

Advancing Business Transformation Through DX



In the times when everything is connected via digital technology and evolves rapidly, the Daigas Group recognizes that how we compete to offer services to customers is completely different from conventional approaches. Under such circumstances, our business operations need to respond quickly and flexibly to changes. Based on our belief that accelerating both value provision through new service development and productivity increase through operational process reform will lead to enhanced competitiveness, we will advance business transformation through DX.

FY2025.3 Results

Recruitment of DX core staff **243** people

Progress through FY2025.3

The Daigas Group is transforming its business activities to realize the DX strategy goal of becoming a “corporate group capable of keeping on changing.”

For our first initiative, new service development, we launched a project involving approximately 70 employees from residential business divisions^{*1}, which perform customer-facing activities; the DX Strategy Dept., which promotes DX; and OGIS-RI Co., Ltd. The project is restructuring our business operations and systems that support those operations, taking a customer-oriented approach. In FY2025.3, we formulated a system reconstruction roadmap to realize 1-to-1 communication that proposes optimal services at optimal timings for customers.

For our second initiative, operational process reform, we are working to improve operational efficiency by incorporating SaaS^{*2}, generative AI, and other digital technologies into business operations. Simultaneously, we are reforming ways of work and how to proceed with tasks through Daigas X^{*3}. This will make room for exploring new value, evolving highly specialized operations, and lead to the provision of new value.

For our third initiative, DX promotion structure enhancement, we hold lectures and dialogues with external experts for management and are working to enhance the development of DX core staff, who play a core role in DX promotion. We have developed a total of 243 DX core staff members as of March 2025. Through these initiatives, we are working to build a system where top-down and bottom-up approaches create synergy.

^{*1} Please see □ P.40 for examples of FY2025.3 activities in services for residential customers.

^{*2} A service that allows users to use software via a network, such as the internet.

^{*3} Daigas transformation: Reform of ways of work and how to proceed with tasks and creation of a work environment that enhances value for employees and the company.

For specific initiatives, please see □ Sustainability Report 2025.

Challenges and Future Strategies

In order to advance business transformation through DX, we need to be swift in adapting to rapid technological innovation, reform our traditional organizational culture, and promote flexible and innovative thinking. We will promote the use of digital technologies such as generative AI across the entire company, evolve our ways of working and methods of proceeding with tasks, and work to build a DX promotion system that can generate synergies from both top-down and bottom-up by enhancing and continuing development programs by job levels.

In addition, we will build a competitive business model through DX by deploying the results of our business transformation activities, which have been focused on the residential business division, to the commercial and industrial business divisions, network division, and other divisions.

