

Basic Strategies

To become a “corporate group capable of keeping on changing,” while introducing AI and other advanced technologies, we are aiming for **①new service development**; **②operational process reform**; and **③DX promotion structure enhancement**.



Future Strategies

[DX roadmap and main initiatives]

	FY2023–FY2024	FY2025–FY2027	FY2028
Phase	Introduction phase	Rollout/expansion phase	Establishment/operation phase
Main achievements	- Establishment of the DX Strategy Dept. - Start of Daigas X - Development of initial systems for foundations suited to the AI era	- Fostering a culture of transformation and rollout of trials using proprietary WAAAP³ AI platform (70% of employees using AI/freed up 220,000 working hours) - Formulation of roadmap to transition away from legacy systems, reinforcement of IT governance - Reinforcement of security, including at Group companies - Development of core DX personnel (310 employees in FY2026), reinforcement of organizational framework through establishment of CDIO⁴ and dedicated AI promotion department, etc.	- Driving transformation through proprietary AI platforms - System modernization for overall optimization - Further strengthening of IT governance and BCP readiness
Issues	- Lack of core DX personnel - Transition away from legacy systems	- Rapid spread of AI - Heightened security risks	

1 Daigas transformation: Transformation of work styles and work processes, and creation of an environment that enhances both employee and corporate value.

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

3 Whole AI Agentic Automated Platform. AI platforms that create shortcuts from system development to operation.

4 Chief Digital & Information Officer

What We Achieve through DX

By improving operational efficiency through DX, we will create capacity to focus on advancing highly specialized operations. Moreover, while proactively adopting new technologies such as AI and further improving the efficiency and sophistication of our operations, we will explore and create new value in our services.

[Basic strategies]

① New service development

We will engage in 1-to-1 communication that proposes optimal services at the optimal timing for each customer, and maximize value across the energy value chain.

② Operational process reform

By incorporating SaaS², generative AI, and other digital technologies into our business operations, we will improve operational efficiency and create capacity for exploring new value and further advancing highly specialized operations. We are also gradually incorporating AI into call centers and other existing businesses to enhance productivity.

③ DX promotion structure enhancement

By reinforcing our collaboration with OGIS-RI Co., Ltd., our information solutions company, developing core DX personnel, and enhancing our organizational framework, we are promoting DX across the Group and fostering a culture of transformation.

Initiatives to Strengthen IT and AI Governance

The rapid advancement of AI and other technologies is increasing emerging risks, including information leakage and ethical concerns. In addition to strengthening IT governance across the Group, we are promoting the establishment of an appropriate AI governance framework.

Specifically, we have established AI usage guidelines and are ensuring that employees are fully informed and educated through e-learning programs and other measures. We have also set up a consultation desk staffed by a specialized organization. In this way, we are addressing security risks and ethical concerns, while ensuring safety and reliability, and promoting the proactive use and rollout of new technologies.