Bolster Competitiveness Leveraging DX

Amid growing uncertainty in the business environment due to global instability and rising geopolitical risks, the Company positions digital transformation (DX) as a *core management function* for continuing to drive sustainable business transformation and growth, rather than a mere temporary effort.

New DX Vision and Strategy

DX NEXT empowered by AI ～eXceeding Today, eXploring Tomorrow～

In conjunction with the launch of the Corporate Business Plan (2025-2027), we formulated "DX NEXT empowered by AI —eXceeding Today, eXploring Tomorrow—," a DX vision that positions AI utilization as a new central pillar. Building on the foundation established through our previous DX strategies, this vision aims to achieve *fundamental transformation* that goes beyond operational improvements through the use of generative AI and other technologies.

In 2025, we established a company-wide foundation for AI utilization and steadily increased the speed of operational transformation and value creation on the front lines, while incorporating rapid advances in AI technologies including generative AI. Starting from the insights and implementation results gained to date, we will integrate AI into each of our DX strategies more deeply and achieve company-wide transformation that goes beyond individual optimization in 2026. By advancing on-site improvements and management and business transformation in an integrated manner, we will enhance the management foundation that supports the new growth strategy even in an uncertain environment. We will also strengthen our competitiveness and accelerate new value creation further.

Overview of the DX Strategy

DX NEXT empowered by AI –eXceeding Today, eXploring Tomorrow–

Acceleration	Acceleration	Acceleration
DX Strategy 1.0 plus Improve productivity in 4 digital domains	DX Strategy 2.0 plus Strengthen competitiveness of existing businesses	DX Strategy 3.0 plus Realization of new business models
Business process transformation based on AI use	Integrating AI into business operations	Accelerating innovation with generative AI

Strengthen management base

Secure digital talent and build out an organization to drive DX	Build a digital infrastructure	Cultivate a reform-oriented mindset
• AI-powered customized education	• Developing infrastructure suited for AI use	• Mindset for the generative AI era

Action plan

AI native company	Data monetization	Strengthen business competitiveness	Strengthen IT infrastructure
• AI is embedded within work processes, and all employees naturally leverage AI	• Achieve Biondo™'s business growth and the creation of the next data monetization	• Achieve 10x productivity in work processes leveraging AI, IT, and robotics	• Strengthen Zero Trust security measures • Build methodologies and IT infrastructure capable of rapid adaptation to business changes

To Become an AI-Native Company: AI-driven Transformation —From Individual Use to Organizational Use—

The rapid evolution of generative AI is set to fundamentally transform the way we work. Aiming to realize an "AI-native" work style where people and AI collaborate, the Company is encouraging the use of generative AI under the DX vision in order to promote the shift from individual use to organizational utilization. To accelerate this transformation, the Company is taking a two-pronged approach to "AI democratization" and "sophisticated use of AI."

In terms of "accelerating AI democratization," we monitor AI usage via dashboards and conduct awareness-raising activities such as generative AI literacy education, hands-on training and other AI application seminars. We are also creating an environment where anyone can create and use AI apps. After we released the feature, as many as 750 custom apps were created in about three months.

Meanwhile, for "sophisticated use of AI and value creation," we enabled unified search across internal information sources using Retrieval-Augmented Generation (RAG), thereby improving the speed and quality of decision-making, including at management meetings. By introducing AI agents, we will also accelerate the transition to autonomous and automated business processes, leading to tangible outcomes in terms of value creation, such as organizational efficiency, higher profits and business growth.

Accelerate democratization of AI



Monitor and promote greater utilization

- Monitoring via dashboards
- Training on the use of generative AI

Generative AI active users: Approx. 55% (up 1.5 x yoy)

Democratization of AI leveraging custom apps

- Built 750 apps within 3 months from release of the function with 300 of those apps shared within the company
- Permeate the feeling that anyone can make and use AI

Deploy AI across a diverse range of use cases and drive work efficiencies

- Capable of changing use of LLM* based on application
- Dramatic productivity gain in shared tasks through release of image generation and meeting-minutes functions

*Large Language Model

More advanced use of AI and value creation



Leveraging internal knowledge

- Companywide search queries of internal information using RAG*
- Enhance quality and speed of advanced decision-making including Executive Meetings

*Retrieval-Augmented Generation

Introduce next-generation AI

- Introduce AI agents
- Accelerate autonomous and automated work processes

Initiatives to Create New Business Models

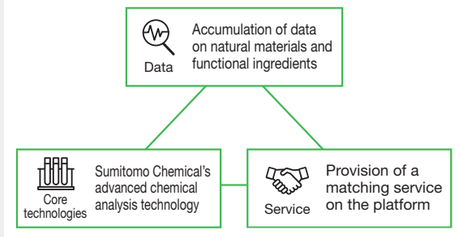
Toward creating new business models through DX, the Company is promoting data monetization with the use of core technologies and accumulated data.

For the first initiative of DX Strategy 3.0, Biondo™ (released in July 2024), we expanded the user base and improved services. In addition, "tsuna-ag," a comprehensive agricultural information service themed on "connecting through agriculture" launched in 2023, is expanding as a digital platform for supporting agricultural management. A new service for members, "tsuna-ag point," was also launched in July 2024. For "YAOYASAN," an information app on fruit and vegetable market conditions, we enhanced the functionality and launched a paid service in October 2025. We are also preparing the second initiative, considering the third and subsequent initiatives, exploring new business opportunities using AI, and accelerating initiatives towards the Corporate Business Plan target of launching five digital products.

Biondo

How to pronounce: Biondo

Analysis and matching that make the value of natural materials visible and connect sellers with buyers



つなあぐ tsuna-ag

Provision of various services that support agricultural management and distribution, such as a comprehensive agricultural information service themed on "connecting through agriculture" and an information app on fruit and vegetable market conditions "YAOYASAN."



青果市況情報 YAOYASAN

Market information service to assist with shipping and sales decisions of farmers