We believe that these process reforms should not only improve internal operations but also create value for our customers and the supply chain.

System for accurately measuring delivery truck load volume using AI

Enhancing the Infrastructure for More Advanced and Efficient Global Management

We are working to enhance our IT infrastructure to achieve more advanced and efficient management from a global perspective. We have also begun renewing our aging core systems. By revamping business processes in areas such as production management and accounting, we aim to improve the accuracy of procurement and production planning, refine progress

management, and enhance the overall efficiency of core business operations. Furthermore, by visualizing financial accounting and cost management data—including granular details on costs, revenue, and ROIC indicators—we will enable more advanced decision-making and efficient allocation of resources.

Development of Digital Technologies to Support DX and Identification and Development of Talent

In addition to enhancing cybersecurity measures and risk management, we are actively adopting the latest technologies, such as machine learning (AI)-based data analysis and cloud technologies.
For example, we are utilizing data from vibration sensors in manufacturing sites for predictive maintenance and have developed a generative AI tool, RAG chatbot (Retrieval-Augmented Generation), to assist with material development tasks. Company-wide, we have introduced Generative AI Usage Guidelines to ensure the safe and effective use of conversational AI services. For developing digital talent, we are implementing measures tailored to various audiences, including specialized training in data science, literacy improvement programs for all employees, and

conducting citizen development through internal departments. We also aim to establish leadership and collaboration capabilities for DX implementation, enhance implementation structures, and foster a cultural transformation within the organization to support these efforts.

Predictive maintenance using vibration sensor data (AI machine learning)